

## **EXECUTIVE SUMMARY**

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### **PLANNING, BUDGET & ANALYSIS**

- > The annual operating budget is developed by a 22-member committee comprised of representatives from all sectors of the University, and from the Bozeman community.
- > A comprehensive process links the budget to a Five-Year strategic plan, and to the assessment of outcomes from investments.

### **THE FY05 BUDGET DEVELOPMENT PROCESS**

- > The committee began its initial work in December, 2003 and a preliminary balanced budget will be presented at a public open forum on Thursday, April 29, 2004.
- > Strategic priorities were reviewed and updated with a focus on the continuation of Student Access and Success, specifically in the areas of recruitment, retention, and quality enhancements including essential infrastructure needs.
- > As a result of the UPBAC Staffing, Report, and Resources Questionnaire from the FY04 budget process, certain resources that are provided for decision making were submitted earlier in the process.
- > Budget decisions were based upon an array of data including:
  - > budget amendment requests which addressed strategic priorities and the Five-Year vision;
  - > an 8-year history of departmental base budgets and an overview of each operation;
  - > academic information drawn from the Delaware Study and Instructional Key Performance Indicators (KPI's); and,
  - > KPI's for the VP Admin & Finance division and the VP Student Affairs division.
- > An Evaluation Matrix comprised of different benchmarks was introduced as a tool for measuring the accountability of instructional programs and services.
- > The Athletics Department gave a status update of their current budget plan.
- > New Student Services gave a status update on the Royall recruitment and Fast App investments.
- > The Cost of Education (COE) model was updated to reflect revised FY05 FTE projections.
- > In addition to a balanced budget plan, both a Growth Plan and a Shortfall Plan were discussed and approved.

#### ENROLLMENT ASSUMPTIONS REFLECTED IN THE BUDGET

- > Our Summer semester enrollment in FY05 will be about the same as last year.
- > Although (received) freshman application counts are up as compared to this time last year, revenue projections are based upon a conservative enrollment yield because freshman application counts are also up at peer institutions.
- > The yield on applications nationwide is decreasing as more students apply to more than one institution.
- > As we increase our recruitment efforts in more distant states, we can expect overall applicant yields to decrease.
- > Several new scholarship/waiver programs were implemented:
  - > Renewable 4-Year High School Honor awards are earmarked at 148.
  - > Employee Dependent waivers are estimated to reach 200.
  - > Resident renewable scholarships were offered to students with specified SAT/ACT test scores.
  - > Non-Resident renewable awards were offered to students with specified SAT/ACT test scores.
- > As a result of renewable awards, we expect a 16.6% increase in new nonresident freshman (includes WUE).
- > Our historic rate of retention, for non-graduating students, from Prior Year Fall semester to Current year Fall semester, will continue for Fall semester FY05.
- > The headcount-to-FTE conversion factor for FY05 will remain essentially the same as in prior years.
- > More work must be done in the coming year to further explore the correlation between tuition increases, the yield on applications, and the retention of continuing students.

#### REVENUE ASSUMPTIONS

- > The projected tuition revenues are based on comparable FY04 tuition yields per FTE and a 12.25% tuition increase.
- > Disregarding the MSU General Fund Adjustment between FY04 and FY05, the COE allocation of general fund provides a modest (.5%+/-) increase.

#### PRIMARY CHALLENGES OF THE FY05 PROCESS

- > The academic profile of the student population was discussed.
- > Applications from high ability students are up and the yield rates on those students is typically lower (because the competition is greater for those students).
- > The yield on the new scholarship/waiver programs were estimated as no trend data is available.

#### **PHILOSOPHICAL BASIS FOR FY05 BUDGET DECISIONS**

- > Budget decisions are based upon the principles, values, and priorities set forth by the committee.
- > The principles, values, and strategic concepts and priorities should support the mission and Five-Year vision of the University.
- > The Five-Year vision, strategic concepts, and priorities, along with reports and proceedings of the UPBAC meetings, are posted on the University's web site at <http://www.montana.edu/upba/>.

#### **OVERVIEW OF PRIMARY FY05 BUDGET DECISIONS**

- > Base Budget increases, in institutional level fixed costs, will be fully funded.
- > Funds will be earmarked for certain recurring institutional costs, such as the Write-Off of Tuition Receivables.
- > The Legislature's Pay Plan will provide approximately 45% of the necessary funding for:
  - > a \$50/month increase in the medical insurance contribution;
  - > a .25/hr salary increase for faculty, administrators, professional and classified employees, effective January 1, 2005;
  - > a .5% MAP incentive increase for classified employees, effective June 30, 2004;
  - > a .5% MAP incentive increase for classified employees, effective June 30, 2005.
- > A special fund was established for faculty promotion increases.
- > A special fund was also established for GTA investments.
- > Five continuing non-base commitments were reviewed and approved as base commitments.
- > A small set of continuing non-base commitments will be funded.
- > Tuition rates, for all student categories, will increase by 12.25%.
- > To accommodate the above decisions in a balanced budget, \$150,000 in base reductions will be distributed across the university by the executives.
- > A set of essential new budget items was identified that will be funded by reallocation in FY05 if additional revenues are insufficient.

#### **FUTURE COMMITTEE ACTIONS**

- > A cost benefit analysis of recruitment and retention investments, plus other continuing non-base commitments, will be repeated and the results will be assessed and shared with the committee.
- > Possible strategic initiatives for FY06 will be discussed.
- > The overall budget process will be discussed and implementation of approved changes will be made.
- > Subcommittees continue to gather data and discuss improvements to the Evaluation Matrix.
- > UPBAC will be considering and evaluating tactics proposed by the various tactical committees working on the Five-Year vision document.
- > Other subcommittee requests may be assigned.

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|    | Shortfall Plan                  | April 20th<br>Draft Budget<br>Base Plan | Growth Plan | Comments  |
|----|---------------------------------|---|-------------|-----------|
| 1  |                                 |   |             |           |
| 2  | <b>FTE ENROLLMENT AUTHORITY</b> |   |             |           |
| 3  |                                 |   |             |           |
| 4  | Fiscal Year                     |   |             |           |
| 5  | Resident                        | 8,233.00                                | 8,233.00    | 8,233.00  |
| 6  | WUE                             | 467.00                                  | 467.00      | 467.00    |
| 7  | Nonresident                     | 2,140.00                                | 2,140.00    | 2,140.00  |
| 8  |                                 |   |             |           |
| 9  | Total                           | 10,840.00                               | 10,840.00   | 10,840.00 |
| 10 |                                 |   |             |           |
| 11 | <b>FTE ENROLLMENT BUDGET</b>    |   |             |           |
| 12 |                                 |   |             |           |
| 13 | Summer Session                  |   |             |           |
| 14 | Resident                        | 774.78                                  | 807.59      | 865.41    |
| 15 | WUE                             | 10.40                                   | 10.57       | 10.73     |
| 16 | Nonresident                     | 180.41                                  | 187.16      | 193.92    |
| 17 |                                 |   |             |           |
| 18 | subtotal                        | 965.59                                  | 1,005.32    | 1,070.06  |
| 19 | Fall Semester                   |   |             |           |
| 20 | Resident                        | 7,984.90                                | 7,994.32    | 8,078.78  |
| 21 | WUE                             | 429.43                                  | 429.43      | 429.43    |
| 22 | Nonresident                     | 2,166.44                                | 2,237.93    | 2,338.20  |
| 23 |                                 |   |             |           |
| 24 | subtotal                        | 10,580.77                               | 10,661.68   | 10,846.41 |
| 25 | Spring Semester                 |   |             |           |
| 26 | Resident                        | 7,510.11                                | 7,532.86    | 7,593.11  |
| 27 | WUE                             | 411.65                                  | 411.65      | 411.65    |
| 28 | Nonresident                     | 1,909.18                                | 1,976.17    | 2,057.01  |
| 29 |                                 |   |             |           |
| 30 | subtotal                        | 9,830.94                                | 9,920.68    | 10,061.77 |
| 31 | Fiscal Year                     |   |             |           |
| 32 | Resident                        | 8,134.90                                | 8,167.39    | 8,268.65  |
| 33 | WUE                             | 425.74                                  | 425.83      | 425.91    |
| 34 | Nonresident                     | 2,128.02                                | 2,200.63    | 2,294.57  |
| 35 |                                 |   |             |           |
| 36 | Total                           | 10,688.66                               | 10,793.85   | 10,989.13 |



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|    | Shortfall Plan                         | April 20th<br>Draft Budget<br>Base Plan | Growth Plan       | Comments |
|----|--|---|-------------------|----------|
| 1  |  |   |                   |          |
| 2  | <b>FY04 BASE BUDGETS (4/1/04)</b>      |   |                   |          |
| 3  |  |   |                   |          |
| 4  | <b>President</b>                       |   |                   |          |
| 5  | 19,625                                 | 19,625                                  | 19,625            |          |
| 6  | 1,789,251                              | 1,789,251                               | 1,789,251         |          |
| 7  | <b>Provost</b>                         |   |                   |          |
| 8  | 39,425,454                             | 39,425,454                              | 39,425,454        |          |
| 9  | 902,097                                | 902,097                                 | 902,097           |          |
| 10 | 8,435,183                              | 8,435,183                               | 8,435,183         |          |
| 11 | 13,472                                 | 13,472                                  | 13,472            |          |
| 12 | 565,081                                | 565,081                                 | 565,081           |          |
| 13 | <b>Administration &amp; Finance VP</b> |   |                   |          |
| 14 | 3,581,586                              | 3,581,586                               | 3,581,586         |          |
| 15 | 12,332,096                             | 12,332,096                              | 12,332,096        |          |
| 16 | 2,649,722                              | 2,649,722                               | 2,649,722         |          |
| 17 | <b>Research VP</b>                     |   |                   |          |
| 18 | 326,424                                | 326,424                                 | 326,424           |          |
| 19 | 60,718                                 | 60,718                                  | 60,718            |          |
| 20 | 108,522                                | 108,522                                 | 108,522           |          |
| 21 | 930,420                                | 930,420                                 | 930,420           |          |
| 22 | <b>Student Affairs VP</b>              |   |                   |          |
| 23 | 4,788,859                              | 4,788,859                               | 4,788,859         |          |
| 24 | 173,150                                | 173,150                                 | 173,150           |          |
| 25 | <b>Institutional Cost Centers</b>      |   |                   |          |
| 26 | 444,419                                | 444,419                                 | 444,419           |          |
| 27 | 16,431,596                             | 16,431,596                              | 16,431,596        |          |
| 28 | (4,735,310)                            | (4,735,310)                             | (4,735,310)       |          |
| 29 |  |   |                   |          |
| 30 | <b>88,242,365</b>                      | <b>88,242,365</b>                       | <b>88,242,365</b> |          |
| 31 |  |   |                   |          |
| 32 |  |   |                   |          |
| 33 | <b>94,191,933</b>                      | <b>95,142,966</b>                       | <b>96,590,031</b> |          |
| 34 |  |   |                   |          |
| 35 |  |   |                   |          |
| 36 | <b>5,949,568</b>                       | <b>6,900,601</b>                        | <b>8,347,666</b>  |          |

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|    |  | Shortfall Plan   | April 20th<br>Draft Budget<br>Base Plan | Growth Plan        | Comments                   |
|----|--|------------------|---|--------------------|----------------------------|
| 1  |  |                  |   |                    |                            |
| 2  | <b>PROJECTED RESERVE BALANCE</b>   | 5,949,568        | 6,900,601                               | 8,347,666          |                            |
| 3  | <b>BASE BUDGET ADJUSTMENTS</b>   |                  |   |                    |                            |
| 4  | President  |                  |   |                    |                            |
| 5  | 7 D101 Internal Audit Admin Support                                      |                  |   | (25,000)           | Includes \$5,000 Benefits  |
| 6  |  |                  |   |                    |                            |
| 7  | Provost  |                  |   |                    |                            |
| 8  | Program Enhancements deferred to FY05 (during FY04 process)              |                  |   |                    |                            |
| 9  | MTA Faculty Line   | (48,650)         | (48,650)                                | (48,650)           | Includes \$9,730 Benefits  |
| 10 | COB Faculty Line   | (100,000)        | (100,000)                               | (100,000)          | Includes \$20,000 Benefits |
| 11 | CS Faculty Line  | (81,250)         | (81,250)                                | (81,250)           | Includes \$16,250 Benefits |
| 12 |  |                  |   |                    |                            |
| 13 | 1 D201 Core 2.0  |                  |   | (318,295)          | Includes \$38,295 Benefits |
| 14 | 2 D202 Bozeman Upper Division  |                  |   | (90,000)           | Includes \$18,000 Benefits |
| 15 | 3 D207 Electronic Thesis/Dissertation Submissions                        |                  |   | (8,000)            |                            |
| 16 | 5 D203 Student Teaching Placement & Supervision                          |                  |   | (63,000)           |                            |
| 17 | 11 D204 Faculty FTE to Teach BIOL 102                                    |                  |   | (39,700)           | Includes \$8,400 Benefits  |
| 18 | 12 D206 Support/Advising   |                  |   | (55,090)           | Includes \$9,790 Benefits  |
| 19 | 13 D208 Increase in the Library's Book Budget                            |                  |   | (68,000)           |                            |
| 20 | 14 D210 Formalize Academic Advising Center                               |                  |   | (25,000)           | Includes \$5,000 Benefits  |
| 21 | 15 D214 New Tenure-Track Faculty Position                                |                  |   | (60,000)           | Includes \$11,000 Benefits |
| 22 | 16 D205 Funding for Associate Director                                   |                  |   | (35,550)           | Includes \$5,550 Benefits  |
| 23 | 17 D211 1st Year English Writing   |                  |   | (79,987)           | Includes \$12,487 Benefits |
| 24 | 18 D213 NAS FTE Increase   |                  |   | (29,798)           | Includes \$4,262 Benefits  |
| 25 | 20 D212 Biological Engineering   |                  |   | (80,000)           | Includes \$15,000 Benefits |
| 26 | 21 D221 Summer Instructional Base Budget                                 |                  |   | (59,250)           | Includes \$9,250 Benefits  |
| 27 | 22 D216 SCH Growth in COB Minors   |                  |   | (40,000)           | Includes \$6,245 Benefits  |
| 28 | 23 D209 Staffing to Fulfill Int'l Outlook Goals                          |                  |   | (33,595)           | Includes \$8,595 Benefits  |
| 29 |  |                  |   |                    |                            |
| 30 |  |                  |   |                    |                            |
| 31 |  |                  |   |                    |                            |
| 32 | 6 E001 Administration & Finance VP<br>Banner/Enterprise Software Support |                  |   | (14,215)           | One-time commitment        |
| 33 | 8 D301 Banner Student Module Prog/Analyst                                |                  |   | (64,000)           | Includes \$11,000 Benefits |
| 34 | 9 D302 Critical Police Officer Salary Market Adj.                        |                  |   | (72,000)           | Includes \$11,240 Benefits |
| 35 | 10 D306 Banner/Enterprise Software Support                               |                  |   | (24,368)           |                            |
| 36 | 19 D304 Anti-Virus Desktop Licensing                                     |                  |   | (42,217)           |                            |
| 37 |  |                  |   |                    |                            |
| 38 |  |                  |   |                    |                            |
| 39 |  |                  |   |                    |                            |
| 40 | 4 D501 Student Affairs VP<br>Implement Core 2.0                          |                  |   | (30,000)           | Includes \$5,000 Benefits  |
| 41 |  |                  |   |                    |                            |
| 42 |  |                  |   |                    |                            |
| 43 | 24 G001 Global Amendment<br>Implement/Maintain Web Payment               |                  |   | (90,000)           |                            |
| 44 |  |                  |   |                    |                            |
| 45 |  |                  |   |                    |                            |
| 46 | <b>TOTAL BASE BUDGET ADJUSTMENTS</b>                                     | <b>(229,900)</b> | <b>(229,900)</b>                        | <b>(1,676,965)</b> |                            |
| 47 | <b>PROJECTED RESERVE BALANCE</b>   | <b>5,719,668</b> | <b>6,670,701</b>                        | <b>6,670,701</b>   |                            |

|    | Shortfall Plan                           | April 20th<br>Draft Budget<br>Base Plan | Growth Plan      | Comments         |
|----|--|---|------------------|------------------|
| 1  |  |   |                  |                  |
| 2  | <b>PROJECTED RESERVE BALANCE</b>         | <b>5,719,668</b>                        | <b>6,670,701</b> | <b>6,670,701</b> |
| 3  |  |   |                  |                  |
| 4  | <b>EARMARKED RESERVE FUNDS</b>           |   |                  |                  |
| 5  |  |   |                  |                  |
| 6  | A003 University Contingency Reserve      | (100,000)                               | (100,000)        | (100,000)        |
| 7  | Enrollment Growth                        | (375,000)                               | (375,000)        | (375,000)        |
| 8  | FSTS Move                                | (5,119)                                 | (5,119)          | (5,119)          |
| 9  |  |   |                  |                  |
| 10 |  |   |                  |                  |
| 11 | A006 Write-Off of Tuition Receivables    | (225,000)                               | (225,000)        | (225,000)        |
| 12 | A005 NSL Bad Debts Write-Off             | (12,000)                                | (12,000)         | (12,000)         |
| 13 |  |   |                  |                  |
| 14 | <b>TOTAL EARMARKED RESERVE FUNDS</b>     | <b>(717,119)</b>                        | <b>(717,119)</b> | <b>(717,119)</b> |
| 15 |  |   |                  |                  |
| 16 | <b>PROJECTED RESERVE BALANCE</b>         | <b>5,002,549</b>                        | <b>5,953,582</b> | <b>5,953,582</b> |
| 17 |  |   |                  |                  |
| 18 |  |   |                  |                  |
| 19 | <b>ALLOCATION OF SHORTFALL LIABILITY</b> |   |                  |                  |
| 20 | President                                | 24,626                                  |                  |                  |
| 21 | Provost                                  | 644,291                                 |                  |                  |
| 22 | VP Research                              | 19,553                                  |                  |                  |
| 23 | VP Student Affairs                       | 67,988                                  |                  |                  |
| 24 | VP Admin & Finance                       | 194,575                                 |                  |                  |
| 25 |  |   |                  |                  |
| 26 |  |   |                  |                  |
| 27 | <b>TOTAL PY CARRYOVER FUNDS</b>          | <b>951,033</b>                          | <b>0</b>         | <b>0</b>         |
| 28 |  |   |                  |                  |
| 29 | <b>PROJECTED RESERVE BALANCE</b>         | <b>5,953,582</b>                        | <b>5,953,582</b> | <b>5,953,582</b> |

One-time commitment



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|    | Shortfall Plan                                  | April 20th<br>Draft Budget<br>Base Plan | Growth Plan        | Comments           |
|----|---|---|--------------------|--------------------|
| 1  |   |   |                    |                    |
| 2  | <b>PROJECTED RESERVE BALANCE</b>                | <b>5,953,582</b>                        | <b>5,953,582</b>   | <b>5,953,582</b>   |
| 3  |   |   |                    |                    |
| 4  | <b>FIXED COSTS BASE BUDGET INCREASES</b>        |   |                    |                    |
| 5  |   |   |                    |                    |
| 6  | A001 N.R.I.S. State Library Costs               | (16,636)                                | (16,636)           | (16,636)           |
| 7  | A002 SABHRS Costs/DOA                           | (7,321)                                 | (7,321)            | (7,321)            |
| 8  | A004 Increased Workers Comp Ins Costs           | (133,495)                               | (133,495)          | (133,495)          |
| 9  | A007 Service Costs                              | (36,924)                                | (36,924)           | (36,924)           |
| 10 | A008 Loan Servicing Costs                       | (5,100)                                 | (5,100)            | (5,100)            |
| 11 | A009 Inflation for Library Acquisitions         | (216,238)                               | (216,238)          | (216,238)          |
| 12 | A010 Internet2 Cost Increases-12th Month        | (12,281)                                | (12,281)           | (12,281)           |
| 13 | A011 Increased Liability Insurance Premium      | (21,784)                                | (21,784)           | (21,784)           |
| 14 | A012 Increased Property Insurance Premium       | (59,071)                                | (59,071)           | (59,071)           |
| 15 | A013 Off Campus Rentals                         | (53,977)                                | (53,977)           | (53,977)           |
| 16 | A014 Excess Adjustment to Utility Appropriation | (307,357)                               | (307,357)          | (307,357)          |
| 17 | A015 Excess Utilities Costs Contingency         | (561,376)                               | (561,376)          | (561,376)          |
| 18 | A016 Storm Water Permit Fee                     | (4,200)                                 | (4,200)            | (4,200)            |
| 19 | A017 Gardner House                              | (15,000)                                | (15,000)           | (15,000)           |
| 20 | A018 Commodity Internet Bandwith Increase       | (15,287)                                | (15,287)           | (15,287)           |
| 21 |   |   |                    |                    |
| 22 | <b>TOTAL FIXED COSTS BASE INCREASES</b>         | <b>(1,466,047)</b>                      | <b>(1,466,047)</b> | <b>(1,466,047)</b> |
| 23 |   |   |                    |                    |
| 24 | <b>PROJECTED RESERVE BALANCE</b>                | <b>4,487,535</b>                        | <b>4,487,535</b>   | <b>4,487,535</b>   |
| 25 |   |   |                    |                    |
| 26 |   |   |                    |                    |
| 27 | <b>PERSONAL SERVICES BASE BUDGET INCREASES</b>  |   |                    |                    |
| 28 |   |   |                    |                    |
| 29 | B001 Benefits Pools - Medical Insurance         | (750,000)                               | (750,000)          | (750,000)          |
| 30 | B002 Salary Annualizations                      | (321,386)                               | (321,386)          | (321,386)          |
| 31 | Faculty Promotion Increases                     | (64,455)                                | (64,455)           | (64,455)           |
| 32 | Admin/Professional Adjustments                  | (47,840)                                | (47,840)           | (47,840)           |
| 33 | GTA Adjustments                                 | (19,240)                                | (19,240)           | (19,240)           |
| 34 | Faculty Adjustments                             | (150,020)                               | (150,020)          | (150,020)          |
| 35 | Admin/Prof/Faculty/GTA Benefits                 | (40,164)                                | (40,164)           | (40,164)           |
| 36 |   |   |                    |                    |
| 37 | <b>TOTAL PERSONAL SERVICES BASE INCREASES</b>   | <b>(1,393,105)</b>                      | <b>(1,393,105)</b> | <b>(1,393,105)</b> |
| 38 |   |   |                    |                    |
| 39 | <b>PROJECTED RESERVE BALANCE</b>                | <b>3,094,430</b>                        | <b>3,094,430</b>   | <b>3,094,430</b>   |

Includes \$50,174 Benefits  
 Includes \$10,062 Benefits

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|----|--|---|--------------------|--|
| 1  |  |   |                    |  |
| 2  | <b>3,094,430</b>                                       | <b>3,094,430</b>                        | <b>3,094,430</b>   |  |
| 3  |  |   |                    |  |
| 4  | <b>APPROVED FY05 BASE COMMITMENTS</b>                  |   |                    |  |
| 5  |  |   |                    |  |
| 6  | C015 Student Recruitment (50,000)                      | (50,000)                                | (50,000)           | Includes \$7,500 Benefits<br><br>Includes \$11,768 Benefits<br>Includes \$8,840 Benefits<br>Includes \$7,697 Benefits                                |
| 7  | C017 On-Line Student Application System (18,000)       | (18,000)                                | (18,000)           |  |
| 8  | C007 WebCT Campus Support (108,528)                    | (108,528)                               | (108,528)          |  |
| 9  | C008 Web Banner-Adm Support (46,200)                   | (46,200)                                | (46,200)           |  |
| 10 | C009 Technical Support/Web Master (62,500)             | (62,500)                                | (62,500)           |  |
| 11 |  |   |                    |  |
| 12 | <b>(285,228)</b>                                       | <b>(285,228)</b>                        | <b>(285,228)</b>   |  |
| 13 |  |   |                    |  |
| 14 | <b>2,809,202</b>                                       | <b>2,809,202</b>                        | <b>2,809,202</b>   |  |
| 15 |  |   |                    |  |
| 16 |  |   |                    |  |
| 17 | <b>CONTINUING NON-BASE COMMITMENTS</b>                 |   |                    |  |
| 18 |  |   |                    |  |
| 19 | C001 In-Load Tuition Distributions (504,885)           | (504,885)                               | (504,885)          | Includes \$6,250 Benefits<br>Includes \$3,867 Benefits<br>Includes \$27,750 Benefits<br>Includes \$34,364 Benefits<br><br>Includes \$20,184 Benefits |
| 20 | C002 UND/Sacred Heart/HealthOne Denver (22,304)        | (22,304)                                | (22,304)           |  |
| 21 | C003 Int'l Student Recruitment Program (66,250)        | (66,250)                                | (66,250)           |  |
| 22 | C004 Math 085 Agreement (24,767)                       | (24,767)                                | (24,767)           |  |
| 23 | C005 Lower Division Nursing Course Offerings (192,750) | (192,750)                               | (192,750)          |  |
| 24 | C006 Upper Division Nursing Course Offerings (252,114) | (252,114)                               | (252,114)          |  |
| 25 | Graduate Division Nursing Course Offerings (65,000)    | (65,000)                                | (65,000)           |  |
| 26 | C010 Disability Accommodations (115,920)               | (115,920)                               | (115,920)          |  |
| 27 | C011 Retention First Year Initiative Program (34,326)  | (34,326)                                | (34,326)           |  |
| 28 | C012 Army ROTC 1st Year R & B Scholarships (42,960)    | (42,960)                                | (42,960)           |  |
| 29 | C013 AFROTC 1st Year R & B Scholarships (42,560)       | (42,560)                                | (42,560)           |  |
| 30 | C014 Visitor Parking Permits (6,000)                   | (6,000)                                 | (6,000)            |  |
| 31 | C016 Royall Student Prospects List Agreement (345,630) | (345,630)                               | (345,630)          |  |
| 32 | C018 Athletics Service Costs (120,000)                 | (120,000)                               | (120,000)          |  |
| 33 | Program Fees (MTA, Arch, Art, Engr) (827,566)          | (827,566)                               | (827,566)          |  |
| 34 | Out-of-Load Tuition Distributions (146,170)            | (146,170)                               | (146,170)          |  |
| 35 |  |   |                    |  |
| 36 | <b>(2,809,202)</b>                                     | <b>(2,809,202)</b>                      | <b>(2,809,202)</b> |  |
| 37 |  |   |                    |  |
| 38 | <b>0</b>   | <b>0</b>                                | <b>0</b>           |  |