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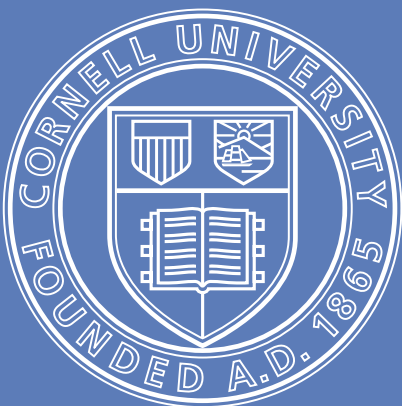
08

Financial Plan

Operating and Capital

Supplemental Schedules

June 2007



Published by:

The Division of Planning and Budget

Cornell University

440 Day Hall

Ithaca, New York 14853

<http://dpb.cornell.edu/index.htm>

607-255-9329

June 22, 2007

Michael L. Whalen, Editor

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INTRODUCTION

PRESENTATION FORMAT

On May 26, 2007, the Cornell Board of Trustees approved the university's 2007-08 financial plan. This document provides additional details of that plan in the form of supplemental schedules.

Operating Plan

Pages 6 through 19, 48, and 49 constitute the 2007-08 operating plan in the form presented to the trustees. In the pages following each of these summary sections are the operating plans of the individual colleges, with details by major fund categories. Other categories of each division's summary operating plan are shown by operating unit. The schedule on pages 46 and 47 is an analysis of Ithaca campus enterprise and service operations, providing details of activities contained in other schedules. Finally, the contract college operating plan is isolated on pages 21 through 23, even though the budgets for these colleges are now integrated with endowed Ithaca budgets to form an Ithaca campus operating plan.

Capital Plan

Pages 52 through 65 record the university's 2007-08 capital plan in the form presented to the trustees. Beginning on page 66 and continuing through page 111 are descriptions of some of the approved capital projects that are itemized in the schedules on pages 54 through 61. The capital projects individually described are those with estimated budgets of \$5 million or greater; excluded are capital projects that represent groupings of smaller projects.

Appendices

Appendices, which provide background information, begin on page 112. They augment or update information that was presented to the trustees in May.

CHANGES SINCE MAY

Since the financial plan was presented in May, a variety of changes have occurred that will affect operating and capital plans. For capital projects these changes are recorded in the *current status/notes* section of each project page. While there have been no substantial changes to the operating plan since its approval in May, the university received confirmation from the State University of New York of Cornell's 2007-08 state appropriation level for the contract colleges, which is very close to the amount shown in this plan. This slight variance along with other modifications and updates will be presented and discussed in the in-year forecast (fall report) of the 2007-08 financial plan that will be published in January 2008.

Operating Plan

Including Budget Details of the Colleges
and Other Major Operating Units

OPERATING PLAN – HIGHLIGHTS

INTRODUCTION

Cornell's 2007-08 operating plan is illustrated below and described beginning on page 7.

From an economic point of view, Cornell receives funding from three primary sources: user fees, government support, and private donations.

- *User fees* are paid primarily by students for tuition, room, and board and patients for medical services.
- *Government support* includes state and federal appropriations as well as almost all sponsored programs (grant and contract) activity.
- *Private donations* take the form of operating plan gifts as well as distributions (payouts) from endowments and other investments.

The proportion of user fees in Cornell's operating plan has grown slightly over the past ten years, from 54.2 percent of the total to 57.5 percent. Donative support has also grown, from 14.4 percent to 16.7 percent, while government support has declined as a percentage of the total (dropping from 31.4 percent to 25.8 percent of all operating revenues). The increase in donative support reflects both fundraising success and greater investment distributions while the decline in

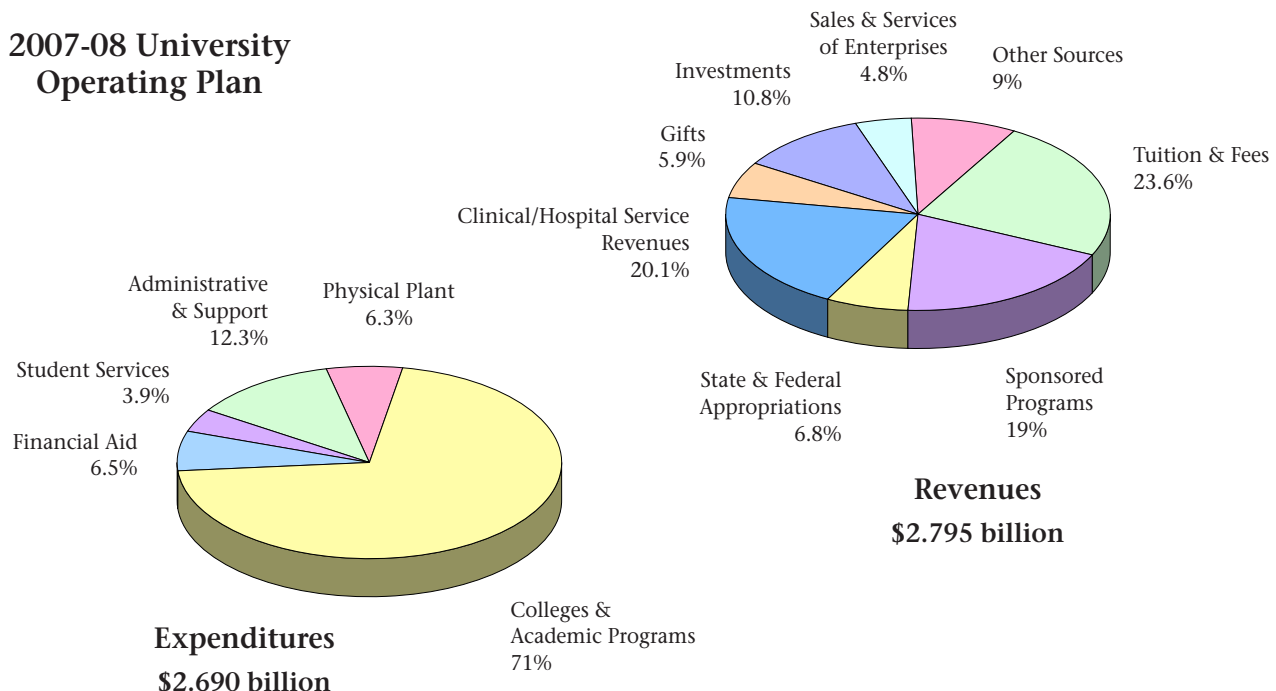
government support is related primarily to a long-term pattern of budget cuts in state appropriations that began in the 1970's.

Cornell's colleges and other academic programs constitute 71 percent of the university's operating budget expenditures. The remainder is dedicated for financial aid and student services, administrative and support, and physical plant costs. The ratios of these costs have also changed over the past ten years.

- College and academic programs have declined from 72.9 percent of the total to 71 percent.
- Financial aid and student support have also declined, from 11.3 percent to 10.4 percent.
- Administrative and support costs have grown from 7.8 percent of the total to 12.3 percent.
- Physical plant expenditures have declined from 8.1 percent to 6.3 percent.

The substantial growth in administrative and support costs is due to the establishment of the Weill Cornell Medical College in Qatar and investments in administrative systems, enhanced fundraising, improved communications, better investment management, and regulatory compliance, among other factors. Cornell expects to offset a significant portion of these costs with additional revenues derived from these activities.

2007-08 University Operating Plan



COMPOSITE OPERATING PLAN

Cornell's composite operating plan for 2007-08 is based on the plans of its two main divisions: the Ithaca campus and the Medical College (with campuses in New York City and Doha, Qatar). The schedule on page 8 shows the overall university plan, while the schedule on page 9 presents the plan's two primary divisional components. These divisional plans are shown in detail beginning on page 10.

Revenues and Transfers In

Revenues are projected at \$2.795 billion, an increase of 5.5 percent over the forecast for 2006-07.

- **Tuition and fee** revenues are projected to expand 5.5 percent, based on approved tuition rate increases. A very slight overall decrease in student enrollment is anticipated.
- The net increase in **investment distributions** is expected to be 6.9 percent, as an increase in financial capital combined with growth in invested operating reserves will augment the planned 5 percent increase in the Long Term Investment Pool (LTIP) payout rate, from \$2.42 to \$2.54 per share.
- The combination of **unrestricted** and **restricted gifts** for general operations are expected to increase 12 percent from the forecast for 2006-07, reflecting the anticipated effect of Cornell's fundraising campaign and the continued fundraising success of the Medical College's Strategic Plans. *[Endowment and capital project gifts, while often significant, are not included in the operating plan.]*
- **Direct costs** of grants and contracts for **sponsored programs** are expected to increase 1.2 percent, to \$410 million, while **recoveries of facilities and administrative costs** are projected to decline 0.5 percent, to \$122 million.
- **State appropriations** are planned at \$174 million, representing an increase of \$15.9 million from the 2006-07 forecast.
- Revenues from the **Physician Organization** are projected to increase \$40.2 million over the forecast for 2006-07, due to growth in several clinical areas introduced as part of the Strategic Plan.
- **Sales and services of enterprises** (mostly to students) are projected to increase 2.9 percent, reflecting rate increases.
- Included in the category of **other sources** is \$71.6 million of planned income in 2007-08 for the

Qatar initiative in the Joan and Sanford I. Weill Medical College. The corresponding costs of this activity are embedded primarily in the category of *administrative and support* (line 34).

Transfers in from funds functioning as endowment and plant reserves are planned at \$31.8 million, most of which will fund recent construction, physical plant maintenance, debt service, and financial aid.

Expenditures and Transfers Out

Expenditures are planned at \$2.690 billion, an increase of 5.5 percent over the forecast for 2006-07.

- Expenditures by **academic units** (colleges, research centers, and other academic programs) are planned to increase 5.6 percent, to \$1.907 billion. Expenditures of the academic and clinical departments of the Medical College represent 40.5 percent of this total.
- **Centrally recorded financial-aid** costs for undergraduate, graduate, and professional students are planned at \$175 million, or 6.2 percent more than the forecast for 2006-07.
- **Administrative and support** costs are planned to increase \$15.1 million, or 4.9 percent. Thirty-one percent, or \$4.7 million, of this increase represents support for the Qatar initiative in the Medical College. All other administrative and support costs are expected to grow 4.3 percent in 2007-08, and include additions for enhanced fundraising, investment management, and research support.
- **Physical plant** expenditures are expected to increase 6.6 percent from the forecast for 2006-07 due to rising maintenance costs and additional operating and debt service costs for new facilities.

Transfers out to funds functioning as endowment are planned at \$18 million, while **transfers to plant reserves** will total \$105 million.

Net from Operations

This plan will produce a \$12.9 million **net from operations**, which will be added to current fund balances and various operating reserves. Eighty-six percent of the total \$12.9 million represents the net from operations of the Medical College, while the balance will derive from Ithaca campus activity.

OPERATING PLAN – HIGHLIGHTS

Composite Operating Plan						
(dollars in thousands)						
Resources	05-06	06-07	06-07	07-08	Change from	
	Actual	Plan	Forecast	Plan	Forecast to Plan Dollars	Percent
1. Tuition & Fees	\$590,658	\$619,258	\$624,626	\$658,857	\$34,231	5.5%
2. Investment Distributions	233,942	248,632	281,858	301,391	19,533	6.9%
3. Unrestricted Gifts	48,661	40,414	41,684	45,848	4,164	10.0%
4. Restricted Gifts	116,618	125,751	106,231	119,771	13,540	12.7%
5. Sponsored Programs (direct)	408,649	426,939	404,963	409,910	4,947	1.2%
6. Sponsored Programs (F&A)	120,441	127,652	122,731	122,081	(650)	(0.5%)
7. Institutional Allowances	21,818	22,438	23,404	24,514	1,110	4.7%
8. State Appropriations	146,083	156,802	158,214	174,128	15,914	10.1%
9. Federal Appropriations	16,754	17,245	17,100	16,781	(319)	(1.9%)
10. Physician Organization (PO)	385,440	407,455	439,417	479,583	40,166	9.1%
11. NYPH (purchased services)	79,175	83,226	81,140	82,763	1,623	2.0%
12. Enterprise Sales & Services	124,691	129,292	129,247	133,041	3,794	2.9%
13. Other Sources	<u>211,098</u>	<u>212,588</u>	<u>217,921</u>	<u>225,901</u>	<u>7,980</u>	<u>3.7%</u>
14. Subtotal In-Year Revenues	2,504,028	2,617,692	2,648,536	2,794,569	146,033	5.5%
15. Transfers From Endowment	32,762	42,597	31,100	29,710	(1,390)	
16. Transfers From Plant	<u>680</u>	<u>8,281</u>	<u>3,000</u>	<u>2,076</u>	<u>(924)</u>	
17. Subtotal Transfers In	33,442	50,878	34,100	31,786	(2,314)	
18. Total Resources	2,537,470	2,668,570	2,682,636	2,826,355	143,719	5.4%
Uses of Resources						
19. Agriculture & Life Sciences	231,012	238,771	235,000	243,175	8,175	3.5%
20. Architecture, Art & Planning	18,507	20,293	21,175	23,936	2,761	13.0%
21. Arts & Sciences	165,529	171,352	169,200	179,150	9,950	5.9%
22. Engineering	117,924	127,735	122,600	130,515	7,915	6.5%
23. Hotel Administration	45,734	43,781	42,962	45,257	2,295	5.3%
24. Human Ecology	50,510	54,749	52,151	55,597	3,446	6.6%
25. Industrial & Labor Relations	41,693	44,738	45,620	44,698	(922)	(2.0%)
26. Johnson School	41,846	44,820	46,600	51,836	5,236	11.2%
27. Law School	23,083	24,592	24,500	25,918	1,418	5.8%
28. Medical College (academic/clinical)	670,128	694,626	723,591	772,908	49,317	6.8%
29. Veterinary Medicine	97,643	98,721	100,000	106,538	6,538	6.5%
30. Research Centers	100,901	99,993	95,751	90,224	(5,527)	(5.8%)
31. Other Academic Programs	119,452	123,594	127,889	137,659	9,770	7.6%
32. Centrally Recorded Financial Aid	155,808	166,391	165,159	175,480	10,321	6.2%
33. Student Services	96,990	102,015	101,329	106,255	4,926	4.9%
34. Administrative & Support	266,436	295,769	309,764	324,841	15,077	4.9%
35. Physical Plant	144,453	162,939	159,133	169,602	10,469	6.6%
36. All Other	<u>6,874</u>	<u>6,582</u>	<u>6,700</u>	<u>6,505</u>	<u>(195)</u>	<u>(2.9%)</u>
37. Subtotal Expenditures	2,394,523	2,521,461	2,549,124	2,690,094	140,970	5.5%
38. Transfers To Endowment	15,697	26,534	18,000	18,025	25	
39. Transfers To Plant	<u>105,117</u>	<u>108,502</u>	<u>102,075</u>	<u>105,332</u>	<u>3,257</u>	
40. Subtotal Transfers Out	120,814	135,036	120,075	123,357	3,282	
41. Total Uses of Resources	2,515,337	2,656,497	2,669,199	2,813,451	144,252	5.4%
42. Net From Operations	22,133	12,073	13,437	12,904	(533)	

Composite Operating Plan – By Division

(dollars in thousands)

Resources	Ithaca Campus	Medical College	07-08 Plan	06-07 Forecast	Change from Forecast to Plan	
					Dollars	Percent
1. Tuition & Fees	\$639,425	\$19,432	\$658,857	\$624,626	\$34,231	5.5%
2. Investment Distributions	260,777	40,614	301,391	281,858	19,533	6.9%
3. Unrestricted Gifts	43,519	2,329	45,848	41,684	4,164	10.0%
4. Restricted Gifts	50,669	69,102	119,771	106,231	13,540	12.7%
5. Sponsored Programs (direct)	292,883	117,027	409,910	404,963	4,947	1.2%
6. Sponsored Programs (F&A)	76,533	45,548	122,081	122,731	(650)	(0.5%)
7. Institutional Allowances	39	24,475	24,514	23,404	1,110	4.7%
8. State Appropriations	173,938	190	174,128	158,214	15,914	10.1%
9. Federal Appropriations	16,781		16,781	17,100	(319)	(1.9%)
10. Physician Organization (PO)		479,583	479,583	439,417	40,166	9.1%
11. NYPH (purchased services)		82,763	82,763	81,140	1,623	2.0%
12. Enterprise Sales & Services	116,961	16,080	133,041	129,247	3,794	2.9%
13. Other Sources	<u>120,152</u>	<u>105,749</u>	<u>225,901</u>	<u>217,921</u>	<u>7,980</u>	<u>3.7%</u>
14. Subtotal In-Year Revenues	1,791,677	1,002,892	2,794,569	2,648,536	146,033	5.5%
15. Transfers From Endowment	29,710		29,710	31,100	(1,390)	
16. Transfers From Plant	<u>2,076</u>		<u>2,076</u>	<u>3,000</u>	<u>(924)</u>	
17. Subtotal Transfers In	31,786		31,786	34,100	(2,314)	
18. Total Resources	1,823,463	1,002,892	2,826,355	2,682,636	143,719	5.4%
Uses of Resources						
19. Agriculture & Life Sciences	243,175		243,175	235,000	8,175	3.5%
20. Architecture, Art & Planning	23,936		23,936	21,175	2,761	13.0%
21. Arts & Sciences	179,150		179,150	169,200	9,950	5.9%
22. Engineering	130,515		130,515	122,600	7,915	6.5%
23. Hotel Administration	45,257		45,257	42,962	2,295	5.3%
24. Human Ecology	55,597		55,597	52,151	3,446	6.6%
25. Industrial & Labor Relations	44,698		44,698	45,620	(922)	(2.0%)
26. Johnson School	51,836		51,836	46,600	5,236	11.2%
27. Law School	25,918		25,918	24,500	1,418	5.8%
28. Medical College (academic/clinical)		772,908	772,908	723,591	49,317	6.8%
29. Veterinary Medicine	106,538		106,538	100,000	6,538	6.5%
30. Research Centers	90,224		90,224	95,751	(5,527)	(5.8%)
31. Other Academic Programs	137,659		137,659	127,889	9,770	7.6%
32. Centrally Recorded Financial Aid	163,418	12,062	175,480	165,159	10,321	6.2%
33. Student Services	106,255		106,255	101,329	4,926	4.9%
34. Administrative & Support	174,640	150,201	324,841	309,764	15,077	4.9%
35. Physical Plant	117,415	52,187	169,602	159,133	10,469	6.6%
36. All Other	6,505		6,505	6,700	(195)	(2.9%)
37. Cost Redistribution	<u>(1,738)</u>	<u>1,738</u>				
38. Subtotal Expenditures	1,700,998	989,096	2,690,094	2,549,124	140,970	5.5%
39. Transfers To Endowment	18,025		18,025	18,000	25	
40. Transfers To Plant	<u>102,680</u>	<u>2,652</u>	<u>105,332</u>	<u>102,075</u>	<u>3,257</u>	
41. Subtotal Transfers Out	120,705	2,652	123,357	120,075	3,282	
42. Total Uses of Resources	1,821,703	991,748	2,813,451	2,669,199	144,252	5.4%
43. Net From Operations	1,760	11,144	12,904	13,437	(533)	

OPERATING PLAN – DETAILS

ITHACA CAMPUS

Revenues and Transfers In

Revenues are planned at \$1.792 billion, an increase of 5.2 percent from the 2006-07 forecast.

- **Tuition and fee** revenues are expected to increase \$32.9 million, or 5.4 percent, from the 2006-07 forecast based on growth in tuition rates for the Ithaca campus ranging from 4.3 to 10.1 percent (with the exception of Graduate School tuition rates for research degrees, which will remain unchanged). A slight decrease in on-campus undergraduate enrollments will partially offset the growth in tuition rates.
- **Investment distributions** are projected to increase 7.4 percent from the 2006-07 forecast. The increase since 2005-06 is due to a growth in endowment fund balances from gift receipts, use of prior investment income from intermediate-term funds and working capital, the investment of accumulated fund balances, and the 5 percent increase in the payout rate for the Long Term Investment Pool (to \$2.54 per unit share in 2007-08).
- **Unrestricted and restricted operating gifts** are expected to total \$94.2 million, or 10.4 percent more than forecast for 2006-07, reflecting the impact of the new fundraising campaign. The 2006-07 forecast and the 2007-08 plan are both less than the 2005-06 gift total due to the receipt of a large, one-time bequest in 2005-06—an event that is not expected to be repeated in this year or the next.
- The **direct costs of sponsored programs** and the **indirect recoveries of facilities and administrative costs** related to those programs are projected to reach \$369.4 million in 2007-08, an increase of 2.2 percent over the 2006-07 forecast.
- **State appropriations** are planned at \$173.9 million, reflecting additional funding for utilities and critical maintenance, the Empire Innovation Fund, and Cornell Cooperative Extension County Associations.

Transfers in from funds functioning as endowment are planned at \$29.7 million, and will fund financial aid, debt service, project construction, and renovations. **Transfers in from plant reserves** of \$2.1 million will support facility maintenance and equipment purchases.

Expenditures and Transfers Out

Expenditures are planned at \$1.701 billion, an increase of 5.1 percent over the forecast for 2006-07.

- **College** expenditures are planned at \$906.6 million, a 5.4 percent growth over the forecast, as costs will increase for salaries, new faculty, program expansion, and facility construction and renovation.
- **Research center** expenditures are expected to total \$90.2 million, a decrease of 5.5 percent, due to anticipated declines in support for the Laboratory for Elementary Particle Physics and the Theory Center and no growth in other research centers.
- **Other academic program** expenditures are projected to increase 7.6 percent, to \$137.7 million, and include the addition of the Institute for Cellular and Molecular Biology.
- **Centrally recorded financial-aid** expenditures are planned at \$163.4 million, an increase of 6.4 percent over the 2006-07 forecast. These costs will expand due to the growth in tuition and other student costs and the increased undergraduate financial-aid demand associated with the implementation of the “consensus approach.”
- **Administrative and support** costs are planned to increase 8.7 percent, or 5.3 percent. Included in this total is enhanced support for the fundraising campaign and the management of investments. The significant overall increase in administrative costs since 2005-06 is attributable largely to the fundraising campaign, investment management, and research support functions.
- **Physical plant** expenditures in the operating plan are projected to increase by \$8.6 million, or 7.9 percent, reflecting increased state appropriations for critical maintenance support and additional operating expenses for new facilities.

Transfers out to funds functioning as endowment of \$18 million and to **plant reserves** of \$102.7 million will fund future programmatic support, cover upcoming capital plan costs, and support facility renovations.

Net from Operations

This plan is expected to yield a \$1.8 million **net from operations**, as \$17.3 million in planned additions to operating fund balances will be offset partially by \$15.6 million in the use of accumulated reserves (which stood at \$310 million as of June 30, 2006).

Ithaca Campus – Summary				Change from		
(dollars in thousands)				Forecast to Plan		
	05-06	06-07	06-07	07-08	Dollars	Percent
Resources	Actual	Plan	Forecast	Plan		
1. Tuition & Fees	\$573,390	\$601,047	\$606,514	\$639,425	\$32,911	5.4%
2. Investment Distributions	201,152	210,828	242,843	260,777	17,934	7.4%
3. Unrestricted Gifts	46,541	38,305	39,237	43,519	4,282	10.9%
4. Restricted Gifts	60,425	64,375	46,067	50,669	4,602	10.0%
5. Sponsored Programs (direct)	291,264	303,832	286,800	292,883	6,083	2.1%
6. Sponsored Programs (F&A)	75,235	77,698	74,630	76,533	1,903	2.5%
7. Institutional Allowances	20	38	28	39	11	39.3%
8. State Appropriations	145,920	156,616	158,028	173,938	15,910	10.1%
9. Federal Appropriations	16,754	17,245	17,100	16,781	(319)	(1.9%)
10. Enterprise Sales & Services	109,975	113,876	113,900	116,961	3,061	2.7%
11. Other Sources	119,871	113,871	118,131	120,152	2,021	1.7%
12. Subtotal In-Year Revenues	1,640,547	1,697,731	1,703,278	1,791,677	88,399	5.2%
13. Transfers From Endowment	32,762	42,597	31,100	29,710	(1,390)	
14. Transfers From Plant	680	8,281	3,000	2,076	(924)	
15. Subtotal Transfers In	33,442	50,878	34,100	31,786	(2,314)	
16. Total Resources	1,673,989	1,748,609	1,737,378	1,823,463	86,085	5.0%
Uses of Resources						
17. Agriculture & Life Sciences	231,012	238,771	235,000	243,175	8,175	3.5%
18. Architecture, Art & Planning	18,507	20,293	21,175	23,936	2,761	13.0%
19. Arts & Sciences	165,529	171,352	169,200	179,150	9,950	5.9%
20. Engineering	117,924	127,735	122,600	130,515	7,915	6.5%
21. Hotel Administration *	45,734	43,781	42,962	45,257	2,295	5.3%
22. Human Ecology	50,510	54,749	52,151	55,597	3,446	6.6%
23. Industrial & Labor Relations	41,693	44,738	45,620	44,698	(922)	(2.0%)
24. Johnson School	41,846	44,820	46,600	51,836	5,236	11.2%
25. Law School	23,083	24,592	24,500	25,918	1,418	5.8%
26. Veterinary Medicine	97,643	98,721	100,000	106,538	6,538	6.5%
27. Research Centers	100,901	99,993	95,751	90,224	(5,527)	(5.8%)
28. Other Academic Programs	119,452	123,594	127,889	137,659	9,770	7.6%
29. Centrally Recorded Financial Aid *	143,545	154,172	153,565	163,418	9,853	6.4%
30. Student Services	96,990	102,015	101,329	106,255	4,926	4.9%
31. Administrative & Support	153,654	152,628	165,903	174,640	8,737	5.3%
32. Physical Plant	95,938	108,679	108,830	117,415	8,585	7.9%
33. Ithaca Campus All Other	6,874	6,582	6,700	6,505	(195)	(2.9%)
34. Cost Redistribution	(1,625)	(1,700)	(1,700)	(1,738)	(38)	2.2%
35. Subtotal Expenditures	1,549,210	1,615,515	1,618,075	1,700,998	82,923	5.1%
36. Transfers To Endowment	15,697	26,534	18,000	18,025	25	
37. Transfers To Plant	104,406	105,927	99,500	102,680	3,180	
38. Subtotal Transfers Out	120,103	132,461	117,500	120,705	3,205	
39. Total Uses of Resources	1,669,313	1,747,976	1,735,575	1,821,703	86,128	5.0%
40. Net From Operations	4,676	633	1,803	1,760	(43)	
41. <i>Additions to Operating Reserves</i>				17,316		
42. <i>Use of Operating Reserves</i>				15,556		

Note: * The 2006-07 plan has been revised to relocate to the category of *centrally recorded financial aid* (line 29) \$3.997 million in undergraduate financial aid that was originally budgeted in *Hotel Administration* (line 21).

ITHACA CAMPUS COLLEGE PLANS

The two-page schedule on pages 18 and 19 shows the 2007-08 operating plan for each of the ten colleges on the Ithaca campus as well as summary plans for other major operational segments. The narratives below provide an overview of the individual college plans, highlighting the various academic initiatives that are either underway or being planned. Some of the capital projects mentioned below are listed in the capital plan. (See page 52.)

Agriculture and Life Sciences

The 2007-08 budget of the College of Agriculture and Life Sciences (CALs) reflects an ongoing commitment to its four program priorities: the land-grant mission, the applied social sciences, the environmental sciences, and the new life sciences. These priorities allow faculty and students to examine the world's complexities from multiple perspectives.

In 2007-08, New York State will continue its separate base funding for the college's land-grant mission on both the Ithaca and Geneva campuses. Increases in tuition and state funds will provide inflationary support to the college's ongoing operations. In addition, through its Empire Innovation Program, the State will provide ongoing support for the recruitment from other states of high-profile faculty in the life sciences.

CALs long-range plan calls for a strategic reduction in both faculty and staff positions in order to address the long-term decrease in overall state support, the growth in financial-aid expenditures, and the increasing cost of support services. Additionally, the need to invest in the college's facilities and provide appropriate classrooms, laboratories, and support services for faculty and students requires an overall reduction in operations to free up funding for facilities services and capital investment.

During the past four years, CALs has invested over \$27 million of college resources in major facility improvements and capital equipment purchases. In fiscal 2007-08 the college will increase its planned capital spending to \$9 million. Some of the major projects included in the 2007-08 budget are the Lake Erie Research and Extension Laboratory (\$2 million), the Riley-Robb Cellulosic Ethanol Laboratory (\$3 million), classroom renovation in Warren Hall (\$750 thousand),

and the renovation of Bruckner Hall (\$700 thousand). Capital investment will remain at this level for the foreseeable future.

The applicant pool for the fall 2007 freshman class was the most competitive ever, while the college's budgeted enrollment is very similar to last year's, with an undergraduate population of between 3,050 and 3,150 students and approximately 1,000 graduate students. The projected enrollment for the fall 2007 freshman class is targeted at 635 students, with a New York State resident to non-resident ratio of 60:40.

CALs students receive the benefit of engaging in the classroom, in fieldwork, in research projects, through work-study, and in their extracurricular activities with an extraordinarily committed and productive faculty of approximately 375 members. CALs today continues its long and distinguished history of service to society—from the local level to the international arena—through basic and applied research, through extension and outreach, and through teaching focused on developing leaders and improving lives.

Architecture, Art and Planning

In 2007-08, Architecture, Art and Planning (AAP) will continue to make urban and international exposure for its students a cornerstone for educational programs, providing students access to visiting critics, lecturers, and practitioners from around the world. Having marked the twentieth anniversary of the Cornell in Rome program in March 2007, the college will reinvest in and rework this program, which serves over 100 students per year, for the next twenty years. Similarly, the college's New York City program (AAP NYC), which is based in the college's studio and seminar facility near Union Square, will triple the number of students benefiting from access to the cultural and educational resources of metropolitan New York. The AAP NYC center serves as the home for the summer operations of Cornell's Urban Scholars and UNESCO's Growing Up in Cities programs. AAP will also provide study opportunities in other metropolitan areas, including Rio de Janeiro, Panama City, Nairobi, Beijing, and London.

In 2007-08, AAP will undertake the first transition steps related to the 2008 construction start-up of Milstein Hall as faculty and staff offices and up to six 15-student studios will be relocated to interim facili-

ties. At the same time the college will initiate work to address accessibility issues in Sibley Hall that were identified in a March 2007 consultants' report.

AAP continues to enjoy strong growth in interest from prospective students. Overall applications for fall 2007 were up over the prior year. The Masters programs in Architecture—professional and post professional—are growing again this year, and applications for graduate programs offered through the Departments of City and Regional Planning and Art also increased over the prior year. Total undergraduate enrollment of tuition paying students is expected to remain fairly level at 442 students.

AAP's 2007-08 operating budget is planned at \$23.9 million, an increase of \$2.7 million from the current year. Much of this increase relates to \$1 million of one-time costs for the Milstein Hall transition and surge logistics, other facility-related investments, and continued growth in graduate and New York City programs.

Arts and Sciences

The growth in the number of undergraduate applications to the College of Arts and Sciences continued for a third straight year, with an increase of 5 percent in those seeking admission for the fall 2007 freshman class. The total increase in applications over the last 3 years has been more than 70 percent, and has been accompanied by a rise in the average high school rank of applicants. Total estimated tuition-paying enrollment for 2007-08 is 3,959.

Arts and Sciences continues to pursue an aggressive program of faculty recruitment in order to replace faculty who are retiring at an unusually rapid rate and to fill new positions created to support initiatives responding to the increasing internationalization of the college's curriculum, the growth in multidisciplinary research and scholarship, and the development of new technologies. The 2007-08 financial plan reflects recruitment efforts in growth areas such as Arabic and Chinese language instruction, Chinese theater and film studies, and African studies. Recruitment aimed at building strength in more traditional fields such as archaeology, economics, and government continues as well. Across all departments and fields, the college expects to welcome 20 to 30 new faculty members in 2007-08.

The high level of activity in faculty recruitment and a good success rate in faculty retention is generating a demand for additional investment in faculty research and summer support as well as a need to increase the pace at which the college creates new facilities and renovates existing ones. The college's financial plan reflects these pressures and includes use of existing operating reserves to fund approximately \$3.1 million for renovation costs required to prepare both office and research space for new faculty and the cost of projects related to the new Physical Sciences Building. Additional funds have also been allocated to improve the instructional technologies available in classrooms and to reconfigure some existing space to create additional faculty offices. Nonetheless, adequate office and classroom space for the humanities and social sciences remains a major issue for the college. This need will be addressed partially by the proposal to build an annex to the east of Goldwin Smith Hall as well as a project under consideration to renovate McGraw Hall, which is the last of the college's heritage buildings in need of long-term preservation.

Engineering

Cornell's College of Engineering is a nationally ranked top-ten engineering college offering undergraduate, doctoral, and professional masters degree programs, enrolling annually 3,000 undergraduates, 810 Ph.D., and 470 Master of Engineering (M.Eng.) students. The college employs 230 faculty, 330 academic and non-academic staff, and approximately 100 visiting professors and scientists.

Budgeted faculty salary expenditures reflect continued growth in faculty positions in institutional and college strategic areas. Included in the 2007-08 plan is the cost of pre-filling 9 faculty lines in advance of expected faculty retirements and in anticipation of future gifts. The college plans to increase the number of tenure-track faculty positions by 30, with 15 of these new positions in the Department of Biomedical Engineering (BME), which was newly established in 2004, and the balance in the college's six strategic areas of research priority: systems biology, nanoscience, advanced materials, energy and environment, computational science and engineering, and complex systems. The 2007-08 budget includes the addition of one BME faculty, bringing the department's total

faculty to 11. The Department plans to fill all 15 new faculty lines by 2010.

In addition to BME hires, budgeted 2007-08 expenditures reflect 6 new faculty lines in the strategic growth areas of sustainable energy systems, computational science, bio-materials, and nanoscience. Four of these lines will be funded from reserves in advance of raising endowed professorship funds.

The college's enrollment goals are tied implicitly to strategic programmatic goals. The college is striving to double research funding within ten years. A related goal is the plan to increase the number of Ph.D. students, with significant growth particularly in the college's six areas of strategic focus. Projected 2007-08 expenses include newly funded Ph.D. fellowships and growth in sponsored research graduate assistantships.

Delivery of new Master of Engineering (M.Eng.) programs in the areas of financial engineering and systems engineering and planned growth in computer and mechanical engineering result in a projected 11 percent increase in M.Eng. enrollment, and is reflected as increased tuition revenue and program expenditures in the 2007-08 financial plan. In 2007-08, a new three-semester Operations Research in Manhattan M.Eng. degree program in financial engineering will be offered, where students will participate in internships and instruction in Manhattan during their third semester. The Systems Engineering M.Eng. degree will offer its first semester of a new industry-targeted distance learning degree program.

Undergraduate enrollment is projected to remain at the current level of approximately 3,000 students. New gifts and expenditures related to the college's curriculum transformation and new instructional excellence program, and allocation of resources to international programs with India, China, Spain, and France are reflected in the 2007-08 budget.

Engineering is one of the leaders in the institution's sustainable development initiative, with the college's 2007-08 financial plan reflecting a newly endowed position in sustainable energy systems, funding for a college-wide research seed-grant program to support innovative research focused on alternative energy, and development of curriculum and undergraduate student projects on energy and the environment.

Engineering completed an extensive, yearlong facilities master planning process resulting in a ten-year,

multi-million dollar plan for new construction and renewal and renovation of the college's facilities. The 2007-08 budget reflects implementation of elements of the plan, including the design and first phase of construction of the Olin Hall mechanical infrastructure, safety, and building exterior upgrade; a feasibility study for a Phillips Hall laboratory addition and mechanical upgrades; and a feasibility study for a new Engineering building that will replace Carpenter Hall and most of Hollister Hall.

Engineering's 2007-08 plan also includes funding for the Physical Sciences Building, which will provide important new space for Applied and Engineering Physics. Engineering is also active in the planning and fundraising for the Life Sciences Building, which will contain all faculty of the Biomedical Engineering Department, and Gates Hall, in which the Department of Computer Science will reside.

Hotel Administration

The combined 2007-08 budget for the School of Hotel Administration and Statler Hotel is \$54.1 million. This budget will allow the school to further implement its vision and mission to shape the global knowledge base for hospitality management and to create and disseminate knowledge of hospitality management to the global hospitality industry. The school's faculty consists of 44 professors and 22 other academic professional staff dedicated to excellence in teaching, research, and service. The school anticipates a 2007-08 enrollment of 820 undergraduates, 8 M.S./Ph.D. students, and 60 Masters in Management in Hospitality students. Central to the organization's mission is the ability to provide students, faculty and alumni with outstanding educational and career development experiences.

The 2007-08 operating plan for the Hotel School alone is \$45.2 million, a 5.3 percent increase over the 2006-07 forecast. The 2007-08 operating plan represents a reasonably steady-state budget, with the most significant increase resulting from the filling of 7 vacant positions, including 3 faculty positions. Executive education revenues are expected to increase approximately 7 percent. The school has long been recognized as a leader in the field of real estate finance, and effort is underway to develop the Center for Hospitality Real Estate Studies (CHRES). CHRES's mission is to become

the leading source of knowledge and scholarly support for real estate in the hospitality industry. The Center for Hospitality Research (CHR) continues to be the leading source for research on the hospitality industry. Discussions are being held to consider a new business model for CHR.

As announced in November of 2006, Leland and Mary Pillsbury have donated \$15 million (\$3 million in cash and \$12 million in planned giving) toward the capital campaign to endow the Pillsbury Institute for Hospitality Entrepreneurship (IHE). A search is underway for the managing director of the IHE, and a search will begin for the faculty director in the summer of 2007, with the plan to have a staffed and functioning institute during 2007-08.

The school and the hotel plan to spend approximately \$1.8 million in improvements to their joint facility. These will include necessary upgrades and repairs, initial planning for a complete guest room renovation in the hotel, and renovation of Statler Hall to provide 8,000 gross square feet of program space for school institutes and centers.

Human Ecology

A community of approximately 100 faculty, 1,200 undergraduates, and 225 graduate students, the College of Human Ecology is the hub for Cornell's research and academic studies in family, health, social, and consumer policy.

Human Ecology's overall expenditure plan for 2007-08 is \$71.6 million, an increase of approximately 6 percent from the in-year forecast. The college's growth in sponsored research is expected to continue, particularly in the social science fields in policy analysis and management and human development, as well as the biological and social sciences work in the Division of Nutritional Sciences.

The replacement of the north wing of Martha Van Rensselaer Hall (MVR) is currently in the design phase, with construction to begin in the fall of 2007 and completion expected in 2011. Concurrently, major renovations to the 1933 portion of MVR have begun, and will be phased in conjunction with the construction of the new north wing. The final renovations will take place once the occupants of the new north wing relocate from MVR. The capital funding being planned

for these two main projects, to be completed in the next eight years, is over \$150 million. Included in the 2007-08 financial plan is a set-aside of \$1.8 million to help fund the college's future costs associated with the Human Ecology Science and Design building.

Once completed, the College's physical campus will both reflect and foster the innovative, multidisciplinary approach that distinguishes the research, academics, and outreach of both the college and Cornell. New initiatives in the college include a Masters in Public Policy, recently approved by the faculty senate; a dual degree Master of Health Administration/Master of Business Administration in conjunction with the Johnson School; an undergraduate exchange program with Hong Kong Polytechnic University; and a new undergraduate minor in Global Health.

Industrial and Labor Relations

The School of Industrial and Labor Relations (ILR) remains the nation's only institution offering a four-year undergraduate program in the field. Undergraduate applications for fall 2007 were up 15.8 percent with approximately 800 students enrolled in undergraduate study. The graduate program enrolls over 140 students, and includes international programs that promote the school's core mission around the world and supports the integration of international dimensions into teaching and research at ILR.

Focused on balancing a rigorous academic research approach with a real-world practice orientation, the faculty—who specialize in personnel and human resource management, labor economics, collective bargaining, labor law and history, and social statistics—is the largest concentration of such scholars in these fields.

The school is housed in a modern, state-of-the-art facility, including lecture halls, seminar rooms, and ILR's Catherwood Library. A \$16 million renovation of Ives Faculty Hall began in early 2007 and will be completed by May 2009. The school's 2007-08 total expenditure plan has grown to \$57.2 million, although direct college operating expenses (i.e. net of university cost distributions) are decreasing as compared to 2006-07 projected actual expenses by approximately 2 percent. Most of this decrease is attributable to significant program reductions in the Extension Division as well as substantial one-time expenses incurred in 2006-07 related to the programmatic transition.

Research in ILR focuses on some of the most important issues in the workplace. Conceived to help labor and management in New York State, the scope and breadth of research and extension activities continue to evolve in response to changing times across the nation and around the world.

Johnson School

The Johnson School is working to build and sustain a worldwide reputation as a top-ten school of management. Accordingly, in 2004 the school launched a strategic plan that included a number of priorities and initiatives designed to achieve this goal. The financial plan for 2007-08 reflects investments in a number of areas that are detailed in the multi-year plan. The school is growing and changing in many positive ways, and the budget reflects this growth. The operating budget was approximately \$40 million in 2003-04; in 2007-08 it will approach \$60 million. Most of the revenue growth is attributable to tuition and enrollment increases, accessory instruction, and investment income. Significant changes in expenses include personnel (to support larger programs and new programmatic initiatives), financial aid, facilities, and the payment to the university for central support services.

The 2007-08 budget reflects an increase of approximately 10 percent in the tuition rate for new MBA students. This rate was established to bring the tuition rate closer to that of the average of peer institution rates. In keeping with the long-range plan, the school is investing heavily in executive MBA programs, which have been quite successful. The 2007-08 budget assumes that a second section of students will be added to the Cornell/Queen's EMBA program, perhaps bringing the total enrollment in this program alone to over 100. Steady enrollments are planned for the other MBA programs.

The long-range plan calls for continued growth in the size of the faculty. Accordingly, the 2007-08 budget reflects the addition of five new tenure-track faculty and one new lecturer. Strategic hiring is being used to accommodate programmatic growth as well as to position the school for strong continuity when some of the faculty retire.

Overall programmatic growth has also put pressure on many of the staff functions. The budget reflects additions of staff positions in the Cornell/Queen's

program, the registrar's area (to support the increase in overall enrollment and also the planned PeopleSoft systems implementation), career services, and alumni affairs. The school's emphasis on performance learning has resulted in an increasing number of student consulting projects. Therefore, the school plans to create an office to coordinate this activity, to support the faculty, and to work with sponsoring corporations.

As stated in last year's financial summary, an important element of the long-range plan is the development of Centers of Research, Learning and Practice. In addition to including resources for two existing centers (the Parker Center for Investment Research and the Center for Sustainable Global Enterprise), last year the school launched several pilot projects under the Business for Science and Technology and Entrepreneurship at Johnson initiatives. The financial plan includes additional projects in both areas, with those in Science and Technology being sponsored by corporate partners.

Programmatic and staffing growth has resulted in a continuous demand for additional space. In 2005-06, a group of staff relocated from Sage Hall to the Cornell offices at Seneca Place. In 2007-08, additional staff will be relocated to the Seneca Place location. In addition, plans are underway to renovate some of the Sage Hall facility (including converting some library space into offices and student space). While these moves and renovations should accommodate short term needs, the school continues to request adjacent campus space for use in the future to accommodate growing programmatic needs. The 2007-08 financial plan reflects the additional rental costs for additional Seneca Place space.

Finally, the Johnson School continues to invest in areas that will enhance the school's competitiveness, quality, and strength. These include financial aid (to attract a highly qualified and diverse student body), marketing and public relations (to ensure that the school is visible and well positioned), and technology. The financial plan includes a \$250 thousand investment to upgrade the technology in Sage Hall's largest classrooms. The school will continue investing in these and other areas to ensure that the Johnson School experience supports its outstanding faculty, staff, and students and provides the best possible management education.

Law School

Excellence in teaching and scholarship serve as the foundation of the Cornell Law School. Intellectual enterprise is assured by the distinction of outstanding faculty dedicated to educating the most broad-minded and technically sophisticated future lawyers and leaders. The School continues to recruit diverse faculty members to enrich and compliment the existing faculty base. The 2007-08 financial plan reflects the addition of 3 new faculty members, including two women and one faculty member of color. The School continues to expand its existing assistant professor program, which brings to the School faculty new to teaching careers for visits of one or two semesters.

International programs continue to be a primary focus for the Law School. Through research, teaching, and scholarly dialogue, the Clarke Program in East Asian Law and Culture strives to bring a broad interdisciplinary focus to the study of law and develop new ways of thinking about key issues of transnational law, politics, and culture. The 2007-08 program supports two summer international programs: the Paris Summer Institute of International and Comparative Law and the Summer Law Institute in Suzhou, China. The Suzhou program is a multi-university partnership offering coursework in international business law with Chinese characteristics and is composed of students and faculty from China, Europe, and the United States. The School is continuing and developing several other exchange programs with law faculty throughout the world.

The Law School continues to support and expand the Legal Information Institute (LII), known internationally as the leading “law-not-com” provider of public legal information. The LII offers all opinions of the United States Supreme Court handed down since 1992, together with over 600 earlier decisions selected for their historic importance, over a decade of opinions of the New York State Court of Appeals, and the full United States legal code.

High academic standards and attention to the importance of student diversity is maintained throughout the competitive admissions process with special attention to understanding and being sensitive to applicants’ special attributes to ensure the best class possible. Key attributes include diversity in age, interest and extent of legal studies background. In 2007-08,

the School plans to maintain an enrollment of 560 professional degree students and 63 graduate students.

Veterinary Medicine

The College of Veterinary Medicine (CVM) continues to be the national leader in the panoptic field of veterinary medicine, once again named the best in the nation by *U.S. News and World Report* in the 2008 edition of “America’s Best Graduate Schools”, released on March 31, 2007. The college takes its reputation as the premier program in veterinary education seriously and is cognizant of the role of both world-class veterinary teaching hospital and Animal Health Diagnostic Center in maintaining its preeminence. Cutting-edge research and quality graduate education programs that emphasize collaboration between the physical sciences, biological sciences, and engineering programs are also key contributors to the continuation of CVM’s high ranking.

The college’s 2007-08 budget continues to strengthen commitment to clinical programs, recognizing that clinical discovery is key to improving health and life quality, not only of individual animals but also of animal and human populations at large. Planned expenditures for 2007-08 are \$122.6 million, 7.5 percent more than planned expenditures of \$114 million for 2006-07. Most of this growth is due to a 13.1 percent increase, or \$3.8 million, in sponsored award expenditures, which are estimated based on current-year grant and contract activity. Capital expenses are planned to increase by \$1.5 million, to \$3.3 million in total, reflecting planned purchases of new or replacement equipment, start-up costs for new faculty, and equipment for core research facilities. Professional and graduate student enrollment is planned at current levels of 330 and 125 students, respectively.

The Association of American Veterinary Medical Colleges recently published the results of a long-range planning study for academic veterinary medicine, entitled “The Foresight Report: Envisioning the Future of Veterinary Medical Education.” Significant debate is anticipated as a result of this document, both across the profession and within this college, including discussion of the broader societal impact of these recommendations as well as the distinct role of Cornell as the pacesetter in veterinary medicine.

OPERATING PLAN – DETAILS

Ithaca Campus – Detail								
(dollars in thousands)								
	General Purpose Budget	Agriculture & Life Sciences	Arch. Art & Planning	Arts & Sciences	Engineering	Hotel School	Human Ecology	Industrial & Labor Relations
Resources								
1. Tuition & Fees *	\$347,116	\$95,900	\$4,086	\$501	\$13,949	\$34,701	\$32,765	\$23,770
2. Investment Distributions	137,091	13,209	2,048	9,698	8,183	2,578	2,914	1,905
3. Unrestricted Gifts	8,259	6,425	621	2,107	3,885	751	503	473
4. Restricted Gifts		6,191	21	2,876	3,245	619	292	1,191
5. Sponsored Programs (direct)		77,597	170	23,000	42,800		18,137	5,928
6. Sponsored Programs (F&A)	44,643	16,760					4,556	974
7. Institutional Allowances		25						
8. State Appropriations	1,520	63,523				100	9,363	11,752
9. Federal Appropriations		10,080					3,070	
10. Enterprise Sales & Services								
11. Other Sources	8,029	13,529	1,147	1,538	1,333	15,848	2,029	10,070
12. Inter-Unit Transfers		5,365	2,033	3,609	13,265	(272)	(197)	221
13. Subtotal In-Year Revenues	546,658	308,604	10,126	43,329	86,660	54,325	73,432	56,284
14. General Purpose Allocations	(678,900)		12,474	131,806	51,061			
15. Transfers From Endowment		100			3,231			
16. Transfers From Plant					1,147			
17. Subtotal Transfers In		100			4,378			
18. Total Resources	(132,242)	308,704	22,600	175,135	142,099	54,325	73,432	56,284
Uses of Resources								
19. Salaries & Wages		148,898	10,186	103,464	75,523	23,744	29,876	25,584
20. Employee Benefits		13,128	3,015	27,850	17,939	7,195	2,444	1,455
21. Undergraduate Financial Aid		1,884	124	229	202	22	567	162
22. Graduate Financial Aid		16,965	3,984	20,956	8,231	257	3,315	2,390
23. General Expense		57,933	6,609	22,135	23,584	13,992	19,258	14,575
24. Capital Expense		4,367	18	4,516	5,036	47	137	532
25. Debt Service								
26. Subtotal Expenditures		243,175	23,936	179,150	130,515	45,257	55,597	44,698
27. Accessory Instruction	(13,171)	3,399				(2,177)	1,400	679
28. Administrative & Support	(92,157)	39,726		17		5,445	8,701	7,920
29. Financial Aid	(26,914)	16,075				3,555	5,879	3,896
30. Subtotal Cost Redistribution	(132,242)	59,200		17		6,823	15,980	12,495
31. Net Expenditures	(132,242)	302,375	23,936	179,167	130,515	52,080	71,577	57,193
32. Transfers To Endowment		2,000		104	4,095			20
33. Transfers To Plant		2,550			7,979	1,971	2,110	17
34. Subtotal Transfers Out		4,550		104	12,074	1,971	2,110	37
35. Total Uses of Resources	(132,242)	306,925	23,936	179,271	142,589	54,051	73,687	57,230
36. Net From Operations		1,779	(1,336)	(4,136)	(490)	274	(255)	(946)
37. <i>Additions to Operating Reserves †</i>		2,344	68		12	274	1,831	30
38. <i>Use of Operating Reserves †</i>		565	1,404	4,136	502		2,086	976

Note: * Most of the tuition related to enrollments in the Colleges of Architecture, Art and Planning; Arts and Sciences; and Engineering is recorded in the general purpose budget and then allocated to these colleges. Exceptions to this pattern include the Rome, FALCON, and Master of Engineering Programs, where tuition is recorded directly by the colleges.

OPERATING PLAN – DETAILS

Johnson School	Law School	Veterinary Medicine	Research Centers	Other Academic Programs	Centrally Recorded Financial Aid	Student Services	Administrative & Support	Physical Plant	Ithaca All Other	Total Ithaca Campus
\$39,403	\$27,434	\$12,345		\$7,455						\$639,425
4,879	4,582	6,800	430	10,312	30,245	1,332	393	13,270	10,908	260,777
2,412	1,747	3,000		1,386			2,350	9,600		43,519
3,732	318	2,000	221	6,448	1,500	2,015	1,000		19,000	50,669
439	19	33,515	74,158	7,993	8,689		438			292,883
		9,600								76,533
		14								39
100	75	31,962		4,170				5,888	45,485	173,938
		360		3,251			20			16,781
				965		83,201		32,795		116,961
1,187	214	22,657	4,768	20,528		7,966	3,707	5,602		120,152
(1,905)	(1,413)	767	4,901	10,867	(1,556)	6,000	35,526	(10,130)	(67,081)	
50,247	32,976	123,020	84,478	73,375	38,878	100,514	43,434	57,025	8,312	1,791,677
219	700		6,082	66,903	122,305	29,691	133,534	101,110	23,015	
2,500				64		20		23,795		29,710
		330					307	292		2,076
2,500		330		64		20	307	24,087		31,786
52,966	33,676	123,350	90,560	140,342	161,183	130,225	177,275	182,222	31,327	1,823,463
25,450	12,886	63,004	42,102	64,002		45,751	97,534	57,370	1,050	826,424
7,235	3,892	5,097	11,177	17,903		14,143	35,184	18,917	2,832	189,406
			60	291	117,834	659				122,034
6,675	4,429	6,050	474	2,155	45,584	115				121,580
11,901	4,682	29,018	31,198	38,471		45,285	39,397	41,103	2,298	401,439
575	29	3,353	5,213	14,833		77	1,962	25	325	41,045
		16		4		225	563			808
51,836	25,918	106,538	90,224	137,659	163,418	106,255	174,640	117,415	6,505	1,702,736
(5,017)	(400)								15,287	
5,417	5,189	15,964		58		5,219	1,375	6,315	(10,927)	(1,738)
8		68			(2,235)				(332)	
408	4,789	16,032		58	(2,235)	5,219	1,375	6,315	4,028	(1,738)
52,244	30,707	122,570	90,224	137,717	161,183	111,474	176,015	123,730	10,533	1,700,998
	3,000			1,306			1,500		6,000	18,025
		2,363	297	1,056		18,959	488	52,890	12,000	102,680
	3,000	2,363	297	2,362		18,959	1,988	52,890	18,000	120,705
52,244	33,707	124,933	90,521	140,079	161,183	130,433	178,003	176,620	28,533	1,821,703
722	(31)	(1,583)	39	263		(208)	(728)	5,602	2,794	1,760
722	191		92	1,357		241	210	5,822	4,122	17,316
	222	1,583	53	455		449	938	220	1,967	15,556

Note: † Besides transfers in from and out to other funds (e.g., funds functioning as endowment and physical plant funds), the operating plan can involve additions to (line 37) and the use of (line 38) current fund operating reserves. These reserves for the Ithaca campus totaled \$310 million as of June 30, 2006.

ITHACA CAMPUS OPERATING PLAN

General Purpose Budget						Change from	
(dollars in thousands)		05-06	06-07	06-07	07-08	Forecast to Plan	
		Actual	Plan	Forecast	Plan	Dollars	Percent
Resources							
1. Tuition & Fees		\$317,454	\$331,373	\$332,359	\$347,116	\$14,757	4.4%
2. Investment Distributions		72,775	75,816	123,917	137,091	13,174	10.6%
3. Unrestricted Gifts		5,980	6,040	6,971	8,259	1,288	18.5%
4. Sponsored Programs (F&A)		45,526	47,838	43,730	44,643	913	2.1%
5. State Appropriations		1,331	1,337	1,484	1,520	36	2.4%
6. Other Sources		<u>6,591</u>	<u>4,590</u>	<u>5,028</u>	<u>8,029</u>	<u>3,001</u>	59.7%
7. Subtotal In-Year Revenues		449,657	466,994	513,489	546,658	33,169	6.5%
8. Transfers From Endowment							
9. Transfers From Plant							
10. Subtotal Transfers In							
11. Total Resources		449,657	466,994	513,489	546,658	33,169	6.5%
Uses of Resources							
12. Architecture, Art, & Planning		12,129	12,613	12,785	12,474	(311)	(2.4%)
13. Arts & Sciences		120,228	126,921	127,478	131,806	4,328	3.4%
14. Engineering		46,814	49,120	50,867	51,061	194	0.4%
15. Johnson School		206	212	212	219	7	3.3%
16. Law School		700	700	700	700		
17. Research Centers		6,595	5,345	6,634	6,082	(552)	(8.3%)
18. Other Academic Programs		63,212	63,330	78,353	66,903	(11,450)	(14.6%)
19. Undergraduate Financial Aid		58,295	61,182	75,933	86,872	10,939	14.4%
20. Graduate Financial Aid		34,595	36,640	36,617	35,433	(1,184)	(3.2%)
21. Student Services		27,128	27,921	28,570	29,691	1,121	3.9%
22. Administrative & Support		115,434	113,500	125,546	129,068	3,522	2.8%
23. Physical Plant		61,481	59,745	61,283	63,055	1,772	2.9%
24. General Purpose All Other		15,228	26,471	35,363	65,536	30,173	85.3%
25. Cost Redistribution		<u>(112,437)</u>	<u>(116,706)</u>	<u>(122,784)</u>	<u>(132,242)</u>	<u>(9,458)</u>	7.7%
26. Subtotal Allocations		449,608	466,994	517,557	546,658	29,101	5.6%
27. Transfers To Endowment							
28. Transfers To Plant							
29. Subtotal Transfers Out							
30. Total Uses of Resources		449,608	466,994	517,557	546,658	29,101	5.6%
31. Net From Operations		49		(4,068)		4,068	

Note: • This schedule provides details of the general purpose budget that is also shown on pages 18 and 19 as an integral component of the Ithaca campus operating plan.

Contract Colleges – Subtotal						Change from	
(dollars in thousands)		05-06	06-07	06-07	07-08	Forecast to Plan	
		Actual	Plan	Forecast	Plan	Dollars	Percent
Resources							
1. Tuition & Fees	\$149,016	\$155,824	\$158,500	\$164,780	\$6,280	4.0%	
2. Investment Distributions	20,953	22,116	23,000	24,928	1,928	8.4%	
3. Unrestricted Gifts	11,035	10,785	10,098	10,401	303	3.0%	
4. Restricted Gifts	10,388	9,409	12,159	9,674	(2,485)	(20.4%)	
5. Sponsored Programs (direct)	128,726	130,009	130,000	136,566	6,566	5.1%	
6. Sponsored Programs (F&A)	30,254	29,860	30,900	31,890	990	3.2%	
7. Institutional Allowances	20	38	28	39	11	39.3%	
8. State Appropriations	144,322	155,004	156,234	172,143	15,909	10.2%	
9. Federal Appropriations	16,754	17,245	17,100	16,781	(319)	(1.9%)	
10. Other Sources	49,172	47,611	47,600	48,292	692	1.5%	
11. Inter-Unit Transfers	<u>13,177</u>	<u>12,266</u>	<u>12,300</u>	<u>14,184</u>	<u>1,884</u>	<u>15.3%</u>	
12. Subtotal In-Year Revenues	573,817	590,167	597,919	629,678	31,759	5.3%	
13. Transfers From Endowment	257	1,144	1,700	100	(1,600)		
14. Transfers From Plant	<u>59</u>	<u>1,918</u>	<u>1,700</u>	<u>330</u>	<u>(1,370)</u>		
15. Subtotal Transfers In	316	3,062	3,400	430	(2,970)		
16. Total Resources	574,133	593,229	601,319	630,108	28,789	4.8%	
Uses of Resources							
17. Agriculture & Life Sciences	231,012	238,771	235,000	243,175	8,175	3.5%	
18. Human Ecology	50,510	54,749	52,151	55,597	3,446	6.6%	
19. Industrial & Labor Relations	41,693	44,738	45,620	44,698	(922)	(2.0%)	
20. Veterinary Medicine	97,643	98,721	100,000	106,538	6,538	6.5%	
21. Other Academic Programs	6,883	7,546	7,500	7,970	470	6.3%	
22. Centrally Recorded Financial Aid	2,431	2,408	2,400	2,419	19	0.8%	
23. Administrative & Support	5,378	6,125	6,300	6,579	279	4.4%	
24. Physical Plant	31,676	38,463	38,300	43,845	5,545	14.5%	
25. Contract College All Other	2,284	2,613	2,600	2,330	(270)	(10.4%)	
26. Cost Redistribution	<u>92,962</u>	<u>95,125</u>	<u>101,500</u>	<u>107,982</u>	<u>6,482</u>	<u>6.4%</u>	
27. Subtotal Expenditures	562,472	589,259	591,371	621,133	29,762	5.0%	
28. Transfers To Endowment	3,955	2,002	2,500	2,020	(480)		
29. Transfers To Plant	<u>10,434</u>	<u>4,346</u>	<u>6,346</u>	<u>7,048</u>	<u>702</u>		
30. Subtotal Transfers Out	14,389	6,348	8,846	9,068	222		
31. Total Uses of Resources	576,861	595,607	600,217	630,201	29,984	5.0%	
32. Net From Operations	(2,728)	(2,378)	1,102	(93)	(1,195)		

Note: • This schedule provides detail for the four contract colleges and associated support services that are also shown on pages 18 and 19 as integral components of the Ithaca campus operating plan.

ITHACA CAMPUS OPERATING PLAN

Contract Colleges – Detail (dollars in thousands)	Agriculture & Life Sciences	Geneva Experiment Station	Subtotal Agriculture & Life Sciences	Human Ecology	Industrial & Labor Relations
Resources					
1. Tuition & Fees	\$95,900		\$95,900	\$32,765	\$23,770
2. Investment Distributions	12,812	397	13,209	2,914	1,905
3. Unrestricted Gifts	6,000	425	6,425	503	473
4. Restricted Gifts	6,050	141	6,191	292	1,191
5. Sponsored Programs (direct)	72,000	5,597	77,597	18,137	5,928
6. Sponsored Programs (F&A)	16,350	410	16,760	4,556	974
7. Institutional Allowances	25		25		
8. State Appropriations	51,628	11,895	63,523	9,363	11,752
9. Federal Appropriations	9,000	1,080	10,080	3,070	
10. Enterprise Sales & Services					
11. Other Sources	11,850	1,679	13,529	2,029	10,070
12. Inter-Unit Transfers	<u>1,487</u>	<u>3,878</u>	<u>5,365</u>	<u>(197)</u>	<u>221</u>
13. Subtotal In-Year Revenues	283,102	25,502	308,604	73,432	56,284
14. General Purpose Allocations					
15. Transfers From Endowment	100		100		
16. Transfers From Plant	<u> </u>		<u> </u>		
17. Subtotal Transfers In	100		100		
18. Total Resources	283,202	25,502	308,704	73,432	56,284
Uses of Resources					
19. Salaries & Wages	134,674	14,224	148,898	29,876	25,584
20. Employee Benefits	11,956	1,172	13,128	2,444	1,455
21. Undergraduate Financial Aid	1,884		1,884	567	162
22. Graduate Financial Aid	16,662	303	16,965	3,315	2,390
23. General Expense	51,678	6,255	57,933	19,258	14,575
24. Capital Expense	3,903	464	4,367	137	532
25. Debt Service	<u> </u>		<u> </u>	<u> </u>	<u> </u>
26. Subtotal Expenditures	220,757	22,418	243,175	55,597	44,698
27. Accessory Instruction	3,399		3,399	1,400	679
28. Administrative & Support	36,680	3,046	39,726	8,701	7,920
29. Financial Aid	<u>16,075</u>		<u>16,075</u>	<u>5,879</u>	<u>3,896</u>
30. Subtotal Cost Redistribution	56,154	3,046	59,200	15,980	12,495
31. Net Expenditures	276,911	25,464	302,375	71,577	57,193
32. Transfers To Endowment	2,000		2,000		20
33. Transfers To Plant	<u>2,500</u>	<u>50</u>	<u>2,550</u>	<u>2,110</u>	<u>17</u>
34. Subtotal Transfers Out	4,500	50	4,550	2,110	37
35. Total Uses of Resources	281,411	25,514	306,925	73,687	57,230
36. Net From Operations	1,791	(12)	1,779	(255)	(946)
37. <i>Additions to Operating Reserves</i>	<i>2,185</i>	<i>159</i>	<i>2,344</i>	<i>1,831</i>	<i>30</i>
38. <i>Use of Operating Reserves</i>	<i>394</i>	<i>171</i>	<i>565</i>	<i>2,086</i>	<i>976</i>

Veterinary Medicine	Other Academic Programs	Centrally Recorded Financial Aid	General Services			Subtotal General Services	Total Contract Colleges <i>(see p. 21)</i>	
			Admin. & Support	Physical Plant	Contract College All Other			
\$12,345							\$164,780	1.
6,800	15				85	85	24,928	2.
3,000							10,401	3.
2,000							9,674	4.
33,515		1,389					136,566	5.
9,600							31,890	6.
14							39	7.
31,962	4,170			5,888	45,485	51,373	172,143	8.
360	3,251		20			20	16,781	9.
								10.
22,657				7		7	48,292	11.
767	534	1,030	2,101	2,135	2,228	6,464	14,184	12.
123,020	7,970	2,419	2,121	8,030	47,798	57,949	629,678	13.
			4,466	38,055	(42,521)			14.
							100	15.
330							330	16.
330							430	17.
123,350	7,970	2,419	6,587	46,085	5,277	57,949	630,108	18.
63,004	6,580		5,781	6,376	381	12,538	286,480	19.
5,097	839				2,635	2,635	25,598	20.
		2,419					5,032	21.
6,050							28,720	22.
29,018	551		783	37,469	(1,011)	37,241	158,576	23.
3,353			15		325	340	8,729	24.
16							16	25.
106,538	7,970	2,419	6,579	43,845	2,330	52,754	513,151	26.
					15,287	15,287	20,765	27.
15,964					(11,012)	(11,012)	61,299	28.
68							25,918	29.
16,032					4,275	4,275	107,982	30.
122,570	7,970	2,419	6,579	43,845	6,605	57,029	621,133	31.
							2,020	32.
2,363			8			8	7,048	33.
2,363			8			8	9,068	34.
124,933	7,970	2,419	6,587	43,845	6,605	57,037	630,201	35.
(1,583)				2,240	(1,328)	912	(93)	36.
				2,323		2,323	6,528	37.
1,583				83	1,328	1,411	6,621	38.

ITHACA CAMPUS OPERATING PLAN

Agriculture & Life Sciences (excluding Geneva)		General Purpose & Other				Total Plan <i>(see p. 22)</i>	
(dollars in thousands)		State Approp.	Federal Approp.	Designated Funds	Restricted		Grants & Contracts
Resources							
1. Tuition & Fees				\$95,900			\$95,900
2. Investment Distributions				3,977	8,835		12,812
3. Unrestricted Gifts				6,000			6,000
4. Restricted Gifts					3,550	2,500	6,050
5. Sponsored Programs (direct)						72,000	72,000
6. Sponsored Programs (F&A)				16,350			16,350
7. Institutional Allowances				25			25
8. State Appropriations	51,628						51,628
9. Federal Appropriations		9,000					9,000
10. Enterprise Sales & Services							
11. Other Sources				11,800		50	11,850
12. Inter-Unit Transfers				1,337	100	50	1,487
13. Subtotal In-Year Revenues	51,628	9,000		135,389	12,485	74,600	283,102
14. General Purpose Allocations							
15. Transfers From Endowment				100			100
16. Transfers From Plant							
17. Subtotal Transfers In				100			100
18. Total Resources	51,628	9,000		135,489	12,485	74,600	283,202
Uses of Resources							
19. Salaries & Wages	47,746	6,287	40,876	6,335	33,430		134,674
20. Employee Benefits		51	2,905	500	8,500		11,956
21. Undergraduate Financial Aid	84		350	1,400	50		1,884
22. Graduate Financial Aid	354	100	11,258	700	4,250		16,662
23. General Expense	670	2,512	18,146	3,250	27,100		51,678
24. Capital Expense	283	50	2,000	300	1,270		3,903
25. Debt Service							
26. Subtotal Expenditures	49,137	9,000	75,535	12,485	74,600		220,757
27. Accessory Instruction	2,491		908				3,399
28. Administrative & Support			36,680				36,680
29. Financial Aid			16,075				16,075
30. Subtotal Cost Redistribution	2,491		53,663				56,154
31. Net Expenditures	51,628	9,000	129,198	12,485	74,600		276,911
32. Transfers To Endowment			2,000				2,000
33. Transfers To Plant			2,500				2,500
34. Subtotal Transfers Out			4,500				4,500
35. Total Uses of Resources	51,628	9,000	133,698	12,485	74,600		281,411
36. Net From Operations				1,791			1,791
37. <i>Additions to Operating Reserves</i>				2,185			2,185
38. <i>Use of Operating Reserves</i>				394			394

Geneva Experiment Station						Total Plan <i>(see p. 22)</i>
(dollars in thousands)		State	Federal	General Purpose & Designated	Other	
		Approp.	Approp.	Funds	Restricted	
Resources						
1. Tuition & Fees						
2. Investment Distributions				107	290	397
3. Unrestricted Gifts				425		425
4. Restricted Gifts					141	141
5. Sponsored Programs (direct)						5,597
6. Sponsored Programs (F&A)				410		410
7. Institutional Allowances						
8. State Appropriations	11,895					11,895
9. Federal Appropriations		1,080				1,080
10. Enterprise Sales & Services						
11. Other Sources				1,679		1,679
12. Inter-Unit Transfers				<u>3,858</u>	<u>20</u>	<u>3,878</u>
13. Subtotal In-Year Revenues	<u>11,895</u>	<u>1,080</u>		<u>6,479</u>	<u>451</u>	<u>25,502</u>
14. General Purpose Allocations						
15. Transfers From Endowment						
16. Transfers From Plant						
17. Subtotal Transfers In						
18. Total Resources	<u>11,895</u>	<u>1,080</u>		<u>6,479</u>	<u>451</u>	<u>25,502</u>
Uses of Resources						
19. Salaries & Wages	9,744	587	1,448	66	2,379	14,224
20. Employee Benefits		23	313	12	824	1,172
21. Undergraduate Financial Aid						
22. Graduate Financial Aid		5	103	70	125	303
23. General Expense	2,151	450	1,372	153	2,129	6,255
24. Capital Expense		15	159	150	140	464
25. Debt Service						
26. Subtotal Expenditures	<u>11,895</u>	<u>1,080</u>	<u>3,395</u>	<u>451</u>	<u>5,597</u>	<u>22,418</u>
27. Accessory Instruction						
28. Administrative & Support			3,046			3,046
29. Financial Aid						
30. Subtotal Cost Redistribution			<u>3,046</u>			<u>3,046</u>
31. Net Expenditures	<u>11,895</u>	<u>1,080</u>	<u>6,441</u>	<u>451</u>	<u>5,597</u>	<u>25,464</u>
32. Transfers To Endowment						
33. Transfers To Plant			<u>50</u>			<u>50</u>
34. Subtotal Transfers Out			<u>50</u>			<u>50</u>
35. Total Uses of Resources	<u>11,895</u>	<u>1,080</u>	<u>6,491</u>	<u>451</u>	<u>5,597</u>	<u>25,514</u>
36. Net From Operations				(12)		(12)
37. <i>Additions to Operating Reserves</i>				159		159
38. <i>Use of Operating Reserves</i>				171		171

ITHACA CAMPUS OPERATING PLAN

Subtotal Agriculture & Life Sciences		General Purpose & Other				Total Plan <i>(see p. 18)</i>
(dollars in thousands)		State	Federal	Designated	Other	
Resources	Approp.	Approp.	Funds	Restricted	Contracts	
1. Tuition & Fees			\$95,900			\$95,900
2. Investment Distributions			4,084	9,125		13,209
3. Unrestricted Gifts			6,425			6,425
4. Restricted Gifts				3,691	2,500	6,191
5. Sponsored Programs (direct)					77,597	77,597
6. Sponsored Programs (F&A)			16,760			16,760
7. Institutional Allowances			25			25
8. State Appropriations	63,523					63,523
9. Federal Appropriations		10,080				10,080
10. Enterprise Sales & Services						
11. Other Sources			13,479		50	13,529
12. Inter-Unit Transfers			5,195	120	50	5,365
13. Subtotal In-Year Revenues	63,523	10,080	141,868	12,936	80,197	308,604
14. General Purpose Allocations						
15. Transfers From Endowment			100			100
16. Transfers From Plant						
17. Subtotal Transfers In			100			100
18. Total Resources	63,523	10,080	141,968	12,936	80,197	308,704
Uses of Resources						
19. Salaries & Wages	57,490	6,874	42,324	6,401	35,809	148,898
20. Employee Benefits		74	3,218	512	9,324	13,128
21. Undergraduate Financial Aid	84		350	1,400	50	1,884
22. Graduate Financial Aid	354	105	11,361	770	4,375	16,965
23. General Expense	2,821	2,962	19,518	3,403	29,229	57,933
24. Capital Expense	283	65	2,159	450	1,410	4,367
25. Debt Service						
26. Subtotal Expenditures	61,032	10,080	78,930	12,936	80,197	243,175
27. Accessory Instruction	2,491		908			3,399
28. Administrative & Support			39,726			39,726
29. Financial Aid			16,075			16,075
30. Subtotal Cost Redistribution	2,491		56,709			59,200
31. Net Expenditures	63,523	10,080	135,639	12,936	80,197	302,375
32. Transfers To Endowment			2,000			2,000
33. Transfers To Plant			2,550			2,550
34. Subtotal Transfers Out			4,550			4,550
35. Total Uses of Resources	63,523	10,080	140,189	12,936	80,197	306,925
36. Net From Operations			1,779			1,779
37. <i>Additions to Operating Reserves</i>			2,344			2,344
38. <i>Use of Operating Reserves</i>			565			565

Architecture, Art & Planning					Total Plan <i>(see p. 18)</i>
(dollars in thousands)					
	General Purpose	Designated	Other Restricted	Grants & Contracts	
Resources					
1. Tuition & Fees		\$4,086			\$4,086
2. Investment Distributions		1,228	820		2,048
3. Unrestricted Gifts		621			621
4. Restricted Gifts			21		21
5. Sponsored Programs (direct)				170	170
6. Sponsored Programs (F&A)					
7. Institutional Allowances					
8. State Appropriations					
9. Federal Appropriations					
10. Enterprise Sales & Services					
11. Other Sources		1,147			1,147
12. Inter-Unit Transfers	6,387	(4,195)	(159)		2,033
13. Subtotal In-Year Revenues	6,387	2,887	682	170	10,126
14. General Purpose Allocations	12,474				12,474
15. Transfers From Endowment					
16. Transfers From Plant					
17. Subtotal Transfers In					
18. Total Resources	18,861	2,887	682	170	22,600
Uses of Resources					
19. Salaries & Wages	9,248	820	18	100	10,186
20. Employee Benefits	2,821	156	5	33	3,015
21. Undergraduate Financial Aid		19	105		124
22. Graduate Financial Aid	3,034	614	326	10	3,984
23. General Expense	3,755	2,667	160	27	6,609
24. Capital Expense	3	15			18
25. Debt Service					
26. Subtotal Expenditures	18,861	4,291	614	170	23,936
27. Accessory Instruction					
28. Administrative & Support					
29. Financial Aid					
30. Subtotal Cost Redistribution					
31. Net Expenditures	18,861	4,291	614	170	23,936
32. Transfers To Endowment					
33. Transfers To Plant					
34. Subtotal Transfers Out					
35. Total Uses of Resources	18,861	4,291	614	170	23,936
36. Net From Operations		(1,404)	68		(1,336)
37. <i>Additions to Operating Reserves</i>			68		68
38. <i>Use of Operating Reserves</i>		1,404			1,404

ITHACA CAMPUS OPERATING PLAN

Arts & Sciences					Total Plan <i>(see p. 18)</i>
(dollars in thousands)					
Resources	General Purpose	Designated	Other Restricted	Grants & Contracts	
1. Tuition & Fees		\$501			\$501
2. Investment Distributions		3,360	6,338		9,698
3. Unrestricted Gifts		2,107			2,107
4. Restricted Gifts			2,476	400	2,876
5. Sponsored Programs (direct)				23,000	23,000
6. Sponsored Programs (F&A)					
7. Institutional Allowances					
8. State Appropriations					
9. Federal Appropriations					
10. Enterprise Sales & Services					
11. Other Sources		1,538			1,538
12. Inter-Unit Transfers	(4,085)	6,711	983		3,609
13. Subtotal In-Year Revenues	(4,085)	14,217	9,797	23,400	43,329
14. General Purpose Allocations	131,806				131,806
15. Transfers From Endowment					
16. Transfers From Plant					
17. Subtotal Transfers In					
18. Total Resources	127,721	14,217	9,797	23,400	175,135
Uses of Resources					
19. Salaries & Wages	82,315	3,580	5,069	12,500	103,464
20. Employee Benefits	23,083	1,046	1,321	2,400	27,850
21. Undergraduate Financial Aid		78	151		229
22. Graduate Financial Aid	18,828	245	783	1,100	20,956
23. General Expense	3,485	8,175	3,775	6,700	22,135
24. Capital Expense	10	3,781	25	700	4,516
25. Debt Service					
26. Subtotal Expenditures	127,721	16,905	11,124	23,400	179,150
27. Accessory Instruction					
28. Administrative & Support		17			17
29. Financial Aid					
30. Subtotal Cost Redistribution		17			17
31. Net Expenditures	127,721	16,922	11,124	23,400	179,167
32. Transfers To Endowment		104			104
33. Transfers To Plant					
34. Subtotal Transfers Out		104			104
35. Total Uses of Resources	127,721	17,026	11,124	23,400	179,271
36. Net From Operations		(2,809)	(1,327)		(4,136)
37. <i>Additions to Operating Reserves</i>					
38. <i>Use of Operating Reserves</i>		2,809	1,327		4,136

Engineering					
(dollars in thousands)					
	General Purpose	Designated	Other Restricted	Grants & Contracts	Total Plan <i>(see p. 18)</i>
Resources					
1. Tuition & Fees		\$13,949			\$13,949
2. Investment Distributions		3,600	4,583		8,183
3. Unrestricted Gifts		3,885			3,885
4. Restricted Gifts			3,045	200	3,245
5. Sponsored Programs (direct)				42,800	42,800
6. Sponsored Programs (F&A)					
7. Institutional Allowances					
8. State Appropriations					
9. Federal Appropriations					
10. Enterprise Sales & Services					
11. Other Sources		1,333			1,333
12. Inter-Unit Transfers	5,494	8,261	(490)		13,265
13. Subtotal In-Year Revenues	5,494	31,028	7,138	43,000	86,660
14. General Purpose Allocations	51,061				51,061
15. Transfers From Endowment		3,038	193		3,231
16. Transfers From Plant		1,012	135		1,147
17. Subtotal Transfers In		4,050	328		4,378
18. Total Resources	56,555	35,078	7,466	43,000	142,099
Uses of Resources					
19. Salaries & Wages	38,333	10,626	3,364	23,200	75,523
20. Employee Benefits	11,670	2,870	499	2,900	17,939
21. Undergraduate Financial Aid		81	121		202
22. Graduate Financial Aid	6,025	216	1,090	900	8,231
23. General Expense	527	8,646	1,911	12,500	23,584
24. Capital Expense		1,007	529	3,500	5,036
25. Debt Service					
26. Subtotal Expenditures	56,555	23,446	7,514	43,000	130,515
27. Accessory Instruction					
28. Administrative & Support					
29. Financial Aid					
30. Subtotal Cost Redistribution					
31. Net Expenditures	56,555	23,446	7,514	43,000	130,515
32. Transfers To Endowment		3,696	399		4,095
33. Transfers To Plant		7,924	55		7,979
34. Subtotal Transfers Out		11,620	454		12,074
35. Total Uses of Resources	56,555	35,066	7,968	43,000	142,589
36. Net From Operations		12	(502)		(490)
37. <i>Additions to Operating Reserves</i>		<i>12</i>			<i>12</i>
38. <i>Use of Operating Reserves</i>			<i>502</i>		<i>502</i>

ITHACA CAMPUS OPERATING PLAN

Hotel Administration					
(dollars in thousands)					
	General Purpose	Designated	Other Restricted	Grants & Contracts	Total Plan <i>(see p. 18)</i>
Resources					
1. Tuition & Fees		\$34,701			\$34,701
2. Investment Distributions		211	2,367		2,578
3. Unrestricted Gifts		751			751
4. Restricted Gifts			619		619
5. Sponsored Programs (direct)					
6. Sponsored Programs (F&A)					
7. Institutional Allowances					
8. State Appropriations		100			100
9. Federal Appropriations					
10. Enterprise Sales & Services					
11. Other Sources		15,848			15,848
12. Inter-Unit Transfers		<u>(272)</u>			<u>(272)</u>
13. Subtotal In-Year Revenues		51,339	2,986		54,325
14. General Purpose Allocations					
15. Transfers From Endowment					
16. Transfers From Plant					
17. Subtotal Transfers In					
18. Total Resources		51,339	2,986		54,325
Uses of Resources					
19. Salaries & Wages		22,025	1,719		23,744
20. Employee Benefits		6,635	560		7,195
21. Undergraduate Financial Aid		22			22
22. Graduate Financial Aid		242	15		257
23. General Expense		13,349	643		13,992
24. Capital Expense		47			47
25. Debt Service					
26. Subtotal Expenditures		42,320	2,937		45,257
27. Accessory Instruction		<u>(2,177)</u>			<u>(2,177)</u>
28. Administrative & Support		5,445			5,445
29. Financial Aid		<u>3,555</u>			<u>3,555</u>
30. Subtotal Cost Redistribution		6,823			6,823
31. Net Expenditures		49,143	2,937		52,080
32. Transfers To Endowment					
33. Transfers To Plant		<u>1,971</u>			<u>1,971</u>
34. Subtotal Transfers Out		1,971			1,971
35. Total Uses of Resources		51,114	2,937		54,051
36. Net From Operations		225	49		274
37. <i>Additions to Operating Reserves</i>		225	49		274
38. <i>Use of Operating Reserves</i>					

Human Ecology (dollars in thousands)	State Approp.	Federal Approp.	General Purpose & Designated Funds	Other Restricted	Grants & Contracts	Total Plan (see p. 18)
Resources						
1. Tuition & Fees			\$32,765			\$32,765
2. Investment Distributions			1,169	1,745		2,914
3. Unrestricted Gifts			503			503
4. Restricted Gifts				131	161	292
5. Sponsored Programs (direct)					18,137	18,137
6. Sponsored Programs (F&A)			4,556			4,556
7. Institutional Allowances						
8. State Appropriations	9,363					9,363
9. Federal Appropriations		3,070				3,070
10. Enterprise Sales & Services						
11. Other Sources			2,029			2,029
12. Inter-Unit Transfers			(237)	40		(197)
13. Subtotal In-Year Revenues	<u>9,363</u>	<u>3,070</u>	<u>40,785</u>	<u>1,916</u>	<u>18,298</u>	<u>73,432</u>
14. General Purpose Allocations						
15. Transfers From Endowment						
16. Transfers From Plant						
17. Subtotal Transfers In						
18. Total Resources	9,363	3,070	40,785	1,916	18,298	73,432
Uses of Resources						
19. Salaries & Wages	9,105	2,075	12,627	607	5,462	29,876
20. Employee Benefits		57	496	3	1,888	2,444
21. Undergraduate Financial Aid			81	486		567
22. Graduate Financial Aid			2,628	492	195	3,315
23. General Expense	258	938	6,681	628	10,753	19,258
24. Capital Expense			114	23		137
25. Debt Service						
26. Subtotal Expenditures	<u>9,363</u>	<u>3,070</u>	<u>22,627</u>	<u>2,239</u>	<u>18,298</u>	<u>55,597</u>
27. Accessory Instruction			1,400			1,400
28. Administrative & Support			8,701			8,701
29. Financial Aid			5,879			5,879
30. Subtotal Cost Redistribution			<u>15,980</u>			<u>15,980</u>
31. Net Expenditures	9,363	3,070	38,607	2,239	18,298	71,577
32. Transfers To Endowment						
33. Transfers To Plant			2,110			2,110
34. Subtotal Transfers Out			<u>2,110</u>			<u>2,110</u>
35. Total Uses of Resources	9,363	3,070	40,717	2,239	18,298	73,687
36. Net From Operations			68	(323)		(255)
37. <i>Additions to Operating Reserves</i>			1,831			1,831
38. <i>Use of Operating Reserves</i>			1,763	323		2,086

ITHACA CAMPUS OPERATING PLAN

Industrial & Labor Relations		General Purpose &			Total		
(dollars in thousands)		State	Federal	Designated	Other	Grants &	Plan
Resources	Approp.	Approp.	Funds	Restricted	Contracts	<i>(see p. 18)</i>	
1. Tuition & Fees			\$23,770			\$23,770	
2. Investment Distributions			614	1,285	6	1,905	
3. Unrestricted Gifts			473			473	
4. Restricted Gifts				1,191		1,191	
5. Sponsored Programs (direct)					5,928	5,928	
6. Sponsored Programs (F&A)			974			974	
7. Institutional Allowances							
8. State Appropriations	11,752					11,752	
9. Federal Appropriations							
10. Enterprise Sales & Services							
11. Other Sources			10,070			10,070	
12. Inter-Unit Transfers			218	3		221	
13. Subtotal In-Year Revenues	11,752		36,119	2,479	5,934	56,284	
14. General Purpose Allocations							
15. Transfers From Endowment							
16. Transfers From Plant							
17. Subtotal Transfers In							
18. Total Resources	11,752		36,119	2,479	5,934	56,284	
Uses of Resources							
19. Salaries & Wages	11,470		10,915	945	2,254	25,584	
20. Employee Benefits			410	152	893	1,455	
21. Undergraduate Financial Aid	19		6	137		162	
22. Graduate Financial Aid	93		2,107	159	31	2,390	
23. General Expense	170		10,587	1,062	2,756	14,575	
24. Capital Expense			524	8		532	
25. Debt Service							
26. Subtotal Expenditures	11,752		24,549	2,463	5,934	44,698	
27. Accessory Instruction			679			679	
28. Administrative & Support			7,920			7,920	
29. Financial Aid			3,896			3,896	
30. Subtotal Cost Redistribution			12,495			12,495	
31. Net Expenditures	11,752		37,044	2,463	5,934	57,193	
32. Transfers To Endowment			18	2		20	
33. Transfers To Plant			17			17	
34. Subtotal Transfers Out			35	2		37	
35. Total Uses of Resources	11,752		37,079	2,465	5,934	57,230	
36. Net From Operations			(960)	14		(946)	
37. <i>Additions to Operating Reserves</i>			16	14		30	
38. <i>Use of Operating Reserves</i>			976			976	

Johnson School					Total Plan <i>(see p. 19)</i>
(dollars in thousands)					
	General Purpose	Designated	Other Restricted	Grants & Contracts	
Resources					
1. Tuition & Fees		\$39,403			\$39,403
2. Investment Distributions		1,641	3,238		4,879
3. Unrestricted Gifts		2,412			2,412
4. Restricted Gifts			3,732		3,732
5. Sponsored Programs (direct)				439	439
6. Sponsored Programs (F&A)					
7. Institutional Allowances					
8. State Appropriations		100			100
9. Federal Appropriations					
10. Enterprise Sales & Services					
11. Other Sources		1,187			1,187
12. Inter-Unit Transfers	(219)	(1,808)	122		(1,905)
13. Subtotal In-Year Revenues	(219)	42,935	7,092	439	50,247
14. General Purpose Allocations	219				219
15. Transfers From Endowment		2,500			2,500
16. Transfers From Plant					
17. Subtotal Transfers In		2,500			2,500
18. Total Resources		45,435	7,092	439	52,966
Uses of Resources					
19. Salaries & Wages		23,194	1,980	276	25,450
20. Employee Benefits		6,584	591	60	7,235
21. Undergraduate Financial Aid					
22. Graduate Financial Aid		3,412	3,258	5	6,675
23. General Expense		11,080	723	98	11,901
24. Capital Expense		575			575
25. Debt Service					
26. Subtotal Expenditures		44,845	6,552	439	51,836
27. Accessory Instruction		(5,017)			(5,017)
28. Administrative & Support		5,417			5,417
29. Financial Aid		8			8
30. Subtotal Cost Redistribution		408			408
31. Net Expenditures		45,253	6,552	439	52,244
32. Transfers To Endowment					
33. Transfers To Plant					
34. Subtotal Transfers Out					
35. Total Uses of Resources		45,253	6,552	439	52,244
36. Net From Operations		182	540		722
37. <i>Additions to Operating Reserves</i>		182	540		722
38. <i>Use of Operating Reserves</i>					

ITHACA CAMPUS OPERATING PLAN

Law School					Total Plan <i>(see p. 19)</i>
(dollars in thousands)					
	General Purpose	Designated	Other Restricted	Grants & Contracts	
Resources					
1. Tuition & Fees		\$27,434			\$27,434
2. Investment Distributions		2,791	1,791		4,582
3. Unrestricted Gifts		1,747			1,747
4. Restricted Gifts			318		318
5. Sponsored Programs (direct)				19	19
6. Sponsored Programs (F&A)					
7. Institutional Allowances					
8. State Appropriations		75			75
9. Federal Appropriations					
10. Enterprise Sales & Services					
11. Other Sources		214			214
12. Inter-Unit Transfers	(700)	(714)	1		(1,413)
13. Subtotal In-Year Revenues	(700)	31,547	2,110	19	32,976
14. General Purpose Allocations	700				700
15. Transfers From Endowment					
16. Transfers From Plant					
17. Subtotal Transfers In					
18. Total Resources		31,547	2,110	19	33,676
Uses of Resources					
19. Salaries & Wages		12,336	536	14	12,886
20. Employee Benefits		3,738	149	5	3,892
21. Undergraduate Financial Aid					
22. Graduate Financial Aid		3,205	1,224		4,429
23. General Expense		4,278	404		4,682
24. Capital Expense		10	19		29
25. Debt Service					
26. Subtotal Expenditures		23,567	2,332	19	25,918
27. Accessory Instruction		(400)			(400)
28. Administrative & Support		5,189			5,189
29. Financial Aid					
30. Subtotal Cost Redistribution		4,789			4,789
31. Net Expenditures		28,356	2,332	19	30,707
32. Transfers To Endowment		3,000			3,000
33. Transfers To Plant					
34. Subtotal Transfers Out		3,000			3,000
35. Total Uses of Resources		31,356	2,332	19	33,707
36. Net From Operations		191	(222)		(31)
37. <i>Additions to Operating Reserves</i>		<i>191</i>			<i>191</i>
38. <i>Use of Operating Reserves</i>			<i>222</i>		<i>222</i>

Veterinary Medicine						Total Plan
(dollars in thousands)						<i>(see p. 19)</i>
	State Approp.	Federal Approp.	General Purpose & Designated Funds	Other Restricted	Grants & Contracts	
Resources						
1. Tuition & Fees			\$12,345			\$12,345
2. Investment Distributions			4,200	2,600		6,800
3. Unrestricted Gifts			3,000			3,000
4. Restricted Gifts				2,000		2,000
5. Sponsored Programs (direct)					33,515	33,515
6. Sponsored Programs (F&A)			9,600			9,600
7. Institutional Allowances			14			14
8. State Appropriations	31,962					31,962
9. Federal Appropriations		360				360
10. Enterprise Sales & Services						
11. Other Sources			16,461		6,196	22,657
12. Inter-Unit Transfers			809	(42)		767
13. Subtotal In-Year Revenues	31,962	360	46,429	4,558	39,711	123,020
14. General Purpose Allocations						
15. Transfers From Endowment						
16. Transfers From Plant			330			330
17. Subtotal Transfers In			330			330
18. Total Resources	31,962	360	46,759	4,558	39,711	123,350
Uses of Resources						
19. Salaries & Wages	31,077	226	14,357	1,227	16,117	63,004
20. Employee Benefits			659	150	4,288	5,097
21. Undergraduate Financial Aid						
22. Graduate Financial Aid	258		2,510	1,638	1,644	6,050
23. General Expense	258	134	11,253	1,010	16,363	29,018
24. Capital Expense	369		1,152	533	1,299	3,353
25. Debt Service			16			16
26. Subtotal Expenditures	31,962	360	29,947	4,558	39,711	106,538
27. Accessory Instruction						
28. Administrative & Support			15,964			15,964
29. Financial Aid			68			68
30. Subtotal Cost Redistribution			16,032			16,032
31. Net Expenditures	31,962	360	45,979	4,558	39,711	122,570
32. Transfers To Endowment						
33. Transfers To Plant			2,363			2,363
34. Subtotal Transfers Out			2,363			2,363
35. Total Uses of Resources	31,962	360	48,342	4,558	39,711	124,933
36. Net From Operations			(1,583)			(1,583)
37. <i>Additions to Operating Reserves</i>						
38. <i>Use of Operating Reserves</i>			1,583			1,583

ITHACA CAMPUS OPERATING PLAN

Research Centers (dollars in thousands)	Cornell Center for Materials Research	Center for Applied Math.	National Astron. & Iono. Center.	Radiophys. & Space Research	Biotech. & Life Sciences Tech.
Resources					
1. Tuition & Fees					
2. Investment Distributions	49				
3. Unrestricted Gifts					
4. Restricted Gifts	6				
5. Sponsored Programs (direct)	4,490	220	12,090	11,190	1,170
6. Sponsored Programs (F&A)					
7. Institutional Allowances					
8. State Appropriations					
9. Federal Appropriations					
10. Enterprise Sales & Services					
11. Other Sources	164		524		353
12. Inter-Unit Transfers	<u>326</u>		<u>83</u>	<u>210</u>	<u>846</u>
13. Subtotal In-Year Revenues	5,035	220	12,697	11,400	2,369
14. General Purpose Allocations	495	206	481	628	294
15. Transfers From Endowment					
16. Transfers From Plant					
17. Subtotal Transfers In					
18. Total Resources	5,530	426	13,178	12,028	2,663
Uses of Resources					
19. Salaries & Wages	3,812	330	7,494	5,386	1,899
20. Employee Benefits	641	42	2,283	1,294	548
21. Undergraduate Financial Aid					
22. Graduate Financial Aid	380		30		
23. General Expense	217	54	3,311	4,826	129
24. Capital Expense	480		60	530	
25. Debt Service					
26. Subtotal Expenditures	5,530	426	13,178	12,036	2,576
27. Accessory Instruction					
28. Administrative & Support					
29. Financial Aid					
30. Subtotal Cost Redistribution					
31. Net Expenditures	5,530	426	13,178	12,036	2,576
32. Transfers To Endowment					
33. Transfers To Plant					<u>87</u>
34. Subtotal Transfers Out					87
35. Total Uses of Resources	5,530	426	13,178	12,036	2,663
36. Net From Operations				(8)	
37. <i>Additions to Operating Reserves</i>					
38. <i>Use of Operating Reserves</i>				8	

<u>Nano-biotechnology Center</u>	<u>Cornell High Energy Synchrotron Source</u>	<u>Nano-scale Systems</u>	<u>Cornell Nano-Scale Facility</u>	<u>Atomic & Solid State Physics</u>	<u>Lab for Elementary Particle Physics</u>	<u>Other Research Center Activities</u>	<u>Total Plan</u> <i>(see p. 19)</i>	
			135	21		225	430	1.
				90		125	221	2.
3,609	5,560	2,530	10,850	4,310	16,939	1,200	74,158	3.
								4.
								5.
								6.
								7.
								8.
								9.
20			2,873	12	134	688	4,768	10.
36	165	268	252	224	1,849	642	4,901	11.
3,665	5,725	2,798	14,110	4,657	18,922	2,880	84,478	12.
366	306	362	215	1,296	865	568	6,082	13.
								14.
								15.
								16.
4,031	6,031	3,160	14,325	5,953	19,787	3,448	90,560	17.
								18.
1,653	3,161	1,760	1,765	3,589	9,463	1,790	42,102	19.
241	946	213	573	682	3,123	591	11,177	20.
30					30		60	21.
		64					474	22.
2,092	1,204	943	11,309	935	5,171	1,007	31,198	23.
60	720	180	523	660	2,000		5,213	24.
4,076	6,031	3,160	14,170	5,866	19,787	3,388	90,224	25.
								26.
								27.
								28.
								29.
4,076	6,031	3,160	14,170	5,866	19,787	3,388	90,224	30.
								31.
			150	60			297	32.
			150	60			297	33.
4,076	6,031	3,160	14,320	5,926	19,787	3,388	90,521	34.
								35.
(45)			5	27		60	39	36.
								37.
45			5	27		60	92	38.
							53	

ITHACA CAMPUS OPERATING PLAN

Other Academic Programs (dollars in thousands)	Continuing Education & Summer Sessions	Cornell Cooperative Extension	Computing & Information Science	Athletics and Physical Education	Cornell Abroad	Provost & Vice Provosts
Resources						
1. Tuition & Fees	\$7,455					
2. Investment Distributions	31	15		3,815	36	1,327
3. Unrestricted Gifts	25			380		100
4. Restricted Gifts	80			4,306	1	950
5. Sponsored Programs (direct)			5,631			1,000
6. Sponsored Programs (F&A)						
7. Institutional Allowances						
8. State Appropriations		4,170				
9. Federal Appropriations		3,251				
10. Enterprise Sales & Services						
11. Other Sources	3,372			9,055	6	
12. Inter-Unit Transfers	<u>1,306</u>		<u>1,304</u>	<u>(213)</u>	<u>(152)</u>	<u>5,089</u>
13. Subtotal In-Year Revenues	12,269	7,436	6,935	17,343	(109)	8,466
14. General Purpose Allocations			3,822	8,666	7,949	5,784
15. Transfers From Endowment				64		
16. Transfers From Plant				<u>—</u>		
17. Subtotal Transfers In				64		
18. Total Resources	12,269	7,436	10,757	26,073	7,840	14,250
Uses of Resources						
19. Salaries & Wages	5,065	6,082	6,054	12,279	341	5,795
20. Employee Benefits	1,320	839	1,557	3,486	107	1,911
21. Undergraduate Financial Aid	254				37	
22. Graduate Financial Aid	42		1,022		129	53
23. General Expense	5,094	515	1,919	8,903	7,234	5,897
24. Capital Expense	242		270	371		330
25. Debt Service				<u>4</u>		
26. Subtotal Expenditures	12,017	7,436	10,822	25,043	7,848	13,986
27. Accessory Instruction						
28. Administrative & Support						
29. Financial Aid						
30. Subtotal Cost Redistribution						
31. Net Expenditures	12,017	7,436	10,822	25,043	7,848	13,986
32. Transfers To Endowment				1,206		100
33. Transfers To Plant	<u>281</u>			<u>463</u>		
34. Subtotal Transfers Out	281			1,669		100
35. Total Uses of Resources	12,298	7,436	10,822	26,712	7,848	14,086
36. Net From Operations	(29)		(65)	(639)	(8)	164
37. <i>Additions to Operating Reserves</i>						164
38. <i>Use of Operating Reserves</i>	29		65		8	

<u>Program In Real Estate</u>	<u>University Libraries</u>	<u>Inst. for Social & Economic Research</u>	<u>Graduate School</u>	<u>Johnson Museum of Art</u>	<u>Cornell University Press</u>	<u>Africana Studies & Research Center</u>	<u>All Other Academic Programs</u>	<u>Total Plan</u> <i>(see p. 19)</i>	
								\$7,455	1.
169	3,457		275	1,155	26		6	10,312	2.
	475			406				1,386	3.
30	1,045			36				6,448	4.
	1,000		25	150			187	7,993	5.
									6.
									7.
								4,170	8.
								3,251	9.
					965			965	10.
67	1,421		45	174	5,657		731	20,528	11.
<u>267</u>	<u>1,561</u>	<u>1,085</u>	<u>380</u>	<u>(49)</u>	<u>49</u>	<u>321</u>	<u>(81)</u>	<u>10,867</u>	12.
533	8,959	1,085	725	1,872	6,697	321	843	73,375	13.
554	31,172		2,727	1,533	667	1,861	2,168	66,903	14.
								64	15.
								—	16.
								64	17.
1,087	40,131	1,085	3,452	3,405	7,364	2,182	3,011	140,342	18.
412	17,722	839	1,940	1,509	2,833	1,466	1,665	64,002	19.
83	5,504	287	540	486	926	427	430	17,903	20.
								291	21.
268		22	395				224	2,155	22.
274	2,856	(465)	524	1,183	3,533	289	715	38,471	23.
1	13,005	335		227	52			14,833	24.
<u>1,038</u>	<u>39,087</u>	<u>1,018</u>	<u>3,399</u>	<u>3,405</u>	<u>7,344</u>	<u>2,182</u>	<u>3,034</u>	<u>4</u>	25.
								137,659	26.
					58			58	27.
					—			—	28.
					58			58	29.
1,038	39,087	1,018	3,399	3,405	7,402	2,182	3,034	137,717	30.
								1,306	31.
	<u>4</u>	<u>67</u>	<u>75</u>		<u>162</u>		<u>4</u>	<u>1,056</u>	32.
	4	67	75		162		4	2,362	33.
1,038	39,091	1,085	3,474	3,405	7,564	2,182	3,038	140,079	34.
									35.
49	1,040		(22)		(200)		(27)	263	36.
49	1,040		62		36		6	1,357	37.
			84		236		33	455	38.

ITHACA CAMPUS OPERATING PLAN

Centrally Recorded Financial Aid					Total Plan <i>(see p. 19)</i>
(dollars in thousands)					
Resources	General Purpose	Designated	Other Restricted	Grants & Contracts	
1. Tuition & Fees					
2. Investment Distributions		1,322	28,923		30,245
3. Unrestricted Gifts					
4. Restricted Gifts			1,500		1,500
5. Sponsored Programs (direct)				8,689	8,689
6. Sponsored Programs (F&A)					
7. Institutional Allowances					
8. State Appropriations					
9. Federal Appropriations					
10. Enterprise Sales & Services					
11. Other Sources					
12. Inter-Unit Transfers	(1,214)	140	(1,482)	1,000	(1,556)
13. Subtotal In-Year Revenues	(1,214)	1,462	28,941	9,689	38,878
14. General Purpose Allocations	122,305				122,305
15. Transfers From Endowment					
16. Transfers From Plant					
17. Subtotal Transfers In					
18. Total Resources	121,091	1,462	28,941	9,689	161,183
Uses of Resources					
19. Salaries & Wages					
20. Employee Benefits					
21. Undergraduate Financial Aid	86,902	1,322	24,661	4,949	117,834
22. Graduate Financial Aid	34,189	2,375	4,280	4,740	45,584
23. General Expense					
24. Capital Expense					
25. Debt Service					
26. Subtotal Expenditures	121,091	3,697	28,941	9,689	163,418
27. Accessory Instruction					
28. Administrative & Support					
29. Financial Aid		(2,235)			(2,235)
30. Subtotal Cost Redistribution		(2,235)			(2,235)
31. Net Expenditures	121,091	1,462	28,941	9,689	161,183
32. Transfers To Endowment					
33. Transfers To Plant					
34. Subtotal Transfers Out					
35. Total Uses of Resources	121,091	1,462	28,941	9,689	161,183
36. Net From Operations					
37. <i>Additions to Operating Reserves</i>					
38. <i>Use of Operating Reserves</i>					

Student Services (dollars in thousands)	Admissions & Financial Aid	Campus Life	Dean of Students	Health Services	Student Academic Services	Total Plan (see p. 19)
Resources						
1. Tuition & Fees						
2. Investment Distributions		291	821	119	101	1,332
3. Unrestricted Gifts						
4. Restricted Gifts	5		1,878	83	49	2,015
5. Sponsored Programs (direct)						
6. Sponsored Programs (F&A)						
7. Institutional Allowances						
8. State Appropriations						
9. Federal Appropriations						
10. Enterprise Sales & Services		80,588	2,613			83,201
11. Other Sources		20	771	6,753	422	7,966
12. Inter-Unit Transfers	<u>70</u>	<u>3,181</u>	<u>1,609</u>	<u>108</u>	<u>1,032</u>	<u>6,000</u>
13. Subtotal In-Year Revenues	75	84,080	7,692	7,063	1,604	100,514
14. General Purpose Allocations	7,206	860	3,803	7,959	9,863	29,691
15. Transfers From Endowment			20			20
16. Transfers From Plant			<u>—</u>			<u>—</u>
17. Subtotal Transfers In			20			20
18. Total Resources	7,281	84,940	11,515	15,022	11,467	130,225
Uses of Resources						
19. Salaries & Wages	4,007	23,619	3,283	8,240	6,602	45,751
20. Employee Benefits	1,292	7,265	988	2,657	1,941	14,143
21. Undergraduate Financial Aid	28				631	659
22. Graduate Financial Aid			109		6	115
23. General Expense	1,954	30,892	5,811	4,150	2,478	45,285
24. Capital Expense		77				77
25. Debt Service			<u>225</u>			<u>225</u>
26. Subtotal Expenditures	7,281	61,853	10,416	15,047	11,658	106,255
27. Accessory Instruction						
28. Administrative & Support		5,059	160			5,219
29. Financial Aid						
30. Subtotal Cost Redistribution		5,059	160			5,219
31. Net Expenditures	7,281	66,912	10,576	15,047	11,658	111,474
32. Transfers To Endowment						
33. Transfers To Plant		<u>18,028</u>	<u>705</u>		<u>226</u>	<u>18,959</u>
34. Subtotal Transfers Out		18,028	705		226	18,959
35. Total Uses of Resources	7,281	84,940	11,281	15,047	11,884	130,433
36. Net From Operations			234	(25)	(417)	(208)
37. <i>Additions to Operating Reserves</i>			241			241
38. <i>Use of Operating Reserves</i>			7	25	417	449

ITHACA CAMPUS OPERATING PLAN

Administrative & Support (dollars in thousands)	Vice Provost for Research	Cornell Information Technologies	Human Relations	Executive Vice President for Finance & Administration	Office of Human Resources
Resources					
1. Tuition & Fees					
2. Investment Distributions	111				17
3. Unrestricted Gifts					
4. Restricted Gifts					
5. Sponsored Programs (direct)			438		
6. Sponsored Programs (F&A)					
7. Institutional Allowances					
8. State Appropriations					
9. Federal Appropriations					
10. Enterprise Sales & Services					
11. Other Sources		1,690			134
12. Inter-Unit Transfers	<u>402</u>	<u>17,493</u>	<u>369</u>	<u>815</u>	<u>509</u>
13. Subtotal In-Year Revenues	513	19,183	807	815	660
14. General Purpose Allocations	5,417	24,131	407	13,175	12,352
15. Transfers From Endowment					
16. Transfers From Plant					
17. Subtotal Transfers In					
18. Total Resources	5,930	43,314	1,214	13,990	13,012
Uses of Resources					
19. Salaries & Wages	4,379	27,986	525	8,685	5,236
20. Employee Benefits	811	9,198	173	2,777	6,562
21. Undergraduate Financial Aid					
22. Graduate Financial Aid					
23. General Expense	687	2,343	516	2,413	1,187
24. Capital Expense	38	1,702			10
25. Debt Service		<u>563</u>			
26. Subtotal Expenditures	5,915	41,792	1,214	13,875	12,995
27. Accessory Instruction					
28. Administrative & Support		1,344			
29. Financial Aid					
30. Subtotal Cost Redistribution		<u>1,344</u>			
31. Net Expenditures	5,915	43,136	1,214	13,875	12,995
32. Transfers To Endowment					
33. Transfers To Plant	<u>26</u>	<u>250</u>		<u>115</u>	
34. Subtotal Transfers Out	26	250		115	
35. Total Uses of Resources	5,941	43,386	1,214	13,990	12,995
36. Net From Operations	(11)	(72)			17
37. <i>Additions to Operating Reserves</i>					17
38. <i>Use of Operating Reserves</i>	11	72			

<u>University Counsel</u>	<u>Alumni Affairs & Development</u>	<u>Communications & Media Relations</u>	<u>Government & Community Relations</u>	<u>Division of Financial Affairs</u>	<u>President Units</u>	<u>Planning & Budget</u>	<u>Total Plan</u> <i>(see p. 19)</i>	
	172	1			92		393	1.
	2,350						2,350	2.
	1,000						1,000	3.
							438	4.
								5.
								6.
								7.
								8.
						20	20	9.
	1,380	20		483			3,707	10.
<u>191</u>	<u>13,811</u>	<u>(1,265)</u>	<u>41</u>	<u>104</u>	<u>3,056</u>	<u>—</u>	<u>35,526</u>	11.
191	18,713	(1,244)	41	587	3,148	20	43,434	12.
3,107	24,149	8,029	2,038	14,270	22,794	3,665	133,534	13.
								14.
								15.
				<u>307</u>			<u>307</u>	16.
				<u>307</u>			<u>307</u>	17.
3,298	42,862	6,785	2,079	15,164	25,942	3,685	177,275	18.
1,986	22,811	4,778	1,098	10,225	6,826	2,999	97,534	19.
650	7,485	1,640	387	2,630	2,266	605	35,184	20.
								21.
								22.
662	11,595	315	594	2,164	16,737	184	39,397	23.
				176	21	15	1,962	24.
							<u>563</u>	25.
<u>3,298</u>	<u>41,891</u>	<u>6,733</u>	<u>2,079</u>	<u>15,195</u>	<u>25,850</u>	<u>3,803</u>	<u>174,640</u>	26.
								27.
				31			1,375	28.
				<u>31</u>			<u>1,375</u>	29.
3,298	41,891	6,733	2,079	15,226	25,850	3,803	176,015	30.
	1,500						1,500	31.
		<u>52</u>		<u>45</u>			<u>488</u>	32.
	<u>1,500</u>	<u>52</u>		<u>45</u>			<u>1,988</u>	33.
3,298	43,391	6,785	2,079	15,271	25,850	3,803	178,003	34.
								35.
	(529)			(107)	92	(118)	(728)	36.
	101				92		210	37.
	630			107		118	938	38.

ITHACA CAMPUS OPERATING PLAN

Physical Plant (dollars in thousands)					
	<u>Facilities</u>	<u>Campus Services</u>	<u>Central Debt Service</u>	<u>Capital Funding & Priorities Committee</u>	<u>Total Plan</u> <i>(see p. 19)</i>
Resources					
1. Tuition & Fees					
2. Investment Distributions	900	1,810		10,560	13,270
3. Unrestricted Gifts				9,600	9,600
4. Restricted Gifts					
5. Sponsored Programs (direct)					
6. Sponsored Programs (F&A)					
7. Institutional Allowances					
8. State Appropriations	5,888				5,888
9. Federal Appropriations					
10. Enterprise Sales & Services	93	32,702			32,795
11. Other Sources	11	5,591			5,602
12. Inter-Unit Transfers	<u>8,082</u>	<u>(692)</u>		<u>(17,520)</u>	<u>(10,130)</u>
13. Subtotal In-Year Revenues	14,974	39,411		2,640	57,025
14. General Purpose Allocations	91,693	9,417			101,110
15. Transfers From Endowment				23,795	23,795
16. Transfers From Plant	88	204			292
17. Subtotal Transfers In	88	204		23,795	24,087
18. Total Resources	106,755	49,032		26,435	182,222
Uses of Resources					
19. Salaries & Wages	46,209	11,161			57,370
20. Employee Benefits	15,453	3,464			18,917
21. Undergraduate Financial Aid					
22. Graduate Financial Aid					
23. General Expense	14,743	26,360			41,103
24. Capital Expense	10	15			25
25. Debt Service					
26. Subtotal Expenditures	76,415	41,000			117,415
27. Accessory Instruction					
28. Administrative & Support	5,190	1,125			6,315
29. Financial Aid					
30. Subtotal Cost Redistribution	5,190	1,125			6,315
31. Net Expenditures	81,605	42,125			123,730
32. Transfers To Endowment					
33. Transfers To Plant	<u>21,054</u>	<u>5,401</u>		<u>26,435</u>	<u>52,890</u>
34. Subtotal Transfers Out	21,054	5,401		26,435	52,890
35. Total Uses of Resources	102,659	47,526		26,435	176,620
36. Net From Operations	4,096	1,506			5,602
37. <i>Additions to Operating Reserves</i>	<i>4,179</i>	<i>1,643</i>			<i>5,822</i>
38. <i>Use of Operating Reserves</i>	<i>83</i>	<i>137</i>			<i>220</i>

Ithaca Campus All Other					Total Plan <i>(see p. 19)</i>
(dollars in thousands)					
	State Approp.	General Purpose	Designated	Other Restricted	
Resources					
1. Tuition & Fees					
2. Investment Distributions		85	10,689	134	10,908
3. Unrestricted Gifts					
4. Restricted Gifts				19,000	19,000
5. Sponsored Programs (direct)					
6. Sponsored Programs (F&A)					
7. Institutional Allowances					
8. State Appropriations	45,485				45,485
9. Federal Appropriations					
10. Enterprise Sales & Services					
11. Other Sources					
12. Inter-Unit Transfers		(62,288)	(2,793)	(2,000)	(67,081)
13. Subtotal In-Year Revenues	<u>45,485</u>	<u>(62,203)</u>	<u>7,896</u>	<u>17,134</u>	<u>8,312</u>
14. General Purpose Allocations	(29,437)	52,452			23,015
15. Transfers From Endowment					
16. Transfers From Plant					
17. Subtotal Transfers In					
18. Total Resources	16,048	(9,751)	7,896	17,134	31,327
Uses of Resources					
19. Salaries & Wages		358	510	182	1,050
20. Employee Benefits		239	2,533	60	2,832
21. Undergraduate Financial Aid					
22. Graduate Financial Aid					
23. General Expense	761	1,964	(427)		2,298
24. Capital Expense			325		325
25. Debt Service					
26. Subtotal Expenditures	<u>761</u>	<u>2,561</u>	<u>2,941</u>	<u>242</u>	<u>6,505</u>
27. Accessory Instruction	15,287				15,287
28. Administrative & Support		(12,312)	1,385		(10,927)
29. Financial Aid			(332)		(332)
30. Subtotal Cost Redistribution	<u>15,287</u>	<u>(12,312)</u>	<u>1,053</u>		<u>4,028</u>
31. Net Expenditures	16,048	(9,751)	3,994	242	10,533
32. Transfers To Endowment				6,000	6,000
33. Transfers To Plant			5,000	7,000	12,000
34. Subtotal Transfers Out			<u>5,000</u>	<u>13,000</u>	<u>18,000</u>
35. Total Uses of Resources	16,048	(9,751)	8,994	13,242	28,533
36. Net From Operations			(1,098)	3,892	2,794
37. <i>Additions to Operating Reserves</i>			230	3,892	4,122
38. <i>Use of Operating Reserves</i>			1,967		1,967

ITHACA CAMPUS OPERATING PLAN

Enterprise & Service Operations

(dollars in thousands)

	<u>Sales & Services of Enterprises</u>	<u>Other Sources</u>	<u>Investment Distributions</u>	<u>Inter-Departmental Charges</u> †	<u>Intrafund Transfers</u>
Other Academic Programs					
1. CU Press	\$965			\$691	
2. Subtotal Academic Programs	965			691	
Student Services					
3. Campus Life	80,588		95	7,110	3,225
4. Student Life Union	2,613				
5. Subtotal Student Services	83,201		95	7,110	3,225
Physical Plant					
6. Mail Center				391	(82)
7. Courier Service	1			442	
8. The Cornell Store	24,603			833	
9. NYC Bus Service	700				
10. Print Shop	631			893	
11. PDC – Design				8,043	
12. PDC – Shop Administration	50			2,039	
13. Utilities	18			60,740	(59)
14. Grounds			5	2,271	2,442
15. PDC – Shops	25			41,143	
16. Facilities Management				1,740	(17)
17. Noninvestment Real Estate	6,767			2,974	
18. Subtotal Physical Plant	32,795		5	121,509	2,284
19. Total Enterprise & Service	116,961		100	129,310	5,509

- Notes:
- The data shown in this schedule are a subset of data already displayed in other Ithaca campus schedules for those operations that are enterprise in nature.
 - * While the Cornell University Press is shown in this document as an “enterprise and service operation,” a portion of its budget was redefined, effective July 1, 2005, as an “academic support” function.
 - † The category of *interdepartmental charges* represents those revenues of an enterprise or service operation that are derived from internal charges to other Cornell departments. In all other schedules in this booklet these “revenues” are shown as expenditures by the operating units that will ultimately incur them, and—to avoid double counting—the expenditures of the enterprises and service units are shown net of these “revenues.”
 - § *Intra-university cost distribution* represents the assignment of university administrative and support costs to enterprise and service operations.

<u>Transfers In From Plant Reserves</u>	<u>Total Resources Available</u>	<u>Operating Expense</u>	<u>Debt Service</u>	<u>Intra- University Cost Distribution</u> §	<u>Transfers Out To Plant Reserves</u>	<u>Total Resources Used</u>	<u>Net From Operations</u>	
	<u>\$1,656</u>	<u>\$1,425</u>		<u>\$58</u>	<u>\$137</u>	<u>\$1,620</u>	<u>\$36</u>	1.
	1,656	1,425		58	137	1,620	36	2.
	91,018	68,295		5,059	18,028	91,382	(364)	3.
	<u>2,613</u>	<u>1,674</u>	<u>225</u>	<u>160</u>	<u>561</u>	<u>2,620</u>	<u>(7)</u>	4.
	93,631	69,969	225	5,219	18,589	94,002	(371)	5.
	309	352		(73)	30	309		6.
	443	403		20	20	443		7.
	25,436	23,968		1,049	382	25,399	37	8.
	700	515			185	700		9.
	1,524	1,205		84	48	1,337	187	10.
	8,043	7,255		625	163	8,043		11.
	2,089	4,874		(3,710)	925	2,089		12.
	60,699	44,330		1,786	13,044	59,160	1,539	13.
	4,718	4,534			179	4,713	5	14.
	41,168	35,050		6,113	5	41,168		15.
	1,723	1,618		91	14	1,723		16.
	<u>9,741</u>	<u>4,746</u>			<u>3,575</u>	<u>8,321</u>	<u>1,420</u>	17.
	156,593	128,850		5,985	18,570	153,405	3,188	18.
	251,880	200,244	225	11,262	37,296	249,027	2,853	19.

MEDICAL COLLEGE OPERATING PLAN

MEDICAL COLLEGE

Revenues and Transfers In

Revenues for the Joan and Sanford I. Weill Medical College and Graduate School of Medical Sciences are projected at \$1.003 billion, an increase of 6.1 percent over the forecast for 2006-07.

- **Tuition and fees** are budgeted at \$19.4 million, an increase of \$1.3 million, or 7.3 percent, from the forecast. Medical College tuition will increase 16 percent, from \$33,775 to \$39,180, for the incoming class. Tuition for continuing students will grow 5 percent, to \$35,465. Tuition for the Graduate School of Medical Sciences will increase 4 percent, from \$24,660 to \$25,647. A decrease in student enrollments will partially offset the growth in these rates.
- **Restricted gifts** are expected to total \$69.1 million in 2007-08, a 14.9 percent increase from the forecast. The planned amount includes annual gift contributions and anticipated gifts to support new faculty and programs as part of the Strategic Plans for Research and Advancing the Clinical Mission.
- **Direct costs** of grants and contracts for **sponsored programs** are expected to total \$117 million, a \$1.1 million, or 1 percent, drop from the 2006-07 forecast. **Recoveries for facilities and administrative costs (F&A) from sponsored programs** are projected to decrease 5.3 percent, or \$2.6 million, due to the combination of reduced direct costs and a conservative estimation of indirect cost recoveries (given that the college is currently negotiating future F&A rates).
- Revenues from the **Physician Organization (PO)** are projected at \$479.6 million, a \$40.2 million, or 9.1 percent, increase from the 2006-07 forecast. This plan incorporates expected growth in receipt volume in several clinical initiatives introduced as components of the Strategic Plan and continued growth in established practices and various specialty divisions.
- Administrative, training, and supervisory services purchased by the **New York Presbyterian Hospital (NYPH)** are expected to total \$82.8 million, \$1.6 million, or 2 percent, greater than the 2006-07 forecast. These services consist of payments received for professional services related to hospital activities, such as supervision and training of

NYPH residents.

- Funding from the **Qatar** Foundation to operate the Weill Medical School in Qatar is expected to grow \$4.7 million from 2006-07 to 2007-08, reaching \$71.6 million. This funding level anticipates a planned growth in faculty and support staff.

Expenditures and Transfers Out

Net expenditures are planned at \$989.1 million, an increase of 6.2 percent, or \$58 million, over the forecast for 2006-07.

- **Academic department** expenditures, including the Physician Organization, are planned to increase 6.8 percent, to \$772.9 million. This growth will be due mainly to a 10.7 percent increase in Physician Organization expenditures and a 2 percent growth in the costs related to administrative, training, and supervisory functions provided to NYPH, offset partially by an anticipated 2 percent decrease in sponsored programs costs.
- **Administrative and support** costs are expected to grow 2.1 percent, or \$1.6 million, from the 2006-07 forecast. These costs include operating expenditures for student services and administrative support units. **Administrative and support** costs for the Medical College in **Qatar** will increase 7.1 percent, to \$71.6 million, as growth is anticipated in faculty and staff who support the program in Qatar and that the full amount budgeted in 2007-08 will be expended.
- **Physical plant** costs are expected to increase 3.7 percent, to \$52.2 million, reflecting small growth in utility costs for Medical College buildings and rent costs for non-clinical occupants of the new Weill Greenberg Center and greater debt service costs related to the major expansion of the "E" building.

Transfers out to plant reserves, which are planned at \$2.7 million, represent funding for capital acquisitions and renovations by the Physician Organization.

Net from Operations

This plan will produce a \$11.1 million **net from operations**, which will be held in **current fund balances**. Included in this net is a projected deficit of \$2 million in Housing and Ancillary Operations, which will be funded by future revenues.

Medical College (dollars in thousands)	05-06	06-07	06-07	07-08	Change from Forecast to Plan	
	Actual	Plan	Forecast	Plan	Dollars	Percent
Resources						
1. Tuition & Fees	\$17,268	\$18,211	\$18,112	\$19,432	\$1,320	7.3%
2. Investment Distributions *	32,790	37,804	39,015	40,614	1,599	4.1%
3. Unrestricted Gifts	2,120	2,109	2,447	2,329	(118)	(4.8%)
4. Restricted Gifts *	56,193	61,376	60,164	69,102	8,938	14.9%
5. Sponsored Programs (direct)	117,385	123,107	118,163	117,027	(1,136)	(1.0%)
6. Sponsored Programs (F&A)	45,206	49,954	48,101	45,548	(2,553)	(5.3%)
7. Institutional Allowances	21,798	22,400	23,376	24,475	1,099	4.7%
8. State Appropriations	163	186	186	190	4	2.2%
9. Physician Organization (PO)	385,440	407,455	439,417	479,583	40,166	9.1%
10. NYPH (purchased services)	79,175	83,226	81,140	82,763	1,623	2.0%
11. Enterprise Sales & Services	14,716	15,416	15,347	16,080	733	4.8%
12. Qatar	60,373	66,865	66,865	71,593	4,728	7.1%
13. Other Sources *	<u>30,854</u>	<u>31,852</u>	<u>32,925</u>	<u>34,156</u>	<u>1,231</u>	3.7%
14. Subtotal In-Year Revenues	863,481	919,961	945,258	1,002,892	57,634	6.1%
15. Transfers From Endowment						
16. Transfers From Plant						
17. Subtotal Transfers In						
18. Total Resources	863,481	919,961	945,258	1,002,892	57,634	6.1%
Uses of Resources						
19. Medical College (academic/clinical)	651,252	694,626	723,591	772,908	49,317	6.8%
20. Return to Qatar Foundation	18,876					
21. Centrally Recorded Financial Aid	12,263	12,219	11,594	12,062	468	4.0%
22. Administrative & Support	71,285	76,276	76,996	78,608	1,612	2.1%
23. Administrative & Support (Qatar)	41,497	66,865	66,865	71,593	4,728	7.1%
24. Physical Plant	48,515	54,260	50,303	52,187	1,884	3.7%
25. Cost Redistribution	<u>1,625</u>	<u>1,700</u>	<u>1,700</u>	<u>1,738</u>	<u>38</u>	2.2%
26. Subtotal Expenditures	845,313	905,946	931,049	989,096	58,047	6.2%
27. Transfers To Endowment						
28. Transfers To Plant	<u>711</u>	<u>2,575</u>	<u>2,575</u>	<u>2,652</u>	<u>77</u>	
29. Subtotal Transfers Out	711	2,575	2,575	2,652	77	
30. Total Uses of Resources	846,024	908,521	933,624	991,748	58,124	6.2%
31. Net From Operations	17,457	11,440	11,634	11,144	(490)	
32. Additions to Operating Reserves	5,052					
33. Held in Current Fund Balances	12,405	11,440	11,634	11,144		

Note: * The categories of *investment distributions* (line 2), *restricted gifts* (line 4), and *other sources* (line 13) have been restated for the 2006-07 plan to reflect a change in how Center Fund income is recorded.

MEDICAL COLLEGE OPERATING PLAN

Medical College – Detail						
(dollars in thousands)						
Resources	General Purpose	Physician Org.	Designated	Enterprise	Restricted	Total Plan (see p. 49)
1. Tuition & Fees	\$19,432					\$19,432
2. Investment Distributions	7,690	1,027	3,429	24	28,444	40,614
3. Unrestricted Gifts	1,560		769			2,329
4. Restricted Gifts	4,656	12,000			52,446	69,102
5. Sponsored Programs (direct)					117,027	117,027
6. Sponsored Programs (F&A)	45,548					45,548
7. Institutional Allowances	24,475					24,475
8. State Appropriations	190					190
9. Physician Organization (PO)		479,583				479,583
10. NYPH (purchased services)					82,763	82,763
11. Enterprise Sales & Services				16,080		16,080
12. Qatar					71,593	71,593
13. Other Sources	<u>27,637</u>	<u> </u>	<u>1,931</u>	<u> </u>	<u>4,588</u>	<u>34,156</u>
14. Subtotal In-Year Revenues	131,188	492,610	6,129	16,104	356,861	1,002,892
15. Transfers From Endowment						
16. Transfers From Plant						
17. Subtotal Transfers In						
18. Total Resources	131,188	492,610	6,129	16,104	356,861	1,002,892
Expenditures & Transfers Out						
19. Medical College (academic/clinical)	27,421	486,480	2,721		256,286	772,908
20. Return to Qatar Foundation						
21. Centrally Recorded Financial Aid	3,017		2,074		6,971	12,062
22. Administrative & Support	57,065			7,894	13,649	78,608
23. Administrative & Support (Qatar)					71,593	71,593
24. Physical Plant	<u>41,701</u>	<u>231</u>	<u> </u>	<u>10,255</u>	<u> </u>	<u>52,187</u>
25. Expenditures	129,204	486,711	4,795	18,149	348,499	987,358
Intra-University Cost Distribution						
26. Administrative & Support	<u>1,738</u>					<u>1,738</u>
27. Net Expenditures	130,942	486,711	4,795	18,149	348,499	989,096
28. Transfers Out to Endowment						
29. Transfers Out to Plant Reserves		<u>2,652</u>				<u>2,652</u>
30. Total Resources Used	130,942	489,363	4,795	18,149	348,499	991,748
31. Net from Operations	246	3,247	1,334	(2,045)	8,362	11,144
32. <i>Additions to Operating Reserves</i>						
33. <i>Held in Current Fund Balances</i>	246	3,247	1,334	(2,045)	8,362	11,144

Capital Plan

Including Details of Approved Projects

CAPITAL PLAN

CAPITAL ACTIVITY

The capital plan is a long-term, physical manifestation of Cornell's priorities and strategic initiatives. This ten-year view of capital activity is informed by the university's academic and student life goals, its fundraising priorities and abilities, the priorities of New York State in support of the contract colleges, and the physical demands of the Ithaca and New York City campuses. The schedules highlight plans for addressing the university's strategic initiatives; program enhancements; and maintenance, renewal, and improvement of its buildings and campus infrastructure through investment in capital facilities and equipment.

The projects in the schedule of approved capital activity (pages 54 to 61) are those with budgets greater than \$2 million that have either been approved for planning, design, or construction; are ongoing maintenance or infrastructure projects; or are part of the current State University Construction Fund (SUCF) capital plan for Cornell's contract colleges. Not shown in project-level detail, but represented in the Ten-Year Capital View table on page 63, are category totals for projects that are under serious consideration within the plan's time horizon, including projects proposed for the next SUCF capital plan. Finally, as part of the university's capital planning, additional capital needs have been identified that are being contemplated, but which are beyond the current fundraising campaign or the next SUCF capital plan or do not have identified or approved funding.

- The university has authorized \$1.11 billion of capital activity on projects with an estimated total ultimate budget of \$2.754 billion. In the case of projects included in the amount allocated by SUCF as part of its capital budgeting process, each project is subjected to the university's capital approval process as it proceeds through design and construction phases.
- Of the approved project costs, \$813.9 million has been spent to date. If future projects proceed as planned, expenditures during 2007-08 will total \$442.3 million, with \$1.698 billion estimated to be spent during the next five years. Projects under consideration but yet to be approved are estimated to add \$980.5 million to total costs, with \$737.7 million of expenditures during the next five years.

Projects supporting the priorities of the *Far Above* capital campaign and in areas of strategic research make up \$894.7 million, or 53 percent, of the list of approved capital activity for the Ithaca campus.

- Projects to improve undergraduate education and create a living/learning environment include major reconfiguration of the university's West Campus residential facilities and new facilities for the College of Human Ecology (North Martha Van Rensselaer replacement), the Faculty of Computing and Information Science (Gates Hall), the Department of Architecture (Milstein Hall), and humanities and social sciences departments (Goldwin Smith Annex).
- Support of strategic research areas includes the construction of a life sciences technology building and a research facility at the east end of the campus in support of components of the life sciences initiative, construction of a new facility for the physical sciences, and a project to construct a new facility for the Animal Health Diagnostic Center in conjunction with the New York State Department of Agriculture and Markets.
- Significant investments in the university's information technology infrastructure are underway, including a 15-year project to rewire the campus and upgrade the speed and capacity of the data network, and investments in new and upgraded administrative systems.
- Projects addressing the program needs of operating units include the renovations of Mann Library and Helen Newman Hall and expansion of the Johnson Museum of Art.
- Major utility projects include an expansion of heating plant systems to increase steam generation and concurrently generate electricity and a variety of projects in the electric, steam, chilled water, potable water, sewer, and other areas as well as energy conservation efforts. New parking structures are planned as part of the North Martha Van Rensselaer project and on University Avenue in the vicinity of the College of Architecture, Art and Planning buildings.
- The university will continue its emphasis on maintaining and renewing existing buildings, which is also the focus of the current five-year capital budget provided by SUCF for contract college

facilities. Included in the maintenance category are renovations of Stocking Hall, the original Martha Van Rensselaer Hall, and the Ives Faculty building and a large group of relatively smaller maintenance projects. A phased, multi-year effort to upgrade life-safety systems, replace the HVAC system, and provide programmatic improvements in Olin Library is planned. It is estimated that the approved activity described herein will address \$260.3 million of deferred maintenance.

More than two-thirds of the funding for capital projects depends directly on external resources.

- Gift and grant funding is projected at \$1.573 billion, or 57 percent of the total approved capital activity. The estimated value of gifts in hand or pledged for approved projects in 2007 dollars is \$531.4 million, leaving \$1.042 billion in 2007 dollars to be raised.
- New York State support is projected to fund \$333 million of total project costs. Most of this amount is for contract college projects in the current SUCF capital plan, but nearly a third of the funding is state funding for certain university projects outside of the SUNY structure.
- Funding from general purpose or unit resources and enterprise operations cover \$660.2 million (24 percent) and \$187.2 million (7 percent) of approved capital activity respectively.
- Based on an analysis of project expenditures and funding availability, the university expects to finance \$507.4 million of approved project costs using long-term debt and another \$435.7 million of short-term bridge financing, which is often used to accommodate the timing of gift receipts.

A funding plan for the estimated operating and maintenance costs of each capital project is developed when construction is authorized. A rough estimate of the net impact on annual operating and maintenance costs of the projects included in the approved capital plan is an increase of \$27.4 million per year on the Ithaca campus and \$8 million at the Medical College.

DEBT AND DEBT REPAYMENT

The proceeds from various university debt issuances and borrowings provide for the financing needs of the university's capital projects. Debt allows the university

to undertake capital projects when cash funding is not available at the time capital expenditures are made and to spread the cost of a project over several fiscal years. It is also to the university's financial benefit to take advantage of the low cost of tax-exempt debt.

The university's external debt includes tax-exempt and taxable borrowings. It does not include debt issued by New York State for contract college projects, which is paid directly by the state and is not included in the university's budgets or financial statements. It is anticipated that the university will have \$750.6 million of external debt at the beginning of the 2007-08 fiscal year. (See line 21 on page 64.) Of this total, \$744.3 million will finance capital assets and \$6.3 million finances educational loans for Cornell students. During 2007-08, the university is scheduled to pay an estimated \$62.7 million in principal and interest.

In 2006-07, the university entered into forward-swap agreements to lock in interest rates for three anticipated future borrowings of \$200 million each, for a total of \$600 million. Cornell entered into these agreements to take advantage of historically low interest rates. The swap agreements will take effective in 2007-08 at a rate of 3.842 percent, in 2009-10 at a rate of 3.452 percent, and in 2011-12 at a rate of 3.4789 percent.

In addition, Cornell is increasing the principal amounts that may be outstanding for the tax-exempt commercial paper program and the taxable commercial paper program from \$100 million to \$200 million each, for a total authorized amount of \$400 million. The increases will be effective on June 6, 2007 and May 9, 2007 respectively. The tax-exempt commercial paper program is used to finance capital projects in Ithaca and New York City. The taxable commercial paper program is used for operating working capital, capital projects, and equipment purchases for the Ithaca and New York City campuses.

Unit Debt and Sources of Debt Repayment

The schedule on page 65 identifies outstanding debt and budgeted debt service by operating unit. A distinction is made between debt service paid directly by an operating unit and that budgeted and paid by central university resources for the benefit of operating units.

CAPITAL PLAN

Approved Capital Activity

(dollars in thousands)

	Approved Budget	Estimated Total Budget	Estimated Completion Date	Additional Space GSF * (in thousands)
1. Life Sciences Technology Facility	\$162,714	\$162,714	Jan-08	271
2. Physical Sciences Facility	14,430	140,200	Fall 10	197
3. Animal Health Diagnostic Center	5,680	80,000	Sep-10	117
4. East Campus Research Facility	55,000	55,000	Sep-07	79
5. Energy Recovery Linac Planning	777	12,000	Dec-08	
6. Uris Hall Animal Facility	7,200	7,200	Spring 08	
7. Cellulosic Ethanol Lab		6,000	Jul-09	
8. Fredonia – New Laboratory	431	5,359	Sep-09	10
9. Clark Hall AEP Relocation/Renovation	157	3,100	Dec-10	
10. Baker Laboratory Renovations	<u>3,000</u>	<u>3,000</u>	Summer 07	<u> </u>
11. Subtotal Research	249,389	474,573		674
12. CIS Gates Hall	980	62,700	Sep-10	100
13. Milstein Hall	7,300	49,000	Aug-09	42
14. Goldwin Smith Annex	90	45,100	Summer 11	60
15. Mann Library Renovation	30,760	33,618	Dec-07	9
16. Johnson Museum Expansion	1,400	13,900	Aug-09	16
17. Plantations Facilities Upgrades/Expansion	2,640	8,640	Jun-11	5
18. Civil/Environmental Engineering Teaching Labs	3,852	5,590	Jun-08	
19. Anabel Taylor Organ Replacement	<u>2,025</u>	<u>2,025</u>	Sep-10	<u> </u>
20. Subtotal Program	49,047	220,573		232
21. West Campus Residential Initiative	225,900	225,900	Aug-08	256
22. Helen Newman Hall		19,000	Jun-12	25
23. Day Care Center	500	6,550	Aug-08	14
24. Bailey Plaza	4,500	4,500	Sep-07	
25. Sigma Phi Fraternity House	<u>1,225</u>	<u>4,400</u>	Jun-11	<u>5</u>
26. Subtotal Student/Support	232,125	260,350		300
27. Planned Maintenance (10 years)		79,439	Ongoing	
28. North MVR Replacement/Parking Garage	10,700	77,670	Jan-11	123
29. Olin Library Improvements, Phase I	1,755	40,000	Aug-14	
30. Stocking Hall Renovation	460	25,000	Jun-13	5
31. MVR 1933/East Rehab, Phase 1	8,400	22,000	Oct-08	
32. Electric Distribution Projects	200	21,595	Ongoing	
33. Contract College Misc. Rehab/Repair		17,921	Jun-09	
34. Steam Line Projects		16,580	Ongoing	
35. Ives Faculty Building	16,000	16,000	Dec-09	12
36. Transportation Projects < \$2M		12,065	2011-12	
37. Water Distribution/Sewer Collection Projects		10,165	Ongoing	
38. Water Filtration Plant Projects		8,550	Ongoing	
39. Network Infrastructure Upgrade/Maintenance		8,404	Ongoing	
40. Equine Drug Testing Facility Upgrade	170	7,000	Jun-09	
41. Vet Various Buildings Rehab		7,000	Jun-10	
42. Vet Waste Management System	6,263	7,000	Dec-10	2
43. Geneva Food Science Renovation, Phase 1	242	6,740	Aug-09	
44. Contract College Roof Replacements		6,536	Jun-10	
45. Fernow Hall Rehab and Roof Repairs		6,000	Sep-11	

* GSF = Gross square feet.

FUNDING SOURCES							FINANCING		
Present Value of Gifts/Grants			General Purpose	Unit	Enterprise	New York State †	Bridge	Long-Term	
In Hand	Pledged	To Be Raised							
\$30,918	\$8,022	\$92,510	\$5,258	\$456	\$550	\$25,000	\$94,908	\$29,658	1.
6,250	352	130,776	1,411	1,411			111,712	1,411	2.
			12,000	12,000		56,000	8,000	16,000	3.
			27,500	27,500				55,000	4.
						12,000			5.
			6,100	1,100				6,100	6.
						6,000			7.
						5,359			8.
1,000		1,643	300	157					9.
			<u>1,500</u>	<u>1,500</u>				<u>1,500</u>	10.
<u>38,168</u>	<u>8,374</u>	<u>224,929</u>	<u>54,069</u>	<u>44,124</u>	<u>550</u>	<u>104,359</u>	<u>214,620</u>	<u>109,669</u>	11.
26,100		36,600					27,213		12.
9,088	12,770	26,242	900				12,762	12,400	13.
		44,585		515			21,133		14.
						33,618			15.
3,946	8,261	93		1,600			93		16.
5,668	2,972								17.
2,036	1,313	1,677	564				2,500		18.
<u>1,450</u>			<u>237</u>	<u>338</u>					19.
<u>48,288</u>	<u>25,316</u>	<u>109,197</u>	<u>1,701</u>	<u>2,453</u>		<u>33,618</u>	<u>63,701</u>	<u>12,400</u>	20.
126,190	11,061	88,649					83,932		21.
		19,000					12,936		22.
			6,550					6,550	23.
		2,500	2,000				2,500	2,000	24.
<u>548</u>	<u>1,301</u>	<u>1,751</u>		<u>800</u>				<u>800</u>	25.
<u>126,738</u>	<u>12,362</u>	<u>111,900</u>	<u>8,550</u>	<u>800</u>			<u>99,368</u>	<u>9,350</u>	26.
			79,439						27.
				13,800	21,800	42,070		21,800	28.
4,000			33,000	3,000			3,000	33,000	29.
						25,000			30.
				1,809		20,191			31.
						1,000		6,000	32.
						17,921			33.
						12,280		7,000	34.
				2,000		14,000			35.
						12,065			36.
						9,115		3,400	37.
						8,550		5,050	38.
						8,404			39.
						7,000			40.
						7,000			41.
				40		6,960			42.
						6,740			43.
						6,536			44.
						6,000			45.

† Includes funds administered by the State University Construction Fund and grants provided directly from New York State.

CAPITAL PLAN

Approved Capital Activity (cont.)

(dollars in thousands)

	Expended To Date	07-08	08-09	09-10
1. Life Sciences Technology Facility	\$113,273	\$49,441		
2. Physical Sciences Facility	13,400	20,000	45,000	45,000
3. Animal Health Diagnostic Center	4,500	8,000	30,000	37,500
4. East Campus Research Facility	45,172	9,828		
5. Energy Recovery Linac Planning	3,000	6,000	3,000	
6. Uris Hall Animal Facility	2,817	4,383		
7. Cellulosic Ethanol Lab		3,000	3,000	
8. Fredonia – New Laboratory	500	2,000	2,859	
9. Clark Hall AEP Relocation/Renovation	157			2,943
10. Baker Laboratory Renovations	350	2,650		
11. Subtotal Research	183,169	105,302	83,859	85,443
12. CIS Gates Hall	2,300	3,700	18,700	34,300
13. Milstein Hall	6,800	9,900	21,100	11,200
14. Goldwin Smith Annex	90	1,400	3,900	11,410
15. Mann Library Renovation	29,525	4,093		
16. Johnson Museum Expansion	314	1,600	11,475	511
17. Plantations Facilities Upgrades/Expansion	3,890	750	1,000	1,500
18. Civil/Environmental Engineering Teaching Labs	3,834	1,756		
19. Anabel Taylor Organ Replacement		200	325	1,000
20. Subtotal Program	46,753	23,399	56,500	59,921
21. West Campus Residential Initiative	157,400	53,000	15,500	
22. Helen Newman Hall				2,000
23. Day Care Center	550	6,000		
24. Bailey Plaza	2,500	2,000		
25. Sigma Phi Fraternity House	1,100		1,500	
26. Subtotal Student/Support	161,550	61,000	17,000	2,000
27. Planned Maintenance (10 years)		7,771	7,382	6,977
28. North MVR Replacement/Parking Garage	4,682	31,472	20,100	15,616
29. Olin Library Improvements, Phase I	855	900	2,000	6,000
30. Stocking Hall Renovation	230	370	2,000	10,000
31. MVR 1933/East Rehab, Phase 1	7,000	9,000	6,000	
32. Electric Distribution Projects	2,135	1,900	2,200	2,800
33. Contract College Misc. Rehab/Repair	10,400	3,500	4,021	
34. Steam Line Projects	350	1,130	350	350
35. Ives Faculty Building	4,200	4,700	4,600	2,500
36. Transportation Projects < \$2M		1,250	4,865	2,350
37. Water Distribution/Sewer Collection Projects	750	1,650	1,250	550
38. Water Filtration Plant Projects	450	2,200	2,000	700
39. Network Infrastructure Upgrade/Maintenance		500	950	740
40. Equine Drug Testing Facility Upgrade	500	2,000	4,500	
41. Vet Various Buildings Rehab		500	1,300	5,200
42. Vet Waste Management System	454	500	3,100	2,200
43. Geneva Food Science Renovation, Phase 1		740	3,000	3,000
44. Contract College Roof Replacements	2,000	1,500	1,494	1,542
45. Fernow Hall Rehab and Roof Repairs			500	800

EXPENDITURE PATTERN							Deferred Maint. Addressed	O&M † Cost Impact
Estimated								
<u>10-11</u>	<u>11-12</u>	<u>12-13</u>	<u>13-14</u>	<u>14-15</u>	<u>15-16</u>	<u>16-17+ or TBD</u> *		
16,800							500	\$5,777 1. 4,508 2. 2,200 3. 1,961 4. 5. 5. 40 6. 100 7. 80 8.
							600	9.
							<u>250</u>	10.
<u>16,800</u>							1,350	14,666 11.
3,700								1,500 12. 844 13.
18,900	9,400						8,000	688 14. 460 15. 160 16.
1,500								91 17. 18.
<u>500</u>								19.
24,600	9,400						8,000	3,743 20.
13,000	4,000						6,725	1,815 21.
							3,000	275 22. 152 23.
<u>1,800</u>							150	10 24.
14,800	4,000						<u>2,100</u>	<u>25</u> 25.
7,256	7,546	7,848	8,162	8,488	8,828	9,181	11,975	2,277 26.
5,800							79,439	27.
7,000	7,000	7,000	7,000	2,245			1,000	1,503 28.
12,400							12,000	150 29.
							23,072	30.
3,910	1,200	2,050	1,250	750	2,450	950	15,557	165 31. 150 32.
4,300	650	2,350	1,950	150	2,850	2,150	9,000	100 33. 200 34.
2,050	1,550						11,000	50 35.
500	90	500	150	500	3,050	1,175		36.
200	400	400	600	600	800	200		(10) 37.
950	620	660	1,120	920	1,150	794		38.
								39.
								40.
							5,860	41.
746							2,000	60 42.
							5,000	43.
							6,536	44.
3,200	1,500						5,718	40 45.

* 16-17 += 2016-17 and beyond; TBD = To be determined. † O&M = Operations and maintenance.

CAPITAL PLAN

Approved Capital Activity (cont.)

(dollars in thousands)

	Approved Budget	Estimated Total Budget	Estimated Completion Date	Additional Space GSF * (in thousands)
46. Heating Plant Projects		\$5,900	Ongoing	
47. Rice Hall Rehab and Roof Replacement		5,000	Oct-12	
48. Barton Hall Roof/Exterior Repairs	4,034	4,034	May-09	
49. Animal Facility Improvements	3,000	4,000	Jun-09	
50. Baker/Clark Code Upgrades	341	3,750	Fall 10	
51. Schoellkopf Crescent Repairs	2,200	3,500	Aug-10	
52. Campus Lighting Project	3,450	3,450	2007-08	
53. Chilled Water Distribution Projects		3,400	Ongoing	
54. Chilled Water/Hydroplant Projects	140	3,400	Jun-15	
55. Bruckner Lab Systems Upgrades/Repairs	205	3,300	Jun-09	
56. Geneva – Hedrick Hall Roof/Systems		3,293	Jun-10	
57. Boiler Emissions Control Technology	460	2,395	Sep-07	
58. Contract College Fire Alarm/Sprinklers		2,151	Jun-11	
59. Bradfield Rehab/Systems Upgrades		2,000	Nov-10	
60. Riley Robb Repairs/Upgrades		<u>2,000</u>	Dec-08	
61. Subtotal Renovation/Renewal	58,020	447,238		142
62. Campus Network Wiring Upgrade	17,455	84,740	2017-18	
63. Administrative Systems (2003-2017)	73,334	73,334	2008-09	
64. CHP Steam/Electric Expansion	27,500	54,100	Jun-10	15
65. Energy Conservation Initiative	7,631	21,085	Ongoing	
66. Server Farm		15,010	Ongoing	
67. Central Avenue Parking Garage		13,500	2010-11	64
68. Olin Hall HVAC, Power, Fire Suppression	555	13,000	Jan-10	
69. LambdaRail – Ithaca/NYC Fiber Link	11,591	11,591	Ongoing	
70. Telephony Infrastructure Upgrades		5,175	Ongoing	
71. Campus Wide Wireless Network		<u>3,240</u>	Ongoing	
72. Subtotal Infrastructure	138,066	294,775		79
73. Total Ithaca Campus	726,647	1,697,509		1,427
74. Biomedical Research Building	6,025	650,000	2014-15	413
75. Weill Greenberg Center (Ambulatory Care)	229,803	229,803	Jan-07	333
76. Deferred Maintenance	38,397	38,397	2010-11	
77. RARC A-7 & C-7 Renovation	21,826	21,826	Dec-07	
78. Hematology & Med. Oncol. Ctr	21,000	21,000	Dec-07	
79. Medicine Renovation		20,874	Dec-10	
80. RARC E Building	16,446	16,446	Dec-07	10
81. Ambulatory Care Ophthalmology Fit-Out	14,126	14,126	Jan-08	
82. Urology Renovation	999	9,300	2007-08	
83. RARC S-3	8,487	8,487	Jan-09	
84. Surgery Renovations	8,000	8,000	May-08	
85. Reproductive Medicine Renovations	7,006	7,006	Apr-08	
86. Tri-Institutional Stem Cell Lab	4,519	4,519	Jul-07	
87. Griffis Faculty Club	4,245	4,245	Nov-07	
88. Cell and Developmental Biology	<u>2,135</u>	<u>2,135</u>	Sep-07	
89. Total Medical College	383,014	1,056,164		756
90. Total Approved Projects	1,109,661	2,753,673		2,183

* GSF = Gross square feet.

FUNDING SOURCES							FINANCING		
Present Value of Gifts/Grants			General Purpose	Unit	Enterprise	New York State †	Bridge	Long-Term	
In Hand	Pledged	To Be Raised							
					\$5,900			\$1,100	46.
						5,000			47.
				5		4,029			48.
						4,000			49.
			3,750					3,750	50.
			3,500						51.
			1,000			2,450		3,250	52.
					3,000	400		1,000	53.
					3,400			2,600	54.
				780		2,520			55.
						3,293			56.
						2,395		2,255	57.
						2,151			58.
						2,000			59.
						2,000			60.
<u>4,000</u>			<u>120,689</u>	<u>21,434</u>	<u>107,504</u>	<u>193,611</u>	<u>3,000</u>	<u>90,205</u>	61.
			84,740						62.
			73,334						63.
						53,100		53,100	64.
			20,685			400		20,685	65.
			15,010						66.
						13,500		13,500	67.
		6,445	6,000	555			5,000	6,000	68.
700	700		5,600			4,591			69.
				1,500		3,675			70.
						3,240			71.
<u>700</u>	<u>700</u>	<u>6,445</u>	<u>205,369</u>	<u>2,055</u>	<u>78,106</u>	<u>1,400</u>	<u>5,000</u>	<u>93,285</u>	72.
217,894	46,752	452,471	390,378	70,866	186,160	332,988	385,689	314,909	73.
		500,000	150,000					150,000	74.
132,181	47,622	50,000					50,000		75.
19,199	19,198								76.
1,700			20,126					20,126	77.
13,400		4,100	2,500	1,000					78.
		20,874							79.
1,500			14,946					14,946	80.
	14,126								81.
733	1,150	7,417							82.
2,050			6,437					6,437	83.
8,000									84.
		7,006							85.
4,519									86.
	1,000		2,245			1,000		1,000	87.
<u>417</u>			<u>1,718</u>						88.
<u>183,699</u>	<u>83,096</u>	<u>589,397</u>	<u>197,972</u>	<u>1,000</u>	<u>1,000</u>		<u>50,000</u>	<u>192,509</u>	89.
401,593	129,848	1,041,868	588,350	71,866	187,160	332,988	435,689	507,418	90.

† Includes funds administered by the State University Construction Fund and grants provided directly from New York State.

CAPITAL PLAN

Approved Capital Activity (cont.) (dollars in thousands)	Expended			
	To Date	07-08	08-09	09-10
46. Heating Plant Projects	\$650	\$1,400	\$400	\$450
47. Rice Hall Rehab and Roof Replacement				
48. Barton Hall Roof/Exterior Repairs	500	1,500	2,034	
49. Animal Facility Improvements	2,000	1,000	1,000	
50. Baker/Clark Code Upgrades	341	916	1,189	870
51. Schoellkopf Crescent Repairs	1,400	700	700	700
52. Campus Lighting Project	790	2,660		
53. Chilled Water Distribution Projects		400	400	400
54. Chilled Water/Hydroplant Projects	140	785		
55. Bruckner Lab Systems Upgrades/Repairs	200	1,500	1,600	
56. Geneva – Hedrick Hall Roof/Systems			293	3,000
57. Boiler Emissions Control Technology	595	1,800		
58. Contract College Fire Alarm/Sprinklers		515	1,000	636
59. Bradfield Rehab/Systems Upgrades		500	1,000	500
60. Riley Robb Repairs/Upgrades		500	1,500	
61. Subtotal Renovation/Renewal	40,622	85,759	82,728	67,881
62. Campus Network Wiring Upgrade	17,455	5,350	5,560	5,780
63. Administrative Systems (2003-2017)	58,703	10,677	3,954	
64. CHP Steam/Electric Expansion	7,157	17,900	25,100	3,943
65. Energy Conservation Initiative	8,544	5,530	2,150	1,816
66. Server Farm		1,230	1,280	1,340
67. Central Avenue Parking Garage	30			
68. Olin Hall HVAC, Power, Fire Suppression	1,000	6,000	6,000	
69. LambdaRail – Ithaca/NYC Fiber Link	4,221	2,970	1,170	530
70. Telephony Infrastructure Upgrades			1,700	750
71. Campus Wide Wireless Network		170	300	330
72. Subtotal Infrastructure	97,110	49,827	47,214	14,489
73. Total Ithaca Campus	529,204	325,287	287,301	229,734
74. Biomedical Research Building	6,498	19,495	110,470	162,456
75. Weill Greenberg Center (Ambulatory Care)	202,331	27,472		
76. Deferred Maintenance	23,770	7,000	5,000	1,627
77. RARC A-7 & C-7 Renovation	14,274	7,552		
78. Hematology & Med. Oncol. Ctr	3,192	17,808		
79. Medicine Renovation		3,637	6,800	6,800
80. RARC E Building	13,955	2,491		
81. Ambulatory Care Ophthalmology Fit-Out	3,531	10,595		
82. Urology Renovation	597	8,000	703	
83. RARC S-3	3,056	615	4,816	
84. Surgery Renovations	7,000	1,000		
85. Reproductive Medicine Renovations	4,800	2,206		
86. Tri-Institutional Stem Cell Lab	350	4,169		
87. Griffis Faculty Club	1,061	3,184		
88. Cell and Developmental Biology	310	1,825		
89. Total Medical College	284,725	117,049	127,789	170,883
90. Total Approved Projects	813,929	442,336	415,090	400,617

EXPENDITURE PATTERN							Deferred Maint. Addressed	O&M † Cost Impact
Estimated								
10-11	11-12	12-13	13-14	14-15	15-16	16-17+ or TBD *		
\$450	\$450	\$450	\$450	\$400	\$400	\$400		46.
500	2,500	2,000					4,382	50 47.
							3,000	48.
							1,000	49.
434							3,500	50.
								51.
								(460) 52.
1,400	400				400			(25) 53.
225	150		1,000			1,100		25 54.
							1,331	20 55.
							1,500	56.
								200 57.
							500	58.
							500	59.
							1,000	60.
<u>51,321</u>	<u>24,056</u>	<u>23,258</u>	<u>21,682</u>	<u>14,053</u>	<u>19,928</u>	<u>15,950</u>	<u>192,895</u>	<u>2,218</u> 61.
6,020	6,260	6,510	6,770	7,040	7,320	10,675		62.
								7,553 63.
520	425	300	300	500	500	500		500 64.
1,390	1,460	1,520	1,590	1,660	1,730	1,810		(4,000) 65.
13,470								66.
								5 67.
							6,000	68.
250	250	250	250	250	1,160	290		69.
500	75	75	75	1,800	100	100		70.
260	290	320	350	380	410	430		71.
<u>22,410</u>	<u>8,760</u>	<u>8,975</u>	<u>9,335</u>	<u>11,630</u>	<u>11,220</u>	<u>13,805</u>	<u>6,000</u>	<u>4,058</u> 72.
129,931	46,216	32,233	31,017	25,683	31,148	29,755	220,220	26,962 73.
162,456	97,474	77,979	13,172					TBD 74.
								8,000 75.
1,000							38,397	76.
							1,700	77.
								78.
3,637								79.
								80.
								81.
								82.
								83.
								84.
								85.
								86.
								87.
								88.
<u>167,093</u>	<u>97,474</u>	<u>77,979</u>	<u>13,172</u>				<u>40,097</u>	<u>8,000</u> 89.
297,024	143,690	110,212	44,189	25,683	31,148	29,755	260,317	34,962 90.

* 16-17 += 2016-17 and beyond; TBD = To be determined. † O&M = Operations and maintenance.

CAPITAL PLAN

Cash Flow (Including Financing) for Capital Activity

(dollars in thousands)

	Expended To Date	07-08	08-09	09-10
1. Gifts/Grants in Hand	\$323,377	\$24,158	\$22,305	\$7,353
2. Gifts/Grants Pledged	32,218	55,613	20,283	4,617
3. Gifts/Grants to be Raised	<u>11,298</u>	<u>47,177</u>	<u>133,465</u>	<u>197,259</u>
4. Subtotal Gifts/Grants	366,893	126,948	176,053	209,229
5. General Purpose	82,483	33,680	19,526	15,097
6. Unit Resources	3,764	11,925	3,893	3,721
7. Enterprise Operations	4,586	7,055	10,635	8,450
8. New York State	93,088	55,098	97,308	54,848
9. Total Sources of Funding	550,814	234,706	307,415	291,345
10. Bridge Financing	136,972	115,683	54,770	83,143
11. Long-Term Financing	<u>126,143</u>	<u>91,947</u>	<u>52,905</u>	<u>26,129</u>
12. Total Financing	263,115	207,630	107,675	109,272
13. Total Funding/Financing	813,929	442,336	415,090	400,617

Funding Sources for Capital Activity

(dollars in thousands)

	Direct Funding	Financing Repayment		Ultimate Funding	Percent of Total
		Bridge	Long-Term		
1. Gifts/Grants in Hand	\$377,193		\$24,400	\$401,593	14.6%
2. Gifts/Grants Pledged	115,280	14,568		129,848	4.7%
3. Gifts/Grants to be Raised	<u>619,347</u>	<u>410,121</u>	<u>12,400</u>	<u>1,041,868</u>	<u>37.8%</u>
4. Subtotal Gifts/Grants	1,111,820	424,689	36,800	1,573,309	57.1%
5. General Purpose	270,087	4,000	314,263	588,350	21.4%
6. Unit Resources	28,566	7,000	36,300	71,866	2.6%
7. Enterprise Operations	69,355		117,805	187,160	6.8%
8. New York State	330,738		2,250	332,988	12.1%
9. Total Sources of Funding	1,810,566	435,689	507,418	2,753,673	100.0%

Notes: • The cash flow table at the top of pages 62 and 63 presents the projected cash flow by year for approved capital projects, showing the use of various funding sources and debt financing. The repayment of that debt financing by some of those resources is shown in the funding sources table (immediately above), which displays the ultimate funding sources for approved projects in the capital plan.

EXPENDITURE PATTERN
Estimated

<u>10-11</u>	<u>11-12</u>	<u>12-13</u>	<u>13-14</u>	<u>14-15</u>	<u>15-16</u>	<u>16-17+*</u> <u>or TBD</u>	<u>Total</u> <u>Expenditure</u>	<u>Percent</u> <u>of</u> <u>Total</u>
							\$377,193	13.8%
2,549							115,280	4.2%
<u>188,616</u>	<u>41,532</u>						<u>619,347</u>	<u>22.5%</u>
191,165	41,532						1,111,820	40.5%
14,903	15,266	15,878	16,522	17,188	17,878	21,666	270,087	9.8%
4,463				800			28,566	1.0%
8,695	6,125	4,055	3,895	4,450	6,420	4,989	69,355	2.5%
20,446	4,000	2,000	1,000		1,450	1,500	330,738	12.0%
239,672	66,923	21,933	21,417	22,438	25,748	28,155	1,810,566	65.8%
32,628	11,493	1,000					435,689	15.8%
<u>24,724</u>	<u>65,274</u>	<u>87,279</u>	<u>22,772</u>	<u>3,245</u>	<u>5,400</u>	<u>1,600</u>	<u>507,418</u>	<u>18.4%</u>
57,352	76,767	88,279	22,772	3,245	5,400	1,600	943,107	34.2%
297,024	143,690	110,212	44,189	25,683	31,148	29,755	2,753,673	100.0%

* 16-17 + = 2016-17 and beyond; TBD = To be determined.

2007-08 Capital Plan – Ten-Year Capital View

(dollars in thousands)

	<u>Estimated</u> <u>Total</u> <u>Budget</u>	<u>Gifts</u> <u>In Hand/</u> <u>Pledged</u>	<u>Gifts</u> <u>To Be</u> <u>Raised</u>	<u>General</u> <u>Purpose/</u> <u>Unit</u>	<u>Enterprise</u>	<u>New</u> <u>York</u> <u>State</u>	<u>Bridge/</u> <u>Long-</u> <u>Term</u> <u>Financing</u>
Ithaca Campus							
1. Approved Capital Activity	\$1,697,509	\$264,646	\$452,471	\$461,244	\$186,160	\$332,988	\$700,598
2. Under Consideration	<u>830,451</u>	<u>4,554</u>	<u>119,295</u>	<u>266,581</u>	<u>51,980</u>	<u>388,041</u>	<u>286,420</u>
3. Total Ithaca Campus	2,527,960	269,200	571,766	727,825	238,140	721,029	987,018
Medical College							
4. Approved Capital Activity	1,056,164	266,795	589,397	198,972	1,000		242,509
5. Under Consideration	<u>150,000</u>			<u>50,000</u>	<u>100,000</u>		<u>150,000</u>
6. Total Medical College	1,206,164	266,795	589,397	248,972	101,000		392,509
University Total							
7. Approved Capital Activity	2,753,673	531,441	1,041,868	660,216	187,160	332,988	943,107
8. Under Consideration	<u>980,451</u>	<u>4,554</u>	<u>119,295</u>	<u>316,581</u>	<u>151,980</u>	<u>388,041</u>	<u>436,420</u>
9. Total University	3,734,124	535,995	1,161,163	976,797	339,140	721,029	1,379,527

Note: • *Approved capital activity* includes those projects that have received some level of approval to proceed through the project process. These are the projects itemized in the schedules on pages 56 through 63. *Under consideration* refers to projects that are being contemplated and studied but have not received formal approval to proceed.

CAPITAL PLAN

Sources of External Debt Financing

(dollars in thousands)

	<u>Interest Rates</u>	<u>Maturity Date</u>	<u>Actual Balance 6/30/06</u>	<u>Forecast Balance 6/30/07</u>	<u>Projected External Debt Service Payments</u>		
					<u>07-08</u>	<u>08-09</u>	<u>09-10</u>
Tax-Exempt Debt							
1. Series 1990B	Variable	2025	\$57,800	\$57,300	\$2,697	\$2,775	\$3,252
2. Series 1993 Education Loan	5.50%	2007	1,155				
3. Series 1995 Education Loan	5.80–5.90%	2008	8,150	6,339	6,339		
4. 1998 Commercial Paper	Variable	2037	19,205	89,005	4,200	4,200	4,200
5. Series 2000A	Variable	2029	59,960	58,320	3,835	3,847	4,143
6. Series 2000B	4.63%	2030	78,615	76,765	5,481	5,497	5,488
7. IDA Series 2000	5.00–5.25%	2011	5,290	4,335	1,229	1,228	1,229
8. IDA Series 2002A	4.52%	2030	42,780	42,710	2,110	2,112	2,109
9. IDA Series 2002B	4.33%	2015	15,390	15,390	666	666	666
10. Series 2004	3.51%	2033	92,100	90,150	5,139	5,195	5,196
11. Series 2006	4.00–5.00%	2035	<u>248,570</u>	<u>239,750</u>	<u>19,934</u>	<u>22,820</u>	<u>22,179</u>
12. Subtotal Tax-Exempt Debt			629,015	680,064	51,630	48,340	48,462
Taxable Debt							
13. Series 1987B	11.11%	2012	11,760	10,370	2,695	2,700	2,698
14. 2004 Commercial Paper	Variable		37,791	37,664	5,750	5,750	5,750
15. Capitalized Leases	Variable	2020	11,836	11,296	1,500	1,500	1,500
16. Sallie Mae – Series 1999	5.75–6.50%	2019	5,635	5,340	652	654	651
17. Urban Development Corp.	0.00%	2029	2,875	2,750	125	125	125
18. Other	Various	2010	3,152	3,071	328	283	262
19. Working Capital Line-of-Credit *	Various	2007	<u>54,400</u>				
20. Subtotal Taxable Debt			127,449	70,491	11,050	11,012	10,986
21. Total External Debt			756,464	750,555	62,680	59,352	59,448

- Notes:
- The total outstanding external debt and the sum of external debt service payments for 2007-08 shown above are different from the corresponding outstanding operating unit debt balances and debt service totals shown on page 65 due to a combination of: (a) differences in timing of borrowing and repayment between the university and various operating units; (b) debt costs, including compounded interest, to be recovered from future interest payments on operating unit debt; (c) external debt service on commercial paper programs that is planned above as interest only; (d) proceeds of debt issues used to pay issuance costs, on deposit in construction funds, or deposited into reserves to pay future debt service or fund project maintenance; and (e) debt incurred for student loans that is not reflected in operating unit balances.
 - While Series 2000B, 2002A, 2002B, and 2004 were issued as variable-rate debt, they have been swapped to fixed rates for various terms, which are reflected in the interest-rate information and projected debt service payments.
 - * Cornell maintains a pool of working capital and a line of credit that are used to meet the daily cash flow of disbursements. In 2006-07, the university increased its working capital line-of-credit from \$75 million to \$100 million. As of June 30, 2006, \$54.4 million was borrowed against the line-of-credit; the total \$54.4 million was repaid in 2006-07.

Debt Service by Operating Unit

(dollars in thousands)

	Outstanding Balance		2007-08 Debt Service		
	2/28/06	2/28/07	Unit Budget	Central Budget	Total
Ithaca Campus					
1. Agriculture & Life Sciences	\$3,905	\$3,820	\$500 †	\$154	\$654
2. Arts & Sciences	10,057	11,574	†	440	440
3. Engineering	9,950	9,995		2,320	2,320
4. Hotel Administration	14,585	13,161	1,971		1,971
5. Human Ecology	1,653	1,352	310		310
6. Johnson School	11,391	11,244	†		
7. Law School	4,425	4,021		572	572
8. Veterinary College	5,197	5,656	147	383	530
9. Subtotal Colleges	61,163	60,823	2,928	3,869	6,797
10. Animal Facilities	10,495	34,859		4,746	4,746
11. Biotechnology	8,043	7,309		1,041	1,041
12. Life Sciences	9,636	36,338	†	1,387	1,387
13. Theory Center	2,875	2,875		127	127
14. Wilson Laboratory	2,031	1,727		379	379
15. All Other	550	2,056	150	527	677
16. Subtotal Research Centers	33,630	85,164	150	8,207	8,357
17. Africana Center	3,418	2,968		385	385
18. Athletics & Physical Education	8,078	8,945	206 †		206
19. Cornell in Washington	3,049	3,017	265		265
20. Library	10,477	11,726		1,890	1,890
21. All Other	2,159	1,842	304		304
22. Subtotal Other Academic Programs	27,181	28,498	775	2,275	3,050
23. Campus Life	153,181	160,724	14,685		14,685
24. Fraternities/Sororities	2,602	3,200	385		385
25. Gannett Clinic	2,567	2,841		353	353
26. Public Service Center	16	11	6		6
27. Subtotal Student Services	158,366	166,776	15,076	353	15,429
28. Information Technologies	10,417	9,187	813	831	1,644
29. All Other	1,605	1,750	50	275	325
30. Subtotal Administrative & Support	12,022	10,937	863	1,106	1,969
31. Facilities & Campus Services	90,302	87,779	14,770	1,826	16,596
32. Life Safety	951	864	123		123
33. Real Estate	23,818	27,651	3,574		3,574
34. Transportation/Mail Service	6,728	8,127	766		766
35. Subtotal Physical Plant	121,799	124,421	19,233	1,826	21,059
36. Ithaca Campus All Other	11,760	11,134		3,245	3,245
37. Total Ithaca Campus	425,921	487,753	39,025	20,881	59,906
Medical College					
38. Research	27,395	28,504	4,822		4,822
39. Residences	82,069	84,985	5,714		5,714
40. Clinical Care	1,301	1,115	231		231
41. Infrastructure & Administrative	16,860	16,264	1,282		1,282
42. Total Medical College	127,625	130,868	12,049		12,049
43. Total University	553,546	618,621	51,074	20,881	71,955

Note: † These debt service payments are pending receipt of gifts; portions of the interest are being compounded.

CAPITAL PLAN – PROJECT DETAILS

Administrative Systems (2003-2017) (line 63, page 58)

Campus	Ithaca	Project Type	Administrative Systems
Unit	Information Technologies	Approved Phase	Implementation
Added Space		Completion Date	2008-09

Project Description/Scope

This series of projects is designed to keep Cornell’s administrative systems up to date with changes in business practices and policies and useful technology innovations. There are plans to continue the process of updating these systems over the ten-year plan horizon. The project budget and operating cost impact to date reflect those systems that have been approved thus far. The capital and operating costs of proposed future administrative systems are included in the university’s capital activity under consideration (as shown on page 63).

Project Budget

Approved Budget	73,334,000
Estimated Total Budget	73,334,000
Estimated O&M Impact	7,553,000
Deferred Maintenance Addressed	

Schedule of Anticipated Expenditures

To Date	58,703,000
2007-08	10,677,000
2008-09	3,954,000
2009-10	
2010-11	
2011-12	
Post 2011-12	
Total	<u>73,334,000</u>

Funding Sources

In Hand	
Pledged (present value)	
To Be Raised (present value)	
Subtotal Gifts/Grants	
General Purpose	73,334,000
Unit	
Enterprise Operations	
New York State	
Total Budget	<u>73,334,000</u>

Debt Financing

Financing Required
Repayment Source(s)
Debt Type

Current Status/Notes

The completion of the STARS project to implement PeopleSoft’s suite of student information systems is scheduled for August 2008.

Animal Health Diagnostic Center (line 3, page 54)

Campus	Ithaca	Project Type	New Construction
Unit	Veterinary Medicine	Approved Phase	Design
Added Space	117,000 Gross Square Feet	Completion Date	September 2010

Project Description/Scope

The project will construct a building to house most of the activities of the New York State Veterinary Diagnostic Laboratory, teaching and research activities associated with necropsy and histopathology, animal infectious disease research, and manipulation of select agents under required biocontainment and security requirements. The facility will include Biosafety Level 2 (BSL-2) and Biosafety Level 3 (BSL-3) laboratories for diagnosis and research.

Project Budget

Approved Budget	5,680,000
Estimated Total Budget	80,000,000
Estimated O&M Impact	2,200,000
Deferred Maintenance Addressed	

Schedule of Anticipated Expenditures

To Date	4,500,000
2007-08	8,000,000
2008-09	30,000,000
2009-10	37,500,000
2010-11	
2011-12	
Post 2011-12	
Total	80,000,000

Funding Sources

In Hand	
Pledged (present value)	
To Be Raised (present value)	
Subtotal Gifts/Grants	
General Purpose	12,000,000
Unit	12,000,000
Enterprise Operations	
New York State	<u>56,000,000</u>
Total Budget	80,000,000

Debt Financing

Financing Required	24,000,000
Repayment Source(s)	General Purpose/Unit
Debt Type	Bridge/Long-Term

Current Status/Notes

A schematic design has been approved and the design development phase of the project has been authorized. Construction authorization will be sought in early 2008 for a spring 2008 construction start. The current estimate of project size is 126,000 gross square feet.

Biomedical Research Building (line 74, page 58)

Campus	New York City	Project Type	New Construction
Unit	Medical College	Approved Phase	Design
Added Space	413,000 Gross Square Feet	Completion Date	2014-15

Project Description/Scope

The Medical College is planning to build a 413,000 gross square foot biomedical research building as part of the third phase of its strategic planning process. This facility will permit the Medical College to expand its research program to remain competitive with other colleges of medicine.

Project Budget

Approved Budget	6,025,000
Estimated Total Budget	650,000,000
Estimated O&M Impact	
Deferred Maintenance Addressed	

Schedule of Anticipated Expenditures

To Date	6,498,000
2007-08	19,495,000
2008-09	110,470,000
2009-10	162,456,000
2010-11	162,456,000
2011-12	97,474,000
Post 2011-12	<u>91,151,000</u>
Total	650,000,000

Funding Sources

In Hand	
Pledged (present value)	
To Be Raised (present value)	<u>500,000,000</u>
Subtotal Gifts/Grants	500,000,000
General Purpose	150,000,000
Unit	
Enterprise Operations	
New York State	
Total Budget	<u>650,000,000</u>

Debt Financing

Financing Required	150,000,000
Repayment Source(s)	General Purpose
Debt Type	Long-Term

Current Status/Notes

An architect has been selected for the project and pre-design and schematic design phases have been authorized.

Campus Network Wiring Upgrade (line 62, page 58)

Campus	Ithaca	Project Type	Improvement/Renovation
Unit	Information Technologies	Approved Phase	Construction
Added Space		Completion Date	2017-18

Project Description/Scope

This project encompasses the replacement of the communications wiring infrastructure throughout the Ithaca campus to provide secure, reliable communications and to support both a short-term and long-term increase in network speed and capacity. The current wiring infrastructure is inadequate to support the installation and reliable operation of the “next-generation” network equipment that the university requires. Initial wiring infrastructure installed will be high-capacity copper, with fiber optics being added in later years. The project will be completed over the next eleven years.

Project Budget

Approved Budget	17,455,000
Estimated Total Budget	84,740,000
Estimated O&M Impact	
Deferred Maintenance Addressed	

Funding Sources

In Hand	
Pledged (present value)	
To Be Raised (present value)	
Subtotal Gifts/Grants	
General Purpose	84,740,000
Unit	
Enterprise Operations	
New York State	
Total Budget	84,740,000

Schedule of Anticipated Expenditures

To Date	17,455,000
2007-08	5,350,000
2008-09	5,560,000
2009-10	5,780,000
2010-11	6,020,000
2011-12	6,260,000
Post 2011-12	<u>38,315,000</u>
Total	84,740,000

Debt Financing

Financing Required	
Repayment Source(s)	
Debt Type	

Current Status/Notes

Work in 2007-08 will take place in the Veterinary Education Center, Schurman complex, Snee Hall, the Wilson Synchrotron, Riley-Robb Hall, and Emerson Hall.

Cellulosic Ethanol Laboratory (line 7, page 54)

Campus	Ithaca	Project Type	Improvement/Renovation
Unit	Agriculture & Life Sciences	Approved Phase	Design
Added Space		Completion Date	July 2009

Project Description/Scope

This project will design, construct, and equip approximately 11,000 gross square feet of laboratory and support space in the east wing of Riley-Robb Hall, developing it into a state-of-the-art facility for conducting cellulosic ethanol research. Some programs currently occupying this space will be relocated as part of the project.

Project Budget

Approved Budget	
Estimated Total Budget	6,000,000
Estimated O&M Impact	100,000
Deferred Maintenance Addressed	

Schedule of Anticipated Expenditures

To Date	
2007-08	3,000,000
2008-09	3,000,000
2009-10	
2010-11	
2011-12	
Post 2011-12	
Total	<u>6,000,000</u>

Funding Sources

In Hand	
Pledged (present value)	
To Be Raised (present value)	
Subtotal Gifts/Grants	
General Purpose	
Unit	
Enterprise Operations	
New York State	<u>6,000,000</u>
Total Budget	6,000,000

Debt Financing

Financing Required
Repayment Source(s)
Debt Type

Current Status/Notes

The design and bid phases have been authorized.

Central Avenue Parking Garage (line 67, page 58)

Campus	Ithaca	Project Type	New Construction
Unit	Transportation	Approved Phase	Design
Added Space	64,000 Gross Square Feet	Completion Date	2010-11

Project Description/Scope

This project will construct a grade-level lot and two underground levels, providing approximately 199 parking spaces. The project includes rebuilding the road bed and surface and providing bicycle lanes, sidewalks, curbs, pedestrian crossings, storm drains, and lighting for University Avenue. The parking structure will be designed to support future construction of a three- to five-story building above it. The construction will be coordinated with Milstein Hall. (See page 92.)

Project Budget

Approved Budget	
Estimated Total Budget	13,500,000
Estimated O&M Impact	5,000
Deferred Maintenance Addressed	

Funding Sources

In Hand	
Pledged (present value)	
To Be Raised (present value)	
Subtotal Gifts/Grants	
General Purpose	
Unit	
Enterprise Operations	13,500,000
New York State	
Total Budget	13,500,000

Schedule of Anticipated Expenditures

To Date	30,000
2007-08	
2008-09	
2009-10	
2010-11	13,470,000
2011-12	
Post 2011-12	
Total	13,500,000

Debt Financing

Financing Required	13,500,000
Repayment Source(s)	Enterprise
Debt Type	Long-Term

Current Status/Notes

The design and bid phases of the project have been authorized. Project expenditures will be spread over the next several fiscal years.

Central Heating Plant Steam/Electric Expansion (line 64, page 58)

Campus	Ithaca	Project Type	Infrastructure
Unit	Utilities	Approved Phase	Engineering
Added Space	15,000 Gross Square Feet	Completion Date	June 2010

Project Description/Scope

The central heating plant steam/electric expansion involves the installation of a combined heat and power plant for the Ithaca campus. This system, which consists of two turbines with heat recovery steam generators, will supply most of the electricity for campus as well as steam as a by-product of the electric generation. The project includes the installation of a new high pressure gas supply from a nearby interstate natural gas pipeline.

Project Budget

Approved Budget	27,500,000
Estimated Total Budget	54,100,000
Estimated O&M Impact	500,000
Deferred Maintenance Addressed	

Schedule of Anticipated Expenditures

To Date	7,157,000
2007-08	17,900,000
2008-09	25,100,000
2009-10	3,943,000
2010-11	
2011-12	
Post 2011-12	
Total	54,100,000

Funding Sources

In Hand	
Pledged (present value)	
To Be Raised (present value)	
Subtotal Gifts/Grants	
General Purpose	
Unit	
Enterprise Operations	53,100,000
New York State	<u>1,000,000</u>
Total Budget	54,100,000

Debt Financing

Financing Required	53,100,000
Repayment Source(s)	Enterprise
Debt Type	Long-Term

Current Status/Notes

Engineering, equipment procurement, and enabling projects are underway for this project. Construction is planned for 2008.

Civil/Environmental Engineering Teaching Laboratories (line 18, page 54)

Campus	Ithaca	Project Type	Improvement/Renovation
Unit	Engineering	Approved Phase	Construction
Added Space		Completion Date	June 2008

Project Description/Scope

This effort will renovate the Environmental Fluids Teaching Laboratory and Civil Infrastructure Projects Laboratory in Hollister Hall and the Civil Infrastructure Complex in Thurston Hall, for a total of about 20,000 net square feet. These renovations will remove physical barriers between classrooms and laboratories—integrating undergraduate instruction with ongoing graduate and faculty research and enhancing the impact of classroom learning and hands-on projects. The project includes mechanical upgrades, advanced technology installations, and new experimental equipment and apparatus.

Project Budget

Approved Budget	3,852,000
Estimated Total Budget	5,590,000
Estimated O&M Impact	91,000
Deferred Maintenance Addressed	

Funding Sources

In Hand	2,036,000
Pledged (present value)	1,313,000
To Be Raised (present value)	<u>1,677,000</u>
Subtotal Gifts/Grants	5,026,000
General Purpose	564,000
Unit	
Enterprise Operations	
New York State	
Total Budget	<u>5,590,000</u>

Schedule of Anticipated Expenditures

To Date	3,834,000
2007-08	1,756,000
2008-09	
2009-10	
2010-11	
2011-12	
Post 2011-12	
Total	<u>5,590,000</u>

Debt Financing

Financing Required	2,500,000
Repayment Source(s)	Gifts
Debt Type	Bridge

Current Status/Notes

The Environmental Fluids Teaching Laboratory, the third lab to be renovated as part of the project, is currently under construction, with a projected completion date of October 2008.

Computing & Information Sciences Building – Gates Hall (line 12, page 54)

Campus	Ithaca	Project Type	New Construction
Unit	Computing & Information Sci.	Approved Phase	Concept
Added Space	100,000 Gross Square Feet	Completion Date	September 2010

Project Description/Scope

This project is to design and build space for a Computing and Information Science (CIS) Information Campus. The new space will provide research, instruction, and collaboration facilities and a common home for CIS-affiliated programs in support of the CIS vision to foster new interdisciplinary and collaborative activities. The space, which will be constructed in phases, will house CIS-related programs including the Computer Science Department, the Program in Computer Graphics, and the Information Science program.

Project Budget

Approved Budget	980,000
Estimated Total Budget	62,700,000
Estimated O&M Impact	1,500,000
Deferred Maintenance Addressed	

Schedule of Anticipated Expenditures

To Date	2,300,000
2007-08	3,700,000
2008-09	18,700,000
2009-10	34,300,000
2010-11	3,700,000
2011-12	
Post 2011-12	
Total	62,700,000

Funding Sources

In Hand	26,100,000
Pledged (present value)	
To Be Raised (present value)	<u>36,600,000</u>
Subtotal Gifts/Grants	62,700,000
General Purpose	
Unit	
Enterprise Operations	
New York State	
Total Budget	<u>62,700,000</u>

Debt Financing

Financing Required	27,213,000
Repayment Source(s)	Gifts
Debt Type	Bridge

Current Status/Notes

The initial conceptual study conducted with Polshek Architects to assess building mass considerations for the approved site behind Upson Hall is almost complete. The study was based on an estimated 100,000 gross square foot building to be constructed in Phase 1. The study and representatives from CIS concluded that this amount of space does not meet the priorities for the minimum CIS program in Phase I. Discussions to consider a modified approach to phasing are planned for the next few months. The estimated total budget has been increased from the approved total for Phase I of \$50 million in November 2005 dollars.

Day Care Center (line 23, page 54)

Campus	Ithaca	Project Type	New Construction
Unit	University	Approved Phase	Design
Added Space	14,000 Gross Square Feet	Completion Date	August 2008

Project Description/Scope

This project will construct and furnish a childcare center on Cornell property that is capable of serving the childcare needs of 158 infants, toddlers, and pre-schoolers who are children of Cornell's faculty, staff, and students. Bright Horizons Inc. will operate the facility for programs managed by the Office of Human Resources.

Project Budget

Approved Budget	500,000
Estimated Total Budget	6,550,000
Estimated O&M Impact	152,000
Deferred Maintenance Addressed	

Funding Sources

In Hand	
Pledged (present value)	
To Be Raised (present value)	
Subtotal Gifts/Grants	
General Purpose	6,550,000
Unit	
Enterprise Operations	
New York State	
Total Budget	<u>6,550,000</u>

Schedule of Anticipated Expenditures

To Date	550,000
2007-08	6,000,000
2008-09	
2009-10	
2010-11	
2011-12	
Post 2011-12	
Total	<u>6,550,000</u>

Debt Financing

Financing Required	6,550,000
Repayment Source(s)	Operations
Debt Type	Long-Term

Current Status/Notes

The schematic design has been approved.

East Campus Research Facility (line 4, page 54)

Campus	Ithaca	Project Type	New Construction
Unit	Shared	Approved Phase	Construction
Added Space	79,000 Gross Square Feet	Completion Date	September 2007

Project Description/Scope

The East Campus Research Facility is a four-story, 79,000 gross square foot facility that is being constructed on the northeast corner of Tower and Campus Roads. The Laboratory Animal Services Wing of the Veterinary Research Tower (VRT) was demolished to make room for this new facility. The new building will be connected to the VRT, and will serve as the major animal holding facility on the campus. The facility design includes 36 animal holding and procedure rooms (occupying three floors), a mouse quarantine facility, a surgery area, loading docks, and a large support area for sterilization and cage washing. The holding and procedures rooms are designed to be flexible enough to handle animals ranging in size from a mouse to a large dog or sheep. The facility also includes a four-room Biological Safety Level 3 suite, the first of its kind at Cornell.

Project Budget

Approved Budget	55,000,000
Estimated Total Budget	55,000,000
Estimated O&M Impact	1,961,000
Deferred Maintenance Addressed	

Schedule of Anticipated Expenditures

To Date	45,172,000
2007-08	9,828,000
2008-09	
2009-10	
2010-11	
2011-12	
Post 2011-12	
Total	55,000,000

Funding Sources

In Hand	
Pledged (present value)	
To Be Raised (present value)	
Subtotal Gifts/Grants	
General Purpose	27,500,000
Unit	27,500,000
Enterprise Operations	
New York State	
Total Budget	55,000,000

Debt Financing

Financing Required	55,000,000
Repayment Source(s)	General Purpose
Debt Type	Long-Term

Current Status/Notes

The project is on schedule for a September 2007 completion date. Most major building systems are substantially complete, and commissioning has begun. All equipment is ordered for delivery by the completion date.

Energy Recovery Linac Planning (line 5, page 54)

Campus	Ithaca	Project Type	Architectural/Engineering
Unit	Research	Approved Phase	Planning
Added Space		Completion Date	December 2008

Project Description/Scope

This New York State-funded project will provide detailed engineering and architectural/construction drawings for the design of the Energy Recovery Linac (ERL) instrumentation and facility, all for the purposes of a proposal that will go to the National Science Foundation in 2008. That proposal will be Cornell's request for funding to build the full-scale ERL machine.

Project Budget

Approved Budget	777,000
Estimated Total Budget	12,000,000
Estimated O&M Impact	
Deferred Maintenance Addressed	

Funding Sources

In Hand	
Pledged (present value)	
To Be Raised (present value)	
Subtotal Gifts/Grants	
General Purpose	
Unit	
Enterprise Operations	
New York State	<u>12,000,000</u>
Total Budget	12,000,000

Schedule of Anticipated Expenditures

To Date	3,000,000
2007-08	6,000,000
2008-09	3,000,000
2009-10	
2010-11	
2011-12	
Post 2011-12	
Total	<u>12,000,000</u>

Debt Financing

Financing Required
Repayment Source(s)
Debt Type

Current Status/Notes

Preparation of a detailed proposal to the National Science Foundation to fund the ERL is underway. A successful result from the Phase 1 prototype now being assembled in the Wilson high bay area will be needed before submission of the proposal.

Equine Drug Testing Facility Upgrade (line 40, page 54)

Campus	Ithaca	Project Type	New Construction
Unit	Veterinary Medicine	Approved Phase	Design
Added Space		Completion Date	June 2009

Project Description/Scope

This project will construct a new one-story, slab-on-grade facility of approximately 15,000 gross square feet in the vicinity of the current equine testing facility and demolish the existing structure.

Project Budget

Approved Budget	170,000
Estimated Total Budget	7,000,000
Estimated O&M Impact	
Deferred Maintenance Addressed	

Schedule of Anticipated Expenditures

To Date	500,000
2007-08	2,000,000
2008-09	4,500,000
2009-10	
2010-11	
2011-12	
Post 2011-12	
Total	<u>7,000,000</u>

Funding Sources

In Hand	
Pledged (present value)	
To Be Raised (present value)	
Subtotal Gifts/Grants	
General Purpose	
Unit	
Enterprise Operations	
New York State	<u>7,000,000</u>
Total Budget	<u>7,000,000</u>

Debt Financing

Financing Required
Repayment Source(s)
Debt Type

Current Status/Notes

The schematic design phase has been authorized.

Fernow Hall Rehabilitation and Roof Repairs (line 45, page 54)

Campus	Ithaca	Project Type	Improvement/Renovation
Unit	Agriculture & Life Sciences	Approved Phase	Concept
Added Space		Completion Date	September 2011

Project Description/Scope

This project will upgrade Fernow Hall's building systems and renovate the interior for building code compliance and program purposes for the Department of Natural Resources.

Project Budget

Approved Budget	
Estimated Total Budget	6,000,000
Estimated O&M Impact	40,000
Deferred Maintenance Addressed	5,718,000

Funding Sources

In Hand	
Pledged (present value)	
To Be Raised (present value)	
Subtotal Gifts/Grants	
General Purpose	
Unit	
Enterprise Operations	
New York State	<u>6,000,000</u>
Total Budget	6,000,000

Schedule of Anticipated Expenditures

To Date	
2007-08	
2008-09	500,000
2009-10	800,000
2010-11	3,200,000
2011-12	1,500,000
Post 2011-12	
Total	<u>6,000,000</u>

Debt Financing

Financing Required	
Repayment Source(s)	
Debt Type	

Current Status/Notes

This project is included in the approved 2004-09 State University Construction Fund (SUCF) capital plan. The programming phase of this project is underway, and is being done in conjunction with the projects for Rice and Bruckner Halls. The design phase is expected to begin in late 2007.

CAPITAL PLAN – PROJECT DETAILS

Fredonia – New Laboratory (line 8, page 54)

Campus	Ithaca (off-campus)	Project Type	New Construction
Unit	Agriculture & Life Sciences	Approved Phase	Planning
Added Space	10,000 Gross Square Feet	Completion Date	September 2009

Project Description/Scope

This project will construct a new Lake Erie Research and Extension Laboratory in Portland, NY, in Chautauqua County, replacing the existing facility in Fredonia, NY. The new facility will be used to support the New York State grape industry.

Project Budget

Approved Budget	461,000
Estimated Total Budget	5,359,000
Estimated O&M Impact	80,000
Deferred Maintenance Addressed	

Schedule of Anticipated Expenditures

To Date	500,000
2007-08	2,000,000
2008-09	2,859,000
2009-10	
2010-11	
2011-12	
Post 2011-12	
Total	<u>5,359,000</u>

Funding Sources

In Hand	
Pledged (present value)	
To Be Raised (present value)	
Subtotal Gifts/Grants	
General Purpose	
Unit	
Enterprise Operations	
New York State	<u>5,359,000</u>
Total Budget	<u>5,359,000</u>

Debt Financing

Financing Required
Repayment Source(s)
Debt Type

Current Status/Notes

Design, bid, and site-work phases have been authorized.

Geneva Food Science Renovation, Phase I (line 43, page 54)

Campus	Geneva	Project Type	Improvement/Renovation
Unit	Geneva Experiment Station	Approved Phase	Planning
Added Space		Completion Date	August 2009

Project Description/Scope

This project will replace the roof, upgrade building systems, and improve some interior spaces. A future project will be planned to complete the building system upgrades as well as the interior renovations for program enhancement purposes. Additional state funding will be required for subsequent work.

Project Budget

Approved Budget	242,000
Estimated Total Budget	6,740,000
Estimated O&M Impact	
Deferred Maintenance Addressed	5,000,000

Funding Sources

In Hand	
Pledged (present value)	
To Be Raised (present value)	
Subtotal Gifts/Grants	
General Purpose	
Unit	
Enterprise Operations	
New York State	<u>6,740,000</u>
Total Budget	6,740,000

Schedule of Anticipated Expenditures

To Date	
2007-08	740,000
2008-09	3,000,000
2009-10	3,000,000
2010-11	
2011-12	
Post 2011-12	
Total	<u>6,740,000</u>

Debt Financing

Financing Required
Repayment Source(s)
Debt Type

Current Status/Notes

This project is included in the approved 2004-09 State University Construction Fund (SUCF) capital plan. The programming/conceptual design phase is currently underway. A scope of work for the first phase of construction will be defined by the fall of 2007.

CAPITAL PLAN – PROJECT DETAILS

Goldwin Smith Annex (line 14, page 54)

Campus	Ithaca	Project Type	New Construction
Unit	Arts & Sciences	Approved Phase	Concept
Added Space	60,000 Gross Square Feet	Completion Date	Summer 2011

Project Description/Scope

This project will design and build a new building adjacent to Goldwin Smith Hall to provide approximately 30,000 to 35,000 net square feet of new humanities and social science classroom and academic department space on the Arts Quad. The new space will address partially a chronic shortage of academic space that has characterized this area of campus and which has been exacerbated by recent and projected growth in faculty and programs in response to university initiatives. The current shortage of space has resulted in: (a) some faculty sharing offices or rotating among offices based on the pattern of temporary faculty leaves; (b) a lack of adequately sized classrooms and lecture halls; and (c) inadequate space for lecturers, graduate students, and staff.

Project Budget

Approved Budget	90,000
Estimated Total Budget	45,100,000
Estimated O&M Impact	688,000
Deferred Maintenance Addressed	

Schedule of Anticipated Expenditures

To Date	90,000
2007-08	1,400,000
2008-09	3,900,000
2009-10	11,410,000
2010-11	18,900,000
2011-12	9,400,000
Post 2011-12	
Total	45,100,000

Funding Sources

In Hand	
Pledged (present value)	
To Be Raised (present value)	<u>44,585,000</u>
Subtotal Gifts/Grants	44,585,000
General Purpose	
Unit	515,000
Enterprise Operations	
New York State	
Total Budget	<u>45,100,000</u>

Debt Financing

Financing Required	21,133,000
Repayment Source(s)	Gifts
Debt Type	Bridge

Current Status/Notes

A feasibility study was conducted in spring and summer of 2006 and a project plan approved in the fall of 2006. The College of Arts and Sciences is currently engaged in an internal programming exercise that should be completed by the end of the 2007 spring semester. Architect selection will take place in the summer or fall of 2007.

Helen Newman Hall (line 22, page 54)

Campus	Ithaca	Project Type	Improvement/Renovation
Unit	Student & Academic Services	Approved Phase	Planning
Added Space	25,000 Gross Square Feet	Completion Date	June 2012

Project Description/Scope

This project involves extensive interior renovations and building additions to Helen Newman Hall to accommodate the needs of students and staff across campus. Helen Newman was built in 1963 for women’s physical education and athletics, prior to the concept of coed activities and the explosion of the fitness and wellness movements on college campuses. The current facility is extremely overcrowded throughout the entire year. The renovation calls for a major redesign of the building’s interior to provide a more effective service area, upgrade locker rooms and offices, expand the current fitness center by 20 percent, create lounge areas, and reconfigure other program spaces as needed. Additions will provide for 14,000 gross square feet of gymnasium space, a 6,000 gross square feet lap pool, and a 5,000 gross square feet lobby/atrium. There will be major upgrades to the HVAC systems and the building exterior.

Project Budget

Approved Budget	
Estimated Total Budget	19,000,000
Estimated O&M Impact	275,000
Deferred Maintenance Addressed	3,000,000

Funding Sources

In Hand	
Pledged (present value)	
To Be Raised (present value)	<u>19,000,000</u>
Subtotal Gifts/Grants	19,000,000
General Purpose	
Unit	
Enterprise Operations	
New York State	
Total Budget	<u>19,000,000</u>

Schedule of Anticipated Expenditures

To Date	
2007-08	
2008-09	
2009-10	2,000,000
2010-11	13,000,000
2011-12	4,000,000
Post 2011-12	
Total	<u>19,000,000</u>

Debt Financing

Financing Required	12,936,000
Repayment Source(s)	Gifts
Debt Type	Bridge

Current Status/Notes

The scope of the Helen Newman Hall renovation project is currently under review. Recent analysis of construction cost escalation is bringing the total project cost estimates into a range of \$25 million to \$30 million.

Hematology & Medical Oncology Center (line 78, page 58)

Campus	New York City	Project Type	Improvement/Renovation
Unit	Medical College	Approved Phase	Construction
Added Space		Completion Date	December 2007

Project Description/Scope

This project will renovate the sixth floor of the A through D Buildings. The areas subject to renovation are laboratory and office spaces serving the Department of Medicine, Division of Hematology and Medical Oncology; the Department of Pathology, Center for Vascular Biology; and the Department of Cardiothoracic Surgery, Lehman Brothers Lung Cancer Research Center. The scope of work includes the consolidation of wet labs and support areas and the development of critical shared interdepartmental facilities. Infrastructure upgrades are included as part of the renovation.

Project Budget

Approved Budget	21,000,000
Estimated Total Budget	21,000,000
Estimated O&M Impact	
Deferred Maintenance Addressed	

Schedule of Anticipated Expenditures

To Date	3,192,000
2007-08	17,808,000
2008-09	
2009-10	
2010-11	
2011-12	
Post 2011-12	
Total	<u>21,000,000</u>

Funding Sources

In Hand	13,400,000
Pledged (present value)	
To Be Raised (present value)	<u>4,100,000</u>
Subtotal Gifts/Grants	17,500,000
General Purpose	2,500,000
Unit	1,000,000
Enterprise Operations	
New York State	
Total Budget	<u>21,000,000</u>

Debt Financing

Financing Required
Repayment Source(s)
Debt Type

Current Status/Notes

This project is in the construction phase.

Ives Faculty Building (line 35, page 54)

Campus	Ithaca	Project Type	Improvement/Renovation
Unit	Industrial & Labor Relations	Approved Phase	Construction
Added Space	12,000 Gross Square Feet	Completion Date	December 2009

Project Description/Scope

This project will renovate the Ives Faculty Building, bringing it up to modern standards for faculty and administrative office purposes. The project will address critical maintenance; allow the facility to meet updated building code requirements; and provide upgrades to mechanical, electrical, plumbing, data, communications, and the building access and exiting system. The project will include an addition to the southeast corner of the building.

Project Budget

Approved Budget	16,000,000
Estimated Total Budget	16,000,000
Estimated O&M Impact	50,000
Deferred Maintenance Addressed	11,000,000

Funding Sources

In Hand	
Pledged (present value)	
To Be Raised (present value)	
Subtotal Gifts/Grants	
General Purpose	
Unit	2,000,000
Enterprise Operations	
New York State	<u>14,000,000</u>
Total Budget	16,000,000

Schedule of Anticipated Expenditures

To Date	4,200,000
2007-08	4,700,000
2008-09	4,600,000
2009-10	2,500,000
2010-11	
2011-12	
Post 2011-12	
Total	<u>16,000,000</u>

Debt Financing

Financing Required	
Repayment Source(s)	
Debt Type	

Current Status/Notes

The asbestos abatement and selective demolition phase of the project began in early June 2007 and will continue into September 2007. The bid for the main portion of the renovation will be released to prospective contractors in mid to late July 2007, with work scheduled to begin in late September 2007. Completion of construction is planned for late in the winter of 2009, with fit-out and move-in activities to be completed in the late spring of 2009. The relocation of faculty and staff into the renovated facility should be completed no later than June 2009, in time for the start of the fall 2009 term.

Johnson Museum Expansion (line 16, page 54)

Campus	Ithaca	Project Type	Construction/Renovation
Unit	Johnson Museum	Approved Phase	Design
Added Space	16,100 Gross Square Feet	Completion Date	August 2009

Project Description/Scope

This project involves the construction of a new 16,100 gross square foot addition to the Johnson Museum, mostly underground on the north side of the current facility. This space was conceptually part of architect IM Pei’s original plan for the Museum, but was not built due to fiscal constraints. The proposed addition will include gallery space, a workshop room for classes, a lecture room, office space, and closed storage space. In the existing building, the fifth floor Asian galleries will be renovated, increasing display space by 50 percent. On the Museum’s 2L level, the current lecture room will be converted to a study center with open storage that will greatly increase the number of objects accessible to visitors.

Project Budget

Approved Budget	1,400,000
Estimated Total Budget	13,900,000
Estimated O&M Impact	160,000
Deferred Maintenance Addressed	

Schedule of Anticipated Expenditures

To Date	314,000
2007-08	1,600,000
2008-09	11,475,000
2009-10	511,000
2010-11	
2011-12	
Post 2011-12	
Total	13,900,000

Funding Sources

In Hand	3,946,000
Pledged (present value)	8,261,000
To Be Raised (present value)	93,000
Subtotal Gifts/Grants	12,300,000
General Purpose	
Unit	1,600,000
Enterprise Operations	
New York State	
Total Budget	13,900,000

Debt Financing

Financing Required	93,000
Repayment Source(s)	Gifts
Debt Type	Bridge

Current Status/Notes

The schematic design phase has been completed. The same architectural firm that designed the original building has been chosen to design this addition.

LambdaRail – Ithaca/New York City Fiber Link (line 69, page 58)

Campus	Ithaca/New York City	Project Type	Equipment Purchase
Unit	Information Technologies	Approved Phase	Purchase
Added Space		Completion Date	Ongoing

Project Description/Scope

In early 2006, Cornell Information Technologies (CIT) established Cornell’s connectivity to the National LambdaRail (NLR). The project costs include membership in the NLR; costs of leasing fiber and equipment between Ithaca and New York City; electronic components in Ithaca, Syracuse, and New York; and annual maintenance costs. Additionally, CIT is developing a cost estimate for a fiber link to extend the campus backbone to the Geneva Experiment Station, with the possibility of eventually extending fiber to Rochester and Buffalo. A fiber link to a remote recovery site at the Geneva Experiment Station is critical to provide high speed data transmission in the event of a disastrous data loss at either the Ithaca or NYC campuses. This fiber link will connect the Geneva Experiment Station to the campus backbone and provide greatly enhanced network connectivity.

Project Budget

Approved Budget	11,591,000
Estimated Total Budget	11,591,000
Estimated O&M Impact	
Deferred Maintenance Addressed	

Funding Sources

In Hand	700,000
Pledged (present value)	700,000
To Be Raised (present value)	
Subtotal Gifts/Grants	1,400,000
General Purpose	5,600,000
Unit	
Enterprise Operations	4,591,000
New York State	
Total Budget	11,591,000

Schedule of Anticipated Expenditures

To Date	4,221,000
2007-08	2,970,000
2008-09	1,170,000
2009-10	530,000
2010-11	250,000
2011-12	250,000
Post 2011-12	<u>2,200,000</u>
Total	11,591,000

Debt Financing

Financing Required	
Repayment Source(s)	
Debt Type	

Current Status/Notes

The 2007-08 budget includes the \$1.8 million estimated cost of a fiber link to Geneva and Rochester. The contractual obligation to NLR expires in 2008-09.

Life Sciences Technology Facility (line 1, page 54)

Campus	Ithaca	Project Type	New Construction
Unit	Shared	Approved Phase	Construction
Added Space	271,000 Gross Square Feet	Completion Date	January 2008

Project Description/Scope

This project will create a facility to support current and future advances in biology, chemistry, and physics as they may be applied to understanding, conserving, and utilizing biological diversity. The disciplines to be included in the facility are biomedical and biological engineering, biophysics, plant functional genomics, computational and statistical biology, and basic biology. The building will be located adjacent to the Biotechnology and Corson-Mudd buildings.

Project Budget

Approved Budget	162,714,000
Estimated Total Budget	162,714,000
Estimated O&M Impact	5,777,000
Deferred Maintenance Addressed	

Schedule of Anticipated Expenditures

To Date	113,273,000
2007-08	49,441,000
2008-09	
2009-10	
2010-11	
2011-12	
Post 2011-12	
Total	162,714,000

Funding Sources

In Hand	30,918,000
Pledged (present value)	8,022,000
To Be Raised (present value)	<u>92,510,000</u>
Subtotal Gifts/Grants	131,450,000
General Purpose	5,258,000
Unit	456,000
Enterprise Operations	550,000
New York State	<u>25,000,000</u>
Total Budget	162,714,000

Debt Financing

Financing Required	124,566,000
Repayment Source(s)	Gifts/General Purpose
Debt Type	Bridge/Long-Term

Current Status/Notes

Customization of the generic lab design to meet the needs of assigned research groups is complete and being executed in the field. The project is currently 6 to 8 weeks behind schedule, and the contractor is developing a recovery plan to meet the contract completion date in January 2008.

Mann Library Renovation (line 15, page 54)

Campus	Ithaca	Project Type	Improvement/Renovation
Unit	Library	Approved Phase	Construction
Added Space	9,000 Gross Square Feet	Completion Date	December 2007

Project Description/Scope

The basement and first three floors of the Mann Library building are being completely renovated for use by Mann Library. The fourth and fifth floors are being renovated for use by the Bailey Hortorium. The building will be abated of hazardous materials and new heating, plumbing, ventilation, electric, and cooling systems will be provided.

Project Budget

Approved Budget	30,760,000
Estimated Total Budget	33,618,000
Estimated O&M Impact	460,000
Deferred Maintenance Addressed	8,000,000

Funding Sources

In Hand	
Pledged (present value)	
To Be Raised (present value)	
Subtotal Gifts/Grants	
General Purpose	
Unit	
Enterprise Operations	
New York State	<u>33,618,000</u>
Total Budget	33,618,000

Schedule of Anticipated Expenditures

To Date	29,525,000
2007-08	4,093,000
2008-09	
2009-10	
2010-11	
2011-12	
Post 2011-12	
Total	<u>33,618,000</u>

Debt Financing

Financing Required
Repayment Source(s)
Debt Type

Current Status/Notes

The project is nearing completion.

Martha Van Rensselaer – 1933 Building & East Wing Rehab, Phase I (line 31, page 54)

Campus	Ithaca	Project Type	Maintenance/Repair
Unit	Human Ecology	Approved Phase	Construction
Added Space		Completion Date	October 2008

Project Description/Scope

This project will repair and restore the exterior building envelope and upgrade the interior architectural, structural, mechanical, electrical, data, and communication systems of Martha Van Rensselaer Hall (MVR). MVR was constructed in the 1930's, and the building systems have not had any significant renovations since that time. The existing building systems do not meet current programmatic needs of the College of Human Ecology, and many aspects of the building do not meet current building code requirements. The scope of work also includes utility enabling and emergency services for MVR North.

Project Budget

Approved Budget	8,400,000
Estimated Total Budget	22,000,000
Estimated O&M Impact	165,000
Deferred Maintenance Addressed	15,557,000

Schedule of Anticipated Expenditures

To Date	7,000,000
2007-08	9,000,000
2008-09	6,000,000
2009-10	
2010-11	
2011-12	
Post 2011-12	
Total	22,000,000

Funding Sources

In Hand	
Pledged (present value)	
To Be Raised (present value)	
Subtotal Gifts/Grants	
General Purpose	
Unit	1,809,000
Enterprise Operations	
New York State	<u>20,191,000</u>
Total Budget	22,000,000

Debt Financing

Financing Required
Repayment Source(s)
Debt Type

Current Status/Notes

The project is being performed in phases, and \$13.4 million has been authorized to date for exterior renovations and utility upgrades and design of future phases of the interior renovations. The three-phase overall renovation project has a total estimated cost of \$75 million and a planned completion date in the fall of 2013. Future phases of work will depend on the availability of State University Construction Fund funding.

Medicine Renovation (line 79, page 58)

Campus	New York City	Project Type	Improvement/Renovation
Unit	Medical College	Approved Phase	Planning
Added Space		Completion Date	December 2010

Project Description/Scope

The Medical College has recruited a new chairman for the Department of Medicine as part of the second phase of the strategic planning process that was begun in 1998. In order to support the new chairman’s initiatives, the Medical College, via this project, will fit-out approximately 13,300 net square feet of space for the Department of Medicine in the new Weill Greenberg Center, fully renovate the Department’s infectious disease laboratories, and modernize various departmental offices and labs.

Project Budget

Approved Budget	
Estimated Total Budget	20,874,000
Estimated O&M Impact	
Deferred Maintenance Addressed	

Funding Sources

In Hand	
Pledged (present value)	
To Be Raised (present value)	<u>20,874,000</u>
Subtotal Gifts/Grants	20,874,000
General Purpose	
Unit	
Enterprise Operations	
New York State	
Total Budget	<u>20,874,000</u>

Schedule of Anticipated Expenditures

To Date	
2007-08	3,637,000
2008-09	6,800,000
2009-10	6,800,000
2010-11	3,637,000
2011-12	
Post 2011-12	
Total	<u>20,874,000</u>

Debt Financing

Financing Required	
Repayment Source(s)	
Debt Type	

Current Status/Notes

This project is in the planning phase.

CAPITAL PLAN – PROJECT DETAILS

Milstein Hall (line 13, page 54)

Campus	Ithaca	Project Type	New Construction
Unit	Architecture, Art & Planning	Approved Phase	Design
Added Space	42,000 Gross Square Feet	Completion Date	August 2009

Project Description/Scope

This project will build a new 42,000 gross square foot building—Paul Milstein Hall—and create a plaza/gateway among Sibley, Rand, and Milstein Halls and the Foundry. The new construction will provide internal links between Milstein, Rand, and Sibley Halls. The project will also encompass site work, including resolution of pedestrian and vehicular traffic associated with the project, and relocate and upgrade utilities, as required. The construction will be coordinated with the Central Avenue Parking Garage. (See page 71.)

Project Budget

Approved Budget	7,300,000
Estimated Total Budget	49,000,000
Estimated O&M Impact	844,000
Deferred Maintenance Addressed	

Schedule of Anticipated Expenditures

To Date	6,800,000
2007-08	9,900,000
2008-09	21,100,000
2009-10	11,200,000
2010-11	
2011-12	
Post 2011-12	
Total	49,000,000

Funding Sources

In Hand	9,088,000
Pledged (present value)	12,770,000
To Be Raised (present value)	<u>26,242,000</u>
Subtotal Gifts/Grants	48,100,000
General Purpose	900,000
Unit	
Enterprise Operations	
New York State	
Total Budget	<u>49,000,000</u>

Debt Financing

Financing Required	25,162,000
Repayment Source(s)	Gifts
Debt Type	Bridge/Long-Term

Current Status/Notes

Office for Metropolitan Architecture has been selected as the design architect; Kendall/Heaton Associates will serve as the production architect. The project will be designed to be Leadership in Energy and Environmental Design (LEED) certified. The schematic design has been approved, and design development work is in progress. The current project size is 44,000 gross square feet.

North Martha Van Rensselaer Replacement/Parking Garage (line 28, page 54)

Campus	Ithaca	Project Type	New Construction
Unit	Human Ecology	Approved Phase	Design
Added Space	123,000 Gross Square Feet	Completion Date	January 2011

Project Description/Scope

This project represents the construction of a replacement of North Martha Van Rensselaer Hall (MVR), providing research laboratories, instructional spaces, and faculty offices for the College of Human Ecology. The new facility will be a three story academic building, with adjoining commons area, constructed on top of a new parking garage situated on the site of the previous MVR north wing. The academic building will consist of approximately 16,400 net square feet of wet laboratory space and associated support areas; 14,400 net square feet of dry laboratory space; 3,400 net square feet of classroom space, specialized instruction space, and associated support areas; 11,900 net square feet of office space, conference space, and associated support areas; a 6,000 gross square foot commons area; and a parking structure for approximately 255 cars.

Project Budget

Approved Budget	10,700,000
Estimated Total Budget	77,670,000
Estimated O&M Impact	1,503,000
Deferred Maintenance Addressed	1,000,000

Funding Sources

In Hand	
Pledged (present value)	
To Be Raised (present value)	
Subtotal Gifts/Grants	
General Purpose	
Unit	13,800,000
Enterprise Operations	21,800,000
New York State	<u>42,070,000</u>
Total Budget	77,670,000

Schedule of Anticipated Expenditures

To Date	4,682,000
2007-08	31,472,000
2008-09	20,100,000
2009-10	15,616,000
2010-11	5,800,000
2011-12	
Post 2011-12	
Total	<u>77,670,000</u>

Debt Financing

Financing Required	21,800,000
Repayment Source(s)	Enterprise
Debt Type	Long-Term

Current Status/Notes

The bid and construction phases of the parking garage structure and the site utilities components of the project have been authorized. The project budget is comprised of \$53.9 million for the academic building, \$21.8 million for the parking structure, and \$2 million for the demolition project. This is a State University Construction Fund (SUCF) managed project, and is included in the 2004-09 SUCF capital plan.

Olin Hall HVAC, Power, Fire Suppression (line 68, page 58)

Campus	Ithaca	Project Type	Improvement/Maintenance
Unit	Engineering	Approved Phase	Design
Added Space		Completion Date	January 2010

Project Description/Scope

The purpose of this project is to provide a new central HVAC system and upgrade the sprinkler and fire alarm systems, replace windows, and upgrade the electric service/distribution and emergency power systems serving Olin Hall. The HVAC system, window replacement, and sprinkler installation will serve the laboratories, classrooms, lecture hall, and offices in the north wing of the building (98,000 gross square feet), which was constructed in 1941. The fire alarm and electrical improvements will have adequate capacity to serve the entire facility, including the 32,000 gross square foot east wing.

Project Budget

Approved Budget	555,000
Estimated Total Budget	13,000,000
Estimated O&M Impact	
Deferred Maintenance Addressed	6,000,000

Schedule of Anticipated Expenditures

To Date	1,000,000
2007-08	6,000,000
2008-09	6,000,000
2009-10	
2010-11	
2011-12	
Post 2011-12	
Total	13,000,000

Funding Sources

In Hand	
Pledged (present value)	
To Be Raised (present value)	6,445,000
Subtotal Gifts/Grants	6,445,000
General Purpose	6,000,000
Unit	555,000
Enterprise Operations	
New York State	
Total Budget	13,000,000

Debt Financing

Financing Required	11,000,000
Repayment Source(s)	Gifts/General Purpose
Debt Type	Bridge/Long-Term

Current Status/Notes

In response to Cornell’s Climate Commitment and construction constraints found during the original design study, the mechanical system options for Olin Hall were re-examined. The project is now in revised design development with an HVAC system that will provide lower energy consumption and life cycle costs within the discovered construction constraints.

Olin Library Improvements, Phase I (line 29, page 54)

Campus	Ithaca	Project Type	Improvement/Renewal
Unit	Library	Approved Phase	Design
Added Space		Completion Date	August 2014

Project Description/Scope

This project will renovate floors three through eight of Olin Library, including installation of fire suppression and fire detection systems; replacement of the 46-year-old HVAC system; installation of electric power and network ports for faculty studies and graduate carrels; basic architectural renovations of the studies, carrels, and graduate reading rooms; and a complete reconfiguration of the seventh floor.

Project Budget

Approved Budget	1,755,000
Estimated Total Budget	40,000,000
Estimated O&M Impact	150,000
Deferred Maintenance Addressed	12,000,000

Funding Sources

In Hand	4,000,000
Pledged (present value)	
To Be Raised (present value)	
Subtotal Gifts/Grants	4,000,000
General Purpose	33,000,000
Unit	3,000,000
Enterprise Operations	
New York State	
Total Budget	40,000,000

Schedule of Anticipated Expenditures

To Date	855,000
2007-08	900,000
2008-09	2,000,000
2009-10	6,000,000
2010-11	7,000,000
2011-12	7,000,000
Post 2011-12	<u>16,245,000</u>
Total	40,000,000

Debt Financing

Financing Required	36,000,000
Repayment Source(s)	Unit/General Purpose
Debt Type	Bridge/Long-Term

Current Status/Notes

Design development work has been authorized. A plan will be developed to phase the work over time in order to balance the need to complete specific project components with the projected funding cash flow.

Physical Sciences Facility (line 2, page 54)

Campus	Ithaca	Project Type	New Construction
Unit	Arts & Sciences/Engineering	Approved Phase	Design
Added Space	197,000 Gross Square Feet	Completion Date	Fall 2010

Project Description/Scope

This project will design and build approximately 197,000 gross square feet of new space for the physical sciences complex that houses the Departments of Chemistry and Chemical Biology, Applied and Engineering Physics, and Physics. As research has become more interdisciplinary and the size of research groups has grown, the existing space has become increasingly inadequate to meet the changing needs of these research and teaching departments. The new facility will enable these departments to continue to recruit and retain faculty who are among the best available worldwide in their respective disciplines. The project will also enable these faculty to participate fully in the New Life Sciences Initiative, maximizing their impact on biology at Cornell.

Project Budget

Approved Budget	14,430,000
Estimated Total Budget	140,200,000
Estimated O&M Impact	4,508,000
Deferred Maintenance Addressed	500,000

Schedule of Anticipated Expenditures

To Date	13,400,000
2007-08	20,000,000
2008-09	45,000,000
2009-10	45,000,000
2010-11	16,800,000
2011-12	
Post 2011-12	
Total	140,200,000

Funding Sources

In Hand	6,250,000
Pledged (present value)	352,000
To Be Raised (present value)	<u>130,776,000</u>
Subtotal Gifts/Grants	137,378,000
General Purpose	1,411,000
Unit	1,411,000
Enterprise Operations	
New York State	
Total Budget	<u>140,200,000</u>

Debt Financing

Financing Required	113,123,000
Repayment Source(s)	Gifts/General Purpose
Debt Type	Bridge/Long-Term

Current Status/Notes

Enabling work will be accomplished during the spring and summer of 2007. Construction drawings will be complete by the end of June 2007. The project is scheduled to go to bid at the end in July and August with a construction start date near the end of September 2007.

Plantations Facilities Upgrades/Expansion (line 17, page 54)

Campus	Ithaca	Project Type	Construction/Renovation
Unit	Plantations	Approved Phase	Various
Added Space	5,000 Gross Square Feet	Completion Date	June 2011

Project Description/Scope

This is a collection of projects to improve the Plantations' facilities and infrastructure. The plan includes a roof replacement and minor interior refurbishment of the Lewis Building; the construction of a new Welcome Center (including a visitor orientation component); the renovations of the bus garage as the Arboretum Center and the service building as the Horticultural Center; the construction of a new greenhouse and lath house; the renovation of the first floor of 130-132 Forest Home Drive as the Plantations' long-term temporary administrative headquarters; the demolition of the Emerson Field greenhouse and field house; and a variety of road, parking, pathway, and garden improvements.

Project Budget

Approved Budget	2,640,000
Estimated Total Budget	8,640,000
Estimated O&M Impact	
Deferred Maintenance Addressed	

Funding Sources

In Hand	5,668,000
Pledged (present value)	2,972,000
To Be Raised (present value)	
Subtotal Gifts/Grants	8,640,000
General Purpose	
Unit	
Enterprise Operations	
New York State	
Total Budget	8,640,000

Schedule of Anticipated Expenditures

To Date	3,890,000
2007-08	750,000
2008-09	1,000,000
2009-10	1,500,000
2010-11	1,500,000
2011-12	
Post 2011-12	
Total	8,640,000

Debt Financing

Financing Required	
Repayment Source(s)	
Debt Type	

Current Status/Notes

Renovation of the Arboretum Center, the Horticultural Center, the Forest Home building first floor; demolition of the old Field House; and construction of the new greenhouse are now complete. Construction of the lathhouse will be complete in the summer of 2007. The Lewis Building roof will be replaced in the summer of 2007, with interior refurbishments to follow in the fall of 2007. Conceptual design for the new Welcome Center is underway. The Welcome Center project will include construction of a new paved parking area and entry drive.

Research Animal Resource Center A-7 and C-7 Renovation (line 77, page 58)

Campus	New York City	Project Type	Improvement/Renovation
Unit	Medical College	Approved Phase	Construction
Added Space		Completion Date	December 2007

Project Description/Scope

This project will renovate the main facilities of the Research Animal Resource Center (RARC) on the seventh floor of the A and C Buildings of the main Medical College campus (approximately 19,800 net square feet). The project encompasses the entire seventh floor of the A and C Buildings with the exception of the Biosafety Level 3 (BSL-3) laboratory. Additional animal holding rooms, procedure rooms, and laboratories will be constructed. Infrastructure will be upgraded to improve the overall environment for animals as well as RARC staff.

Project Budget

Approved Budget	21,826,000
Estimated Total Budget	21,826,000
Estimated O&M Impact	
Deferred Maintenance Addressed	1,700,000

Schedule of Anticipated Expenditures

To Date	14,274,000
2007-08	7,552,000
2008-09	
2009-10	
2010-11	
2011-12	
Post 2011-12	
Total	21,826,000

Funding Sources

In Hand	1,700,000
Pledged (present value)	
To Be Raised (present value)	
Subtotal Gifts/Grants	1,700,000
General Purpose	20,126,000
Unit	
Enterprise Operations	
New York State	
Total Budget	21,826,000

Debt Financing

Financing Required	20,126,000
Repayment Source(s)	General Purpose
Debt Type	Long-Term

Current Status/Notes

This project is in the construction phase.

Research Animal Resource Center E Building (line 80, page 58)

Campus	New York City	Project Type	Construction/Renovation
Unit	Medical College	Approved Phase	Construction
Added Space	10,000 Gross Square Feet	Completion Date	December 2007

Project Description/Scope

This project will construct three additional floors to the E Building and renovate the existing sixth floor in accordance with the Research Animal Resource Center (RARC) Master Plan of June 2003. New wet laboratories and offices will be created on the existing sixth floor. The E Building addition will permit the expansion of critical RARC programs and provide wet labs and administrative space.

Project Budget

Approved Budget	16,446,000
Estimated Total Budget	16,446,000
Estimated O&M Impact	
Deferred Maintenance Addressed	

Funding Sources

In Hand	1,500,000
Pledged (present value)	
To Be Raised (present value)	
Subtotal Gifts/Grants	1,500,000
General Purpose	14,946,000
Unit	
Enterprise Operations	
New York State	
Total Budget	16,446,000

Schedule of Anticipated Expenditures

To Date	13,955,000
2007-08	2,491,000
2008-09	
2009-10	
2010-11	
2011-12	
Post 2011-12	
Total	16,446,000

Debt Financing

Financing Required	14,946,000
Repayment Source(s)	General Purpose
Debt Type	Long-Term

Current Status/Notes

This project is in the construction phase.

Research Animal Resource Center S-3 (line 83, page 58)

Campus	New York City	Project Type	Improvement/Renovation
Unit	Medical College	Approved Phase	Construction
Added Space		Completion Date	January 2009

Project Description/Scope

This project will renovate the Research Animal Resource Center (RARC) located on the third floor of the Hamad bin Khalifa Biomedical Research Building (S-3) in accordance with the Research Animal Resource Center Master Plan of June 2003. Approximately 6,400 gross square feet of existing animal space will be reorganized and modernized, increasing capacity and addressing the demand for a larger animal population to support research initiatives.

Project Budget

Approved Budget	8,487,000
Estimated Total Budget	8,487,000
Estimated O&M Impact	
Deferred Maintenance Addressed	

Schedule of Anticipated Expenditures

To Date	3,056,000
2007-08	615,000
2008-09	4,816,000
2009-10	
2010-11	
2011-12	
Post 2011-12	
Total	8,487,000

Funding Sources

In Hand	2,050,000
Pledged (present value)	
To Be Raised (present value)	
Subtotal Gifts/Grants	2,050,000
General Purpose	6,437,000
Unit	
Enterprise Operations	
New York State	
Total Budget	8,487,000

Debt Financing

Financing Required	6,437,000
Repayment Source(s)	General Purpose
Debt Type	Long-Term

Current Status/Notes

Construction is scheduled to begin in January 2008.

Reproductive Medicine Renovations (line 85, page 58)

Campus	New York City	Project Type	Improvement/Renovation
Unit	Medical College	Approved Phase	Construction
Added Space		Completion Date	April 2008

Project Description/Scope

This project will renovate approximately 5,600 net square feet on the fifth floor of the Hamad bin Khalifa Biomedical Research Building to provide new laboratories and offices for the Center for Reproductive Medicine and Infertility. This renovation is required to better support the Center's continued growth in the area of reproductive medicine.

Project Budget

Approved Budget	7,006,000
Estimated Total Budget	7,006,000
Estimated O&M Impact	
Deferred Maintenance Addressed	

Funding Sources

In Hand	
Pledged (present value)	
To Be Raised (present value)	<u>7,006,000</u>
Subtotal Gifts/Grants	7,006,000
General Purpose	
Unit	
Enterprise Operations	
New York State	
Total Budget	<u>7,006,000</u>

Schedule of Anticipated Expenditures

To Date	4,800,000
2007-08	2,206,000
2008-09	
2009-10	
2010-11	
2011-12	
Post 2011-12	
Total	<u>7,006,000</u>

Debt Financing

Financing Required
Repayment Source(s)
Debt Type

Current Status/Notes

This project is in the construction phase. The departmental unit is providing bridge funding from its operating reserves pending the receipt of gifts.

Rice Hall Rehabilitation and Roof Replacement (line 47, page 58)

Campus	Ithaca	Project Type	Improvement/Renovation
Unit	Agriculture & Life Sciences	Approved Phase	Concept
Added Space		Completion Date	October 2012

Project Description/Scope

This project will rehabilitate Rice Hall, addressing building systems, code requirements, and program needs.

Project Budget

Approved Budget	
Estimated Total Budget	5,000,000
Estimated O&M Impact	50,000
Deferred Maintenance Addressed	4,382,000

Schedule of Anticipated Expenditures

To Date	
2007-08	
2008-09	
2009-10	
2010-11	500,000
2011-12	2,500,000
Post 2011-12	<u>2,000,000</u>
Total	5,000,000

Funding Sources

In Hand	
Pledged (present value)	
To Be Raised (present value)	
Subtotal Gifts/Grants	
General Purpose	
Unit	
Enterprise Operations	
New York State	<u>5,000,000</u>
Total Budget	5,000,000

Debt Financing

Financing Required	
Repayment Source(s)	
Debt Type	

Current Status/Notes

This project is included in the approved 2004-09 State University Construction Fund (SUCF) capital plan. The programming phase of this project is underway, and is being done in conjunction with the projects for Fernow and Bruckner Halls. The design phase is expected to begin in 2007.

Stocking Hall Renovation (line 30, page 54)

Campus	Ithaca	Project Type	Construction/Renovation
Unit	Agriculture & Life Sciences	Approved Phase	Planning
Added Space	5,000 Gross Square Feet	Completion Date	June 2013

Project Description/Scope

This project will renovate the four story west wing of Stocking Hall, and will likely demolish the central low section and replace it with a new building. The work is to support the program of the Department of Food Science.

Project Budget

Approved Budget	460,000
Estimated Total Budget	25,000,000
Estimated O&M Impact	
Deferred Maintenance Addressed	23,072,000

Funding Sources

In Hand	
Pledged (present value)	
To Be Raised (present value)	
Subtotal Gifts/Grants	
General Purpose	
Unit	
Enterprise Operations	
New York State	<u>25,000,000</u>
Total Budget	25,000,000

Schedule of Anticipated Expenditures

To Date	230,000
2007-08	370,000
2008-09	2,000,000
2009-10	10,000,000
2010-11	12,400,000
2011-12	
Post 2011-12	
Total	<u>25,000,000</u>

Debt Financing

Financing Required	
Repayment Source(s)	
Debt Type	

Current Status/Notes

Site selection has been approved. The project is currently funded with \$25 million from the 2004-09 State University Construction Fund (SUCF) capital plan. The total cost of renovation and new construction is estimated at \$89 million, and the balance of the project cost (\$64 million) is included in the “under consideration” section of the university’s capital plan. (See page 63.)

Surgery Renovations (line 84, page 58)

Campus	New York City	Project Type	Improvement/Renovation
Unit	Medical College	Approved Phase	Construction
Added Space		Completion Date	May 2008

Project Description/Scope

This project will renovate the research laboratories of the Department of Surgery, located on the eight and tenth floors of the A Building and on the seventh floor of the Lasdon Biomedical Research Building. The research space will be reorganized and modernized to support department initiatives.

Project Budget

Approved Budget	8,000,000
Estimated Total Budget	8,000,000
Estimated O&M Impact	
Deferred Maintenance Addressed	

Schedule of Anticipated Expenditures

To Date	7,000,000
2007-08	1,000,000
2008-09	
2009-10	
2010-11	
2011-12	
Post 2011-12	
Total	8,000,000

Funding Sources

In Hand	8,000,000
Pledged (present value)	
To Be Raised (present value)	
Subtotal Gifts/Grants	8,000,000
General Purpose	
Unit	
Enterprise Operations	
New York State	
Total Budget	8,000,000

Debt Financing

Financing Required
Repayment Source(s)
Debt Type

Current Status/Notes

This project is in the construction phase.

Telephony Infrastructure Upgrades (line 70, page 58)

Campus	Ithaca	Project Type	Infrastructure
Unit	Information Technologies	Approved Phase	Ongoing
Added Space		Completion Date	Ongoing

Project Description/Scope

The telephone switch, the voice mail system, and voice network infrastructure require life cycle replacements as Cornell Information Technologies (CIT) continues to provide voice services to campus. CIT is currently developing a long term strategy for telephony services. Options being examined include a gradual transition to enhanced digital services and the provision of voice services over the data network (VoIP). Going forward with PBX phone service and/or VoIP will require retooling the current voice infrastructure.

Project Budget

Approved Budget	
Estimated Total Budget	5,175,000
Estimated O&M Impact	
Deferred Maintenance Addressed	

Funding Sources

In Hand	
Pledged (present value)	
To Be Raised (present value)	
Subtotal Gifts/Grants	
General Purpose	
Unit	1,500,000
Enterprise Operations	3,675,000
New York State	
Total Budget	<u>5,175,000</u>

Schedule of Anticipated Expenditures

To Date	
2007-08	
2008-09	1,700,000
2009-10	750,000
2010-11	500,000
2011-12	75,000
Post 2011-12	<u>2,150,000</u>
Total	5,175,000

Debt Financing

Financing Required	
Repayment Source(s)	
Debt Type	

Current Status/Notes

Uris Hall Animal Facility (line 6, page 54)

Campus	Ithaca	Project Type	Improvement/Renovation
Unit	Arts & Sciences	Approved Phase	Construction
Added Space		Completion Date	Spring 2008

Project Description/Scope

The purpose of this project is to renovate approximately 11,850 gross square feet of animal holding, procedure, and support space in Uris Hall, as well as approximately 5,200 gross square feet of general lab and office space. The renovated space will be used to house vertebrate animals and associated activities required for the teaching and research of psychology faculty.

Project Budget

Approved Budget	7,200,000
Estimated Total Budget	7,200,000
Estimated O&M Impact	40,000
Deferred Maintenance Addressed	

Schedule of Anticipated Expenditures

To Date	2,817,000
2007-08	4,383,000
2008-09	
2009-10	
2010-11	
2011-12	
Post 2011-12	
Total	7,200,000

Funding Sources

In Hand	
Pledged (present value)	
To Be Raised (present value)	
Subtotal Gifts/Grants	
General Purpose	6,100,000
Unit	1,100,000
Enterprise Operations	
New York State	
Total Budget	7,200,000

Debt Financing

Financing Required	6,100,000
Repayment Source(s)	General Purpose
Debt Type	Long-Term

Current Status/Notes

The project is needed to bring the animal facility within Uris Hall into compliance with current animal facilities standards for accreditation by the Association for Assessment and Accreditation of Laboratory Animal Care International, to consolidate animal holding and procedure space for the operational efficiency, and to continue to provide adequate laboratory and office space to house the funded research projects and the courses associated with this facility and its faculty. The bids that have been received indicate a total project cost of approximately \$1 million less than planned.

Urology Renovation (line 82, page 58)

Campus	New York City	Project Type	Improvement/Renovation
Unit	Medical College	Approved Phase	Design
Added Space		Completion Date	2007-08

Project Description/Scope

The Medical College has initiated an effort to consolidate departmental laboratory space to create more efficient work environments and foster the exchange of information among colleagues. As a result of this effort the Medical College is renovating 8,590 net square feet of the ninth floor of the A Building and the ninth floor of the F Building for the Department of Urology. The project plans for a full renovation of the space, including the modernization of the HVAC, fire alarm, sprinkler, and life safety systems.

Project Budget

Approved Budget	999,000
Estimated Total Budget	9,300,000
Estimated O&M Impact	
Deferred Maintenance Addressed	

Funding Sources

In Hand	733,000
Pledged (present value)	1,150,000
To Be Raised (present value)	<u>7,417,000</u>
Subtotal Gifts/Grants	9,300,000
General Purpose	
Unit	
Enterprise Operations	
New York State	
Total Budget	9,300,000

Schedule of Anticipated Expenditures

To Date	597,000
2007-08	8,000,000
2008-09	703,000
2009-10	
2010-11	
2011-12	
Post 2011-12	
Total	<u>9,300,000</u>

Debt Financing

Financing Required	
Repayment Source(s)	
Debt Type	

Current Status/Notes

This project is in the design phase.

Veterinary Waste Management System (line 42, page 54)

Campus	Ithaca	Project Type	New Construction
Unit	Veterinary Medicine	Approved Phase	Construction
Added Space	2,000 Gross Square Feet	Completion Date	December 2010

Project Description/Scope

This project will construct a new heat and chemical waste treatment facility to replace the existing incinerator used to dispose of biological waste at the College of Veterinary Medicine. The process technology will include pretreatment of waste by autoclave sterilization and grinding and treatment by alkaline digestion.

Project Budget

Approved Budget	6,263,000
Estimated Total Budget	7,000,000
Estimated O&M Impact	60,000
Deferred Maintenance Addressed	2,000,000

Schedule of Anticipated Expenditures

To Date	454,000
2007-08	500,000
2008-09	3,100,000
2009-10	2,200,000
2010-11	746,000
2011-12	
Post 2011-12	
Total	<u>7,000,000</u>

Funding Sources

In Hand	
Pledged (present value)	
To Be Raised (present value)	
Subtotal Gifts/Grants	
General Purpose	
Unit	40,000
Enterprise Operations	
New York State	<u>6,960,000</u>
Total Budget	<u>7,000,000</u>

Debt Financing

Financing Required
Repayment Source(s)
Debt Type

Current Status/Notes

The design has been completed and the necessary permits obtained. Construction is expected to begin in the spring of 2008. This project is included in the approved 2004-09 State University Construction Fund (SUCF) capital plan.

Weill Greenberg Center (Ambulatory Care) (line 75, page 58)

Campus	New York City	Project Type	New Construction
Unit	Medical College	Approved Phase	Construction
Added Space	332,600 Gross Square Feet	Completion Date	January 2007

Project Description/Scope

The Medical College is building a 332,600 gross square foot building at the southwest corner of York Avenue and 70th Street. The space will permit the Medical College and its Physician Organization to expand educational support facilities for students and provide for new, expanded, and/or relocated faculty practices to allow the College to remain competitive in numerous clinical areas.

Project Budget

Approved Budget	229,803,000
Estimated Total Budget	229,803,000
Estimated O&M Impact	8,000,000
Deferred Maintenance Addressed	

Funding Sources

In Hand	132,181,000
Pledged (present value)	47,622,000
To Be Raised (present value)	<u>50,000,000</u>
Subtotal Gifts/Grants	229,803,000
General Purpose	
Unit	
Enterprise Operations	
New York State	
Total Budget	<u>229,803,000</u>

Schedule of Anticipated Expenditures

To Date	202,331,000
2007-08	27,472,000
2008-09	
2009-10	
2010-11	
2011-12	
Post 2011-12	
Total	<u>229,803,000</u>

Debt Financing

Financing Required	50,00,000
Repayment Source(s)	Gifts
Debt Type	Bridge

Current Status/Notes

This project has been largely completed; the first occupants moved into the building in January 2007.

Weill Greenberg Center (Ambulatory Care) Ophthalmology Fit-Out (line 81, page 58)

Campus	New York City	Project Type	Fit-Out
Unit	Medical College	Approved Phase	Construction
Added Space		Completion Date	January 2008

Project Description/Scope

This project will design and fit-out approximately 23,000 gross square feet of the Weill Greenberg Center (16,000 gross square feet on the eleventh floor and 7,000 gross square feet on the twelfth floor) to permit the relocation of the clinical and administrative operations of the Department of Ophthalmology. This space will house the offices for the department chair and clinical faculty as well as an outpatient clinic.

Project Budget

Approved Budget	14,126,000
Estimated Total Budget	14,126,000
Estimated O&M Impact	
Deferred Maintenance Addressed	

Schedule of Anticipated Expenditures

To Date	3,531,000
2007-08	10,595,000
2008-09	
2009-10	
2010-11	
2011-12	
Post 2011-12	
Total	14,126,000

Funding Sources

In Hand	
Pledged (present value)	14,126,000
To Be Raised (present value)	
Subtotal Gifts/Grants	14,126,000
General Purpose	
Unit	
Enterprise Operations	
New York State	
Total Budget	14,126,000

Debt Financing

Financing Required
Repayment Source(s)
Debt Type

Current Status/Notes

This project is in the construction phase.

West Campus Residential Initiative (line 21, page 54)

Campus	Ithaca	Project Type	New Construction
Unit	Campus Life	Approved Phase	Construction
Added Space	256,000 Gross Square Feet	Completion Date	August 2008

Project Description/Scope

The purpose of the West Campus Residential Initiative (WCRI) is to implement changes to the campus living and learning program as described in the *President's Report on Residential Housing at Cornell University*. The project will eliminate the Class Halls and existing Noyes Center and will construct five houses and a new Noyes Community Recreation Center on West Campus. Each house will have about 360 student beds and a dedicated dining facility. The new recreation center will be an approximately 30,000 gross square foot building with an indoor gym and fitness, aerobics, performance, and other spaces. The project budget does not include the renovation of the Gothic Halls, for which funding has not been identified, nor the cost of off-site parking facilities and the increase in operating and maintenance costs.

Project Budget

Approved Budget	225,900,000
Estimated Total Budget	225,900,000
Estimated O&M Impact	1,815,000
Deferred Maintenance Addressed	6,725,000

Funding Sources

In Hand	126,190,000
Pledged (present value)	11,061,000
To Be Raised (present value)	<u>88,649,000</u>
Subtotal Gifts/Grants	225,900,000
General Purpose	
Unit	
Enterprise Operations	
New York State	
Total Budget	<u>225,900,000</u>

Schedule of Anticipated Expenditures

To Date	157,400,000
2007-08	53,000,000
2008-09	15,500,000
2009-10	
2010-11	
2011-12	
Post 2011-12	
Total	<u>225,900,000</u>

Debt Financing

Financing Required	83,932,000
Repayment Source(s)	Gifts
Debt Type	Bridge

Current Status/Notes

WCRI Project 1 (Cook House and a portion of Becker House) opened in August 2004. Project 2 (the remaining portion of Becker House) opened in August 2005. Project 3 (Bethe House and the new Noyes Community and Recreation Center) opened in January 2007. Construction of Project 4 (the 4th and 5th houses) started in January 2007 and will be finished in August 2008, completing the Residential Initiative two years ahead of schedule. The amount to be borrowed will depend on the timing of project expenditures and gift receipts.

**TUITION AND FEES
SELECTED BUSINESS SCHOOLS**

<u>Institution</u>	<u>Resident</u>			<u>Institution</u>	<u>Nonresident</u>		
	<u>05-06</u>	<u>06-07</u>	<u>%</u>		<u>05-06</u>	<u>06-07</u>	<u>%</u>
Dartmouth College	\$41,525	\$44,390	6.9	Dartmouth College	\$41,525	\$44,390	6.9
Stanford University	41,340	43,380	4.9	Stanford University	41,340	43,380	4.9
University of Chicago	40,067	43,097	7.6	University of Chicago	40,067	43,097	7.6
Columbia University	39,770	43,050	8.2	Columbia University	39,770	43,050	8.2
University of Pennsylvania	40,458	42,968	6.2	University of Pennsylvania	40,458	42,968	6.2
MIT	40,044	42,834	7.0	MIT	40,044	42,834	7.0
Carnegie Mellon University	39,184	42,288	7.9	Carnegie Mellon University	39,184	42,288	7.9
Northwestern University	38,844	41,115	5.8	Northwestern University	38,844	41,115	5.8
Harvard University	38,870	40,990	5.5	Harvard University	38,870	40,990	5.5
Duke University	38,454	40,314	4.8	U. of Michigan (Ann Arbor)	38,989	40,989	5.1
Yale University	36,980	39,700	7.4	Duke University	38,454	40,314	4.8
New York University	37,700	39,586	5.0	University of Virginia	37,300	40,000	7.2
Cornell	36,412	38,868	6.7	Yale University	36,980	39,700	7.4
University of Rochester	35,250	36,312	3.0	New York University	37,700	39,586	5.0
Emory University	34,434	36,146	5.0	Cornell	36,412	38,868	6.7
U. of Michigan (Ann Arbor)	33,989	35,989	5.9	Univ. of North Carolina	35,300	37,466	6.1
Georgetown University	34,228	35,610	4.0	U. of California (Berkeley)	35,856	36,634	2.2
University of Virginia	32,300	35,000	8.4	University of Rochester	35,250	36,312	3.0
U. of California (Los Angeles)	26,039	26,956	3.5	Emory University	34,434	36,146	5.0
Univ. of Maryland	24,161	25,908	7.2	U. of California (Los Angeles)	35,576	36,105	1.5
U. of California (Berkeley)	24,325	25,459	4.7	Georgetown University	34,228	35,610	4.0
Univ. of North Carolina	18,926	20,092	6.2	Univ. of Maryland	33,521	35,268	5.2
Indiana Univ. (Bloomington)	14,623	15,636	6.9	Indiana Univ. (Bloomington)	28,541	30,459	6.7
Purdue University	14,174	15,276	7.8	Purdue University	28,076	30,010	6.9
Univ. of Texas (Austin)	10,849	13,053	20.3	Univ. of Texas (Austin)	24,689	26,963	9.2

Notes: • Institutions are ranked in descending order of rates for 2006-07.
• Rates shown are for first-year, full-time students.

TUITION AND FEES SELECTED LAW SCHOOLS

<u>Institution</u>	<u>Resident</u>			<u>Institution</u>	<u>Nonresident</u>		
	<u>05-06</u>	<u>06-07</u>	<u>%</u>		<u>05-06</u>	<u>06-07</u>	<u>%</u>
Columbia University	\$39,172	\$41,226	5.2	Columbia University	\$39,172	\$41,226	5.2
Yale University	38,800	40,900	5.4	Yale University	38,800	40,900	5.4
Cornell	37,812	40,648	7.5	Cornell	37,812	40,648	7.5
Northwestern University	38,122	40,410	6.0	Northwestern University	38,122	40,410	6.0
New York University	38,069	39,967	5.0	New York University	38,069	39,967	5.0
U. of Southern California	37,236	39,422	5.9	U. of Southern California	37,236	39,422	5.9
Duke University	36,534	38,709	6.0	Duke University	36,534	38,709	6.0
University of Pennsylvania	36,446	38,660	6.1	University of Pennsylvania	36,446	38,660	6.1
Harvard University	36,470	38,490	5.5	U. of Michigan (Ann Arbor)	35,919	38,501	7.2
University of Chicago	36,138	38,003	5.2	Harvard University	36,470	38,490	5.5
Stanford University	35,400	37,440	5.8	University of Chicago	36,138	38,003	5.2
Georgetown University	35,080	37,220	6.1	U. of California (Berkeley)	36,586	37,722	3.1
Emory University	35,034	36,746	4.9	Stanford University	35,400	37,440	5.8
Vanderbilt University	34,006	36,322	6.8	Georgetown University	35,080	37,220	6.1
George Washington Univ.	34,500	36,310	5.2	Emory University	35,034	36,746	4.9
U. of Michigan (Ann Arbor)	32,919	35,501	7.8	U. of California (Los Angeles)	35,545	36,393	2.4
University of Notre Dame	32,220	34,120	5.9	Vanderbilt University	34,006	36,322	6.8
Washington & Lee Univ.	27,981	31,275	11.8	George Washington Univ.	34,500	36,310	5.2
University of Virginia	28,300	30,700	8.5	University of Virginia	33,300	35,700	7.2
U. of California (Berkeley)	24,341	25,477	4.7	University of Notre Dame	32,220	34,120	5.9
U. of California (Los Angeles)	24,581	25,469	3.6	University of Illinois	28,392	31,664	11.5
University of Minnesota	18,422	20,585	11.7	Washington & Lee Univ.	27,981	31,275	11.8
University of Illinois	17,488	20,458	17.0	Univ. of Texas (Austin)	27,863	30,799	10.5
Univ. of Texas (Austin)	15,507	17,291	11.5	University of Minnesota	28,516	30,085	5.5
University of Washington	14,807	16,255	9.8	University of Washington	21,737	23,878	9.8

Notes: • Institutions are ranked in descending order of rates for 2006-07.
• Rates shown are for first-year, full-time students.

TUITION AND FEES COLLEGES OF VETERINARY MEDICINE

Institution	Resident			Institution	Nonresident		
	05-05	06-07	%		05-06	06-07	%
Western U. of Health Serv.	\$32,595	\$34,420	5.6	Ohio State University	\$44,691	\$49,470	10.7
University of Pennsylvania	28,998	30,212	4.2	Mississippi State University	42,458	45,900	8.1
Tufts University	28,855	29,720	3.0	Colorado State University *	37,399	38,246	2.3
Cornell	22,062	23,068	4.6	University of Florida †	35,661	37,750	5.9
University of California	21,702	22,233	2.4	University of Tennessee †	32,578	37,440	14.9
Ohio State University	17,955	19,500	8.6	Washington State Univ. *	34,004	37,047	8.9
University of Minnesota	18,228	19,418	6.5	University of Minnesota *	35,076	36,855	5.1
Mississippi State University	13,973	17,787	27.3	University of Illinois †	36,476	36,614	0.4
Michigan State University	16,000	17,196	7.5	Michigan State University †	33,600	35,996	7.1
University of Illinois	16,012	17,150	7.1	University of Pennsylvania *	34,470	35,902	4.2
University of Florida	15,297	16,775	9.7	Iowa State University	31,277	35,172	12.5
University of Wisconsin	15,936	16,382	2.8	Tufts University	33,947	34,965	3.0
University of Missouri	14,930	15,754	5.5	Kansas State University *	33,000	34,720	5.2
Oregon State University	14,850	15,585	4.9	University of California	33,947	34,478	1.6
Washington State University	13,776	14,998	8.9	Western U. of Health Serv. †	32,595	34,420	5.6
Tuskegee University	13,910	14,960	7.5	Purdue University †	32,188	34,370	6.8
Iowa State University	12,692	14,834	16.9	Virginia Tech †	30,969	33,692	8.8
Virginia Tech	13,769	14,738	7.0	Cornell *	31,562	33,068	4.8
Purdue University	13,352	14,404	7.9	North Carolina State Univ. †	32,594	33,009	1.3
Kansas State University	13,000	14,140	8.8	University of Georgia *	29,976	32,378	8.0
University of Tennessee	11,612	13,374	15.2	Louisiana State University *	30,456	32,268	5.9
Colorado State University	12,499	12,846	2.8	Auburn University *	30,058	31,306	4.2
Texas A&M University	11,371	12,597	10.8	University of Missouri	28,620	30,126	5.3
Oklahoma State University	11,466	12,091	5.5	Oregon State University *	28,323	29,733	5.0
University of Georgia	11,376	11,978	5.3	Oklahoma State University	28,742	29,366	2.2
Louisiana State University	11,856	11,868	0.1	University of Wisconsin	23,970	24,454	2.0
Auburn University	10,178	10,606	4.2	Texas A&M University †	22,171	23,397	5.5
North Carolina State Univ.	9,831	10,246	4.2	Tuskegee University	13,910	14,960	7.5

- Notes:
- Institutions are ranked in descending order of rates for 2006-07.
 - Rates for the University of California and the University of Missouri include health insurance and other fees. Rates for Cornell University, the University of Georgia, the University of Illinois, and Louisiana State University include required fees. Colorado State University's rate includes a technology fee.
 - Pennsylvania, Tufts, and Tuskegee are private institutions. Cornell is a private institution that is designated as a unit of the State University of New York and receives public support. All others are public.
 - * These institutions charge contract students at resident tuition and fees rates.
 - † These institutions do not have contract agreements.
 - Ohio State University assesses a contract student at the nonresident tuition and fees rate. This rate is then adjusted by the subsidy received from the contract state, with the student paying the difference. Ohio State also offers second-year students the option to become state residents.

GRADUATE STUDENT STIPENDS – ITHACA CAMPUS

	<u>04-05</u>	<u>05-06</u>	<u>06-07</u>	<u>07-08</u>	Percent Change from 06-07
Nine-Month Appointments					
1. Basic Stipend – TA, RA, GRA, GA	\$16,000	\$17,600	\$19,360	\$20,000	3.3%
2. Basic Stipend – EA (contract colleges only)	16,000	17,600	19,360	20,000	3.3%
3. Maximum Adjustment to Basic Stipend	8,000	8,800	9,680	10,000	3.3%
4. Maximum Fellowship/External Funding & Stipend	31,000	32,000	33,000	34,000	3.0%
Twelve-Month Appointments					
5. Basic Stipend – TA, RA, GRA	21,333	23,467	25,813	26,667	3.3%
6. Basic Stipend – EA (contract colleges only)	21,333	23,467	25,813	26,667	3.3%
7. Maximum Adjustment to Basic Stipend	N/A	N/A	N/A	N/A	
8. Maximum Fellowship/External Funding & Stipend	N/A	N/A	N/A	N/A	
Veterinary Medicine					
9. Post-DVM Graduate Assistant – Level 1	28,600	29,800	30,900	32,000	3.6%
10. Post-DVM Graduate Assistant – Level 2	29,400	30,600	31,700	32,900	3.8%
11. Post-DVM Graduate Assistant – Level 3	30,200	31,500	32,700	33,900	3.7%
12. Post-DVM Graduate Assistant – Level 4	31,200	32,500	33,700	34,900	3.6%
13. Post-DVM Graduate Assistant – Level 5	32,200	33,500	34,700	35,900	3.5%
14. Post-DVM Graduate Assistant – Level 6	33,200	34,600	35,900	37,200	3.6%
15. Post-DVM Graduate Assistant – Level 7	34,300	35,700	37,100	38,400	3.5%
16. Post-DVM Graduate Assistant – Level 8	35,300	36,800	38,200	39,500	3.4%

- Notes:
- A teaching assistant (TA) receives a stipend for providing teaching services that are not thesis related.
 - A research assistant (RA) receives a stipend for conducting research services that are not thesis related.
 - A graduate research assistant (GRA) receives support for thesis or degree-related work of a type that is required from all candidates for the degree.
 - A graduate assistant (GA) receives a stipend for providing one or more services (teaching, grading, research, administrative, or other) that cannot be appropriately categorized as being a TA, RA, GRA, or EA.
 - An extension assistant (EA) receives a stipend for engaging in extension or public service activities that are not thesis related. (This title is used only in the contract colleges.)
 - TA, RA, GRA, GA, and EA appointments normally involve between 15 and 20 hours of work per week.
 - * The summer compensation for twelve-month appointments may be supplemented, subject to the availability of funds.

NOTES

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