

New Budget Model @ Auburn Univ

The Potential Affect on the Southern Forest Nursery Management Cooperative





AUBURN

UNIVERSITY

Strategic Budgeting Initiative

July 11, 2014

Financial and Competitive Challenges

Auburn has used an incremental budget model that focuses primarily on expenses and limits its flexibility to adjust to current external trends.

Why the status quo is problematic:

- Inequities among schools/colleges.
- Few resources available for strategic initiatives.
- Limited funds for salary equity and market competitiveness.

External factors causing further challenge:

- Reduced state support: down 35% since 2005
- Increased risk from tuition dependency (tuition and fees ~52% in FY2012)
- Increased competition for a limited number of out-of-state students
- Changing and unfavorable demographics

Revenues

In the new model being considered, revenues represent all funds (restricted and unrestricted) and are classified into two categories.

Direct Revenues

- Differential tuition and course fees
- Graduate distance learning fees
- Contracts & grants
- Gifts and private support
- Investment income
- Sales and services

Allocated Revenues

- Gross Tuition -
 - Undergraduate
 - Graduate
 - Professional
- Other fees*
- Division 1 appropriations
- Indirect cost recovery**

* Other fees primarily represents a proration fee

** Indirect cost recovery is allocated as generated and does not follow current revenue sharing agreement

Direct Expenses

In the new model, direct expenditures come directly from FY2012 actuals and represent all funds (restricted and unrestricted).

- **Examples of Direct Expenditures:**
 - Salaries, wages, and employee benefits
 - Travel
 - Equipment, improvements, plant fund
 - Repairs and maintenance

Initiative Background

To date, Auburn has taken steps that would be needed for a thoughtful and deliberate transition to an incentive-based budget model.

- **Due diligence and visioning (~ 6 weeks)**
 - Developed guiding principles, evaluated current approach, assessed potential alternatives
- **Financial modeling (~ 10 weeks)**
 - Built working depiction of financial data from FY12, tested impact and alignment of various assumptions, incentives and allocations; shared model with deans and others
- **Stakeholder engagement (~ 18 weeks)**
 - Refined preliminary model and sought to extend understanding of embodied principles; sought feedback from deans, college business officers, department chairs, and the University community
- **Infrastructure development (~12 weeks)**
 - Engaged central units, built budget office capacity, modeled two additional periods, built dedicated initiative webpage and email address

New Model Methodology Review

		Column:																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																	
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New Model Methodology Review

		Column: O R U AD AM AY BK BN BQ BZ CI CR CS EG EK EM EN EP																	
Auburn Model FY2012 Income Statement		College of Agriculture	College of Architecture, Design & Construction	Raymond J. Harbert College of Business	College of Education	Samuel Ginn College of Engineering	School of Forestry and Wildlife Sciences	College of Human Sciences	College of Liberal Arts	School of Nursing	Harrison School of Pharmacy	College of Sciences & Mathematics	College of Veterinary Medicine	Academic Unit Total (Divisions 1, 3, 4)	Auxiliary Enterprise Total	Component Units (Divisions 2, 3, 4)	Central Units (Division 1)	Pass Through	Model Total
Row	Allocation	Revenues	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total
12		Student Tuition and Fees Total	11,902,428	20,094,896	53,221,722	30,491,237	41,979,000	2,962,490	15,607,498	90,689,795	6,029,531	14,672,826	63,048,070	15,979,885	366,886,679	9,768,009	38,368,011	14,844,261	428,838,960
13	Direct-Formula	Student Aid	(1,475,518)	(2,020,550)	(5,767,570)	(3,903,059)	(6,110,666)	(363,208)	(2,350,240)	(14,289,870)	(852,567)	(167,849)	(9,978,546)	(64,624)	(47,354,365)	(9,659,161)	(4,057,903)	(723,353)	(83,989,161)
14	Direct-Formula	Waivers	(4,247,268)	(2,813,178)	(4,150,269)	(6,554,791)	(11,126,228)	(1,005,150)	(2,293,172)	(10,125,465)	(318,162)	(500,931)	(7,856,225)	(1,033,434)	(52,913,991)	(1,883,616)	(531,035)	(523,035)	(58,232,198)
15	Formula	State Appropriations Revenue	10,070,940	4,773,596	12,532,825	13,476,211	27,797,449	2,688,667	7,717,899	30,638,451	2,072,879	5,072,358	27,002,488	8,126,066	151,970,827	1,828,532	5,477,856	2,015,165	181,292,380
16	Direct	Federal Contract/Grants Revenue	6,157,390	434,750	6,592,140	2,884,907	19,328,301	1,648,424	4,028,720	4,855,450	23,280	721,293	5,609,475	6,120,430	47,798,941	2,664,637	10,237,232	13,885,940	22,923,888
17	As Generated	Patents and Royalties	957,868	16,338	974,206	268,093	4,899,398	324,300	773,803	139,883	-	304,672	1,783,612	2,070,044	11,644,407	-	1,200,588	379,166	13,224,161
18	Direct	State Grants	1,580,580	25,428	1,606,008	366,656	965,141	377,973	5,710	1,471,260	-	-	1,593,833	1,27,480	5,039,040	(6,110)	9,071,708	4,562,557	18,667,195
19	As Generated	State Grants	1,580,580	25,428	1,606,008	26,596	269,775	6,615	1,510	149,816	-	-	83,823	-	545,170	-	964,665	7,391	1,517,256
20	Direct	Other Contract/Grants Revenue	2,937,341	83,738	3,021,079	140,747	2,652,506	338,632	127,344	439,091	-	418,852	276,504	1,236,155	9,068,518	195,872	1,169,264	(81,448)	10,352,208
21	As Generated	Other Contract/Grants Revenue	433,943	16,331	450,274	17,757	872,540	18,219	369	37,738	-	71,710	26,012	315,795	1,887,068	-	46,924	1,951,227	1,951,227
22	Direct	Other Contract/Grants Revenue	433,943	16,331	450,274	503,866	3,315,168	291,585	3,734,661	464,892	140,272	174,570	177,071	4,345,975	17,312,673	12,804,332	736,331	7,015,673	37,869,009
23	Direct	Other Contract/Grants Revenue	433,943	16,331	450,274	135,832	1,597,739	212,314	164,171	454,109	25,482	227,881	226,130	1,336,745	5,794,002	2,156,053	16,005,844	-	24,699,554
24	Direct	Other Contract/Grants Revenue	433,943	16,331	450,274	141,771	860,280	277,159	722,863	729,991	1,529,380	201,169	10,619,239	17,156,147	79,186,588	6,627,989	1,917,371	106,891,095	106,891,095
25	Direct	Other Revenue	427,850	1,214,150	2,228,959	160,910	835,131	194,500	919,766	1,508,458	93,380	4,622,179	135,074	12,484,071	38,766,322	6,416,077	11,710,751	69,379,221	69,379,221
26	Direct	Government Appropriations	-	-	-	-	663,918	-	-	-	-	-	63,725	747,643	-	-	13,427,411	1,801,433	15,876,486
27		Total Revenues	32,014,808	22,678,985	61,219,864	38,154,523	88,135,615	8,637,330	29,140,920	7,287,896	27,145,041	82,228,540	49,386,621	546,942,860	134,406,099	92,040,730	72,626,294	730,991	848,746,035
29		Direct Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
35	-	Compensation Total	34,842,515	12,290,120	22,271,098	15,955,999	46,638,608	7,399,223	10,514,086	40,639,174	2,417,978	11,971,929	31,815,737	33,569,276	270,366,203	40,839,275	90,561,806	-	677,293
36	Direct	Temporary/Employment Services	1,281,040	381,379	641,563	508,104	820,812	285,918	235,849	344,557	1,144	415,489	586,478	2,126,857	7,629,191	2,049,726	2,317,914	-	11,996,832
37	Direct	Temporary/Employment Services	1,281,040	381,379	641,563	340,820	953,116	1,279,940	1,224,222	290,231	2,654	196,495	168,646	1,007,944	9,491,307	11,280,595	9,491,307	-	25,952,785
38	Direct	Temporary/Employment Services	1,281,040	381,379	641,563	682,807	1,658,477	464,150	684,903	1,879,303	133,811	411,157	798,279	5,264,011	13,122,888	7,510,637	4,319,280	-	24,895,233
39	Direct	Temporary/Employment Services	1,281,040	381,379	641,563	195,308	2,482,780	218,631	799,315	(84,260)	106	72,104	391,749	519,170	5,304,115	840	2,882,025	-	7,996,980
40	Direct	Temporary/Employment Services	1,281,040	381,379	641,563	24,188	569,937	58,541	38,216	93,619	3,082	223,138	307,998	9,91,842	3,219,900	4,232,628	3,443,196	-	10,895,725
41	Direct	Temporary/Employment Services	1,281,040	381,379	641,563	2,606	820	43,808	3,520	249,957	-	4,677,867	397,325	-	5,474,097	11,131,557	1,990,007	-	18,599,580
42	Direct	Equipment, Improvements, Plant Fund	5,183,669	89,999	108,423	185,236	8,855,793	253,527	26,457	137,300	-	427,817	1,380,236	723,571	17,382,028	3,779,359	(1,547,898)	-	19,613,489
43	Direct	Rentals	192,055	117,213	360,635	51,193	776,993	52,710	213,579	120,119	13,792	329,964	232,139	189,629	2,650,023	1,362,373	1,237,631	-	5,280,026
44	Direct	Utilities	320,219	31,028	-	-	256,632	57,748	67,030	55	-	194	17,319	199,035	949,259	4,658,710	2,918,233	-	8,526,203
45	Direct	Interest Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,013,014	-	1,013,014
46	Direct	Depreciation Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,442,464	-	3,442,464
47	Direct	Other Operating Expenses	6,124,717	2,067,899	3,795,606	1,458,569	8,598,277	925,848	1,558,555	2,520,494	197,797	1,345,959	3,615,330	9,892,527	42,101,574	26,224,788	20,507,838	-	88,886,958
48	Direct	Inter-Departmental Credit	(820,904)	(22,425)	(43,825)	(26,884)	(1,450,258)	(191,474)	(5,230)	(37,849)	-	(183,900)	(444,848)	(1,659,301)	(4,885,887)	(5,461,462)	(1,989,402)	-	(12,336,751)
49	Direct	Transfers	(80,740)	(0)	0	-	750,141	(90,000)	(12,567)	(57)	-	10,238	78	78,054	1,335,147	24,200,587	342,200	(32,475,000)	(6,597,096)
50		Total Direct Expenses	91,250,561	16,532,433	30,160,628	19,357,624	71,231,128	9,606,369	15,347,935	46,172,643	2,770,365	19,890,446	39,276,466	48,844,815	370,449,413	130,050,295	142,708,921	(32,475,000)	611,463,720
52		Margin Before Allocations	#####	\$ 6,146,552	#####	#####	#####	#####	#####	#####	\$ 4,516,731	\$ 7,246,595	#####	\$ 541,806	\$ 178,493,447	\$ 4,355,765	\$ (50,658,191)	\$ 105,101,294	\$ -
54	Allocation	Central Unit Allocations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
55	Allocation	Academic and Student Services Total	4,466,546	4,607,024	4,304,033	3,388,173	3,548,922	265,008	1,731,308	12,857,589	449,104	1,266,683	9,206,549	9,955,626	40,804,439	-	-	-	58,478,807
56	Allocation	Academic and Student Services Total	4,466,546	4,607,024	4,304,033	3,388,173	3,548,922	265,008	1,731,308	12,857,589	449,104	1,266,683	9,206,549	9,955,626	40,804,439	-	-	-	58,478,807
57	Allocation	Academic and Student Services Total	4,466,546	4,607,024	4,304,033	3,388,173	3,548,922	265,008	1,731,308	12,857,589	449,104	1,266,683	9,206,549	9,955,626	40,804,439	-	-	-	58,478,807
58	Allocation	Academic and Student Services Total	4,466,546	4,607,024	4,304,033	3,388,173	3,548,922	265,008	1,731,308	12,857,589	449,104	1,266,683	9,206,549	9,955,626	40,804,439	-	-	-	58,478,807
59	Allocation	Academic and Student Services Total	4,466,546	4,607,024	4,304,033	3,388,173	3,548,922	265,008	1,731,308	12,857,589	449,104	1,266,683	9,206,549	9,955,626	40,804,439	-	-	-	58,478,807
60	Allocation	Academic and Student Services Total	4,466,546	4,607,024	4,304,033	3,388,173	3,548,922	265,008	1,731,308	12,857,589	449,104	1,266,683	9,206,549	9,955,626	40,804,439	-	-	-	58,478,807
61	Allocation	Academic and Student Services Total	4,466,546	4,607,024	4,304,033	3,388,173	3,548,922	265,008	1,731,308	12,857,589	449,104	1,266,683	9,206,549	9,955,626	40,804,439	-	-	-	58,478,807
62	Allocation	Academic and Student Services Total	4,466,546	4,607,024	4,304,033	3,388,173	3,548,922	265,008	1,731,308	12,857,589	449,104	1,266,683	9,206,549	9,955,626	40,804,439	-	-	-	58,478,807
63	Allocation	Academic and Student Services Total	4,466,546	4,607,024	4,304,033	3,388,173	3,548,922	265,008	1,731,308	12,857,589	449,104	1,266,683	9,206,549	9,955,626	40,804,439	-	-	-	58,478,807
64	Allocation	Academic and Student Services Total	4,466,546	4,607,024	4,304,033	3,388,173	3,548,922	265,008	1,731,308	12,857,589	449,104	1,266,683	9,206,549	9,955,626	40,804,439	-	-	-	58,478,807
65	Allocation	Academic and Student Services Total	4,466,546	4,607,024	4,304,033	3,388,173	3,548,922	265,008	1,731,308	12,857,589	449,104	1,266,683	9,206,549	9,955,626	40,804,439	-	-	-	58,478,807
66	Allocation	Academic and Student Services Total	4,466,546	4,607,024	4,304,033	3,388,173	3,548,922	265,008	1,731,308	12,857,589	449,104	1,266,683	9,206,549	9,955,626	40,804,439	-	-	-	58,478,807
67	Allocation	Academic and Student Services Total	4,466,546	4,607,024	4,304,033	3,388,173	3,548,922	265,008	1,731,308	12,857,589	449,104	1,266,683	9,206,549	9,955,626	40,804,439	-	-	-	58,478,807
68	Allocation	Academic and Student Services Total	4,466,546	4,607,024	4,304,033	3,388,173	3,548,922	265,008	1,731,308	12,857,589	449,104	1,266,683	9,206,549	9,955,626	40,804,439	-	-	-	58,478,807
69	Allocation	Academic and Student Services Total	4,466,546	4,607,024	4,304,033	3,388,173	3,548,922	265,008	1,731,308	12,857,589	449,104	1,266,683	9,206,549	9,955,626	40,804,439	-	-	-	58,478,807
70	Allocation	Academic and Student Services Total	4,466,546	4,607,024	4,304,033	3,388,173	3,548,922	265,008	1,731,308	12,857,589	449,104	1,266,683	9,206,549	9,955,626	40,804,439	-	-	-	58,478,80

New Model Methodology Review

Column:		O	R	U	AD	AM	AY	BK	BN	BQ	EZ	CI	CR	CS	EG	EK	EM	EN	EP
Auburn Model FY2012 Income Statement		College of Agriculture	College of Architecture, Design & Construction	Raymond J. Harbert College of Business	College of Education	Samuel Ginn College of Engineering	School of Forestry and Wildlife Sciences	College of Human Sciences	College of Liberal Arts	School of Nursing	Harrison School of Pharmacy	College of Sciences & Mathematics	College of Veterinary Medicine	Academic Unit Total (Divisions 1, 3, 4)	Auxiliary Enterprise Total	Component Units (2, 3, 4)	Central Units (Division 1)	Pass Through	Model Total
Row	Allocation	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total
12	Revenues																		
13	Student Tuition and Fees Total	11,902,428	20,094,898	53,221,722	30,491,237	41,979,000	2,962,490	15,607,498	90,669,793	6,029,531	14,672,826	63,048,070	15,979,063	366,896,679	9,768,009	38,368,011	14,844,261	-	429,838,960
14	Student Aid	(1,475,518)	(2,020,350)	(5,767,570)	(3,903,059)	(6,110,666)	(363,206)	(2,350,240)	(14,299,870)	(852,587)	(167,949)	(9,978,546)	(64,624)	(47,354,385)	(9,659,161)	(4,057,903)	(723,935)	(22,193,797)	(83,989,161)
15	Waivers	(4,247,286)	(2,813,178)	(4,150,269)	(6,554,781)	(11,226,228)	(1,005,150)	(2,797,448)	(318,162)	(500,931)	(7,856,225)	(1,033,494)	(52,033,991)	(1,883,316)	(1,803,504)	(531,085)	-	-	(58,232,196)
16	State Appropriations Revenue	10,070,940	47,735,896	12,532,825	13,476,211	27,797,448	2,689,667	7,717,899	30,638,451	2,072,879	5,072,358	27,002,488	8,126,066	15,970,827	1,828,532	5,477,856	2,015,165	-	161,282,380
17	Federal Contract/Grants Revenues	6,157,390	131,760	660,512	2,884,907	19,328,301	1,848,424	4,028,720	485,450	23,280	721,299	5,609,475	6,120,430	47,799,941	2,664,837	10,237,232	13,885,940	22,923,888	97,311,639
18	Federal ICR Revenues	957,988	16,358	108,354	268,093	4,898,398	324,300	773,803	139,583	-	304,872	1,783,612	2,070,044	1,784,407	-	1,200,588	379,168	-	1,322,611
19	State Contract/Grants Revenues	105,560	25,428	-	368,656	965,141	377,973	5,710	1,471,260	-	-	1,593,833	127,480	5,039,400	(6,110)	9,071,708	4,562,557	-	18,667,195
20	State ICR Revenues	1,413	5,652	-	26,586	269,775	6,815	1,510	149,816	-	-	83,823	-	545,170	-	964,665	7,391	-	1,517,265
21	Other Contract/Grants Revenues	2,957,341	63,738	419,608	140,747	2,652,506	338,832	127,344	439,061	-	416,852	216,804	1,286,155	9,068,518	195,872	1,169,294	(81,448)	-	10,352,208
22	Other ICR Revenues	483,949	14,321	18,665	17,757	872,540	18,219	369	37,759	-	717,510	26,012	315,795	1,867,063	-	46,924	17,206	-	1,961,227
23	Gifts & Private Support Revenues	2,707,505	739,381	717,748	503,866	3,315,168	261,565	3,734,661	464,882	140,272	174,570	177,071	4,345,675	17,312,073	12,804,332	736,331	7,015,673	-	37,869,009
24	Investment Income	526,116	220,832	666,702	135,832	1,597,739	212,314	164,171	454,109	25,482	227,881	226,180	1,336,745	5,794,002	740,655	2,156,053	16,005,844	-	24,698,554
25	Sales & Services Revenues	1,429,130	12,500	562,608	141,771	860,280	277,193	722,983	728,997	73,002	1,529,300	201,169	10,619,239	15,199,147	79,166,588	8,627,989	1,917,371	-	106,891,095
26	Other Revenue	427,850	1,214,150	2,228,599	180,910	835,131	194,580	919,766	1,508,450	93,380	4,622,176	135,074	143,641	12,464,071	38,766,322	6,818,077	11,710,751	-	69,379,221
27	Government Appropriations	-	-	-	-	-	683,918	-	-	-	-	-	63,725	747,843	-	13,427,410	1,801,433	-	15,976,496
28	Total Revenues	32,014,888	22,678,983	61,219,864	38,154,523	88,135,615	6,637,330	29,160,920	#####	7,287,096	27,415,841	82,228,540	49,386,621	548,942,860	134,466,899	92,040,730	72,626,294	730,891	848,746,035
29	Direct Expenses																		
30	Compensation Total	34,842,515	12,299,120	22,271,098	19,955,599	46,656,688	7,309,223	10,514,806	40,659,174	2,417,978	11,971,929	31,815,737	33,669,276	270,366,203	40,839,275	95,561,806	-	677,293	402,444,578
31	Temporary Employment Services	1,261,040	381,379	641,363	508,104	820,812	285,918	235,849	344,557	1,144	415,489	586,478	1,126,857	7,629,191	2,049,726	2,317,914	-	-	11,996,832
32	Professional Services	359,887	247,781	251,527	340,820	953,116	127,940	1,224,222	290,231	2,654	196,495	168,646	1,007,944	5,170,884	9,949,307	11,290,595	-	-	25,952,762
33	Travel	1,863,847	1,267,178	2,477,976	662,807	1,968,477	464,150	684,903	1,879,303	133,811	411,157	798,279	1,512,988	26,410	7,510,637	4,919,289	-	-	24,952,833
34	Subcontracts	1,267,619	5,468	66,047	195,386	2,482,780	218,633	799,315	(84,260)	106	72,104	391,749	519,170	5,934,115	840	2,862,025	-	-	8,796,980
35	Repairs & Maintenance	617,842	62,190	230,507	24,188	568,937	58,541	38,216	93,619	3,082	223,136	307,998	991,642	3,219,900	4,232,628	3,343,196	-	-	10,825,725
36	Purchases for Resale	98,185	-	210	2,606	820	43,808	3,520	249,857	-	4,877,887	397,325	-	5,474,097	11,131,557	1,990,007	-	-	15,959,660
37	Equipment, Improvements, Plant Fund	5,183,669	89,899	108,423	185,216	8,855,793	253,927	26,457	137,300	-	427,817	1,390,236	723,571	17,382,088	3779,399	11,547,898	-	-	19,613,898
38	Rentals	192,055	117,213	360,635	51,193	776,993	52,710	213,579	120,119	13,792	329,964	232,139	186,629	2,650,023	1,382,373	1,237,631	-	-	5,280,026
39	Utilities	320,219	31,029	-	-	256,632	57,746	67,030	55	-	194	17,319	199,035	949,259	4,658,710	2,918,233	-	-	8,526,203
40	Interest Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,013,014	-	-	1,013,014
41	Depreciation Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,442,464	-	-	3,442,464
42	Other Operating Expenses	6,124,717	2,067,899	3,795,606	1,458,569	8,598,277	9,258,846	1,558,555	2,520,494	197,797	1,345,956	3,615,330	9,892,527	42,101,574	26,224,788	20,507,838	-	52,798	88,886,998
43	Inter-Departmental Credit	(820,094)	(22,425)	(43,825)	(26,684)	(1,450,258)	(191,474)	(5,230)	(37,849)	-	(183,900)	(444,848)	(1,659,301)	(4,335,587)	(5,481,462)	(1,989,402)	-	-	(12,336,751)
44	Transfers	(80,740)	(0)	-	-	750,141	(90,000)	(12,567)	(57)	-	10,238	78	7,58,054	1,805,147	24,200,552	348,200	-	-	(6,597,069)
45	Total Direct Expenses	51,230,561	16,532,433	30,160,628	19,357,624	71,231,128	9,606,369	15,347,935	46,172,643	2,770,385	19,898,446	39,276,466	46,844,815	370,449,413	130,950,295	142,708,921	(32,475,000)	730,891	611,463,720
46	Margin Before Allocations	#####	\$ 1,146,552	#####	#####	#####	\$ (848,838)	#####	#####	\$ 4,516,731	\$ 7,246,595	#####	\$ 541,808	\$ 178,493,447	\$ 4,355,765	\$ (50,868,191)	\$ 105,101,284	\$ -	\$ 237,282,315
47	Allocation																		
48	Central Unit Student Services Total	1,166,519	1,607,820	4,301,032	3,388,179	3,548,922	285,008	1,731,308	12,857,589	449,104	1,266,883	9,206,549	995,626	40,804,439	-	-	-	Self-Gen Revenues	58,478,807
49	EXP-01-234 Administrative Total	2,703,708	872,164	1,591,115	1,021,208	3,757,777	506,781	809,676	2,435,824	146,150	1,049,373	2,072,018	2,576,794	19,542,947	6,880,764	7,528,566	14,362,963	-	40,295,241
50	SHOCT-012 Alumni Affairs & Development Total	656,069	682,067	1,941,190	1,384,525	2,473,386	188,104	642,306	2,213,405	370,600	1,316,565	1,764,811	254,883	12,887,613	-	-	2,217,759	-	15,205,671
51	SQFT/EXP Facilities Total	12,165,839	10,880,027	2,364,384	2,840,611	11,481,442	1,655,132	3,763,944	5,699,324	300,087	1,882,761	6,416,542	7,640,385	58,118,477	3,319,616	3,363,368	10,764,091	-	75,565,583
52	OGRD-014 Sponsored Programs Total	1,074,401	25,744	125,862	395,291	2,673,792	275,587	444,953	279,172	2,713	132,623	871,590	872,086	7,213,813	332,611	996,424	3,166,858	-	11,709,704
53	UniversityWide Support Total	1,264,230	1,157,685	3,094,877	1,131,892	3,906,154	348,157	1,081,121	3,886,466	596,418	598,806	2,971,280	698,200	21,700,086	3,733,589	6,186,441	-	-	28,684,947
54	Central Unit Allocation Sub-total	19,030,766	6,253,807	13,418,460	11,143,504	27,841,474	3,258,798	8,513,308	27,351,780	1,668,071	5,247,174	23,302,791	13,037,873	160,267,875	10,837,853	12,361,947	52,472,478	-	235,839,953
55	ALLOC-TUI Less Contribution to Net Assets	1,037,283	1,353,541	3,871,216	2,548,107	3,777,349	255,027	1,391,320	8,330,300	473,091	782,006	5,509,658	630,100	30,000,000	58,474	-	20,153,816	-	50,212,290
56	Less Debt Service Payments (FY12)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	32,475,000	-	32,475,000
57	Plus State Appropriations (Divisions 3 and 4)	30,069,758	-	-	1,223	-	3,022,897	1,661,775	-	5,848	1,089,315	526,477	36,380,293	-	-	50,143,475	-	-	86,523,768
58	20.0% Central Revenue Participation	3,501,070	4,336,469	11,858,996	6,789,586	11,166,557	990,803	4,844,633	19,937,093	1,452,763	5,091,149	14,535,642	7,016,108	91,520,869	-	-	-	-	91,520,869
59	% of TR																		
60	10.8% Unit Margin after Central Revenue	#####	\$ (5,787,065)	\$ 1,910,584	\$ (1,683,075)	#####	\$ (2,430,340)	\$ 725,498	\$ 1,081,503	\$ 722,805	\$ (3,887,886)	\$ 452,297	#####	\$ (66,914,604)	\$ (6,540,563)	\$ (12,886,863)	\$ (0)	\$ -	\$ (86,341,830)

New Model Methodology Review

46	Direct	Depreciation Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
47	Direct	Other Operating Expenses	6,124,717	2,067,899	3,795,606	1,438,569	8,598,277	925,846	1,558,555	2,520,494	197,797	1,345,956	3,615,330	9,892,527	42,101,574	-
48	Direct	Inter-Departmental Credit	(820,094)	(22,425)	(43,825)	(26,684)	(1,450,258)	(191,474)	(5,230)	(37,849)	-	(183,900)	(444,848)	(1,659,301)	(4,885,887)	-
49	Direct	Transfers	(80,740)	(0)	0	-	750,141	(90,000)	(12,567)	(57)	-	10,238	78	758,054	1,335,147	-
50		Total Direct Expenses	51,250,581	18,532,433	30,180,828	19,357,824	71,231,128	9,806,389	15,347,935	48,172,643	2,770,385	19,898,448	39,278,488	48,844,815	370,449,413	1
52		Margin Before Allocations	#####	\$ 6,146,532	#####	#####	#####	\$ (948,838)	#####	#####	\$ 4,516,731	\$ 7,246,595	#####	\$ 541,806	\$ 178,493,447	\$
54	Allocation	Central Unit Allocations														
63	CHIRU	Academic and Student Services Total	1,166,519	1,607,920	4,301,032	3,388,179	3,548,922	285,008	1,731,308	12,867,589	449,104	1,266,683	9,206,549	995,626	40,804,439	-
72	EXP-D1234	Administration Total	2,703,708	872,164	1,591,115	1,021,206	3,757,777	506,781	809,676	2,435,824	146,150	1,049,737	2,072,018	2,576,794	19,542,947	-
78	SHCT-D12	Alumni Affairs & Development Total	656,089	682,067	1,941,190	1,384,525	2,473,386	188,104	642,306	2,213,405	370,800	316,565	1,764,811	254,883	12,887,913	-
85	SQFT EXP	Facilities Total	12,165,839	1,908,027	2,364,384	2,840,611	11,481,442	1,655,132	3,763,944	5,699,324	300,087	1,882,761	6,416,542	7,640,385	58,118,477	-
90	CGR-D134	Sponsored Programs Total	1,074,401	25,744	125,862	386,291	2,673,792	275,587	484,953	279,172	2,713	132,623	871,590	872,086	7,213,813	-
98	T FTE-D134	University-Wide Support Total	1,264,230	1,157,685	3,094,877	2,113,692	3,906,154	348,157	1,081,121	3,866,466	599,418	598,806	2,971,280	698,200	21,700,086	-
100		Central Unit Allocation Sub-total	19,030,766	6,253,607	13,418,460	11,143,504	27,841,474	3,258,769	8,513,308	27,351,780	1,868,071	5,247,174	23,302,791	13,037,973	160,267,675	-
105	ALLOC. TUI	Less Contribution to Net Assets	1,037,283	1,353,541	3,871,216	2,548,107	3,577,349	255,027	1,391,320	8,330,300	473,091	782,006	5,750,658	630,100	30,000,000	-
106		Less Debt Service Payments (FY12)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
107		Plus State Appropriations (Divisions 3 and 4)	30,069,758	-	-	1,223	-	3,012,897	1,661,775	-	-	1,848	1,089,315	529,477	363,102,93	-
110	20.0%	Central Revenue Participation	3,501,070	4,316,469	11,858,996	6,789,586	11,166,557	910,603	4,844,633	19,937,093	1,452,763	5,091,149	14,535,642	7,016,108	915,106,69	-
111	% of TR	Central Revenue Redistribution														-
112	10.8%	Unit Margin after Central Revenue	#####	\$ (5,797,065)	\$ 1,910,564	\$ (1,683,075)	#####	\$ (2,430,340)	\$ 725,498	\$ 1,081,503	\$ 722,805	\$ (3,867,886)	\$ 452,297	#####	\$ (66,914,604)	\$
Auburn Model FY2012 Income Statement			College of Agriculture	College of Architecture, Design & Construction	Raymond J. Harbert College of Business	College of Education	Samuel Ginn College of Engineering	School of Forestry and Wildlife Sciences	College of Human Sciences	College of Liberal Arts	School of Nursing	Harrison School of Pharmacy	College of Sciences & Mathematics	College of Veterinary Medicine	Academic Unit Total (Divisions 1, 3, 4)	Enter

Revenue Sources @ SFWS

- Tuition Increases
- Increase in Student Numbers
- Charges for space currently used by SFNMC
- Overhead waivers on SFNMC eliminated

SFNM Cooperative Budget Breakdown - FY 14

Item	FY 14	Membership
Total Membership Dues¹	\$148,800	\$9,300
Member in-Kind Contribution²	\$125,490	-
External Grants³	\$185,000	-
University Direct – Salaries & Benefits⁴	\$175,162	-
University Direct – Research Facilities⁵	\$77,500	-
University Waived Overhead⁶	\$173,150	-
Other sources of Funding⁷	\$10,000	-
Total	\$895,102	\$9,300

¹ 16 full members at \$9,300 annual dues.

² Nursery Bed Space, Seedlings, Labor, Cultural Treatments, Fumigation, etc. in 11 member nurseries testing soil fumigants, herbicides and seedling quality in FY 14.

³ Includes annual grant funds for FY 14 from National Science Foundation (\$60,000), USDA Forest Service – Pitch Canker (\$80,000), USDA Forest Service – Longleaf Understory (\$45,000) .

⁴ Includes salaries paid by Auburn University for Outreach Coordinator (50%), Research Fellow (30%) and Director (80%). And 0.31% benefits.

⁵ Includes research space assigned to Southern Forest Nursery Management Cooperative charged at \$6.25 per sq ft. This is paid by School Forestry and Wildlife Sciences at Auburn University. Labs 2000 sq ft, Greenhouse 1600 sq ft, Stress Facility 1500 sq ft, Trophatron 4500 sq ft, Headhouse 2800 sq ft.

⁶ Includes 50% of Total Membership Dues, External Grants and License Agreement (Other Sources of Funding) that is waived by Auburn University.

⁷ Includes Seedling Production License Agreement to USFS – Washington, DC Office.

Budget Model

- Proposed – still more input from stakeholders.
- 1 more year of parallel budget systems.
- Modification(s)?
- FY 16 in place?