

**Strategic Budget Projection Model
FY 2006-2011
Assumptions
Final Scenario**

	<u>FY 2006</u>	<u>FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
I. Revenue Assumptions:						
A. State Appropriation:						
<u>Base</u>						
Base Appropriation	152,337,700	183,687,900	187,484,800			
Debt Service	11,182,900	3,390,600	10,446,800	3.0%	3.0%	3.0%
Metro College	2,097,200	(231,700)	(7,159,700)	0	0	0
Equine Industry Program	0	0	0	0	0	0
QCCT (Indigent Care)	0	300,000	0	0	0	0
	18,070,100	338,000	574,200	0	0	0
	<u>183,687,900</u>	<u>187,484,800</u>	<u>191,346,100</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>CPE Pass-Thru Funds</u>						
UofL Research	0	500,000	1,000,000	0	0	0
Research Support Infrastructure	0	0	0	0	0	0
CVL West Hub Operations	100,000	0	0	0	0	0
KY Equine Program	700,000	0	0	0	0	0
Equine Trust Program	40,000	0	0	0	0	0
KY Partners Pollution Prevention Program	491,100	(71,100)	0	0	0	0
	<u>1,331,100</u>	<u>428,900</u>	<u>1,000,000</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total State Funds	185,019,000	187,913,700	192,346,100	0	0	0
CPI - U	1.4%	1.7%	1.8%	1.8%	1.8%	1.8%
B. Tuition & Fees:						
<u>Summer</u>						
Undergraduate Growth Rate						
Resident	13.0%	9.76%	13.0%	7.0%	7.0%	7.0%
Non-resident	13.0%	9.74%	6.5%	7.0%	7.0%	7.0%
Graduate Growth Rate						
Resident	13.0%	9.76%	13.0%	7.0%	7.0%	7.0%
Non-resident	13.0%	9.74%	4.8%	7.0%	7.0%	7.0%
Professional Schools Growth Rate						
Resident	13.0%	9.76%	13.0%	7.0%	7.0%	7.0%
Non-resident	7.0%	7.03%	6.0%	7.0%	7.0%	7.0%
<u>Regular</u>						
Undergraduate Growth Rate						
Resident	9.76%	13.0%	7.0%	7.0%	7.0%	7.0%
Non-resident	9.74%	6.5%	7.0%	7.0%	7.0%	7.0%
Graduate Growth Rate						
Resident	9.76%	13.0%	7.0%	7.0%	7.0%	7.0%
Non-resident	9.74%	4.8%	7.0%	7.0%	7.0%	7.0%
Professional Schools Growth Rate						
Resident	9.76%	13.0%	7.0%	7.0%	7.0%	7.0%
Non-resident	7.03%	6.0%	7.0%	7.0%	7.0%	7.0%
C. Tuition & Fees from Enrollment Changes:						
Undergraduate Growth (budgeted overrealizati	0	1,564,000	0	0	0	0
Additional Undergraduate Students (50)	0	250,000	0	0	0	0
Speed School Graduate Enrollment Changes	0	0	0	0	0	0
Law Enrollment Changes (10 new students)	0	100,000	0	0	0	0
Additional Transfer Students	0	0	0	0	0	0

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D. Special Programs and Incidental Fees						
Special Instructional Programs	0.0%	8.4%	0.0%	0.0%	0.0%	0.0%
Course Change Fee	0	100,000	0	0	0	0
Distance Education	0.0%	85.4%	0.0%	0.0%	0.0%	0.0%
Continuing Education	0.0%	23.4%	0.0%	0.0%	0.0%	0.0%
Mandatory Fees	0	0.9%	0	0	0	0
Student Health Services	0	1,283,200	0	0	0	0
Miscellaneous Fees	0.0%	60.5%	0.0%	0.0%	0.0%	0.0%
E. Other General Fund Revenue						
Transfers from Affiliated Corporations	1,957,900	(221,600)	(164,700)	(24,625)	(30,812)	(145,401)
Sales & Services of Educational Activities	401,000	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Organized Activities Related to Education	895,900	199,600	199,600	199,600	199,600	199,600
Other Non-educational Revenue	1,587,400	(194,000)	(194,000)	(194,000)	(194,000)	(194,000)
Interest Income	4,941,700	1,350,500	0	0	0	0
Auxiliary Enterprises (including Housing)	10,222,000	19,300	19,300	19,300	19,300	19,300
Service Centers	1,603,800	422,900	422,900	422,900	422,900	422,900
Hospital Surplus Proceeds (HSC)	18,053,700	(4,515,000)	0	0	0	0
Revenue From Research Activities						
Available Indirect Cost Recovery	1,100,000	600,000	2,300,000	2,100,000	2,500,000	0
II. Expenditure Assumptions:						
A. Personnel Services:						
Salaries & Wages	3.00%	3.50%	5.00%	5.00%	5.00%	5.00%
Cost of Salary Increase		7,021,000	8,381,050	8,800,103	9,240,108	9,702,113
One less work day for Classified Staff	0	(125,400)	200,000	0	0	0
Faculty Promotion Fund	200,000	200,000	200,000	200,000	200,000	200,000
Staff Reclassification/Promotion Fund	75,000	75,000	75,000	75,000	75,000	75,000
Fringe Benefits:						
Health Insurance		15.0%	10.0%	10.0%	10.0%	10.0%
Base						
2nd half calendar year (July-Dec.) 15%		758,194	834,013	917,415	1,009,156	1,110,072
1st half of calendar year (Jan.-June) 15%		1,007,264	1,107,990	1,218,789	1,340,668	1,474,735
Health Insurance for Graduate Students	95,000	100,755	77,246	84,970	93,467	102,814
Flexible Benefits		0	0	0	0	0
Employer Contribution FICA	2.0%	1.1%	2.0%	2.0%	2.0%	2.0%
Long Term Disability Contribution	0.0%	-8.0%	5.0%	5.0%	5.0%	5.0%
Worker's Compensation Contribution	10.0%	22.0%	5.0%	5.0%	5.0%	5.0%
Unemployment Contribution	0.0%	-9.0%	5.0%	5.0%	5.0%	5.0%
Employer Retirement Contribution	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Other Postretirement Benefits (Implement GASB 45)	0	0	5,200,000	0	0	0
Other Benefits	2.0%	-7.9%	2.0%	2.0%	2.0%	2.0%
B. Current Expenses:						
Supplies and Expenses	61,233,710	2,689,098	1.8%	1.8%	1.8%	1.8%
Hardware and Software Maintenance	0.0%	9.8%	10.0%	10.0%	10.0%	10.0%
Travel	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Library Materials	7,894,116	5.5%	5.5%	5.5%	5.5%	5.5%
Audit Fees		12,000	0	0	0	0
Capital Outlay	1,560,784	0	0	0	0	0
C. Budget Reserves						
Budget Reserve Fund	5% of Base	5% of Base	5% of Base	5% of Base	5% of Base	5% of Base
Reserve for Capital Expenditures	1,903,300	0.0%	2.0%	3.0%	5.0%	5.0%
	2,574,255	0	0	0	0	0

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D. Physical Facilities:						
New Facilities M&O						
Belknap Research	840,000	430,000	50,000	53,000	55,000	0
HSC Exercise Facility	45,700	0	0	0	0	0
Cardiovascular Innovation Institute	280,200	303,900	17,500	18,500	19,000	0
Natorium	0	353,000	14,000	15,000	15,000	0
Trager Football Practice Facility	0	180,000	0	6,000	6,000	0
Library Expansion	0	235,000	10,000	10,000	10,000	0
Basketball Practice Facility	0	0	114,000	5,000	5,000	0
Center for Predictive Medicine (Shelby)	0	0	0	381,000	15,000	16,000
HSC Research III	0	0	0	0	4,271,000	0
Capital Renewal / Deferred Maintenance	0.0%	0	1.5%	2.0%	2.0%	2.0%
Utilities (net of new buildings)	11,361,778	9.7%	5.0%	5.0%	5.0%	5.0%
E. Financial Aid Base:						
Financial Aid (Tuition Escalator)	13.0%	30,723,610	35,300,710	38,271,760	41,450,783	44,852,338
Merit based scholarships	16,964,541	13.0%	7.0%	7.0%	7.0%	7.0%
Need based scholarships	500,000	500,000	500,000	500,000	500,000	500,000
Tuition Remission Programs	12,705,636	400,000	0	0	0	0
Financial Aid Escalator	0	12,705,636	0	0	0	0
	0	3,677,100	2,471,050	2,679,023	2,901,555	3,139,664
E. Other Expenditures:						
Inventory Purchases for Resale	3,130,800	0	0	0	0	0
Debt Service:						
Principal and Interest	17,667,585	(283,175)	(4,512,588)	(52,925)	(137,516)	(255,296)
State Supported Reserve Requirement	0	0	(3,754,653)	0	0	0
QCCT:						
Rent	18,243,400	338,000	574,200	574,200	574,200	574,200
Hospital	5,500,000	(4,500,000)	0	0	0	0
Student Health Services	0	1,283,200	0	0	0	0
MPA Program Expenditures	0	188,200	0	0	0	0
Departmental Credits	(28,333,237)	0	0	0	0	0

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I. Projected Revenue:						
A. State Appropriation:		183.69	187.48	191.35	196.90	202.62
Base Appropriation	152.34	3.39	10.45	4.99	5.13	5.29
Debt Service	11.18	(0.23)	(7.16)	0.00	0.00	0.00
Metro College	2.10	0.00	0.00	0.00	0.00	0.00
Equine Industry Program	0.00	0.30	0.00	0.00	0.00	0.00
QCCT (Indigent Care)	18.07	0.34	0.57	0.57	0.59	0.60
Subtotal Base Appropriation	<u>183.69</u>	<u>187.48</u>	<u>191.35</u>	<u>196.90</u>	<u>202.62</u>	<u>208.52</u>
CPE Pass-Thru Funds		1.33	1.76	2.76	2.76	2.76
UofL Research	0.00	0.50	1.00	0.00	0.00	0.00
Research Support Infrastructure	0.00	0.00	0.00	0.00	0.00	0.00
CVL West Hub Operations	0.10	0.00	0.00	0.00	0.00	0.00
KY Equine Program	0.70	0.00	0.00	0.00	0.00	0.00
Equine Trust Program	0.04	0.00	0.00	0.00	0.00	0.00
KY Partners Pollution Prevention Program	0.49	(0.07)	0.00	0.00	0.00	0.00
	<u>1.33</u>	<u>1.76</u>	<u>2.76</u>	<u>2.76</u>	<u>2.76</u>	<u>2.76</u>
Total State Funds	<u>185.02</u>	<u>189.24</u>	<u>194.11</u>	<u>199.66</u>	<u>205.38</u>	<u>211.28</u>
B. Tuition & Fees from Rate Change:						
Summer Base		9.60	10.54	11.77	12.59	13.47
Undergraduate Rate Change						
Resident	5.36	0.52	0.77	0.47	0.50	0.53
Non-resident	0.86	0.08	0.06	0.07	0.08	0.08
Graduate Rate Change						
Resident	2.42	0.24	0.35	0.21	0.23	0.24
Non-resident	0.87	0.08	0.05	0.07	0.08	0.08
Professional Schools Rate Change						
Resident	0.07	0.01	0.01	0.01	0.01	0.01
Non-resident	0.01	0.00	0.00	0.00	0.00	0.00
Regular Base		110.89	123.52	132.17	141.42	151.32
Undergraduate Rate Change						
Resident	57.60	7.50	4.56	4.88	5.22	5.58
Non-resident	8.95	0.58	0.67	0.71	0.76	0.82
Graduate Rate Change						
Resident	11.49	1.66	0.92	0.99	1.05	1.13
Non-resident	8.23	0.41	0.61	0.65	0.69	0.74
Professional Schools Rate Change						
Resident	14.73	1.83	1.16	1.24	1.33	1.42
Non-resident	9.88	0.65	0.74	0.79	0.84	0.90
Subtotal Tuition & Fees from Rate Changes	<u>120.49</u>	<u>134.06</u>	<u>143.93</u>	<u>154.01</u>	<u>164.79</u>	<u>176.33</u>
C. Tuition & Fees from Enrollment Changes Base:		0.00	1.91	1.91	1.91	1.91
Undergraduate Growth (budgeted overrealization)	0.00	1.56	0.00	0.00	0.00	0.00
Additional Undergraduate Students (50)	0.00	0.25	0.00	0.00	0.00	0.00
Speed School Graduate Enrollment Changes	0.00	0.00	0.00	0.00	0.00	0.00
Law School Enrollment Changes	0.00	0.10	0.00	0.00	0.00	0.00
Additional Transfer Students	0.00	0.00	0.00	0.00	0.00	0.00
Subtotal Tuition & Fees from Enrollment Changes	<u>0.00</u>	<u>1.91</u>	<u>1.91</u>	<u>1.91</u>	<u>1.91</u>	<u>1.91</u>

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D. Special Programs and Incidental Fees Base:		14.21	18.59	18.59	18.59	18.59
Special Instructional Programs	0.98	0.08	0.00	0.00	0.00	0.00
Course Change Fee	0.00	0.10	0.00	0.00	0.00	0.00
Distance Education	1.85	1.58	0.00	0.00	0.00	0.00
Continuing Education	2.62	0.61	0.00	0.00	0.00	0.00
Mandatory Fees	7.68	0.07	0.00	0.00	0.00	0.00
Student Health Services	0.00	1.28	0.00	0.00	0.00	0.00
Miscellaneous Fees	1.08	0.65	0.00	0.00	0.00	0.00
Subtotal Special Programs and Incidental Fees	<u>14.21</u>	<u>18.59</u>	<u>18.59</u>	<u>18.59</u>	<u>18.59</u>	<u>18.59</u>
E. Other General Fund Revenue Base:		39.66	36.68	36.91	37.28	37.65
Transfers from UofL Affiliated Corporations	1.96	(0.22)	(0.16)	(0.02)	(0.03)	(0.15)
Sales & Services of Educational Activities	0.40	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)
Organized Activities Related to Education	0.90	0.20	0.20	0.20	0.20	0.20
Other Non-educational Revenue	1.59	(0.19)	(0.19)	(0.19)	(0.19)	(0.19)
Interest Income	4.94	1.35	0.00	0.00	0.00	0.00
Auxiliary Enterprises	10.22	0.02	0.02	0.02	0.02	0.02
Service Centers	1.60	0.42	0.42	0.42	0.42	0.42
Hospital Surplus Proceeds (HSC)	18.05	(4.52)	0.00	0.00	0.00	0.00
Subtotal Other General Fund Revenue	<u>39.66</u>	<u>36.68</u>	<u>36.91</u>	<u>37.28</u>	<u>37.65</u>	<u>37.90</u>
Total Projected Revenue	<u>359.38</u>	<u>380.48</u>	<u>395.45</u>	<u>411.46</u>	<u>428.33</u>	<u>446.01</u>
Revenue From Research Activities						
Indirect Cost Recovery Base	7.35	8.45	9.05	11.35	13.45	15.95
New Funds Available Indirect Cost Recovery	1.10	0.60	2.30	2.10	2.50	0.00
Subtotal Revenue From Research Activities	<u>8.45</u>	<u>9.05</u>	<u>11.35</u>	<u>13.45</u>	<u>15.95</u>	<u>15.95</u>
Total Funds Available	<u>367.83</u>	<u>389.53</u>	<u>406.80</u>	<u>424.90</u>	<u>444.27</u>	<u>461.95</u>
II. Expenditure Projections:						
A. Personnel Services Base:	188.03	235.84	248.22	273.85	290.11	302.81
Salaries & Wages						
Cost of Salary Increase (Net)	0.00	7.02	8.38	8.80	9.24	9.70
One less working day for Classified Staff	0.00	(0.13)	0.20	0.00	0.00	0.00
Faculty Promotion Fund	0.00	0.20	0.20	0.20	0.20	0.20
Staff Reclassification/Promotion Fund	0.00	0.08	0.08	0.08	0.08	0.08
Fringe Benefits:						
Health Insurance	11.11	13.27	15.03	16.97	19.11	21.46
2nd half calendar year @ 15% (\$419) (July - Dec)	0.98	0.76	0.83	0.92	1.01	1.11
1st half of calendar year @ 15% (\$482) (Jan - Jun)	1.17	1.01	1.11	1.22	1.34	1.47
Health Insurance for Graduate Students	0.10	0.10	0.08	0.08	0.09	0.10
Flexible Benefits	0.97	0.00	0.00	0.00	0.00	0.00
Employer Contribution FICA	12.58	0.14	0.25	0.26	0.26	0.27
Long Term Disability Insurance	0.40	(0.03)	0.02	0.02	0.02	0.02
Worker's Compensation Insurance	0.63	0.14	0.04	0.04	0.04	0.04
Unemployment Insurance	0.10	(0.01)	0.00	0.00	0.00	0.01
Employer's Retirement Contribution	13.58	0.34	0.35	0.36	0.37	0.37
Other Postretirement Benefits (Implement GASB 45)	0.00	0.00	5.20	0.00	0.00	0.00
Other Benefits	1.99	(0.16)	0.04	0.04	0.04	0.04
Subtotal Personal Services	<u>231.64</u>	<u>245.30</u>	<u>265.00</u>	<u>285.86</u>	<u>302.81</u>	<u>316.23</u>
B. Current Expenses Base:		67.05	72.15	77.34	82.82	85.05
Supplies and Expenses	61.23	2.69	1.15	1.17	1.19	1.21
Hardware and Software Maintenance	1.43	0.14	0.16	0.17	0.19	0.21
Travel	0.90	0.00	0.00	0.00	0.00	0.00
Capital Outlay & Equipment	1.56	0.00	0.00	0.00	0.00	0.00
Audit Fees	0.00	0.01	0.00	0.00	0.00	0.00
Subtotal Current Expenses	<u>65.13</u>	<u>69.89</u>	<u>73.46</u>	<u>78.69</u>	<u>84.20</u>	<u>86.48</u>

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C. Budget Reserves Base:		4.48	4.48	4.52	4.57	4.67
Budget Reserve Fund	1.90	0.00	0.04	0.06	0.10	0.10
Reserve for Capital Expenditures	2.57	0.00	0.00	0.00	0.00	0.00
Subtotal Budget Reserves	<u>4.48</u>	<u>4.48</u>	<u>4.52</u>	<u>4.57</u>	<u>4.67</u>	<u>4.78</u>
D. Physical Facilities Base:		13.53	16.14	17.97	26.46	38.90
M&O for new facilities:						
Belknap Research Building	0.84	0.43	0.05	0.05	0.06	0.00
HSC Exercise Facility	0.05	0.00	0.00	0.00	0.00	0.00
Cardiovascular Innovation Institute	0.28	0.30	0.02	0.02	0.02	0.00
Natatorium	0.00	0.35	0.01	0.02	0.02	0.00
Trager Football Practice Facility	0.00	0.18	0.00	0.01	0.01	0.00
Library Expansion	0.00	0.24	0.01	0.01	0.01	0.00
Basketball Practice Facility	0.00	0.00	0.11	0.01	0.01	0.00
Center for Predictive Medicine (Shelby Campus)	0.00	0.00	0.00	0.38	0.02	0.02
HSC Research III	0.00	0.00	0.00	0.00	4.27	0.00
Capital Renewal / Deferred Maintenance	1.00	0.00	1.00	7.36	7.36	7.36
Utilities	11.36	1.11	0.62	0.65	0.69	0.72
Subtotal Physical Facilities	<u>13.53</u>	<u>16.14</u>	<u>17.97</u>	<u>26.46</u>	<u>38.90</u>	<u>47.00</u>
E. Financial Aid Base	30.72	30.72	35.30	38.27	41.45	44.85
Merit based scholarships	0.00	0.50	0.50	0.50	0.50	0.50
Need based scholarships	0.00	0.40	0.00	0.00	0.00	0.00
Tuition Remission	0.00	0.00	0.00	0.00	0.00	0.00
Financial Aid Escalator (offset to tuition)	0.00	3.68	2.47	2.68	2.90	3.14
	<u>30.72</u>	<u>35.30</u>	<u>38.27</u>	<u>41.45</u>	<u>44.85</u>	<u>48.49</u>
F. Other Expenditures Base:		16.21	13.23	5.54	6.06	6.50
Inventory Purchases for Resale	3.13	0.00	0.00	0.00	0.00	0.00
Debt Service:						
Principle and Interest	17.67	(0.28)	(4.51)	(0.05)	(0.14)	(0.26)
State Supported Reduction in Reserve Requirem	0.00	0.00	(3.75)	0.00	0.00	0.00
QCCT:	0.00	0.00	0.00	0.00	0.00	0.00
Rent	18.24	0.34	0.57	0.57	0.57	0.57
Hospital	5.50	(4.50)	0.00	0.00	0.00	0.00
Student Health Services	0.00	1.28	0.00	0.00	0.00	0.00
MBA Program Expenditures	0.00	0.19	0.00	0.00	0.00	0.00
Departmental Charge Backs/Expense Credits	(28.33)	0.00	0.00	0.00	0.00	0.00
Subtotal Other Expenditures	<u>16.21</u>	<u>13.23</u>	<u>5.54</u>	<u>6.06</u>	<u>6.50</u>	<u>6.82</u>
G. Budget Reductions:						
Academic Units:	(0.04)	(0.24)	(0.04)	0.00	0.00	0.00
Support Units:	0.00	(1.10)	0.00	0.00	0.00	0.00
Total Budget Reductions	<u>(0.04)</u>	<u>(1.34)</u>	<u>(0.04)</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Projected Expenditures Without Strategic Initiatives	361.67	383.00	404.72	443.10	481.94	509.79
Funding Gap Without Strategic Initiatives	6.16	6.53	2.08	(18.20)	(37.67)	(47.84)
H. <u>Strategic Initiatives - Educational Experience: Student Success</u>	1.70	2.65	1.26	0.48	0.51	0.54
I. <u>Strategic Initiatives - Research:</u>	3.40	1.90	8.70	6.30	0.00	0.00
J. <u>Strategic Initiatives - Accessibility, Diversity, Equity, Community</u>	0.15	0.51	0.15	0.15	0.00	0.00
K. <u>Strategic Initiatives - Partnerships and Collaboration</u>	0.00	0.39	0.30	0.00	0.00	0.00
L. <u>Strategic Initiatives - Institutional Effectiveness of Programs</u>	0.91	1.08	2.36	1.45	0.34	0.20
Total Projected Expenditures With Strategic Initiatives/Commitments	367.83	389.53	417.49	451.49	482.79	510.53
Funding Gap With Strategic Initiatives	<u>(0.00)</u>	<u>(0.00)</u>	<u>(10.69)</u>	<u>(26.58)</u>	<u>(38.52)</u>	<u>(48.58)</u>

**Strategic Budget Projection Model
FY 2006-2011
Strategic Initiatives
Final Scenario**

	<u>FY 2006</u>	<u>FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
I. <u>Educational Experience: Student Success</u>						
A&S Dean Commitment	0.00	0.08	0.00	0.00	0.00	0.00
Faculty Salary Catch-up	1.40	1.40	0.00	0.00	0.00	0.00
Library Materials (Books and Periodicals)	0.00	0.43	0.46	0.48	0.51	0.54
Library Public Safety Positions (2)	0.00	0.05	0.00	0.00	0.00	0.00
Music Graduate Teaching Assistants (2)	0.00	0.04	0.00	0.00	0.00	0.00
New College of Business Faculty 2@ (\$100K each plus fringe)	0.00	0.25	0.00	0.00	0.00	0.00
Recruiting and Retention Initiatives	0.00	0.00	0.00	0.00	0.00	0.00
PhD Graduate Assistants (Stipend & benefits)	0.30	0.40	0.80	0.00	0.00	0.00
Subtotal Strategic Initiatives - Educational Experience	<u>1.70</u>	<u>2.65</u>	<u>1.26</u>	<u>0.48</u>	<u>0.51</u>	<u>0.54</u>
II. <u>Research, Creative and Scholarly Activities:</u>						
Graduate Stipends catch-up	1.00	0.70	0.70	0.70	0.00	0.00
New Faculty Positions (cost net of grant revenue)	1.50	0.00	5.90	3.10	0.00	0.00
Research Administration and Infrastructure	0.90	0.70	1.10	2.50	0.00	0.00
State Research Support	0.00	0.50	1.00	0.00	0.00	0.00
Subtotal Strategic Research Initiatives	<u>3.40</u>	<u>1.90</u>	<u>8.70</u>	<u>6.30</u>	<u>0.00</u>	<u>0.00</u>
III. <u>Accessibility, Diversity, Equity and Communication</u>						
African American Programming Initiatives	0.00	0.01	0.00	0.00	0.00	0.00
Child Care Center	0.00	0.20	0.00	0.00	0.00	0.00
Diversity Initiatives	0.00	0.15	0.00	0.00	0.00	0.00
Non-Resident Scholars Program	0.15	0.15	0.15	0.15	0.00	0.00
Subtotal Accessibility, Diversity, Equity & Communication	<u>0.15</u>	<u>0.51</u>	<u>0.15</u>	<u>0.15</u>	<u>0.00</u>	<u>0.00</u>
IV. <u>Partnerships and Collaboration</u>						
Labor Management Center	0.00	0.09	0.00	0.00	0.00	0.00
Equine Industry Program	0.00	0.30	0.30	0.00	0.00	0.00
Subtotal Partnerships and Collaboration	<u>0.00</u>	<u>0.39</u>	<u>0.30</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>

**Strategic Budget Projection Model
FY 2006-2011
Strategic Initiatives
Final Scenario**

	<u>FY 2006</u>	<u>FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
V. <u>Institutional Effectiveness of Programs and Services</u>						
Additional Public Safety positions	0.00	0.16	0.00	0.00	0.00	0.00
Human Resources Strategic Plan						
Health Insurance for Domestic Partners	0.00	0.00	0.60	0.00	0.00	0.00
Health Insurance for Part-Time Faculty & Staff	0.00	0.06	0.00	0.00	0.00	0.00
Health Insurance for Retirees	0.00	0.00	0.73	0.73	0.73	0.73
Health Insurance for Retirees & Spouses	0.00	0.00	0.27	0.27	0.27	0.27
Home of the Innocents Building Renovation	0.31	0.00	0.31	0.00	0.00	0.00
Information Technology (Soft Money Problem)	0.50	0.36	0.70	0.70	0.44	0.30
Integrated Marketing Plan	0.10	0.05	0.00	0.00	0.00	0.00
Staff Salary Catch-up	0.00	0.45	0.45	0.45	0.00	0.00
Voice Over Internet Protocol (VOIP)	0.00	0.00	(0.70)	(0.70)	(1.10)	(1.10)
Subtotal Institutional Effectiveness of Programs & Services	<u>0.91</u>	<u>1.08</u>	<u>2.36</u>	<u>1.45</u>	<u>0.34</u>	<u>0.20</u>
Subtotal Strategic Initiatives	<u>6.16</u>	<u>6.53</u>	<u>12.77</u>	<u>8.38</u>	<u>0.85</u>	<u>0.74</u>

**Strategic Budget Projection Model
FY 2006-2011
Budget Reductions
Final Scenario**

	<u>FY 2006</u>	<u>FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
Academic:						
Continuing Education	(0.04)	(0.04)	(0.04)	0.00	0.00	0.00
Provost Academic Initiatives Budget Reduction	0.00	(0.20)	0.00	0.00	0.00	0.00
Subtotal	<u>(0.04)</u>	<u>(0.24)</u>	<u>(0.04)</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Support:						
Development Staff Moved to UL Foundation	0.00	(1.10)	0.00	0.00	0.00	0.00
Subtotal	<u>0.00</u>	<u>(1.10)</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Budget Reductions	<u>(0.04)</u>	<u>(1.34)</u>	<u>(0.04)</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>