

# **George Mason University Board of Visitors**



## **Joint Meeting of the Finance & Land Use Committee and Academic Programs, Diversity & University Community Committee**

**May 5, 2010**

**Where Innovation Is Tradition**

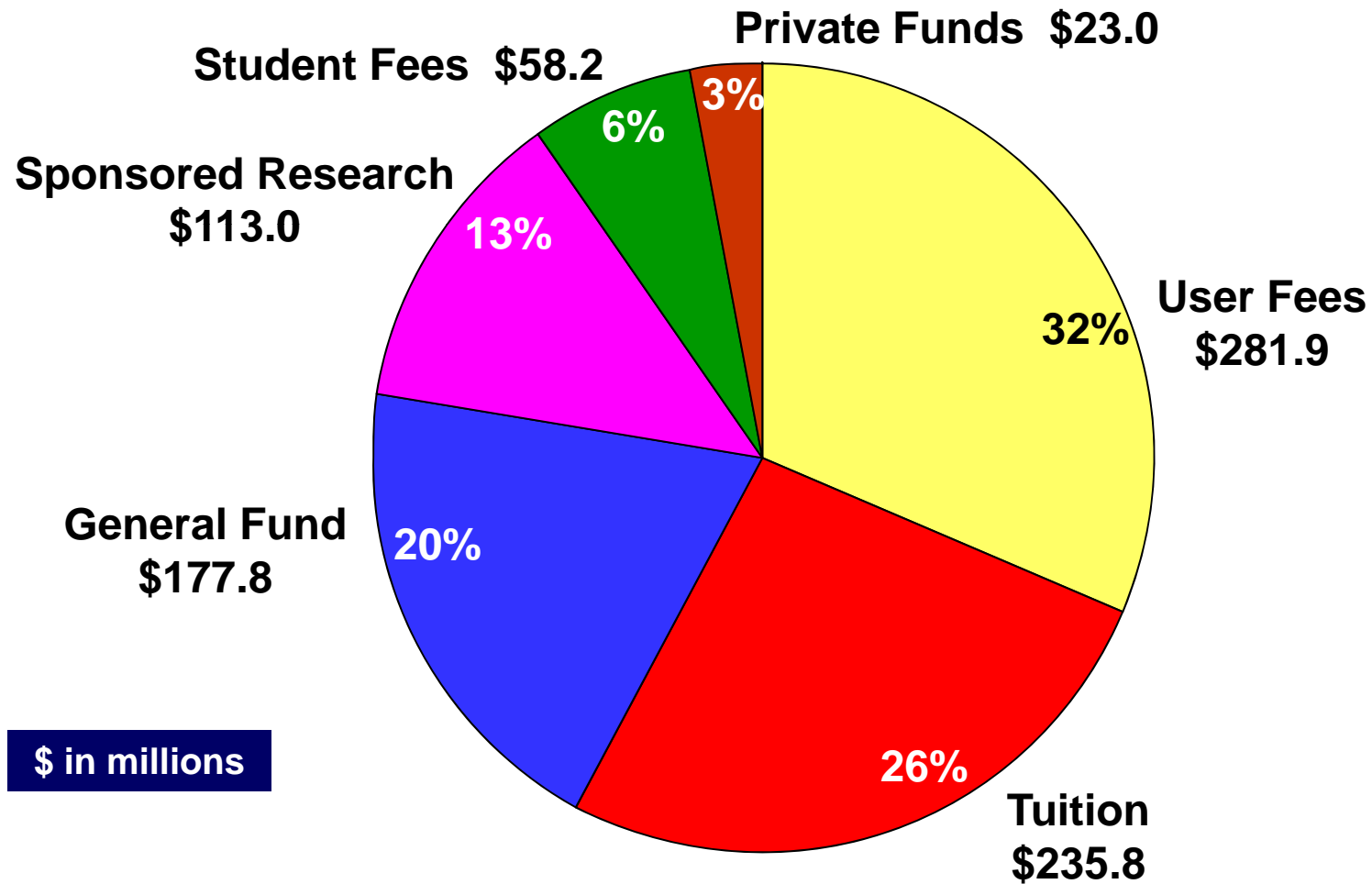


***What Is the Size of the Total Budget Being Proposed for FY 2011?***

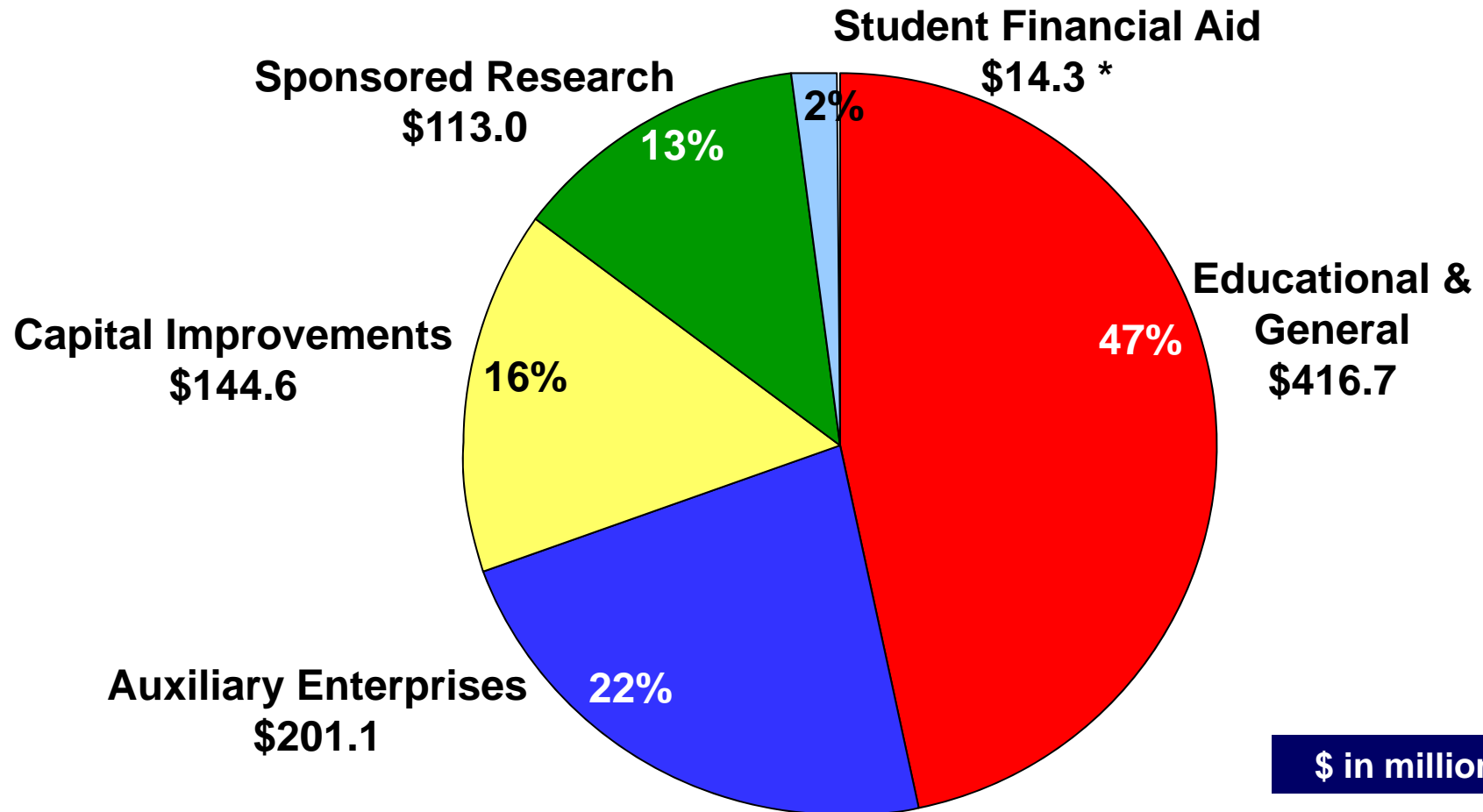


***How Does the FY2011 Budget Compare With The Current FY2010 Budget?***

**2010-11 REVENUE BUDGET \$889,707,700**



**2010-11 OUTLAYS \$889,707,700**



\* State Funded Student Financial Aid

<b>ANNUAL CHANGE: ALL PROGRAMS</b>					
<b>PROGRAM</b>	<b>REVISED BUDGET FY 2008</b>	<b>REVISED BUDGET FY 2009</b>	<b>REVISED BUDGET FY 2010</b>	<b>ORIG BUDGET FY 2011</b>	<b>FY10 TO FY11 % CHANGE</b>
Educational & General	\$357.9M	\$370.1M	\$382.9M	<b>\$416.7M</b>	8.8%
Auxiliary Enterprises	142.9M	162.6M	176.1M	<b>201.1M</b>	14.2%
Sponsored Research	76.7M	91.6M	105.0M	<b>113.0M</b>	7.6%
<b>SUBTOTAL OPERATING</b>	<b>\$577.5M</b>	<b>\$624.3M</b>	<b>\$664.0M</b>	<b>\$730.8M</b>	<b>10.1%</b>
State Student Financial Assist.	12.0M	13.0M	14.3M	<b>14.3M</b>	0.0%
Capital Outlay	120.0M	256.2M	214.4M	<b>144.6M</b>	-32.6%
<b>TOTAL</b>	<b>\$709.5M</b>	<b>\$893.5M</b>	<b>\$892.7M</b>	<b>\$889.7M</b>	<b>-0.3%</b>

<b>ANNUAL CHANGE: ALL PROGRAMS</b>					
<b>PROGRAM</b>	<b>REVISED BUDGET FY 2008</b>	<b>REVISED BUDGET FY 2009</b>	<b>REVISED BUDGET FY 2010</b>	<b>ORIG BUDGET FY 2011</b>	<b>PRELIM BUDGET FY 2012</b>
Educational & General	\$357.9M	\$370.1M	\$382.9M	<b>\$416.7M</b>	<b>\$413.0M</b>
Auxiliary Enterprises	142.9M	162.6M	176.1M	<b>201.1M</b>	214.0M
Sponsored Research	76.7M	91.6M	105.0M	<b>113.0M</b>	118.0M
<b>SUBTOTAL OPERATING</b>	<b>\$577.5M</b>	<b>\$624.3M</b>	<b>\$664.0M</b>	<b>\$730.8M</b>	<b>\$745.0M</b>
State Student Financial Assist.	12.0M	13.0M	14.3M	<b>14.3M</b>	14.3M
Capital Outlay	120.0M	256.2M	214.4M	<b>144.6M</b>	150.0M
<b>TOTAL</b>	<b>\$709.5M</b>	<b>\$893.5M</b>	<b>\$892.7M</b>	<b>\$889.7M</b>	<b>\$910.0M</b>



***What Is the Conceptual Driver or Over-Archiving Goal of the Resource Allocation Decisions of the FY2011 Budget?***



***What Are the Highlights of the FY2011 E&G Budget?***

## **CONCEPTUAL DRIVER: MAINTAIN INSTITUTIONAL MOMENTUM**

- **Student Welfare: Balance Tuition Increases, Revenue Need, Access, Financial Aid**
- **Financial Positioning of University (Bridge Contingency)**
- **Leverage Sources of Funding (Private, Auxiliary Enterprises, etc.)**
- **Support Modest Student Enrollment Growth**
- **Continue/Establish Funding for Spires of Excellence**
- **Balance Unit Budget Reductions, Services, Institutional Risk & Vulnerability**
- **Support Operations & Maintenance of New Facilities**



## **E&G BUDGET HIGHLIGHTS 2010 - 2011**

- **Student headcount projected at 32,700 Fall 2010 (Up 633)**
- **Student FTE for FY 2011 is projected to be 24,900 FTE, as compared to 24,600 FTE in FY 2010**
- **5,400 total beds available in FY 2011, increase of 400 more students living on campus**
- **General Fund support from the State for E&G operations FY 2011 decreases by \$28.8M or 20.5%; a total of \$45.0M by FY 2012**
- **Federal American Recovery and Reinvestment Act (ARRA) funding of \$19.9M allocated by the State for FY 2011 E&G operations. These funds disappear from Federal Government in FY 2012.**

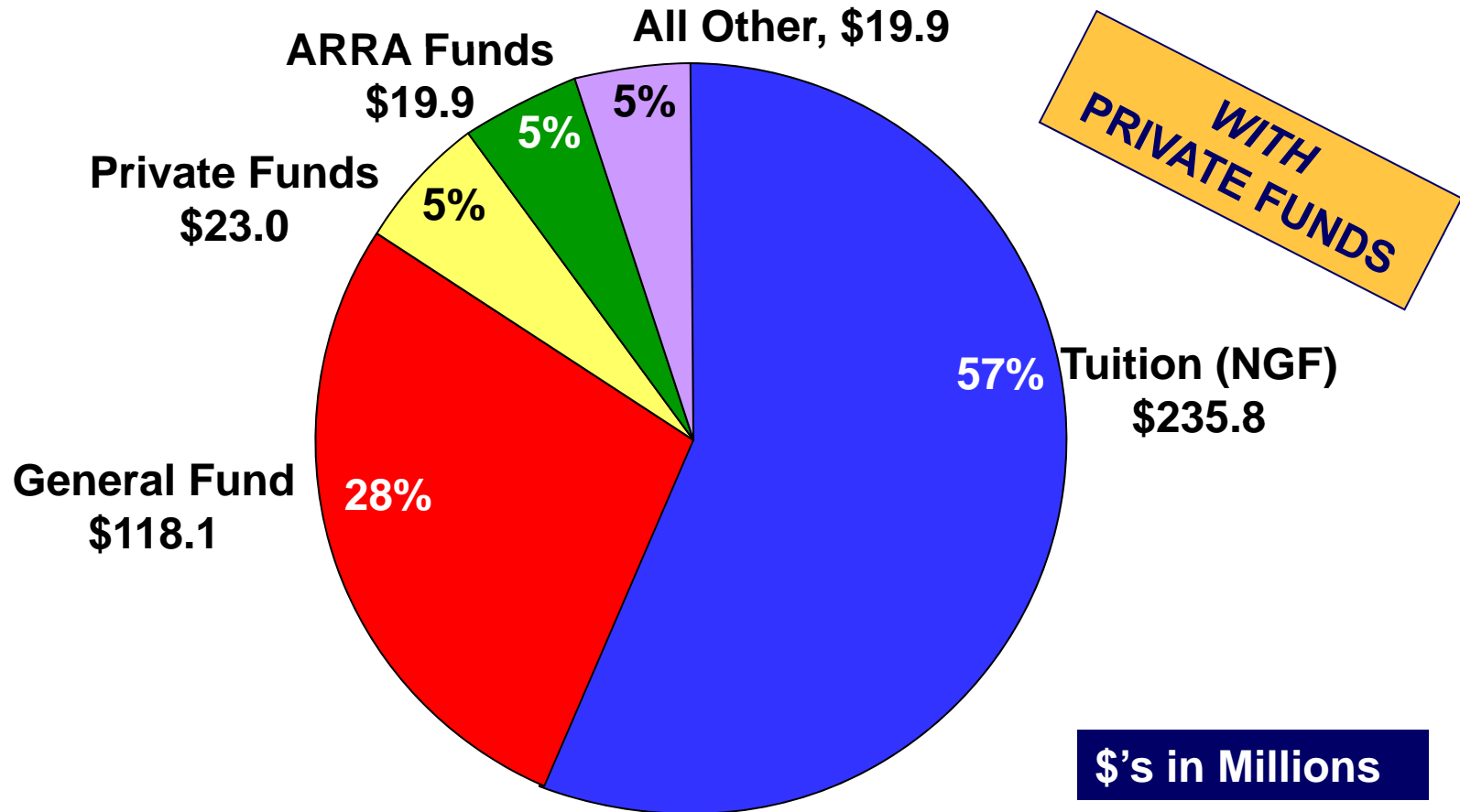
## **E&G BUDGET HIGHLIGHTS (Cont'd.) 2010 - 2011**

- **Tuition and fees for in-state undergraduates increase by 8.2%**
- **Without ARRA funds the tuition and fee rate increase would be between 18% and 20%**
- **No faculty/staff salary increases budgeted for the 2010-11 fiscal year. If FY 2010 state revenues are sufficient, a bonus of up to 3% may be provided with half funding from the State and half funding to come from resources within the E&G budget.**
- **Private funds supporting Educational & General operations increase by \$1.0M to a total of \$23.0M**



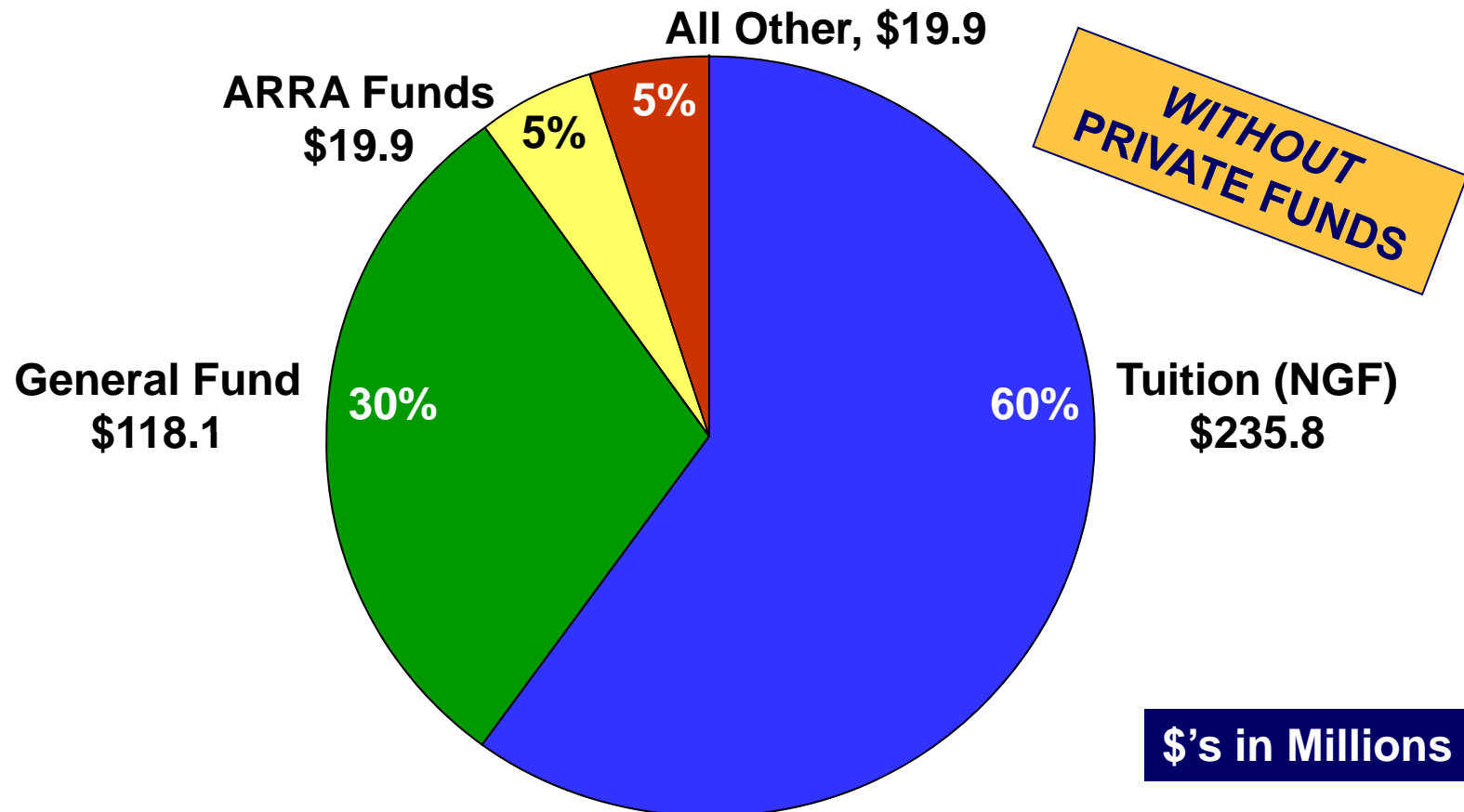
***What Is Happening  
With the E&G  
Budget in FY 2011?***

**SOURCE OF FUNDS – FY 2011**  
**Total E&G Revenue \$416,681,600**



**Note: Includes \$3.2M ETF Fund**

**SOURCE OF FUNDS – FY 2011**  
**Total E&G Revenue \$393,681,600**



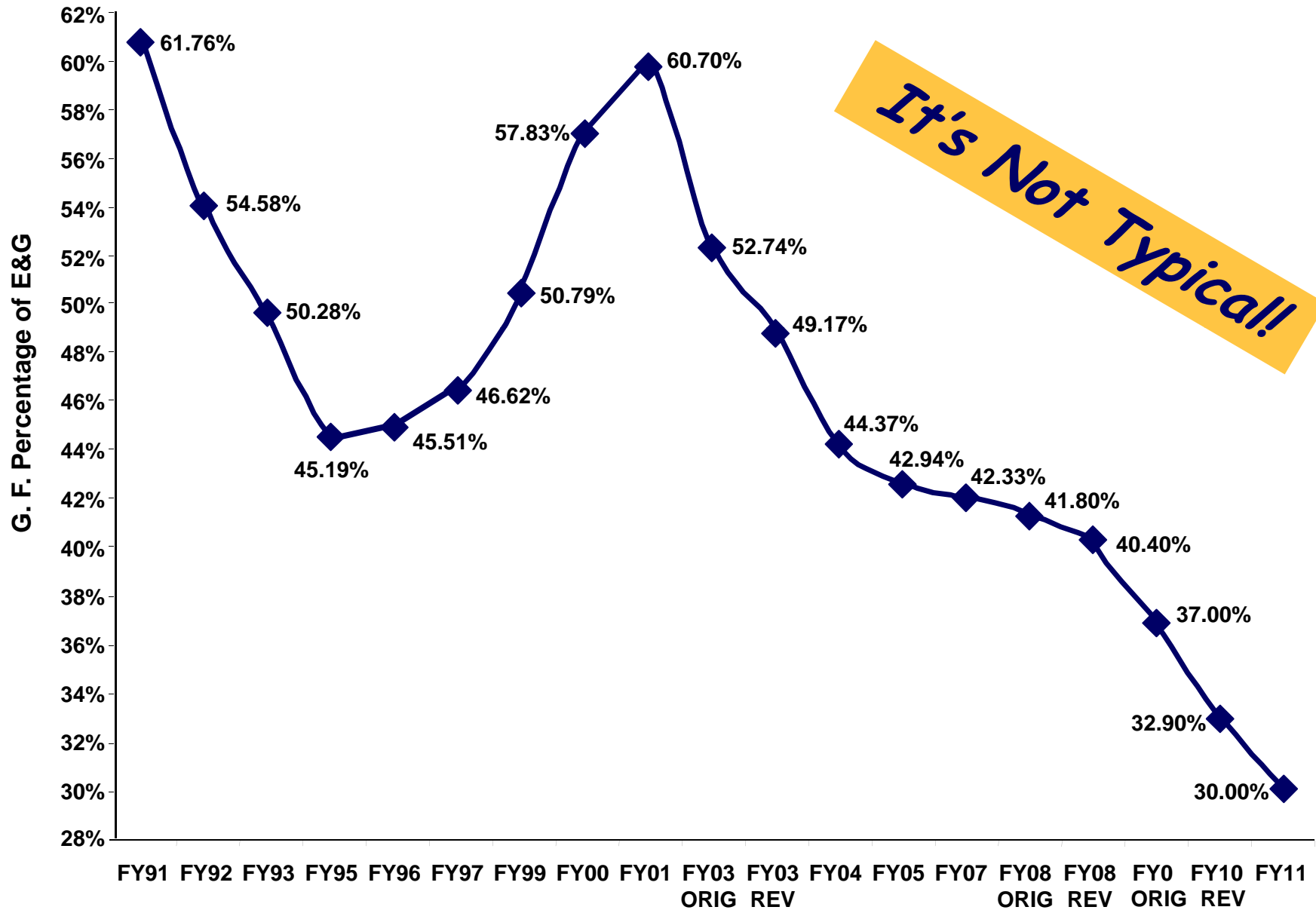
**Note: Includes \$3.2M ETF Fund**



***What Are the Major Changes in the Funding of Mason's E&G Budget in FY 2011?***



***Is This a Typical, Normal Growth Year?***



<b>FUNDS AVAILABLE FOR ALLOCATION</b>							
<b>PROGRAM</b>	<b>REVISED BUDGET FY 2006</b>	<b>REVISED BUDGET FY 2007</b>	<b>REVISED BUDGET FY 2008</b>	<b>REVISED BUDGET FY 2009</b>	<b>REVISED BUDGET FY 2010</b>	<b>ORIGINAL BUDGET FY 2011</b>	<b>ORIGINAL BUDGET FY 2012</b>
Educational & General	\$331.5M	\$325.8M	\$357.9M	\$370.1M	\$382.9M	\$416.7M	<b>\$413.0M</b>
Increase (\$)	-	\$31.2 M	\$32.1M	\$12.2M	<b>\$12.8M</b>	<b>\$33.8M</b>	<b>&lt;\$3.7&gt;</b>
Increase (%)	-	10.6%	9.9%	3.4%	<b>3.2%</b>	<b>8.8%</b>	<b>(0.7%)</b>



**GEORGE MASON UNIVERSITY  
E&G CHANGE IN FUNDING  
FY 2010 Revised – FY 2011 Budget**

	<u>FY 2010 Revised</u>	<u>FY 2011 Original</u>	<u>FY 2012 Prelim</u>
E&G Base Revenues	\$354,644,900	\$373,787,000	\$389,000,000
ARRA Funds (Through FY 11)	<u>6,203,100</u>	<u>19,894,600</u>	<u>0</u>
<b>TOTAL E&amp;G BUDGET:</b>	<b>\$360,848,000</b>	<b>\$393,681,600</b>	<b>\$389,000,000</b>
<b>SOURCE OF FUNDS</b>			
GF Support Base Operating Funds			(\$251,800)
GF Support Equipment Trust Fund Reduction			(370,400)
<b>GF Support Funding for Potential Staff Bonus 12/10 Dependent on State Revenue</b>			<b>\$3,218,600</b>
<b>Tuition: Enrollment FTE Growth</b>			<b>2,519,400</b>
<b>Tuition and E&amp;G Fee Increase (All Student Levels)</b>			<b>15,902,400</b>
Tuition And E&G Fees Premium Tuition and Course Fees			1,265,000
Tuition Offset Increased Financial Aid			(1,850,000)
Tuition Offset – Increased Capital Fee for Out-of-State Students			(600,000)
Auxiliary Enterprise Contribution to Support E&G			250,000
All Other Adjustments (One-time)			(941,100)
<b>INCREASED (DECREASED) E&amp;G BASE REVENUES</b>			<b>\$19,142,100</b>
<b>American Reinvestment and Recovery Act (ARRA) Funds FY 2011 Only</b>			<b>13,691,500</b>
<b>TOTAL INCREASED (DECREASED) REVENUES</b>			<b>\$32,833,600</b>

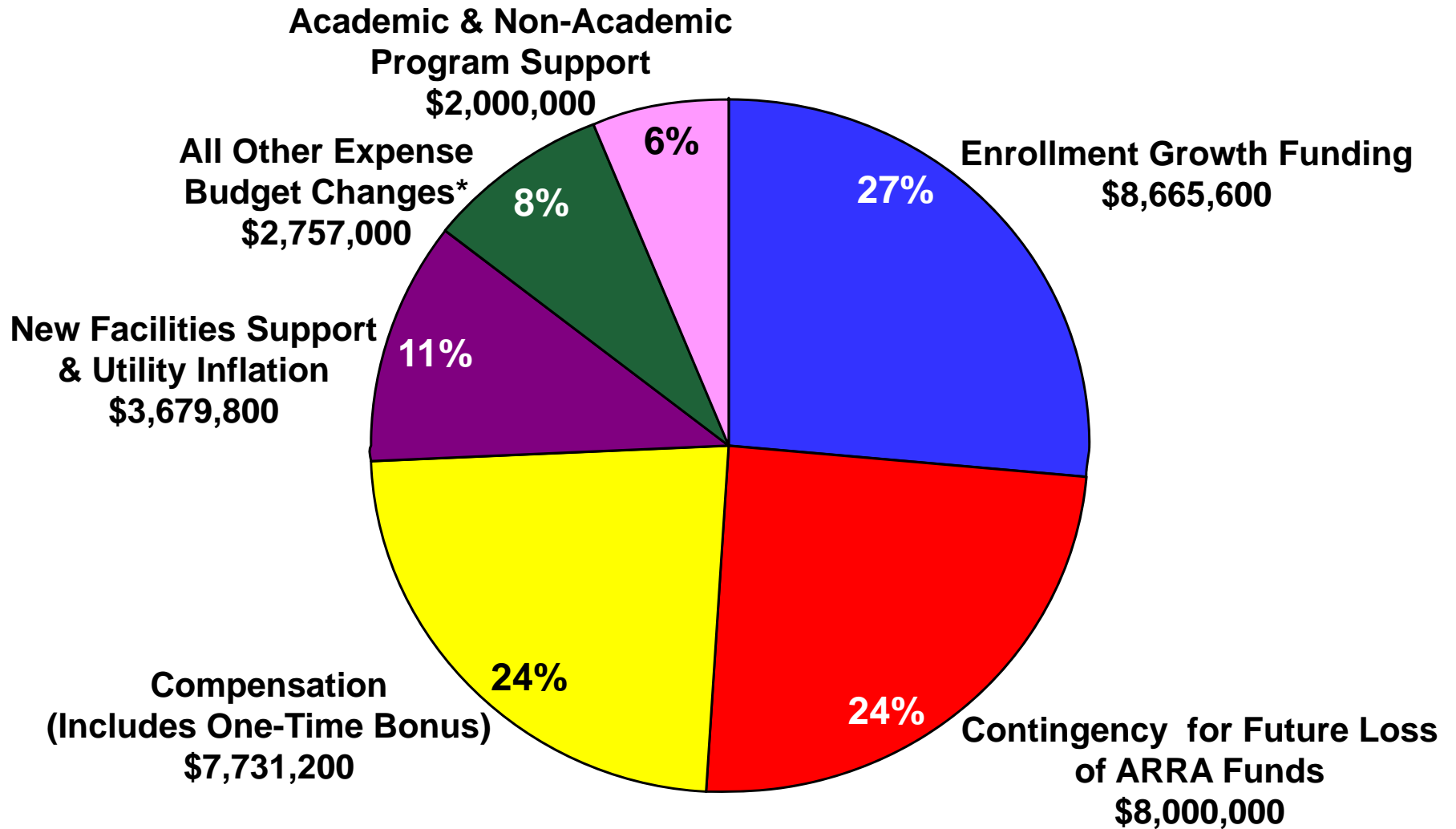


***What Changes (Mandatory and Quasi Mandatory) are Included In the FY2011 Budget (Not Included In the Current FY2010 Budget)?***



***Has the University Imposed Budget Reductions Upon Departments in FY2011 To Balance the Proposed Budget?***

**FY 2011 EXPENSE INCREASES**



\* Other Expenses (Includes Financial Aid)

<b>GEORGE MASON UNIVERSITY E&amp;G CHANGE IN SPENDING FY 2010 Revised – FY 2011 Budget</b>	
<i>Mandatory/Unavoidable/Infrastructure Support</i>	
• Potential Staff Bonus December 2010 Dependent on State Revenue	<b>\$6,411,200</b>
• Salary Funds for FY11 (Promotion and Tenure, Adjustments, Retention)	<b>1,320,000</b>
• Enrollment Suppt/Infrastructure Improvements Non-Acad Units (from Tuition)	<b>4,900,500</b>
• Enrollment Support Academic Units Over Orig FY 2010 (from Tuition)	<b>4,565,100</b>
• Academic Unit Funds Covered Thru Course Fees and Premium Tuition	1,265,000
• Cover Eminent Scholars Salaries (Endowment and State Share)	200,000
• Support for Financial Aid Undergraduate Merit	442,000
• O&M for New Facilities	<b>1,953,800</b>
• Other Support for New Facilities	<b>1,269,000</b>
• Contract Inflation (Including Library Materials)	850,000
• Utility Inflation	457,000
<i>Subtotal Mandatory/Unavoidable/Infrastructure Support</i>	<b>\$23,633,600</b>
<i>Academic Infrastructure and Enhancements</i>	
• Academic Enhancements for Teaching and Research	1,200,000
<i>Subtotal Academic Infrastructure and Enhancements Contingency</i>	<b>\$1,200,000</b>
• Contingency for Future Needs Tied to Loss of ARRA Funds in FY 2012	<b>\$8,000,000</b>
<i>Subtotal Contingency</i>	<b>\$8,000,000</b>
<b>TOTAL INCREASED (DECREASED) EXPENSES</b>	<b>\$32,833,600</b>

**DETAIL FOR ACADEMIC & INFRASTRUCTURE ENHANCEMENTS**

• Leadership Positions for CEHD and SPP	\$654,300
• Faculty Expansion (Management, Neuroscience, Global)	403,800
• Contingency Fund	141,900
<b><i>TOTAL ACADEMIC ENHANCEMENTS</i></b>	<b><i>\$1,200,000</i></b>

• Information Technology	721,100
• Academic Support, Enrollment Services and University Life	708,700
• Finance & Planning/Regional Campus	677,200
• Safety and Campus Police	1,188,400
• Library Resources to Enhance Teaching/Research (Exclude Inflation)	366,300
• Development and University Relations	700,000
• Facilities Support	538,800
<b><i>TOTAL INFRASTRUCTURE IMPROVEMENTS</i></b>	<b><i>\$4,900,500</i></b>

**Note:** The total amount of new funding allocated for student financial assistance in FY 2011 is \$2,410,000 and explanation can be found in Section 5, starting on page 83.



***What Changes Are Being Proposed in FY2011 for Student Financial Assistance, Auxiliary Enterprises, Capital Outlay and Sponsored Research?***

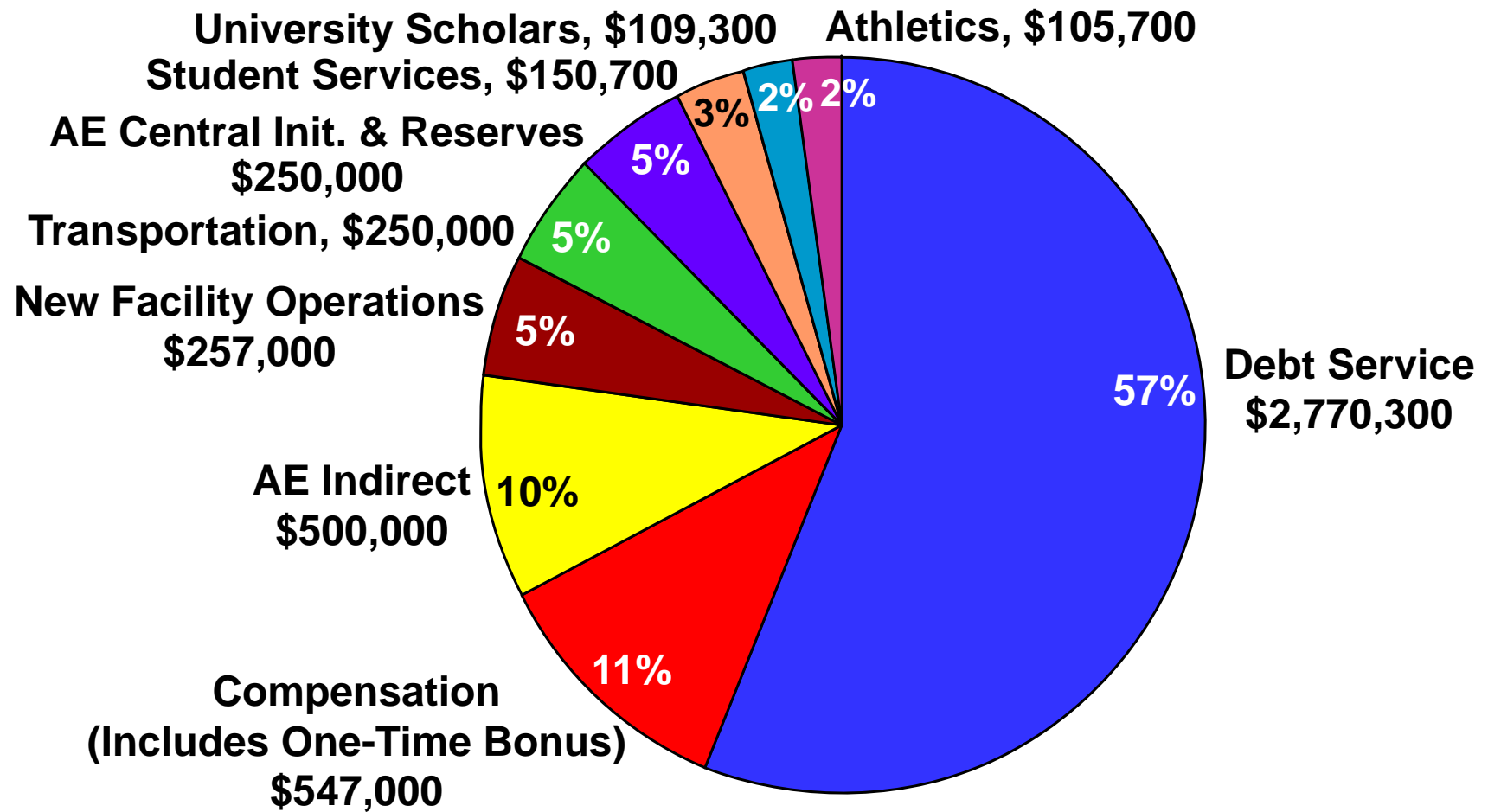
<b>INSTITUTIONAL UNDERGRADUATE FINANCIAL AID/GRADUATE SUPPORT</b>			
<b>CATEGORY</b>	<b>2009-10 BUDGET</b>	<b>2010-11 BUDGET</b>	<b>% CHANGE</b>
Undergraduate Need-Based Grant	\$3,095,000	\$3,445,000	11.31%
Undergraduate Aid Reserve		500,000	-
Honors Grant	400,000	400,000	0.00%
Discounting Grant	1,292,000	1,200,000	-7.12%
In-State Need-Based Grant	0	500,000	-
<b><i>Subtotal Need-Based UG Grants</i></b>	<b><i>\$4,787,000</i></b>	<b><i>\$6,045,000</i></b>	<b><i>26.28%</i></b>
Undergraduate Merit	\$3,205,000	\$3,647,000	13.79%
Athletic Scholarships	3,850,000	4,060,000	5.46%
<b><i>Subtotal UG Merit</i></b>	<b><i>\$7,055,000</i></b>	<b><i>\$7,707,000</i></b>	<b><i>9.24%</i></b>
<b><i>Subtotal UG Merit and Need-Based</i></b>	<b><i>\$11,842,000</i></b>	<b><i>\$13,752,000</i></b>	<b><i>16.13%</i></b>
Graduate Tuition Waivers	\$5,928,000	\$6,428,000	8.44%
Graduate Merit	2,690,000	2,990,000	11.15%
Graduate Student Health Insurance	800,000	500,000	-37.5%
Law	375,000	375,000	0%
<b><i>Subtotal Graduate</i></b>	<b><i>\$9,793,000</i></b>	<b><i>\$10,293,000</i></b>	<b><i>5.12%</i></b>
<b>TOTAL INSTITUTIONAL AID/SUPPORT</b>	<b>\$21,635,000</b>	<b>\$24,045,000</b>	<b>11.14%</b>

# AUXILIARY ENTERPRISES

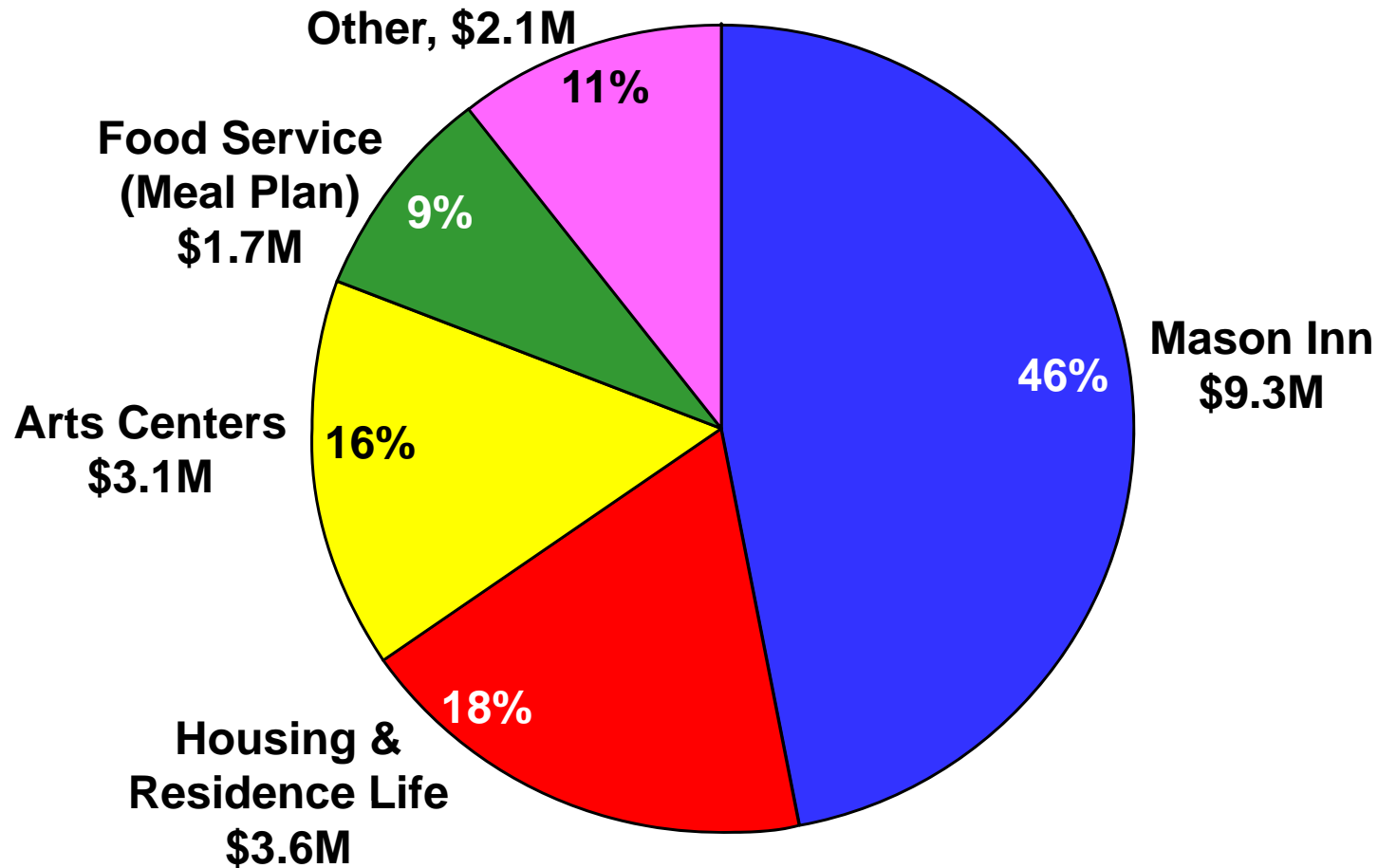
SOURCE	2007-08	2008-09	2009-10	2010-11	CHANGE, FY 10-11	
					AMOUNT	PERCENT
Student Fees	\$40,672,000	\$45,500,000	\$53,210,000	\$58,150,000	\$4,940,000	9%
User Fees	65,302,300	72,656,000	79,613,500	99,367,000	19,753,500	25%
Independent Operations	33,900,000	44,405,000	43,350,000	43,625,000	275,000	1%
<b>TOTAL</b>	<b>\$139,874,300</b>	<b>\$162,561,000</b>	<b>\$176,173,500</b>	<b>\$201,142,000</b>	<b>\$24,968,500</b>	<b>14%</b>



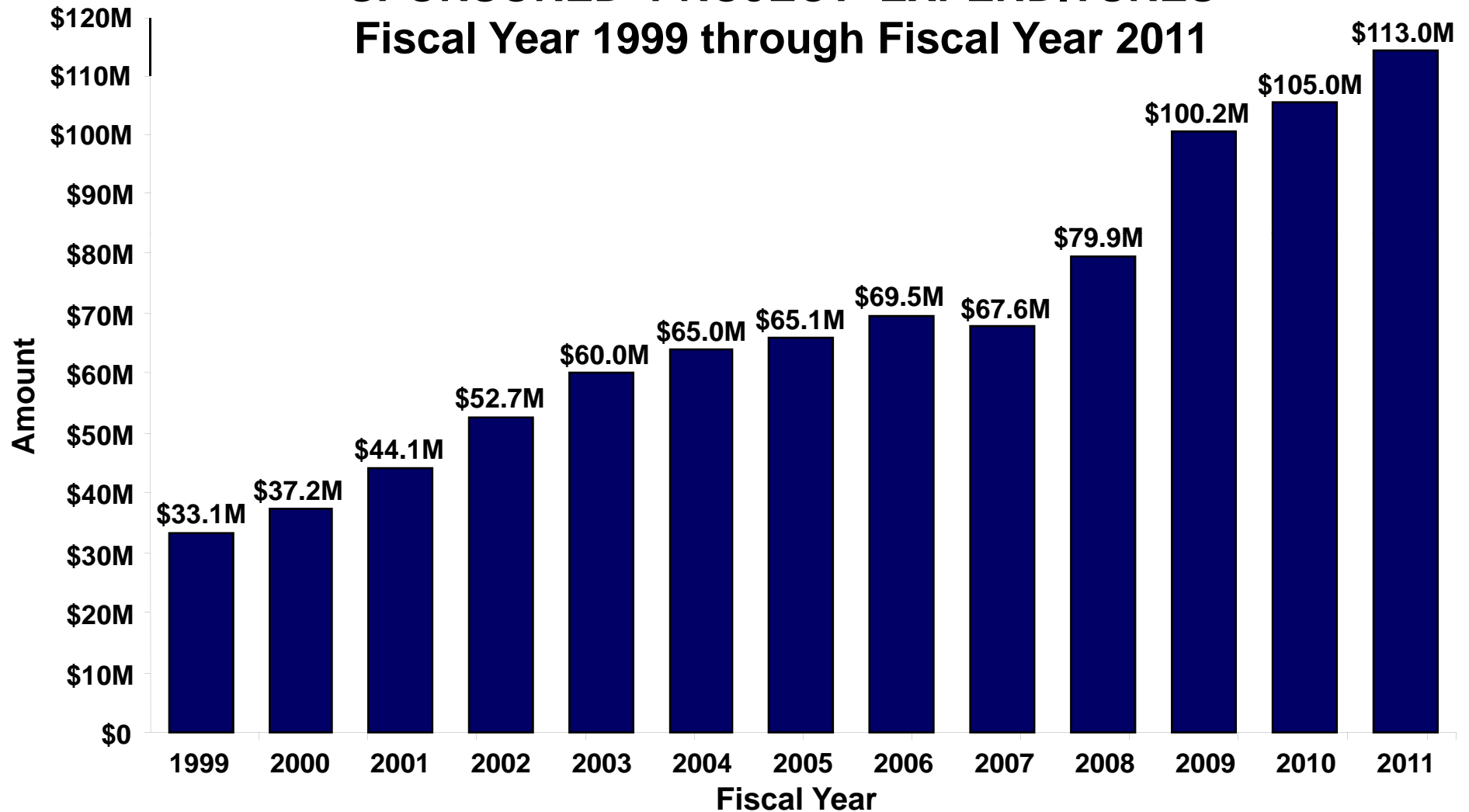
## STUDENT FEE ALLOCATION INCREASE FY 2011 (\$4.94M)

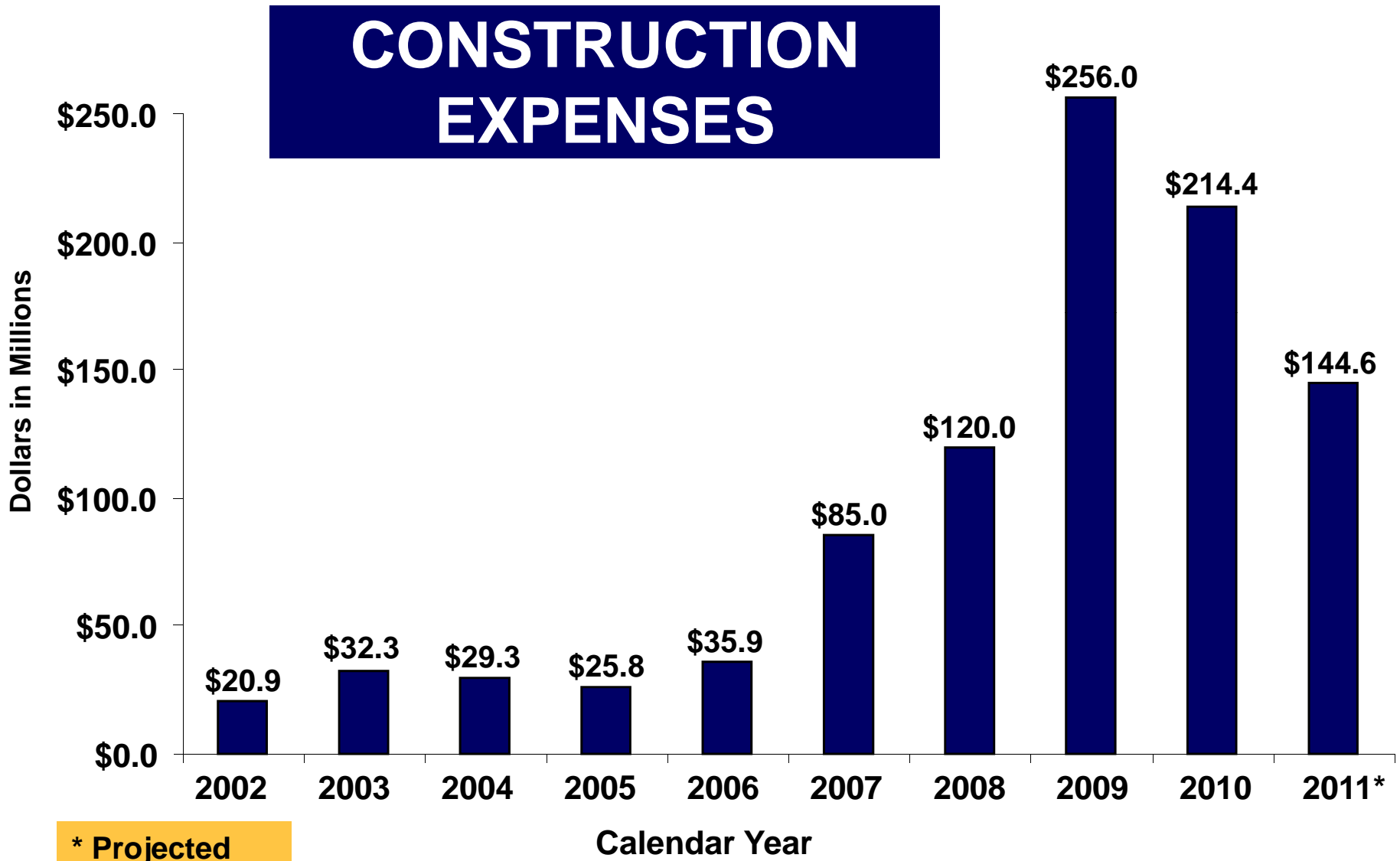


## USER FEE ALLOCATION INCREASE FY 2011 (\$19.8M)



## GEORGE MASON UNIVERSITY RESEARCH SPONSORED PROJECT EXPENDITURES Fiscal Year 1999 through Fiscal Year 2011







***What Tuition & Fees and Room & Board Rates are Required in FY2011 To Balance the Proposed Budget?***



***How Do These Rates and the Annual Rate Increases Compare to Other State Schools and the Mason Peer Group?***

<b>TOTAL PRICE COMPARISON FY 2010 &amp; FY 2011</b>			
<b>IN-STATE, UNDERGRADUATE</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>INCREASE</b>
Tuition and E&G Fees	\$5,840	\$6,320	\$480
Fees	2,184	2,364	180
Room & Board	7,650	7,940	290
<b>TOTAL</b>	<b>\$15,674</b>	<b>\$16,624</b>	<b>\$950</b>
<b>PERCENT INCREASE, FY 2011</b>			<b>6.1%</b>

<b>TOTAL PRICE COMPARISON FY 2010 &amp; FY 2011</b>			
<b>OUT-OF-STATE, UNDERGRADUATE</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>INCREASE</b>
Tuition and E&G Fees	\$21,824	\$23,084	\$1,260
Fees	2,184	2,364	180
Room & Board	7,650	7,940	290
<b>TOTAL</b>	<b>\$31,658</b>	<b>\$33,388</b>	<b>\$1,730</b>
<b>PERCENT INCREASE, FY 2011</b>			<b>5.5%</b>

<b>ANNUAL TUITION &amp; FEE INCREASE, FY 2011 UNDERGRADUATE, IN-STATE STUDENTS</b>					
<b>RANK</b>	<b>INSTITUTION</b>	<b>2009-10</b>	<b>2010-11</b>	<b>INCREASE AMOUNT</b>	<b>% CHANGE</b>
1	VMI	\$11,190	\$12,328	\$1,138	10.2%
2	William & Mary	10,800			
3	UVA	9,672	10,628	956	9.9%
4	Longwood	8,925	9,855	930	10.4%
5	Virginia Tech	8,605	9,459	854	9.9%
6	CNU	8,050	9,250	1,200	14.9%
7	VCU	7,117	8,817	1,700	23.9%
<b>8</b>	<b>GEORGE MASON</b>	<b>8,024</b>	<b>8,684</b>	<b>660</b>	<b>8.2%</b>
9	James Madison	7,244	7,860	616	8.5%
10	Mary Washington	7,112	7,752	640	9.0%
11	Old Dominion	7,318	7,708	390	5.3%
12	Univ of Virginia – Wise	6,748	7,194	446	6.6%
13	Radford	6,904			
14	VSU	6,174	6,570	396	6.4%
15	Norfolk State	5,872			
	<b>AVERAGE</b>	<b>\$7,984</b>			

**VIRGINIA COLLEGES & UNIVERSITIES  
IN-STATE, UNDERGRADUATE STUDENTS  
TUITION & FEE/ROOM & BOARD INCREASES  
FY 2010 – FY 2011**

SCHOOL	FY 2010	FY 2011	\$ INCREASE FY10 – FY11	% INCREASE FY10 – FY11
W&M	\$19,302			
VMI	17,982	\$19,460	\$1,478	8.2%
UVA	17,962	19,280	1,318	7.3%
CNU	17,090	18,790	1,700	10.0%
LONGWOOD	16,521	17,969	1,448	8.8%
VCU	15,452	17,343	1,891	12.2%
<b>GEORGE MASON</b>	<b>15,724</b>	<b>16,624</b>	<b>950</b>	<b>6.1%</b>
JMU	14,934	15,864	930	6.2%
UMW	14,574	15,774	1,200	8.2%
VA TECH	14,429	15,749	1,320	9.2%
ODU	14,844	15,610	766	5.2%
UVA-WISE	14,518	15,572	1,054	7.3%
VSU	14,224	14,722	498	3.5%
RADFORD	13,874			
NSU	13,201			
<b>AVERAGE</b>	<b>\$15,642</b>			



**VIRGINIA COLLEGES & UNIVERSITIES  
OUT OF-STATE, UNDERGRADUATE STUDENTS  
TUITION & FEE/ROOM & BOARD INCREASES  
FY 2010 – FY 2011**

SCHOOL	FY 2010	FY 2011	\$ INCREASE FY10 – FY11	% INCREASE FY10 – FY11
UVA	\$39,962	\$42,226	\$2,264	5.7%
W&M	39,466			
VMI	35,530	37,452	1,922	5.4%
<b>GEORGE MASON</b>	<b>31,658</b>	<b>33,388</b>	<b>1,730</b>	<b>5.5%</b>
VCU	29,084	30,475	1,391	4.8%
VA TECH	27,702	29,507	1,805	6.5%
ODU	27,294	29,050	1,756	6.4%
LONGWOOD	25,821	28,769	2,948	11.4%
UVA-WISE	27,046	28,694	1,648	6.2%
JMU	27,066	28,628	1,562	5.8%
CNU	25,032	27,532	2,500	10.0%
UMW	26,302	27,387	1,085	4.1%
NSU	25,260			
RADFORD	23,538			
VSU	22,558	23,288	730	3.2%
<b>AVERAGE</b>	<b>\$28,887</b>			

**REGIONAL LAW SCHOOL TUITION AND FEES**

	IN-STATE			OUT-OF-STATE		
	FY10	FY11	% INC	FY10	FY11	% INC
Georgetown University	\$43,750	\$45,105	3.1%	\$43,750	\$45,105	3.1%
George Washington University	42,205	43,998	4.3%	42,205	43,998	4.3%
American University	41,406	43,458	5.0%	41,406	43,458	5.0%
University of Virginia	38,800	42,500	9.5%	43,800	47,500	8.5%
Catholic University	38,410	40,430	5.3%	38,410	40,430	5.3%
University of Richmond	32,450	34,070	5.0%	32,450	34,070	5.0%
Howard University	26,490	28,591	7.9%	26,490	28,591	7.9%
University of Maryland - Baltimore	23,762	25,350	6.7%	35,041	36,629	4.5%
College of William & Mary	21,646			31,846		
<b>GEORGE MASON UNIVERSITY</b>	<b>\$20,556</b>	<b>\$22,222</b>	<b>8.1%</b>	<b>\$34,220</b>	<b>\$36,278</b>	<b>6.0%</b>

**The Finance & Land Use and Academic Programs, Diversity & University Community Committees recommend full approval by the Board of Visitors of the E&G Budget shown on Page 50; the Auxiliary Enterprise Budget shown on Page 69; and the Tuition & Fee Rates for in-state, out-of-state, undergraduate, graduate, and law students as shown on Pages 75-76 of the 2010–2011 Budget Executive Summary.**

**MOTION:** \_\_\_\_\_

**SECOND:** \_\_\_\_\_

## 2010-11 EDUCATIONAL & GENERAL BUDGET BUDGET BY MAJOR CATEGORY OF EXPENSE BY UNIT

UNIT	SALARIES	FRINGE BENEFITS	WAGES	NON- PERSONNEL	TOTAL	
					FTE	BUDGET
College of Education & Human Development	\$ 13,656,700	\$ 3,938,400	\$ 556,000	\$ 4,403,600	229.68	\$ 22,554,700
College of Health & Human Services	10,990,900	3,237,200	70,600	1,419,700	147.98	15,718,400
College of Humanities & Social Sciences	39,251,900	10,761,700	608,000	2,611,100	656.03	53,232,700
College of Science	19,507,300	5,669,500	336,000	4,086,300	281.38	29,599,100
College of Visual & Performing Arts	7,406,700	2,190,900	806,100	461,300	126.16	10,865,000
Inst for Conflict Analysis/Resolution	2,664,300	738,700	148,900	121,300	34.55	3,673,200
Krasnow Institute	1,259,600	403,000	0	218,600	14.19	1,881,200
School of Law	8,861,500	2,753,900	225,700	2,445,800	97.27	14,286,900
School of Management	14,868,400	4,362,200	707,100	3,241,900	163.90	23,179,600
School of Public Policy	8,590,900	2,569,000	36,500	703,600	91.83	11,900,000
Volgenau School of Info Tech & Engineering	16,979,800	4,580,300	239,900	1,339,100	236.73	23,139,100
Summer Term	57,100	4,400	0	17,700	0.00	79,200
Enrollment Services	6,867,400	2,547,100	534,300	1,533,300	127.41	11,482,100
Professional Development	957,600	380,100	17,100	959,200	19.00	2,314,000
Student Financial Aid	0	0	0	6,242,000	0.00	6,242,000
Provost Instruction and Administration	7,908,900	2,727,500	221,300	3,224,700	99.26	14,082,400
Library	6,502,600	2,359,100	377,300	9,499,600	126.75	18,738,600
University Life	5,292,700	1,749,600	446,500	819,200	93.37	8,308,000
Information Technology Unit	14,389,600	5,885,200	1,196,900	8,291,900	216.50	29,763,600
Facilities	12,726,900	5,219,800	569,100	15,524,300	261.80	34,040,100
Property Rental/Facility Support	0	0	0	9,679,200	0.00	9,679,200
Regional Campus Support	999,100	382,700	99,100	610,800	15.00	2,091,700
Finance & Planning	8,208,700	3,174,900	316,100	2,014,400	139.95	13,714,100
Operations	4,247,700	1,794,900	318,400	2,675,900	85.00	9,036,900
Executive Administration	1,919,500	705,900	57,800	481,300	23.02	3,164,500
University Development	2,460,500	854,400	10,000	937,800	32.00	4,262,700
University Relations	2,311,400	944,000	325,800	2,075,000	40.35	5,656,200
Central Funds/AE Indirect/Contingency	1,060,000	(10,048,400)	5,693,000	5,774,500	0.00	2,479,100
University Reserve	0	0	0	5,336,000	0.00	5,336,000
Equipment Trust Fund	0	0	0	3,181,600	0.00	3,181,600
<b>GRAND TOTAL</b>	<b>\$219,947,700</b>	<b>\$59,886,000</b>	<b>\$13,917,500</b>	<b>\$99,930,700</b>	<b>3,359.09</b>	<b>\$393,681,900</b>

<b>AUXILIARY ENTERPRISES BUDGET, FY11</b>			
AUXILIARY	FY11 BUDGETED REVENUE	FY11 BUDGETED EXPENSE	FY11 OPERATING BALANCE
Housing & Residential Life	\$28,981,700	\$28,981,700	\$0
Intercollegiate Athletics	15,943,400	15,943,400	0
Food Service (Meal Plans)	12,656,900	12,656,900	0
Arts Centers	12,058,100	12,058,100	0
Student Centers	11,199,700	11,074,700	125,000 <sup>2</sup>
Mason Inn Hotel and Conference Center	9,348,000	10,330,700	(982,700)
Campus Access	9,319,500	9,319,500	0
Freedom Aquatic Center	6,565,200	6,531,900	33,300 <sup>2</sup>
University Life	6,506,200	6,506,200	0
Indirect Cost Charge	6,400,000	6,400,000	0
Telecommunications (ITU)	4,219,700	4,089,700	130,000 <sup>2</sup>
Student Health Services	4,123,000	4,123,000	0
Fairfax Aquatic Center	3,753,500	3,753,500	0
Computer Store	3,400,000	3,300,000	100,000 <sup>2</sup>
Recreation & Athletic Complex (RAC)	3,322,600	3,322,600	0
Transportation	3,237,000	3,237,000	0
Auxiliary Central Reserves	2,616,700	698,800	1,917,900 <sup>2</sup>
AE Admin./ University Services	1,780,600	1,780,600	0
Rec Sports Complex	1,764,600	1,764,600	0
Patriot Center	1,739,900	1,739,900	0
Print Services	1,627,300	1,627,300	0
Child Development Center	1,301,400	1,301,400	0
University Scholars	925,000	925,000	0
Facility Reserves	900,000	0	900,000 <sup>1</sup>
All University Card System	792,700	792,700	0
Intramurals	677,000	677,000	0
Aquia Building – Debt	637,400	637,400	0
FY11 Salary Reserve	547,000	547,000	0
College of Humanities and Social Sciences	319,000	319,000	0
Warehouse – Debt	287,900	287,900	0
Skyline Fitness Center	256,300	256,300	0
Athletic Facility Improvements	200,000	200,000	0
Budget and Planning	109,700	109,700	0
<b>Sub-Total Aux Ent Budget</b>	<b>\$157,517,000</b>	<b>\$155,293,500</b>	<b>\$2,223,500</b>
<b>Independent Operations</b>	<b>\$43,625,000</b>	<b>\$43,625,000</b>	<b>0</b>
<b>GRAND TOTAL</b>	<b>\$201,142,000</b>	<b>\$198,918,500</b>	<b>\$2,223,500</b>

- 1 To be transferred to facility depreciation/ renovation fund
- 2 To remain with operation for future one-time expenses, etc.