Central Budget Reduction - FY16 & FY17

FY16 Actions (Provosts Fuchs/Katz)

• Assigned Budget Reductions
  o Colleges – 1.7% average
  o Central Administration – 2%
  Value $20.1M

• Revenue Capture
  o Reduced Provost Support based on projected net revenue growth
  Value $20.2M

FY17 Actions (Provost Kotlikoff)

• Shifted costs from USP funding to Allocated Cost Model and adjusted subvention to “net zero” position by based on actual financial results and projected net revenue growth
  Value $18.4 M

• Central Administration funding held flat – required to self-fund salary improvement program
  Value $6.5M
U GRAD TUITION REVENUE

U GRAD TUITION POOL

- COLLEGES 90%
- PROVOST 10%

60/40

College A
College B
College C
College D

Subvention
University Initiatives
Undergraduate Tuition Distribution

FY14 Initial Model Rollout
  • 25% Enrollment ; 75% Teaching

FY15 and FY16
  • 40% Enrollment ; 60% Teaching
    Note: Subvention adjusted to offset impact.

FY17 and FY18
  • 40% Enrollment ; 60% Teaching
  • Teaching %’s by College Frozen at FY16 Level
### “Unfrozen” Teaching Distribution Metrics

**Actual ("Unfrozen") Teaching Distribution Metrics**
*(6 semester average - course enrollments & credit hours)*

<table>
<thead>
<tr>
<th>College</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture &amp; Life Sciences</td>
<td>19.97%</td>
<td>20.79%</td>
<td>21.08%</td>
<td>21.06%</td>
<td>20.48%</td>
</tr>
<tr>
<td>Architecture, Art &amp; Planning</td>
<td>2.80%</td>
<td>2.80%</td>
<td>2.71%</td>
<td>2.67%</td>
<td>2.58%</td>
</tr>
<tr>
<td>Arts &amp; Sciences</td>
<td>41.47%</td>
<td>39.90%</td>
<td>38.70%</td>
<td>37.32%</td>
<td>37.46%</td>
</tr>
<tr>
<td>Computing &amp; Information Science</td>
<td>3.93%</td>
<td>4.50%</td>
<td>5.21%</td>
<td>5.66%</td>
<td>6.28%</td>
</tr>
<tr>
<td>Engineering</td>
<td>11.03%</td>
<td>11.41%</td>
<td>11.74%</td>
<td>12.31%</td>
<td>11.98%</td>
</tr>
<tr>
<td>Hotel Administration</td>
<td>7.11%</td>
<td>7.24%</td>
<td>7.43%</td>
<td>7.61%</td>
<td>7.73%</td>
</tr>
<tr>
<td>Human Ecology</td>
<td>6.78%</td>
<td>6.64%</td>
<td>6.40%</td>
<td>6.51%</td>
<td>6.47%</td>
</tr>
<tr>
<td>Industrial &amp; Labor Relations</td>
<td>4.13%</td>
<td>4.28%</td>
<td>4.63%</td>
<td>5.03%</td>
<td>5.16%</td>
</tr>
<tr>
<td>Johnson</td>
<td>0.60%</td>
<td>0.57%</td>
<td>0.53%</td>
<td>0.53%</td>
<td>0.58%</td>
</tr>
<tr>
<td>Law</td>
<td>0.22%</td>
<td>0.22%</td>
<td>0.25%</td>
<td>0.32%</td>
<td>0.37%</td>
</tr>
<tr>
<td>Veterinary Medicine</td>
<td>0.72%</td>
<td>0.68%</td>
<td>0.65%</td>
<td>0.64%</td>
<td>0.63%</td>
</tr>
<tr>
<td>Cornell in Washington</td>
<td>0.16%</td>
<td>0.17%</td>
<td>0.16%</td>
<td>0.18%</td>
<td>0.15%</td>
</tr>
<tr>
<td><em>No Primary Instructor</em></td>
<td>1.07%</td>
<td>0.80%</td>
<td>0.51%</td>
<td>0.17%</td>
<td>0.13%</td>
</tr>
<tr>
<td><strong>TOTAL COLLEGES</strong></td>
<td>100.00%</td>
<td>100.00%</td>
<td>100.00%</td>
<td>100.00%</td>
<td>100.00%</td>
</tr>
</tbody>
</table>
UNFREEZING OPTIONS

1. Unfreeze and adjust subvention (does not respond to changes in student demand)

2. Unfreeze and don’t adjust subvention (incentive to capture students)

3. Move to a hybrid system of funding to colleges with some base funding and some activity-dependent funding (balance of both negatives)