

**DRAFT 2019-20 Budget Dashboard Template**

Division A

**Box #1a: Multi Year Template**

	Actual	Actual	Actual	Operating Budget	Q1 Submission Forecast	Operating Budget	Operating Budget	Operating Budget	% Increase / prior year budget	% Increase / prior year forecast	% Increase / prior year budget	% Increase / prior year budget	4 yr CAGR FY17 Actual - FY21 Budget
	2015-16	2016-17	2017-18	2018-19	2018-19	2019-20	2020-21	2021-22	2019-20	2019-20	2020-21	2021-22	FY18 Actual - FY22 Budget
State Support	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Tuition and Fees	628	594	889	959	1,008	959	1,038	1,036	0%	-5%	8%	0%	-
Contracts & Grants	-	-	-	-	-	-	-	-	-	-	-	-	-
Private Gifts for Current Use	5,928	5,949	5,590	3,710	4,050	3,710	4,171	4,007	0%	-8%	12%	-4%	-
Investment Income	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	0%	-44%	85%	-42%	8%
Sales and Services	141	279	163	88	95	71	98	76	-20%	-26%	39%	-22%	-
Nonoperating Revenue	-	1	-	-	-	-	-	-	-	-	-	-	-
Adjustment: Revenue - Plan	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>6,696</b>	<b>6,823</b>	<b>6,642</b>	<b>4,757</b>	<b>5,153</b>	<b>4,740</b>	<b>5,307</b>	<b>5,119</b>	<b>0%</b>	<b>-8%</b>	<b>12%</b>	<b>-4%</b>	<b>-</b>
Campus Support	55,374	56,390	58,886	63,916	64,042	63,420	65,964	68,493	-1%	-1%	4%	4%	-97%
External Transfers	932	917	898	1,272	1,367	1,272	1,408	1,374	0%	-7%	11%	-2%	-
To/From Other Divisions	3,676	3,835	6,404	3,763	3,806	3,763	3,920	4,064	0%	-1%	4%	4%	-95%
Internal DIVISION Transfers	111	38	(0)	(0)	75	(0)	77	(0)	0%	-100%	Over 500%	-100%	Over 500%
Internal DEPARTMENT Transfers	-	86	(22)	-	-	-	-	-	-	-	-	-	-
Operating Transfers - Plan	-	-	-	-	-	-	-	-	-	-	-	-	-
Adjustment: Operating Transfer - Plan	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Operating Transfers</b>	<b>60,093</b>	<b>61,266</b>	<b>66,166</b>	<b>68,952</b>	<b>69,291</b>	<b>68,455</b>	<b>71,369</b>	<b>73,932</b>	<b>-1%</b>	<b>-1%</b>	<b>4%</b>	<b>4%</b>	<b>-97%</b>
<b>TOTAL REVENUE &amp; TRANSFERS</b>	<b>66,789</b>	<b>68,089</b>	<b>72,808</b>	<b>73,709</b>	<b>74,443</b>	<b>73,195</b>	<b>76,677</b>	<b>79,051</b>	<b>-1%</b>	<b>-2%</b>	<b>5%</b>	<b>3%</b>	<b>-97%</b>
Academic Salaries & Wages	33,879	34,002	36,561	38,573	38,081	38,443	39,223	41,519	0%	1%	2%	6%	-96%
Staff Salaries & Wages	5,884	5,912	5,982	5,985	5,948	5,951	6,127	6,427	-1%	0%	3%	5%	-95%
Salaries & Wages	39,762	39,914	42,543	44,558	44,029	44,395	45,350	47,946	0%	1%	2%	6%	-97%
Employee Benefits	11,709	12,554	13,587	14,597	14,640	14,781	15,079	15,963	1%	1%	2%	6%	-95%
Adjustment: Compensation - Plan	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Compensation</b>	<b>51,471</b>	<b>52,468</b>	<b>56,130</b>	<b>59,155</b>	<b>58,669</b>	<b>59,175</b>	<b>60,429</b>	<b>63,909</b>	<b>0%</b>	<b>1%</b>	<b>2%</b>	<b>6%</b>	<b>-97%</b>
Supplies, Materials and Equipment	1,623	2,147	2,486	2,082	2,219	2,082	2,285	2,249	0%	-6%	10%	-2%	-
Scholarships and Fellowships	6,084	6,340	8,040	8,205	8,037	8,289	8,278	8,953	1%	3%	0%	8%	-94%
Other Operating Expenses	4,347	3,054	2,428	1,667	2,104	1,667	2,167	1,800	0%	-21%	30%	-17%	-
Adjustment: Total Non Compensation - Plan	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non Compensation</b>	<b>12,054</b>	<b>11,541</b>	<b>12,954</b>	<b>11,954</b>	<b>12,360</b>	<b>12,038</b>	<b>12,730</b>	<b>13,001</b>	<b>1%</b>	<b>-3%</b>	<b>6%</b>	<b>2%</b>	<b>-96%</b>
<b>TOTAL EXPENSES</b>	<b>63,525</b>	<b>64,009</b>	<b>69,084</b>	<b>71,109</b>	<b>71,029</b>	<b>71,214</b>	<b>73,159</b>	<b>76,911</b>	<b>0%</b>	<b>0%</b>	<b>3%</b>	<b>5%</b>	<b>-97%</b>
<b>Net Operating Surplus/(Deficit)</b>	<b>3,265</b>	<b>4,079</b>	<b>3,724</b>	<b>2,601</b>	<b>3,415</b>	<b>1,981</b>	<b>3,517</b>	<b>2,140</b>	<b>-24%</b>	<b>-42%</b>	<b>78%</b>	<b>-39%</b>	<b>-</b>
Changes in Fund Balance - Pos/(Neg)	(243)	(917)	(390)	(2,243)	(1,849)	(2,243)	(1,905)	(2,422)	0%	21%	-15%	27%	-
<b>Change in Net Assets - Pos/(Neg)</b>	<b>3,021</b>	<b>3,162</b>	<b>3,334</b>	<b>358</b>	<b>1,565</b>	<b>(261)</b>	<b>1,612</b>	<b>(282)</b>	<b>-173%</b>	<b>-117%</b>	<b>Over 500%</b>	<b>-118%</b>	<b>-</b>

(Dollars in thousands, Current Funds, excluding C&G)

**Box #1b: Budget Improvement Target Plan**

	Operating Budget	Operating Budget	Projected	Projected
	2018-19	2019-20	2020-21	2021-22
Prior Year Operating Budget Net Surplus/(Deficit) Goal		2,601	3,035	3,273
Budget improvement target		434	238	-
Minus target adjustment		-	-	-
<b>Current Year Operating Budget Net Surplus/(Deficit) Goal</b>	<b>2,601</b>	<b>3,035</b>	<b>3,273</b>	<b>3,273</b>
<b>Target Met</b>	<b>TRUE</b>	<b>FALSE</b>	<b>TRUE</b>	<b>FALSE</b>

(Dollars in thousands, current funds, excluding C&G)

## DRAFT 2019-20 Budget Dashboard Template

### Division A

#### Box #2: Research

Research									
	2015-16A	2016-17A	2017-18A	2018-19F	2019-20B	CAGR FY16-18	CAGR 19F	FY16- 19F	CAGR FY17-20B
Contracts & Grants - Expenses	49,010	52,126	55,728	53,300	54,491	7%		3%	1%
Indirect Cost Recovery	10,045	9,988	11,009	5,399	-	5%		-19%	-100%
Indirect Cost Recovery % (Calc)	26%	24%	25%	11%	0%				

(Dollars in thousands)

#### Box #3: Philanthropy

Metrics					
	2013-14A	2014-15A	2015-16A	2016-17A	2017-18A
Gifts and Foundation Donations	\$ 3,637	\$ 3,543	\$ 4,363	\$ 4,269	\$ 3,798
Managers and Supervisors	-	-	-	-	-
Professionals	1.00	1.08	2.05	3.16	1.55
Total FTE	1.00	1.08	2.05	3.16	1.55
External Affairs Expenses	\$ -	\$ 59	\$ 176	\$ 192	\$ 121
<b>Ratios</b>					
Gifts/FTE Ext. Affairs	\$ 3,637	\$ 3,275	\$ 2,132	\$ 1,352	\$ 2,449
Ext. Affairs Expenses/Gifts	-	0.0	0.0	0.0	0.0

(Dollars in thousands, current funds, excluding C&G)

#### Box #4a: Resource Capacity - Endowment and Gifts

Donation Type						
	2015-16A	2016-17A	2017-18A	2018-19F <sup>1</sup>	2019-20B <sup>2</sup>	
Endowment Payout: Foundation		1,565	1,680	1,792	2,134	
Endowment Payout: Regents		267	369	405	894	
Computed Private Gifts for Current Use		4,363	4,269	3,798	2,283	
<b>Total Gifts for Current Use + Endowment Payout</b>		<b>6,194</b>	<b>6,318</b>	<b>5,995</b>	<b>5,311</b>	

(Dollars in thousands, current funds, excluding C&G)

<sup>1</sup> Endowment Payout - Foundation is not a budgetable account. The 2018-19F amount for this line is actual, not forecast.

<sup>2</sup> Endowment Payout - Foundation is not a budgetable account. It is estimated here at 0.5% higher than 2018-19F.

#### Box #4b: Resource Capacity - FFE

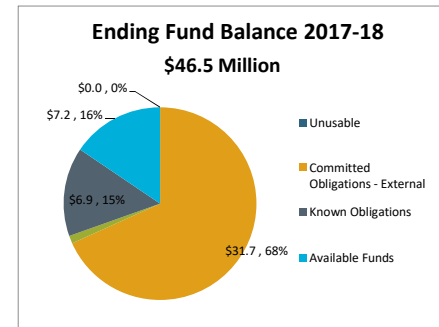
FFE* Balance	Market Value as of June **				
	2017			August Payout	
	2017	2018	2019	2018-19A	2019-20E
Regents & Foundation at Year-End	\$ 245	\$ 391	\$ 456	\$ 520	\$ 610

(Non-current funds, Dollars in thousands)

\*Funds functioning as Endowments

\*\* Market Value for 2019 is actual as of March 2019

#### Box #4c: Resource Capacity - Ending Reserve Balances by Fund Type



## DRAFT 2019-20 Budget Dashboard Template

### Division A

#### Box #5: Ending Balances

Ending Balance by Fund Type					
	2015-16A	2016-17A	2017-18A	2018-19F	2019-20B
Unrestricted	\$ 29,655	\$ 30,498	\$ 60,987	\$ 62,816	\$ 64,701
Designated	1,268	765	759	781	805
Restricted Gifts	9,496	10,482	10,792	11,116	11,449
Restricted Endow & FFEs	6,107	8,115	10,086	10,389	10,701
<b>Total</b>	<b>\$ 46,526</b>	<b>\$ 49,860</b>	<b>\$ 82,623</b>	<b>\$ 85,102</b>	<b>\$ 87,655</b>
<b>Ending Balance % of Expenses</b>	<b>73%</b>	<b>72%</b>	<b>80%</b>	<b>83%</b>	<b>81%</b>

(Dollars in thousands, current funds, excluding C&G)

#### Box #6: Teaching

	Teaching					
	TAS Eligible SCH*			Faculty-Taught SCH		Faculty-Taught SCH/ TAS SCH
	2017-18A	CAGR FY14-18	2017-18A	CAGR FY14-18	2017-18A	
Department A	9,441	0.1%	7,024	-0.3%	74%	
<b>Haas School of Business</b>	<b>9,441</b>	<b>0.1%</b>	<b>7,024</b>	<b>-0.3%</b>	<b>74%</b>	
Cohort 1 : Discipline-Prof Schools	6,262		3,224		51%	
Cohort 2: Expense Size-Large >\$75M	10,776		4,485		42%	

\*Graduate and Undergraduate

#### Box #7: Revenue Generation

	Revenue Generation									
	2014-15A	2015-16A	2016-17A	2017-18A	2018-19 Forecast Planner Submission	2019-20 Budget Planner Submission	2019-20 Incremental Revenue	2019-20 Incremental Expense	Net Incremental Revenue	Worst-Case Net Incremental
Revenues										
Private Gifts	3,637	3,543	4,363	4,269	n/a	n/a				
Endowment payouts	1,197	1,474	1,565	1,680	n/a	n/a				
Private Gifts for Current Use	4,834	5,017	5,928	5,949	4,766	3,710				
Sales and Services	200	130	141	279	120	88	500	400	100	-
Other Fees	81	58	72	77	110	112				
Self-Supporting Degree Program	-	-	-	-	-	-				
PDST	658	339	556	518	807	847				
Other Revenue	(1)	(0)	(0)	1	(0)	(0)				
<b>Total Revenue</b>	<b>5,772</b>	<b>5,544</b>	<b>6,696</b>	<b>6,823</b>	<b>5,802</b>	<b>4,757</b>	<b>500</b>	<b>400</b>	<b>100</b>	<b>-</b>
Summer and Concurrent (Income)	1,410	1,777	1,959	2,120	2,596	2,745				
Regents Endowment Payout	208	243	267	369	405	829				
<b>Grand Total</b>	<b>7,391</b>	<b>7,564</b>	<b>8,922</b>	<b>9,312</b>	<b>8,803</b>	<b>8,331</b>	<b>500</b>	<b>400</b>	<b>100</b>	<b>-</b>

(Dollars in thousands, current funds, excluding C&G)

**DRAFT 2019-20 Budget Dashboard Template**

**Division A**

**Box #8: Workforce Data - Faculty and Staff Trends**

	Salaries and Wages											
	2013-14 \$(000's)	2013-14 FTE	2014-15 \$(000's)	2014-15 FTE	2015-16 \$(000's)	2015-16 FTE	2016-17 \$(000's)	2016-17 FTE	2017-18 \$(000's)	2017-18 FTE	FY14-18 CAGR \$	FY14-18 CAGR FTE
Regular Faculty	2,360	13.4	3,095	17.0	3,010	16.2	2,968	15.8	2,873	14.1	5%	1%
Faculty Emeriti	24	-	8	-	-	-	-	-	-	-	-100%	n/a
Other Faculty	439	4.3	658	5.2	699	5.9	479	4.0	722	5.7	13%	7%
Other Academic	977	6.2	1,098	6.6	1,111	6.1	1,091	4.9	1,191	5.4	5%	-3%
Grad Student Titles	421	11.8	438	12.7	486	13.0	560	14.6	633	15.5	11%	7%
<b>Academic Subtotal</b>	<b>4,221</b>	<b>35.7</b>	<b>5,296</b>	<b>41.5</b>	<b>5,306</b>	<b>41.2</b>	<b>5,098</b>	<b>39.2</b>	<b>5,419</b>	<b>40.7</b>	<b>6%</b>	<b>3%</b>
Managers & Supervisors	371	3.0	380	3.0	400	3.0	421	3.0	386	2.7	1%	-3%
Professionals	1,143	16.6	1,155	16.7	1,353	19.2	1,568	20.7	1,882	24.1	13%	10%
Operational & Technical	197	4.0	132	2.8	80	1.6	31	0.7	8	0.2	-55%	-52%
N/A or Not Classified	2	0.1	-	-	-	-	-	-	-	-	-100%	-100%
<b>Staff</b>	<b>1,712</b>	<b>23.6</b>	<b>1,668</b>	<b>22.4</b>	<b>1,833</b>	<b>23.9</b>	<b>2,020</b>	<b>24.4</b>	<b>2,277</b>	<b>27.0</b>	<b>7%</b>	<b>3%</b>
Student Titles	72	2.5	74	2.6	76	2.8	83	2.7	107	3.3	10%	7%
Affiliates/Non-Employees	-	-	-	-	-	-	-	-	-	-	n/a	n/a
Unknown	9	-	0	-	37	-	24	-	(45)	-	n/a	n/a
<b>GRAND TOTAL</b>	<b>6,014</b>	<b>61.8</b>	<b>7,038</b>	<b>66.5</b>	<b>7,252</b>	<b>67.9</b>	<b>7,224</b>	<b>66.3</b>	<b>7,757</b>	<b>71.0</b>	<b>7%</b>	<b>4%</b>

(Dollars in thousands for salaries and wages, all earn codes, for current funds excluding C&G)  
(FTE not in thousands, for earn codes regular and overtime, for current funds excluding C&G)

