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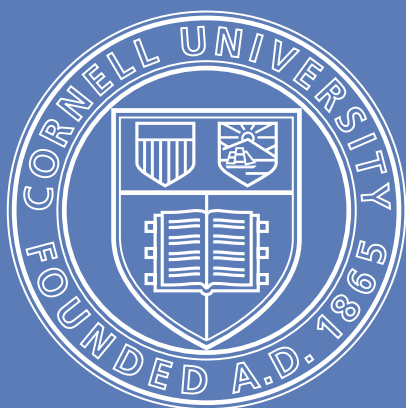
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Financial Plan

Operating and Capital

Supplemental Schedules

June 2008





Cornell University
Division of Planning and Budget

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August 28, 2008

Dear Colleagues:

I am pleased to present the 2008-09 version of the detailed Cornell University Financial Plan. This is my last transmittal of such a document as Vice President of Planning and Budget and I do so with pride and gratitude. I am proud of the work of the Division of Planning and Budget. I am proud of Cornell University and its faculty, staff and students who bring life, activity and success to priorities and programs represented in the words and numbers in this document. I am grateful for the opportunity to have served Cornell University for 22 years. I am particularly grateful to have worked with Michael Whalen for 22 years and I am particularly proud to share his exceptional work in producing this document for the past decade. Thank you, Mike.

This expanded version of the financial plan includes some additional schedules. First, the plan includes details on pages 51 to 113 of the University's expansive capital plan. The capital plan includes Approved projects that we call the List A (page 56 to 63) which includes all campaign priority projects and all other projects that have at least one formal stage of approval. This document also includes the list of capital activity under consideration which we refer to as List B (page 64 to 65). This list includes projects that are in some stage of active planning, but as of this spring, were lacking consensus and commitment on one of the following: scope, timing and/or funding sources.

Additionally, the expanded version includes details on the internal distribution of central support costs on pages 118 to 120. These schedules represent the yearlong work of the Operating Plans Committee led by Paul Streeter to revise our costing methodologies. The new costing method will be fully implemented in 2009-10 and these published schedules and accompanying framework will enable the planning committees to assess the priorities and relative growth of central support costs in the years to follow.

With best wishes for a healthy and productive 2008-09.

Sincerely,

Carolyn Ainslie

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Michael L. Whalen, Editor

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INTRODUCTION

PRESENTATION FORMAT

On May 23, 2008, the Cornell Board of Trustees approved the university's 2008-09 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 2008-09 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. 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 63 and 66 through 69 record the university's 2008-09 capital plan in the form presented to the trustees. Beginning on page 70 and continuing through page 113 are descriptions of some of the approved capital projects that are itemized in the schedules on pages 56 through 63. 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. The schedules on pages 64 and 65 list capital projects that are under consideration but have not been approved. Some of these projects have planning studies underway.

Appendices

Appendices, which provide background information, begin on page 114. They augment or update information that was presented to the trustees in May. Included is a new appendix (pages 118 and 119) that details Cornell Cost Allocation Methodology (CAM), the analysis that is used to redistribute administrative and support costs within the university.

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, Cornell's 2008-09 state appropriation level for the contract colleges has yet to be finalized. Any variance in state appropriations, along with other modifications and updates, will be presented and discussed in the in-year forecast (fall report) of the 2008-09 financial plan that will be published in January 2009.

Operating Plan

Including Budget Details of the Colleges
and Other Major Operating Units

OPERATING PLAN – HIGHLIGHTS

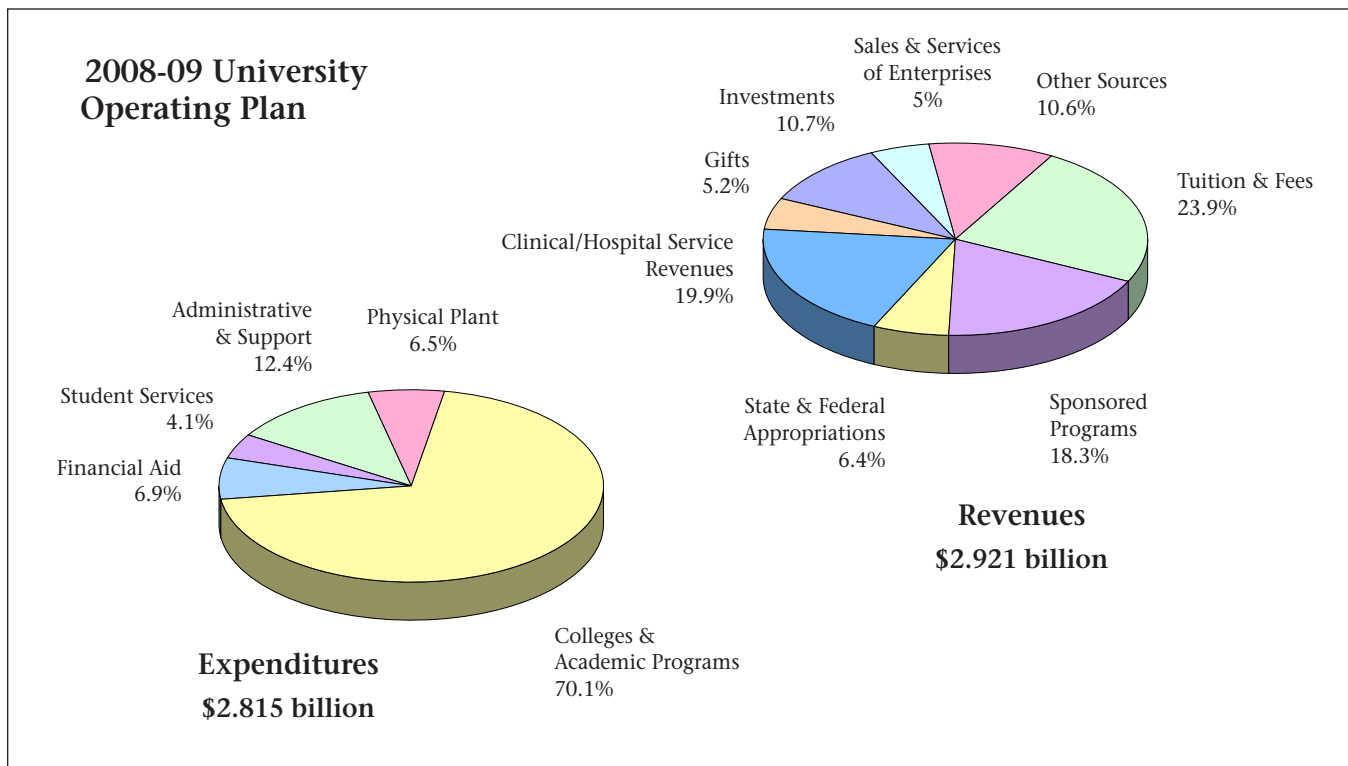
INTRODUCTION

Cornell's 2008-09 operating plan is illustrated below and described beginning on page 7. Three primary sources fund this plan: user fees, government support, and private donations.

- *User fees* are paid mainly by students for tuition, fees, room, board, and textbooks; by patients for medical services; by guests of the Statler Hotel; and by attendees of athletic events.
- *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 over the past ten years, from 54 percent of the total to 59.3 percent. Donative support has also grown slightly, from 15.3 percent to 15.9 percent, while government support has declined as a percentage of the total, dropping from 30.6 percent to 24.7 percent of all operating revenues due to a series of cuts in state appropriations for the contract colleges.

Seventy percent of these resources are used to fund the direct costs of the colleges, research centers, and other academic programs. The remaining 30 percent underwrites financial aid, student services, administration and support, and the physical plant. Over the past ten years, college and academic programs have declined from 73 percent of the total to 70.1 percent while financial aid has increased from 5.7 percent to 6.9 percent. Student support has also declined, from 5.1 percent to 4.1 percent, and physical plant costs have dropped from 8.3 percent to 6.5 percent. Administrative and support costs have grown substantially, from 7.9 percent of the total to 12.4 percent. A significant factor in the administrative and support growth has been the creation of the Weill Cornell Medical College in Qatar, which did not exist ten years ago. Removing Qatar from the analysis shows that administrative and support costs have grown, but at a lower rate, expanding from 7.9 percent to 9.9 percent of total costs over this period. The growth in administrative and support costs unrelated to Qatar was due primarily to investments in administrative systems, fundraising, communications, 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.



COMPOSITE OPERATING PLAN

Cornell's composite operating plan for 2008-09 is based on the plans of its two main divisions: the Ithaca campus and the Weill Cornell 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 \$2.921 billion, an increase of 4.8 percent over the forecast for 2007-08.

- **Tuition and fee** revenues are projected to expand 4.5 percent, based on approved tuition rate increases and decreases. A very slight overall increase in student enrollment is anticipated.
- The net increase in **investment distributions** is expected to be 12.7 percent, due primarily to the planned 12.8 percent increase in the Long Term Investment Pool (LTIP) payout rate, from \$2.66 to \$3.00 per share.
- The combination of **unrestricted** and **restricted gifts** for general operations are expected to increase 1 percent from the forecast for 2007-08, reflecting the anticipated effect of Cornell's fundraising campaign. The campaign is largely focused on raising gifts for endowment and capital and these gifts, while often significant, are not included in the operating plan.
- **Direct costs** of grants and contracts for **sponsored programs** are expected to increase 2.1 percent, to \$412.4 million, while **recoveries of facilities and administrative costs** are projected to expand 2.8 percent, to \$122.2 million.
- **State appropriations** are planned at \$169.9 million, representing an increase of \$717 thousand from the 2007-08 forecast.
- Revenues from the **Physician Organization** are projected to increase \$22.9 million over the forecast for 2007-08, due to growth in several clinical areas introduced as part of the Strategic Plan.
- **Sales and services of enterprises** are projected to increase 6.9 percent, reflecting rate increases and the opening of new student facilities.

- Included in the category of **other sources** is \$78.5 million of planned income in 2008-09 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 \$28.5 million, most of which will fund recent construction, physical plant maintenance, and debt service.

Expenditures and Transfers Out

Expenditures are planned at \$2.815 billion, an increase of 5.1 percent over the forecast for 2007-08.

- Expenditures by **academic units** (colleges, research centers, and other academic programs) are planned to increase 3.2 percent, to \$1.971 billion. Expenditures of the academic and clinical departments of the Medical College will represent 40.1 percent of this total.
- **Centrally recorded financial-aid** costs for undergraduate, graduate, and professional students are planned at \$194.2 million, or 12.9 percent more than the forecast for 2007-08.
- **Administrative and support** costs are planned to increase \$23.6 million, or 7.4 percent. Forty-seven percent, or \$11.1 million, of this increase represents support for the Qatar initiative in the Medical College. All other administrative and support costs are expected to grow 5 percent in 2008-09.
- **Physical plant** expenditures are expected to increase 10.3 percent from the forecast for 2007-08 due to rising utility and maintenance costs and additional operating costs for new facilities.

Transfers out to funds functioning as endowment are planned at \$13.4 million, while **transfers to plant reserves** will total \$107.9 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. Ninety 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	06-07	07-08	07-08	08-09	Change from	
	Actual	Plan	Forecast	Plan	Forecast to Plan	Dollars Percent
1. Tuition & Fees	\$630,749	\$658,857	\$665,952	\$696,034	\$30,082	4.5%
2. Investment Distributions	244,252	267,391	278,395	313,782	35,387	12.7%
3. Unrestricted Gifts	46,596	45,848	42,153	43,435	1,282	3.0%
4. Restricted Gifts	105,964	119,771	108,419	108,527	108	0.1%
5. Sponsored Programs (direct)	394,730	409,910	403,930	412,387	8,457	2.1%
6. Sponsored Programs (F&A)	117,286	122,081	118,852	122,202	3,350	2.8%
7. Institutional Allowances	23,063	24,514	27,052	28,282	1,230	4.5%
8. State Appropriations	156,593	174,128	169,200	169,917	717	0.4%
9. Federal Appropriations	16,766	16,781	17,100	17,840	740	4.3%
10. Physician Organization (PO)	431,788	479,583	472,234	495,164	22,930	4.9%
11. NYPH (purchased services)	79,716	82,763	84,486	86,176	1,690	2.0%
12. Enterprise Sales & Services	132,758	133,041	137,052	146,532	9,480	6.9%
13. Other Sources	264,609	259,901	261,270	280,406	19,136	7.3%
14. Subtotal In-Year Revenues	2,644,870	2,794,569	2,786,095	2,920,684	134,589	4.8%
15. Transfers From Endowment	24,142	29,710	25,120	26,859	1,739	
16. Transfers From Plant	6,240	2,076	1,530	1,622	92	
17. Subtotal Transfers In	30,382	31,786	26,650	28,481	1,831	
18. Total Resources	2,675,252	2,826,355	2,812,745	2,949,165	136,420	4.9%
Uses of Resources						
19. Agriculture & Life Sciences	233,600	243,175	243,375	246,973	3,598	1.5%
20. Architecture, Art & Planning	21,154	23,936	24,077	24,383	306	1.3%
21. Arts & Sciences	169,581	179,150	179,830	182,190	2,360	1.3%
22. Engineering	121,376	130,515	132,515	136,685	4,170	3.1%
23. Hotel Administration	43,022	45,257	45,300	48,693	3,393	7.5%
24. Human Ecology	52,681	55,597	52,993	53,756	763	1.4%
25. Industrial & Labor Relations	40,466	44,698	43,685	44,373	688	1.6%
26. Johnson School	48,687	51,836	54,800	58,198	3,398	6.2%
27. Law School	25,323	25,918	26,218	27,339	1,121	4.3%
28. Medical College (academic/clinical)	721,853	772,908	766,875	790,912	24,037	3.1%
29. Veterinary Medicine	105,439	106,538	106,547	110,759	4,212	4.0%
30. Research Centers	98,892	90,224	92,500	96,933	4,433	4.8%
31. Other Academic Programs	128,365	137,659	140,500	149,446	8,946	6.4%
32. Centrally Recorded Financial Aid	166,866	175,480	171,936	194,192	22,256	12.9%
33. Student Services	100,995	106,255	106,078	116,721	10,643	10.0%
34. Administrative & Support	292,060	324,841	318,505	342,145	23,640	7.4%
35. Physical Plant	146,156	169,602	166,573	183,747	17,174	10.3%
36. All Other	8,718	6,505	7,275	7,558	283	3.9%
37. Subtotal Expenditures	2,525,234	2,690,094	2,679,582	2,815,003	135,421	5.1%
38. Transfers To Endowment	17,343	18,025	16,862	13,431	(3,431)	
39. Transfers To Plant	103,000	105,332	105,200	107,905	2,705	
40. Subtotal Transfers Out	120,343	123,357	122,062	121,336	(726)	
41. Total Uses of Resources	2,645,577	2,813,451	2,801,644	2,936,339	134,695	4.8%
42. Net From Operations	29,675	12,904	11,101	12,826	1,725	

Composite Operating Plan – By Division

(dollars in thousands)

Resources	Ithaca Campus	Medical College	08-09 Plan	07-08 Forecast	Change from Forecast to Plan	
					Dollars	Percent
1. Tuition & Fees	\$672,793	\$23,241	\$696,034	\$665,952	\$30,082	4.5%
2. Investment Distributions	263,229	50,553	313,782	278,395	35,387	12.7%
3. Unrestricted Gifts	41,574	1,861	43,435	42,153	1,282	3.0%
4. Restricted Gifts	46,410	62,117	108,527	108,419	108	0.1%
5. Sponsored Programs (direct)	296,590	115,797	412,387	403,930	8,457	2.1%
6. Sponsored Programs (F&A)	77,825	44,377	122,202	118,852	3,350	2.8%
7. Institutional Allowances	50	28,232	28,282	27,052	1,230	4.5%
8. State Appropriations	169,723	194	169,917	169,200	717	0.4%
9. Federal Appropriations	17,840		17,840	17,100	740	4.3%
10. Physician Organization (PO)		495,164	495,164	472,234	22,930	4.9%
11. NYPH (purchased services)		86,176	86,176	84,486	1,690	2.0%
12. Enterprise Sales & Services	125,499	21,033	146,532	137,052	9,480	6.9%
13. Other Sources	<u>166,066</u>	<u>114,340</u>	<u>280,406</u>	<u>261,270</u>	<u>19,136</u>	7.3%
14. Subtotal In-Year Revenues	1,877,599	1,043,085	2,920,684	2,786,095	134,589	4.8%
15. Transfers From Endowment	26,859		26,859	25,120	1,739	
16. Transfers From Plant	<u>1,622</u>		<u>1,622</u>	<u>1,530</u>	<u>92</u>	
17. Subtotal Transfers In	28,481		28,481	26,650	1,831	
18. Total Resources	1,906,080	1,043,085	2,949,165	2,812,745	136,420	4.9%
Uses of Resources						
19. Agriculture & Life Sciences	246,973		246,973	243,375	3,598	1.5%
20. Architecture, Art & Planning	24,383		24,383	24,077	306	1.3%
21. Arts & Sciences	182,190		182,190	179,830	2,360	1.3%
22. Engineering	136,685		136,685	132,515	4,170	3.1%
23. Hotel Administration	48,693		48,693	45,300	3,393	7.5%
24. Human Ecology	53,756		53,756	52,993	763	1.4%
25. Industrial & Labor Relations	44,373		44,373	43,685	688	1.6%
26. Johnson School	58,198		58,198	54,800	3,398	6.2%
27. Law School	27,339		27,339	26,218	1,121	4.3%
28. Medical College (academic/clinical)		790,912	790,912	766,875	24,037	3.1%
29. Veterinary Medicine	110,759		110,759	106,547	4,212	4.0%
30. Research Centers	96,933		96,933	92,500	4,433	4.8%
31. Other Academic Programs	149,446		149,446	140,500	8,946	6.4%
32. Centrally Recorded Financial Aid	179,979	14,213	194,192	171,936	22,256	12.9%
33. Student Services	116,721		116,721	106,078	10,643	10.0%
34. Administrative & Support	176,998	165,147	342,145	318,505	23,640	7.4%
35. Physical Plant	126,866	56,881	183,747	166,573	17,174	10.3%
36. All Other	7,558		7,558	7,275	283	3.9%
37. Cost Redistribution	<u>(1,775)</u>	<u>1,775</u>				
38. Subtotal Expenditures	1,786,075	1,028,928	2,815,003	2,679,582	135,421	5.1%
39. Transfers To Endowment	13,431		13,431	16,862	(3,431)	
40. Transfers To Plant	<u>105,280</u>	<u>2,625</u>	<u>107,905</u>	<u>105,200</u>	<u>2,705</u>	
41. Subtotal Transfers Out	118,711	2,625	121,336	122,062	(726)	
42. Total Uses of Resources	1,904,786	1,031,553	2,936,339	2,801,644	134,695	4.8%
43. Net From Operations	1,294	11,532	12,826	11,101	1,725	

OPERATING PLAN – DETAILS

ITHACA CAMPUS

Revenues and Transfers In

Revenues are planned at \$1.878 billion, an increase of 5 percent from the 2007-08 forecast.

- **Tuition and fee** revenues are expected to increase \$27.7 million, or 4.3 percent, from the 2007-08 forecast based on growth in tuition rates ranging from 3.2 to 7.5 percent and a 10.1 percent decline in the tuition rate for graduate research degrees in selected fields. A moderate expansion in enrollments is also planned.
- **Investment distributions** are projected to increase 13.5 percent from the 2007-08 forecast due to a 12.8 percent increase in the payout rate for the Long Term Investment Pool (to \$3.00 per unit share in 2008-09) combined with projected growth in investment balances.
- **Unrestricted and restricted operating gifts** are expected to total \$88 million, or 3.1 percent more than forecast for 2007-08, reflecting the impact of the new fundraising campaign, which is largely focused on raising gifts for endowment and capital.
- The **direct costs of sponsored programs** and the **indirect recoveries of facilities and administrative costs** related to those programs are projected to reach \$374.4 million in 2008-09, an increase of 2 percent over the 2007-08 forecast. Planned research growth in biomedical engineering, cell and molecular biology, nanomaterials, and biotechnology and life sciences will be offset partially by declines in particle physics, nutrition and material sciences, and astronomy.
- **State appropriations** are planned at \$169.7 million, reflecting a 2.9 percent enacted budget reduction offset by increased funding for salary programs and critical facilities maintenance. This projection is tentative as state leaders may impose further changes during 2008-09.

Transfers in from funds functioning as endowment are planned at \$26.9 million, and will fund debt service, project construction, and renovations. **Transfers in from plant reserves** of \$1.6 million will support facility maintenance and equipment purchases.

Expenditures and Transfers Out

Expenditures are planned at \$1.786 billion, an increase of 5.4 percent over the forecast for 2007-08.

- **College** expenditures are planned at \$933.3 million, a 2.6 percent growth over the forecast, as cost increases for salaries, new faculty, program expansion, and facility construction and renovation will be offset partially by the reduction in graduate tuition support as described above.
- **Other academic program** expenditures are projected to increase 6.4 percent, to \$149.5 million, and include program implementation within the Weill Institute for Cellular and Molecular Biology.
- **Centrally recorded financial-aid** expenditures are planned at \$180 million, an increase of 14.2 percent due to the growth in tuition and its corollary effect on financial aid as well as the impact of Cornell's new undergraduate financial-aid initiative. Offsetting this growth partially will be a reduction in the cost of graduate tuition fellowships.
- **Student service** costs are expected to total \$116.7 million, representing a 10 percent increase over the forecast for 2007-08. Included in this growth are incremental costs associated with increased meal plan participation as well as the opening of three new dining facilities and two residence halls.
- **Administrative and support** costs are planned to increase \$7.9 million, or 4.7 percent, reflecting inflationary growth in salaries and general expenses.
- **Physical plant** expenditures in the operating plan are projected to increase by \$12.9 million, or 11.3 percent, reflecting higher utility costs, critical maintenance support, and additional operating expenses for new facilities such as Weill Hall and the East Campus Research Facility.

Transfers out to funds functioning as endowment of \$13.4 million and to **plant reserves** of \$105.3 million will fund future programmatic support, upcoming capital plan costs, and facility renovations.

Net from Operations

This plan is expected to yield a \$1.3 million **net from operations**, as \$22 million in planned additions to operating fund balances will be offset partially by \$20.7 million in the use of accumulated reserves (which stood at \$333 million as of June 30, 2007).

Ithaca Campus – Summary						
(dollars in thousands)						
	06-07	07-08	07-08	08-09	Change from	
	Actual	Plan	Forecast	Plan	Forecast to Plan	Percent
					Dollars	Percent
Resources						
1. Tuition & Fees	\$611,910	\$639,425	\$645,046	\$672,793	\$27,747	4.3%
2. Investment Distributions *	203,672	226,777	231,912	263,229	31,317	13.5%
3. Unrestricted Gifts	44,795	43,519	40,300	41,574	1,274	3.2%
4. Restricted Gifts	48,000	50,669	45,000	46,410	1,410	3.1%
5. Sponsored Programs (direct)	281,718	292,883	291,566	296,590	5,024	1.7%
6. Sponsored Programs (F&A)	74,738	76,533	75,674	77,825	2,151	2.8%
7. Institutional Allowances	57	39	39	50	11	28.2%
8. State Appropriations	156,403	173,938	169,010	169,723	713	0.4%
9. Federal Appropriations	16,766	16,781	17,100	17,840	740	4.3%
10. Enterprise Sales & Services	115,569	116,961	116,961	125,499	8,538	7.3%
11. Other Sources *	160,753	154,152	156,082	166,066	9,984	6.4%
12. Subtotal In-Year Revenues	1,714,381	1,791,677	1,788,690	1,877,599	88,909	5.0%
13. Transfers From Endowment	24,142	29,710	25,120	26,859	1,739	
14. Transfers From Plant	5,261	2,076	1,530	1,622	92	
15. Subtotal Transfers In	29,403	31,786	26,650	28,481	1,831	
16. Total Resources	1,743,784	1,823,463	1,815,340	1,906,080	90,740	5.0%
Uses of Resources						
17. Agriculture & Life Sciences	233,600	243,175	243,375	246,973	3,598	1.5%
18. Architecture, Art & Planning	21,154	23,936	24,077	24,383	306	1.3%
19. Arts & Sciences	169,581	179,150	179,830	182,190	2,360	1.3%
20. Engineering	121,376	130,515	132,515	136,685	4,170	3.1%
21. Hotel Administration	43,022	45,257	45,300	48,693	3,393	7.5%
22. Human Ecology	52,681	55,597	52,993	53,756	763	1.4%
23. Industrial & Labor Relations	40,466	44,698	43,685	44,373	688	1.6%
24. Johnson School	48,687	51,836	54,800	58,198	3,398	6.2%
25. Law School	25,323	25,918	26,218	27,339	1,121	4.3%
26. Veterinary Medicine	105,439	106,538	106,547	110,759	4,212	4.0%
27. Research Centers	98,892	90,224	92,500	96,933	4,433	4.8%
28. Other Academic Programs	128,365	137,659	140,500	149,446	8,946	6.4%
29. Centrally Recorded Financial Aid	154,273	163,418	157,599	179,979	22,380	14.2%
30. Student Services	100,995	106,255	106,078	116,721	10,643	10.0%
31. Administrative & Support	163,191	174,640	169,100	176,998	7,898	4.7%
32. Physical Plant	97,246	117,415	114,000	126,866	12,866	11.3%
33. Ithaca Campus All Other	8,718	6,505	7,275	7,558	283	3.9%
34. Cost Redistribution	(1,700)	(1,738)	(1,738)	(1,775)	(37)	2.1%
35. Subtotal Expenditures	1,611,309	1,700,998	1,694,654	1,786,075	91,421	5.4%
36. Transfers To Endowment	17,343	18,025	16,862	13,431	(3,431)	
37. Transfers To Plant	96,319	102,680	102,700	105,280	2,580	
38. Subtotal Transfers Out	113,662	120,705	119,562	118,711	(851)	
39. Total Uses of Resources	1,724,971	1,821,703	1,814,216	1,904,786	90,570	5.0%
40. Net From Operations	18,813	1,760	1,124	1,294	170	
41. <i>Additions to Operating Reserves</i>				22,026		
42. <i>Use of Operating Reserves</i>				20,732		

Note: * Amounts for 2006-07 and 2007-08 have been restated to conform with the 2008-09 plan presentation.

ITHACA CAMPUS COLLEGE PLANS

The two-page schedule on pages 18 and 19 shows the 2008-09 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 describe the individual college plans, highlighting the various academic initiatives that are either underway or being considered. Some of the capital projects mentioned below are listed in the capital plan. (See page 52.)

Agriculture and Life Sciences

The 2008-09 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.

This year's applicant pool for the fall 2008 freshman class was the most competitive in CALs's history. CALs received 4,745 applications, and admitted only 20.6 percent of that total. The projected enrollment for the fall 2008 freshman class is targeted at 648 students, with a New York State resident to non-resident ratio of 60:40. The overall planned enrollment for 2008-09 is very similar to that of 2007-08, with an undergraduate population of between 3,050 and 3,150 students plus approximately 950 graduate students.

For 2008-09, CALs tuition revenue is expected to increase by 5 percent for both resident and non-resident students. Funding from New York State is planned to remain unchanged from the 2007-08 level; however, the college is making contingency plans for the possibility of in-year budget reductions due to the state's current fiscal challenges. State appropriation funding provides critical support to core operations and an in-year reduction would have a major negative impact.

CALs continues to make strategic investments in new faculty as existing positions become vacant. The 2008-09 operating budget supports seven new faculty hires, including three faculty who will be integral to the Weill Institute of Cell and Molecular Biology.

During the past five years, CALs has invested over \$36 million in major facility improvements and capital equipment purchases. For 2008-09, the college is planning \$8 million of capital spending. Some of the major projects included in the 2008-09 operating

budget are: (a) critical maintenance repairs to the Riley Robb building (\$1.8 million), (b) capital equipment for faculty start-up (\$2.3 million), (c) completion of a biofuels laboratory in Riley Robb Hall, and (d) initial phases of the \$90 million Stocking Hall renovation and food sciences building project.

Architecture, Art and Planning

The College of Architecture, Art, and Planning (AAP) has made strategic investments in priority areas. Curricular additions have been made to assure that international learning opportunities, urban exposure, and public service are essential components of the education for as many AAP students as possible. AAP has also improved its physical, technical, and communications infrastructure.

AAP continues to enjoy year-to-year growth in applications for each of its programs, resulting in high quality students at every level of the college. The Masters of Architecture programs continue to grow, and in 2008-09 are targeted to reach 93 students—up 60 percent from 2005. Overall fall enrollment projections for 2008-09 include 512 undergraduate majors (studying on and off campus) and 233 graduate students.

In 2008-09, the college expects to achieve continued growth in its three-year-old New York City program (AAP NYC) and to validate the economic viability of this program. AAP NYC will continue to be the base of operations for the Cornell Urban Scholars Program and the Cornell Urban Mentors Initiative—two foundation-supported public service programs which place 70 students from several Cornell colleges in community agency internships and year-round mentoring relationships with inner-city youth. The Department of City and Regional Planning administers these service programs for Cornell.

The 2008-09 operating plan reflects significant cost pressures resulting from recent investments in college priorities as well as relocation of program activities in advance of the Paul Milstein Hall building project. Accumulated fund balances and limited-term resources will be used to meet operating needs in the near-term, and the college will focus on aligning programmatic priorities with its five year (2007-12) financial planning model in the coming year.

Significant capital project activity will continue in the

college in 2008-09, including a renovation project to build elevators and accessible washrooms to address Americans with Disabilities Act (ADA) compliance needs for the college and the Fine Arts Library. This project will lead to the removal of trailers from the north side of Sibley Hall and continue the substantial relocation of some students, faculty, and staff that began in 2007. The trailer moves will also prepare the way for the construction of Milstein Hall, due to start in late 2008 or early 2009.

Arts and Sciences

The College of Arts and Sciences, one of the strongest liberal arts colleges in the country, has a faculty of 529 who teach both undergraduate and graduate students in more than 40 subjects. The number of undergraduate applications to the college grew for a fourth straight year, with an increase of 4 percent. The college enrolls 4,000 undergraduates and more than 1,700 graduate students in its own departments and related graduate fields and provides a sizable portion of the instruction for the undergraduates of the other colleges at Cornell. Typically 37 percent of the students enrolled in the College of Engineering and 21-25 percent of contract college undergraduates take Arts and Sciences courses each year. Arts and Sciences is committed to offering a rigorous and wide-ranging education to students throughout the university and to advancing the frontiers of knowledge in all fields through basic research and scholarship in the natural and social sciences and the humanities.

Faculty recruitment and retention remain top priorities, as the college needs to maintain academic strength during a period when faculty are retiring at a rapid rate and new areas of study are being developed to respond to the increasing internationalization of the curriculum, the growth in multidisciplinary research and scholarship, and the development of new technologies. Increased offerings in Chinese and Arabic and faculty who work in developing areas of information science in such diverse departments as Linguistics, Statistics, and Science and Technology Studies, as well as in the humanities, are some of the most recent manifestations of these developments.

The college's 2008-09 financial plan includes a significant investment in faculty salaries, to provide strong financial incentives and recognition for productivity

and promotion, as well as improved funding for new faculty startup expenses. The high level of activity in faculty recruitment and a good success rate in faculty retention is also 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 modernizes existing ones. These pressures are reflected in additional capital expense that has been incorporated in the financial plan to cover renovations of office and research space for new faculty and the cost of the initial design work on a new humanities building that will address the severe shortage of office and teaching space in the humanities and many of the social science departments. In addition, Arts and Sciences has again increased funding for instructional technologies, but this is an area that the college is studying and which will require more significant investments in the near future.

The college's financial plan calls for the use of existing fund balances that are being transferred to plant funds to support the humanities building. The remaining draw on fund balances is generally restricted in nature, and is being used in accordance with the intended purpose of the funds.

Engineering

The College of Engineering, a nationally ranked, top-ten engineering college, enrolls 3,000 undergraduates annually along with 810 Ph.D. and 470 Masters of Engineering (M.Eng.) students and employs 239 faculty, 330 academic and non-academic staff, and approximately 100 visiting professors and scientists.

Budgeted faculty salary expenditures reflect continued growth in the number of faculty positions in areas of strategic importance to the college and the university. Included in the 2008-09 plan is the cost of pre-filling 12 faculty lines in advance of expected faculty retirements and in anticipation of future gifts. The college is increasing the number of tenure-track faculty positions by 30 over a ten-year period, with 15 of these new positions in the Department of Biomedical Engineering (BME), which was 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 2008-09 budget includes the addition of two BME

faculty, bringing the department's total faculty to 12. BME plans to fill all 15 new faculty lines by 2010.

In addition to BME hires, budgeted 2008-09 expenditures reflect four new faculty lines in the strategic growth areas of sustainable energy systems, computational engineering, biomaterials, and nanoscience. These lines will be funded from reserves in advance of raising endowed professorship funds.

Engineering's enrollment goals are tied implicitly to strategic programmatic goals. The college is striving to double its research funding over a ten-year period. 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 2008-09 expenses include newly funded Ph.D. fellowships and growth in sponsored research graduate assistantships. The new three-semester Operations Research in Manhattan M.Eng. degree program in financial engineering is projecting increased enrollment in 2008-09. Students participate in internships and instruction in Manhattan during their third semester. This year, 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 Engineering Teaching Excellence Institute and the allocation of resources to international programs with India, China, Spain, and France are reflected in the 2008-09 budget.

Engineering is one of the leaders in Cornell's sustainable development initiative, with the college's 2008-09 financial plan reflecting a newly endowed Croll Professor of Sustainable Energy Systems position, funding for graduate fellowships in sustainable energy systems, and development of curriculum and undergraduate student projects on energy and the environment.

The college is implementing its facilities master plan, which is an extensive ten-year, multi-million dollar plan for new construction, renewal, and renovation of the college's facilities. The 2008-09 budget reflects implementation of elements of the plan, including the substantial construction of the Olin Hall mechanical infrastructure, safety, and building exterior upgrade; a finalized bid for the design of a Phillips Hall laboratory addition and mechanical upgrades; and the comple-

tion of the feasibility study, site criteria selection, and concept design for a new engineering building that will replace Carpenter Hall and most of Hollister Hall.

Engineering's 2008-09 plans include funding for the Physical Sciences Building, which will provide important new space for the School of Applied and Engineering Physics. The college has also been planning for the occupancy of the Weill Hall, which will contain many of the faculty of the Biomedical Engineering Department, as well as the design for Gates Hall for the Department of Computer Science.

Hotel Administration

The School of Hotel Administration is committed to remaining the number one school in hospitality leadership education, and continues to focus on three goals: (a) assuring that it remains the source for future industry leaders (which requires continuous improvement of undergraduate and graduate curriculums, specifically the quality of its students' experiential learning and international experience), (b) improving its position as the source for industry knowledge and expertise, and (c) creating an affordable educational option for an increasing global and diverse population of students. Consistent with those goals, during 2008-09, the school will concentrate on (a) an undergraduate curriculum review and development initiative, (b) a strategic review and development to evaluate the feasibility and economics of building a much larger platform to extend its reach and influence, (c) an effort to capitalize on its global brand name and secure the revenues needed to support its continued growth and dominance within the hospitality industry, and (d) an implementation of energy conservation and sustainability initiatives for its facilities.

The Hotel School consists of 71 faculty (including visiting and adjunct) and 22 other academic professional staff dedicated to excellence in teaching, research and service to an expected 2008-09 student enrollment of 820 undergraduate students, 9 MS/PhD students, and 60 Masters in Management in Hospitality students (40 Ithaca and 20 Nanyang Technological University).

The 2008-09 operating plan for the school is \$48.7 million. Salaries and wages are expected to increase 11.3 percent due to the addition of four full-time faculty as well as other professional and administrative staff to support expanded programs, fundraising,

and increased departmental responsibilities. Restricted gifts are projected to grow 132 percent over the 2007-08 forecast, predicated on receipt of the first of six \$500,000 payments pledged by the Pillsbury Institute of Hospitality Entrepreneurship. The Center for Hospitality Research, the leading source for hospitality industry research, anticipates a 33 percent increase in program support. Included in the plan is a 20 percent increase in the school's non-payroll expenses due to start-up of the Pillsbury Institute, expanded financial aid, a building energy audit and related improvements, and a utility sub-metering project.

Human Ecology

The College of Human Ecology integrates fundamental research, education, and outreach across multidisciplinary units to advance and improve the human condition. The college's specific areas of focus include improving nutrition and health, advancing design and technology, enriching human development, and shaping policies that secure economic and social well-being for individuals, families, and communities. The college is comprised of approximately 100 faculty, 1,250 undergraduates (on and off campus), 225 graduate students, and 250 academic and nonacademic staff.

Human Ecology's financial plans reflect a commitment to support faculty recruitment, development, and renewal; to build and maintain strong multidisciplinary departments; to strengthen the integration of its three-fold mission by using its expertise in research to define each department, and through that, shape the education experience and the effectiveness of its outreach programs; to cultivate the highest quality undergraduate population; and to advance graduate education across all fields.

Human Ecology's expenditure plan for 2008-09 totals \$71.1 million. Sponsored research funding is expected to decline slightly next year due in part to the decline in available federal NIH funding and new faculty who are in the early stages of securing research funding. Human Ecology plans to continue setting aside \$1.8 million annually to help fund the college's share of facilities costs associated with the new Human Ecology building now under construction. This facility will replace the former north wing of Martha Van Rensselaer Hall. Sitting atop a new, 252-car parking garage, the replacement facility will include teaching and research

laboratories, an exhibition gallery, design studios, faculty offices, and a commons area that will serve to unite the college buildings and academic community. Simultaneous with the new construction is the ongoing renovation and mechanical upgrade of historic Martha Van Rensselaer Hall. The capital funding being planned for these two main projects, to be completed in the next seven years, is over \$150 million.

Once completed, the college's physical campus will both reflect and foster the innovative, multidisciplinary approach that distinguishes its research, academics, and outreach. New initiatives include the Law, Psychology, and Human Development graduate concentration—a collaboration with the Law School and the College of Arts and Sciences—and the university-wide Population Program, administered through the Bronfenbrenner Life Course Center and involving more than 70 Cornell faculty.

Industrial and Labor Relations

The School of Industrial and Labor Relations (ILR) is focused on advancing the world of work, and its 2008-09 budget will allow the school to replace and expand its faculty, invest in its facilities, and deepen its external focus in the area of grants, public relations, and fundraising. ILR's 2008-09 expense budget totals \$58.4 million, which represents a 2.2 percent increase over the prior year's budget.

Undergraduate applications for fall 2008 were up 7.7 percent, with anticipated undergraduate enrollment for 2008-09 at 852 undergraduate students (studying both on and off campus). The school is augmenting a very successful transfer student program with 124 new transfer students matriculating each year. ILR remains the nation's only institution offering a four-year undergraduate program in the field. The budget is based on 89 MILR students, 23 more than enrolled previously, and 50 MS/PhD students.

ILR has 48 full-time faculty who specialize in human resource management, labor economics, collective bargaining, labor law and history, and social statistics. ILR's Extension Division includes 46 extension associates who work with corporations, unions, governments, and non-profit agencies to improve management practices, labor relations, and alternative dispute resolution mechanisms.

OPERATING PLAN – DETAILS

The focus of ILR's operating budget will be to renew its faculty by replacing three vacant positions and adding one new position in alternative dispute resolution. During 2008-09, it is likely that the school will recruit two new faculty with an emphasis on international scholarship. The school has also eliminated several positions in order to fund new faculty and staff positions, including a new position to increase sponsored research and foundation grant awards as well as positions to support its public relations and marketing efforts and its fundraising initiatives.

In 2007-08, the school received a gift from Martin and Laurie Scheinman allowing it to create the Scheinman Institute on Conflict Resolution. ILR also added new credit-exchange international programs with the European School of Management in Paris and the School of Business at University College, Dublin.

A \$15 million renovation of the Ives Faculty Building began in February 2008 and, when completed in May 2009, it will mark the completion of a decade-long renewal of ILR's facilities. The school is also investing \$2.1 million to renew its New York City conference center in mid-town Manhattan that generates nearly \$8 million per year in revenue.

Johnson School

The Johnson Graduate School of Management (JGSM) is poised to achieve many of the goals outlined five years ago in its plan: "Inventing Our Future: 2004-2009". In early 2008-09, the school expects to articulate the future goals and objectives that will ensure that JGSM sustains and enhances its worldwide reputation as a top-ten school of management.

The 2008-09 budget includes continued investments in the initiatives outlined in JGSM's current plan. The school remains committed to recruit and retain a faculty who can deliver outstanding instruction and research in all areas of modern business. The 2008-09 budget reflects a net increase of two full-time faculty members. In addition, the plan includes salary increases that will help JGSM respond to an increasingly competitive market for faculty. The budget also provides for staff growth in a few strategic areas including career services, in order to provide students with access to professionals from industry. To ensure that JGSM retains talented staff, the school has undertaken a two-year process to ensure that salaries are appro-

priately aligned with local and regional employment markets.

Consistent with JGSM's strategic plan, the school will continue to expand its executive MBA programs. The Cornell-Queen's Executive MBA program projects a 27 percent increase in its incoming class through the addition of new locations and a second section. Applications for the Cornell EMBA program remain strong and enrollment growth is expected in that program also. While steady enrollments are planned for the school's residential MBA programs, JGSM continues to recruit a highly qualified and diverse student body, which requires additional financial aid, given competition with other business schools for these students.

JGSM's Centers of Research, Learning, and Practice remain key factors making the school unique among its peers. In 2009, the Center for Sustainable Global Enterprise will sponsor a major conference on private sector-based approaches to sustainability. A director will be hired for the Entrepreneurship@Johnson program. The Parker Center for Investment Research will make additional investments in marketing its world-class instruction and research activities as well as the Cayuga Fund. Finally, JGSM's Business of Science and Technology Initiative will expand and strengthen its relationships with industry, academe (in the form of a developing partnership with MIT), and the philanthropic sector (via funding from the Kaufmann Foundation for Entrepreneurship).

Law School

Excellence in teaching and scholarship serves as the foundation of the Cornell Law School, and it 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 base of approximately 48 full-time and 20 part-time faculty members. The 2008-09 financial plan reflects the addition of 5 new faculty members, two of whom are women.

International programs continue to be a primary focus for the school. Through research, teaching, and scholarly dialogue, the Berger International Legal Studies Program and the Clarke Center for International and Comparative Legal Studies strive 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 Law School appointed its first Clarke Middle East Fellow, Ra'id Al-Sa'edi, Chief Investigative Judge of the Iraqi High Tribunal. Judge Ra'id will be in residence for three years. The 2008-09 program also continues to support two summer international programs: the Paris Summer Institute of International and Comparative Law and the Summer Law Institute in Suzhou, China. It also supports expansion of the Law School's already large number of formal student and faculty exchange relationships with law schools around the world.

The new Jack G. Clarke Institute for the Study and Practice of Business Law will include expanded class offerings, three new faculty members, and an executive director, as well as seminars, conferences, and other programming. The institute will also complement the school's J.D./M.B.A. joint-degree program, run in conjunction with the Johnson Graduate School of Management. 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 2008-09, the school plans to maintain an enrollment of 560 professional degree students and 66 graduate students.

Veterinary Medicine

The College of Veterinary Medicine (CVM) continues to maintain its status as a national leader in the field of veterinary medicine. CVM considers its national 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 that pre-eminence. Cutting-edge research and quality gradu-

ate 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 2007-08 fiscal year was one of transition for CVM as a new dean assumed leadership of the college. A strategic planning effort, directly attributable to this change in leadership, is currently being developed and is expected to be complete by fall 2008. Although CVM continues to enjoy leadership status in all three core mission areas of teaching, research, and service, it is essential that constant reevaluation occur to enable the college to remain current in its societal obligations, collaborative alliances, and contributions to the veterinary profession. This strategic planning process allows CVM the opportunity to undertake a bottom-up critical analysis of issues to be addressed and will provide a unified strategic direction, including clearly articulated objectives and strategies for achieving them. Once complete, this strategic plan will guide CVM priorities and distribution of resources for the next five to ten years.

The college's 2008-09 operating budget does not reflect any significant programmatic changes. Professional and graduate student enrollment planning remains relatively steady at 335 and 130 students, respectively. The operating plan includes the fourth-year of a five-year effort to strengthen clinical programs. The operating plan also includes a significant use of fund balances planned in department and college units. The use of fund balances addresses both one-time and expiring needs as well as some continuing investments in advance of long-term budget planning that will result from the college's strategic planning process.

Significant capital activity will have an impact on the college's operating budget beyond 2008-09, including construction of a new animal health diagnostic center, a new equine drug testing building, and replacement of the current incinerator facility with a state-of-the-art medical-waste digester. CVM will also launch a capital master planning effort during 2008-09, which will be guided by the outcome of the ongoing strategic planning effort.

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 *	\$356,294	\$103,000	\$4,312	\$544	\$14,110	\$36,497	\$35,341	\$26,684
2. Investment Distributions	115,840	16,337	2,159	12,229	10,241	3,021	3,520	2,346
3. Unrestricted Gifts	8,129	6,600	281	2,843	4,000	715	499	691
4. Restricted Gifts		6,553	455	4,353	4,056	1,568	360	1,406
5. Sponsored Programs (direct)		76,750	176	21,715	45,671		14,215	5,672
6. Sponsored Programs (F&A)	45,954	16,791					3,540	1,125
7. Institutional Allowances		50						
8. State Appropriations	1,520	63,540				100	9,363	11,763
9. Federal Appropriations		10,050					3,634	
10. Enterprise Sales & Services								
11. Other Sources	40,193	16,968	1,207	1,534	1,650	18,071	1,898	9,028
12. Inter-Unit Transfers		<u>5,883</u>	<u>1,640</u>	<u>2,813</u>	<u>8,609</u>	<u>(196)</u>	<u>(906)</u>	<u>22</u>
13. Subtotal In-Year Revenues	<u>567,930</u>	<u>322,522</u>	<u>10,230</u>	<u>46,031</u>	<u>88,337</u>	<u>59,776</u>	<u>71,464</u>	<u>58,737</u>
14. General Purpose Allocations	(710,500)		12,665	135,651	54,566			
15. Transfers From Endowment		100			3,844			20
16. Transfers From Plant					<u>1,206</u>			
17. Subtotal Transfers In		<u>100</u>			<u>5,050</u>			<u>20</u>
18. Total Resources	<u>(142,570)</u>	<u>322,622</u>	<u>22,895</u>	<u>181,682</u>	<u>147,953</u>	<u>59,776</u>	<u>71,464</u>	<u>58,757</u>
Uses of Resources								
19. Salaries & Wages		154,095	11,878	109,877	79,690	25,752	29,922	26,493
20. Employee Benefits		12,089	3,394	29,635	18,407	7,859	2,011	1,570
21. Undergraduate Financial Aid		2,016	119	293	137	28	695	311
22. Graduate Financial Aid		17,601	2,449	18,999	7,890	283	3,785	2,381
23. General Expense		56,646	6,537	21,911	24,964	14,718	17,114	12,692
24. Capital Expense		<u>4,526</u>	<u>6</u>	<u>1,475</u>	<u>5,597</u>	<u>53</u>	<u>229</u>	<u>926</u>
25. Subtotal Expenditures		<u>246,973</u>	<u>24,383</u>	<u>182,190</u>	<u>136,685</u>	<u>48,693</u>	<u>53,756</u>	<u>44,373</u>
26. Accessory Instruction	(13,621)	3,566				(2,284)	1,469	712
27. Administrative & Support	(97,911)	41,911		18		5,868	9,180	8,356
28. Financial Aid	<u>(31,038)</u>	<u>18,488</u>				<u>3,552</u>	<u>6,675</u>	<u>4,541</u>
29. Subtotal Cost Redistribution	<u>(142,570)</u>	<u>63,965</u>		<u>18</u>		<u>7,136</u>	<u>17,324</u>	<u>13,609</u>
30. Net Expenditures	<u>(142,570)</u>	<u>310,938</u>	<u>24,383</u>	<u>182,208</u>	<u>136,685</u>	<u>55,829</u>	<u>71,080</u>	<u>57,982</u>
31. Transfers To Endowment		2,050		32	3,930	804		246
32. Transfers To Plant		<u>4,723</u>		<u>3,900</u>	<u>7,000</u>	<u>2,475</u>	<u>2,111</u>	<u>153</u>
33. Subtotal Transfers Out		<u>6,773</u>		<u>3,932</u>	<u>10,930</u>	<u>3,279</u>	<u>2,111</u>	<u>399</u>
34. Total Uses of Resources	<u>(142,570)</u>	<u>317,711</u>	<u>24,383</u>	<u>186,140</u>	<u>147,615</u>	<u>59,108</u>	<u>73,191</u>	<u>58,381</u>
35. Net From Operations		4,911	(1,488)	(4,458)	338	668	(1,727)	376
36. Additions to Operating Reserves †		6,692	3		1,798	784	28	1,378
37. Use of Operating Reserves †		1,781	1,491	4,458	1,460	116	1,755	1,002

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 and is shown in line 1 for each of these three 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
\$44,405	\$29,195	\$13,114		\$9,297						\$672,793
5,800	5,730	8,340	584	12,485	36,818	1,676	469	15,551	10,083	263,229
2,394	1,972	2,500	139	1,701		10		9,100		41,574
4,078	522	3,000	1,622	7,441	177	1,819			9,000	46,410
418	129	34,180	78,568	7,920	10,542		634			296,590
		10,400		(5)			20			77,825
										50
110	75	31,665		4,170				1,800	45,617	169,723
		600		3,536			20			17,840
				1,042		92,414		32,043		125,499
1,109	284	23,710	3,905	20,937	6,400	9,005	4,625	5,542		166,066
(2,007)	(3,535)	(418)	6,087	15,827	1,739	5,543	38,640	(1,860)	(77,881)	
56,307	34,372	127,091	90,905	84,351	55,676	110,467	44,408	62,176	(13,181)	1,877,599
	386		6,598	68,692	122,030	31,578	135,233	111,851	31,250	
2,729		35				20		20,111		26,859
		226						190		1,622
2,729		261				20		20,301		28,481
59,036	34,758	127,352	97,503	153,043	177,706	142,065	179,641	194,328	18,069	1,906,080
27,957	14,563	66,647	44,765	68,659		49,399	99,993	66,103	1,125	876,918
8,422	4,399	5,038	11,969	18,637		15,384	36,440	21,728	3,232	200,214
			74	81	137,349	662				141,765
7,484	2,475	6,477	868	4,551	42,630	85	100			118,058
14,275	5,862	29,451	33,592	39,154		51,116	38,644	38,993	2,727	408,396
60	40	3,146	5,665	18,364		75	1,821	42	474	42,499
58,198	27,339	110,759	96,933	149,446	179,979	116,721	176,998	126,866	7,558	1,787,850
(4,982)	(300)								15,440	
5,438	5,295	16,842		61		5,628	1,411	6,644	(10,516)	(1,775)
9		46			(2,273)					
465	4,995	16,888		61	(2,273)	5,628	1,411	6,644	4,924	(1,775)
58,663	32,334	127,647	96,933	149,507	177,706	122,349	178,409	133,510	12,482	1,786,075
	2,400			969					3,000	13,431
400	12	3,350	722	1,618		20,184	1,303	57,329		105,280
400	2,412	3,350	722	2,587		20,184	1,303	57,329	3,000	118,711
59,063	34,746	130,997	97,655	152,094	177,706	142,533	179,712	190,839	15,482	1,904,786
(27)	12	(3,645)	(152)	949		(468)	(71)	3,489	2,587	1,294
150	287		27	2,573		46	271	3,489	4,500	22,026
177	275	3,645	179	1,624		514	342		1,913	20,732

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 36) and the use of (line 37) current fund operating reserves. These reserves for the Ithaca campus totaled \$333 million as of June 30, 2007.

ITHACA CAMPUS OPERATING PLAN

General Purpose Budget						
(dollars in thousands)						
	06-07	07-08	07-08	08-09	Change from	
	Actual	Plan	Forecast	Plan	Forecast to Plan	Percent
					Dollars	Percent
Resources						
1. Tuition & Fees	\$333,386	\$347,116	\$345,087	\$356,294	\$11,207	3.2%
2. Investment Distributions	132,479	137,091	139,749	115,840	(23,909)	(17.1%)
3. Unrestricted Gifts	7,680	8,259	8,259	8,129	(130)	(1.6%)
4. Sponsored Programs (F&A)	44,280	44,643	44,406	45,954	1,548	3.5%
5. State Appropriations	1,483	1,520	1,520	1,520		
6. Other Sources	6,036	8,029	8,029	40,193	32,164	400.6%
7. Subtotal In-Year Revenues	525,344	546,658	547,050	567,930	20,880	3.8%
8. Transfers From Endowment						
9. Transfers From Plant						
10. Subtotal Transfers In						
11. Total Resources	525,344	546,658	547,050	567,930	20,880	3.8%
Uses of Resources						
12. Architecture, Art, & Planning	12,613	12,474	12,474	12,665	191	1.5%
13. Arts & Sciences	127,447	131,806	132,570	135,651	3,081	2.3%
14. Engineering	50,891	51,061	51,346	54,566	3,220	6.3%
15. Johnson School	212	219	219		(219)	(100.0%)
16. Law School	700	700	700	386	(314)	(44.9%)
17. Research Centers	6,435	6,082	6,331	6,598	267	4.2%
18. Other Academic Programs	70,935	66,903	77,830	68,692	(9,138)	(11.7%)
19. Undergraduate Financial Aid	74,080	86,872	79,977	89,955	9,978	12.5%
20. Graduate Financial Aid	34,748	35,433	35,219	32,075	(3,144)	(8.9%)
21. Student Services	28,693	29,691	30,574	31,578	1,004	3.3%
22. Administrative & Support	132,342	129,068	146,446	130,640	(15,806)	(10.8%)
23. Physical Plant	59,915	63,055	66,524	74,080	7,556	11.4%
24. General Purpose All Other	47,792	65,536	39,746	73,614	33,868	85.2%
25. Cost Redistribution	(121,497)	(132,242)	(132,559)	(142,570)	(10,011)	7.6%
26. Subtotal Allocations	525,306	546,658	547,397	567,930	20,533	3.8%
27. Transfers To Endowment						
28. Transfers To Plant						
29. Subtotal Transfers Out						
30. Total Uses of Resources	525,306	546,658	547,397	567,930	20,533	3.8%
31. Net From Operations	38		(347)		347	

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)		06-07	07-08	07-08	08-09	Forecast to Plan	
		Actual	Plan	Forecast	Plan	Dollars	Percent
Resources							
1. Tuition & Fees		\$159,064	\$164,780	\$168,850	\$178,139	\$9,289	5.5%
2. Investment Distributions		23,297	24,928	26,434	30,655	4,221	16.0%
3. Unrestricted Gifts		9,627	10,401	9,050	10,290	1,240	13.7%
4. Restricted Gifts		12,340	9,674	12,000	11,319	(681)	(5.7%)
5. Sponsored Programs (direct)		127,319	136,566	132,566	132,250	(316)	(0.2%)
6. Sponsored Programs (F&A)		31,039	31,890	31,268	31,856	588	1.9%
7. Institutional Allowances		57	39	39	50	11	28.2%
8. State Appropriations		154,609	172,143	167,253	167,918	665	0.4%
9. Federal Appropriations		16,766	16,781	17,100	17,840	740	4.3%
10. Other Sources		51,908	48,292	48,537	51,605	3,068	6.3%
11. Inter-Unit Transfers		<u>11,670</u>	<u>14,184</u>	<u>14,184</u>	<u>15,464</u>	<u>1,280</u>	<u>9.0%</u>
12. Subtotal In-Year Revenues		597,696	629,678	627,281	647,386	20,105	3.2%
13. Transfers From Endowment		2,853	100	120	155	35	
14. Transfers From Plant		<u>2,036</u>	<u>330</u>	<u>330</u>	<u>226</u>	<u>(104)</u>	
15. Subtotal Transfers In		4,889	430	450	381	(69)	
16. Total Resources		602,585	630,108	627,731	647,767	20,036	3.2%
Uses of Resources							
17. Agriculture & Life Sciences		233,600	243,175	243,375	246,973	3,598	1.5%
18. Human Ecology		52,681	55,597	52,993	53,756	763	1.4%
19. Industrial & Labor Relations		40,466	44,698	43,685	44,373	688	1.6%
20. Veterinary Medicine		105,439	106,538	106,547	110,759	4,212	4.0%
21. Other Academic Programs		7,318	7,970	8,000	8,287	287	3.6%
22. Centrally Recorded Financial Aid		2,356	2,419	2,400	2,369	(31)	(1.3%)
23. Administrative & Support		5,603	6,579	6,600	6,953	353	5.3%
24. Physical Plant		33,315	43,845	41,500	43,862	2,362	5.7%
25. Contract College All Other		2,746	2,330	3,100	3,392	292	9.4%
26. Cost Redistribution		<u>98,531</u>	<u>107,982</u>	<u>107,982</u>	<u>115,609</u>	<u>7,627</u>	<u>7.1%</u>
27. Subtotal Expenditures		582,055	621,133	616,182	636,333	20,151	3.3%
28. Transfers To Endowment		3,914	2,020	2,862	2,296	(566)	
29. Transfers To Plant		<u>9,792</u>	<u>7,048</u>	<u>7,100</u>	<u>10,780</u>	<u>3,680</u>	
30. Subtotal Transfers Out		13,706	9,068	9,962	13,076	3,114	
31. Total Uses of Resources		595,761	630,201	626,144	649,409	23,265	3.7%
32. Net From Operations		6,824	(93)	1,587	(1,642)	(3,229)	

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	\$103,000		\$103,000	\$35,341	\$26,684
2. Investment Distributions	15,770	567	16,337	3,520	2,346
3. Unrestricted Gifts	6,250	350	6,600	499	691
4. Restricted Gifts	6,400	153	6,553	360	1,406
5. Sponsored Programs (direct)	70,000	6,750	76,750	14,215	5,672
6. Sponsored Programs (F&A)	16,106	685	16,791	3,540	1,125
7. Institutional Allowances	50		50		
8. State Appropriations	51,732	11,808	63,540	9,363	11,763
9. Federal Appropriations	9,200	850	10,050	3,634	
10. Enterprise Sales & Services					
11. Other Sources	15,221	1,747	16,968	1,898	9,028
12. Inter-Unit Transfers	<u>757</u>	<u>5,126</u>	<u>5,883</u>	<u>(906)</u>	<u>22</u>
13. Subtotal In-Year Revenues	294,486	28,036	322,522	71,464	58,737
14. General Purpose Allocations					
15. Transfers From Endowment	100		100		20
16. Transfers From Plant					
17. Subtotal Transfers In	<u>100</u>		<u>100</u>		<u>20</u>
18. Total Resources	294,586	28,036	322,622	71,464	58,757
Uses of Resources					
19. Salaries & Wages	139,140	14,955	154,095	29,922	26,493
20. Employee Benefits	10,789	1,300	12,089	2,011	1,570
21. Undergraduate Financial Aid	2,016		2,016	695	311
22. Graduate Financial Aid	17,277	324	17,601	3,785	2,381
23. General Expense	50,402	6,244	56,646	17,114	12,692
24. Capital Expense	<u>3,650</u>	<u>876</u>	<u>4,526</u>	<u>229</u>	<u>926</u>
25. Subtotal Expenditures	223,274	23,699	246,973	53,756	44,373
26. Accessory Instruction	3,566		3,566	1,469	712
27. Administrative & Support	38,596	3,315	41,911	9,180	8,356
28. Financial Aid	<u>18,488</u>		<u>18,488</u>	<u>6,675</u>	<u>4,541</u>
29. Subtotal Cost Redistribution	60,650	3,315	63,965	17,324	13,609
30. Net Expenditures	283,924	27,014	310,938	71,080	57,982
31. Transfers To Endowment	2,000	50	2,050		246
32. Transfers To Plant	<u>4,673</u>	<u>50</u>	<u>4,723</u>	<u>2,111</u>	<u>153</u>
33. Subtotal Transfers Out	6,673	100	6,773	2,111	399
34. Total Uses of Resources	290,597	27,114	317,711	73,191	58,381
35. Net From Operations	3,989	922	4,911	(1,727)	376
36. <i>Additions to Operating Reserves</i>	5,770	922	6,692	28	1,378
37. <i>Use of Operating Reserves</i>	1,781		1,781	1,755	1,002

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			
\$13,114							\$178,139	1.
8,340	17				95	95	30,655	2.
2,500							10,290	3.
3,000							11,319	4.
34,180		1,374	59			59	132,250	5.
10,400							31,856	6.
							50	7.
31,665	4,170			1,800	45,617	47,417	167,918	8.
600	3,536		20			20	17,840	9.
								10.
23,710				1		1	51,605	11.
(418)	564	995	2,296	4,726	2,302	9,324	15,464	12.
127,091	8,287	2,369	2,375	6,527	48,014	56,916	647,386	13.
			4,593	37,771	(42,364)			14.
35							155	15.
226							226	16.
261							381	17.
127,352	8,287	2,369	6,968	44,298	5,650	56,916	647,767	18.
66,647	7,117		5,813	6,856	398	13,067	297,341	19.
5,038	121		20		3,017	3,037	23,866	20.
		2,369					5,391	21.
6,477							30,244	22.
29,451	1,049		1,096	37,006	(497)	37,605	154,557	23.
3,146			24		474	498	9,325	24.
110,759	8,287	2,369	6,953	43,862	3,392	54,207	520,724	25.
					15,440	15,440	21,187	26.
16,842					(11,617)	(11,617)	64,672	27.
46							29,750	28.
16,888					3,823	3,823	115,609	29.
127,647	8,287	2,369	6,953	43,862	7,215	58,030	636,333	30.
							2,296	31.
3,350			7	436		443	10,780	32.
3,350			7	436		443	13,076	33.
130,997	8,287	2,369	6,960	44,298	7,215	58,473	649,409	34.
(3,645)			8		(1,565)	(1,557)	(1,642)	35.
			8		4	12	8,110	36.
3,645					1,569	1,569	9,752	37.

ITHACA CAMPUS OPERATING PLAN

Agriculture & Life Sciences (excluding Geneva)		General Purpose & Other				Total Plan <i>(see p. 22)</i>
(dollars in thousands)		State	Federal	Designated	Other	
Resources	Approp.	Approp.	Funds	Restricted	Contracts	
1. Tuition & Fees			\$103,000			\$103,000
2. Investment Distributions			8,547	7,216	7	15,770
3. Unrestricted Gifts			6,250			6,250
4. Restricted Gifts				3,900	2,500	6,400
5. Sponsored Programs (direct)					70,000	70,000
6. Sponsored Programs (F&A)			16,106			16,106
7. Institutional Allowances			50			50
8. State Appropriations	51,732					51,732
9. Federal Appropriations		9,200				9,200
10. Enterprise Sales & Services						
11. Other Sources			15,170	1	50	15,221
12. Inter-Unit Transfers			207	500	50	757
13. Subtotal In-Year Revenues	51,732	9,200	149,330	11,617	72,607	294,486
14. General Purpose Allocations						
15. Transfers From Endowment			100			100
16. Transfers From Plant						
17. Subtotal Transfers In			100			100
18. Total Resources	51,732	9,200	149,430	11,617	72,607	294,586
Uses of Resources						
19. Salaries & Wages	48,107	6,571	44,063	5,167	35,232	139,140
20. Employee Benefits		532	3,079	450	6,728	10,789
21. Undergraduate Financial Aid	84		350	1,500	82	2,016
22. Graduate Financial Aid	354	100	11,723	1,100	4,000	17,277
23. General Expense	687	1,947	19,538	3,000	25,230	50,402
24. Capital Expense		50	2,000	400	1,200	3,650
25. Subtotal Expenditures	49,232	9,200	80,753	11,617	72,472	223,274
26. Accessory Instruction	2,500		1,066			3,566
27. Administrative & Support			38,596			38,596
28. Financial Aid			18,488			18,488
29. Subtotal Cost Redistribution	2,500		58,150			60,650
30. Net Expenditures	51,732	9,200	138,903	11,617	72,472	283,924
31. Transfers To Endowment			2,000			2,000
32. Transfers To Plant			4,673			4,673
33. Subtotal Transfers Out			6,673			6,673
34. Total Uses of Resources	51,732	9,200	145,576	11,617	72,472	290,597
35. Net From Operations			3,854		135	3,989
36. <i>Additions to Operating Reserves</i>			<i>5,635</i>		<i>135</i>	<i>5,770</i>
37. <i>Use of Operating Reserves</i>			<i>1,781</i>			<i>1,781</i>

Geneva Experiment Station						Total Plan <i>(see p. 22)</i>
(dollars in thousands)		State	Federal	General Purpose & Designated Funds	Other Restricted	
		Approp.	Approp.			
Resources						
1. Tuition & Fees						
2. Investment Distributions				223	344	567
3. Unrestricted Gifts				350		350
4. Restricted Gifts					153	153
5. Sponsored Programs (direct)						6,750
6. Sponsored Programs (F&A)				685		685
7. Institutional Allowances						
8. State Appropriations	11,808					11,808
9. Federal Appropriations		850				850
10. Enterprise Sales & Services						
11. Other Sources				1,745		1,747
12. Inter-Unit Transfers				<u>5,041</u>	<u>85</u>	<u>5,126</u>
13. Subtotal In-Year Revenues	11,808	850		8,044	582	28,036
14. General Purpose Allocations						
15. Transfers From Endowment						
16. Transfers From Plant						
17. Subtotal Transfers In						
18. Total Resources	11,808	850		8,044	582	28,036
Uses of Resources						
19. Salaries & Wages	9,739	610	1,523	127	2,956	14,955
20. Employee Benefits		15	370	15	900	1,300
21. Undergraduate Financial Aid						
22. Graduate Financial Aid		10	119	70	125	324
23. General Expense	2,069	200	1,555	170	2,250	6,244
24. Capital Expense		<u>15</u>	<u>211</u>	<u>150</u>	<u>500</u>	<u>876</u>
25. Subtotal Expenditures	11,808	850	3,778	532	6,731	23,699
26. Accessory Instruction						
27. Administrative & Support			3,315			3,315
28. Financial Aid						
29. Subtotal Cost Redistribution			3,315			3,315
30. Net Expenditures	11,808	850	7,093	532	6,731	27,014
31. Transfers To Endowment				50		50
32. Transfers To Plant			<u>50</u>			<u>50</u>
33. Subtotal Transfers Out			50	50		100
34. Total Uses of Resources	11,808	850	7,143	582	6,731	27,114
35. Net From Operations			901		21	922
36. <i>Additions to Operating Reserves</i>			<i>901</i>		<i>21</i>	<i>922</i>
37. <i>Use of Operating Reserves</i>						

ITHACA CAMPUS OPERATING PLAN

Subtotal Agriculture & Life Sciences						Total Plan <i>(see p. 18)</i>
(dollars in thousands)		State	Federal	General Purpose & Designated	Other	
Resources	Approp.	Approp.	Funds	Restricted	Contracts	
1. Tuition & Fees			\$103,000			\$103,000
2. Investment Distributions			8,770	7,560	7	16,337
3. Unrestricted Gifts			6,600			6,600
4. Restricted Gifts				4,053	2,500	6,553
5. Sponsored Programs (direct)					76,750	76,750
6. Sponsored Programs (F&A)			16,791			16,791
7. Institutional Allowances			50			50
8. State Appropriations	63,540					63,540
9. Federal Appropriations		10,050				10,050
10. Enterprise Sales & Services						
11. Other Sources			16,915	1	52	16,968
12. Inter-Unit Transfers			5,248	585	50	5,883
13. Subtotal In-Year Revenues	63,540	10,050	157,374	12,199	79,359	322,522
14. General Purpose Allocations						
15. Transfers From Endowment			100			100
16. Transfers From Plant						
17. Subtotal Transfers In			100			100
18. Total Resources	63,540	10,050	157,474	12,199	79,359	322,622
Uses of Resources						
19. Salaries & Wages	57,846	7,181	45,586	5,294	38,188	154,095
20. Employee Benefits		547	3,449	465	7,628	12,089
21. Undergraduate Financial Aid	84		350	1,500	82	2,016
22. Graduate Financial Aid	354	110	11,842	1,170	4,125	17,601
23. General Expense	2,756	2,147	21,093	3,170	27,480	56,646
24. Capital Expense		65	2,211	550	1,700	4,526
25. Subtotal Expenditures	61,040	10,050	84,531	12,149	79,203	246,973
26. Accessory Instruction	2,500		1,066			3,566
27. Administrative & Support			41,911			41,911
28. Financial Aid			18,488			18,488
29. Subtotal Cost Redistribution	2,500		61,465			63,965
30. Net Expenditures	63,540	10,050	145,996	12,149	79,203	310,938
31. Transfers To Endowment			2,000	50		2,050
32. Transfers To Plant			4,723			4,723
33. Subtotal Transfers Out			6,723	50		6,773
34. Total Uses of Resources	63,540	10,050	152,719	12,199	79,203	317,711
35. Net From Operations			4,755		156	4,911
36. <i>Additions to Operating Reserves</i>			<i>6,536</i>		<i>156</i>	<i>6,692</i>
37. <i>Use of Operating Reserves</i>			<i>1,781</i>			<i>1,781</i>

Architecture, Art & Planning					
(dollars in thousands)					
	General Purpose	Designated	Other Restricted	Grants & Contracts	Total Plan <i>(see p. 18)</i>
Resources					
1. Tuition & Fees		\$4,312			\$4,312
2. Investment Distributions		1,453	706		2,159
3. Unrestricted Gifts		281			281
4. Restricted Gifts			455		455
5. Sponsored Programs (direct)				176	176
6. Sponsored Programs (F&A)					
7. Institutional Allowances					
8. State Appropriations					
9. Federal Appropriations					
10. Enterprise Sales & Services					
11. Other Sources		1,207			1,207
12. Inter-Unit Transfers	4,751	(2,955)	(156)		1,640
13. Subtotal In-Year Revenues	4,751	4,298	1,005	176	10,230
14. General Purpose Allocations	12,665				12,665
15. Transfers From Endowment					
16. Transfers From Plant					
17. Subtotal Transfers In					
18. Total Resources	17,416	4,298	1,005	176	22,895
Uses of Resources					
19. Salaries & Wages	10,658	977	149	94	11,878
20. Employee Benefits	3,222	130	34	8	3,394
21. Undergraduate Financial Aid		20	99		119
22. Graduate Financial Aid	1,306	858	277	8	2,449
23. General Expense	2,230	3,695	546	66	6,537
24. Capital Expense		6			6
25. Subtotal Expenditures	17,416	5,686	1,105	176	24,383
26. Accessory Instruction					
27. Administrative & Support					
28. Financial Aid					
29. Subtotal Cost Redistribution					
30. Net Expenditures	17,416	5,686	1,105	176	24,383
31. Transfers To Endowment					
32. Transfers To Plant					
33. Subtotal Transfers Out					
34. Total Uses of Resources	17,416	5,686	1,105	176	24,383
35. Net From Operations		(1,388)	(100)		(1,488)
36. <i>Additions to Operating Reserves</i>		3			3
37. <i>Use of Operating Reserves</i>		1,391	100		1,491

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		\$544			\$544
2. Investment Distributions		4,550	7,679		12,229
3. Unrestricted Gifts		2,843			2,843
4. Restricted Gifts			3,620	733	4,353
5. Sponsored Programs (direct)				21,715	21,715
6. Sponsored Programs (F&A)					
7. Institutional Allowances					
8. State Appropriations					
9. Federal Appropriations					
10. Enterprise Sales & Services					
11. Other Sources	9	1,525			1,534
12. Inter-Unit Transfers	(1,755)	5,073	(505)		2,813
13. Subtotal In-Year Revenues	(1,746)	14,535	10,794	22,448	46,031
14. General Purpose Allocations	135,651				135,651
15. Transfers From Endowment					
16. Transfers From Plant					
17. Subtotal Transfers In					
18. Total Resources	133,905	14,535	10,794	22,448	181,682
Uses of Resources					
19. Salaries & Wages	88,314	4,127	4,985	12,451	109,877
20. Employee Benefits	24,948	1,186	1,375	2,126	29,635
21. Undergraduate Financial Aid		128	165		293
22. Graduate Financial Aid	17,405	179	601	814	18,999
23. General Expense	3,168	7,782	4,714	6,247	21,911
24. Capital Expense	70	585	10	810	1,475
25. Subtotal Expenditures	133,905	13,987	11,850	22,448	182,190
26. Accessory Instruction					
27. Administrative & Support		18			18
28. Financial Aid					
29. Subtotal Cost Redistribution		18			18
30. Net Expenditures	133,905	14,005	11,850	22,448	182,208
31. Transfers To Endowment			32		32
32. Transfers To Plant		3,900			3,900
33. Subtotal Transfers Out		3,900	32		3,932
34. Total Uses of Resources	133,905	17,905	11,882	22,448	186,140
35. Net From Operations		(3,370)	(1,088)		(4,458)
36. <i>Additions to Operating Reserves</i>					
37. <i>Use of Operating Reserves</i>		3,370	1,088		4,458

Engineering					
(dollars in thousands)					
	General Purpose	Designated	Other Restricted	Grants & Contracts	Total Plan <i>(see p. 18)</i>
Resources					
1. Tuition & Fees		\$14,110			\$14,110
2. Investment Distributions		4,294	5,947		10,241
3. Unrestricted Gifts		4,000			4,000
4. Restricted Gifts			3,740	316	4,056
5. Sponsored Programs (direct)				45,671	45,671
6. Sponsored Programs (F&A)					
7. Institutional Allowances					
8. State Appropriations					
9. Federal Appropriations					
10. Enterprise Sales & Services					
11. Other Sources		1,650			1,650
12. Inter-Unit Transfers	<u>2,615</u>	<u>6,901</u>	<u>(907)</u>		<u>8,609</u>
13. Subtotal In-Year Revenues	2,615	30,955	8,780	45,987	88,337
14. General Purpose Allocations	54,566				54,566
15. Transfers From Endowment		2,833	1,011		3,844
16. Transfers From Plant		<u>1,137</u>	<u>69</u>		<u>1,206</u>
17. Subtotal Transfers In		3,970	1,080		5,050
18. Total Resources	57,181	34,925	9,860	45,987	147,953
Uses of Resources					
19. Salaries & Wages	39,398	11,583	3,461	25,248	79,690
20. Employee Benefits	11,951	2,950	580	2,926	18,407
21. Undergraduate Financial Aid		32	101	4	137
22. Graduate Financial Aid	5,713	966	972	239	7,890
23. General Expense	119	8,950	2,109	13,786	24,964
24. Capital Expense		<u>1,455</u>	<u>358</u>	<u>3,784</u>	<u>5,597</u>
25. Subtotal Expenditures	57,181	25,936	7,581	45,987	136,685
26. Accessory Instruction					
27. Administrative & Support					
28. Financial Aid					
29. Subtotal Cost Redistribution					
30. Net Expenditures	57,181	25,936	7,581	45,987	136,685
31. Transfers To Endowment		3,726	204		3,930
32. Transfers To Plant		<u>6,723</u>	<u>277</u>		<u>7,000</u>
33. Subtotal Transfers Out		10,449	481		10,930
34. Total Uses of Resources	57,181	36,385	8,062	45,987	147,615
35. Net From Operations		(1,460)	1,798		338
36. <i>Additions to Operating Reserves</i>			<i>1,798</i>		<i>1,798</i>
37. <i>Use of Operating Reserves</i>		<i>1,460</i>			<i>1,460</i>

ITHACA CAMPUS OPERATING PLAN

Hotel Administration					Total Plan <i>(see p. 18)</i>
(dollars in thousands)					
Resources	General Purpose	Designated	Other Restricted	Grants & Contracts	
1. Tuition & Fees		\$36,497			\$36,497
2. Investment Distributions		293	2,728		3,021
3. Unrestricted Gifts		715			715
4. Restricted Gifts			1,568		1,568
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		18,071			18,071
12. Inter-Unit Transfers		<u>(134)</u>	<u>(62)</u>		<u>(196)</u>
13. Subtotal In-Year Revenues		55,542	4,234		59,776
14. General Purpose Allocations					
15. Transfers From Endowment					
16. Transfers From Plant					
17. Subtotal Transfers In					
18. Total Resources		55,542	4,234		59,776
Uses of Resources					
19. Salaries & Wages		24,338	1,414		25,752
20. Employee Benefits		7,409	450		7,859
21. Undergraduate Financial Aid		8	20		28
22. Graduate Financial Aid		265	18		283
23. General Expense		13,574	1,144		14,718
24. Capital Expense		<u>53</u>	<u>—</u>		<u>53</u>
25. Subtotal Expenditures		45,647	3,046		48,693
26. Accessory Instruction		(2,284)			(2,284)
27. Administrative & Support		5,868			5,868
28. Financial Aid		<u>3,552</u>			<u>3,552</u>
29. Subtotal Cost Redistribution		7,136			7,136
30. Net Expenditures		52,783	3,046		55,829
31. Transfers To Endowment			804		804
32. Transfers To Plant		<u>1,975</u>	<u>500</u>		<u>2,475</u>
33. Subtotal Transfers Out		1,975	1,304		3,279
34. Total Uses of Resources		54,758	4,350		59,108
35. Net From Operations		784	(116)		668
36. <i>Additions to Operating Reserves</i>		784			784
37. <i>Use of Operating Reserves</i>			116		116

Human Ecology						General Purpose & Other	Total Plan
(dollars in thousands)		State	Federal	Designated	Other	Grants & Contracts	<i>(see p. 18)</i>
Resources		Approp.	Approp.	Funds	Restricted		
1. Tuition & Fees				\$35,341			\$35,341
2. Investment Distributions				1,434	2,086		3,520
3. Unrestricted Gifts				499			499
4. Restricted Gifts					119	241	360
5. Sponsored Programs (direct)						14,215	14,215
6. Sponsored Programs (F&A)				3,540			3,540
7. Institutional Allowances							
8. State Appropriations	9,363						9,363
9. Federal Appropriations		3,634					3,634
10. Enterprise Sales & Services							
11. Other Sources				1,898			1,898
12. Inter-Unit Transfers				(918)	12		(906)
13. Subtotal In-Year Revenues	9,363	3,634		41,794	2,217	14,456	71,464
14. General Purpose Allocations							
15. Transfers From Endowment							
16. Transfers From Plant							
17. Subtotal Transfers In							
18. Total Resources	9,363	3,634		41,794	2,217	14,456	71,464
Uses of Resources							
19. Salaries & Wages	9,105	2,305	13,691	594	4,227		29,922
20. Employee Benefits		76	449	16	1,470		2,011
21. Undergraduate Financial Aid	19		89	587			695
22. Graduate Financial Aid	160		2,682	584	359		3,785
23. General Expense	79	1,253	7,002	380	8,400		17,114
24. Capital Expense			201	28			229
25. Subtotal Expenditures	9,363	3,634	24,114	2,189	14,456		53,756
26. Accessory Instruction			1,469				1,469
27. Administrative & Support			9,180				9,180
28. Financial Aid			6,675				6,675
29. Subtotal Cost Redistribution			17,324				17,324
30. Net Expenditures	9,363	3,634	41,438	2,189	14,456		71,080
31. Transfers To Endowment							
32. Transfers To Plant			2,111				2,111
33. Subtotal Transfers Out			2,111				2,111
34. Total Uses of Resources	9,363	3,634	43,549	2,189	14,456		73,191
35. Net From Operations				(1,755)	28		(1,727)
36. <i>Additions to Operating Reserves</i>					28		28
37. <i>Use of Operating Reserves</i>				1,755			1,755

ITHACA CAMPUS OPERATING PLAN

Industrial & Labor Relations		General Purpose & Other			Grants & Contracts	Total Plan
(dollars in thousands)		State	Federal	Designated	Other	
Resources	Approp.	Approp.	Funds	Restricted	Contracts	<i>(see p. 18)</i>
1. Tuition & Fees			\$26,684			\$26,684
2. Investment Distributions			757	1,585	4	2,346
3. Unrestricted Gifts			691			691
4. Restricted Gifts				1,406		1,406
5. Sponsored Programs (direct)					5,672	5,672
6. Sponsored Programs (F&A)			1,125			1,125
7. Institutional Allowances						
8. State Appropriations	11,763					11,763
9. Federal Appropriations						
10. Enterprise Sales & Services						
11. Other Sources			9,028			9,028
12. Inter-Unit Transfers			14	8		22
13. Subtotal In-Year Revenues	11,763		38,299	2,999	5,676	58,737
14. General Purpose Allocations						
15. Transfers From Endowment				20		20
16. Transfers From Plant						
17. Subtotal Transfers In				20		20
18. Total Resources	11,763		38,299	3,019	5,676	58,757
Uses of Resources						
19. Salaries & Wages	11,506		11,106	1,311	2,570	26,493
20. Employee Benefits			407	184	979	1,570
21. Undergraduate Financial Aid	58		23	230		311
22. Graduate Financial Aid	92		1,847	365	77	2,381
23. General Expense	107		9,606	953	2,026	12,692
24. Capital Expense			892	10	24	926
25. Subtotal Expenditures	11,763		23,881	3,053	5,676	44,373
26. Accessory Instruction			712			712
27. Administrative & Support			8,356			8,356
28. Financial Aid			4,541			4,541
29. Subtotal Cost Redistribution			13,609			13,609
30. Net Expenditures	11,763		37,490	3,053	5,676	57,982
31. Transfers To Endowment			69	177		246
32. Transfers To Plant			153			153
33. Subtotal Transfers Out			222	177		399
34. Total Uses of Resources	11,763		37,712	3,230	5,676	58,381
35. Net From Operations			587	(211)		376
36. <i>Additions to Operating Reserves</i>			<i>1,378</i>			<i>1,378</i>
37. <i>Use of Operating Reserves</i>			<i>791</i>	<i>211</i>		<i>1,002</i>

Johnson School					Total Plan <i>(see p. 19)</i>
(dollars in thousands)					
	General Purpose	Designated	Other Restricted	Grants & Contracts	
Resources					
1. Tuition & Fees		\$44,405			\$44,405
2. Investment Distributions		1,939	3,861		5,800
3. Unrestricted Gifts		2,394			2,394
4. Restricted Gifts			3,990	88	4,078
5. Sponsored Programs (direct)				418	418
6. Sponsored Programs (F&A)					
7. Institutional Allowances					
8. State Appropriations		110			110
9. Federal Appropriations					
10. Enterprise Sales & Services					
11. Other Sources		1,109			1,109
12. Inter-Unit Transfers		(2,132)	125		(2,007)
13. Subtotal In-Year Revenues		47,825	7,976	506	56,307
14. General Purpose Allocations					
15. Transfers From Endowment		2,709	20		2,729
16. Transfers From Plant					
17. Subtotal Transfers In		2,709	20		2,729
18. Total Resources		50,534	7,996	506	59,036
Uses of Resources					
19. Salaries & Wages		25,118	2,602	237	27,957
20. Employee Benefits		7,545	836	41	8,422
21. Undergraduate Financial Aid					
22. Graduate Financial Aid		3,827	3,657		7,484
23. General Expense		12,969	1,078	228	14,275
24. Capital Expense		60			60
25. Subtotal Expenditures		49,519	8,173	506	58,198
26. Accessory Instruction		(4,982)			(4,982)
27. Administrative & Support		5,438			5,438
28. Financial Aid		9			9
29. Subtotal Cost Redistribution		465			465
30. Net Expenditures		49,984	8,173	506	58,663
31. Transfers To Endowment					
32. Transfers To Plant		400			400
33. Subtotal Transfers Out		400			400
34. Total Uses of Resources		50,384	8,173	506	59,063
35. Net From Operations		150	(177)		(27)
36. <i>Additions to Operating Reserves</i>		<i>150</i>			<i>150</i>
37. <i>Use of Operating Reserves</i>			<i>177</i>		<i>177</i>

ITHACA CAMPUS OPERATING PLAN

Law School					
(dollars in thousands)					
	General Purpose	Designated	Other Restricted	Grants & Contracts	Total Plan <i>(see p. 19)</i>
Resources					
1. Tuition & Fees		\$29,195			\$29,195
2. Investment Distributions		3,133	2,597		5,730
3. Unrestricted Gifts		1,972			1,972
4. Restricted Gifts			522		522
5. Sponsored Programs (direct)				129	129
6. Sponsored Programs (F&A)					
7. Institutional Allowances					
8. State Appropriations		75			75
9. Federal Appropriations					
10. Enterprise Sales & Services					
11. Other Sources		284			284
12. Inter-Unit Transfers	(386)	(3,150)	1		(3,535)
13. Subtotal In-Year Revenues	(386)	31,509	3,120	129	34,372
14. General Purpose Allocations	386				386
15. Transfers From Endowment					
16. Transfers From Plant					
17. Subtotal Transfers In					
18. Total Resources		31,509	3,120	129	34,758
Uses of Resources					
19. Salaries & Wages		13,668	798	97	14,563
20. Employee Benefits		4,147	220	32	4,399
21. Undergraduate Financial Aid					
22. Graduate Financial Aid		878	1,597		2,475
23. General Expense		5,108	754		5,862
24. Capital Expense		26	14		40
25. Subtotal Expenditures		23,827	3,383	129	27,339
26. Accessory Instruction		(300)			(300)
27. Administrative & Support		5,295			5,295
28. Financial Aid					
29. Subtotal Cost Redistribution		4,995			4,995
30. Net Expenditures		28,822	3,383	129	32,334
31. Transfers To Endowment		2,400			2,400
32. Transfers To Plant			12		12
33. Subtotal Transfers Out		2,400	12		2,412
34. Total Uses of Resources		31,222	3,395	129	34,746
35. Net From Operations		287	(275)		12
36. <i>Additions to Operating Reserves</i>		287			287
37. <i>Use of Operating Reserves</i>			275		275

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			\$13,114			\$13,114
2. Investment Distributions			5,170	3,170		8,340
3. Unrestricted Gifts			2,500			2,500
4. Restricted Gifts				3,000		3,000
5. Sponsored Programs (direct)					34,180	34,180
6. Sponsored Programs (F&A)			10,400			10,400
7. Institutional Allowances						
8. State Appropriations	31,665					31,665
9. Federal Appropriations		600				600
10. Enterprise Sales & Services						
11. Other Sources			17,710		6,000	23,710
12. Inter-Unit Transfers			(154)	(64)	(200)	(418)
13. Subtotal In-Year Revenues	31,665	600	48,740	6,106	39,980	127,091
14. General Purpose Allocations						
15. Transfers From Endowment				35		35
16. Transfers From Plant			226			226
17. Subtotal Transfers In			226	35		261
18. Total Resources	31,665	600	48,966	6,141	39,980	127,352
Uses of Resources						
19. Salaries & Wages	31,278	335	16,636	1,398	17,000	66,647
20. Employee Benefits			715	223	4,100	5,038
21. Undergraduate Financial Aid						
22. Graduate Financial Aid	258	10	2,133	1,876	2,200	6,477
23. General Expense	9	215	12,477	1,500	15,250	29,451
24. Capital Expense	120	40	842	1,144	1,000	3,146
25. Subtotal Expenditures	31,665	600	32,803	6,141	39,550	110,759
26. Accessory Instruction						
27. Administrative & Support			16,842			16,842
28. Financial Aid			46			46
29. Subtotal Cost Redistribution			16,888			16,888
30. Net Expenditures	31,665	600	49,691	6,141	39,550	127,647
31. Transfers To Endowment						
32. Transfers To Plant			2,920		430	3,350
33. Subtotal Transfers Out			2,920		430	3,350
34. Total Uses of Resources	31,665	600	52,611	6,141	39,980	130,997
35. Net From Operations			(3,645)			(3,645)
36. <i>Additions to Operating Reserves</i>						
37. <i>Use of Operating Reserves</i>			3,645			3,645

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	Cornell Center for Sustainable Future	Biotech. & Life Sciences Tech.
Resources						
1. Tuition & Fees						
2. Investment Distributions	60					
3. Unrestricted Gifts						
4. Restricted Gifts	6					427
5. Sponsored Programs (direct)	4,599	200	10,000	9,750		2,000
6. Sponsored Programs (F&A)						
7. Institutional Allowances						
8. State Appropriations						
9. Federal Appropriations						
10. Enterprise Sales & Services						
11. Other Sources	586		308			412
12. Inter-Unit Transfers	<u>1,086</u>	<u> </u>	<u>83</u>	<u>167</u>	<u>596</u>	<u>921</u>
13. Subtotal In-Year Revenues	6,337	200	10,391	9,917	596	3,760
14. General Purpose Allocations	510	213	484	655		319
15. Transfers From Endowment						
16. Transfers From Plant						
17. Subtotal Transfers In						
18. Total Resources	6,847	413	10,875	10,572	596	4,079
Uses of Resources						
19. Salaries & Wages	4,419	196	6,166	5,214	403	2,677
20. Employee Benefits	814	31	1,928	1,333	133	785
21. Undergraduate Financial Aid						
22. Graduate Financial Aid	519		22	97		
23. General Expense	300	186	2,601	3,736	60	365
24. Capital Expense	<u>795</u>	<u> </u>	<u>158</u>	<u>192</u>	<u> </u>	<u>49</u>
25. Subtotal Expenditures	6,847	413	10,875	10,572	596	3,876
26. Accessory Instruction						
27. Administrative & Support						
28. Financial Aid						
29. Subtotal Cost Redistribution						
30. Net Expenditures	6,847	413	10,875	10,572	596	3,876
31. Transfers To Endowment						
32. Transfers To Plant						<u>203</u>
33. Subtotal Transfers Out						203
34. Total Uses of Resources	6,847	413	10,875	10,572	596	4,079
35. Net From Operations						
36. <i>Additions to Operating Reserves</i>						
37. <i>Use of Operating Reserves</i>						

<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>	
			159	24		341	584	1.
				93	46		139	2.
			189	1,000			1,622	3.
3,750	5,250	2,510	15,769	5,450	15,000	4,290	78,568	4.
								5.
								6.
								7.
								8.
								9.
			2,345	9	144	101	3,905	10.
	575	268	246	159	2,019	(33)	6,087	11.
3,750	5,825	2,778	18,708	6,735	17,209	4,699	90,905	12.
								13.
375	315	375	218	1,347	907	880	6,598	14.
								15.
								16.
								17.
4,125	6,140	3,153	18,926	8,082	18,116	5,579	97,503	18.
1,600	3,416	1,672	1,902	4,427	9,622	3,051	44,765	19.
249	1,061	273	618	910	3,175	659	11,969	20.
26					48		74	21.
156		53	21				868	22.
2,094	1,416	941	14,573	1,740	4,536	1,044	33,592	23.
	247	214	1,662	923	735	690	5,665	24.
4,125	6,140	3,153	18,776	8,000	18,116	5,444	96,933	25.
								26.
								27.
								28.
								29.
4,125	6,140	3,153	18,776	8,000	18,116	5,444	96,933	30.
			150	55		314	722	31.
			150	55		314	722	32.
								33.
4,125	6,140	3,153	18,926	8,055	18,116	5,758	97,655	34.
				27		(179)	(152)	35.
				27			27	36.
						179	179	37.

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	\$9,297					
2. Investment Distributions	38	17	3	4,610	43	1,601
3. Unrestricted Gifts			250	480		34
4. Restricted Gifts	126		750	3,897	2	1,862
5. Sponsored Programs (direct)			5,172			1,552
6. Sponsored Programs (F&A)						
7. Institutional Allowances						
8. State Appropriations		4,170				
9. Federal Appropriations		3,536				
10. Enterprise Sales & Services						
11. Other Sources	3,586			9,279	12	52
12. Inter-Unit Transfers	<u>191</u>		<u>1,452</u>	<u>192</u>		<u>6,103</u>
13. Subtotal In-Year Revenues	13,238	7,723	7,627	18,458	57	11,204
14. General Purpose Allocations			3,956	8,946	8,330	6,407
15. Transfers From Endowment						
16. Transfers From Plant						
17. Subtotal Transfers In						
18. Total Resources	13,238	7,723	11,583	27,404	8,387	17,611
Uses of Resources						
19. Salaries & Wages	5,548	6,593	6,127	13,107	353	6,645
20. Employee Benefits	1,536	121	1,635	3,747	112	2,172
21. Undergraduate Financial Aid					81	
22. Graduate Financial Aid	400		862		137	55
23. General Expense	4,982	1,009	2,728	9,489	7,722	3,788
24. Capital Expense	<u>10</u>		<u>231</u>	<u>256</u>		<u>3,587</u>
25. Subtotal Expenditures	12,476	7,723	11,583	26,599	8,405	16,247
26. Accessory Instruction						
27. Administrative & Support						
28. Financial Aid						
29. Subtotal Cost Redistribution						
30. Net Expenditures	12,476	7,723	11,583	26,599	8,405	16,247
31. Transfers To Endowment				969		
32. Transfers To Plant	<u>278</u>			<u>737</u>		
33. Subtotal Transfers Out	278			1,706		
34. Total Uses of Resources	12,754	7,723	11,583	28,305	8,405	16,247
35. Net From Operations	484			(901)	(18)	1,364
36. <i>Additions to Operating Reserves</i>	484					1,364
37. <i>Use of Operating Reserves</i>				901	18	

ITHACA CAMPUS OPERATING PLAN

<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>	
								\$9,297	1.
248	4,114		325	1,448	31		7	12,485	2.
	520			417				1,701	3.
163	606			23		12		7,441	4.
	532	296	26	155			187	7,920	5.
							(5)	(5)	6.
									7.
								4,170	8.
								3,536	9.
					1,042			1,042	10.
70	1,341		68	129	5,594		806	20,937	11.
<u>129</u>	<u>1,637</u>	<u>1,557</u>	<u>626</u>	<u>(193)</u>	<u>51</u>	<u>491</u>	<u>3,591</u>	<u>15,827</u>	12.
610	8,750	1,853	1,045	1,979	6,718	503	4,586	84,351	13.
703	32,420		2,584	1,528	693	1,936	1,189	68,692	14.
									15.
									16.
									17.
1,313	41,170	1,853	3,629	3,507	7,411	2,439	5,775	153,043	18.
855	18,200	925	1,948	1,609	2,945	1,711	2,093	68,659	19.
148	5,662	420	556	513	967	523	525	18,637	20.
								81	21.
23		22	391			7	2,654	4,551	22.
245	2,782	83	586	1,093	3,591	333	723	39,154	23.
	<u>13,605</u>	<u>354</u>		<u>292</u>	<u>29</u>			<u>18,364</u>	24.
1,271	40,249	1,804	3,481	3,507	7,532	2,574	5,995	149,446	25.
									26.
					61			61	27.
					<u>61</u>			<u>61</u>	28.
1,271	40,249	1,804	3,481	3,507	7,593	2,574	5,995	149,507	29.
									30.
								969	31.
	<u>312</u>	<u>49</u>	<u>74</u>		<u>161</u>		<u>7</u>	<u>1,618</u>	32.
	312	49	74		161		7	2,587	33.
1,271	40,561	1,853	3,555	3,507	7,754	2,574	6,002	152,094	34.
42	609		74		(343)	(135)	(227)	949	35.
42	609		74					2,573	36.
					343	135	227	1,624	37.

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					36,818
2. Investment Distributions		5,225	31,593		
3. Unrestricted Gifts					177
4. Restricted Gifts			49	128	
5. Sponsored Programs (direct)				10,542	10,542
6. Sponsored Programs (F&A)					
7. Institutional Allowances					
8. State Appropriations					
9. Federal Appropriations					
10. Enterprise Sales & Services					
11. Other Sources		6,400			6,400
12. Inter-Unit Transfers	(442)	1,219		962	1,739
13. Subtotal In-Year Revenues	(442)	12,844	31,642	11,632	55,676
14. General Purpose Allocations	122,030				122,030
15. Transfers From Endowment					
16. Transfers From Plant					
17. Subtotal Transfers In					
18. Total Resources	121,588	12,844	31,642	11,632	177,706
Uses of Resources					
19. Salaries & Wages					
20. Employee Benefits					
21. Undergraduate Financial Aid	89,988	12,766	26,540	8,055	137,349
22. Graduate Financial Aid	31,600	2,351	5,102	3,577	42,630
23. General Expense					
24. Capital Expense					
25. Subtotal Expenditures	121,588	15,117	31,642	11,632	179,979
26. Accessory Instruction					
27. Administrative & Support					
28. Financial Aid		(2,273)			(2,273)
29. Subtotal Cost Redistribution		(2,273)			(2,273)
30. Net Expenditures	121,588	12,844	31,642	11,632	177,706
31. Transfers To Endowment					
32. Transfers To Plant					
33. Subtotal Transfers Out					
34. Total Uses of Resources	121,588	12,844	31,642	11,632	177,706
35. Net From Operations					
36. Additions to Operating Reserves					
37. Use of Operating Reserves					

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			995	139	149	1,676
2. Investment Distributions	46	347	2		8	10
3. Unrestricted Gifts			1,720		53	1,819
4. Restricted Gifts	46					
5. Sponsored Programs (direct)						
6. Sponsored Programs (F&A)						
7. Institutional Allowances						
8. State Appropriations						
9. Federal Appropriations						
10. Enterprise Sales & Services		89,927	2,487			92,414
11. Other Sources		17	734	7,728	526	9,005
12. Inter-Unit Transfers	<u>41</u>	<u>2,807</u>	<u>1,828</u>	<u>184</u>	<u>683</u>	<u>5,543</u>
13. Subtotal In-Year Revenues	133	93,098	7,766	8,051	1,419	110,467
14. General Purpose Allocations	7,522	864	3,946	8,670	10,576	31,578
15. Transfers From Endowment			20			20
16. Transfers From Plant						
17. Subtotal Transfers In			<u>20</u>			<u>20</u>
18. Total Resources	7,655	93,962	11,732	16,721	11,995	142,065
Uses of Resources						
19. Salaries & Wages	4,144	25,918	3,503	8,937	6,897	49,399
20. Employee Benefits	1,344	7,992	1,052	2,896	2,100	15,384
21. Undergraduate Financial Aid	30			7	625	662
22. Graduate Financial Aid			78		7	85
23. General Expense	2,091	35,205	6,312	4,936	2,572	51,116
24. Capital Expense		20	55			75
25. Subtotal Expenditures	7,609	69,135	11,000	16,776	12,201	116,721
26. Accessory Instruction						
27. Administrative & Support		5,448	180			5,628
28. Financial Aid						
29. Subtotal Cost Redistribution		<u>5,448</u>	<u>180</u>			<u>5,628</u>
30. Net Expenditures	7,609	74,583	11,180	16,776	12,201	122,349
31. Transfers To Endowment						
32. Transfers To Plant		<u>19,379</u>	<u>779</u>		<u>26</u>	<u>20,184</u>
33. Subtotal Transfers Out		<u>19,379</u>	<u>779</u>		<u>26</u>	<u>20,184</u>
34. Total Uses of Resources	7,609	93,962	11,959	16,776	12,227	142,533
35. Net From Operations	46		(227)	(55)	(232)	(468)
36. <i>Additions to Operating Reserves</i>	46					46
37. <i>Use of Operating Reserves</i>			227	55	232	514

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	132				20
3. Unrestricted Gifts					
4. Restricted Gifts					
5. Sponsored Programs (direct)	59	134	441		
6. Sponsored Programs (F&A)	20				
7. Institutional Allowances					
8. State Appropriations					
9. Federal Appropriations					
10. Enterprise Sales & Services					
11. Other Sources		1,632			134
12. Inter-Unit Transfers	<u>(603)</u>	<u>19,742</u>	<u>236</u>	<u>113</u>	<u>1,381</u>
13. Subtotal In-Year Revenues	(392)	21,508	677	113	1,535
14. General Purpose Allocations	9,362	26,094	562	4,066	12,921
15. Transfers From Endowment					
16. Transfers From Plant					
17. Subtotal Transfers In					
18. Total Resources	8,970	47,602	1,239	4,179	14,456
Uses of Resources					
19. Salaries & Wages	6,668	30,623	718	3,772	5,532
20. Employee Benefits	1,501	10,138	164	1,243	6,903
21. Undergraduate Financial Aid					
22. Graduate Financial Aid					100
23. General Expense	798	3,155	357	(836)	1,900
24. Capital Expense	<u>24</u>	<u>1,488</u>	<u>1,239</u>	<u>4,179</u>	<u>14,435</u>
25. Subtotal Expenditures	8,991	45,404	1,239	4,179	14,435
26. Accessory Instruction					
27. Administrative & Support		1,385			
28. Financial Aid		<u>1,385</u>			
29. Subtotal Cost Redistribution		1,385			
30. Net Expenditures	8,991	46,789	1,239	4,179	14,435
31. Transfers To Endowment					
32. Transfers To Plant	<u>42</u>	<u>813</u>			
33. Subtotal Transfers Out	42	813			
34. Total Uses of Resources	9,033	47,602	1,239	4,179	14,435
35. Net From Operations	(63)				21
36. <i>Additions to Operating Reserves</i>	<i>7</i>				<i>21</i>
37. <i>Use of Operating Reserves</i>	<i>70</i>				

<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>	
	207	1			109		469	1.
								2.
								3.
							634	4.
							20	5.
								6.
								7.
						20	20	8.
								9.
	2,304	65		490			4,625	10.
<u>211</u>	<u>15,386</u>	<u>(1,401)</u>		<u>(38)</u>	<u>3,492</u>	<u>121</u>	<u>38,640</u>	11.
211	17,897	(1,335)		452	3,601	141	44,408	12.
3,365	25,761	8,613	2,232	15,632	22,812	3,813	135,233	13.
								14.
								15.
								16.
								17.
3,576	43,658	7,278	2,232	16,084	26,413	3,954	179,641	18.
2,225	24,668	4,873	1,242	9,579	7,387	2,706	99,993	19.
728	8,085	1,713	432	2,479	2,453	601	36,440	20.
							100	21.
623	10,418	642	558	3,958	16,439	632	38,644	22.
				<u>269</u>	<u>25</u>	<u>15</u>	<u>1,821</u>	23.
<u>3,576</u>	<u>43,171</u>	<u>7,228</u>	<u>2,232</u>	<u>16,285</u>	<u>26,304</u>	<u>3,954</u>	<u>176,998</u>	24.
								25.
				26			1,411	26.
				<u>26</u>			<u>1,411</u>	27.
3,576	43,171	7,228	2,232	16,311	26,304	3,954	178,409	28.
								29.
								30.
	<u>353</u>	<u>50</u>		<u>45</u>			<u>1,303</u>	31.
	353	50		45			1,303	32.
3,576	43,524	7,278	2,232	16,356	26,304	3,954	179,712	33.
								34.
	134			(272)	109		(71)	35.
								36.
	134			272	109		271	37.
							342	

ITHACA CAMPUS OPERATING PLAN

Physical Plant (dollars in thousands)			General Purpose Capital Budget	Total Plan <i>(see p. 19)</i>
Resources	Facilities	Campus Services		
1. Tuition & Fees				
2. Investment Distributions	1,074	1,653	12,824	15,551
3. Unrestricted Gifts			9,100	9,100
4. Restricted Gifts				
5. Sponsored Programs (direct)				
6. Sponsored Programs (F&A)				
7. Institutional Allowances				
8. State Appropriations	1,800			1,800
9. Federal Appropriations				
10. Enterprise Sales & Services	1,247	30,796		32,043
11. Other Sources	5,463	79		5,542
12. Inter-Unit Transfers	<u>15,903</u>	<u>(1,145)</u>	<u>(16,618)</u>	<u>(1,860)</u>
13. Subtotal In-Year Revenues	25,487	31,383	5,306	62,176
14. General Purpose Allocations	97,403	14,448		111,851
15. Transfers From Endowment			20,111	20,111
16. Transfers From Plant	<u>5</u>	<u>185</u>		<u>190</u>
17. Subtotal Transfers In	5	185	20,111	20,301
18. Total Resources	122,895	46,016	25,417	194,328
Uses of Resources				
19. Salaries & Wages	52,771	13,332		66,103
20. Employee Benefits	17,647	4,081		21,728
21. Undergraduate Financial Aid				
22. Graduate Financial Aid				
23. General Expense	15,824	23,169		38,993
24. Capital Expense	<u>42</u>			<u>42</u>
25. Subtotal Expenditures	86,284	40,582		126,866
26. Accessory Instruction				
27. Administrative & Support	5,405	1,239		6,644
28. Financial Aid				
29. Subtotal Cost Redistribution	5,405	1,239		6,644
30. Net Expenditures	91,689	41,821		133,510
31. Transfers To Endowment				
32. Transfers To Plant	<u>29,158</u>	<u>2,754</u>	<u>25,417</u>	<u>57,329</u>
33. Subtotal Transfers Out	29,158	2,754	25,417	57,329
34. Total Uses of Resources	120,847	44,575	25,417	190,839
35. Net From Operations	2,048	1,441		3,489
36. <i>Additions to Operating Reserves</i>	<i>2,048</i>	<i>1,441</i>		<i>3,489</i>
37. <i>Use of Operating Reserves</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		95	9,830	158	10,083
3. Unrestricted Gifts					
4. Restricted Gifts				9,000	9,000
5. Sponsored Programs (direct)					
6. Sponsored Programs (F&A)					
7. Institutional Allowances					
8. State Appropriations	45,617				45,617
9. Federal Appropriations					
10. Enterprise Sales & Services					
11. Other Sources					
12. Inter-Unit Transfers		(70,640)	(5,876)	(1,365)	(77,881)
13. Subtotal In-Year Revenues	<u>45,617</u>	<u>(70,545)</u>	<u>3,954</u>	<u>7,793</u>	<u>(13,181)</u>
14. General Purpose Allocations	(30,249)	61,499			31,250
15. Transfers From Endowment					
16. Transfers From Plant					
17. Subtotal Transfers In					
18. Total Resources	15,368	(9,046)	3,954	7,793	18,069
Uses of Resources					
19. Salaries & Wages		384	518	223	1,125
20. Employee Benefits		253	2,905	74	3,232
21. Undergraduate Financial Aid					
22. Graduate Financial Aid					
23. General Expense	(72)	3,224	(425)		2,727
24. Capital Expense			474		474
25. Subtotal Expenditures	<u>(72)</u>	<u>3,861</u>	<u>3,472</u>	<u>297</u>	<u>7,558</u>
26. Accessory Instruction	15,440				15,440
27. Administrative & Support		(12,911)	2,395		(10,516)
28. Financial Aid					
29. Subtotal Cost Redistribution	<u>15,440</u>	<u>(12,911)</u>	<u>2,395</u>		<u>4,924</u>
30. Net Expenditures	15,368	(9,050)	5,867	297	12,482
31. Transfers To Endowment				3,000	3,000
32. Transfers To Plant					
33. Subtotal Transfers Out				<u>3,000</u>	<u>3,000</u>
34. Total Uses of Resources	15,368	(9,050)	5,867	3,297	15,482
35. Net From Operations		4	(1,913)	4,496	2,587
36. <i>Additions to Operating Reserves</i>		4		4,496	4,500
37. <i>Use of Operating Reserves</i>			1,913		1,913

ITHACA CAMPUS OPERATING PLAN

Enterprise & Service Operations

(dollars in thousands)

	<u>Sales & Services of Enterprises</u>	<u>Other Sources</u>	<u>Invest- ment Distributions</u>	<u>Inter- Departmental Charges</u> †	<u>Intrafund Transfers</u>
Other Academic Programs					
1. CU Press *	\$1,042			\$695	
2. Subtotal Other Academic Programs	1,042			695	
Student Services					
3. Campus Life	89,927	276		6,896	2,852
4. Student Life Union	2,487	2	707		
5. Subtotal Student Services	92,414	278	707	6,896	2,852
Physical Plant					
6. The Cornell Store	26,367			932	
7. NYC Bus Service	1,100			300	
8. Print Shop	497			1,206	
9. PDC – Design	53			9,104	
10. PDC – Shop Administration	50			1,735	(273)
11. Utilities	14			74,361	(1,100)
12. PDC – Shops	30			42,682	
13. Noninvestment Real Estate	3,932			3,038	15
14. Subtotal Physical Plant	32,043			133,358	(1,358)
15. Total Enterprise & Service	125,499	278	707	140,949	1,494

- Notes:
- This schedule displays additional information for those Ithaca campus organizations that have “sales and services of enterprises” revenues. The total of such revenues above—\$125,499,000—ties to the same figure on line 10 of page 11 for the 2008-09 operating plan.
 - * 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 expenditure reductions in the units providing the service and are offset by expenditures in the operating units receiving the service.
 - § *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>Intra- University Cost Distribution</u> §	<u>Transfers Out To Plant Reserves</u>	<u>Total Resources Used</u>	<u>Net From Operations</u>	
	<u>\$1,737</u>	<u>\$1,447</u>	<u>\$61</u>	<u>\$139</u>	<u>\$1,647</u>	<u>\$90</u>	1.
	1,737	1,447	61	139	1,647	90	2.
	99,951	75,753	5,448	19,378	100,579	(628)	3.
	<u>3,196</u>	<u>2,277</u>	<u>180</u>	<u>754</u>	<u>3,211</u>	<u>(15)</u>	4.
	103,147	78,030	5,628	20,132	103,790	(643)	5.
	27,299	25,949	1,098	383	27,430	(131)	6.
	1,400	1,005		395	1,400		7.
	1,703	1,053	88	98	1,239	464	8.
	9,157	8,232	792	133	9,157		9.
	1,512	4,352	(3,289)	449	1,512		10.
	73,275	52,133	1,868	17,581	71,582	1,693	11.
	42,712	36,617	5,721	374	42,712		12.
	<u>6,985</u>	<u>3,718</u>		<u>2,030</u>	<u>5,748</u>	<u>1,237</u>	13.
	164,043	133,059	6,278	21,443	160,780	3,263	14.
	268,927	212,536	11,967	41,714	266,217	2,710	15.

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 \$1.043 billion, an increase of 4.6 percent over the forecast for 2007-08.

- **Tuition and fees** are budgeted at \$23.2 million, an increase of \$2.3 million, or 11.2 percent, from the forecast. Medical College tuition will increase 6.5 percent, from \$39,180 to \$41,730, for first- and second-year students. Tuition for third- and fourth-year students will grow 5 percent, to \$37,240. Tuition for the Graduate School of Medical Sciences will increase 3 percent, to \$26,872. A slight increase in student enrollments is also projected.
- **Restricted gifts** are expected to total \$62.1 million in 2008-09, a slight decrease 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 \$115.8 million, a 3.1 percent growth over the 2007-08 forecast, due mainly to the recently announced Clinical Translational Science Award. **Recoveries for facilities and administrative costs (F&A) from sponsored programs** are projected to increase 2.8 percent due to growth in direct costs. The on-campus federal F&A rate is expected to remain at 68 percent.
- Revenues from the **Physician Organization (PO)** are projected at \$495.2 million, a \$22.9 million increase from the 2007-08 forecast, and 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 \$86.2 million, \$1.7 million greater than the 2007-08 forecast. These services include hospital-service costs and supervision and training of NYPH residents.
- Funding from the **Qatar Foundation** to operate the Weill Medical School in Qatar is expected to grow

\$6.9 million in 2008-09, reaching \$78.5 million.

This funding level anticipates a planned growth in faculty and support staff.

Expenditures and Transfers Out

Net expenditures are planned at \$1.029 billion, an increase of 4.5 percent, or \$44 million, over the forecast for 2007-08.

- **Academic department** expenditures, including the Physician Organization, are planned to increase 3.7 percent, to \$790.9 million. This growth will be due mainly to: (a) a 4.1 percent increase in Physician Organization expenditures, including Strategic Plan programs; (b) a 2 percent growth in the costs related to administrative, training, and supervisory functions provided to NYPH; and (c) a 3 percent increase in sponsored programs costs.
- **Administrative and support** costs are expected to grow 5.7 percent, or \$4.7 million, from the 2007-08 forecast. These costs include operating expenditures for student services, academic, and administrative support units. **Administrative and support** costs for the Medical College in **Qatar** will increase 16.4 percent, to \$78.5 million, as growth is anticipated in faculty and staff who support the program in Qatar and that the full amount budgeted in 2008-09 will be expended.
- **Physical plant** costs are expected to increase 8.2 percent, to \$56.9 million, reflecting growth in new facility costs for off-site locations at 61st Street, 67th Street, and 575 Lexington Avenue. A significant amount of the incremental space is to accommodate the planned Biomedical Research Building. The plan also includes new borrowings for the expansion of the "E" building and renovations of RARC sites in the "S" and Main Buildings.

Transfers out to plant reserves, which are planned at \$2.6 million, represent funding for capital acquisitions and renovations by the Physician Organization.

Net from Operations

This plan will produce an \$11.5 million **net from operations**, which will be held in **current fund balances**. Included in this net is a projected deficit of \$1.4 million in Housing and Ancillary Operations, which will be funded by future revenues.

Medical College						Change from	
(dollars in thousands)		06-07	07-08	07-08	08-09	Forecast to Plan	
Resources		Actual	Plan	Forecast	Plan	Dollars	Percent
1. Tuition & Fees		\$18,839	\$19,432	\$20,906	\$23,241	\$2,335	11.2%
2. Investment Distributions		40,580	40,614	46,483	50,553	4,070	8.8%
3. Unrestricted Gifts		1,801	2,329	1,853	1,861	8	0.4%
4. Restricted Gifts		57,964	69,102	63,419	62,117	(1,302)	(2.1%)
5. Sponsored Programs (direct)		113,012	117,027	112,364	115,797	3,433	3.1%
6. Sponsored Programs (F&A)		42,548	45,548	43,178	44,377	1,199	2.8%
7. Institutional Allowances		23,006	24,475	27,013	28,232	1,219	4.5%
8. State Appropriations		190	190	190	194	4	2.1%
9. Physician Organization (PO)		431,788	479,583	472,234	495,164	22,930	4.9%
10. NYPH (purchased services)		79,716	82,763	84,486	86,176	1,690	2.0%
11. Enterprise Sales & Services		17,189	16,080	20,091	21,033	942	4.7%
12. Qatar Foundation		66,865	71,593	71,593	78,467	6,874	9.6%
13. Other Sources		36,991	34,156	33,595	35,873	2,278	6.8%
14. Subtotal In-Year Revenues		930,489	1,002,892	997,405	1,043,085	45,680	4.6%
15. Transfers From Endowment							
16. Transfers From Plant		979					
17. Subtotal Transfers In		979					
18. Total Resources		931,468	1,002,892	997,405	1,043,085	45,680	4.6%
Uses of Resources							
19. Medical College (academic/clinical)		705,837	772,908	762,675	790,912	28,237	3.7%
20. Return to Qatar Foundation		16,016		4,200		(4,200)	
21. Centrally Recorded Financial Aid		12,593	12,062	14,337	14,213	(124)	(0.9%)
22. Administrative & Support		78,020	78,608	82,012	86,680	4,668	5.7%
23. Administrative & Support (Qatar)		50,849	71,593	67,393	78,467	11,074	16.4%
24. Physical Plant		48,910	52,187	52,573	56,881	4,308	8.2%
25. Cost Redistribution		1,700	1,738	1,738	1,775	37	2.1%
26. Subtotal Expenditures		913,925	989,096	984,928	1,028,928	44,000	4.5%
27. Transfers To Endowment							
28. Transfers To Plant		6,681	2,652	2,500	2,625	125	
29. Subtotal Transfers Out		6,681	2,652	2,500	2,625	125	
30. Total Uses of Resources		920,606	991,748	987,428	1,031,553	44,125	4.5%
31. Net From Operations		10,862	11,144	9,977	11,532	1,555	
32. <i>Additions to Operating Reserves</i>							
33. <i>Held in Current Fund Balances</i>		10,862	11,144	9,977	11,532		

MEDICAL COLLEGE OPERATING PLAN

Medical College – Detail						Total Plan <i>(see p. 49)</i>
(dollars in thousands)						
Resources	General Purpose	Physician Org.	Designated	Enterprise	Restricted	
1. Tuition & Fees	\$23,241					\$23,241
2. Investment Distributions	8,617	1,229	4,060	28	36,619	50,553
3. Unrestricted Gifts	1,560		301			1,861
4. Restricted Gifts	4,838	13,106			44,173	62,117
5. Sponsored Programs (direct)					115,797	115,797
6. Sponsored Programs (F&A)	44,377					44,377
7. Institutional Allowances	28,232					28,232
8. State Appropriations	194					194
9. Physician Organization (PO)		495,164				495,164
10. NYPH (purchased services)					86,176	86,176
11. Enterprise Sales & Services				21,033		21,033
12. Qatar					78,467	78,467
13. Other Sources	<u>29,773</u>		<u>900</u>		<u>5,200</u>	<u>35,873</u>
14. Subtotal In-Year Revenues	140,832	509,499	5,261	21,061	366,432	1,043,085
15. Transfers From Endowment						
16. Transfers From Plant						
17. Subtotal Transfers In						
18. Total Resources	140,832	509,499	5,261	21,061	366,432	1,043,085
Expenditures & Transfers Out						
19. Medical College (academic/clinical)	27,690	500,515	940		261,767	790,912
20. Return to Qatar Foundation						
21. Centrally Recorded Financial Aid	4,387		2,236		7,590	14,213
22. Administrative & Support	63,275			9,441	13,964	86,680
23. Administrative & Support (Qatar)					78,467	78,467
24. Physical Plant	<u>43,670</u>	<u>233</u>		<u>12,978</u>		<u>56,881</u>
25. Expenditures	139,022	500,748	3,176	22,419	361,788	1,027,153
Intra-University Cost Distribution						
26. Administrative & Support	<u>1,775</u>					<u>1,775</u>
27. Net Expenditures	140,797	500,748	3,176	22,419	361,788	1,028,928
28. Transfers Out to Endowment						
29. Transfers Out to Plant Reserves		<u>2,625</u>				<u>2,625</u>
30. Total Resources Used	140,797	503,373	3,176	22,419	361,788	1,031,553
31. Net from Operations	35	6,126	2,085	(1,358)	4,644	11,532
32. <i>Additions to Operating Reserves</i>						
33. <i>Held in Current Fund Balances</i>	35	6,126	2,085	(1,358)	4,644	11,532

Capital Plan

Including Details of Approved Projects

CAPITAL PLAN

INTRODUCTION

The planning for Cornell's physical resources increasingly requires the consideration and integration of a variety of factors, impacts, and constraints. No longer can capital planning be focused on specific projects with minimal attention to the larger picture. Planning for the university's physical assets must encompass attention to the fabric and function of the campus as a whole and a careful consideration of the factors that influence or are affected by these facilities:

- The need for infrastructure (utilities, transportation, parking and service, among other elements)
- The provision of indoor and outdoor public spaces
- The campus landscape and the preservation and treatment of open spaces
- The efficient utilization of space
- The aesthetics of design
- The financial trade-offs between facilities needs and other campus priorities and initiatives
- Fundraising capacity and priorities
- The availability of educational, research, and outreach support from New York State, the federal government, and private resources
- Debt capacity and repayment burden
- The cost of operating and maintaining the campus

Organizations frequently employ the exercise of creating a master plan as a tool to examine the matrix of these factors and guide the future planning of individual facility projects. The tool's utility is based as much in its process as its outcome, for a well-crafted master plan creates a structure for its own evolution, and it is the constant revision that keeps the plan topical.

MASTER PLAN

Cornell has spent the past two years creating a comprehensive master plan for the Ithaca campus. This plan provides a framework for the development of the campus that will facilitate decision making within the vision, principles, and features of the plan. The plan does not mandate a defined set of projects, a growth rate, or a final result to be pursued, but instead offers a structure for determining how best to move forward in developing the physical campus as the university's

academic, research, teaching, extension, residential and recreational priorities present needs for growth and development. The document indicates the general nature, type of use, and massing of facilities in various parts of the campus and identifies enabling projects, the provision of coordinated infrastructure, and public good and landscape projects that will be folded into the specific capital needs of the units. The plan also provides more detailed guidelines for the design of the campus landscape and divides the campus into seven precincts and seventeen zones for more specific guidelines and initiatives.

The creation of the physical plan for the campus not only started with the campus as it currently exists as a baseline, but by necessity, also incorporated and accommodated capital project plans that are currently underway in design or the start of construction (e.g., Weill Hall, the Physical Sciences building, the Animal Health Diagnostic Center, Gates Hall, Milstein Hall, and the Human Ecology Building). Similarly, several major projects that are being considered are already being planned within the context of the comprehensive physical plan (e.g., the Engineering Research Building, the Health Services Facility, the East Hill Data Center, the Energy Recovery Linac, and the Food Science Building). As future projects are considered, their fit within the framework of the master plan will be examined. Projects that enable what are called "the big steps" in realizing the campus vision will need to be thoughtfully worked into individual facility plans.

SPACE PLANNING

Integrated space planning is a vital prerequisite of implementing the master plan. Existing building space is a limited and valuable resource and new space is costly to construct, operate, and maintain. Cornell's programs occupy 1,074 buildings, representing 17.7 million gross square feet of space, 11.3 million square feet of which is assigned for programmatic use. (See table at the top of page 45.) The Ithaca campus that is the focus of the master plan contains 57 percent of those buildings but 80 percent of that total space. Research space, which represents 13 percent of gross space and 22 percent of net assignable space on the Ithaca campus, is in growing demand, and is some of the most expensive space to construct and maintain.

Distribution of Space – Cornell University *

Category	Cornell University		Master Plan Subset		Master Plan as a % of Cornell Total
	Count	% of Total	Count	% of Total	
Number of Buildings	1,074		613		57%
Gross Square Feet	17,743,941	100%	14,255,895	100%	80%
Net Square Feet	15,017,069	85%	12,068,607	85%	80%
Net Assignable Square Feet	11,305,714	64%	8,606,543	60%	76%
Net Assignable Research Square Feet	2,526,429	14%	1,889,097	13%	75%

* Represented is space owned or occupied by Cornell as of the fall of 2007, including the facilities of the Weill Cornell Medical College in New York City, the School of Industrial and Labor Relations in New York City and Albany, the regional offices of Alumni Affairs and Development in several cities, and various off-campus research and extension locations associated with the College of Agriculture and Life Sciences, including the Geneva Experiment Station. Excluded are facilities of the Weill Cornell Medical College in Doha, Qatar, the Arecibo facility in Puerto Rico, and other program space located in both Washington, D.C. and New York City.

In order to improve space planning and the efficient use of space, Cornell has hired a director of space planning for the Ithaca campus. Over the course of 2008-09, that director will engage the Cornell community in conversations about space in order to develop more pro-active planning models for space and space utilization. Campus stakeholders will be asked to answer questions such as: What functions should occupy the core, and what are the functional priorities for the concentric rings around that core? What contiguities between programs are important? What major emerging and ongoing initiatives should receive priority for re-use of existing space or creation of new space? What guidelines and planning principles should be applied to decisions about space allocation? What best practices can Cornell emulate, and where can Cornell lead? What should Cornell measure? What technology is appropriate to support inventory, management, and analytical functions related to space? The answers to these questions and others, combined with targeted utilization studies and needs analyses, will provide direction for use, modification, and evaluation of facilities usage as expressed in the university's capital plan.

CAPITAL PLAN

While the master plan creates a framework for the development of the campus, the university's capital plan details the specific capital projects to be pursued over a 10-year horizon in order to meet the university's objectives. The capital plan describes the facility needs

for new and renovated spaces for research, academic programs, and student life, as well as the infrastructure and maintenance required to support the campus facilities. The plan examines the financial impacts of those projects, including the ability and priority for gift fundraising, the capacity to borrow and the ability to repay debt financing, the availability of New York State funding, the need for central university support, and the ongoing cost of operating and maintaining the physical assets. Each of those financial considerations is weighed in relation to other competing demands on constrained resources. In addition, the timing of the projects is considered as they relate to other projects and the internal resources and external workforce required to engage in a given level of concurrent construction activity.

Capital Activity

The capital plan is a long-term manifestation of Cornell's priorities and initiatives. This ten-year view is informed by the university's academic and student-life goals, its fundraising capabilities, the priorities of New York State in support of Cornell, and the physical constraints of its two main campuses. The schedules highlight plans to address the university's strategic initiatives; program enhancements; and the maintenance, renewal, and improvement of its buildings and campus infrastructure.

The projects in the schedules on pages 56 to 63 are those with budgets greater than \$2 million that have either been approved for planning, design, or con-

CAPITAL PLAN

struction (and include a funding plan); are facilities in the “Far Above” campaign; are ongoing maintenance or infrastructure projects; or are part of the 2004-09 State University Construction Fund (SUCF) capital plan. Not shown in project-level detail, but represented in the table at the bottom of page 57, are category totals for projects that are under consideration within the plan’s time horizon, including projects proposed for the 2008-13 SUCF capital plan, but which may have scope, schedule, or funding being determined. 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 \$1.178 billion of capital activity on projects with an estimated total ultimate budget of \$2.785 billion. In the case of projects included in the amount allocated by SUCF as part of its capital budgeting process, each project is subject to the university’s capital approval process as it proceeds through design and construction phases.
- Of the approved project costs, \$669.7 million has been spent to date. If future projects proceed as planned, expenditures during 2008-09 will total \$475.8 million, and an estimated \$1.788 billion will be spent through 2012-13. Projects under consideration but yet to be approved are estimated to add \$1.465 billion to total costs, with \$992.5 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 \$860.0 million, or 44 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 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 various humanities departments (new humanities building).
- Support of strategic research areas includes the construction of a life sciences technology building (Weill Hall), construction of a new facility for the physical sciences, and construction of 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 operating unit program needs include the renovations of 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.
- The university will continue its emphasis on maintaining and renewing existing buildings, which is also the focus of the capital budget provided by SUCF for contract college facilities. Included in the maintenance category are renovations of Stocking Hall in conjunction with the construction of a new Food Science building, the original Martha Van Rensselaer Hall and East wing, Warren, Rice and Fernow Halls, 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 \$363.3 million of deferred maintenance.
- The Medical College is planning the construction of a 413,000 gross square foot Biomedical Research Building and a series of renovations of laboratories and offices for a variety of their departments.

Nearly three-quarters of the funding for capital projects depends directly on external resources.

- Gift and grant funding is projected at \$1.544 billion, or 55 percent of the total approved capital activity. The estimated value of gifts in hand or pledged for approved projects is \$488.4 million, leaving \$1.055 billion to be raised.

- New York State support is projected to fund \$530.8 million (19 percent) of total project costs. Most of this amount is for contract college projects in the SUCF capital plan, but approximately 20 percent 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 \$489.5 million (18 percent) and \$220.6 million (8 percent) of approved capital activity respectively.
- Based on an analysis of project expenditures and funding availability, the university expects to finance \$801.9 million of approved project costs using long-term debt and another \$401.3 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. Projects included in the approved capital plan are expected to increase annual operating and maintenance costs for the Ithaca campus by \$28.7 million per year. These projects are projected to add about 1.5 million gross square feet of new space on the Ithaca campus and about half a million gross square feet at Weill Cornell Medical College in New York City.

DEBT PLAN

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 multiple fiscal years. It is also to the university's financial benefit to take advantage of the low cost of tax-exempt debt.

The need for short-term bridge financing and long-term debt as indicated in the university's 10-year capital plan is the basis for the University Treasurer's planning for Cornell's debt structure (defined as debt load, timing, and type of borrowing instrument, among other factors). In addition to an assessment of the ability to repay borrowings by the relevant internal university source of funding, there is regular monitoring of the university's external capacity to borrow (measured by the impact that additional debt

would have on financial ratios and the debt ratings by independent rating agencies). The borrowing needs from the capital plan and projected repayment of existing and new debt are key inputs into the university's recently- created 10-year financial model.

Debt and Debt Repayment

The university's external debt includes tax-exempt and taxable borrowings but excludes debt issued by New York State for contract college projects, which is paid directly by the state and is not recorded in the university's budgets or financial statements. Cornell is expected to have \$988.4 million of external debt at the beginning of 2008-09. (See line 21 on page 68.) During 2008-09, the university is scheduled to pay an estimated \$61.4 million in principal and interest on this outstanding debt.

In 2007-08, the university issued \$70 million of variable-rate demand bonds to finance the central heating plant and \$130 million of variable-rate demand bonds to refund tax-exempt commercial paper. Cornell also re-offered the 2004 bonds from an auction-rate mode to a variable-rate demand bond. In addition, in 2007-08, the university entered into forward-swap agreements to lock in interest rates for three anticipated future borrowings of \$575 million, bringing the university's total forward starting swaps to \$1.175 billion. Cornell entered into these agreements to take advantage of historically low interest rates. The new swap agreements will take effect in 2008-09 for \$100 million at a rate of 3.551 percent, in 2009-10 for \$275 million at a rate of 3.649 percent, and in 2013-14 for \$200 million at a rate of 3.766 percent. The university plans to use the tax-exempt commercial paper program (authorized at \$200 million) during fiscal year 2009 to finance capital projects in Ithaca and New York City. The taxable commercial paper program (also authorized at \$200 million) will be used for operating working capital, capital projects, and equipment purchases for the Ithaca and New York City campuses.

Unit Debt and Debt Repayment

The schedule on page 69 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)

	<u>Approved Budget</u>	<u>Estimated Total Budget</u>	<u>Estimated Completion Date</u>	<u>Additional Space GSF *</u> (in thousands)
1. Weill Hall	\$162,714	\$162,714	May-08	271
2. Physical Sciences Facility	141,900	141,900	Fall 2010	197
3. Animal Health Diagnostic Center	80,500	80,500	Jun-10	126
4. Energy Recovery Linac Planning	2,957	12,000	Sep-10	
5. Riley Robb Biofuels Laboratory	7,800	7,800	Jul-09	
6. Lake Erie Research and Extension Lab	1,202	5,359	Sep-09	10
7. Clark Hall AEP Relocation/Renovation	<u>157</u>	<u>2,800</u>	Dec-10	
8. Subtotal Research	397,230	413,073		604
9. CIS Gates Hall	1,170	65,000	Mar-12	100
10. Milstein Hall	8,140	54,500	Aug-10	42
11. New Humanities Building	3,282	50,000	Summer 2012	60
12. Johnson Museum Expansion	1,400	17,000	Mar-10	16
13. Statler Hall Fly Tower	800	8,980	Spring 2010	8
14. Plantations Welcome Center/Botanical Garden	745	6,950	Jun-11	7
15. Anabel Taylor Organ Replacement	<u>2,025</u>	<u>2,025</u>	Sep-10	
16. Subtotal Program	17,562	204,455		233
17. West Campus Residential Initiative	225,900	225,900	Aug-08	256
18. Helen Newman Hall		30,000	Jun-12	25
19. Child Care Center	6,994	6,994	Aug-08	16
20. Cornell Rowing Center	792	6,000	Jun-10	9
21. Sigma Phi Fraternity House	<u>1,225</u>	<u>3,940</u>	Jun-11	<u>5</u>
22. Subtotal Student/Support	234,911	272,834		311
23. Planned Maintenance (10 years)		98,652	Ongoing	
24. Stocking Hall Renovation & Food Science Building	6,460	90,780	Jun-13	100
25. North MVR Replacement/Parking Garage	71,100	71,100	Jan-11	193
26. MVR 1933/East Rehab	32,350	75,000	Jul-14	
27. Warren Hall Renovations	464	60,000	Jun-16	
28. Olin Library Improvements	1,755	40,000	Aug-13	
29. Contract College Misc. Rehab/Repair		38,000	Jun-13	
30. Geneva Food Science Renovation	242	36,000	Sep-15	
31. Rice Hall Rehab and Roof Replacement	3,256	19,380	Sep-14	5
32. Steam Line Projects	199	16,635	Ongoing	
33. Ives Faculty Building	16,000	16,000	Dec-10	12
34. Fernow Hall Rehab and Roof Repairs		14,280	Sep-11	5
35. Olin Hall HVAC, Power, Fire Suppression	2,073	14,000	Jan-10	
36. Electric Distribution Projects		11,750	Ongoing	
37. Water Distribution/Sewer Collection Projects		10,590	Ongoing	
38. Transportation Projects < \$2M		10,147	2011-12	
39. Fernow/Rice Surge Space	1,400	9,940	Dec-09	
40. Waste Management System	8,338	8,338	Dec-10	2
41. Engineering Restroom Upgrades	790	7,000	Jan-17	
42. Equine Drug Testing Facility	560	7,000	Jun-10	6

* 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							
\$40,051	\$30,305	\$61,094	\$5,258	\$456	\$550	\$25,000	\$83,012	\$29,658	1.
7,994	9,406	121,678	1,411	1,411			113,698	1,411	2.
			12,000	12,000		56,500	8,000	16,000	3.
						12,000			4.
				1,800		6,000			5.
						5,359			6.
<u>1,000</u>		<u>1,643</u>		<u>157</u>					7.
49,045	39,711	184,415	18,669	15,824	550	104,859	204,710	47,069	8.
27,268		37,732					29,485		9.
10,865	13,787	28,948	900				20,001	14,626	10.
85		49,400		515			25,948		11.
5,939	5,369	1,389		4,303			2,232	4,500	12.
1,894	3,000	3,000		1,086					13.
6,663	287								14.
<u>2,000</u>				<u>25</u>					15.
54,714	22,443	120,469	900	5,929			77,666	19,126	16.
124,093	14,466	87,341					87,015		17.
55	100	29,845					26,157		18.
			6,994					6,994	19.
761	2,121	3,118					275		20.
<u>434</u>	<u>1,213</u>	<u>1,493</u>		<u>800</u>			<u>500</u>	<u>800</u>	21.
125,343	17,900	121,797	6,994	800			113,947	7,794	22.
			98,652						23.
				1,780		89,000			24.
				9,500	19,500	42,100		19,500	25.
				1,506		73,494			26.
				1,200		58,800			27.
4,000			33,000	3,000			3,000	33,000	28.
						38,000			29.
				700		35,300			30.
				380		19,000			31.
					12,135	4,500		8,201	32.
				2,000		14,000			33.
				280		14,000			34.
		6,000	6,000	2,000			2,000	12,000	35.
					11,750			6,225	36.
					10,090	500		2,200	37.
					10,147				38.
				199		9,741			39.
				40		8,298			40.
			6,900	100					41.
						7,000			42.

† 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	08-09	09-10	10-11
1. Weill Hall	\$157,714	\$5,000		
2. Physical Sciences Facility	27,100	45,000	53,000	16,800
3. Animal Health Diagnostic Center	10,000	40,000	30,500	
4. Energy Recovery Linac Planning	6,000	3,000	3,000	
5. Riley Robb Biofuels Laboratory	1,800	6,000		
6. Lake Erie Research and Extension Lab	1,000	1,500	2,859	
7. Clark Hall AEP Relocation/Renovation	<u>157</u>			<u>2,643</u>
8. Subtotal Research	203,771	100,500	89,359	19,443
9. CIS Gates Hall	1,200	7,300	15,000	18,500
10. Milstein Hall	8,000	5,000	25,000	16,500
11. New Humanities Building	990	2,400	4,410	18,800
12. Johnson Museum Expansion	1,000	8,889	7,111	
13. Statler Hall Fly Tower	1,347	6,286	1,347	
14. Plantations Welcome Center/Botanical Garden		950	3,000	3,000
15. Anabel Taylor Organ Replacement	<u>250</u>	<u>850</u>	<u>875</u>	<u>50</u>
16. Subtotal Program	12,787	31,675	56,743	56,850
17. West Campus Residential Initiative	211,000	14,900		
18. Helen Newman Hall			2,000	20,000
19. Child Care Center	6,500	494		
20. Cornell Rowing Center	250	2,750	3,000	
21. Sigma Phi Fraternity House	<u>1,100</u>	<u>940</u>	<u>100</u>	<u>1,800</u>
22. Subtotal Student/Support	218,850	19,084	5,100	21,800
23. Planned Maintenance (10 years)		8,192	8,548	8,890
24. Stocking Hall Renovation & Food Science Building	750	2,000	6,000	15,000
25. North MVR Replacement/Parking Garage	4,712	18,100	29,472	13,016
26. MVR 1933/East Rehab	6,350	16,000	16,000	6,000
27. Warren Hall Renovations	464	536	1,500	12,000
28. Olin Library Improvements	1,255	1,500	7,000	9,300
29. Contract College Misc. Rehab/Repair	6,300	11,500	8,800	3,800
30. Geneva Food Science Renovation	200			
31. Rice Hall Rehab and Roof Replacement	500	1,000	250	250
32. Steam Line Projects	224	1,561	1,710	2,260
33. Ives Faculty Building	4,200	4,700	4,600	2,500
34. Fernow Hall Rehab and Roof Repairs			1,500	6,000
35. Olin Hall HVAC, Power, Fire Suppression	2,073	9,927	2,000	
36. Electric Distribution Projects		3,500	1,650	1,100
37. Water Distribution/Sewer Collection Projects	300	1,150	1,750	1,075
38. Transportation Projects < \$2M	1,982	5,765	1,600	800
39. Fernow/Rice Surge Space	400	8,540	1,000	
40. Waste Management System	1,200	4,500	2,638	
41. Engineering Restroom Upgrades	790	1,220	1,230	1,100
42. Equine Drug Testing Facility	500	2,000	4,500	

EXPENDITURE PATTERN							Deferred Maint. Addressed	O&M † Cost Impact	
Estimated									
11-12	12-13	13-14	14-15	15-16	16-17	17-18+ or TBD *			
								\$5,777	1.
							500	4,508	2.
							5,426	2,014	3.
									4.
							1,800	246	5.
								80	6.
							700		7.
							8,426	12,625	8.
23,000								1,971	9.
								844	10.
19,400	4,000							688	11.
								135	12.
								199	13.
									14.
									15.
42,400	4,000							3,837	16.
8,000							6,725	1,815	17.
							3,000	275	18.
								207	19.
							500	74	20.
							2,100	25	21.
8,000							12,325	2,396	22.
9,245	9,615	10,000	10,400	10,816	11,248	11,698	98,652		23.
42,400	24,630						19,800	1,700	24.
5,800							1,000	1,503	25.
6,000	12,650	12,000					38,850	800	26.
6,000	1,000	15,000	12,500	11,000			16,430	1,000	27.
9,300	9,400	2,245					12,000	150	28.
3,800	3,800						38,000	100	29.
1,500	4,300	10,000	15,000	5,000			18,113		30.
250	7,500	8,250	1,380				4,475	50	31.
1,860	4,060	1,060	1,260	960	1,560	120		(100)	32.
							6,700	300	33.
6,780							3,900	40	34.
							6,185	TBD	35.
2,500	1,800	250	250	300	400			(100)	36.
1,240	825	800	150	1,825	1,325	150		(10)	37.
									38.
							5,000		39.
							2,000	60	40.
660			500	500	500	500	7,000		41.
							709	135	42.

* 17-18 += 2017-18 and beyond; TBD = To be determined. † O&M = Operations and maintenance.

CAPITAL PLAN

Approved Capital Activity (dollars in thousands)	Approved Budget	Estimated Total Budget	Estimated Completion Date	Additional Space GSF * (in thousands)
43. Chilled Water Cathodic Protection	\$1,270	\$7,000	Jun-15	
44. Water Filtration Plant Projects		6,900	Ongoing	
45. Barton Hall Roof/Exterior Repairs	4,034	5,034	Sep-09	
46. Heating Plant Projects		4,450	Ongoing	
47. Schoellkopf Crescent Repairs	2,950	4,200	Aug-10	
48. CHP Water Treatment Plant Upgrade	1,900	4,000	Dec-08	
49. Baker/Clark Code Upgrades	3,750	3,750	Fall 2010	
50. Contract College Roof Replacements	3,648	3,648	Jun-09	
51. Sibley Hall Accessibility	379	3,300	Aug-10	
52. Statler Hotel Guest Room Renovations	3,107	3,107	Feb-09	
53. Hoy Road Rehabilitation/Stabilization	2,909	2,909	Aug-08	
54. Hydroplant Projects		2,300	Ongoing	
55. Contract College Fire Alarm/Sprinklers		2,151	Jun-11	
56. Campus Lighting Project, Phase III		2,000	Jun-09	
57. McGraw Hall Roof and Masonry Repairs	<u>545</u>	<u>2,000</u>	Fall 2009	
58. Subtotal Renovation/Renewal	169,479	711,341		323
59. Campus Network Wiring Upgrade	23,161	83,855	2017-18	
60. CHP Steam/Electric Expansion	54,850	81,800	Nov-09	15
61. Administrative Systems (approved projects)	63,442	63,442	2008-09	
62. Endowed Energy Conservation Initiative	11,881	24,344	Ongoing	
63. Contract Energy Conservation Initiative	3,660	21,788	Ongoing	
64. Server Farm		16,510	Ongoing	
65. LambdaRail – Wide Area Network	14,510	14,510	Ongoing	
66. Central Avenue Parking Garage	1,324	13,500	2012-13	64
67. Campus Area Network		12,450	Ongoing	
68. Water Tank/Distribution Expansion	1,135	6,850	Jun-10	
69. Telephony Infrastructure Upgrades		6,025	Ongoing	
70. Campus-Wide Wireless Network		<u>3,540</u>	Ongoing	
71. Subtotal Infrastructure	173,963	348,614		79
72. Total Ithaca Campus	993,145	1,950,317		1,550
73. Biomedical Research Building	6,025	655,000	2014-15	413
74. 407 East 61st Street Fit-Out	67,894	67,894	Oct-08	63
75. Deferred Maintenance	45,300	45,300	2010-11	
76. RARC A-7 & C-7 Renovation	21,826	21,826	Aug-08	
77. RARC S-3	17,403	17,403	Jul-09	
78. Public Health/Environ. Health & Safety Fit-Out	13,036	13,036	Oct-08	26
79. Urology Renovation	11,541	11,541	Feb-09	
80. A-950 Classroom Renovation	<u>2,250</u>	<u>2,250</u>	Aug-08	
81. Total Medical College	185,275	834,250		502
82. Total Approved Projects	1,178,420	2,784,567		2,052

* 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							
					\$7,000				43.
					6,900			3,200	44.
				5		5,029			45.
					4,450				46.
			4,200						47.
					4,000			4,000	48.
			3,750					3,750	49.
				38		3,610			50.
			3,300					3,300	51.
				3,107					52.
			1,096		1,813			950	53.
					2,300			2,100	54.
						2,151			55.
			2,000					2,000	56.
			2,000					2,000	57.
<u>4,000</u>		<u>6,000</u>	<u>160,898</u>	<u>25,835</u>	<u>90,085</u>	<u>424,523</u>	<u>5,000</u>	<u>102,426</u>	58.
			83,855					73,595	59.
					80,800	1,000		80,800	60.
			63,442						61.
			24,044			300		21,149	62.
			21,688			100		19,153	63.
			16,510						64.
1,350			4,850		8,310				65.
					13,500			13,500	66.
					12,450				67.
					6,850			6,850	68.
				1,500	4,525				69.
					3,540				70.
<u>1,350</u>			<u>214,389</u>	<u>1,500</u>	<u>129,975</u>	<u>1,400</u>		<u>215,047</u>	71.
234,452	80,054	432,681	401,850	49,888	220,610	530,782	401,323	391,462	72.
33,690	88,169	533,141						375,000	73.
		67,894							74.
30,673	14,627								75.
1,700			20,126					20,126	76.
2,050			15,353					15,353	77.
		13,036							78.
734	2,253	8,554							79.
			2,250						80.
<u>68,847</u>	<u>105,049</u>	<u>622,625</u>	<u>37,729</u>					<u>410,479</u>	81.
303,299	185,103	1,055,306	439,579	49,888	220,610	530,782	401,323	801,941	82.

† 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	08-09	09-10	10-11
43. Chilled Water Cathodic Protection	\$75	\$1,000	\$1,000	\$1,000
44. Water Filtration Plant Projects	200	600	700	700
45. Barton Hall Roof/Exterior Repairs	500	2,500	2,034	
46. Heating Plant Projects	200	400	450	450
47. Schoellkopf Crescent Repairs	2,100	700	700	700
48. CHP Water Treatment Plant Upgrade	1,898	2,102		
49. Baker/Clark Code Upgrades	1,257	1,189	870	434
50. Contract College Roof Replacements	1,891	1,757		
51. Sibley Hall Accessibility		2,000		1,300
52. Statler Hotel Guest Room Renovations	311	2,796		
53. Hoy Road Rehabilitation/Stabilization		2,909		
54. Hydroplant Projects		200		1,600
55. Contract College Fire Alarm/Sprinklers		515	1,000	636
56. Campus Lighting Project, Phase III		2,000		
57. McGraw Hall Roof and Masonry Repairs		2,000		
58. Subtotal Renovation/Renewal	40,632	124,359	108,502	89,911
59. Campus Network Wiring Upgrade	23,161	8,500	4,832	5,050
60. CHP Steam/Electric Expansion	24,100	46,900	10,800	
61. Administrative Systems (approved projects)	59,489	3,953		
62. Endowed Energy Conservation Initiative	9,078	2,525	2,616	1,360
63. Contract Energy Conservation Initiative	2,700	2,225	2,502	2,870
64. Server Farm		1,350	1,410	1,470
65. LambdaRail – Wide Area Network	6,010	1,340	1,190	640
66. Central Avenue Parking Garage	1,545			
67. Campus Area Network		1,010	1,170	1,090
68. Water Tank/Distribution Expansion	2,105	4,250	495	
69. Telephony Infrastructure Upgrades		400	175	200
70. Campus-Wide Wireless Network		250	320	340
71. Subtotal Infrastructure	128,188	72,703	25,510	13,020
72. Total Ithaca Campus	604,228	348,321	285,214	201,024
73. Biomedical Research Building	6,025	19,968	110,470	162,456
74. 407 East 61st Street Fit-Out	3,881	64,013		
75. Deferred Maintenance	30,673	5,000	5,977	3,650
76. RARC A-7 & C-7 Renovation	19,459	2,367		
77. RARC S-3	1,274	13,463	2,666	
78. Public Health/Environ. Health & Safety Fit-Out	1,715	11,321		
79. Urology Renovation	1,566	9,975		
80. A-950 Classroom Renovation	914	1,336		
81. Total Medical College	65,507	127,443	119,113	166,106
82. Total Approved Projects	669,735	475,764	404,327	367,130

EXPENDITURE PATTERN							Deferred Maint. Addressed	O&M † Cost Impact
Estimated								
11-12	12-13	13-14	14-15	15-16	16-17	17-18+ or TBD *		
\$1,000	\$1,000	\$1,000	\$925					(\$50) 43.
400	1,150	1,350	600	800	200	200		(50) 44.
							5,000	45.
450	450	450	400	400	400	400		46.
							4,200	47.
								(50) 48.
							3,350	49.
								50.
								51.
								52.
								53.
					500			(25) 54.
							2,150	55.
								(400) 56.
							2,000	57.
99,185	82,180	62,405	43,365	31,601	16,133	13,068	295,514	5,053 58.
9,277	5,515	5,763	6,022	6,293	6,576	2,866		59.
								500 60.
								8,217 61.
1,150	1,375	1,150	1,390	1,150	1,400	1,150		(2,000) 62.
2,100	2,079	2,222	1,390	1,150	1,400	1,150		(2,000) 63.
1,530	1,600	1,670	1,750	1,830	1,910	1,990		64.
640	690	690	690	1,240	690	690		65.
4,000	7,955							5 66.
1,020	1,300	1,230	1,410	1,340	1,290	1,590		67.
								20 68.
4,500	100	100	250	100	100	100		69.
350	310	390	350	370	450	410		70.
24,567	20,924	13,215	13,252	13,473	13,816	9,946		4,742 71.
174,152	107,104	75,620	56,617	45,074	29,949	23,014	316,265	28,653 72.
162,456	97,474	77,979	18,172					TBD 73.
								700 74.
							45,300	75.
							1,700	76.
								77.
								300 78.
								79.
								80.
162,456	97,474	77,979	18,172				47,000	1,000 81.
336,608	204,578	153,599	74,789	45,074	29,949	23,014	363,265	29,653 82.

* 17-18 += 2017-18 and beyond; TBD = To be determined. † O&M = Operations and maintenance.

CAPITAL PLAN

Capital Activity Under Consideration *						
(dollars in thousands)						
	Current Estimated Budget	Gifts/ Grants In Hand/ Pledged/ To Be Raised	General Purpose	Unit/ Enterprise	New York State	Bridge/ Long- Term Financing
1. Engineering Research Building	\$182,027	\$168,917		\$13,110		\$162,437
2. CALS Research Labs	25,150	18,350		4,080	2,720	
3. Large Animal Imaging Renovation	5,000	5,000				
4. Subtotal Research	212,177	192,267		17,190	2,720	162,437
5. CIS Campus, Phase 2	50,000	50,000				25,000
6. Large Animal Biocontainment Fac.	12,240			240	12,000	
7. CALS Teaching Classrooms	8,945	945		1,500	6,500	500
8. CALS Teaching Labs	7,800	7,800				
9. Ives Hall W. Wing Classroom Exp.	7,500	1,500		1,000	5,000	1,000
10. Phillips Hall 4th Floor Addition	5,600	4,744		856		
11. CALS Distance Learning Centers	5,000	5,000				
12. Subtotal Program	97,085	69,989		3,596	23,500	26,500
13. University Health Services Facility	112,168		111,778	390		111,778
14. East Hill Data Center	100,000		100,000			100,000
15. N. Campus Din. Fac. Ren./Upgrades	15,000			15,000		12,000
16. Res. Hall Wireless Infrastructure	3,000			3,000		
17. WS Hall Din. Upgrades – Ivy Rm.	3,000			3,000		
18. Subtotal Student/Support	233,168		211,778	21,390		223,778
19. Upson/Grumman Hall Renovations	55,498	34,149	21,349			38,000
20. Various Utilities Projects	47,200		2,000	29,000	16,200	23,750
21. Harford Training & Research Dairy	44,000			200	43,800	
22. Plant Science Lab Building	39,066			766	38,300	
23. Bradfield Hall Renovations	38,150			750	37,400	
24. McGraw Renovation	30,000	15,000	12,000	3,000		21,500
25. Vet Research Tower Renovation	28,560			560	28,000	
26. Schurman Hall Renovation	24,200			500	23,700	
27. Hollister Hall Renovations	20,008	13,529	6,479			13,000
28. Contract College Misc. Rehab/Repair	25,000				25,000	
29. Phillips Hall Infrastr. & Renovation	16,800	14,089	2,711			9,000
30. Stocking Hall Surging	16,320			320	16,000	
31. Geneva Hedrick Hall Renovations	16,320			320	16,000	
32. Greenhouse Rehab – Ithaca/Geneva	14,280			280	14,000	
33. Animal Health Diagnostic Ctr. Ren.	13,260			260	13,000	
34. Swine Farm Facility Replacement	8,160			160	8,000	
35. Dairy Barn Replacement	7,140			140	7,000	
36. Newman Lab Systems	7,000		7,000			7,000
37. Baker Institute Upgrades	7,000			7,000		7,000

* Projects that have not been approved for implementation.

Capital Activity Under Consideration * (cont.)						
(dollars in thousands)						
	Current Estimated Budget	Gifts/ Grants In Hand/ Pledged/ To Be Raised	General Purpose	Unit/ Enterprise	New York State	Bridge/ Long- Term Financing
38. Animal Fac. Demolitions & Ren.	\$5,100			\$100	\$5,000	
39. Sibley Hall Masonry, Windows, Roof	4,500		4,500			4,500
40. Large Animal Isolation Fac. Exp.	4,080			80	4,000	
41. University Avenue Stabilization	4,000		4,000			4,000
42. Balch MEP	4,000			4,000		
43. Baker 200 Lecture Hall Renovation	3,600	2,300	1,000	300		
44. Utilities/Roads/Walks	3,000				3,000	
45. Risley Exterior Rehabilitation	2,800			2,800		
46. James Law Auditorium Renovation	2,550			50	2,500	
47. Geneva Landfill Gas & Heating Plant	2,500			2,500		
48. State Animal Isolation Wing Ren.	2,040			40	2,000	
49. CVM Library Renovation	2,040			40	2,000	
50. Resource Ecology & Mgt. Fac. Rehab.	2,040			40	2,000	
51. Companion An. Hosp. Isol. Wards	2,000				2,000	
52. Balch Window Rehabilitation	2,000			2,000		
53. Subtotal Renovation/Renewal	504,212	79,067	61,039	55,206	308,900	127,750
54. Administrative Systems (additional)	52,965		52,965			
55. Harford Training & Res. Infrastr.	10,200			200	10,000	
56. New Chiller Capacity	10,000			10,000		10,000
57. East Campus Substations	8,100			2,900	5,200	2,900
58. University Climate Commitment	6,450			6,450		6,250
59. Precinct 7 Parking	4,680			4,680		4,680
60. ERL Substation	4,000			4,000		4,000
61. Educational Television Studio	3,250		3,250			
62. Plantation Substation	2,200				2,200	
63. Subtotal Infrastructure	101,845		56,215	28,230	17,400	27,830
64. Total Ithaca Campus	1,148,487	341,323	329,032	125,612	352,520	568,295
65. Clinical Services	100,000			100,000		100,000
66. Housing Acquisitions	100,000			100,000		100,000
67. Infrastr. Improv./Ren. E. of York Ave.	90,987		90,987			90,987
68. Medicine Fit-Out and Renovation	20,000	20,000				
69. ENT Clinical Facilities	2,970	2,970				
70. 575 Lexington Ave., ITS Fit-Out	2,800		2,800			
71. Total Medical College	316,757	22,970	93,787	200,000		290,987
72. Total Under Consideration	1,465,244	364,293	422,819	325,612	352,520	859,282

* Projects that have not been approved for implementation.

CAPITAL PLAN

Cash Flow (Including Financing) for Capital Activity

(dollars in thousands)

	Expended To Date	08-09	09-10	10-11
1. Gifts/Grants in Hand	\$200,515	\$40,226	\$26,627	\$11,531
2. Gifts/Grants Pledged	5,427	18,356	48,311	23,315
3. Gifts/Grants to be Raised	<u>13,157</u>	<u>101,409</u>	<u>15,762</u>	<u>29,181</u>
4. Subtotal Gifts/Grants	219,099	159,991	90,700	64,027
5. General Purpose	82,733	19,747	11,888	12,160
6. Unit Resources	6,202	3,853	1,590	5,400
7. Enterprise Operations	4,541	12,564	8,115	6,855
8. New York State	65,314	108,303	91,813	54,802
9. Total Sources of Funding	377,889	304,458	204,106	143,244
10. Bridge Financing	177,824	50,474	64,212	59,350
11. Long-Term Financing	<u>114,022</u>	<u>120,832</u>	<u>136,009</u>	<u>164,536</u>
12. Total Financing	291,846	171,306	200,221	223,886
13. Total Funding/Financing	669,735	475,764	404,327	367,130

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	\$278,899		\$24,400	\$303,299	10.9%
2. Gifts/Grants Pledged	130,676	54,427		185,103	6.6%
3. Gifts/Grants to be Raised	<u>325,587</u>	<u>335,896</u>	<u>393,823</u>	<u>1,055,306</u>	<u>37.9%</u>
4. Subtotal Gifts/Grants	735,162	390,323	418,223	1,543,708	55.4%
5. General Purpose	214,490		225,089	439,579	15.8%
6. Unit Resources	27,785	11,000	11,103	49,888	1.8%
7. Enterprise Operations	73,084		147,526	220,610	7.9%
8. New York State	530,782			530,782	19.1%
9. Total Sources of Funding	1,581,303	401,323	801,941	2,784,567	100.0%

Note: • The cash flow table at the top of pages 66 and 67 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>11-12</u>	<u>12-13</u>	<u>13-14</u>	<u>14-15</u>	<u>15-16</u>	<u>16-17</u>	<u>17-18+*</u> <u>or TBD</u>	<u>Total</u> <u>Expenditure</u>	<u>Percent</u> <u>of</u> <u>Total</u>
							\$278,899	10.0%
17,634	17,633						130,676	4.7%
<u>6,352</u>	<u>63,575</u>	<u>77,979</u>	<u>18,172</u>				<u>325,587</u>	<u>11.7%</u>
23,986	81,208	77,979	18,172				735,162	26.4%
11,435	11,215	11,670	12,650	13,146	13,658	14,188	214,490	7.7%
8,780	880	780	300				27,785	1.0%
9,660	6,734	5,370	5,085	6,135	4,365	3,660	73,084	2.6%
65,750	55,000	44,470	28,580	16,250	500		530,782	19.1%
119,611	155,037	140,269	64,787	35,531	18,523	17,848	1,581,303	56.8%
45,048	3,415	1,000					401,323	14.4%
<u>171,949</u>	<u>46,126</u>	<u>12,330</u>	<u>10,002</u>	<u>9,543</u>	<u>11,426</u>	<u>5,166</u>	<u>801,941</u>	<u>28.8%</u>
216,997	49,541	13,330	10,002	9,543	11,426	5,166	1,203,264	43.2%
336,608	204,578	153,599	74,789	45,074	29,949	23,014	2,784,567	100.0%

* 17-18 + = 2017-18 and beyond; TBD = To be determined.

2008-09 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	\$1,950,317	\$314,506	\$432,681	\$451,738	\$220,610	\$530,782	\$792,785
2. Under Consideration	<u>1,148,487</u>	<u>5,000</u>	<u>336,323</u>	<u>367,814</u>	<u>86,830</u>	<u>352,520</u>	<u>568,295</u>
3. Total Ithaca Campus	3,098,804	319,506	769,004	819,552	307,440	883,302	1,361,080
Medical College							
4. Approved Capital Activity	834,250	173,896	622,625	37,729			410,479
5. Under Consideration	<u>316,757</u>		<u>22,970</u>	<u>93,787</u>	<u>200,000</u>		<u>290,987</u>
6. Total Medical College	1,151,007	173,896	645,595	131,516	200,000		701,466
University Total							
7. Approved Capital Activity	2,784,567	488,402	1,055,306	489,467	220,610	530,782	1,203,264
8. Under Consideration	<u>1,465,244</u>	<u>5,000</u>	<u>359,293</u>	<u>461,601</u>	<u>286,830</u>	<u>352,520</u>	<u>859,282</u>
9. Total University	4,249,811	493,402	1,414,599	951,068	507,440	883,302	2,062,546

Note: • *Approved capital activity* includes 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. These are the projects itemized in the schedules on pages 64 and 65.

CAPITAL PLAN

Sources of External Debt Financing

(dollars in thousands)

	Interest Rates	Maturity Date	Actual	Forecast	Projected External Debt Service Payments		
			Balance 6/30/07	Balance 6/30/08	08-09	09-10	10-11
Tax-Exempt Debt							
1. Series 1990B	Variable	2025	\$57,300	\$56,700	\$2,503	\$2,681	\$2,752
2. Series 1995 Education Loan	5.80–5.90%	2008	6,339				
3. 1998 Commercial Paper	Variable	2037	89,005	100,000	3,085	3,085	3,085
4. Series 2000A	Variable	2029	58,320	56,620	3,467	3,479	3,499
5. Series 2000B	4.63%	2030	76,765	74,835	5,497	5,488	5,490
6. IDA Series 2000	5.10-5.25%	2011	4,335	3,330	1,401	1,348	1,287
7. IDA Series 2002A	4.52%	2030	42,710	42,530	2,112	2,109	2,110
8. IDA Series 2002B	4.33%	2015	15,390	15,390	666	666	489
9. Series 2004	3.51%	2008	90,150	88,175	5,195	5,196	5,245
10. Series 2006	4.00–5.00%	2035	239,750	231,160	22,820	22,179	21,549
11. IDA Series 2008	*	2037		70,000	2,689	2,689	3,989
12. Series 2008	*	2037		130,000	5,001	4,995	7,355
13. Subtotal Tax-Exempt Debt			680,064	868,740	54,436	53,915	56,850
Taxable Debt							
14. Series 1987B	11.11%	2012	10,370	8,825	2,700	2,698	2,697
15. 2004 Commercial Paper	Variable		86,979	100,000	3,250	3,250	3,250
16. Capitalized Leases	Variable	2008	11,296				
17. Sallie Mae – Series 1999	5.75–6.50%	2019	5,340	5,030	654	651	653
18. Urban Development Corp.	0.00%	2029	2,750	2,625	125	125	125
19. Other	Various	2010	3,308	3,164	209	194	184
20. Subtotal Taxable Debt			120,043	119,644	6,938	6,918	6,909
21. Total External Debt			800,107	988,384	61,374	60,833	63,759

Notes: • The total outstanding external debt and the sum of external debt service payments for 2008-09 shown above are different from the corresponding outstanding operating unit debt balances and debt service totals shown on page 69 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.

* Variable until 7/1/2008.

Debt Service by Operating Unit

(dollars in thousands)

	Outstanding Balance		2008-09 Debt Service		
	2/28/07	2/29/08	Unit Budget	Central Budget	Total
Ithaca Campus					
1. Agriculture & Life Sciences	\$3,820	\$4,181	\$173 †	\$147	\$320
2. Arts & Sciences	11,574	19,106	†	1,442	1,442
3. Engineering	9,995	9,120		2,307	2,307
4. Hotel Administration	13,161	11,702	1,975		1,975
5. Human Ecology	1,352	1,212	311		311
6. Industrial & Labor Relations			153		153
7. Johnson School	11,244	11,638	†		
8. Law School	4,021	3,606		572	572
9. Veterinary College	<u>5,656</u>	<u>8,476</u>	<u>1,772</u>	<u>219</u>	<u>1,991</u>
10. Subtotal Colleges	60,823	69,041	4,384	4,687	9,071
11. Animal Facilities	34,859	53,100		4,746	4,746
12. Biotechnology	7,309	6,555		1,041	1,041
13. Life Sciences	36,338	96,346	†	1,774	1,774
14. Theory Center	2,875	2,625		127	127
15. All Other	<u>3,783</u>	<u>4,070</u>	<u>150</u>	<u>699</u>	<u>849</u>
16. Subtotal Research Centers	85,164	162,696	150	8,387	8,537
17. Africana Center	2,968	2,698		385	385
18. Athletics & Physical Education	8,945	9,006	281 †		281
19. Cornell in Washington	3,017	2,983	265		265
20. Library	11,726	12,520		1,890	1,890
21. All Other	<u>1,842</u>	<u>1,616</u>	<u>285</u>		<u>285</u>
22. Subtotal Other Academic Programs	28,498	28,823	831	2,275	3,106
23. Campus Life	160,724	204,760	15,275		15,275
24. Fraternities/Sororities	3,200	3,427	217		217
25. Gannett Clinic	2,841	2,601		353	353
26. All Other	<u>11</u>	<u>206</u>	<u>31</u>		<u>31</u>
27. Subtotal Student Services	166,776	210,994	15,523	353	15,876
28. Information Technologies	9,187	9,355	813	1,891	2,704
29. All Other	<u>1,750</u>	<u>2,098</u>	<u>50</u>	<u>282</u>	<u>332</u>
30. Subtotal Administrative & Support	10,937	11,453	863	2,173	3,036
31. Facilities & Campus Services	87,779	98,243	14,388	2,404	16,792
32. Life Safety	864	775	123		123
33. Real Estate	27,651	23,712	2,030		2,030
34. Transportation/Mail Service	<u>8,127</u>	<u>8,241</u>	<u>1,686</u>		<u>1,686</u>
35. Subtotal Physical Plant	124,421	130,971	18,227	2,404	20,631
36. Ithaca Campus All Other	11,134	15,083		3,538	3,538
37. Total Ithaca Campus	487,753	629,061	39,978	23,817	63,795
Medical College					
38. Research	28,504	44,206	5,170		5,170
39. Residences	84,985	82,538	5,957		5,957
40. Clinical Care	1,115	924	234		234
41. Infrastructure & Administrative	<u>16,264</u>	<u>16,646</u>	<u>1,327</u>		<u>1,327</u>
42. Total Medical College	130,868	144,314	12,688		12,688
43. Total University	618,621	773,375	52,666	23,817	76,483

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

407 East 61st Street Fit-Out (line 74, page 60)

Campus	New York City	Project Type	Improvement/Renovation
Unit	Medical College	Approved Phase	Construction
Added Space	63,000 Gross Square Feet	Completion Date	October 2008

Project Description/Scope

The Weill Cornell Medical College entered into a lease agreement in June 2007 for a four-story parking garage at 407 East 61st Street. This property will be altered and built out into a 63,000 gross square foot, five-story building to house academic medical research laboratories and administrative offices. This project is part of the Medical College’s Strategic Plan III.

Project Budget

Approved Budget	67,894,000
Estimated Total Budget	67,894,000
Estimated O&M Impact	700,000
Deferred Maintenance Addressed	

Schedule of Anticipated Expenditures

To Date	3,881,000
2008-09	64,013,000
2009-10	
2010-11	
2011-12	
2012-13	
Post 2012-13	
Total	<u>67,894,000</u>

Funding Sources

In Hand	
Pledged (present value)	
To Be Raised (present value)	<u>67,894,000</u>
Subtotal Gifts/Grants	67,894,000
General Purpose	
Unit	
Enterprise Operations	
New York State	
Total Budget	67,894,000

Debt Financing

Financing Required
Repayment Source(s)
Debt Type

Current Status/Notes

This project is in the construction phase, with occupancy estimated for January 2009.

Administrative Systems (approved projects) (line 61, page 60)

Campus	Ithaca	Project Type	Administrative System
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 technological innovations. The STARS project to implement PeopleSoft's suite of student information systems will be completed in December 2008. The plan also includes initialization of the Quali suite of applications for both the core financial systems and research administration. This project reflects the capital and ongoing operating costs of the systems that have been approved thus far.

Project Budget

Approved Budget	63,442,000
Estimated Total Budget	63,442,000
Estimated O&M Impact	8,217,000
Deferred Maintenance Addressed	

Funding Sources

In Hand	
Pledged (present value)	
To Be Raised (present value)	
Subtotal Gifts/Grants	
General Purpose	63,442,000
Unit	
Enterprise Operations	
New York State	
Total Budget	63,442,000

Schedule of Anticipated Expenditures

To Date	59,489,000
2008-09	3,953,000
2009-10	
2010-11	
2011-12	
2012-13	
Post 2012-13	
Total	63,442,000

Debt Financing

Financing Required
Repayment Source(s)
Debt Type

Current Status/Notes

The capital and operating costs of proposed future administrative systems are included in the university's capital activity under consideration. (See line 54, page 65.)

Animal Health Diagnostic Center (line 3, page 56)

Campus	Ithaca	Project Type	New Facility
Unit	Veterinary Medicine	Approved Phase	Construction
Added Space		Completion Date	June 2010

Project Description/Scope

The new Animal Health and Diagnostic Center building is a partnership project between the New York State Department of Agriculture and Markets and the College of Veterinary Medicine. The Center will accommodate the work of more than 200 people who are currently housed in 12 locations. Complete with laboratories at biosafety levels 2 and 3 (which will enhance Cornell’s ability to investigate infectious diseases), a state-of-the-art necropsy facility and multidisciplinary diagnostic laboratories, the new building will replace the existing facilities, which were constructed in 1978, and expand Cornell’s service, teaching, and research capacities. The new Center will provide enhanced capabilities to improve the health of food- and fiber-producing animals, companion animals, exotic animals, and wildlife and to advance public health through the diagnosis and control of zoonotic diseases.

Project Budget

Approved Budget	80,500,000
Estimated Total Budget	80,500,000
Estimated O&M Impact	2,014,000
Deferred Maintenance Addressed	5,426,000

Schedule of Anticipated Expenditures

To Date	10,000,000
2008-09	40,000,000
2009-10	30,500,000
2010-11	
2011-12	
2012-13	
Post 2012-13	
Total	80,500,000

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>56,500,000</u>
Total Budget	80,500,000

Debt Financing

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

Current Status/Notes

A group of buildings have been demolished, and their programs relocated, in order to make the site available for this new construction. Site work will begin in early June or as soon as building permits are obtained.

Barton Hall Roof/Exterior Repairs (line 45, page 60)

Campus	Ithaca	Project Type	Maintenance/Repair
Unit	Contract Colleges	Approved Phase	Construction
Added Space		Completion Date	September 2009

Project Description/Scope

This project will refurbish Barton Hall’s exterior masonry and replace its shingle roofs. Project scope includes repair of parapet cracks and bowing, repair of mortar joints, replacement of deteriorated stone, repair of wood roof framing, and replacement of shingle roofs.

Project Budget

Approved Budget	4,034,000
Estimated Total Budget	5,034,000
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	5,000
Enterprise Operations	
New York State	<u>5,029,000</u>
Total Budget	5,034,000

Schedule of Anticipated Expenditures

To Date	500,000
2008-09	2,500,000
2009-10	2,034,000
2010-11	
2011-12	
2012-13	
Post 2012-13	
Total	<u>5,034,000</u>

Debt Financing

Financing Required
Repayment Source(s)
Debt Type

Current Status/Notes

Construction was approved in February 2007, but further structural evaluation has resulted in an increase in project scope. The impact on the budget is an increase of approximately \$1,300,000 to \$6,330,000. A feasibility study to assess the Barton Hall program for all current occupants, current uses and projected future uses, assess the building condition, and develop a conceptual rehabilitation design is currently underway.

Biomedical Research Building (line 73, page 60)

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

Project Description/Scope

The Weill Cornell Medical College is planning to build a 413,000 gross square foot biomedical research building as part of the third phase of the strategic planning process. This facility will permit the Medical College to expand its research program to remain competitive with peer institutions. This project is part of the Medical College’s Strategic Plan III.

Project Budget

Approved Budget	6,025,000
Estimated Total Budget	655,000,000
Estimated O&M Impact	
Deferred Maintenance Addressed	

Schedule of Anticipated Expenditures

To Date	6,025,000
2008-09	19,968,000
2009-10	110,470,000
2010-11	162,456,000
2011-12	162,456,000
2012-13	97,474,000
Post 2012-13	<u>96,151,000</u>
Total	655,000,000

Funding Sources

In Hand	33,690,000
Pledged (present value)	88,169,000
To Be Raised (present value)	<u>533,141,000</u>
Subtotal Gifts/Grants	655,000,000
General Purpose	
Unit	
Enterprise Operations	
New York State	
Total Budget	655,000,000

Debt Financing

Financing Required	375,000,000
Repayment Source(s)	Gifts
Debt Type	Long-Term

Current Status/Notes

An architect has been selected for the project, and the design development, construction documents, and bid phases have been authorized at \$41,805,000. The estimated annual operating and maintenance impact of this building is \$18,000,000. Gifts in hand and pledged have increased to over \$400 million. The potential size of the project has been expanded to 482,000 gross square feet with an estimated project cost of \$777 million; the project scope and budget are still under review and discussion.

Campus Network Wiring Upgrade (line 59, page 60)

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. The initial wiring infrastructure being installed is high-capacity copper; fiber optic infrastructure will be added in later years. EzraNet forecasts were recently revised to incorporate costs associated with expansion of wireless infrastructure in the residence halls as a less costly alternative to the complete rewiring of residence halls. The entire project will be completed over the next ten years

Project Budget

Approved Budget	23,161,000
Estimated Total Budget	83,855,000
Estimated O&M Impact	
Deferred Maintenance Addressed	

Funding Sources

In Hand	
Pledged (present value)	
To Be Raised (present value)	
Subtotal Gifts/Grants	
General Purpose	83,855,000
Unit	
Enterprise Operations	
New York State	
Total Budget	83,855,000

Schedule of Anticipated Expenditures

To Date	23,161,000
2008-09	8,500,000
2009-10	4,832,000
2010-11	5,050,000
2011-12	9,277,000
2012-13	5,515,000
Post 2012-13	<u>27,520,000</u>
Total	83,855,000

Debt Financing

Financing Required	73,595,000
Repayment Source(s)	General Purpose
Debt Type	Long-Term

Current Status/Notes

Work in 2008-09 will take place in Bradfield Hall, Emerson Hall, the Olin Chemistry/Baker Lab complex, Newman Lab, Snee Hall, Wilson Synchrotron, and Riley-Robb Hall. Also, infrastructure for ubiquitous wireless coverage will be installed in the following residence halls: Dickson; Donlon; Balch; Risley; Hurlburt; Low Rises 6,7,9, and 10; and High Rises 1 and 5. The total budget approved to date is \$33 million.

Central Avenue Parking Garage (line 66, page 60)

Campus	Ithaca	Project Type	New Facility
Unit	Transportation	Approved Phase	Design
Added Space		Completion Date	2012-13

Project Description/Scope

This project will construct a parking structure consisting of a grade-level lot and two underground levels, which will accommodate approximately 200 vehicles. The project includes rebuilding the road bed and surface and providing bicycle lanes, sidewalks and 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.

Project Budget

Approved Budget	1,324,000
Estimated Total Budget	13,500,000
Estimated O&M Impact	5,000
Deferred Maintenance Addressed	

Schedule of Anticipated Expenditures

To Date	1,545,000
2008-09	
2009-10	
2010-11	
2011-12	4,000,000
2012-13	7,955,000
Post 2012-13	
Total	13,500,000

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

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. The current estimated budget has increased to \$14.5 million due to the addition of University Avenue improvements and gorge slope stabilization to the project scope. Consideration is being given for the construction to be done in conjunction with the Milstein Hall project (see page 94) in order to minimize disruption that will result from the temporary closure of University Avenue.

Central Heating Plant Steam/Electric Expansion (line 60, page 60)

Campus	Ithaca	Project Type	Infrastructure
Unit	Utilities	Approved Phase	Construction
Added Space	15,000 Gross Square Feet	Completion Date	November 2009

Project Description/Scope

This expansion involves the installation of a combined heat and power project at the central heating plant. This system, which consists of two turbines with heat recovery steam generators, will supply most of the electricity for campus and also produce steam as a byproduct 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	54,850,000
Estimated Total Budget	81,800,000
Estimated O&M Impact	500,000
Deferred Maintenance Addressed	

Funding Sources

In Hand	
Pledged (present value)	
To Be Raised (present value)	
Subtotal Gifts/Grants	
General Purpose	
Unit	
Enterprise Operations	80,800,000
New York State	<u>1,000,000</u>
Total Budget	81,800,000

Schedule of Anticipated Expenditures

To Date	24,100,000
2008-09	46,900,000
2009-10	10,800,000
2010-11	
2011-12	
2012-13	
Post 2012-13	
Total	<u>81,800,000</u>

Debt Financing

Financing Required	80,800,000
Repayment Source(s)	Enterprise
Debt Type	Long-Term

Current Status/Notes

All of the major equipment has been ordered and construction of the plant expansion is underway.

CAPITAL PLAN – PROJECT DETAILS

Child Care Center (line 19, page 56)

Campus	Ithaca	Project Type	New Facility
Unit	University	Approved Phase	Construction
Added Space	16,000 Gross Square Feet	Completion Date	August 2008

Project Description/Scope

This project will construct and furnish a child care center on Cornell property capable of serving the child-care needs of 158 infants, toddlers, and preschool/prekindergarten 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	6,994,000
Estimated Total Budget	6,994,000
Estimated O&M Impact	207,000
Deferred Maintenance Addressed	

Schedule of Anticipated Expenditures

To Date	6,500,000
2008-09	494,000
2009-10	
2010-11	
2011-12	
2012-13	
Post 2012-13	
Total	6,994,000

Funding Sources

In Hand	
Pledged (present value)	
To Be Raised (present value)	
Subtotal Gifts/Grants	
General Purpose	6,994,000
Unit	
Enterprise Operations	
New York State	
Total Budget	6,994,000

Debt Financing

Financing Required	6,994,000
Repayment Source(s)	General Purpose
Debt Type	Long-Term

Current Status/Notes

The project is under construction. The university plans to obtain a certificate of occupancy in late July 2008 and begin operating the center in late August or early September 2008.

Chilled Water Cathodic Protection (line 43, page 60)

Campus	Ithaca	Project Type	Maintenance/Repair
Unit	Utilities	Approved Phase	Construction
Added Space		Completion Date	June 2015

Project Description/Scope

This project will rehabilitate the cathodic protection system for the chilled water piping campus wide. This system protects buried chilled water piping from corrosion and minimizes the likelihood that a wholesale replacement of piping would ever be necessary.

Project Budget

Approved Budget	1,270,000
Estimated Total Budget	7,000,000
Estimated O&M Impact	(50,000)
Deferred Maintenance Addressed	

Funding Sources

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

Schedule of Anticipated Expenditures

To Date	75,000
2008-09	1,000,000
2009-10	1,000,000
2010-11	1,000,000
2011-12	1,000,000
2012-13	1,000,000
Post 2012-13	<u>1,925,000</u>
Total	7,000,000

Debt Financing

Financing Required
Repayment Source(s)
Debt Type

Current Status/Notes

Phase II of seven planned phases was recently authorized.

Computing and Information Sciences – Gates Hall (line 9, page 56)

Campus	Ithaca	Project Type	New Facility
Unit	Computing & Information Sci.	Approved Phase	Concept
Added Space	100,000 Gross Square Feet	Completion Date	March 2012

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, of which Gates Hall is the first phase, will house CIS-related programs including the Computer Science Department and the Information Science program.

Project Budget

Approved Budget	1,170,000
Estimated Total Budget	65,000,000
Estimated O&M Impact	1,971,000
Deferred Maintenance Addressed	

Schedule of Anticipated Expenditures

To Date	1,200,000
2008-09	7,300,000
2009-10	15,000,000
2010-11	18,500,000
2011-12	23,000,000
2012-13	
Post 2012-13	
Total	65,000,000

Funding Sources

In Hand	27,268,000
Pledged (present value)	
To Be Raised (present value)	<u>37,732,000</u>
Subtotal Gifts/Grants	65,000,000
General Purpose	
Unit	
Enterprise Operations	
New York State	
Total Budget	65,000,000

Debt Financing

Financing Required	29,485,000
Repayment Source(s)	Gifts
Debt Type	Bridge

Current Status/Notes

The conceptual study conducted with Polshek Architects to assess massing for the approved site behind Upson Hall has been completed and the concept design approved. The study is based on an estimated range of 90,000 to 100,000 gross square feet to be constructed in Phase 1 to house the Department of Computer Science and the Information Science Program. Pre-schematic design will be initiated in June 2008, and \$3,570,000 has been authorized for expenditure to date.

Cornell Rowing Center (line 20, page 56)

Campus	Ithaca	Project Type	Improvement/Renovation
Unit	Athletics & Physical Education	Approved Phase	Design
Added Space	9,000 Gross Square Feet	Completion Date	June 2010

Project Description/Scope

This project involves the renovation of Cornell’s current Rowing Center facilities, which are situated on a 3.5 acre site at the Cayuga Lake Inlet in the City of Ithaca. The renovation of the two-story 1957 Collyer Boathouse and one-story 1979 Robison Shell House will solve a lead National Collegiate Athletic Association gender equity concern and provide comparable locker rooms, training space, offices, and boat and equipment storage for approximately 150 male and female athletes and coaches of three varsity teams. The scope of the project involves a renovation and proposed 8,500 gross square foot two-story addition to the Collyer Boathouse improving the training facilities and creating new lockers, shower and toilet facilities, a new entrance/lobby, Team/Tradition Room, and other support spaces. Locker, shower, and toilet facilities will be removed from the Robison Shell House in order to open the space into one large shell storage room.

Project Budget

Approved Budget	792,000
Estimated Total Budget	6,000,000
Estimated O&M Impact	74,000
Deferred Maintenance Addressed	500,000

Funding Sources

In Hand	761,000
Pledged (present value)	2,121,000
To Be Raised (present value)	<u>3,118,000</u>
Subtotal Gifts/Grants	6,000,000
General Purpose	
Unit	
Enterprise Operations	
New York State	
Total Budget	6,000,000

Schedule of Anticipated Expenditures

To Date	250,000
2008-09	2,750,000
2009-10	3,000,000
2010-11	
2011-12	
2012-13	
Post 2012-13	
Total	<u>6,000,000</u>

Debt Financing

Financing Required	275,000
Repayment Source(s)	Gifts
Debt Type	Bridge

Current Status/Notes

HGA Architects of Minneapolis, Minnesota was selected in August 2007 as the consultant for this project. The feasibility study is complete and was approved. The design and bid phases have been authorized and the earliest construction start date, assuming all approvals (including the City of Ithaca’s) are in place, would be February 2009.

Energy Recovery Linac Planning (line 4, page 56)

Campus	Ithaca	Project Type	Planning/Prototype
Unit	Research	Approved Phase	Design
Added Space		Completion Date	September 2010

Project Description/Scope

This project will ensure that Cornell and New York State compete most effectively with other universities and states in winning the federal award for the large Energy Recovery Linac project. Cornell's four-year project scope includes civil engineering feasibility studies; design and prototype development of the linear accelerator tunnel; and helium refrigeration facility, x-ray optics, insertion device, microwave engineering, and detector engineering feasibility studies.

Project Budget

Approved Budget	2,957,000
Estimated Total Budget	12,000,000
Estimated O&M Impact	
Deferred Maintenance Addressed	

Schedule of Anticipated Expenditures

To Date	6,000,000
2008-09	3,000,000
2009-10	3,000,000
2010-11	
2011-12	
2012-13	
Post 2012-13	
Total	<u>12,000,000</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>12,000,000</u>
Total Budget	12,000,000

Debt Financing

Financing Required
Repayment Source(s)
Debt Type

Current Status/Notes

Significant progress has been made on all feasibility studies and the project is in the design/cost estimate phase.

Engineering Restroom Upgrades (line 41, page 56)

Campus	Ithaca	Project Type	Maintenance/Repair
Unit	Engineering	Approved Phase	Design/Construction
Added Space		Completion Date	January 2017

Project Description/Scope

This project is a phased effort to renovate and construct restrooms in the College of Engineering facilities in order to provide modern facilities that meet gender equity requirements and Americans with Disabilities Act accessibility regulations. Ultimately, approximately 50 restrooms will be renovated.

Project Budget

Approved Budget	790,000
Estimated Total Budget	7,000,000
Estimated O&M Impact	
Deferred Maintenance Addressed	7,000,000

Funding Sources

In Hand	
Pledged (present value)	
To Be Raised (present value)	
Subtotal Gifts/Grants	
General Purpose	6,900,000
Unit	100,000
Enterprise Operations	
New York State	
Total Budget	<u>7,000,000</u>

Schedule of Anticipated Expenditures

To Date	790,000
2008-09	1,220,000
2009-10	1,230,000
2010-11	1,100,000
2011-12	660,000
2012-13	
Post 2012-13	<u>2,000,000</u>
Total	7,000,000

Debt Financing

Financing Required
Repayment Source(s)
Debt Type

Current Status/Notes

The first phase will design approximately 40 restroom renovations and construct at least three of those projects.

Equine Drug Testing Facility (line 42, page 56)

Campus	Ithaca	Project Type	New Facility
Unit	Veterinary Medicine	Approved Phase	Design
Added Space	6,000 Gross Square Feet	Completion Date	June 2010

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 building and demolish the existing structure.

Project Budget

Approved Budget	560,000
Estimated Total Budget	7,000,000
Estimated O&M Impact	135,000
Deferred Maintenance Addressed	709,000

Schedule of Anticipated Expenditures

To Date	500,000
2008-09	2,000,000
2009-10	4,500,000
2010-11	
2011-12	
2012-13	
Post 2012-13	
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 has been approved, and the final design work is on hold pending release of New York State funding. Construction will advance following final design and receipt of state funding.

Fernow Hall Rehabilitation and Roof Repairs (line 34, page 56)

Campus	Ithaca	Project Type	Improvement/Renovation
Unit	Agriculture & Life Sciences	Approved Phase	Design
Added Space	5,000 Gross Square Feet	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	14,280,000
Estimated O&M Impact	40,000
Deferred Maintenance Addressed	3,900,000

Funding Sources

In Hand	
Pledged (present value)	
To Be Raised (present value)	
Subtotal Gifts/Grants	
General Purpose	
Unit	280,000
Enterprise Operations	
New York State	<u>14,000,000</u>
Total Budget	14,280,000

Schedule of Anticipated Expenditures

To Date	
2008-09	
2009-10	1,500,000
2010-11	6,000,000
2011-12	6,780,000
2012-13	
Post 2012-13	
Total	<u>14,280,000</u>

Debt Financing

Financing Required
Repayment Source(s)
Debt Type

Current Status/Notes

The planning and design for this project is currently being done in conjunction with planning and design for the Rice Hall rehabilitation and roof replacement project (see page 104) and the Fernow/Rice surge space project (see page 86).

Fernow/Rice Surge Space (line 39, page 56)

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

Project Description/Scope

This project includes a series of minor renovations to create surge space to allow the completion of major renovations in Fernow and Rice Halls. The project includes the renovation of 15,000 to 20,000 net square feet of space in Plant Science Building, renovation of 15,000 to 20,000 net square feet of space in Bradfield Hall, and 10,000 to 12,000 net square feet of space in Bruckner Hall.

Project Budget

Approved Budget	1,400,000
Estimated Total Budget	9,940,000
Estimated O&M Impact	
Deferred Maintenance Addressed	5,000,000

Schedule of Anticipated Expenditures

To Date	400,000
2008-09	8,540,000
2009-10	1,000,000
2010-11	
2011-12	
2012-13	
Post 2012-13	
Total	<u>9,940,000</u>

Funding Sources

In Hand	
Pledged (present value)	
To Be Raised (present value)	
Subtotal Gifts/Grants	
General Purpose	
Unit	199,000
Enterprise Operations	
New York State	<u>9,741,000</u>
Total Budget	<u>9,940,000</u>

Debt Financing

Financing Required
Repayment Source(s)
Debt Type

Current Status/Notes

Design for surge projects is in progress in conjunction with design for the Fernow Hall rehabilitation and roof repair project (see page 85) and the Rice Hall rehabilitation and roof replacement project (see page 104).

Geneva Food Science Renovation (line 30, page 56)

Campus	Geneva	Project Type	Improvement/Renovation
Unit	Agriculture & Life Sciences	Approved Phase	Planning
Added Space		Completion Date	September 2015

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 this further work.

Project Budget

Approved Budget	242,000
Estimated Total Budget	36,000,000
Estimated O&M Impact	
Deferred Maintenance Addressed	18,113,000

Funding Sources

In Hand	
Pledged (present value)	
To Be Raised (present value)	
Subtotal Gifts/Grants	
General Purpose	
Unit	700,000
Enterprise Operations	
New York State	<u>35,300,000</u>
Total Budget	36,000,000

Schedule of Anticipated Expenditures

To Date	200,000
2008-09	,000
2009-10	,000
2010-11	,000
2011-12	1,500,000
2012-13	4,300,000
Post 2012-13	<u>30,000,000</u>
Total	36,000,000

Debt Financing

Financing Required	
Repayment Source(s)	
Debt Type	

Current Status/Notes

A total of \$6.7 million in funding for this project is included in the approved 2004-09 State University Construction Fund (SUCF) capital plan. The programming/concept design phase is currently underway. The expanded scope mentioned above will require additional state funding, perhaps following the 2008-13 SUCF capital plan.

CAPITAL PLAN – PROJECT DETAILS

Helen Newman Hall (line 18, page 56)

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 include 14,000 gross square feet of gymnasium space, a 6,000 gross square foot lap pool, and a 5,000 gross square foot lobby/atrium. There will be major upgrades to the HVAC systems and to the building exterior.

Project Budget

Approved Budget	
Estimated Total Budget	30,000,000
Estimated O&M Impact	275,000
Deferred Maintenance Addressed	3,000,000

Schedule of Anticipated Expenditures

To Date	
2008-09	
2009-10	2,000,000
2010-11	20,000,000
2011-12	8,000,000
2012-13	
Post 2012-13	
Total	30,000,000

Funding Sources

In Hand	55,000
Pledged (present value)	100,000
To Be Raised (present value)	<u>29,845,000</u>
Subtotal Gifts/Grants	30,000,000
General Purpose	
Unit	
Enterprise Operations	
New York State	
Total Budget	30,000,000

Debt Financing

Financing Required	26,157,000
Repayment Source(s)	Gifts
Debt Type	Bridge

Current Status/Notes

This project is in a planning phase; reviews of the program, project scope, and facility design are in progress. The project cost estimate was revised from \$19 million to \$30 million to account for construction cost escalation. Fund raising for this project is an important goal of the “Far Above” campaign.

Ives Faculty Building (line 33, page 56)

Campus	Ithaca	Project Type	Improvement/Renovation
Unit	Industrial & Labor Relations	Approved Phase	Construction
Added Space	12,000 Gross Square Feet	Completion Date	December 2010

Project Description/Scope

This project will renovate the Ives Faculty Building, bringing it up to modern standards for faculty and administrative offices purposes. The project will address critical maintenance; update the facility to meet building code requirements; and provide upgrades to mechanical, electrical, plumbing, data, communications, and building access and egress systems. Included in the project is 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	300,000
Deferred Maintenance Addressed	6,700,000

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
2008-09	4,700,000
2009-10	4,600,000
2010-11	2,500,000
2011-12	
2012-13	
Post 2012-13	
Total	<u>16,000,000</u>

Debt Financing

Financing Required	
Repayment Source(s)	
Debt Type	

Current Status/Notes

Construction is in progress. The current project schedule is to complete the renovation in the summer of 2009. The addition on the southeast corner of the building will add approximately 1,200 gross square feet, not 12,000 as originally described.

Johnson Museum Expansion (line 12, page 56)

Campus	Ithaca	Project Type	New Facility/Renovation
Unit	Johnson Museum	Approved Phase	Design
Added Space	16,100 Gross Square Feet	Completion Date	March 2010

Project Description/Scope

The project is a 16,000 gross square foot addition for the Johnson Museum, mostly underground, configured on three levels on the north side of the existing building. The project will provide additional gallery space, lecture rooms, education workshop and programming space, and storage space. In addition, 10,175 gross square feet of the existing building will be renovated.

Project Budget

Approved Budget	1,400,000
Estimated Total Budget	17,000,000
Estimated O&M Impact	135,000
Deferred Maintenance Addressed	

Schedule of Anticipated Expenditures

To Date	1,000,000
2008-09	8,889,000
2009-10	7,111,000
2010-11	
2011-12	
2012-13	
Post 2012-13	
Total	17,000,000

Funding Sources

In Hand	5,939,000
Pledged (present value)	5,369,000
To Be Raised (present value)	<u>1,389,000</u>
Subtotal Gifts/Grants	12,697,000
General Purpose	
Unit	4,303,000
Enterprise Operations	
New York State	
Total Budget	<u>17,000,000</u>

Debt Financing

Financing Required	6,732,000
Repayment Source(s)	Gifts/Unit
Debt Type	Bridge/Long-Term

Current Status/Notes

The project is in the construction documents phase, and construction authorization will be sought in the fall of 2008.

Lake Erie Research and Extension Laboratory (line 6, page 56)

Campus	Off-Campus	Project Type	New Facility
Unit	Agriculture & Life Sciences	Approved Phase	Design
Added Space	10,000 Gross Square Feet	Completion Date	September 2009

Project Description/Scope

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

Project Budget

Approved Budget	1,202,000
Estimated Total Budget	5,359,000
Estimated O&M Impact	80,000
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>5,359,000</u>
Total Budget	5,359,000

Schedule of Anticipated Expenditures

To Date	1,000,000
2008-09	1,500,000
2009-10	2,859,000
2010-11	
2011-12	
2012-13	
Post 2012-13	
Total	<u>5,359,000</u>

Debt Financing

Financing Required
Repayment Source(s)
Debt Type

Current Status/Notes

The construction phase was authorized in May 2008.

CAPITAL PLAN – PROJECT DETAILS

LambdaRail – Wide Area Network (line 65, page 60)

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). Since then, CIT has completed a fiber link to extend the campus backbone network to the Geneva Experiment Station and Rochester. The completion of the fiber connection to Geneva allows Cornell to establish a remote recovery site at the Geneva Experiment Station in the event of a disastrous data loss at either the Ithaca or New York City campuses. The next phase of this project will establish a connection between Rochester and Syracuse. Upon completion of this final leg of the project, Cornell will have a complete fiber loop to Syracuse providing high speed redundant connectivity.

Project Budget

Approved Budget	14,510,000
Estimated Total Budget	14,510,000
Estimated O&M Impact	
Deferred Maintenance Addressed	

Funding Sources

In Hand	1,350,000
Pledged (present value)	
To Be Raised (present value)	
Subtotal Gifts/Grants	1,350,000
General Purpose	4,850,000
Unit	
Enterprise Operations	8,310,000
New York State	
Total Budget	14,510,000

Schedule of Anticipated Expenditures

To Date	6,010,000
2008-09	1,340,000
2009-10	1,190,000
2010-11	640,000
2011-12	640,000
2012-13	690,000
Post 2012-13	<u>4,000,000</u>
Total	14,510,000

Debt Financing

Financing Required
Repayment Source(s)
Debt Type

Current Status/Notes

Costs to date include \$4 million for NLR membership and construction costs associated with building the fiber links. Costs in 2008-09 include year five of NLR membership.

Martha Van Rensselaer – 1933 Building/East Wing Rehabilitation (line 26, page 56)

Campus	Ithaca	Project Type	Maintenance/Repair
Unit	Human Ecology	Approved Phase	Construction
Added Space		Completion Date	July 2014

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 benefited from any significant renovations since that time. The existing building systems do not meet current program needs and many aspects of the building do not meet current building code requirements. The scope of work also includes MVR North utility enabling and emergency services.

Project Budget

Approved Budget	32,350,000
Estimated Total Budget	75,000,000
Estimated O&M Impact	800,000
Deferred Maintenance Addressed	38,850,000

Funding Sources

In Hand	
Pledged (present value)	
To Be Raised (present value)	
Subtotal Gifts/Grants	
General Purpose	
Unit	1,506,000
Enterprise Operations	
New York State	<u>73,494,000</u>
Total Budget	75,000,000

Schedule of Anticipated Expenditures

To Date	6,350,000
2008-09	16,000,000
2009-10	16,000,000
2010-11	6,000,000
2011-12	6,000,000
2012-13	12,650,000
Post 2012-13	<u>12,000,000</u>
Total	75,000,000

Debt Financing

Financing Required	
Repayment Source(s)	
Debt Type	

Current Status/Notes

The project is being performed in phases, and \$32.4 million has been authorized to date for exterior renovations, utility upgrades, and construction of the first phase of the interior renovations. The funding for the balance of the work is included in the 2008-13 State University Construction Fund (SUCF) capital plan.

Milstein Hall (line 10, page 56)

Campus	Ithaca	Project Type	New Facility
Unit	Architecture, Art & Planning	Approved Phase	Design
Added Space	42,000 Gross Square Feet	Completion Date	August 2010

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 among Milstein, Rand, and Sibley Halls. The project will encompass site work, including resolution of pedestrian and vehicular traffic associated with the project, and relocate and upgrade utilities as required. Also, the project will be coordinated with the Central Avenue Parking Garage.

Project Budget

Approved Budget	8,140,000
Estimated Total Budget	54,500,000
Estimated O&M Impact	844,000
Deferred Maintenance Addressed	

Schedule of Anticipated Expenditures

To Date	8,000,000
2008-09	5,000,000
2009-10	25,000,000
2010-11	16,500,000
2011-12	
2012-13	
Post 2012-13	
Total	54,500,000

Funding Sources

In Hand	10,865,000
Pledged (present value)	13,787,000
To Be Raised (present value)	<u>28,948,000</u>
Subtotal Gifts/Grants	53,600,000
General Purpose	900,000
Unit	
Enterprise Operations	
New York State	
Total Budget	54,500,000

Debt Financing

Financing Required	34,627,000
Repayment Source(s)	Gifts
Debt Type	Bridge, Long-Term

Current Status/Notes

Office for Metropolitan Architecture is the design architect; Kendall/Heaton Associates is serving as the production architect. The project is being designed to be Leadership in Energy and Environmental Design (LEED) certified. Municipal approvals are being sought and construction is hoped to begin in the spring of 2009. The current design has increased from 42,000 to 46,000 gross square feet and the estimated completion date has shifted to December 2010.

New Humanities Building (line 11, page 56)

Campus	Ithaca	Project Type	New Facility
Unit	Arts & Sciences	Approved Phase	Design
Added Space	60,000 Gross Square Feet	Completion Date	Summer 2012

Project Description/Scope

This project will design and construct a new building adjacent to Goldwin Smith Hall to provide approximately 30,000 to 35,000 net square feet of humanities and social science classroom and academic department space on the Arts Quad. The new space will be a significant step in addressing a chronic space shortage that has characterized these disciplines and that has been exacerbated by growth in faculty and programs in response to university initiatives. The current shortage of space has resulted in some faculty sharing offices or rotating among offices of other faculty on leave; a lack of a sufficient number of adequately sized classrooms and lecture halls; and inadequate space for lecturers, graduate students, and staff.

Project Budget

Approved Budget	3,282,000
Estimated Total Budget	50,000,000
Estimated O&M Impact	688,000
Deferred Maintenance Addressed	

Funding Sources

In Hand	85,000
Pledged (present value)	
To Be Raised (present value)	<u>49,400,000</u>
Subtotal Gifts/Grants	49,485,000
General Purpose	
Unit	515,000
Enterprise Operations	
New York State	
Total Budget	<u>50,000,000</u>

Schedule of Anticipated Expenditures

To Date	990,000
2008-09	2,400,000
2009-10	4,410,000
2010-11	18,800,000
2011-12	19,400,000
2012-13	4,000,000
Post 2012-13	
Total	<u>50,000,000</u>

Debt Financing

Financing Required	25,948,000
Repayment Source(s)	Gifts
Debt Type	Bridge

Current Status/Notes

Koetter Kim & Associates was selected as the architect for this project and began work in early 2008. Schematic design will be finished in the summer of 2008 and design development will be completed in the spring of 2009.

North Martha Van Rensselaer Replacement/Parking Garage (line 25, page 56)

Campus	Ithaca	Project Type	New Facility
Unit	Human Ecology	Approved Phase	Construction
Added Space	193,000 Gross Square Feet	Completion Date	January 2011

Project Description/Scope

This project involves the construction of a replacement for North Martha Van Rensselaer Hall, providing space for research laboratories, instructional spaces, and faculty offices for the College of Human Ecology. The facility will be a three-story academic building, with an adjoining commons area, constructed on top of a new parking garage situated on the site of the previous north wing of Martha Van Rensselaer Hall. 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	71,100,000
Estimated Total Budget	71,100,000
Estimated O&M Impact	1,503,000
Deferred Maintenance Addressed	1,000,000

Schedule of Anticipated Expenditures

To Date	4,712,000
2008-09	18,100,000
2009-10	29,472,000
2010-11	13,016,000
2011-12	5,800,000
2012-13	
Post 2012-13	
Total	71,100,000

Funding Sources

In Hand	
Pledged (present value)	
To Be Raised (present value)	
Subtotal Gifts/Grants	
General Purpose	
Unit	9,500,000
Enterprise Operations	19,500,000
New York State	<u>42,100,000</u>
Total Budget	71,100,000

Debt Financing

Financing Required	19,500,000
Repayment Source(s)	Enterprise
Debt Type	Long-Term

Current Status/Notes

The construction phase has been authorized and begun. The project budget includes \$49.6 million for the academic building, \$19.5 million for the parking structure, and \$2.0 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 35, page 56)

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, 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	2,073,000
Estimated Total Budget	14,000,000
Estimated O&M Impact	
Deferred Maintenance Addressed	6,185,000

Funding Sources

In Hand	
Pledged (present value)	
To Be Raised (present value)	<u>6,000,000</u>
Subtotal Gifts/Grants	6,000,000
General Purpose	6,000,000
Unit	2,000,000
Enterprise Operations	
New York State	
Total Budget	<u>14,000,000</u>

Schedule of Anticipated Expenditures

To Date	2,073,000
2008-09	9,927,000
2009-10	2,000,000
2010-11	
2011-12	
2012-13	
Post 2012-13	
Total	<u>14,000,000</u>

Debt Financing

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

Current Status/Notes

Construction authorization will be sought in June 2008. The current budget estimate is \$14.9 million.

Olin Library Improvements (line 28, page 56)

Campus	Ithaca	Project Type	Improvement/Renewal
Unit	Library	Approved Phase	Design
Added Space		Completion Date	August 2013

Project Description/Scope

This project will renovate floors 3 through 8 of Olin Library, including installation of fire suppression and fire detection systems; replacement of the 47-year-old HVAC system; installation of electrical power and data connections for faculty studies and graduate carrels; basic architectural renovations of the studies, carrels, and graduate reading rooms; and a complete reprogramming of the 7th 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

Schedule of Anticipated Expenditures

To Date	1,255,000
2008-09	1,500,000
2009-10	7,000,000
2010-11	9,300,000
2011-12	9,300,000
2012-13	9,400,000
Post 2012-13	<u>2,245,000</u>
Total	40,000,000

Funding Sources

In Hand	4,000,000
Pledged (present value)	
To Be Raised (present value)	<u> </u>
Subtotal Gifts/Grants	4,000,000
General Purpose	33,000,000
Unit	3,000,000
Enterprise Operations	
New York State	<u> </u>
Total Budget	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. The project team and architect are evaluating the financial and programmatic benefits of doing this project in a single phase (over 3 years) versus multiple phases (over 6 years) as originally planned. A single phase would result in net cost savings and significantly reduce the time that faculty and graduate students with studies and carrels would be adversely affected. A single phase would require an acceleration of the projected cash outflows. Approval of the design development and authorization for the construction document stage are anticipated in September 2008.

Physical Sciences Facility (line 2, page 56)

Campus	Ithaca	Project Type	New Facility
Unit	Arts & Sciences/Engineering	Approved Phase	Construction
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 them to continue to recruit and retain the very best faculty available worldwide in their disciplines. The facility will also enable the full participation of these departments in the New Life Sciences Initiative and maximize their impact on biology at Cornell.

Project Budget

Approved Budget	141,900,000
Estimated Total Budget	141,900,000
Estimated O&M Impact	4,508,000
Deferred Maintenance Addressed	500,000

Funding Sources

In Hand	7,994,000
Pledged (present value)	9,406,000
To Be Raised (present value)	<u>121,678,000</u>
Subtotal Gifts/Grants	139,078,000
General Purpose	1,411,000
Unit	1,411,000
Enterprise Operations	
New York State	
Total Budget	<u>141,900,000</u>

Schedule of Anticipated Expenditures

To Date	27,100,000
2008-09	45,000,000
2009-10	53,000,000
2010-11	16,800,000
2011-12	
2012-13	
Post 2012-13	
Total	<u>141,900,000</u>

Debt Financing

Financing Required	115,109,000
Repayment Source(s)	Gifts/General Purpose
Debt Type	Bridge/Long-Term

Current Status/Notes

Construction began in fall 2007. Utility relocation, underpinning of adjacent structures, and bank stabilization work is complete. Bulk excavation is underway.

Plantations Welcome Center/Botanical Garden (line 14, page 56)

Campus	Ithaca	Project Type	New Facility
Unit	Plantations	Approved Phase	Design
Added Space	7,000 Gross Square Feet	Completion Date	June 2011

Project Description/Scope

This project will create a 7,000 gross square foot Plantations Welcome Center, which will support classroom instruction for Cornell classes and education staff and orient and welcome visitors to the Botanical Garden.

Project Budget

Approved Budget	745,000
Estimated Total Budget	6,950,000
Estimated O&M Impact	
Deferred Maintenance Addressed	

Schedule of Anticipated Expenditures

To Date	
2008-09	950,000
2009-10	3,000,000
2010-11	3,000,000
2011-12	
2012-13	
Post 2012-13	
Total	6,950,000

Funding Sources

In Hand	6,663,000
Pledged (present value)	287,000
To Be Raised (present value)	
Subtotal Gifts/Grants	6,950,000
General Purpose	
Unit	
Enterprise Operations	
New York State	
Total Budget	6,950,000

Debt Financing

Financing Required
Repayment Source(s)
Debt Type

Current Status/Notes

The project design was recently approved.

Public Health/Environmental Health and Safety Fit-Out (line 78, page 60)

Campus	New York City	Project Type	Improvement/Renovation
Unit	Medical College	Approved Phase	Construction
Added Space	26,000 Gross Square Feet	Completion Date	October 2008

Project Description/Scope

The Weill Medical College entered into a lease agreement in October 2007 for the entire second floor, the basement, the sub-basement, and a portion of the ground floor (approximately 26,000 gross square feet) of a condominium building at 400 East 67th Street in New York City. This project will design and fit-out this space in order to relocate the Department of Public Health from to-be-demolished facilities and to expand the operations of the Office of Environmental Health and Safety. The scope of work includes the fit-out of shell space to construct faculty and departmental offices, support staff workstations, and conference rooms. This project is part of the Medical College's Strategic Plan III.

Project Budget

Approved Budget	13,036,000
Estimated Total Budget	13,036,000
Estimated O&M Impact	300,000
Deferred Maintenance Addressed	

Funding Sources

In Hand	
Pledged (present value)	
To Be Raised (present value)	<u>13,036,000</u>
Subtotal Gifts/Grants	13,036,000
General Purpose	
Unit	
Enterprise Operations	
New York State	
Total Budget	13,036,000

Schedule of Anticipated Expenditures

To Date	1,715,000
2008-09	11,321,000
2009-10	
2010-11	
2011-12	
2012-13	
Post 2012-13	
Total	<u>13,036,000</u>

Debt Financing

Financing Required
Repayment Source(s)
Debt Type

Current Status/Notes

The project is in the construction phase, with occupancy estimated for January 2009.

Research Animal Resource Center A-7 and C-7 Renovation (line 76, page 60)

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

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 Weill Cornell Medical College campus (approximately 19,835 net square feet). The project encompasses the entire seventh floor of the A and C Buildings with the exception of the Biosafety Level 3 (BSL3) 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	19,459,000
2008-09	2,367,000
2009-10	
2010-11	
2011-12	
2012-13	
Post 2012-13	
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

Construction on A7 was completed in April 2008; construction on C7 will be completed in October 2008.

Research Animal Resource Center S-3 (line 77, page 60)

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

Project Description/Scope

This project will renovate the Research Animal Resource Center (RARC), located on the second and third floors and the subbasement of the Hamad bin Khalifa Biomedical Research Building. Approximately 13,500 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	17,403,000
Estimated Total Budget	17,403,000
Estimated O&M Impact	
Deferred Maintenance Addressed	

Funding Sources

In Hand	2,050,000
Pledged (present value)	
To Be Raised (present value)	
Subtotal Gifts/Grants	2,050,000
General Purpose	15,353,000
Unit	
Enterprise Operations	
New York State	
Total Budget	17,403,000

Schedule of Anticipated Expenditures

To Date	1,274,000
2008-09	13,463,000
2009-10	2,666,000
2010-11	
2011-12	
2012-13	
Post 2012-13	
Total	17,403,000

Debt Financing

Financing Required	15,353,000
Repayment Source(s)	General Purpose
Debt Type	Long-Term

Current Status/Notes

Construction is scheduled to begin in June 2008, and completion is planned in November or December 2009.

Rice Hall Rehabilitation and Roof Replacement (line 31, page 56)

Campus	Ithaca	Project Type	Improvement/Renovation
Unit	Agriculture & Life Sciences	Approved Phase	Design
Added Space	5,000 Gross Square Feet	Completion Date	September 2014

Project Description/Scope

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

Project Budget

Approved Budget	3,256,000
Estimated Total Budget	19,380,000
Estimated O&M Impact	50,000
Deferred Maintenance Addressed	4,475,000

Schedule of Anticipated Expenditures

To Date	500,000
2008-09	1,000,000
2009-10	250,000
2010-11	250,000
2011-12	250,000
2012-13	7,500,000
Post 2012-13	<u>9,630,000</u>
Total	19,380,000

Funding Sources

In Hand	
Pledged (present value)	
To Be Raised (present value)	
Subtotal Gifts/Grants	
General Purpose	
Unit	380,000
Enterprise Operations	
New York State	<u>19,000,000</u>
Total Budget	19,380,000

Debt Financing

Financing Required
Repayment Source(s)
Debt Type

Current Status/Notes

The planning and design for this project is currently being done in conjunction with planning and design for the Fernow Hall rehabilitation and roof repair project (see page 85) and the Fernow/Rice surge space project (see page 86).

Riley-Robb Biofuels Laboratory (line 5, page 56)

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

Project Description/Scope

This project will construct an 11,500 gross square foot biofuels research laboratory in the East Wing of Riley-Robb Hall, perform modest renovations to portions of the South Wing for the relocated Soil and Water Group, and perform building infrastructure renewals, including a 2,400 gross square foot penthouse mechanical equipment room.

Project Budget

Approved Budget	7,800,000
Estimated Total Budget	7,800,000
Estimated O&M Impact	246,000
Deferred Maintenance Addressed	1,800,000

Funding Sources

In Hand	
Pledged (present value)	
To Be Raised (present value)	
Subtotal Gifts/Grants	
General Purpose	
Unit	1,800,000
Enterprise Operations	
New York State	<u>6,000,000</u>
Total Budget	7,800,000

Schedule of Anticipated Expenditures

To Date	1,800,000
2008-09	6,000,000
2009-10	
2010-11	
2011-12	
2012-13	
Post 2012-13	
Total	<u>7,800,000</u>

Debt Financing

Financing Required
Repayment Source(s)
Debt Type

Current Status/Notes

Construction is underway.

CAPITAL PLAN – PROJECT DETAILS

Statler Hall Fly Tower (line 13, page 56)

Campus	Ithaca	Project Type	New Facility/Renovation
Unit	Hotel Administration	Approved Phase	Design
Added Space	8,000 Gross Square Feet	Completion Date	Spring 2010

Project Description/Scope

This project will build out the former Statler Auditorium fly space that was shelled out in the Beck Center project to provide space for the Center for Hospitality Research and the Institute for Hospitality Entrepreneurship. The project includes vertical expansion to create a multipurpose area on the roof above the fly tower. The scope of the project includes approximately 4,000 net square feet of renovated interior space and 7,000 net square feet of new program space.

Project Budget

Approved Budget	800,000
Estimated Total Budget	8,980,000
Estimated O&M Impact	199,000
Deferred Maintenance Addressed	

Schedule of Anticipated Expenditures

To Date	1,347,000
2008-09	6,286,000
2009-10	1,347,000
2010-11	
2011-12	
2012-13	
Post 2012-13	
Total	8,980,000

Funding Sources

In Hand	1,894,000
Pledged (present value)	3,000,000
To Be Raised (present value)	<u>3,000,000</u>
Subtotal Gifts/Grants	7,894,000
General Purpose	
Unit	1,086,000
Enterprise Operations	
New York State	
Total Budget	<u>8,980,000</u>

Debt Financing

Financing Required
Repayment Source(s)
Debt Type

Current Status/Notes

Approval for the construction phase will be sought in August 2008. The estimated project cost has increased to approximately \$10 million to \$11 million. Bridge financing of up to \$8 million may be required based on the cash flow of gifts and/or the use of unit operating funds and reserves.

Stocking Hall Renovation and Food Science Building (line 24, page 56)

Campus	Ithaca	Project Type	New Facility/Renovation
Unit	Agriculture & Life Sciences	Approved Phase	Design
Added Space	100,000 Gross Square Feet	Completion Date	June 2013

Project Description/Scope

This project will renovate the four-story west tower of Stocking Hall, demolishing the central low section and replacing it with a new Food Science building. The work will support the program of the Department of Food Science.

Project Budget

Approved Budget	6,460,000
Estimated Total Budget	90,780,000
Estimated O&M Impact	1,700,000
Deferred Maintenance Addressed	19,800,000

Schedule of Anticipated Expenditures

To Date	750,000
2008-09	2,000,000
2009-10	6,000,000
2010-11	15,000,000
2011-12	42,400,000
2012-13	24,630,000
Post 2012-13	
Total	90,780,000

Funding Sources

In Hand	
Pledged (present value)	
To Be Raised (present value)	
Subtotal Gifts/Grants	
General Purpose	
Unit	1,780,000
Enterprise Operations	
New York State	<u>89,000,000</u>
Total Budget	90,780,000

Debt Financing

Financing Required
Repayment Source(s)
Debt Type

Current Status/Notes

Renovations in Morrison Hall to achieve the plan to provide surge space for the Department of Food Science into Morrison Hall during the construction of the new Food Science Building are beginning the design phase; that work is included in the 2008-13 State University Construction Fund (SUCF) capital plan.

Urology Renovation (line 79, page 60)

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

Project Description/Scope

The Weill Cornell 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 9,622 gross square feet of space on the 9th floor of the Harkness and F Buildings for the Department of Urology. The scope of work provides for a full renovation of the laboratories, including new benches, lab services, administrative support areas, researcher offices, and conference room space. This project is part of the Medical College's Strategic Plan II.

Project Budget

Approved Budget	11,541,000
Estimated Total Budget	11,541,000
Estimated O&M Impact	
Deferred Maintenance Addressed	

Schedule of Anticipated Expenditures

To Date	1,566,000
2008-09	9,975,000
2009-10	
2010-11	
2011-12	
2012-13	
Post 2012-13	
Total	11,541,000

Funding Sources

In Hand	734,000
Pledged (present value)	2,253,000
To Be Raised (present value)	<u>8,554,000</u>
Subtotal Gifts/Grants	11,541,000
General Purpose	
Unit	
Enterprise Operations	
New York State	
Total Budget	11,541,000

Debt Financing

Financing Required
Repayment Source(s)
Debt Type

Current Status/Notes

This project is in the construction phase.

Warren Hall Renovations (line 27, page 56)

Campus	Ithaca	Project Type	Improvement/Renovation
Unit	Agriculture & Life Sciences	Approved Phase	Planning
Added Space		Completion Date	June 2016

Project Description/Scope

This project will address maintenance and/or upgrade requirements for all of Warren Hall’s interior and exterior systems: electrical, fire alarm, plumbing, foundation drainage, sprinkler, HVAC, data and communications, roofing, chimney enclosures, brick and stone parapets, roof drain piping, windows, and Americans with Disabilities Act accessibility (including elevator, exterior building enclosure, steps, and railings).

Project Budget

Approved Budget	464,000
Estimated Total Budget	60,000,000
Estimated O&M Impact	1,000,000
Deferred Maintenance Addressed	16,430,000

Funding Sources

In Hand	
Pledged (present value)	
To Be Raised (present value)	
Subtotal Gifts/Grants	
General Purpose	
Unit	1,200,000
Enterprise Operations	
New York State	<u>58,800,000</u>
Total Budget	60,000,000

Schedule of Anticipated Expenditures

To Date	464,000
2008-09	536,000
2009-10	1,500,000
2010-11	12,000,000
2011-12	6,000,000
2012-13	1,000,000
Post 2012-13	<u>38,500,000</u>
Total	60,000,000

Debt Financing

Financing Required	
Repayment Source(s)	
Debt Type	

Current Status/Notes

Programming and concept design have been authorized.

Waste Management System (line 40, page 56)

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

Project Description/Scope

The College of Veterinary Medicine is constructing an addition to the existing incinerator building for two reasons: to replace the incinerator with a tissue digester that uses the alkaline hydrolysis process to dispose of animal carcass wastes; and to install an advanced autoclaving and shredding system that uses steam sterilization to dispose of regulated medical waste (RMW) and infectious animal bedding. The tissue digester and its supporting equipment will be installed in the approximately 5,000 square foot, two-story addition during Phase I of the project, while current incinerator operations and RMW shipping operations are maintained. Phase II of the project will include demolition of the incinerator and installation of the medical waste treatment system in its place. The new Waste Management Facility will be safer to operate, more energy efficient, and will have lower air emissions than the current operations.

Project Budget

Approved Budget	8,338,000
Estimated Total Budget	8,338,000
Estimated O&M Impact	60,000
Deferred Maintenance Addressed	2,000,000

Schedule of Anticipated Expenditures

To Date	1,200,000
2008-09	4,500,000
2009-10	2,638,000
2010-11	
2011-12	
2012-13	
Post 2012-13	
Total	8,338,000

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>8,298,000</u>
Total Budget	8,338,000

Debt Financing

Financing Required
Repayment Source(s)
Debt Type

Current Status/Notes

The project contractor is fully mobilized, and underground piping, footings, and foundation walls are being constructed.

Water Tank/Distribution Expansion (line 68, page 60)

Campus	Ithaca	Project Type	New Facility
Unit	Utilities	Approved Phase	Design
Added Space		Completion Date	June 2010

Project Description/Scope

This project will construct a new potable water tank and expand the water distribution system into Precinct 7 and East Hill Plaza area to accommodate campus growth.

Project Budget

Approved Budget	1,135,000
Estimated Total Budget	6,850,000
Estimated O&M Impact	20,000
Deferred Maintenance Addressed	

Funding Sources

In Hand	
Pledged (present value)	
To Be Raised (present value)	
Subtotal Gifts/Grants	
General Purpose	
Unit	
Enterprise Operations	6,850,000
New York State	
Total Budget	<u>6,850,000</u>

Schedule of Anticipated Expenditures

To Date	2,105,000
2008-09	4,250,000
2009-10	495,000
2010-11	
2011-12	
2012-13	
Post 2012-13	
Total	<u>6,850,000</u>

Debt Financing

Financing Required	6,850,000
Repayment Source(s)	Enterprise
Debt Type	Long-Term

Current Status/Notes

Construction authorization will be sought in June 2008.

CAPITAL PLAN – PROJECT DETAILS

Weill Hall (line 1, page 56)

Campus	Ithaca	Project Type	New Facility
Unit	Shared	Approved Phase	Construction
Added Space	271,000 Gross Square Feet	Completion Date	May 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	157,714,000
2008-09	5,000,000
2009-10	
2010-11	
2011-12	
2012-13	
Post 2012-13	
Total	162,714,000

Funding Sources

In Hand	40,051,000
Pledged (present value)	30,305,000
To Be Raised (present value)	<u>61,094,000</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	112,670,000
Repayment Source(s)	Gifts/General Purpose
Debt Type	Bridge/Long-Term

Current Status/Notes

The project is nearing completion and the building is beginning to be occupied.

West Campus Residential Initiative (line 17, page 56)

Campus	Ithaca	Project Type	New Facility
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 an estimated 360 student beds and a dedicated dining facility. The 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 or any 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	124,093,000
Pledged (present value)	14,466,000
To Be Raised (present value)	<u>87,341,000</u>
Subtotal Gifts/Grants	225,900,000
General Purpose	
Unit	
Enterprise Operations	
New York State	
Total Budget	

Schedule of Anticipated Expenditures

To Date	211,000,000
2008-09	14,900,000
2009-10	
2010-11	
2011-12	
2012-13	
Post 2012-13	
Total	<u>225,900,000</u>

Debt Financing

Financing Required	87,015,000
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 (Keeton House and House #5) started in January 2007 and will be finished in August 2008, completing the Residential Initiative two years ahead of schedule. Short-term bridge financing will be required. The total 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>06-07</u>	<u>07-08</u>	<u>%</u>		<u>06-07</u>	<u>07-08</u>	<u>%</u>
Columbia	\$43,050	\$46,222	7.4	Columbia	\$43,050	\$46,222	7.4
Chicago	43,097	46,178	7.1	Chicago	43,097	46,178	7.1
Stanford	43,380	45,921	5.9	Stanford	43,380	45,921	5.9
Dartmouth	44,390	45,800	3.2	Dartmouth	44,390	45,800	3.2
Carnegie Mellon	42,288	45,640	7.9	Carnegie Mellon	42,288	45,640	7.9
Yale	39,700	45,550	14.7	Yale	39,700	45,550	14.7
U. Pennsylvania	42,968	45,310	5.5	U. Pennsylvania	42,968	45,310	5.5
MIT	42,834	44,792	4.6	MIT	42,834	44,792	4.6
Northwestern	41,115	44,103	7.3	Northwestern	41,115	44,103	7.3
Harvard	40,990	43,326	5.7	Harvard	40,990	43,326	5.7
Cornell	38,868	42,768	10.0	U. Michigan	40,989	43,289	5.6
Duke	40,314	42,683	5.9	Cornell	38,868	42,768	10.0
NYU	39,586	41,822	5.6	Duke	40,314	42,683	5.9
U. Michigan	35,989	38,289	6.4	U. Virginia	40,000	42,500	6.3
Emory	36,146	37,676	4.2	NYU	39,586	41,822	5.6
U. Virginia	35,000	37,500	7.1	U. North Carolina	37,466	39,522	5.5
Rochester	36,312	37,416	3.0	UC–Berkeley	36,634	37,950	3.6
Georgetown	35,610	37,040	4.0	Emory	36,146	37,676	4.2
UCLA	26,956	28,447	5.5	Rochester	36,312	37,416	3.0
U. Maryland	25,908	27,120	4.7	UCLA	36,105	37,287	3.3
UC–Berkeley	25,459	26,881	5.6	Georgetown	35,610	37,040	4.0
U. North Carolina	20,092	21,148	5.3	U. Maryland	35,268	36,480	3.4
Indiana U. (Bloomington)	15,636	18,233	16.6	Indiana U. (Bloomington)	30,459	34,851	14.4
Purdue	15,276	17,464	14.3	Purdue	30,010	32,862	9.5
U. Texas (Austin)	13,053	14,315	9.7	U. Texas (Austin)	26,963	28,089	4.2

Notes: • Institutions are ranked in descending order of rates for 2007-08.
• 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>06-07</u>	<u>07-08</u>	<u>%</u>		<u>06-07</u>	<u>07-08</u>	<u>%</u>
Yale	\$40,900	\$43,750	7.0	Yale	\$40,900	\$43,750	7.0
Cornell	40,648	43,688	7.5	Cornell	40,648	43,688	7.5
Columbia	41,226	43,470	5.4	Columbia	41,226	43,470	5.4
Northwestern	40,410	43,022	6.5	Northwestern	40,410	43,022	6.5
NYU	39,967	41,969	5.0	NYU	39,967	41,969	5.0
U. Pennsylvania	38,660	41,960	8.5	U. Pennsylvania	38,660	41,960	8.5
USC	39,422	41,656	5.7	U. Michigan	38,501	41,949	9.0
Harvard	38,490	40,751	5.9	USC	39,422	41,656	5.7
Duke	38,709	40,708	5.2	Harvard	38,490	40,751	5.9
Chicago	38,003	39,897	5.0	Duke	38,709	40,708	5.2
Vanderbilt	36,322	39,838	9.7	Chicago	38,003	39,897	5.0
Stanford	37,440	39,500	5.5	Vanderbilt	36,322	39,838	9.7
Georgetown	37,220	39,390	5.8	Stanford	37,440	39,500	5.5
U. Michigan	35,501	38,949	9.7	Georgetown	37,220	39,390	5.8
George Washington	36,310	38,198	5.2	UC–Berkeley	37,722	39,142	3.8
Emory	36,746	38,176	3.9	U. Virginia	35,700	38,500	7.8
Notre Dame	34,120	35,950	5.4	George Washington	36,310	38,198	5.2
Washington & Lee	31,275	33,685	7.7	Emory	36,746	38,176	3.9
U. Virginia	30,700	33,500	9.1	UCLA	36,393	37,849	4.0
UCLA	25,469	27,056	6.2	U. Illinois	31,664	35,972	13.6
UC–Berkeley	25,477	26,897	5.6	Notre Dame	34,120	35,950	5.4
U. Illinois	20,458	25,972	27.0	Washington & Lee	31,275	33,685	7.7
U. Minnesota	20,585	21,648	5.2	U. Texas (Austin)	30,799	32,827	6.6
U. Texas (Austin)	17,291	18,267	5.6	U. Minnesota	30,085	31,148	3.5
U. Washington	16,255	17,846	9.8	U. Washington	23,878	26,231	9.9

Notes: • Institutions are ranked in descending order of rates for 2007-08.
• Rates shown are for first-year, full-time students.

TUITION AND FEES COLLEGES OF VETERINARY MEDICINE

Institution	Resident			Institution	Nonresident		
	06-07	07-08	%		06-07	07-08	%
Western U. of Health Serv.	\$34,420	\$36,310	5.5	Ohio State	\$49,470	\$53,583	8.3
U. Pennsylvania	30,212	31,724	5.0	Colorado State *	38,246	40,986	7.2
Tufts	29,720	30,762	3.5	Washington State *	37,047	39,636	7.0
Cornell	23,068	24,068	4.3	U. Florida †	37,750	39,377	4.3
U. California	22,233	22,418	0.8	U. Minnesota *	36,855	39,357	6.8
Ohio State	19,500	21,528	10.4	Michigan State †	35,996	39,310	9.2
U. Minnesota	19,418	20,699	6.6	U. Tennessee †	37,440	38,658	3.3
U. Illinois	17,150	19,276	12.4	U. Pennsylvania *	35,902	37,642	4.8
Michigan State	17,196	18,706	8.8	U. Illinois †	36,614	36,740	0.3
U. Florida	16,775	18,402	9.7	Kansas State *	34,720	36,500	5.1
U. Wisconsin	16,382	16,840	2.8	Western U. of Health Serv. †	34,420	36,310	5.5
Oregon State	15,585	16,567	6.3	Tufts	34,965	36,190	3.5
Tuskegee	14,960	16,310	9.0	Iowa State	35,172	36,171	2.8
Washington State	14,998	16,044	7.0	Purdue †	34,370	35,918	4.5
Virginia Tech	14,738	15,951	8.2	Virginia Tech †	33,692	35,896	6.5
U. Missouri	15,754	15,754		Cornell	33,068	35,068	6.0
Kansas State	14,140	15,540	9.9	U. Georgia *	32,378	34,892	7.8
Iowa State	14,834	15,391	3.8	U. California	34,478	34,663	0.5
Purdue	14,404	15,052	4.5	Louisiana State *	32,268	34,309	6.3
Colorado State	12,846	14,686	14.3	North Carolina State †	33,009	33,343	1.0
U. Tennessee	13,374	14,590	9.1	Auburn *	31,306	32,924	5.2
Oklahoma State	12,091	13,131	8.6	Oregon State *	29,733	31,987	7.6
Texas A&M	12,597	12,969	3.0	Mississippi State †	29,265	30,946	5.7
U. Georgia	11,978	12,492	4.3	Oklahoma State	29,366	30,406	3.5
Mississippi State	10,523	12,204	16.0	U. Missouri †	30,126	30,126	
Louisiana State	11,868	11,909	0.3	U. Wisconsin	24,454	24,913	1.9
Auburn	10,606	11,204	5.6	Texas A&M †	23,397	23,769	1.6
North Carolina State	10,246	10,580	3.3	Tuskegee	14,960	17,660	18.0

- Notes:
- Institutions are ranked in descending order of rates for 2007-08.
 - Rates for Kansas State, Ohio State, Tuskegee, Washington State, and Western University of Health Services include tuition only.
 - Cornell, Pennsylvania, Tufts, and Tuskegee are private institutions; all others are public.
 - * These institutions charge contract students at resident tuition and fees rates.
 - † These institutions do not have contract agreements.
 - Ohio State 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>05-06</u>	<u>06-07</u>	<u>07-08</u>	<u>08-09</u>	Percent Change from 07-08
Nine-Month Appointments					
1. Basic Stipend – TA, RA, GRA, GA	\$17,600	\$19,360	\$20,000	\$20,710	3.6%
2. Basic Stipend – EA (contract colleges only)	17,600	19,360	20,000	20,710	3.6%
3. Maximum Adjustment to Basic Stipend	8,800	9,680	10,000	10,355	3.6%
4. Maximum Fellowship/External Funding & Stipend	32,000	33,000	34,000	35,200	3.5%
Twelve-Month Appointments					
5. Basic Stipend – TA, RA, GRA	23,467	25,813	26,667	27,613	3.5%
6. Basic Stipend – EA (contract colleges only)	23,467	25,813	26,667	27,613	3.5%
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	29,800	30,900	32,000	33,250	3.9%
10. Post-DVM Graduate Assistant – Level 2	30,600	31,700	32,900	34,200	4.0%
11. Post-DVM Graduate Assistant – Level 3	31,500	32,700	33,900	35,200	3.8%
12. Post-DVM Graduate Assistant – Level 4	32,500	33,700	34,900	36,200	3.7%
13. Post-DVM Graduate Assistant – Level 5	33,500	34,700	35,900	37,200	3.6%
14. Post-DVM Graduate Assistant – Level 6	34,600	35,900	37,200	38,600	3.8%
15. Post-DVM Graduate Assistant – Level 7	35,700	37,100	38,400	39,800	3.6%
16. Post-DVM Graduate Assistant – Level 8	36,800	38,200	39,500	41,000	3.8%

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 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.

COST ALLOCATION METHODOLOGY

Support Costs to be Distributed

(dollars in thousands)

	07-08	08-09	Percent
	<u>Budget</u>	<u>Budget</u>	<u>Change</u>
1. Center for Teaching & Learning	\$2,453	\$2,542	3.6%
2. Dean of Faculty	484	501	3.5%
3. Diversity & Faculty Development	407	562	38.1%
4. Library – Central University Library Support Functions	11,159	11,882	6.5%
5. Provost Office, Including Vice Provosts (Excluding VP Research)	<u>4,932</u>	<u>4,923</u>	(0.2%)
6. Total Academic Support	19,435	20,410	5.0%
7. Audit Office	1,765	1,817	2.9%
8. Community & Media Relations	6,116	6,362	4.0%
9. Counsel's Office	3,371	3,628	7.6%
10. Executive Vice President	1,473	1,469	(0.3%)
11. Facilities Services (Admin., Mail Services, Planning, Design, Transport.)	1,924	5,748	198.8%
12. Financial Affairs	12,371	12,764	3.2%
13. Government & Community Relations	2,255	2,317	2.7%
14. Human Resources	7,497	7,866	4.9%
15. Information Technology	30,036	32,102	6.9%
16. Judicial Administrator & Ombudsmen	657	759	15.5%
17. Planning & Budget	3,666	3,812	4.0%
18. Police	6,106	6,389	4.6%
19. President & President Emeritus	2,430	2,597	6.9%
20. Risk Mgt. & Pub. Safety (Admin., ECO, EHS, Real Estate, Risk Mgt.)	<u>9,471</u>	<u>7,001</u>	(26.1%)
21. Subtotal Organization-Specific Support	89,138	94,631	6.2%
22. Administrative Systems	10,000	10,000	
23. Benefits (Excluding CCTS & Contract College Imputed)	4,635	4,847	4.6%
24. Childcare Center Subsidy		650	
25. Community Contributions	1,354	1,386	2.4%
26. Contingency	1,000	653	(34.7%)
27. Credit – Cost Sharing with Weill Medical College	(2,000)	(2,000)	
28. Dues & Memberships	548	550	0.4%
29. Facility Rentals – Shared Use by Administrative Units	1,425	1,750	22.8%
30. Miscellaneous (Bad Debt, Bailey Hall, CRE, CyberTower)	<u>1,917</u>	<u>1,789</u>	(6.7%)
31. Subtotal University General Expenses	18,879	19,625	4.0%
32. Subtotal General Institutional Support	108,017	114,256	5.8%
33. Alumni Affairs & Development Support Functions	32,100	33,432	4.1%
34. Research Integrity & Assurance	1,131	1,130	(0.1%)
35. Research Office (Including Vice Provost)	2,274	3,110	36.8%
36. Sponsored Prog. & Sponsored Prog. Services	<u>2,809</u>	<u>2,937</u>	4.6%
37. Subtotal Distributed to Academic Units Only	38,314	40,609	6.0%
38. Total Institutional Support	146,331	154,865	5.8%
39. Commencement & Other Student Events & Services	679	686	1.0%
40. International Student Services & Cornell United Religious Work	1,273	1,322	3.8%

COST ALLOCATION METHODOLOGY (continued)

Support Costs to be Distributed (continued)

(dollars in thousands)

	07-08	08-09	Percent
	<u>Budget</u>	<u>Budget</u>	<u>Change</u>
41. Health Services	8,058	8,670	7.6%
42. Student & Academic Services (Admin., Registrar)	<u>3,318</u>	<u>3,627</u>	9.3%
43. Subtotal Services for All Students	13,328	14,305	7.3%
44. Admissions & Financial Aid	7,413	7,566	2.1%
45. Athletics & Physical Education	8,614	8,892	3.2%
46. Campus Life Community Centers	860	864	0.5%
47. Career Center	1,863	1,934	3.8%
48. Cornell Commitment	1,038	1,066	2.7%
49. Dean of Students	2,617	2,713	3.7%
50. Miscellaneous (Student Club Ins., Div. Unclassified Students)	287	294	2.4%
51. Office of Minority Educational Affairs	1,154	1,199	3.9%
52. Pre-freshman Summer Program	414	414	
53. Public Service Center	<u>634</u>	<u>657</u>	3.6%
54. Subtotal Services for Undergraduates Only	24,894	25,599	2.8%
55. Graduate School	<u>2,281</u>	<u>2,364</u>	3.6%
56. Subtotal Services for Graduate Students Only	2,281	2,364	3.6%
57. Total Student Service Support	40,503	42,268	4.4%
58. Total CAM Support Costs	206,269	217,543	5.5%
59. Facilities – Building Care, Grounds, O&M, Utilities	63,593	67,853	6.7%
60. Facilities – Direct Mission Share	(17,857)	(19,133)	7.1%
61. Insurance – Property	<u>1,029</u>	<u>1,198</u>	16.4%
62. Total Facility Costs	46,765	49,918	6.7%
63. Fundraising Costs Recovered From Investment Income	(11,835)	(13,727)	16.0%
64. Costs Paid Directly by Contract Colleges (e.g., Benefits, Lib. Tech.)	<u>(1,088)</u>	<u>(1,131)</u>	4.0%
65. Total Credits Applied	(12,923)	(14,858)	15.0%
66. Net CAM Costs Distributed	240,111	252,603	5.2%

- Notes:
- Central administrative and support units at Cornell provide services that benefit the entire university. The Cost Allocation Methodology (CAM) is used to distribute the costs of these units on a fair-share basis to the colleges and enterprise/service units on the Ithaca campus that record revenues directly in their budgets. This distributed cost is referred to as the *university administrative charge*, although the costs distributed are more than administrative, including as they do library and facilities expenditures.
 - The CAM analysis was revised for the distribution of costs for 2008-09. Significant changes include:
 - Using the central university budget as the primary cost basis for CAM rather than actual operating expenditures of central administrative and support units.
 - Clearly defining the total amount of CAM costs to be distributed each year and controlling the growth of CAM-distributed costs at predetermined rates.
 - Distributing costs on a college-specific basis rather than using a common administrative charge rate for benefiting unit groups.

COST ALLOCATION METHODOLOGY (continued)

Distribution of CAM Costs (dollars in thousands)	07-08 Budget Distribution	08-09 Pro Forma Distribution	08-09 Actual Distribution
1. Agriculture & Life Sciences	\$38,139	\$44,749	\$40,237
2. Human Ecology	8,701	11,624	9,180
3. Industrial & Labor Relations	7,920	9,050	8,356
4. Veterinary Medicine	15,964	15,535	16,842
5. Laboratory of Ornithology	<u>1,587</u>	<u>1,448</u>	<u>1,674</u>
6. Subtotal Contract Colleges	72,311	82,406	76,289
7. Hotel Administration	5,339	7,230	5,633
8. Johnson School	4,951	5,253	5,223
9. Law School	<u>4,890</u>	<u>3,947</u>	<u>5,159</u>
10. Subtotal Designated Colleges	15,180	16,430	16,015
11. Facilities Services	4,937	6,896	5,209
12. Campus & Business Services	1,032	1,516	1,089
13. Cornell Information Technologies	1,150	1,605	1,213
14. Campus Life	4,934	6,945	5,205
15. Other Enterprise Activities	<u>249</u>	<u>80</u>	<u>263</u>
16. Subtotal Enterprise Activities	12,302	17,042	12,979
17. Architecture, Art & Planning		4,213	
18. Arts & Sciences		36,864	
19. Engineering		28,000	
20. Research Centers		10,121	
21. All Other		<u>57,527</u>	
22. Subtotal General Purpose Units	142,227	136,725	147,320
23. Total CAM Costs	242,020	252,603	252,603

- Notes:
- The revisions to the CAM calculation result in significance cost shifts among the benefiting colleges and enterprise/service units on the Ithaca campus. (See 08-09 pro forma distribution above.) Due to the resulting additional cost burden for several units, Cornell will delay implementation of the new CAM approach until 2009-10. The actual CAM distributions for 2008-09 were derived by inflating the 2007-08 budget distribution by 5.5 percent. (See 08-09 actual distribution above.)
 - The redistribution of administrative and support cost shown on line 27 of pages 22 and 23 includes 2008-09 CAM costs detailed in this schedule as well as the distribution of Cornell Children's Tuition Scholarship (CCTS) costs.
 - A separate cost distribution methodology is used to assign a portion of central administrative and support costs to the Weill Cornell Medical College (as shown on line 25 of page 49).

CAMPAIGN FOR CORNELL GIFTS – THROUGH MAY 31, 2008

Gifts Raised – By Category – Ithaca Campus		Raised to Date	Percent of Goal
(dollars in thousands)			
	<u>Goal</u>		
Faculty & Program			
1. Professorships & Deanships		\$163,298	
2. Academic Positions		8,300	
3. Non-Academic Positions		14,389	
4. Instruction/Research Program Enhancements		429,467	
5. Instruction/Research Program Facilities		<u>34,988</u>	
6. Subtotal Faculty & Program	1,635,000	650,442	39.8%
Student			
7. Undergraduate Student Aid		100,580	
8. Graduate Fellowships		79,602	
9. Professional School Student Aid		38,920	
10. Living & Learning		<u>31,379</u>	
11. Subtotal Student	540,000	250,481	46.4%
Facilities			
12. CIS – Gates Hall		25,000	
13. Helen Newman Hall		17	
14. Johnson Museum Expansion		7,925	
15. Life Sciences Building		45,361	
16. Lyna Rink Expansion		6,725	
17. Milstein Hall		10,068	
18. Physical Sciences Complex		13,810	
19. West Campus Residential Initiative		<u>21,902</u>	
20. Subtotal Facilities	525,000	130,808	24.9%
Unrestricted			
21. Cornell Annual Fund		66,879	
22. Other Unrestricted		<u>141,602</u>	
23. Subtotal Unrestricted	300,000	208,481	69.5%
21. Pending Designation		50,341	
22. Ithaca Campus Total	3,000,000	1,290,553	43.0%

- Notes:
- The “public phase” of *Far Above... The Campaign for Cornell* was announced on October 26, 2006, with a goal of \$4 billion to be raised over five years. The Ithaca campus portion of that overall goal is \$3 billion. As of May 31, 2008, \$1.291 billion, or 43 percent, of the \$3 billion goal had been raised for the Ithaca campus.
 - The \$3 billion overall goal for the Ithaca campus is comprised of four subgoals: faculty and program, student, facilities, and unrestricted. Within each of these subgoals there are specific types of gifts being tracked, such as undergraduate student aid and fundraising for specific buildings.
 - Gifts that are pending designation will eventually be categorized as one of the specific type above.
 - This schedule includes gifts received as cash (or in kind) and pledges to give in the future.

CAMPAIGN FOR CORNELL GIFTS (continued)

Gifts Raised – By Unit – Ithaca Campus

(dollars in thousands)

	<u>Target</u>	<u>Raised to Date</u>	<u>Percent of Target</u>
1. Agriculture & Life Sciences	\$370,000	\$188,155	50.9%
2. Architecture, Art & Planning	65,000	28,807	44.3%
3. Arts & Sciences	435,000	153,797	35.4%
4. Computing & Information Science	100,000	26,131	26.1%
5. Cornell Library	60,000	16,656	27.8%
6. Engineering	375,000	155,561	41.5%
7. General University	920,000	398,536	43.3%
8. Hotel Administration	50,000	41,819	83.6%
9. Human Ecology	70,000	28,824	41.2%
10. Industrial & Labor Relations	60,000	29,034	48.4%
11. Johnson School	100,000	51,182	51.2%
12. Law School	70,000	29,001	41.4%
13. Student & Academic Services	245,000	91,977	37.5%
14. Veterinary Medicine	<u>80,000</u>	<u>51,073</u>	63.8%
15. Ithaca Campus Total	3,000,000	1,290,553	43.0%

Notes: • While the Campaign for Cornell does not have specific unit fundraising goals, giving by operating unit is being tracked and compared to general expectation targets.
• This schedule includes gifts received as cash (or in kind) and pledges to give in the future.