

# Operating Budget

Fiscal Year 2024



WESTERN  
STATE  
UNIVERSITY

ESSENTIALS



The Fiscal Year 2024 Operating Budget was approved by the Case Western Reserve University Board of Trustees on June 9, 2023.

This document may also be found at:



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# KEY FACTS AND ASSUMPTIONS

In thousands of dollars	2023 Budget	2024 Budget	% Variance to 2023 Budget
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## UNDERGRADUATE ENROLLMENT

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# STATEMENT OF OPERATIONS FOR FISCAL YEAR 2024

2024 Budget vs. 2023 Budget

	2022	2023	2024	\$ Increase/ (Decrease)	% Variance to

**TOTAL REVENUE**

Fiscal Year 2024 Budget

In thousands of dollars	2022 Actual	2023 Budget	2024 Budget	\$ Increase/ (Decrease) 2023 Budget	% Variance to 2023 Budget
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**TUITION**  
**Undergraduate Tuition**

# TOTAL EXPENSE

Fiscal Year 2024 Budget

In thousands of dollars	2022 Actual	2023 Budget	2024 Budget	\$ Increase/ (Decrease) 2023 Budget	% Variance to 2023 Budget
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**EXPENSE**

**DIRECTEXPENSE**

Faculty Salaries	\$158,971,775	\$158,971,775	\$158,971,775	\$0	0%
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## **NOTES TO EXPENSE**

Fiscal Year 2024 Budget vs. Fiscal Year 2023 Budget

### **DIRECT EXPENSE**

#### **Faculty Salaries**

Increased \$12.6 M or 7.6% in CAS, CSE, WSOM, LAW, DENT, NURS, CSOM and UGEN.

#### **Other Salaries**

Increased \$13.7 M or 12.0% in CAS, CSE, WSOM LAW, NURS and CSOM. Partially offset with a decrease in MSASS and UGEN.

#### **Fringe Benefits**

Increased \$7.4 M or 8.2%. The federal fringe benefit rate decreased to 28.0%. The non-federal fringe rate remained at 34.0%.

#### **Student Salaries**

Increased \$3.9 M or 11.7% in CAS, CSE, MSASS and UGEN. Partially offset by lower salaries in CSOM.

#### **Student Aid**

Increased \$17.4 M or 6.7% in all units. The increase in UGEN reflects an Undergraduate Student Aid discount rate of 52.2%.

#### **Non-salary**

Increased \$54.4 M or 17.1% in CAS, CSE, WSOM, MSASS, DENT, CSOM and UGEN. Partially offset by a decrease in NURS.

### **INDIRECT EXPENSE AND AUXILIARIES**

#### **Library**

Increased \$1.0 M or 6.7% due to guideline salary pool increase and higher restricted spending.

#### **Student Services**

Increased \$0.6 M or 1.8% due to guideline salary pool increase.

#### **Plant**

Increased \$3.5 M or 4.7% due to guideline salary pool increase.

#### **Information Services**

Increased \$3.1 M or 9.9% due to guideline salary pool increase and expenses with incremental Other Income offset.

#### **University Services**

Increased \$4.9 M or 6.1% due to guideline salary pool increase and expenses with incremental Other Income offset.

#### **Auxiliaries**

Increased \$3.5 M or 4.6% due to increased UG enrollment.

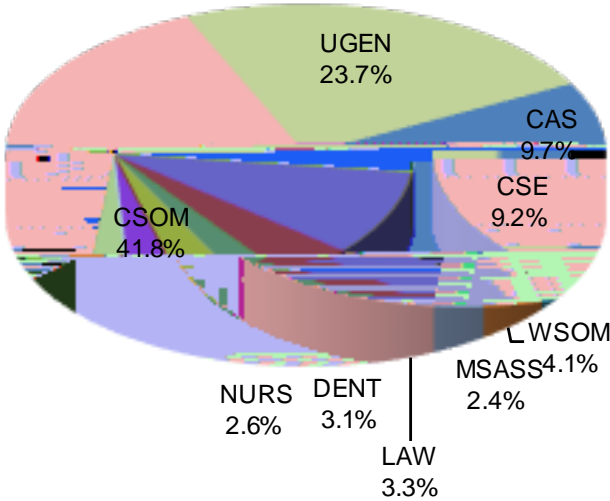
# SUMMARY OF OPERATIONS BY MANAGEMENT CENTER

Fiscal Year 2024 Budget

In thousands of dollars	Total Revenue	Total Expense	Operating Margin	Use of Retained Surplus	Surplus/ (Deficit)
CAS	\$139,525	\$135,098	\$4,427	-	\$4,427
CSE	131,720	128,011	3,709	-	3,709
WSOM	58,247	64,176	(5,929)	1,642	(4,287)
MSASS	34,877	37,853	(2,976)	905	(2,071)
LAW	47,618	48,792	(1,174)	-	(1,174)
DENT	44,676	40,315	4,361	-	4,361
NURS	37,879	37,879	-	-	-
CSOM	599,629	590,651	8,978	-	8,978
UGEN	339,994	336,916	3,078	-	3,078
<b>OPERATING BUDGET</b>	<b>\$1,434,165</b>	<b>\$1,419,691</b>	<b>\$14,474</b>	<b>\$2,547</b>	<b>\$17,021</b>

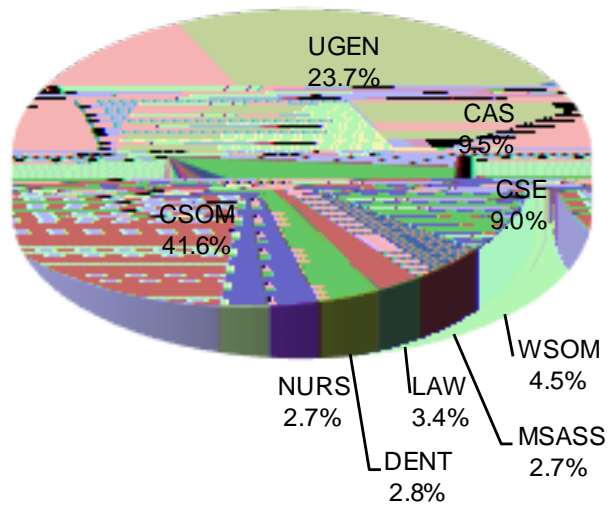
## REVENUE BY MANAGEMENT CENTER

2024 Budget - \$1,434,165



## EXPENSE BY MANAGEMENT CENTER

2024 Budget - \$1,419,691



# STATEMENT OF OPERATIONS BY MANAGEMENT CENTER

## FISCAL YEAR 2024 BUDGET

In thousands of dollars	CAS	CSE	WSOM	MSASS	LAW	DENT	NURS	CSOM	UGEN	Total University
<b>REVENUE</b>										
<b>TUITION</b>										
Undergraduate	\$83,619	\$39,491	\$16,313	\$254	\$111	\$22	\$8,322	\$7,861	\$172,894	\$328,887
Summer	5,500	2,206	1,539	1,967	750	598	2,849	7,421	-	22,830
Professional	-	316	23,139	11,637	37,200	25,606	10,501	66,672	-	175,071
Graduate	13,850	17,560	1,235	687	-	2,141	991	34,012	-	70,476
Fees	653	648	94	-	-	501	404	2,231	1,134	5,665
<b>TOTAL TUITION</b>	<b>103,622</b>	<b>60,221</b>	<b>42,320</b>	<b>14,545</b>	<b>38,061</b>	<b>28,868</b>	<b>23,067</b>	<b>118,197</b>	<b>174,028</b>	<b>602,929</b>
<b>ENDOWMENT</b>										
Restricted Endowment	10,156	6,044	5,305	1,927	5,080	764	3,359	20,629	17,024	70,288
Unrestricted Endowment	6,736	3,505	1,913	400	431	675	819	12,254	13,806	40,539
<b>TOTAL ENDOWMENT</b>	<b>16,892</b>	<b>9,549</b>	<b>7,218</b>	<b>2,327</b>	<b>5,511</b>	<b>1,439</b>	<b>4,178</b>	<b>32,883</b>	<b>30,830</b>	<b>110,827</b>
<b>OTHER REVENUE</b>										
Research & Training	9,252	38,618	182	6,678	380	1,740	4,553	335,387	10,756	407,546
Restricted Gifts	4,193	2,415	2,974	9,007	866	615	2,771	22,574	11,012	56,427
Overhead Recovery	4,366	10,851	81	1,951	60	888	1,959	71,447	138	91,741
Unrestricted Gifts	600	350	475	255	1,000	517	240	1,002	4,422	8,861
State Support	-	-	-	-	-	-	-	2,500	-	2,500
Organized Activities	-	-	3,348	-	-	7,819	-	752	-	11,919
Other Income	600	6,529	1,649	114	240	2,790	386	14,887	16,448	43,643
Auxiliaries	-	-	-	-	-	-	-	-	93,860	93,860
Deferred Revenue - Strategic Plan	-	3,187	-	-	1,500	-	725	-	(1,500)	3,912
<b>TOTAL OTHER REVENUE</b>	<b>19,011</b>	<b>61,950</b>	<b>8,709</b>	<b>18,005</b>	<b>4,046</b>	<b>14,369</b>	<b>10,634</b>	<b>448,549</b>	<b>135,136</b>	<b>720,409</b>
<b>TOTAL REVENUE</b>	<b>\$139,525</b>	<b>\$131,720</b>	<b>\$58,247</b>	<b>\$34,877</b>	<b>\$47,618</b>	<b>\$44,676</b>	<b>\$37,879</b>	<b>\$599,629</b>	<b>\$339,994</b>	<b>\$1,434,165</b>
<b>EXPENSE</b>										
<b>DIRECT EXPENSE</b>										
Faculty Salaries	\$32,574	\$22,584	\$16,735	\$4,873	\$7,743	\$10,419	\$9,663	\$72,675	\$661	\$177,927
Other Salaries	12,285	12,543	6,720	7,019	4,339	6,185	5,012	71,033	3,164	128,300
<b>TOTAL SALARIES</b>	<b>44,859</b>	<b>35,127</b>	<b>23,455</b>	<b>11,892</b>	<b>12,082</b>	<b>16,604</b>	<b>14,675</b>	<b>143,708</b>	<b>3,825</b>	<b>306,227</b>
Fringe	14,705	11,330	7,972	3,948	3,950	5,601	4,889	43,567	1,311	97,273
Student Salaries	9,897	16,096	804	678	127	80	915	8,415	456	37,468
Student Aid	14,330	4,547	8,153	4,749	19,729	1,021	3,484	38,217	184,151	278,381
Non-salary	12,932	30,769	10,151	11,825	4,071	7,608	4,641	283,725	7,319	373,041
<b>TOTAL DIRECT EXPENSE</b>	<b>96,723</b>	<b>97,869</b>	<b>50,535</b>	<b>33,092</b>	<b>39,959</b>	<b>30,914</b>	<b>28,604</b>	<b>517,632</b>	<b>197,062</b>	<b>1,092,390</b>
Restricted Direct Expense	23,601	47,077	8,461	17,612	6,326	3,119	10,683	378,590	38,792	534,261
Unrestricted Direct Expense	73,122	50,792	42,074	15,480	33,633	27,795	17,921	139,042	158,270	558,129
<b>INDIRECT EXPENSE</b>										
Library	3,466	2,123	1,425	580	2,305	361	671	2,644	2,599	16,174
Student Services	10,042	5,708	2,490	229	369	248	1,240	3,060	10,440	33,826
Plant	12,547	11,835	3,893	1,240	2,081	3,044	2,150	31,247	8,750	76,787
Information Services	7,070	4,943	2,728	863	1,430	1,116	1,489	9,567	4,744	33,950
University Services	5,250	5,533	3,105	1,849	2,648	4,632	3,725	26,501	32,732	85,975
<b>TOTAL INDIRECT EXPENSE</b>	<b>38,375</b>	<b>30,142</b>	<b>13,641</b>	<b>4,761</b>	<b>8,833</b>	<b>9,401</b>	<b>9,275</b>	<b>73,019</b>	<b>59,265</b>	<b>246,712</b>
Auxiliaries	-	-	-	-	-	-	-	-	80,589	80,589
<b>TOTAL EXPENSE</b>	<b>\$135,098</b>	<b>\$128,011</b>	<b>\$64,176</b>	<b>\$37,853</b>	<b>\$48,792</b>	<b>\$40,315</b>	<b>\$37,879</b>	<b>\$590,651</b>	<b>\$336,916</b>	<b>\$1,419,691</b>
<b>OPERATING MARGIN</b>	<b>\$4,427</b>	<b>\$3,709</b>	<b>\$(5,929)</b>	<b>\$(2,976)</b>	<b>\$(1,174)</b>	<b>\$4,361</b>	<b>\$-</b>	<b>\$8,978</b>	<b>\$3,078</b>	<b>\$14,474</b>
Undergraduate Tuition Subvention	-	-	-	-	-	-	-	-	-	-
Use of Retained Surplus	-	-	1,642	905	-	-	-	-	-	2,547
<b>SURPLUS/(DEFICIT)</b>	<b>\$4,427</b>	<b>\$3,709</b>	<b>\$(4,287)</b>	<b>\$(2,071)</b>	<b>\$(1,174)</b>	<b>\$4,361</b>	<b>\$-</b>	<b>\$8,978</b>	<b>\$3,078</b>	<b>\$17,021</b>

# COLLEGE OF ARTS AND SCIENCES

## FISCAL YEAR 2024 BUDGET

In thousands of dollars	2022 Actual	2023 Budget	2024 Budget	\$ Increase/ (Decrease) 2023 Budget	% Variance to 2023 Budget
<b>REVENUE</b>					
<b>TUITION</b>					
Undergraduate	\$67,040	\$74,925	\$83,619	\$8,694	11.6%
Summer	4,927	5,300	5,500	200	3.8%
Professional	-	-	-	-	0.0%
Graduate	13,022	13,390	13,850	460	3.4%
Fees	585	603	653	50	8.3%
<b>TOTAL TUITION</b>	<b>85,574</b>	<b>94,218</b>	<b>103,622</b>	<b>9,404</b>	<b>10.0%</b>
<b>ENDOWMENT</b>					
Restricted Endowment	7,513	9,618	10,156	538	5.6%
Unrestricted Endowment	7,459	8,345	6,736	(1,609)	-19.3%
<b>TOTAL ENDOWMENT</b>	<b>14,972</b>	<b>17,963</b>	<b>16,892</b>	<b>(1,071)</b>	<b>-6.0%</b>
<b>OTHER REVENUE</b>					
Research & Training	8,145	8,645	9,252	607	7.0%
Restricted Gifts	3,385	3,794	4,193	399	10.5%
Overhead Recovery	3,099	3,055	4,366	1,311	42.9%
Unrestricted Gifts	455	600	600	-	0.0%
State Support	-	-	-	-	0.0%
Organized Activities	-	-	-	-	0.0%
Other Income	795	600	600	-	0.0%
Auxiliaries	-	-	-	-	0.0%
Deferred Revenue - Strategic Plan	-	-	-	-	0.0%
<b>TOTAL OTHER REVENUE</b>	<b>15,879</b>	<b>16,694</b>	<b>19,011</b>	<b>2,317</b>	<b>13.9%</b>
<b>TOTAL REVENUE</b>	<b>\$116,425</b>	<b>\$128,875</b>	<b>\$139,525</b>	<b>\$10,650</b>	<b>8.3%</b>
<b>EXPENSE</b>					
<b>DIRECT EXPENSE</b>					
Faculty Salaries	\$30,033	\$30,231	\$32,574	\$2,343	7.8%
Other Salaries	9,410	10,461	12,285	1,824	17.4%
<b>TOTAL SALARIES</b>	<b>39,443</b>	<b>40,692</b>	<b>44,859</b>	<b>4,167</b>	<b>10.2%</b>
Fringe	12,394	13,496	14,705	1,209	9.0%
Student Salaries	7,685	8,292	9,897	1,605	19.4%
Student Aid	11,265	13,010	14,330	1,320	10.1%
Non-salary	8,907	11,609	12,932	1,323	11.4%
<b>TOTAL DIRECT EXPENSE</b>	<b>79,694</b>	<b>87,099</b>	<b>96,723</b>	<b>9,624</b>	<b>11.0%</b>
Restricted Direct Expense	19,043	22,057	23,601	1,544	7.0%
Unrestricted Direct Expense	60,651	65,042	73,122	8,080	12.4%
<b>INDIRECT EXPENSE</b>					
Library	3,159	3,210	3,466	256	8.0%
Student Services	8,737	9,014	10,042	1,028	11.4%
Plant	10,951	12,013	12,547	534	4.4%
Information Services	6,362	6,533	7,070	537	8.2%
University Services	5,069	5,382	5,250	(132)	-2.5%
<b>TOTAL INDIRECT EXPENSE</b>	<b>34,278</b>	<b>36,152</b>	<b>38,375</b>	<b>2,223</b>	<b>6.1%</b>
Auxiliaries	-	-	-	-	0.0%
<b>TOTAL EXPENSE</b>	<b>\$113,972</b>	<b>\$123,251</b>	<b>\$135,098</b>	<b>\$11,847</b>	<b>9.6%</b>

# CASE SCHOOL OF ENGINEERING

## FISCAL YEAR 2024 BUDGET

In thousands of dollars	2022 Actual	2023 Budget	2024 Budget	\$ Increase/ (Decrease) 2023 Budget	% Variance to 2023 Budget
<b>REVENUE</b>					
<b>TUITION</b>					
Undergraduate	\$36,210	\$38,704	\$39,491	\$787	2.0%
Summer	1,967	2,210	2,206	(4)	-0.2%
Professional	321	393	316	(77)	-19.6%
Graduate	14,861	15,960	17,560	1,600	10.0%
Fees	631	618	648	30	4.9%
<b>TOTAL TUITION</b>	<b>53,990</b>	<b>57,885</b>	<b>60,221</b>	<b>2,336</b>	<b>4.0%</b>

# WEATHERHEAD SCHOOL OF MANAGEMENT

## FISCAL YEAR 2024 BUDGET

In thousands of dollars	2022 Actual	2023 Budget	2024 Budget	\$ Increase/ (Decrease) 2023 Budget	% Variance to 2023 Budget
<b>REVENUE</b>					
<b>TUITION</b>					
Undergraduate	\$14,724	\$15,856	\$16,313	\$457	2.9%
Summer	1,726	1,831	1,539	(292)	-15.9%
Professional	29,078	28,269	23,139	(5,130)	-18.1%
Graduate	1,250	1,104	1,235	131	11.9%
Fees	227	251	94	(157)	-62.5%
<b>TOTAL TUITION</b>	<b>47,005</b>	<b>47,311</b>	<b>42,320</b>	<b>(4,991)</b>	<b>-10.5%</b>
<b>ENDOWMENT</b>					
Restricted Endowment	1,981	2,791	5,305	2,514	90.1%
Unrestricted Endowment	2,351	2,147	1,913	(234)	-10.9%
<b>TOTAL ENDOWMENT</b>	<b>4,332</b>	<b>4,938</b>	<b>7,218</b>	<b>2,280</b>	<b>46.2%</b>
<b>OTHER REVENUE</b>					
Research & Training	117	450	182	(268)	-59.6%
Restricted Gifts	663	295	2,974	2,679	908.1%
Overhead Recovery	58	158	81	(77)	-48.7%
Unrestricted Gifts	379	400	475	75	18.8%
State Support	-	-	-	-	0.0%
Organized Activities	2,991	3,457	3,348	(109)	-3.2%
Other Income	978	912	1,649	737	80.8%
Auxiliaries	-	-	-	-	0.0%
Deferred Revenue - Strategic Plan	-	-	-	-	0.0%
<b>TOTAL OTHER REVENUE</b>	<b>5,186</b>	<b>5,672</b>	<b>8,709</b>	<b>3,037</b>	<b>53.5%</b>
<b>TOTAL REVENUE</b>	<b>\$56,523</b>	<b>\$57,921</b>	<b>\$58,247</b>	<b>\$326</b>	<b>0.6%</b>
<b>EXPENSE</b>					
<b>DIRECT EXPENSE</b>					
Faculty Salaries	\$14,913	\$15,767	\$16,735	\$968	6.1%
Other Salaries	4,228	5,203	6,720	1,517	29.2%
<b>TOTAL SALARIES</b>	<b>19,141</b>	<b>20,970</b>	<b>23,455</b>	<b>2,485</b>	<b>11.9%</b>
Fringe	6,283	7,125	7,972	847	11.9%
Student Salaries	499	771	804	33	4.3%
Student Aid	7,907	8,266	8,153	(113)	-1.4%
Non-salary	7,158	8,481	10,151	1,670	19.7%
<b>TOTAL DIRECT EXPENSE</b>	<b>40,988</b>	<b>45,613</b>	<b>50,535</b>	<b>4,922</b>	<b>10.8%</b>
Restricted Direct Expense	2,761	3,536	8,461	4,925	139.3%
Unrestricted Direct Expense	38,227	42,077	42,074	(3)	0.0%
<b>INDIRECT EXPENSE</b>					
Library	1,498	1,337	1,425	88	6.6%
Student Services	2,340	2,300	2,490	190	8.3%
Plant	3,488	3,762	3,893	131	3.5%
Information Services	2,799	2,576	2,728	152	5.9%
University Services	3,174	3,207	3,105	(102)	-3.2%
<b>TOTAL INDIRECT EXPENSE</b>	<b>13,299</b>	<b>13,182</b>	<b>13,641</b>	<b>459</b>	<b>3.5%</b>
Auxiliaries	-	-	-	-	0.0%
<b>TOTAL EXPENSE</b>	<b>\$54,287</b>	<b>\$58,795</b>	<b>\$64,176</b>	<b>\$5,381</b>	<b>9.2%</b>
<b>OPERATING MARGIN</b>	<b>\$2,236</b>	<b>\$(874)</b>	<b>\$(5,929)</b>	<b>\$(5,055)</b>	<b>-578.4%</b>
Undergraduate Tuition Subvention	-	-	-	-	
Use of Retained Surplus	-	874	1,642	768	
<b>SURPLUS/(DEFICIT)</b>	<b>\$2,236</b>	<b>\$-</b>	<b>\$(4,287)</b>	<b>\$(4,287)</b>	









# FRANCES PAYNE BOLTON SCHOOL OF NURSING

## FISCAL YEAR 2024 BUDGET

In thousands of dollars	2022 Actual	2023 Budget	2024 Budget	\$ Increase/ (Decrease) 2023 Budget	% Variance to 2023 Budget
<b>REVENUE</b>					
<b>TUITION</b>					
Undergraduate	\$6,418	\$7,633	\$8,322	\$689	9.0%
Summer	2,885	3,152	2,849	(303)	-9.6%
Professional	11,063	11,848	10,501	(1,347)	-11.4%
Graduate	613	630	991	361	57.3%
Fees	369	387	404	17	4.4%
<b>TOTAL TUITION</b>	<b>21,348</b>	<b>23,650</b>	<b>23,067</b>	<b>(583)</b>	<b>-2.5%</b>
<b>ENDOWMENT</b>					
Restricted Endowment	3,437	3,479	3,359	(120)	-3.4%
Unrestricted Endowment	1,006	1,079	819	(260)	-24.1%
<b>TOTAL ENDOWMENT</b>	<b>4,443</b>	<b>4,558</b>	<b>4,178</b>	<b>(380)</b>	<b>-8.3%</b>
<b>OTHER REVENUE</b>					
Research & Training	5,230	4,188	4,553	365	8.7%
Restricted Gifts	2,306	3,534	2,771	(763)	-21.6%
Overhead Recovery	1,628	1,644	1,959	315	19.2%
Unrestricted Gifts	219	240	240	-	0.0%
State Support	-	-	-	-	0.0%
Organized Activities	-	-	-	-	0.0%
Other Income	291	250	386	136	54.4%
Auxiliaries	-	-	-	-	0.0%

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# SCHOOL OF MEDICINE

## FISCAL YEAR 2024 BUDGET

In thousands of dollars	2022 Actual	2023 Budget	2024 Budget	\$ Increase/ (Decrease) 2023 Budget	% Variance to 2023 Budget	1
<b>REVENUE</b>						
<b>TUITION</b>						
Undergraduate	\$5,590	\$6,921	\$7,861	\$940	13.6%	
Summer	5,661	5,921	7,421	1,500	25.3%	
Professional	67,249	68,202	66,672	(1,530)	-2.2%	
Graduate	32,076	35,612	34,012	(1,600)	-4.5%	
	-4.5%	-8.3%	4.5%			

# UNIVERSITY GENERAL

## FISCAL YEAR 2024 BUDGET

In thousands of dollars	2022 Actual	2023 Budget	2024 Budget	\$ Increase/ (Decrease) 2023 Budget	% Variance to 2023 Budget
<b>REVENUE</b>					
<b>TUITION</b>					
Undergraduate	\$155,429	\$164,296	\$172,894	\$8,598	5.2%
Summer	(74)	-	-	-	0.0%
Professional	-	-	-	-	0.0%
Graduate	-	-	-	-	0.0%
Fees	1,088	1,013	1,134	121	11.9%
<b>TOTAL TUITION</b>	<b>156,443</b>	<b>165,309</b>	<b>174,028</b>	<b>8,719</b>	<b>5.3%</b>
<b>ENDOWMENT</b>					
Restricted Endowment	17,119	17,755	17,024	(731)	-4.1%
Unrestricted Endowment	11,624	12,727	13,806	1,079	8.5%
<b>TOTAL ENDOWMENT</b>	<b>28,743</b>	<b>30,482</b>	<b>30,830</b>	<b>348</b>	<b>1.1%</b>
<b>OTHER REVENUE</b>					
Research & Training	2,727	3,255	10,756	7,501	230.4%
Restricted Gifts	21,423	9,441	11,012	1,571	16.6%
Overhead Recovery	235	-	138	138	0.0%
Unrestricted Gifts	16	2,934	4,422	1,488	50.7%
State Support	-	-	-	-	0.0%
Organized Activities	-	-	-	-	0.0%
Other Income	17,082	15,251	16,448	1,197	7.8%
Auxiliaries	85,189	88,778	93,860	5,082	5.7%
Deferred Revenue - Strategic Plan	(7,500)	-	(1,500)	(1,500)	0.0%
<b>TOTAL OTHER REVENUE</b>	<b>119,172</b>	<b>119,659</b>	<b>135,136</b>	<b>15,477</b>	<b>12.9%</b>
<b>TOTAL REVENUE</b>	<b>\$304,358</b>	<b>\$315,450</b>	<b>\$339,994</b>	<b>\$24,544</b>	<b>7.8%</b>
<b>EXPENSE</b>					
<b>DIRECT EXPENSE</b>					
Faculty Salaries	\$467	\$309	\$661	\$352	113.9%
Other Salaries	1,929	3,345	3,164	(181)	-5.4%
<b>TOTAL SALARIES</b>	<b>2,396</b>	<b>3,654</b>	<b>3,825</b>	<b>171</b>	<b>4.7%</b>
Fringe	760	1,167	1,311	144	12.3%
Student Salaries	1,256	217	456	239	110.1%
Student Aid	169,874	174,359	184,151	9,792	5.6%
Non-salary	8,907	3,292	7,319	4,027	122.3%
<b>TOTAL DIRECT EXPENSE</b>	<b>183,193</b>	<b>182,689</b>	<b>197,062</b>	<b>14,373</b>	<b>7.9%</b>
Restricted Direct Expense	41,269	30,451	38,792	8,341	27.4%
Unrestricted Direct Expense	141,924	152,238	158,270	6,032	4.0%
<b>INDIRECT EXPENSE</b>					
Library	955	2,124	2,599	475	22.4%
Student Services	10,420	12,070	10,440	(1,630)	-13.5%
Plant	20,028	4,664	8,750	4,086	87.6%
Information Services	145	1,467	4,744	3,277	

## UNIVERSITY OPERATING MARGIN

### BY MANAGEMENT CENTER

In thousands of dollars	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2024 Budget
CAS	\$ (5,295)	\$ (4,300)	\$ 3,673	\$ 2,453	\$ 5,624	\$ 4,427
CSE	(1,233)	(2,038)	4,459	3,044	3,723	3,709
WSOM	855	(388)	(2,428)	2,236	(874)	(5,929)
MSASS	(787)	541	147	553	(1,190)	(2,976)
LAW	(4,367)	(2,597)	138	(2,102)	(2,929)	(1,174)
DENT	2,314	1,682	5,535	6,223	4,140	4,361
NURS	457	589	1,336	732	473	-
CSOM	(4,872)	(1,547)	8,212	7,489	1,751	8,978
UGEN	17,758	9,815	(11,832)	(6,234)	1,495	3,078
<b>UNIVERSITY OPERATING MARGIN</b>	<b>\$4,830</b>	<b>\$1,757</b>	<b>\$9,240</b>	<b>\$14,394</b>	<b>\$12,213</b>	<b>\$14,474</b>

## UNIVERSITY OPERATING MARGIN

In thousands of dollars

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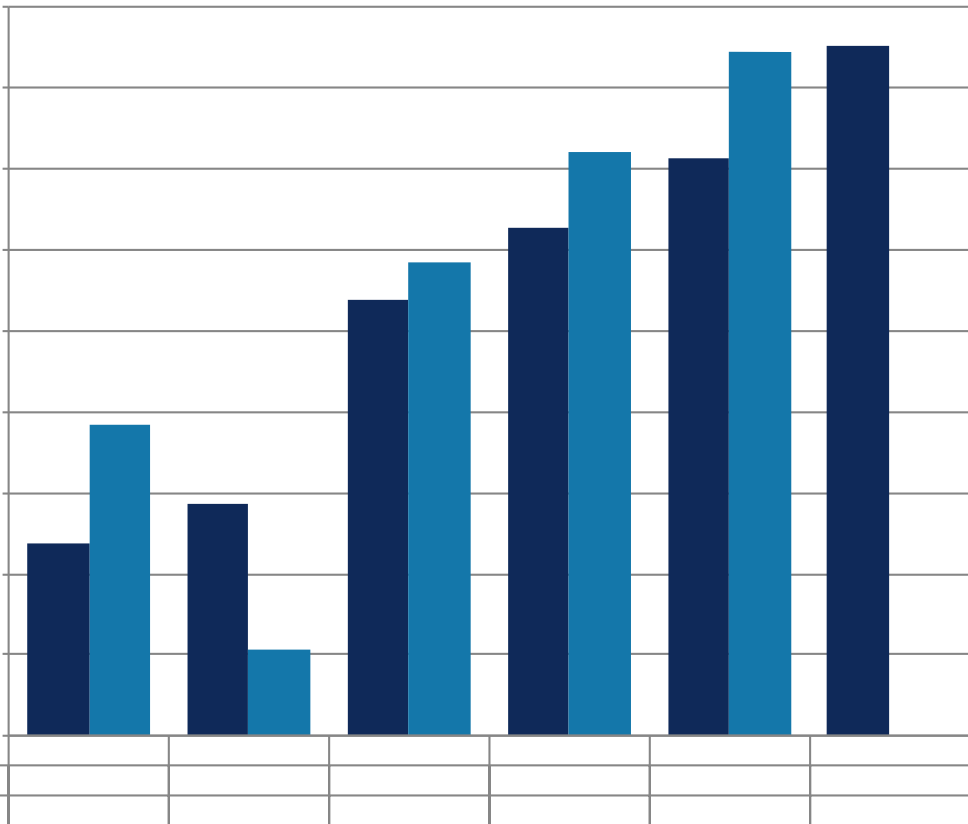
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# SIGNIFICANT REVENUE AND EXPENSE MOVEMENTS

## FISCAL YEAR 2024 BUDGET

In thousands of dollars	2023 Budget	2024 Budget	\$ Increase/ (Decrease) to 2023 Budget	% Variance to 2023 Budget
<b>REVENUE</b>				
<b>TUITION</b>				
Undergraduate – 5.0% tuition rate increase; 2.7% enrollment increase	\$308,731	\$328,887	\$20,156	6.5%
Summer – price/enrollment increase in CAS, LAW & CSOM; decrease in WSOM, MSASS & NURS	21,663	22,830	1,167	5.4%
Professional – enrollment decrease in WSOM, MSASS, NURS & CSOM;	179,280	175,070	(4,210)	(2.3%)
			622,830	(

# STUDENT ENROLLMENT – FALL SEMESTER

Case Western Reserve University students only

	2021 Actual	2022 Actual	2023 Budget	2024 Budget
<b>UNDERGRADUATE</b>				
FULLTIME *	5,286	5,661	5,832	5,950
PARTTIME	144	131	125	121
* Includes Cooperative Education students, which are not included in tuition calculations since these students are not charged tuition while in the Cooperative Education program.				
<b>PROFESSIONAL</b>				
<b>FULLTIME</b>				
CSE	17	13	17	14
WSOM	485	644	386	365
MSASS	385	354	165	129
LAW	543	562	587	604
DENT	302	307	311	309
NURS	256	229	225	211
CSOM	806	978	795	918
<b>TOTAL FULL-TIME</b>	<b>2,794</b>	<b>3,087</b>	<b>2,486</b>	<b>2,550</b>
<b>PARTTIME</b>				
CSE	–	–	–	–
WSOM	177	221	351	229
MSASS	40	50	262	250
LAW	35	36	50	23
DENT	–	–	2	–
NURS	137	139	120	156
CSOM	–	–	–	–
<b>TOTAL PART-TIME</b>	<b>389</b>	<b>446</b>	<b>785</b>	<b>658</b>
<b>GRADUATE</b>				
<b>FULLTIME</b>				
CAS	449	445	490	465
CSE	568	626	460	506
WSOM	51	39	55	20
MSASS	25	28	28	25
LAW	–	–	–	–
DENT	59	64	64	60
NURS	36	31	40	42
CSOM	1,026	856	1,016	ee8

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# TUITION RATES

## Full-Time

Per academic year	2021	2022	2023	2024	% Increase from 2023
Undergraduate - Incoming Students	\$52,450	\$54,020	\$61,040	\$64,100	5.0%
Undergraduate - Continuing Students (Admitted in FY 2023)			61,040	64,100	5.0%
Undergraduate - All Other Continuing Students	52,450	54,020	56,720	59,560	5.0%
Graduate	47,920	49,358	50,838	52,360	3.0%

# BOARD RATES

	2021	2022	2023	2024	% Increase from 2023
<b>FIRST AND SECOND-YEAR STUDENTS</b>					
<b>NORTH RESIDENTIAL VILLAGE</b>					
Double/Triple	\$9,350	\$9,584	\$9,870	\$10,360	5.0%
Single	10,650	10,916	11,240	11,800	5.0%
<b>SOUTH RESIDENTIAL VILLAGE</b>					
Single	10,650	10,916	11,240	11,800	5.0%
<b>TIPPIT/STALEY HOUSE SUITES</b>					
Single	11,000	11,274	11,610	12,190	5.0%
<b>GREEK</b>					
Single	10,650	10,916	11,240	11,800	5.0%
Double/Triple/Quad	9,350	9,584	9,870	10,360	5.0%
<b>UPPER-CLASS STUDENT HOUSING</b>					
<b>VILLAGE 115 APAR1odS80%</b>					
	9,584	12,190	5.0%		
	5.0%	5.0%	5.0%		
	5.0%	5.0%	5.0%	10,360	10,360
	9,350	5.0%	5.0%	5.0%	
	9,350	9,584	9,584	5.0%	5.0%
				9,350	5.0%
				5.0%	5.0%
				Double/Triple/Quad	
				Double/Triple/Quad	
				Double/Triple/Quadownhouse	



**Undergraduate tuition assignment is based on:**

6,004 students for the academic year  
 28.3 credit hours/student  
 1,550 1st-year students

Undergraduate Tuition Revenue	\$328,887
Less: Strategic Reserve	(3,796)*
Less: Unfunded Student Aid	(165,450)*
<b>UG Tuition Distributed to Schools</b>	<b>\$159,641</b>
Regular Credit Hour Distribution	\$124,845
SAGES Credit Hour Distribution	10,860
Majors Granted Distribution	23,936
<b>Total UG Tuition Distribution</b>	<b>\$159,641</b>

\*100% assigned to UGEN

Undergraduate tuition revenue is distributed using the average credit hours taught by the management center in 2021 and 2022 to calculate the percentage distribution. The majors of the graduating students is an average of 2021 and 2022.

**Undergraduate Tuition Distribution and Total Revenue:**

	Regular Credit Hour Distribution	SAGES Credit Hour Distribution	Majors Granted Distribution	Total Tuition Distribution
CAS	\$69,642	\$5,519	\$8,458	\$83,619
CSE	29,781	560	9,150	39,491
WSOM	13,074	547	2,692	16,313
MSASS	254	-	-	254
LAW	2	109	-	111
DENT	-	22	-	22
NURS	6,234	331	1,757	8,322
CSOM	5,858	124	1,879	7,861
UGEN	-	3,648	-	3,648
<b>TOTAL</b>	<b>\$124,845</b>	<b>\$10,860</b>	<b>\$23,936</b>	<b>\$159,641</b>
Unfunded Aid				165,450
Strategic Reserve				3,796
<b>TOTAL UNDERGRADUATE TUITION REVENUE</b>				<b>\$328,887</b>









Most Student Services expense is assigned on the basis of the students benefiting from the program or service. Several programs are believed to have an overall University purpose and are assigned using the two-year average direct expense methodology. The student numbers used in the assignment are an average of the 2021 and 2022 fall semester enrollment. The Student Services expense for each management center is determined by student and faculty/staff head count.

**Plant Services**

Plant Services include the expense for utilities (electricity, steam/gas, water/sewer, chilled water, and other

	Student Services	Athletic Space	Shared Classroom	SAGES Allocation	Waste Removal (Fixed)	Total Plant Allocation
CAS	\$675	\$1,338	\$336	\$34	\$46	\$12,547
CSE	377	709	163	6	46	11,835
WSOM	163	347	67	6	-	3,893
MSASS	13	44	1	-	-	1,240
LAW	23	63	-	1	-	2,081
DENT	14	49	-	-	-	3,044
NURS	81	182	34	3	-	2,150
CSOM	192	459	32	1	373	31,247
UGEN	44	87	24	59	(465)	(251)
<b>TOTAL</b>	<b>\$1,582</b>	<b>\$3,278</b>	<b>\$657</b>	<b>\$110</b>	<b>\$-</b>	<b>\$67,786</b>
Unallocated Plant (100% to UGEN)						9,001
<b>TOTAL PLANT</b>						<b>\$76,787</b>

The Plant Services expense for each school or area is determined by each building's utilities rate and square footage. Utility expense is assigned based on a weighted utilities rate. The estimated annual expense is assigned based on square footage. The cost for Plant Services other than utilities is \$10.372 per gross square foot. This expense is assigned based upon square footage.

### Information Technology Services (ITS)

Information Technology Services include the expense associated with establishing, maintaining, and providing services through the campus network, central information processing, research and academic computing, as well as the operations of the ITS division and the ERP Finance office. ITS expense is separated into four cost pools, each with its own distribution formula. The first pool, Core Technology, covers core network and infrastructure equipment, wiring and maintenance. It includes the debt service related to the deployment of this technology and is distributed on a square footage allocation, including a school's share of indirect space such as Library and Student Services space.

The Instructional component of the ITS budget is allocated using the two-year average student count. It includes support for academic technologies including Blackboard and Courseware lecture capture, the Student Information System, online learning programs and MOOCs, Active Learning Faculty Fellows, instructional design and other curriculum support. This component also includes the design, upgrade and operation of Technology Enhanced Classrooms and Active Learning Spaces, as well as the related debt service.

The expense associated with Core Administrative systems includes providing enterprise applications such as the HCM system, ERP Financial systems, Web Content Management, Identity Management and the software center. This component is distributed using the University Services distribution (a percentage of direct expense) and also includes related debt service on ERP system upgrades.

The remaining cost pool, referred to as Infrastructure, covers basic technology services including security, internet, email, servers, storage, voice and video communications, Help Desk and other network services. These services also include the support of research computing systems such as the High Performance Computing Cluster and the Secured Research Environment, as well as the related debt service. This expense is distributed using a faculty/sta /student count and utilizes the same counts used for the Library distribution.

**Information Technology Costs Assigned, by cost pool:**

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Full detailed schedules for revenue and expense allocation may be found at:





