

## ***Request for Scenarios to Meet Budget Shortfalls In the 2003-04 University Budget***

President's Committee on Budget & Priorities

March 21, 2003

The Budget & Priorities Committee believes that the crucial criterion for budgetary decisions in the face of prospective budgetary stringencies is the goal of maintaining the University's growth trajectory, as outlined in the University's planning documents. PSU's growth trajectory includes several elements (which are not listed in priority order; we consider them interdependent):

- Growth in enrollment together with proportionate growth in human resources, facilities, technologies, and training necessary to provide larger numbers of students a high quality educational experience.
- Growth in the regional, statewide, national, and international recognition the University receives for its innovative educational programs, scholarship of distinction, and research capacity/productivity.
- Growth in public-private partnerships and in related entrepreneurial activities, which are necessitated by a continuing decline in state assistance to the University.
- Growth in multiple funding streams that include, among others, research funding and private fund raising and in the infrastructure and incentives necessary to sustain that.

This criterion and its related elements are drawn from the University's "Values and Vision Statement," PSU's draft "Institutional Priorities," President Bernstine's Convocation Address, the Senior Executive Enrollment Management Committee's Proposal, and the Council of Academic Deans "Strategic Resource Management Principles."

In light of these priorities the Budget and Priorities committee requests that the President's Office, Office of Academic Affairs, Finance and Administration and, University Development prepare budget scenarios for each of three possible reductions in PSU's E&G budget (see attached table) for the first year of the 2003-2005 biennium. The committee arrived at these three targets ("high," "medium," "low") out of discussions with OAA and FADM consultants. We request scenarios for each of the units listed in the accompanying spreadsheet, that is, for the University's central administrative offices and the major departments/programs that report to them. We ask that these scenarios-- which the committee will consider as drafts, not final plans--be completed and delivered to the Budget & Priorities Committee on or before Wednesday, April 9, 2003.

In composing the scenarios collaboratively with department/program administrators (Deans, Directors, Chairs) the committee asks that the central administrative officers (President, Provost, Vice Presidents) identify explicitly which elements of the above criterion they have applied in the revenue enhancements, expenditure reductions, and

fund reallocations that are contained in the scenarios at the level of departments, programs, and other units affected by budget reductions.

As a starting point, 61% of the funding gap is assigned to OAA. This is approximately 10% less than a proportional distribution of the gap. This starting point embodies an assumption that growth is paramount and reflects adjustments already made, i.e. reduction in reserves in E.&G. funds.

Although this is where we are starting it is not where we expect to end up; therefore, we would welcome any contribution major units might make to a set of budget strategies--even reallocations--that cross over between the President's Office, Office of Academic Affairs, Finance and Administration, and, University Development, to the end of greater budgetary efficiency and meeting the University's ongoing goals related to its mission, visions, and values.

In particular, we would like to request specifically that the major units work together to determine how the gap in the "General University" category might be resolved. Further, we assume that within each unit some activities are more central to the above-stated criteria than others. Therefore, it is our expectation that the scenarios developed by the four major units will not apply across-the-board cuts to subsidiary units.

#### **Notes on the accompanying tables:**

The identification in the spreadsheet of five major budget areas (Academic Affairs, President's Office, University Relations, Finance and Administration, and University General) is based on 2002-03 E&G Exhibits (printed 2/5/03) provided to the committee. The two larger units (OAA and FADM) are expanded in the spreadsheet to help the committee understand the scenarios.

The dollar figures in the attached tables were derived as low, medium and high gap scenarios that vary by the amount of revenue generated by tuition and enrollment growth increases proposed by PSU to OUS. The calculations assumed no growth in staff.

Assuming the proposed tuition and growth increases the total gap for 2003-04 ranges from \$4.8 million to \$6.1 million to \$7.3 million. For 2004-05 the gaps range from \$300,000 to \$3.1 million to \$6.0 million. We arrived at these figures using the 2002-03 budget as a base and using current best estimates of PERS, PEBB, and other costs, and what at this point appears to be the likely state appropriation to PSU. The estimated total gap facing the University for 2003-04 is \$16.5 million and \$18.5 million for 2004-05. It is assumed the University will partially offset the gaps with reserve and carryover accounts of \$4 million and \$2 million for 2003-04 and 2004-5, respectively. In each scenario we assigned the remaining 2003-04 (2004-05) gaps to each unit based on the unit's share of the 2002-03 Education and General Budget.

The low, medium and high gaps for 2003-04 are summarized below. The tuition revenue increases are before OUS remission. The values in parenthesis are for 2004-05 and the biennium totals, respectively.

The low estimate is associated with a net 5% increase in enrollment at all levels. The low gap of \$4.8 million (\$0.3 million, \$5.1 million) assumes that with enrollment growth proposed tuition increases will generate \$10 million (\$19 million, \$29 million) in increased revenue.

The medium gap of \$6.1 million (\$3.1 million, \$9.2 million) assumes \$8.4 million (\$15.5 million, \$23.9 million) in tuition increase-related income and a net 2.5% increase in enrollment.

The high gap of \$7.3 million (\$6.0 million, \$13.3 million) assumes \$6.9 million (\$12.1 million, \$19 million) additional tuition revenue and no net increase in enrollment.

The upper part of the table projects a 2003-04 (2004-05) PSU budget shortfall from adding the increased revenue of the tuition and growth model to the expected shortfall. The expected budget shortfalls for 2003-04 and 2004-05 of \$(16,518,686) and \$(18,478,900) respectively, are the result of reduced state allocations, PERS and PEBB increases and other smaller elements. The original shortfalls are based on 2002-03 budgets and assume no growth and no tuition increase or tuition surcharge. The values are from a spreadsheet similar to the one distributed to the Budget and Priorities Committee. Committee member R. Daasch modified the spreadsheet to calculate separately tuition revenue growth for resident and nonresident undergraduate and graduate students. His other change that links enrollment growth and staff growth is not used here. The column "Tuition Revenue Plan..." describes the tuition and growth assumptions for 2003-04. Nonresident undergraduate tuition increase is 5% and all others are 12%. Net enrollment growth varies from 5% to 0% (rows of upper table). The column "Other Institutional Revenue" is obtained from interviews. One time carry-forward and recurring savings are summed in Other Institutional Revenue.

In Tables 1-3 the last column "Net ... Shortfall" are compared as a percentage of the 2002-03 Exhibit B E&G budget assumed base of \$156,351,000. In Table 1 the target gap is assigned to OAA as fixed percentage (60%) of Net Shortfall. The 60% reduces the OAA share of the reductions by 10%. The remainder of the shortfall is unspecified to permit maximum flexibility to the scenarios. For the larger units (OAA and FADM) the first level sub-units are listed separately without gap assignments. Identical calculations are used in Table 2 for 2004-05. For 2004-05 the tuition increase is reduced to 4% for nonresident undergraduates and 8% for all others. The Table 3 provides 2003-05 biennium totals.

Tables 4-6 use the same revenue model and compare its shortfalls to the Non-Exempt Exhibit B E&G budget. Exemptions reduce the Exhibit B by \$47 million dollars. The Non-Exempt budget increases the OAA share to 77%. In the targets the cap reduced OAA share to 70%.

Tables 7-9 and Tables 10-12 provide a reference for across-the-board target gaps. Tables 7-9 are based on Exhibit B and Tables 10-12 are based on the Non-Exempt budget. The

calculations in Tables 7-12 are otherwise identical to Tables 1-3 and Tables 4-6, respectively.

**Table 1 Year 2003-04 Exhibit B Budget Shortfall with OAA capped @ 60%**

Tuition Revenue Plan Tuition Increases and Enrollment Growth*	2003-04 Shortfall after Tuition Revenues	Other Institutional Revenues	Net 2003-04 Shortfall	Shortfall as % Exhibit B E&G Budget
12, 5, 12, 12 @ 5% Growth	\$ (8,834,846)	\$ 4,000,000	\$ (4,834,846)	3.15%
12, 5, 12, 12 @ 2.5% Growth	\$ (10,086,750)	\$ 4,000,000	\$ (6,086,750)	3.97%
12, 5, 12, 12 @ 0% Growth	\$ (11,338,655)	\$ 4,000,000	\$ (7,338,655)	4.79%

\*Tuition Revenue Plan coded as percentage increases of UG(res), UG(nonres), G(res), and G(nonres)

**2003-04 Unit Budget Scenarios (OAA Capped @ 60%)**

Units E&G Budgets (millions)	2002-03 E&G Base	0% Growth; Budget Shortfall 4.7%	2.5% Growth; Budget Shortfall 3.9%	5% Growth; Budget Shortfall 3.1%
<b>OAA</b>	\$ 105.39	\$ 4.40	\$ 3.65	\$ 2.90
CLAS	\$ 26.57	\$ -	\$ -	\$ -
Undergraduate Studies	\$ 3.82	\$ -	\$ -	\$ -
SW	\$ 3.20	\$ -	\$ -	\$ -
SBA	\$ 8.90	\$ -	\$ -	\$ -
ED	\$ 5.40	\$ -	\$ -	\$ -
CECS	\$ 10.05	\$ -	\$ -	\$ -
Extended Studies	\$ 8.01	\$ -	\$ -	\$ -
FPA	\$ 5.92	\$ -	\$ -	\$ -
UPA	\$ 7.54	\$ -	\$ -	\$ -
Library	\$ 8.84	\$ -	\$ -	\$ -
OAA	\$ 2.77	\$ -	\$ -	\$ -
GSR	\$ 4.78	\$ -	\$ -	\$ -
International Affairs	\$ 1.24	\$ -	\$ -	\$ -
Student Affairs	\$ 8.37	\$ -	\$ -	\$ -
<b>PO</b>	\$ 1.69	\$ -	\$ -	\$ -
<b>University Relations</b>	\$ 3.19	\$ -	\$ -	\$ -
<b>FADM</b>	\$ 28.77	\$ -	\$ -	\$ -
OIT	\$ 8.19	\$ -	\$ -	\$ -
Business Office	\$ 2.87	\$ -	\$ -	\$ -
Physical Plant	\$ 11.60	\$ -	\$ -	\$ -
Other	\$ 6.10	\$ -	\$ -	\$ -
<b>University General</b>	\$ 17.31	\$ -	\$ -	\$ -
<b>E &amp; G Budget (Shortfall) Totals</b>	\$ 156.35	\$ 7.34	\$ 6.09	\$ 4.83

**Table 2 Year 2004-05 Exhibit B Budget Shortfall with OAA capped @ 60%**

Tuition Revenue Plan Tuition Increases and Enrollment Growth*	2003-04 Shortfall after Tuition Revenues	Other Institutional Revenues	Net 2004-05 Shortfall	Shortfall as % Exhibit B E&G Budget
8, 4, 8, 8 @ 5% Growth	\$ (2,300,453)	\$ 2,000,000	\$ (300,453)	0.20%
8, 4, 8, 8 @ 2.5% Growth	\$ (5,149,571)	\$ 2,000,000	\$ (3,149,571)	2.05%
8, 4, 8, 8 @ 0% Growth	\$ (7,926,273)	\$ 2,000,000	\$ (5,926,273)	3.86%

\*Tuition Revenue Plan coded as percentage increases of UG(res), UG(nonres), G(res), and G(nonres)

**2004-05 Unit Budget Scenarios (OAA Capped @ 60%)**

Units E&G Budgets (millions)	2002-03 E&G Base	0% Growth; Budget Shortfall 3.8%	2.5% Growth; Budget Shortfall 2.0%	5% Growth; Budget Shortfall .2%
<b>OAA</b>	\$ 105.39	\$ 3.56	\$ 1.89	\$ 0.18
CLAS	\$ 26.57	\$ -	\$ -	\$ -
Undergraduate Studies	\$ 3.82	\$ -	\$ -	\$ -
SW	\$ 3.20	\$ -	\$ -	\$ -
SBA	\$ 8.90	\$ -	\$ -	\$ -
ED	\$ 5.40	\$ -	\$ -	\$ -
CECS	\$ 10.05	\$ -	\$ -	\$ -
Extended Studies	\$ 8.01	\$ -	\$ -	\$ -
FPA	\$ 5.92	\$ -	\$ -	\$ -
UPA	\$ 7.54	\$ -	\$ -	\$ -
Library	\$ 8.84	\$ -	\$ -	\$ -
OAA	\$ 2.77	\$ -	\$ -	\$ -
GSR	\$ 4.78	\$ -	\$ -	\$ -
International Affairs	\$ 1.24	\$ -	\$ -	\$ -
Student Affairs	\$ 8.37	\$ -	\$ -	\$ -
<b>PO</b>	\$ 1.69	\$ -	\$ -	\$ -
<b>University Relations</b>	\$ 3.19	\$ -	\$ -	\$ -
<b>FADM</b>	\$ 28.77	\$ -	\$ -	\$ -
OIT	\$ 8.19	\$ -	\$ -	\$ -
Business Office	\$ 2.87	\$ -	\$ -	\$ -
Physical Plant	\$ 11.60	\$ -	\$ -	\$ -
Other	\$ 6.10	\$ -	\$ -	\$ -
<b>University General</b>	\$ 17.31	\$ -	\$ -	\$ -
<b>E &amp; G Budget (Shortfall) Totals</b>	\$ 156.35	\$ 5.93	\$ 3.15	\$ 0.30

**Table 3 Biennium 2003-05 Exhibit B Budget Shortfall with OAA capped @ 60%**

Tuition Revenue Plan Tuition Increases and Enrollment Growth*	2003-04 Shortfall after Tuition Revenues	Other Institutional Revenues	Net 2003-05 Shortfall	Shortfall as % Exhibit B E&G Budget
20, 9, 20, 20 @ 5% Growth	\$ (11,135,299)	\$ 6,000,000	\$ (5,135,299)	1.67%
20, 9, 20, 20 @ 2.5% Growth	\$ (15,236,322)	\$ 6,000,000	\$ (9,236,322)	3.01%
20, 9, 20, 20 @ 0% Growth	\$ (19,264,928)	\$ 6,000,000	\$ (13,264,928)	4.33%

\*Tuition Revenue Plan coded as percentage increases of UG(res), UG(nonres), G(res), and G(nonres)

**2003-05 Unit Budget Scenarios (OAA Caped @ 60%)**

Units E&G Budgets (millions)	2001-03 E&G Base	0% Growth; Budget Shortfall 4.2%	2.5% Growth; Budget Shortfall 3.0%	5% Growth; Budget Shortfall 1.6%
<b>OAA</b>	\$ 210.78	\$ 7.96	\$ 5.54	\$ 3.08
CLAS	\$ 53.13	\$ -	\$ -	\$ -
Undergraduate Studies	\$ 7.65	\$ -	\$ -	\$ -
SW	\$ 6.39	\$ -	\$ -	\$ -
SBA	\$ 17.81	\$ -	\$ -	\$ -
ED	\$ 10.80	\$ -	\$ -	\$ -
CECS	\$ 20.10	\$ -	\$ -	\$ -
Extended Studies	\$ 16.03	\$ -	\$ -	\$ -
FPA	\$ 11.84	\$ -	\$ -	\$ -
UPA	\$ 15.07	\$ -	\$ -	\$ -
Library	\$ 17.68	\$ -	\$ -	\$ -
OAA	\$ 5.54	\$ -	\$ -	\$ -
GSR	\$ 9.55	\$ -	\$ -	\$ -
International Affairs	\$ 2.47	\$ -	\$ -	\$ -
Student Affairs	\$ 16.73	\$ -	\$ -	\$ -
<b>PO</b>	\$ 3.38	\$ -	\$ -	\$ -
<b>University Relations</b>	\$ 6.38	\$ -	\$ -	\$ -
<b>FADM</b>	\$ 57.54	\$ -	\$ -	\$ -
OIT	\$ 16.38	\$ -	\$ -	\$ -
Business Office	\$ 5.74	\$ -	\$ -	\$ -
Physical Plant	\$ 23.21	\$ -	\$ -	\$ -
Other	\$ 12.21	\$ -	\$ -	\$ -
<b>University General</b>	\$ 34.62	\$ -	\$ -	\$ -
<b>E &amp; G Budget (Shortfall) Totals</b>	\$ 312.70	\$ 13.26	\$ 9.24	\$ 5.14

**Table 4 Year 2003-04 Non-Exempt Exhibit B Budget Shortfall with OAA capped @ 70%**

Tuition Revenue Plan Tuition Increases and Enrollment Growth*	2003-04 Shortfall after Tuition Revenues	Other Institutional Revenues	Net 2003-04 Shortfall	Shortfall as % Non-Exempt E&G Budget
12, 5, 12, 12 @ 5% Growth	\$ (8,834,846)	\$ 4,000,000	\$ (4,834,846)	4.42%
12, 5, 12, 12 @ 2.5% Growth	\$ (10,086,750)	\$ 4,000,000	\$ (6,086,750)	5.56%
12, 5, 12, 12 @ 0% Growth	\$ (11,338,655)	\$ 4,000,000	\$ (7,338,655)	6.71%

\*Tuition Revenue Plan coded as percentage increases of UG(res), UG(nonres), G(res), and G(nonres)

**2003-04 Unit Budget Scenarios (OAA Capped @ 70%)**

Units E&G Budgets (millions)	2002-03 Non-Exempt E&G Base	0% Growth; Budget Shortfall 6.7%	2.5% Growth; Budget Shortfall 5.6%	5% Growth; Budget Shortfall 4.4%
<b>OAA</b>	\$ 85.21	\$ 5.14	\$ 4.26	\$ 3.38
CLAS	\$ 26.30	\$ -	\$ -	\$ -
Undergraduate Studies	\$ 3.61	\$ -	\$ -	\$ -
SW	\$ 2.94	\$ -	\$ -	\$ -
SBA	\$ 7.55	\$ -	\$ -	\$ -
ED	\$ 5.13	\$ -	\$ -	\$ -
CECS	\$ 7.56	\$ -	\$ -	\$ -
Extended Studies	\$ 0.14	\$ -	\$ -	\$ -
FPA	\$ 5.33	\$ -	\$ -	\$ -
UPA	\$ 7.21	\$ -	\$ -	\$ -
Library	\$ 8.82	\$ -	\$ -	\$ -
OAA	\$ 2.36	\$ -	\$ -	\$ -
GSR	\$ 1.87	\$ -	\$ -	\$ -
International Affairs	\$ 0.74	\$ -	\$ -	\$ -
Student Affairs	\$ 5.65	\$ -	\$ -	\$ -
<b>PO</b>	\$ 1.39	\$ -	\$ -	\$ -
<b>University Relations</b>	\$ 3.18	\$ -	\$ -	\$ -
<b>FADM</b>	\$ 16.89	\$ -	\$ -	\$ -
OIT	\$ 5.68	\$ -	\$ -	\$ -
Business Office	\$ 2.01	\$ -	\$ -	\$ -
Physical Plant	\$ 4.16	\$ -	\$ -	\$ -
Other	\$ 5.04	\$ -	\$ -	\$ -
<b>University General</b>	\$ 2.73	\$ -	\$ -	\$ -
<b>E &amp; G Budget (Shortfall) Totals</b>	\$ 109.40	\$ 7.34	\$ 6.09	\$ 4.83

**Table 5 Year 2004-05 Non-Exempt Exhibit B Budget Shortfall with OAA capped @ 70%**

Tuition Revenue Plan Tuition Increases and Enrollment Growth*	2003-04 Shortfall after Tuition Revenues	Other Institutional Revenues	Net 2004-05 Shortfall	Shortfall as % Non-Exempt E&G Budget
<b>8, 4, 8, 8 @ 5% Growth</b>	<b>\$ (2,300,453)</b>	<b>\$ 2,000,000</b>	<b>\$ (300,453)</b>	<b>0.27%</b>
<b>8, 4, 8, 8 @ 2.5% Growth</b>	<b>\$ (5,149,571)</b>	<b>\$ 2,000,000</b>	<b>\$ (3,149,571)</b>	<b>2.88%</b>
<b>8, 4, 8, 8 @ 0% Growth</b>	<b>\$ (7,926,273)</b>	<b>\$ 2,000,000</b>	<b>\$ (5,926,273)</b>	<b>5.42%</b>

\*Tuition Revenue Plan coded as percentage increases of UG(res), UG(nonres), G(res), and G(nonres)

**2004-05 Unit Budget Scenarios (OAA Capped @ 70%)**

Units E&G Budgets (millions)	2002-03 Non-Exempt E&G Base	0% Growth; Budget Shortfall 5.4%	2.5% Growth; Budget Shortfall 2.9%	5% Growth; Budget Shortfall .3%
<b>OAA</b>	<b>\$ 85.21</b>	<b>\$ 3.62</b>	<b>\$ 1.92</b>	<b>\$ 0.18</b>
CLAS	\$ 26.30	\$ -	\$ -	\$ -
Undergraduate Studies	\$ 3.61	\$ -	\$ -	\$ -
SW	\$ 2.94	\$ -	\$ -	\$ -
SBA	\$ 7.55	\$ -	\$ -	\$ -
ED	\$ 5.13	\$ -	\$ -	\$ -
CECS	\$ 7.56	\$ -	\$ -	\$ -
Extended Studies	\$ 0.14	\$ -	\$ -	\$ -
FPA	\$ 5.33	\$ -	\$ -	\$ -
UPA	\$ 7.21	\$ -	\$ -	\$ -
Library	\$ 8.82	\$ -	\$ -	\$ -
OAA	\$ 2.36	\$ -	\$ -	\$ -
GSR	\$ 1.87	\$ -	\$ -	\$ -
International Affairs	\$ 0.74	\$ -	\$ -	\$ -
Student Affairs	\$ 5.65	\$ -	\$ -	\$ -
<b>PO</b>	<b>\$ 1.39</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>University Relations</b>	<b>\$ 3.18</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FADM</b>	<b>\$ 16.89</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
OIT	\$ 5.68	\$ -	\$ -	\$ -
Business Office	\$ 2.01	\$ -	\$ -	\$ -
Physical Plant	\$ 4.16	\$ -	\$ -	\$ -
Other	\$ 5.04	\$ -	\$ -	\$ -
<b>University General</b>	<b>\$ 2.73</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>E &amp; G Budget (Shortfall) Totals</b>	<b>\$ 109.40</b>	<b>\$ 5.93</b>	<b>\$ 3.15</b>	<b>\$ 0.30</b>

**Table 6 Biennium 2003-05 Non-Exempt Exhibit B Budget Shortfall with OAA capped @ 70%**

Tuition Revenue Plan Tuition Increases and Enrollment Growth*	2003-04 Shortfall after Tuition Revenues	Other Institutional Revenues	Net 2003-05 Shortfall	Shortfall as % Non-Exempt E&G Budget
20, 9, 20, 20 @ 5% Growth	\$ (11,135,299)	\$ 6,000,000	\$ (5,135,299)	2.35%
20, 9, 20, 20 @ 2.5% Growth	\$ (15,236,322)	\$ 6,000,000	\$ (9,236,322)	4.22%
20, 9, 20, 20 @ 0% Growth	\$ (19,264,928)	\$ 6,000,000	\$ (13,264,928)	6.06%

\*Tuition Revenue Plan coded as percentage increases of UG(res), UG(nonres), G(res), and G(nonres)

**2003-05 Unit Budget Scenarios (Capped @ 70%)**

Units E&G Budgets (millions)	2002-03 Non-Exempt E&G Base	0% Growth; Budget Shortfall 6.1%	2.5% Growth; Budget Shortfall 4.2%	5% Growth; Budget Shortfall 2.3%
<b>OAA</b>	\$ 170.42	\$ 8.09	\$ 5.63	\$ 3.13
CLAS	\$ 52.60	\$ -	\$ -	\$ -
Undergraduate Studies	\$ 7.22	\$ -	\$ -	\$ -
SW	\$ 5.88	\$ -	\$ -	\$ -
SBA	\$ 15.10	\$ -	\$ -	\$ -
ED	\$ 10.26	\$ -	\$ -	\$ -
CECS	\$ 15.12	\$ -	\$ -	\$ -
Extended Studies	\$ 0.28	\$ -	\$ -	\$ -
FPA	\$ 10.66	\$ -	\$ -	\$ -
UPA	\$ 14.42	\$ -	\$ -	\$ -
Library	\$ 17.64	\$ -	\$ -	\$ -
OAA	\$ 4.72	\$ -	\$ -	\$ -
GSR	\$ 3.74	\$ -	\$ -	\$ -
International Affairs	\$ 1.48	\$ -	\$ -	\$ -
Student Affairs	\$ 11.30	\$ -	\$ -	\$ -
<b>PO</b>	\$ 2.78	\$ -	\$ -	\$ -
<b>University Relations</b>	\$ 6.36	\$ -	\$ -	\$ -
<b>FADM</b>	\$ 33.78	\$ -	\$ -	\$ -
OIT	\$ 11.36	\$ -	\$ -	\$ -
Business Office	\$ 4.02	\$ -	\$ -	\$ -
Physical Plant	\$ 8.32	\$ -	\$ -	\$ -
Other	\$ 10.08	\$ -	\$ -	\$ -
<b>University General</b>	\$ 5.46	\$ -	\$ -	\$ -
<b>E &amp; G Budget (Shortfall) Totals</b>	\$ 218.80	\$ 13.26	\$ 9.24	\$ 5.14

**Table 7 Year 2003-04 Exhibit B Budget Shortfall with Across the Board Reductions**

Tuition Revenue Plan Tuition Increases and Enrollment Growth*	2003-04 Shortfall after Tuition Revenues	Other Institutional Revenues	Net 2003-04 Shortfall	Shortfall as % Exhibit B E&G Budget
12, 5, 12, 12 @ 5% Growth	\$ (8,834,846)	\$ 4,000,000	\$ (4,834,846)	3.15%
12, 5, 12, 12 @ 2.5% Growth	\$ (10,086,750)	\$ 4,000,000	\$ (6,086,750)	3.97%
12, 5, 12, 12 @ 0% Growth	\$ (11,338,655)	\$ 4,000,000	\$ (7,338,655)	4.79%

\*Tuition Revenue Plan coded as percentage increases of UG(res), UG(nonres), G(res), and G(nonres)

**2003-04 Unit Budget Scenarios**

Units E&G Budgets (millions)	2002-03 E&G Base	0% Growth; Budget Shortfall 4.8%	2.5% Growth; Budget Shortfall 4.0%	5% Growth; Budget Shortfall 3.2%
<b>OAA</b>	\$ 105.39	\$ 5.04	\$ 4.18	\$ 3.32
CLAS	\$ 26.57	\$ -	\$ -	\$ -
Undergraduate Studies	\$ 3.82	\$ -	\$ -	\$ -
SW	\$ 3.20	\$ -	\$ -	\$ -
SBA	\$ 8.90	\$ -	\$ -	\$ -
ED	\$ 5.40	\$ -	\$ -	\$ -
CECS	\$ 10.05	\$ -	\$ -	\$ -
Extended Studies	\$ 8.01	\$ -	\$ -	\$ -
FPA	\$ 5.92	\$ -	\$ -	\$ -
UPA	\$ 7.54	\$ -	\$ -	\$ -
Library	\$ 8.84	\$ -	\$ -	\$ -
OAA	\$ 2.77	\$ -	\$ -	\$ -
GSR	\$ 4.78	\$ -	\$ -	\$ -
International Affairs	\$ 1.24	\$ -	\$ -	\$ -
Student Affairs	\$ 8.37	\$ -	\$ -	\$ -
<b>PO</b>	\$ 1.69	\$ 0.08	\$ 0.07	\$ 0.05
<b>University Relations</b>	\$ 3.19	\$ 0.15	\$ 0.13	\$ 0.10
<b>FADM</b>	\$ 28.77	\$ 1.38	\$ 1.14	\$ 0.91
OIT	\$ 8.19	\$ -	\$ -	\$ -
Business Office	\$ 2.87	\$ -	\$ -	\$ -
Physical Plant	\$ 11.60	\$ -	\$ -	\$ -
Other	\$ 6.10	\$ -	\$ -	\$ -
<b>University General</b>	\$ 14.31	\$ 0.68	\$ 0.57	\$ 0.45
<b>E &amp; G Budget (Shortfall) Totals</b>	\$ 153.35	\$ 7.34	\$ 6.09	\$ 4.83

**Table 8 Year 2004-05 Exhibit B Budget Shortfall with Across the Board Reductions**

Tuition Revenue Plan Tuition Increases and Enrollment Growth*	2003-04 Shortfall after Tuition Revenues	Other Institutional Revenues	Net 2004-05 Shortfall	Shortfall as % Exhibit BE&G Budget
8, 4, 8, 8 @ 5% Growth	\$ (2,300,453)	\$ 2,000,000	\$ (300,453)	0.20%
8, 4, 8, 8 @ 2.5% Growth	\$ (5,149,571)	\$ 2,000,000	\$ (3,149,571)	2.05%
8, 4, 8, 8 @ 0% Growth	\$ (7,926,273)	\$ 2,000,000	\$ (5,926,273)	3.86%

\*Tuition Revenue Plan coded as percentage increases of UG(res), UG(nonres), G(res), and G(nonres)

**2004-05 Unit Budget Scenarios**

Units E&G Budgets (millions)	2002-03 E&G Base	0% Growth; Budget Shortfall 3.9%	2.5% Growth; Budget Shortfall 2.1%	5% Growth; Budget Shortfall .2%
<b>OAA</b>	\$ 105.39	\$ 4.07	\$ 2.16	\$ 0.21
CLAS	\$ 26.57	\$ -	\$ -	\$ -
Undergraduate Studies	\$ 3.82	\$ -	\$ -	\$ -
SW	\$ 3.20	\$ -	\$ -	\$ -
SBA	\$ 8.90	\$ -	\$ -	\$ -
ED	\$ 5.40	\$ -	\$ -	\$ -
CECS	\$ 10.05	\$ -	\$ -	\$ -
Extended Studies	\$ 8.01	\$ -	\$ -	\$ -
FPA	\$ 5.92	\$ -	\$ -	\$ -
UPA	\$ 7.54	\$ -	\$ -	\$ -
Library	\$ 8.84	\$ -	\$ -	\$ -
OAA	\$ 2.77	\$ -	\$ -	\$ -
GSR	\$ 4.78	\$ -	\$ -	\$ -
International Affairs	\$ 1.24	\$ -	\$ -	\$ -
Student Affairs	\$ 8.37	\$ -	\$ -	\$ -
<b>PO</b>	\$ 1.69	\$ 0.07	\$ 0.03	\$ 0.00
<b>University Relations</b>	\$ 3.19	\$ 0.12	\$ 0.07	\$ 0.01
<b>FADM</b>	\$ 28.77	\$ 1.11	\$ 0.59	\$ 0.06
OIT	\$ 8.19	\$ -	\$ -	\$ -
Business Office	\$ 2.87	\$ -	\$ -	\$ -
Physical Plant	\$ 11.60	\$ -	\$ -	\$ -
Other	\$ 6.10	\$ -	\$ -	\$ -
<b>University General</b>	\$ 14.31	\$ 0.55	\$ 0.29	\$ 0.03
<b>E &amp; G Budget (Shortfall) Totals</b>	\$ 153.35	\$ 5.93	\$ 3.15	\$ 0.30

**Table 9 Biennium 2003-05 Exhibit B Budget Shortfall with Across the Board Reductions**

Tuition Revenue Plan Tuition Increases and Enrollment Growth*	2003-04 Shortfall after Tuition Revenues	Other Institutional Revenues	Net 2003-05 Shortfall	Shortfall as % Exhibit B E&G Budget
20, 9, 20, 20 @ 5% Growth	\$ (11,135,299)	\$ 6,000,000	\$ (5,135,299)	1.67%
20, 9, 20, 20 @ 2.5% Growth	\$ (15,236,322)	\$ 6,000,000	\$ (9,236,322)	3.01%
20, 9, 20, 20 @ 0% Growth	\$ (19,264,928)	\$ 6,000,000	\$ (13,264,928)	4.33%

\*Tuition Revenue Plan coded as percentage increases of UG(res), UG(nonres), G(res), and G(nonres)

**2003-05 Unit Budget Scenarios**

Units E&G Budgets (millions)	2001-03 E&G Base	0% Growth; Budget Shortfall 4.3%	2.5% Growth; Budget Shortfall 3.0%	5% Growth; Budget Shortfall 1.7%
<b>OAA</b>	\$ 210.78	\$ 9.12	\$ 6.35	\$ 3.53
CLAS	\$ 53.13	\$ -	\$ -	\$ -
Undergraduate Studies	\$ 7.65	\$ -	\$ -	\$ -
SW	\$ 6.39	\$ -	\$ -	\$ -
SBA	\$ 17.81	\$ -	\$ -	\$ -
ED	\$ 10.80	\$ -	\$ -	\$ -
CECS	\$ 20.10	\$ -	\$ -	\$ -
Extended Studies	\$ 16.03	\$ -	\$ -	\$ -
FPA	\$ 11.84	\$ -	\$ -	\$ -
UPA	\$ 15.07	\$ -	\$ -	\$ -
Library	\$ 17.68	\$ -	\$ -	\$ -
OAA	\$ 5.54	\$ -	\$ -	\$ -
GSR	\$ 9.55	\$ -	\$ -	\$ -
International Affairs	\$ 2.47	\$ -	\$ -	\$ -
Student Affairs	\$ 16.73	\$ -	\$ -	\$ -
<b>PO</b>	\$ 3.38	\$ 0.15	\$ 0.10	\$ 0.06
<b>University Relations</b>	\$ 6.38	\$ 0.28	\$ 0.19	\$ 0.11
<b>FADM</b>	\$ 57.54	\$ 2.49	\$ 1.73	\$ 0.96
OIT	\$ 16.38	\$ -	\$ -	\$ -
Business Office	\$ 5.74	\$ -	\$ -	\$ -
Physical Plant	\$ 23.21	\$ -	\$ -	\$ -
Other	\$ 12.21	\$ -	\$ -	\$ -
<b>University General</b>	\$ 28.62	\$ 1.24	\$ 0.86	\$ 0.48
<b>E &amp; G Budget (Shortfall) Totals</b>	\$ 306.70	\$ 13.26	\$ 9.24	\$ 5.14

**Table 10 Year 2003-04 Non-Exempt Exhibit B Budget Shortfall with Across the Board Reductions**

Tuition Revenue Plan Tuition Increases and Enrollment Growth*	2003-04 Shortfall after Tuition Revenues	Other Institutional Revenues	Net 2003-04 Shortfall	Shortfall as % Non-Exempt E&G Budget
12, 5, 12, 12 @ 5% Growth	\$ (8,834,846)	\$ 4,000,000	\$ (4,834,846)	4.42%
12, 5, 12, 12 @ 2.5% Growth	\$ (10,086,750)	\$ 4,000,000	\$ (6,086,750)	5.56%
12, 5, 12, 12 @ 0% Growth	\$ (11,338,655)	\$ 4,000,000	\$ (7,338,655)	6.71%

\*Tuition Revenue Plan coded as percentage increases of UG(res), UG(nonres), G(res), and G(nonres)

**2003-04 Unit Budget Scenarios**

Units E&G Budgets (millions)	2002-03 Non-Exempt E&G Base	0% Growth; Budget Shortfall 6.7%	2.5% Growth; Budget Shortfall 5.6%	5% Growth; Budget Shortfall 4.4%
<b>OAA</b>	\$ 85.21	\$ 5.72	\$ 4.74	\$ 3.77
CLAS	\$ 26.30	\$ -	\$ -	\$ -
Undergraduate Studies	\$ 3.61	\$ -	\$ -	\$ -
SW	\$ 2.94	\$ -	\$ -	\$ -
SBA	\$ 7.55	\$ -	\$ -	\$ -
ED	\$ 5.13	\$ -	\$ -	\$ -
CECS	\$ 7.56	\$ -	\$ -	\$ -
Extended Studies	\$ 0.14	\$ -	\$ -	\$ -
FPA	\$ 5.33	\$ -	\$ -	\$ -
UPA	\$ 7.21	\$ -	\$ -	\$ -
Library	\$ 8.82	\$ -	\$ -	\$ -
OAA	\$ 2.36	\$ -	\$ -	\$ -
GSR	\$ 1.87	\$ -	\$ -	\$ -
International Affairs	\$ 0.74	\$ -	\$ -	\$ -
Student Affairs	\$ 5.65	\$ -	\$ -	\$ -
<b>PO</b>	\$ 1.39	\$ 0.09	\$ 0.08	\$ 0.06
<b>University Relations</b>	\$ 3.18	\$ 0.21	\$ 0.18	\$ 0.14
<b>FADM</b>	\$ 16.89	\$ 1.13	\$ 0.94	\$ 0.75
OIT	\$ 5.68	\$ -	\$ -	\$ -
Business Office	\$ 2.01	\$ -	\$ -	\$ -
Physical Plant	\$ 4.16	\$ -	\$ -	\$ -
Other	\$ 5.04	\$ -	\$ -	\$ -
<b>University General</b>	\$ 2.73	\$ 0.18	\$ 0.15	\$ 0.12
<b>E &amp; G Budget (Shortfall) Totals</b>	\$ 109.40	\$ 7.34	\$ 6.09	\$ 4.83

**Table 11 Year 2004-05 Non-Exempt Exhibit B Budget Shortfall with Across the Board Reductions**

Tuition Revenue Plan Tuition Increases and Enrollment Growth*	2003-04 Shortfall after Tuition Revenues	Other Institutional Revenues	Net 2004-05 Shortfall	Shortfall as % Non-Exempt E&G Budget
<b>8, 4, 8, 8 @ 5% Growth</b>	<b>\$ (2,300,453)</b>	<b>\$ 2,000,000</b>	<b>\$ (300,453)</b>	<b>0.27%</b>
<b>8, 4, 8, 8 @ 2.5% Growth</b>	<b>\$ (5,149,571)</b>	<b>\$ 2,000,000</b>	<b>\$ (3,149,571)</b>	<b>2.88%</b>
<b>8, 4, 8, 8 @ 0% Growth</b>	<b>\$ (7,926,273)</b>	<b>\$ 2,000,000</b>	<b>\$ (5,926,273)</b>	<b>5.42%</b>

\*Tuition Revenue Plan coded as percentage increases of UG(res), UG(nonres), G(res), and G(nonres)

**2004-05 Unit Budget Scenarios**

Units E&G Budgets (millions)	2002-03 Non-Exempt E&G Base	0% Growth; Budget Shortfall 5.4%	2.5% Growth; Budget Shortfall 2.9%	5% Growth; Budget Shortfall .3%
<b>OAA</b>	<b>\$ 85.21</b>	<b>\$ 4.62</b>	<b>\$ 2.45</b>	<b>\$ 0.23</b>
CLAS	\$ 26.30	\$ -	\$ -	\$ -
Undergraduate Studies	\$ 3.61	\$ -	\$ -	\$ -
SW	\$ 2.94	\$ -	\$ -	\$ -
SBA	\$ 7.55	\$ -	\$ -	\$ -
ED	\$ 5.13	\$ -	\$ -	\$ -
CECS	\$ 7.56	\$ -	\$ -	\$ -
Extended Studies	\$ 0.14	\$ -	\$ -	\$ -
FPA	\$ 5.33	\$ -	\$ -	\$ -
UPA	\$ 7.21	\$ -	\$ -	\$ -
Library	\$ 8.82	\$ -	\$ -	\$ -
OAA	\$ 2.36	\$ -	\$ -	\$ -
GSR	\$ 1.87	\$ -	\$ -	\$ -
International Affairs	\$ 0.74	\$ -	\$ -	\$ -
Student Affairs	\$ 5.65	\$ -	\$ -	\$ -
<b>PO</b>	<b>\$ 1.39</b>	<b>\$ 0.08</b>	<b>\$ 0.04</b>	<b>\$ 0.00</b>
<b>University Relations</b>	<b>\$ 3.18</b>	<b>\$ 0.17</b>	<b>\$ 0.09</b>	<b>\$ 0.01</b>
<b>FADM</b>	<b>\$ 16.89</b>	<b>\$ 0.91</b>	<b>\$ 0.49</b>	<b>\$ 0.05</b>
OIT	\$ 5.68	\$ -	\$ -	\$ -
Business Office	\$ 2.01	\$ -	\$ -	\$ -
Physical Plant	\$ 4.16	\$ -	\$ -	\$ -
Other	\$ 5.04	\$ -	\$ -	\$ -
<b>University General</b>	<b>\$ 2.73</b>	<b>\$ 0.15</b>	<b>\$ 0.08</b>	<b>\$ 0.01</b>
<b>E &amp; G Budget (Shortfall) Totals</b>	<b>\$ 109.40</b>	<b>\$ 5.93</b>	<b>\$ 3.15</b>	<b>\$ 0.30</b>

**Table 12 Biennium 2003-05 Non-Exempt Exhibit B Budget Shortfall with Across the Board Reductions**

Tuition Revenue Plan Tuition Increases and Enrollment Growth*	2003-04 Shortfall after Tuition Revenues	Other Institutional Revenues	Net 2003-05 Shortfall	Shortfall as % Non-Exempt E&G Budget
<b>20, 9, 20, 20 @ 5% Growth</b>	<b>\$ (11,135,299)</b>	<b>\$ 6,000,000</b>	<b>\$ (5,135,299)</b>	<b>2.35%</b>
<b>20, 9, 20, 20 @ 2.5% Growth</b>	<b>\$ (15,236,322)</b>	<b>\$ 6,000,000</b>	<b>\$ (9,236,322)</b>	<b>4.22%</b>
<b>20, 9, 20, 20 @ 0% Growth</b>	<b>\$ (19,264,928)</b>	<b>\$ 6,000,000</b>	<b>\$ (13,264,928)</b>	<b>6.06%</b>

\*Tuition Revenue Plan coded as percentage increases of UG(res), UG(nonres), G(res), and G(nonres)

**2003-05 Unit Budget Scenarios**

Units E&G Budgets (millions)	2002-03 Non-Exempt E&G Base	0% Growth; Budget Shortfall 6.1%	2.5% Growth; Budget Shortfall 4.2%	5% Growth; Budget Shortfall 2.3%
<b>OAA</b>	<b>\$ 170.42</b>	<b>\$ 10.33</b>	<b>\$ 7.19</b>	<b>\$ 4.00</b>
CLAS	\$ 52.60	\$ -	\$ -	\$ -
Undergraduate Studies	\$ 7.22	\$ -	\$ -	\$ -
SW	\$ 5.88	\$ -	\$ -	\$ -
SBA	\$ 15.10	\$ -	\$ -	\$ -
ED	\$ 10.26	\$ -	\$ -	\$ -
CECS	\$ 15.12	\$ -	\$ -	\$ -
Extended Studies	\$ 0.28	\$ -	\$ -	\$ -
FPA	\$ 10.66	\$ -	\$ -	\$ -
UPA	\$ 14.42	\$ -	\$ -	\$ -
Library	\$ 17.64	\$ -	\$ -	\$ -
OAA	\$ 4.72	\$ -	\$ -	\$ -
GSR	\$ 3.74	\$ -	\$ -	\$ -
International Affairs	\$ 1.48	\$ -	\$ -	\$ -
Student Affairs	\$ 11.30	\$ -	\$ -	\$ -
<b>PO</b>	<b>\$ 2.78</b>	<b>\$ 0.17</b>	<b>\$ 0.12</b>	<b>\$ 0.07</b>
<b>University Relations</b>	<b>\$ 6.36</b>	<b>\$ 0.39</b>	<b>\$ 0.27</b>	<b>\$ 0.15</b>
<b>FADM</b>	<b>\$ 33.78</b>	<b>\$ 2.05</b>	<b>\$ 1.43</b>	<b>\$ 0.79</b>
OIT	\$ 11.36	\$ -	\$ -	\$ -
Business Office	\$ 4.02	\$ -	\$ -	\$ -
Physical Plant	\$ 8.32	\$ -	\$ -	\$ -
Other	\$ 10.08	\$ -	\$ -	\$ -
<b>University General</b>	<b>\$ 5.46</b>	<b>\$ 0.33</b>	<b>\$ 0.23</b>	<b>\$ 0.13</b>
<b>E &amp; G Budget (Shortfall) Totals</b>	<b>\$ 218.80</b>	<b>\$ 13.26</b>	<b>\$ 9.24</b>	<b>\$ 5.14</b>