BUDGET REPORT FROM THE PRESIDENT

AMERICAN UNIVERSITY
FISCAL YEARS 2016 AND 2017
MAY 1, 2015–APRIL 30, 2017

Adopted by the Board of Trustees
March 6, 2015
The AU Board of Trustees approved an operating budget totaling $1.25 billion for fiscal years 2016 and 2017. The budget reflects equilibrium among a number of critical factors, including our strategic priorities, affordability efforts, Middle States reaccreditation recommendations, and external factors such as regulatory changes. In the next two years, we will also be making adjustments in response to challenges in our budgetary environment that will ensure the university is poised for continued achievement and progress in the future.

Fiscal years 2016 and 2017 mark the seventh and eighth years of implementing the university’s strategic plan, *American University and the Next Decade: Leadership for a Changing World*. The strategic plan objectives for the next two years were developed through an open and consultative process to ensure we are getting all we can from the large investments we have made. The additional investment of $55 million in the next two years will fund strategic objectives and action steps considered to be an utmost priority to the institution or related to compliance with new regulatory requirements. AU 2030 themes will remain a priority for targeted investments in academic programs and research. Further, existing face-to-face master’s programs will be enhanced with advanced technology to be delivered online and at a distance as a strategic area for enrollment and revenue growth over the next two years and beyond.

Affordability was at the forefront of deliberations on pricing for the next two years. Tuition rate increases are 3.0 percent in FY16 and 3.5 percent in FY17 across all enrollment categories. Lower increases for room and board will keep increases in total cost of attendance at 2.5 percent in FY16 and 3.0 percent in FY17. Financial aid will continue to be a critical priority in FY16 and FY17, with an emphasis on enhancing need-based aid. Including special allocations, undergraduate and graduate financial aid funding levels will rise to 31.7 percent of tuition revenue.

This budget continues our strategic investments in human resources to recruit and retain the best faculty and staff and to provide on-campus employment opportunities for students. Funding pools are budgeted in each year to provide 1.5 percent performance-based one-time payments in FY16 and 1.5 percent salary increases in FY17 for faculty and staff. We will enhance instructional resources and increase compensation rates for term faculty and adjuncts. Funding is also provided for increased costs related to faculty and staff benefits, including compliance with new health care regulations and DC minimum wage increases.

Due to a budgetary environment with a greater degree of complexity than those of recent two-year budget formulation processes, budget reductions and cash funding supplements are necessary to achieve equilibrium and ensure a strong foundation for the FY18–FY19 budget process. One percent base budget reductions in each year identified by the cabinet will maximize efficiency and partially fund required new expenditures. In addition, we will leverage
cash supplements in each year to fund strategic initiatives. Our ongoing contribution to fund financial safeguards in the FY16–FY17 budget underscores our commitment to maintaining these holdings.

While our complex budgetary environment requires that we realign our budget level in fiscal years 2016 and 2017, the university’s positive financial standing will effectively accommodate the necessary period of adjustment over the next two years. Our emphasis on financial safeguard policies has positioned us well to respond as needed without forgoing continued investment in strategic priorities and minimizing any adverse effect on our core academic and administrative functions. I am confident that our response to these challenges will result in our ultimately being better positioned for progress and growth in coming years.

This report provides an overview of the major elements of the budget for fiscal years 2016 and 2017 and includes the following:

- fiscal years 2016 and 2017 budget highlights
- revenue and expense budget schedules with supporting graphical presentations
- tuition, residence hall, and meal plan rates for FY16 and FY17
- highlights of funding for strategic plan goals
- historical data on AU’s enrollment, faculty and staff salary increases, operating budget, and endowment funds
- market comparison data on AU’s tuition rates and fees
- financial aid and affordability summary

I am grateful to all who participated in this year’s budget process, including the University Budget Committee, Finance and Investment Committee of the AU Board of Trustees, and the university community.

Cornelius M. Kerwin
# Fiscal Years 2016 and 2017 Budget Highlights

<table>
<thead>
<tr>
<th>Category</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tuition for All Enrollment Categories</strong></td>
<td>3.0% increase for FY16 and 3.5% increase for FY17</td>
</tr>
<tr>
<td><strong>Residence Halls</strong></td>
<td>Increases of 1.0% for traditional-style housing, 2.5% for Centennial suites, and 3.0% for apartment and suite housing each year</td>
</tr>
<tr>
<td><strong>Meal Plan</strong></td>
<td>2.0% increase each year</td>
</tr>
<tr>
<td><strong>Total Tuition, Mandatory Fees, Residence Hall, and Meal Plan Rates</strong></td>
<td>2.5% increase for FY16 and 3.0% increase for FY17</td>
</tr>
<tr>
<td><strong>Parking</strong></td>
<td>No increase for FY16 and FY17</td>
</tr>
<tr>
<td><strong>Investment Income</strong></td>
<td>Increased $500,000 to total $6.25 million in FY16 and another $250,000 to total $6.50 million in FY17</td>
</tr>
<tr>
<td><strong>Indirect Cost Recovery</strong></td>
<td>Increased $600,000 to $2.0 million in FY16</td>
</tr>
<tr>
<td><strong>Faculty and Staff Salaries</strong></td>
<td>$2.5 million for a 1.5% funding pool to provide performance-based, one-time payments for faculty and staff in September 2015 An additional $2.7 million for a 1.5% performance-based salary increase to take effect September 2016</td>
</tr>
<tr>
<td><strong>Full-Time Faculty</strong></td>
<td>$576,000 to provide base funding for tenure-track faculty in FY16</td>
</tr>
<tr>
<td><strong>Term Faculty</strong></td>
<td>$1.35 million over two years to support continuing and additional term faculty to enhance instructional resources $400,000 in FY16 and an additional $400,000 in FY17 to increase term faculty salaries to meet market demands</td>
</tr>
<tr>
<td><strong>Adjunct Faculty</strong></td>
<td>Funds set aside each year to address market adjustments and to hire additional adjuncts</td>
</tr>
<tr>
<td><strong>DC Minimum Wage Increases</strong></td>
<td>$500,000 in FY16 and another $400,000 in FY17 to fund compensation adjustments in accordance with DC minimum wage increases</td>
</tr>
<tr>
<td><strong>Staff</strong></td>
<td>$1.6 million over two years for salaries and benefits for new full-time staff positions, including those for East Campus that will become operational in FY17 Funding allocations to increase compensation for student residence hall staff effective FY16 and residential education staff for East Campus residence halls</td>
</tr>
<tr>
<td><strong>Faculty and Staff Benefits</strong></td>
<td>$1.8 million over two years to provide competitive benefit offerings to attract and retain high-quality faculty and staff $293,000 over two years to fund the university’s compliance with new health care regulations Funding set aside to cover estimated costs to comply with the DC Earned Sick and Safe Leave Amendment Act of 2013</td>
</tr>
<tr>
<td><strong>FINANCIAL AID</strong></td>
<td>$8.3 million over two years to match enrollment changes and index to the tuition increase. An increase of $688,000 in FY16 to provide permanent funding for AU enrichment grants that provide financial support for study abroad and internships based on need. An increase of $100,000 to provide additional summer financial aid for students enrolled in three-year BA programs. The tuition discount formula was recalibrated effective FY16 to reflect special allocations that had previously not been factored into the calculation, including AU enrichment grants, Frederick Douglass Distinguished Scholarships, grants-in-aid, and some graduate financial aid awards. Under the revised formula, undergraduate and graduate financial aid funding is planned to be at 31.7% of tuition revenue in FY16 and FY17.</td>
</tr>
<tr>
<td><strong>SUPPLIES AND EXPENSES</strong></td>
<td>A wide range of initiatives to improve the quality of programs and respond to external environmental factors, including making faculty retention packages more competitive; funding to support student participation in living-learning communities and the AU Scholars program; increased funding for athletics programs such as club sports; expanded graduate student recruitment and retention efforts; and operating expenses for the new East Campus.</td>
</tr>
<tr>
<td><strong>TECHNOLOGY CAPITAL FUNDING</strong></td>
<td>A total investment of $3 million over two years to fund initiatives in the university-wide enterprise technology portfolio, such as graduate admissions (Recruiter); faculty recruitment and training applications; student evaluation of teaching; virtual computing for faculty; technology integration for online programs; noncredit registration application; fundraising analytics; and Colleague to SQL server migration. Funding provided for contractual cost increases and technology infrastructure in new facilities.</td>
</tr>
<tr>
<td><strong>LIBRARY ACQUISITIONS</strong></td>
<td>Increased $300,000 in each year to keep up with cost increases that exceed the rate of inflation for the current library collection and electronic databases and to increase collections to support the research and teaching goals of our faculty and new academic programs.</td>
</tr>
<tr>
<td><strong>FACILITIES MODERNIZATION FUND</strong></td>
<td>Increased $500,000 in FY16 and an additional $500,000 in FY17 for modernizing institutional facilities in accordance with the capital budget.</td>
</tr>
<tr>
<td><strong>TRANSFER TO QUASI-ENDOWMENT FUNDS</strong></td>
<td>While the established policy of budgeting annual transfers equal to 2% of the total operating budget remains intact, transfers to quasi-endowment funds have been held at the FY15 level of $6.15 million each year.</td>
</tr>
<tr>
<td><strong>BUDGET REDUCTIONS</strong></td>
<td>1.0% of operating budget or $2.7 million in FY16 and another 1.0%, an additional $2.7 million, in FY17 to maximize efficiency and to partially fund required new expenditures and support budget equilibrium.</td>
</tr>
<tr>
<td><strong>TRANSFER FROM TUITION MANAGEMENT RESERVE</strong></td>
<td>$5 million in FY16 and $5 million in FY17.</td>
</tr>
<tr>
<td><strong>TRANSFER TO FUND STRATEGIC PLAN INITIATIVES</strong></td>
<td>$10 million in FY16 and $2 million in FY17 from internally designated accounts to support our ability to fund strategic plan initiatives and ongoing university priorities.</td>
</tr>
</tbody>
</table>
FISCAL YEAR 2016
REVENUE AND EXPENDITURE BUDGET

<table>
<thead>
<tr>
<th>Revenue ($000s omitted)</th>
<th>FY15 Budget</th>
<th>Budget Changes</th>
<th>FY16 Budget</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Tuition and Fees</td>
<td>$499,336</td>
<td>($3,072)</td>
<td>$496,264</td>
<td>(0.6%)</td>
</tr>
<tr>
<td>New Revenue Initiatives</td>
<td>2,750</td>
<td>(2,750)</td>
<td>0</td>
<td>(100.0%)</td>
</tr>
<tr>
<td>Residence Halls</td>
<td>41,154</td>
<td>150</td>
<td>41,303</td>
<td>0.4%</td>
</tr>
<tr>
<td>Auxiliary Enterprises</td>
<td>36,085</td>
<td>698</td>
<td>36,783</td>
<td>1.9%</td>
</tr>
<tr>
<td>Investment Income</td>
<td>5,750</td>
<td>500</td>
<td>6,250</td>
<td>8.7%</td>
</tr>
<tr>
<td>Unrestricted Gifts</td>
<td>750</td>
<td>0</td>
<td>750</td>
<td>0.0%</td>
</tr>
<tr>
<td>Indirect Cost Recovery</td>
<td>1,400</td>
<td>600</td>
<td>2,000</td>
<td>42.9%</td>
</tr>
<tr>
<td>Endowment Income</td>
<td>4,450</td>
<td>0</td>
<td>4,450</td>
<td>0.0%</td>
</tr>
<tr>
<td>WAMU-FM Revenue</td>
<td>23,425</td>
<td>(1,225)</td>
<td>22,200</td>
<td>(5.2%)</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$615,100</strong></td>
<td><strong>($5,100)</strong></td>
<td><strong>$610,000</strong></td>
<td><strong>(0.8%)</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditures ($000s omitted)</th>
<th>FY15 Budget</th>
<th>Budget Changes</th>
<th>FY16 Budget</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty and Staff Salaries</td>
<td>$200,628</td>
<td>$1,551</td>
<td>$202,179</td>
<td>0.8%</td>
</tr>
<tr>
<td>Adjunct Faculty Salaries</td>
<td>8,559</td>
<td>230</td>
<td>8,789</td>
<td>2.7%</td>
</tr>
<tr>
<td>Part-Time Staff</td>
<td>20,057</td>
<td>753</td>
<td>20,810</td>
<td>3.8%</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>59,520</td>
<td>1,069</td>
<td>60,589</td>
<td>1.8%</td>
</tr>
<tr>
<td>Transfer to Fund Sept. 2015 Salary Increase</td>
<td>(3,900)</td>
<td>1,400</td>
<td>(2,500)</td>
<td>(35.9%)</td>
</tr>
<tr>
<td>Transfer to Pre-Fund Sept. 2016 Salary Increase</td>
<td>4,100</td>
<td>(1,400)</td>
<td>2,700</td>
<td>(34.1%)</td>
</tr>
<tr>
<td><strong>Salaries and Benefits</strong></td>
<td><strong>$288,963</strong></td>
<td><strong>$3,603</strong></td>
<td><strong>$292,566</strong></td>
<td><strong>1.2%</strong></td>
</tr>
<tr>
<td>Financial Aid</td>
<td>$117,448</td>
<td>$3,191</td>
<td>$120,638</td>
<td>2.7%</td>
</tr>
<tr>
<td>Supplies and Expenses, etc.</td>
<td>110,765</td>
<td>2,800</td>
<td>113,565</td>
<td>2.5%</td>
</tr>
<tr>
<td>Instructional Revenue Centers (IRCs) and Online Partnership Programs</td>
<td>10,500</td>
<td>10,000</td>
<td>20,500</td>
<td>95.2%</td>
</tr>
<tr>
<td>Library Acquisitions</td>
<td>7,438</td>
<td>354</td>
<td>7,792</td>
<td>4.8%</td>
</tr>
<tr>
<td>Utilities</td>
<td>10,978</td>
<td>0</td>
<td>10,978</td>
<td>0.0%</td>
</tr>
<tr>
<td>Technology Capital Funding</td>
<td>11,534</td>
<td>995</td>
<td>12,529</td>
<td>8.6%</td>
</tr>
<tr>
<td>Deferred Maintenance (including residence halls)</td>
<td>13,669</td>
<td>0</td>
<td>13,669</td>
<td>0.0%</td>
</tr>
<tr>
<td>Furnishings and Equipment Fund</td>
<td>1,900</td>
<td>0</td>
<td>1,900</td>
<td>0.0%</td>
</tr>
<tr>
<td>Facilities Modernization Fund</td>
<td>5,600</td>
<td>500</td>
<td>6,100</td>
<td>8.9%</td>
</tr>
<tr>
<td>Debt Service</td>
<td>30,154</td>
<td>0</td>
<td>30,154</td>
<td>0.0%</td>
</tr>
<tr>
<td>Responsibility Center Management (RCM) Units</td>
<td>0</td>
<td>(8,842)</td>
<td>(8,842)</td>
<td>n/a</td>
</tr>
<tr>
<td>Transfer to Quasi-Endowment Funds</td>
<td>6,150</td>
<td>0</td>
<td>6,150</td>
<td>0.0%</td>
</tr>
<tr>
<td>Budget Reductions</td>
<td>0</td>
<td>(2,700)</td>
<td>(2,700)</td>
<td>n/a</td>
</tr>
<tr>
<td>Transfer from Tuition Management Reserve</td>
<td>0</td>
<td>(5,000)</td>
<td>(5,000)</td>
<td>n/a</td>
</tr>
<tr>
<td>Transfer to Fund Strategic Plan Initiatives</td>
<td>0</td>
<td>(10,000)</td>
<td>(10,000)</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$615,100</strong></td>
<td><strong>($5,100)</strong></td>
<td><strong>$610,000</strong></td>
<td><strong>(0.8%)</strong></td>
</tr>
</tbody>
</table>

Net Surplus/(Deficit) $0 $0 $0
# FISCAL YEAR 2017

## REVENUE AND EXPENDITURE BUDGET

<table>
<thead>
<tr>
<th>REVENUE ($000s omitted)</th>
<th>FY16 Budget</th>
<th>Budget Changes</th>
<th>FY17 Budget</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Tuition and Fees</td>
<td>$496,264</td>
<td>$20,154</td>
<td>$516,418</td>
<td>4.1%</td>
</tr>
<tr>
<td>New Revenue Initiatives</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>n/a</td>
</tr>
<tr>
<td>Residence Halls</td>
<td>41,303</td>
<td>5,860</td>
<td>47,163</td>
<td>14.2%</td>
</tr>
<tr>
<td>Auxiliary Enterprises</td>
<td>36,783</td>
<td>3,436</td>
<td>40,219</td>
<td>9.3%</td>
</tr>
<tr>
<td>Investment Income</td>
<td>6,250</td>
<td>250</td>
<td>6,500</td>
<td>4.0%</td>
</tr>
<tr>
<td>Unrestricted Gifts</td>
<td>750</td>
<td>0</td>
<td>750</td>
<td>0.0%</td>
</tr>
<tr>
<td>Indirect Cost Recovery</td>
<td>2,000</td>
<td>0</td>
<td>2,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>Endowment Income</td>
<td>4,450</td>
<td>0</td>
<td>4,450</td>
<td>0.0%</td>
</tr>
<tr>
<td>WAMU-FM Revenue</td>
<td>22,200</td>
<td>800</td>
<td>23,000</td>
<td>3.6%</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>$610,000</td>
<td>$30,500</td>
<td>$640,500</td>
<td>5.0%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPENDITURES ($000s omitted)</th>
<th>FY16 Budget</th>
<th>Budget Changes</th>
<th>FY17 Budget</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty and Staff Salaries</td>
<td>$202,179</td>
<td>$1,322</td>
<td>$203,501</td>
<td>0.7%</td>
</tr>
<tr>
<td>Adjunct Faculty Salaries</td>
<td>8,789</td>
<td>138</td>
<td>8,927</td>
<td>1.6%</td>
</tr>
<tr>
<td>Part-Time Staff</td>
<td>20,810</td>
<td>976</td>
<td>21,786</td>
<td>4.7%</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>60,589</td>
<td>1,848</td>
<td>62,437</td>
<td>3.1%</td>
</tr>
<tr>
<td>Transfer to Fund Sept. 2016 Salary Increase</td>
<td>(2,500)</td>
<td>(200)</td>
<td>(2,700)</td>
<td>8.0%</td>
</tr>
<tr>
<td>Transfer to Pre-Fund Sept. 2017 Salary Increase</td>
<td>2,700</td>
<td>1,700</td>
<td>4,400</td>
<td>63.0%</td>
</tr>
<tr>
<td>Salaries and Benefits</td>
<td>$292,566</td>
<td>$5,784</td>
<td>$298,350</td>
<td>2.0%</td>
</tr>
<tr>
<td>Financial Aid</td>
<td>$120,638</td>
<td>$4,017</td>
<td>$124,655</td>
<td>3.3%</td>
</tr>
<tr>
<td>Supplies and Expenses, etc.</td>
<td>113,565</td>
<td>6,569</td>
<td>120,134</td>
<td>5.8%</td>
</tr>
<tr>
<td>Instructional Revenue Centers (IRCs) and Online Partnership Programs</td>
<td>20,500</td>
<td>3,000</td>
<td>23,500</td>
<td>14.6%</td>
</tr>
<tr>
<td>Library Acquisitions</td>
<td>7,792</td>
<td>323</td>
<td>8,115</td>
<td>4.1%</td>
</tr>
<tr>
<td>Utilities</td>
<td>10,978</td>
<td>420</td>
<td>11,398</td>
<td>3.8%</td>
</tr>
<tr>
<td>Technology Capital Funding</td>
<td>12,529</td>
<td>762</td>
<td>13,291</td>
<td>6.1%</td>
</tr>
<tr>
<td>Deferred Maintenance Fund (including residence halls)</td>
<td>13,669</td>
<td>0</td>
<td>13,669</td>
<td>0.0%</td>
</tr>
<tr>
<td>Furnishings and Equipment Fund</td>
<td>1,900</td>
<td>0</td>
<td>1,900</td>
<td>0.0%</td>
</tr>
<tr>
<td>Facilities Modernization Fund</td>
<td>6,100</td>
<td>500</td>
<td>6,600</td>
<td>8.2%</td>
</tr>
<tr>
<td>Debt Service</td>
<td>30,154</td>
<td>0</td>
<td>30,154</td>
<td>0.0%</td>
</tr>
<tr>
<td>Responsibility Center Management (RCM) Units</td>
<td>(8,842)</td>
<td>3,825</td>
<td>(5,017)</td>
<td>(43.3%)</td>
</tr>
<tr>
<td>Transfer to Quasi-Endowment Funds</td>
<td>6,150</td>
<td>0</td>
<td>6,150</td>
<td>0.0%</td>
</tr>
<tr>
<td>Budget Reductions</td>
<td>(2,700)</td>
<td>(2,700)</td>
<td>(5,400)</td>
<td>100.0%</td>
</tr>
<tr>
<td>Transfer from Tuition Management Reserve</td>
<td>(5,000)</td>
<td>0</td>
<td>(5,000)</td>
<td>0.0%</td>
</tr>
<tr>
<td>Transfer to Fund Strategic Plan Initiatives</td>
<td>(10,000)</td>
<td>8,000</td>
<td>(2,000)</td>
<td>(80.0%)</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$610,000</td>
<td>$30,500</td>
<td>$640,500</td>
<td>5.0%</td>
</tr>
</tbody>
</table>

| Net Surplus/(Deficit) | $0 | $0 | $0 |
FISCAL YEAR 2016
REVENUE AND EXPENDITURE BUDGET

REVENUE BUDGET

Tuition and Fees 81%
Residence Halls 7%
Auxiliary 6%
WAMU 4%
Investments, Gift, and Other 2%

EXPENDITURE BUDGET

Personnel 48%
Supplies and Other 22%
Financial Aid 20%
Debt Service 5%
Tech/Furnish/Facilities 3%
Utilities 2%
FISCAL YEAR 2017
REVENUE AND EXPENDITURE BUDGET

REVENUE BUDGET

- Tuition and Fees: 81%
- Residence Halls: 7%
- Auxiliary: 6%
- WAMU: 4%
- Investments, Gift, and Other: 2%

EXPENDITURE BUDGET

- Personnel: 47%
- Supplies and Other: 24%
- Utilities: 2%
- Tech/Furnish/Facilities: 3%
- Financial Aid: 19%
- Debt Service: 5%
## FISCAL YEAR 2016
### DIVISIONAL EXPENDITURE BUDGET

<table>
<thead>
<tr>
<th>($000s omitted)</th>
<th>Operating Accounts</th>
<th>Institutional Accounts</th>
<th>Total FY16 Budget</th>
<th>% of University Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>President</td>
<td>$2,956</td>
<td>$0</td>
<td>$2,956</td>
<td>0.5%</td>
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<td>$696</td>
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<td>$0</td>
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<td>Athletics/Recreation Sports and Fitness</td>
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<td>$5,268</td>
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<td>WAMU-FM</td>
<td>$22,200</td>
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<td><strong>Academic Affairs</strong></td>
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<td>154</td>
<td>49,263</td>
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<tr>
<td>Kogod School of Business (KSB)—RCM</td>
<td>23,533</td>
<td>750</td>
<td>24,283</td>
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<td>16,593</td>
<td>29</td>
<td>16,622</td>
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<tr>
<td>School of Public Affairs (SPA)</td>
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<td>1,444</td>
<td>8,166</td>
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<td>AU Abroad/Abroad at AU</td>
<td>12,793</td>
<td>114</td>
<td>12,907</td>
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<td>Instructional Revenue Centers (IRCs) and Online Partnership Programs—for distribution</td>
<td>18,000</td>
<td>0</td>
<td>18,000</td>
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<td>Washington College of Law (WCL)—RCM</td>
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<td>0</td>
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<td>Vice Provost—Research/Dean of Graduate Studies</td>
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<td>122</td>
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<td>17,674</td>
<td>17,674</td>
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<tr>
<td>Vice Provost—Undergraduate Studies</td>
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<td>Undergraduate Financial Aid</td>
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<td>Vice Provost—Academic Administration</td>
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<td>Office of the Registrar</td>
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<td>Library</td>
<td>14,209</td>
<td>1,158</td>
<td>15,367</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$256,881</strong></td>
<td><strong>$113,634</strong></td>
<td><strong>$370,515</strong></td>
<td><strong>60.7%</strong></td>
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### American University Budget Report: Fiscal Years 2016 and 2017

#### ($000s omitted)

<table>
<thead>
<tr>
<th>Operating Accounts</th>
<th>Institutional Accounts</th>
<th>Total FY16 Budget</th>
<th>% of University Total</th>
</tr>
</thead>
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<tr>
<td><strong>Vice President of Finance and Treasurer</strong></td>
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<td></td>
<td></td>
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<td>$5,439</td>
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<td>6,775</td>
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<tr>
<td>Debt Service</td>
<td>0</td>
<td>24,012</td>
<td>24,012</td>
</tr>
<tr>
<td>University Benefits</td>
<td>0</td>
<td>60,032</td>
<td>60,032</td>
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<tr>
<td>University Benefits Offset</td>
<td>0</td>
<td>(60,032)</td>
<td>(60,032)</td>
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<tr>
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<td>2,136</td>
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<tr>
<td>Risk and Safety Services</td>
<td>6,126</td>
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<td>8,618</td>
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<tr>
<td>Facilities Management</td>
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<td>6,692</td>
<td>25,838</td>
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<td>10,978</td>
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<td>12,151</td>
<td>12,151</td>
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<tr>
<td>Planning and Project Management</td>
<td>1,885</td>
<td>0</td>
<td>1,885</td>
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<tr>
<td>Auxiliary Services and Enterprises</td>
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<td>13,419</td>
<td>14,987</td>
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<tr>
<td>Investment Properties</td>
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<td>8,003</td>
<td>8,003</td>
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<tr>
<td><strong>Total</strong></td>
<td>$41,610</td>
<td>$79,213</td>
<td>$120,823</td>
</tr>
</tbody>
</table>

| **Vice President of Campus Life** | | | |
| Campus Life Operations | $15,718 | $846 | $16,564 | 4.0% |
| Housing and Dining Programs | 6,556 | 0 | 6,556 | |
| Residence Hall CRDM | 0 | 1,518 | 1,518 | |
| **Total** | $22,274 | $2,364 | $24,638 | 4.0% |

| **Vice President of Development and Alumni Relations** | | | |
| | $8,410 | $0 | $8,410 | 1.4% |

| **Central Reserves** | | | |
| New Staff Position Pool—for distribution | $418 | $0 | $418 | |
| Faculty and Staff Performance-Based Salary Increase—for distribution | 2,500 | 0 | 2,500 | |
| Furnishings and Equipment Fund | 0 | 1,900 | 1,900 | |
| Facilities Modernization Fund | 0 | 6,100 | 6,100 | |
| Technology/Capital Funding—for distribution | 0 | 2,075 | 2,075 | |
| Transfer to Quasi-Endowment Funds | 0 | 6,150 | 6,150 | |
| Transfer from Tuition Management Reserve | 0 | (5,000) | (5,000) | |
| Transfer to Fund Strategic Plan Initiatives | 0 | (10,000) | (10,000) | |
| Other Central Reserves—for distribution | 0 | 6,361 | 6,361 | |
| **Total** | $2,918 | $7,586 | $10,503 | 1.7% |

#### Total Expenditures

| | $401,240 | $208,760 | $610,000 | 100.0% |
## Fiscal Year 2017
### Divisional Expenditure Budget

($000s omitted) | Operating Accounts | Institutional Accounts | Total FY17 Budget | % of University Total |
--- | --- | --- | --- | --- |
President | $2,936 | $0 | $2,936 | 0.5% |
Information Technology | $23,590 | $0 | $23,590 | 3.7% |
University Communications and Marketing | $5,167 | $0 | $5,167 | 0.8% |
General Counsel | $1,549 | $696 | $2,245 | 0.4% |
  | Human Resources, Child Development Center | $4,909 | $0 | $4,909 | 0.8% |
Athletics/Recreation Sports and Fitness | $8,847 | $5,268 | $14,114 | 2.2% |
WAMU-FM | $23,000 | $0 | $23,000 | 3.6% |
Academic Affairs
  Provost's Office | $4,521 | $0 | $4,521 | |
  Academic Initiatives—for distribution to colleges/schools | 8,899 | 0 | 8,899 | |
  College of Arts and Sciences (CAS) | 48,620 | 154 | 48,774 | |
  Kogod School of Business (KSB)—RCM | 24,876 | 750 | 25,626 | |
  School of International Service (SIS) | 16,437 | 29 | 16,466 | |
  School of Communication (SOC) | 11,720 | 0 | 11,720 | |
  School of Public Affairs (SPA) | 15,879 | 12 | 15,891 | |
  School of Professional and Extended Studies (SPExS) | 6,654 | 1,444 | 8,098 | |
  Washington College of Law (WCL)—RCM | 55,982 | 8,010 | 63,992 | |
  Dean of Academic Affairs and Sr. Vice Provost | 4,366 | 0 | 4,366 | |
  Vice Provost—Research/Dean of Graduate Studies | 1,799 | 122 | 1,921 | |
    Graduate Financial Aid | 0 | 18,505 | 18,505 | |
  Vice Provost—Undergraduate Studies | 2,068 | 132 | 2,200 | |
  Office of Enrollment | 8,714 | 0 | 8,714 | |
    Undergraduate Financial Aid | 0 | 86,295 | 86,295 | |
  Vice Provost—Academic Administration | 1,981 | 0 | 1,981 | |
  Office of the Registrar | 2,456 | 133 | 2,589 | |
  Library | 14,368 | 1,181 | 15,549 | |
  Total | $262,710 | $116,880 | $379,590 | 59.3% |
<table>
<thead>
<tr>
<th>($000s omitted)</th>
<th>Operating Accounts</th>
<th>Institutional Accounts</th>
<th>Total FY17 Budget</th>
<th>% of University Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vice President of Finance and Treasurer</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Vice President’s Central Accounts</td>
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<td>$0</td>
<td>$5,013</td>
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<tr>
<td>Financial Management/Treasury</td>
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<td>1,466</td>
<td>6,775</td>
<td></td>
</tr>
<tr>
<td>Debt Service</td>
<td>0</td>
<td>24,012</td>
<td>24,012</td>
<td></td>
</tr>
<tr>
<td>University Benefits</td>
<td>0</td>
<td>61,315</td>
<td>61,315</td>
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<tr>
<td>University Benefits Offset</td>
<td>0</td>
<td>(61,315)</td>
<td>(61,315)</td>
<td></td>
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<tr>
<td>University Budget Office and Finance Resource Center</td>
<td>2,136</td>
<td>0</td>
<td>2,136</td>
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<tr>
<td>Risk and Safety Services</td>
<td>6,075</td>
<td>2,492</td>
<td>8,567</td>
<td></td>
</tr>
<tr>
<td>Facilities Management</td>
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<td>29,533</td>
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<td>12,151</td>
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<tr>
<td>Planning and Project Management</td>
<td>1,885</td>
<td>0</td>
<td>1,885</td>
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<tr>
<td>Auxiliary Services and Enterprises</td>
<td>1,567</td>
<td>15,634</td>
<td>17,202</td>
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<tr>
<td>Investment Properties</td>
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<tr>
<td>Campus Life Operations</td>
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<td>$846</td>
<td>$16,458</td>
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<td>Housing and Dining Programs</td>
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<tr>
<td>Residence Hall CRDM</td>
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<td>1,518</td>
<td>1,518</td>
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<tr>
<td>Total</td>
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<td>$24,319</td>
<td>3.8%</td>
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<td>Vice President of Development and Alumni Relations</td>
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<td>$8,325</td>
<td>1.3%</td>
</tr>
<tr>
<td>Central Reserves</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>New Staff Position Pool—for distribution</td>
<td>$1,395</td>
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<td>$1,395</td>
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<td>Faculty and Staff Performance-Based Salary Increase—for distribution</td>
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<tr>
<td>Technology/Capital Funding—for distribution</td>
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<td>2,199</td>
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<td>Transfer to Quasi-Endowment Funds</td>
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<td>6,150</td>
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<tr>
<td>Transfer from Tuition Management Reserve</td>
<td>0</td>
<td>(5,000)</td>
<td>(5,000)</td>
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</tr>
<tr>
<td>Transfer to Fund Strategic Plan Initiatives</td>
<td>0</td>
<td>(2,000)</td>
<td>(2,000)</td>
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</tr>
<tr>
<td>Other Central Reserves—for distribution</td>
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</table>
# FISCAL YEARS 2016–2017
## HIGHLIGHTS OF FUNDING FOR STRATEGIC PLAN GOALS

($000s omitted)

<table>
<thead>
<tr>
<th>STRATEGIC GOALS</th>
<th>Budget Allocations</th>
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<tr>
<td></td>
<td>FY16</td>
</tr>
<tr>
<td><strong>SP1 Epitomize the Scholar-Teacher Ideal</strong></td>
<td></td>
</tr>
<tr>
<td>Increase full-time tenure-track faculty</td>
<td>$576</td>
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<tr>
<td>Enhance faculty retention initiatives</td>
<td>300</td>
</tr>
<tr>
<td>Increase term faculty and adjuncts, including additional teaching resources for statistics</td>
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</tr>
<tr>
<td>Term salary adjustments to meet market demands</td>
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<tr>
<td>Adjunct compensation increases and support for union administration</td>
<td>173</td>
</tr>
<tr>
<td><strong>Total</strong></td>
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</tr>
<tr>
<td><strong>SP2 Provide an Unsurpassed Undergraduate Experience</strong></td>
<td></td>
</tr>
<tr>
<td>Increase funding for undergraduate financial aid for three-year BA students during summer</td>
<td>$100</td>
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<tr>
<td>Implement new programs for statistics, AU Scholars, and University College</td>
<td>298</td>
</tr>
<tr>
<td>Increase funding for athletics, including club sports</td>
<td>262</td>
</tr>
<tr>
<td>Increase student services support and Welcome Week activities</td>
<td>65</td>
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<tr>
<td>Increase resources for commencement</td>
<td>55</td>
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<tr>
<td>Increase funding for Student Health Center and counseling staff</td>
<td>41</td>
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<tr>
<td>Increase funding for residence hall student staff</td>
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<tr>
<td>Provide funding for East Campus residential education</td>
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<tr>
<td><strong>Total</strong></td>
<td>$873</td>
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<tr>
<td><strong>SP3 Demonstrate Distinction in Graduate, Professional, and Legal Studies</strong></td>
<td></td>
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<tr>
<td>Increase graduate marketing efforts</td>
<td>$670</td>
</tr>
<tr>
<td><strong>SP4 Engage in Great Ideas and Issues through Research, Centers, and Institutes</strong></td>
<td></td>
</tr>
<tr>
<td>Increase distribution of overhead income generated through externally funded research</td>
<td>$600</td>
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<tr>
<td>Continue support for research centers and institutes, including the Center for Latin American and Latino Studies</td>
<td>320</td>
</tr>
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<td><strong>Total</strong></td>
<td>$920</td>
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<tr>
<td><strong>SP5 Reflect and Value Diversity</strong></td>
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</tr>
<tr>
<td>Fund Title IX training and continue funding for WINS scholarships and AU Enrichment Grants</td>
<td>$912</td>
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<tr>
<td><strong>SP6 Bring the World to AU and AU to the World</strong></td>
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<tr>
<td>Increase funding for AU Abroad and Abroad at AU program delivery</td>
<td>$672</td>
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<tr>
<td><strong>SP7 Act on Values through Social Responsibility and Service</strong></td>
<td>Existing Budget</td>
</tr>
<tr>
<td><strong>SP8 Engage Alumni in the Life of the University, on and off Campus</strong></td>
<td>Existing Budget</td>
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($000s omitted)

<table>
<thead>
<tr>
<th>SP9</th>
<th>Encourage Innovation and High Performance</th>
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</thead>
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<tr>
<td></td>
<td>Provide funding for DC minimum wage increases</td>
</tr>
<tr>
<td></td>
<td>Increase funding support for dining programs and campus services</td>
</tr>
<tr>
<td></td>
<td>Enhance Public Safety staffing level to provide a safer campus</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SP10</th>
<th>Win Recognition and Distinction</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Enhance the university’s recruitment strategy</td>
</tr>
</tbody>
</table>

**ENABLING GOALS**

<table>
<thead>
<tr>
<th>EG1</th>
<th>Diversify Revenue Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Provide funding for online program delivery and student support</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EG2</th>
<th>Employ Technology to Empower Excellence</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Implement OIT Enterprise system enhancements</td>
</tr>
<tr>
<td></td>
<td>Renew technology life cycle capital programs</td>
</tr>
<tr>
<td></td>
<td>Continue support for OIT staffing resources to match enterprise enhancements</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
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</table>

<table>
<thead>
<tr>
<th>EG3</th>
<th>Improve the University Library and Research Infrastructure</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Increase funding for library collection, electronic databases, and WRLC</td>
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</table>

<table>
<thead>
<tr>
<th>EG4</th>
<th>Forge Partnerships by Leveraging our Capital Location</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Existing Budget</td>
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</table>

<table>
<thead>
<tr>
<th>EG5</th>
<th>Continue as a Model for Civil Discourse</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Existing Budget</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EG6</th>
<th>Align Facilities Planning with Strategic Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Provide funding for operating expenses at East Campus</td>
</tr>
<tr>
<td></td>
<td>Provide funding for operating expenses at 4801 Massachusetts Avenue</td>
</tr>
<tr>
<td></td>
<td>Modernize institutional facilities</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>

**TOTAL FUNDING**

<table>
<thead>
<tr>
<th>FY16</th>
<th>FY17</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$20,984</strong></td>
<td><strong>$33,961</strong></td>
</tr>
</tbody>
</table>

Expenditures for long-standing policies that support multiple goals of the strategic plan:

- Increase financial aid to match tuition and enrollment changes | $4,606 | $8,302 |
- Implement performance-based salary increase for faculty and staff | 2,500 | 2,700 |
- Provide market-competitive health and benefit packages for faculty and staff | 1,559 | 2,204 |

**Total** | **$8,665** | **$13,206** |
### Fiscal Years 2010–2017
#### Summary of Funding for Strategic Plan Goals

<table>
<thead>
<tr>
<th>($000s omitted)</th>
<th>FYs10–15 Subtotal</th>
<th>FY16</th>
<th>FY17</th>
<th>FYs10–17 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic Goals</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SP1 Epitomize the Scholar-Teacher Ideal</td>
<td>$29,181</td>
<td>$2,049</td>
<td>$3,349</td>
<td>$34,578</td>
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<tr>
<td>SP2 Provide an Unsurpassed Undergraduate Experience</td>
<td>$21,347</td>
<td>$873</td>
<td>$1,501</td>
<td>$23,720</td>
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<tr>
<td>SP3 Demonstrate Distinction in Graduate, Professional, and Legal Studies</td>
<td>$5,548</td>
<td>$670</td>
<td>$670</td>
<td>$6,888</td>
</tr>
<tr>
<td>SP4 Engage in Great Ideas and Issues through Research, Centers, and Institutes</td>
<td>$3,582</td>
<td>$920</td>
<td>$920</td>
<td>$5,422</td>
</tr>
<tr>
<td>SP5 Reflect and Value Diversity</td>
<td>$4,644</td>
<td>$912</td>
<td>$912</td>
<td>$6,469</td>
</tr>
<tr>
<td>SP6 Bring the World to AU and AU to the World</td>
<td>$6,301</td>
<td>$672</td>
<td>$371</td>
<td>$7,344</td>
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<tr>
<td>SP7 Act on Values through Social Responsibility and Service</td>
<td>$1,939</td>
<td>Existing Budget</td>
<td>$1,939</td>
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</tr>
<tr>
<td>SP8 Engage Alumni in the Life of the University, on and off Campus</td>
<td>$3,393</td>
<td>Existing Budget</td>
<td>$3,393</td>
<td></td>
</tr>
<tr>
<td>SP9 Encourage Innovation and High Performance</td>
<td>$13,324</td>
<td>$1,027</td>
<td>$4,042</td>
<td>$18,393</td>
</tr>
<tr>
<td>SP10 Win Recognition and Distinction</td>
<td>$5,401</td>
<td>$150</td>
<td>$150</td>
<td>$5,701</td>
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<tr>
<td><strong>Enabling Goals</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EG1 Diversify Revenue Sources</td>
<td>$4,925</td>
<td>$10,154</td>
<td>$13,154</td>
<td>$28,232</td>
</tr>
<tr>
<td>EG2 Employ Technology to Empower Excellence</td>
<td>$15,180</td>
<td>$2,569</td>
<td>$2,663</td>
<td>$20,413</td>
</tr>
<tr>
<td>EG3 Improve the University Library and Research Infrastructure</td>
<td>$4,540</td>
<td>$354</td>
<td>$766</td>
<td>$5,660</td>
</tr>
<tr>
<td>EG4 Forge Partnerships by Leveraging our Capital Location</td>
<td>$1,268</td>
<td>Existing Budget</td>
<td>$1,268</td>
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</tr>
<tr>
<td>EG5 Continue as a Model for Civil Discourse</td>
<td>$10</td>
<td>Existing Budget</td>
<td>$10</td>
<td></td>
</tr>
<tr>
<td>EG6 Align Facilities Planning with Strategic Goals</td>
<td>$40,918</td>
<td>$635</td>
<td>$5,462</td>
<td>$47,015</td>
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<tr>
<td><strong>Total Funding</strong></td>
<td>$161,500</td>
<td>$20,984</td>
<td>$33,961</td>
<td>$216,445</td>
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</tbody>
</table>

Expenditures for long-standing policies that support multiple goals of the strategic plan:

- Increase financial aid to match tuition and enrollment changes: $50,108 ($4,606 + $8,302 + $63,016)
- Implement performance-based salary increase for faculty and staff: 28,475 ($2,500 + $2,700 + 33,675)
- Provide market-competitive health and benefit packages for faculty and staff: 23,010 ($1,559 + $2,204 + 26,773)

<table>
<thead>
<tr>
<th></th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>$101,593</td>
<td>$8,665</td>
<td>$13,206</td>
</tr>
</tbody>
</table>
## Faculty and Staff Merit Increase and Market Adjustments

<table>
<thead>
<tr>
<th>Year</th>
<th>Merit %</th>
<th>Staff Market</th>
<th>Faculty Market</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY99</td>
<td>2.50%</td>
<td>$1,400,000</td>
<td>$225,000</td>
</tr>
<tr>
<td>FY00</td>
<td>2.50%</td>
<td>1,400,000</td>
<td>350,000</td>
</tr>
<tr>
<td>FY01</td>
<td>4.00%</td>
<td>1,400,000</td>
<td>800,000</td>
</tr>
<tr>
<td>FY02</td>
<td>4.00%</td>
<td>1,700,000</td>
<td>943,000</td>
</tr>
<tr>
<td>FY03</td>
<td>4.00%</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>FY04</td>
<td>4.00%</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>FY05</td>
<td>4.00%</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>FY06</td>
<td>3.75%</td>
<td>150,000</td>
<td>100,000</td>
</tr>
<tr>
<td>FY07</td>
<td>3.50%</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>FY08</td>
<td>3.70%</td>
<td>0</td>
<td>110,000</td>
</tr>
<tr>
<td>FY09</td>
<td>3.70%</td>
<td>0</td>
<td>120,000</td>
</tr>
<tr>
<td>FY10</td>
<td>3.00%</td>
<td>0</td>
<td>100,000</td>
</tr>
<tr>
<td>FY11</td>
<td>3.00%</td>
<td>0</td>
<td>100,000</td>
</tr>
<tr>
<td>FY12</td>
<td>3.00%</td>
<td>0</td>
<td>400,000</td>
</tr>
<tr>
<td>FY13</td>
<td>3.00%</td>
<td>0</td>
<td>400,000</td>
</tr>
<tr>
<td>FY14</td>
<td>2.50%</td>
<td>0</td>
<td>400,000</td>
</tr>
<tr>
<td>FY15</td>
<td>2.50%</td>
<td>0</td>
<td>400,000</td>
</tr>
<tr>
<td>FY16</td>
<td>1.50%</td>
<td>0</td>
<td>400,000</td>
</tr>
<tr>
<td>FY17</td>
<td>1.50%</td>
<td>0</td>
<td>400,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$6,050,000</strong></td>
<td><strong>$5,248,000</strong></td>
<td></td>
</tr>
</tbody>
</table>

*Notes*
- The FY16 merit pool will be implemented as one-time payments.
- Faculty market funding in FY16 and FY17 is for term faculty.
**FALL FULL-TIME EQUIVALENT ENROLLMENT**

Source: Office of Institutional Research and Assessment. Data as of the fifth week of the semester.
# Tuition, Housing, and Meal Plan Rates

## Tuition Rates: Fall and Spring Semesters

<table>
<thead>
<tr>
<th></th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FYs15-16 Change</th>
<th>FYs16-17 Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time Undergraduate (semester)</td>
<td>$20,658</td>
<td>$21,278</td>
<td>$22,023</td>
<td>3.0%</td>
<td>3.5%</td>
</tr>
<tr>
<td>Part-Time Undergraduate (credit hour)</td>
<td>1,376</td>
<td>1,417</td>
<td>1,467</td>
<td>3.0%</td>
<td>3.5%</td>
</tr>
<tr>
<td>Graduate (credit hour)</td>
<td>1,482</td>
<td>1,526</td>
<td>1,579</td>
<td>3.0%</td>
<td>3.5%</td>
</tr>
<tr>
<td>Washington College of Law (semester)</td>
<td>24,331</td>
<td>25,061</td>
<td>25,938</td>
<td>3.0%</td>
<td>3.5%</td>
</tr>
<tr>
<td>Washington College of Law (credit hour)</td>
<td>1,802</td>
<td>1,856</td>
<td>1,921</td>
<td>3.0%</td>
<td>3.5%</td>
</tr>
<tr>
<td>Nondegree Undergraduate (credit hour)</td>
<td>1,376</td>
<td>1,417</td>
<td>1,467</td>
<td>3.0%</td>
<td>3.5%</td>
</tr>
<tr>
<td>Nondegree Graduate (credit hour)</td>
<td>1,482</td>
<td>1,526</td>
<td>1,579</td>
<td>3.0%</td>
<td>3.5%</td>
</tr>
<tr>
<td>Part-time Off-campus (credit hour)</td>
<td>1,249</td>
<td>1,286</td>
<td>1,331</td>
<td>3.0%</td>
<td>3.5%</td>
</tr>
</tbody>
</table>

## Tuition Rates: Summer Semesters (per credit hour)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate</td>
<td>$1,337</td>
<td>$1,376</td>
<td>$1,417</td>
<td>2.95%</td>
<td>3.0%</td>
</tr>
<tr>
<td>Graduate</td>
<td>1,440</td>
<td>1,482</td>
<td>1,526</td>
<td>2.95%</td>
<td>3.0%</td>
</tr>
<tr>
<td>Washington College of Law</td>
<td>1,750</td>
<td>1,802</td>
<td>1,856</td>
<td>2.95%</td>
<td>3.0%</td>
</tr>
<tr>
<td>Nondegree Undergraduate</td>
<td>1,337</td>
<td>1,376</td>
<td>1,417</td>
<td>2.95%</td>
<td>3.0%</td>
</tr>
<tr>
<td>Nondegree Graduate</td>
<td>1,440</td>
<td>1,482</td>
<td>1,526</td>
<td>2.95%</td>
<td>3.0%</td>
</tr>
<tr>
<td>Part-Time Off-campus</td>
<td>1,213</td>
<td>1,249</td>
<td>1,286</td>
<td>2.95%</td>
<td>3.0%</td>
</tr>
</tbody>
</table>

## Student Housing (per semester)

<table>
<thead>
<tr>
<th></th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FYs15-16 Change</th>
<th>FYs16-17 Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single Occupancy</td>
<td>$6,140</td>
<td>$6,201</td>
<td>$6,263</td>
<td>1.0%</td>
<td>1.0%</td>
</tr>
<tr>
<td>Double Occupancy</td>
<td>4,804</td>
<td>4,852</td>
<td>4,900</td>
<td>1.0%</td>
<td>1.0%</td>
</tr>
<tr>
<td>Triple Occupancy</td>
<td>3,585</td>
<td>3,621</td>
<td>3,657</td>
<td>1.0%</td>
<td>1.0%</td>
</tr>
<tr>
<td>Nebraska Hall and Cassell Hall Single Occupancy</td>
<td>6,383</td>
<td>6,574</td>
<td>6,771</td>
<td>3.0%</td>
<td>3.0%</td>
</tr>
<tr>
<td>Nebraska Hall and Cassell Hall Double Occupancy</td>
<td>5,285</td>
<td>5,443</td>
<td>5,606</td>
<td>3.0%</td>
<td>3.0%</td>
</tr>
<tr>
<td>Centennial Hall Single Occupancy</td>
<td>6,383</td>
<td>6,542</td>
<td>6,705</td>
<td>2.5%</td>
<td>2.5%</td>
</tr>
<tr>
<td>Centennial Hall Double Occupancy</td>
<td>5,093</td>
<td>5,220</td>
<td>5,350</td>
<td>2.5%</td>
<td>2.5%</td>
</tr>
<tr>
<td>East Campus Single Occupancy</td>
<td>n/a</td>
<td>n/a</td>
<td>6,771</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>East Campus Double Occupancy</td>
<td>n/a</td>
<td>n/a</td>
<td>5,523</td>
<td>n/a</td>
<td>n/a</td>
</tr>
</tbody>
</table>

## Meal Plan Rates

<table>
<thead>
<tr>
<th></th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FYs15-16 Change</th>
<th>FYs16-17 Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>250 Block Plan</td>
<td>$2,850</td>
<td>$2,899</td>
<td>$2,949</td>
<td>2.0%</td>
<td>2.0%</td>
</tr>
<tr>
<td>200 Block Plan</td>
<td>2,536</td>
<td>2,579</td>
<td>2,622</td>
<td>2.0%</td>
<td>2.0%</td>
</tr>
<tr>
<td>175 Block Plan</td>
<td>2,287</td>
<td>2,325</td>
<td>2,363</td>
<td>2.0%</td>
<td>2.0%</td>
</tr>
<tr>
<td>100 Block Plan</td>
<td>1,498</td>
<td>1,520</td>
<td>1,542</td>
<td>2.0%</td>
<td>2.0%</td>
</tr>
</tbody>
</table>

**Notes**
- Student housing rates include the $18 per semester Residence Hall Association fee.
- Meal plan rates shown include $200 EagleBucks and $200 Dining Dollars. Additional meal plan options are available.
### MARKET COMPARISON: AVERAGE UNDERGRADUATE TUITION AND MANDATORY FEE INCREASES

<table>
<thead>
<tr>
<th></th>
<th>American University</th>
<th>AU Competitors Average*</th>
<th>Private Institutions**</th>
</tr>
</thead>
<tbody>
<tr>
<td>AY95–96 to AY96–97</td>
<td>3.7%</td>
<td>4.9%</td>
<td>5.0%</td>
</tr>
<tr>
<td>AY96–97 to AY97–98</td>
<td>4.6%</td>
<td>4.7%</td>
<td>5.0%</td>
</tr>
<tr>
<td>AY97–98 to AY98–99</td>
<td>4.7%</td>
<td>5.6%</td>
<td>5.0%</td>
</tr>
<tr>
<td>AY98–99 to AY99–00</td>
<td>4.8%</td>
<td>4.8%</td>
<td>4.7%</td>
</tr>
<tr>
<td>AY99–00 to AY00–01</td>
<td>5.0%</td>
<td>4.5%</td>
<td>5.2%</td>
</tr>
<tr>
<td>AY00–01 to AY01–02</td>
<td>5.1%</td>
<td>5.2%</td>
<td>5.5%</td>
</tr>
<tr>
<td>AY01–02 to AY02–03</td>
<td>4.3%</td>
<td>6.3%</td>
<td>5.8%</td>
</tr>
<tr>
<td>AY02–03 to AY03–04</td>
<td>5.9%</td>
<td>7.3%</td>
<td>6.0%</td>
</tr>
<tr>
<td>AY03–04 to AY04–05</td>
<td>5.9%</td>
<td>6.4%</td>
<td>6.0%</td>
</tr>
<tr>
<td>AY04–05 to AY05–06</td>
<td>6.5%</td>
<td>6.3%</td>
<td>5.9%</td>
</tr>
<tr>
<td>AY05–06 to AY06–07</td>
<td>5.9%</td>
<td>6.0%</td>
<td>5.9%</td>
</tr>
<tr>
<td>AY06–07 to AY07–08</td>
<td>5.9%</td>
<td>5.6%</td>
<td>6.3%</td>
</tr>
<tr>
<td>AY07–08 to AY08–09</td>
<td>5.9%</td>
<td>5.5%</td>
<td>5.9%</td>
</tr>
<tr>
<td>AY08–09 to AY09–10</td>
<td>5.1%</td>
<td>4.8%</td>
<td>4.4%</td>
</tr>
<tr>
<td>AY09–10 to AY10–11</td>
<td>4.9%</td>
<td>4.5%</td>
<td>4.5%</td>
</tr>
<tr>
<td>AY10–11 to AY11–12</td>
<td>3.7%</td>
<td>4.3%</td>
<td>4.5%</td>
</tr>
<tr>
<td>AY11–12 to AY12–13</td>
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<td>4.0%</td>
<td>4.2%</td>
</tr>
<tr>
<td>AY12–13 to AY13–14</td>
<td>2.9%</td>
<td>3.6%</td>
<td>3.8%</td>
</tr>
<tr>
<td>AY13–14 to AY14–15</td>
<td>2.9%</td>
<td>3.5%</td>
<td>3.7%</td>
</tr>
<tr>
<td><strong>AVERAGE</strong></td>
<td><strong>4.8%</strong></td>
<td><strong>5.1%</strong></td>
<td><strong>5.1%</strong></td>
</tr>
</tbody>
</table>

* Notes
  * AU’s competitors (private and public) identified by the Office of Enrollment
  ** Annually reported by the College Board
# Market Comparison: Full-Time Undergraduate Tuition and Mandatory Fees

<table>
<thead>
<tr>
<th>School</th>
<th>FY14</th>
<th>FY15</th>
<th>Increase FY14 to FY15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carnegie Mellon University</td>
<td>$47,642</td>
<td>$49,022</td>
<td>$1,380 2.9%</td>
</tr>
<tr>
<td>George Washington University</td>
<td>$47,343</td>
<td>$48,850</td>
<td>$1,507 3.2%</td>
</tr>
<tr>
<td>Tufts University</td>
<td>$46,598</td>
<td>$48,643</td>
<td>$2,045 4.4%</td>
</tr>
<tr>
<td>Bucknell University</td>
<td>$46,902</td>
<td>$48,498</td>
<td>$1,596 3.4%</td>
</tr>
<tr>
<td>Tulane University</td>
<td>$46,930</td>
<td>$48,305</td>
<td>$1,375 2.9%</td>
</tr>
<tr>
<td>Colgate University</td>
<td>$46,380</td>
<td>$48,175</td>
<td>$1,795 3.9%</td>
</tr>
<tr>
<td>Johns Hopkins University</td>
<td>$45,970</td>
<td>$47,560</td>
<td>$1,590 3.5%</td>
</tr>
<tr>
<td>Boston College</td>
<td>$45,622</td>
<td>$47,436</td>
<td>$1,814 4.0%</td>
</tr>
<tr>
<td>University of Rochester</td>
<td>$45,372</td>
<td>$46,960</td>
<td>$1,588 3.5%</td>
</tr>
<tr>
<td>Georgetown University</td>
<td>$44,805</td>
<td>$46,744</td>
<td>$1,939 4.3%</td>
</tr>
<tr>
<td>Boston University</td>
<td>$44,910</td>
<td>$46,664</td>
<td>$1,754 3.9%</td>
</tr>
<tr>
<td>Washington University in St. Louis</td>
<td>$44,841</td>
<td>$46,467</td>
<td>$1,626 3.6%</td>
</tr>
<tr>
<td>New York University</td>
<td>$44,845</td>
<td>$46,148</td>
<td>$1,303 2.9%</td>
</tr>
<tr>
<td>College of the Holy Cross</td>
<td>$44,272</td>
<td>$45,692</td>
<td>$1,420 3.2%</td>
</tr>
<tr>
<td>Lafayette College</td>
<td>$44,670</td>
<td>$45,635</td>
<td>$965 2.2%</td>
</tr>
<tr>
<td>Fordham University</td>
<td>$43,577</td>
<td>$45,008</td>
<td>$1,431 3.2%</td>
</tr>
<tr>
<td>Emory University</td>
<td>$44,008</td>
<td>$45,008</td>
<td>$1,000 2.3%</td>
</tr>
<tr>
<td>Lehigh University</td>
<td>$43,520</td>
<td>$44,890</td>
<td>$1,370 3.1%</td>
</tr>
<tr>
<td>Vanderbilt University</td>
<td>$43,368</td>
<td>$44,542</td>
<td>$1,174 2.7%</td>
</tr>
<tr>
<td>University of Miami</td>
<td>$42,852</td>
<td>$44,350</td>
<td>$1,498 3.5%</td>
</tr>
<tr>
<td>Northeastern University</td>
<td>$41,686</td>
<td>$43,440</td>
<td>$1,754 4.2%</td>
</tr>
<tr>
<td>Case Western Reserve University</td>
<td>$41,800</td>
<td>$43,158</td>
<td>$1,358 3.2%</td>
</tr>
<tr>
<td>Syracuse University</td>
<td>$40,458</td>
<td>$41,886</td>
<td>$1,428 3.5%</td>
</tr>
<tr>
<td><strong>American University</strong></td>
<td><strong>$40,649</strong></td>
<td><strong>$41,833</strong></td>
<td><strong>$1,184 2.9%</strong></td>
</tr>
<tr>
<td>Rice University</td>
<td>$38,941</td>
<td>$40,665</td>
<td>$1,724 4.4%</td>
</tr>
<tr>
<td>College of William and Mary*</td>
<td>$37,851</td>
<td>$39,360</td>
<td>$1,509 4.0%</td>
</tr>
<tr>
<td>Hofstra University</td>
<td>$37,400</td>
<td>$38,900</td>
<td>$1,500 4.0%</td>
</tr>
<tr>
<td>University of Dayton</td>
<td>$35,800</td>
<td>$37,230</td>
<td>$1,430 4.0%</td>
</tr>
<tr>
<td>University of Maryland–College Park*</td>
<td>$28,347</td>
<td>$29,720</td>
<td>$1,373 4.8%</td>
</tr>
<tr>
<td>University of Cincinnati*</td>
<td>$25,816</td>
<td>$26,334</td>
<td>$518 2.0%</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td><strong>$42,439</strong></td>
<td><strong>$43,921</strong></td>
<td><strong>$1,482 3.5%</strong></td>
</tr>
</tbody>
</table>

**Notes**

According to the College Board’s annual tuition survey, the average in-state tuition and fees increase at public four-year institutions from AY13–14 to AY14–15 is 2.9%; the average tuition increase at private four-year institutions from AY13–14 to AY14–15 is 3.7%.

**Sources:** The Chronicle of Higher Education 11/13/2014 issue; American University Competition Profile, fall 2014

* State institutions indicate out-of-state tuition rates.
TUITION DISCOUNT RATE (FINANCIAL AID AS A PERCENT OF TUITION REVENUE)

Notes
Excludes employee remitted tuition.

The tuition discount formula was recalibrated effective FY16 to reflect special allocations that had not previously been factored into the calculation (e.g., Frederick Douglass Distinguished Scholarships, grants-in-aid, and AU enrichment grants).
PERCENTAGE OF FINANCIAL AID EXPENDITURES ON NEED VS. MERIT

<table>
<thead>
<tr>
<th></th>
<th>NEED</th>
<th>MERIT</th>
</tr>
</thead>
<tbody>
<tr>
<td>AY13-14</td>
<td>71%</td>
<td>29%</td>
</tr>
<tr>
<td>AY12-13</td>
<td>56%</td>
<td>44%</td>
</tr>
<tr>
<td>AY11-12</td>
<td>45%</td>
<td>55%</td>
</tr>
<tr>
<td>AY10-11</td>
<td>36%</td>
<td>64%</td>
</tr>
<tr>
<td>AY09-10</td>
<td>34%</td>
<td>66%</td>
</tr>
</tbody>
</table>

AVERAGE STUDENT DEBT FOR GRADUATES

2009 2010 2011 2012 2013 2014
American University
National average
Private/Nonprofit

Note
Numbers for 2014 are projected.
OPERATING BUDGET HISTORY

Millions of Dollars

<table>
<thead>
<tr>
<th>Year</th>
<th>Budget</th>
<th>Actual Revenue</th>
<th>Actual Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY00</td>
<td>239.4</td>
<td>232.7</td>
<td>235.0</td>
</tr>
<tr>
<td>FY01</td>
<td>249.9</td>
<td>250.5</td>
<td>250.3</td>
</tr>
<tr>
<td>FY02</td>
<td>272.6</td>
<td>269.9</td>
<td>269.8</td>
</tr>
<tr>
<td>FY03</td>
<td>290.5</td>
<td>287.1</td>
<td>286.8</td>
</tr>
<tr>
<td>FY04</td>
<td>312.1</td>
<td>305.7</td>
<td>305.6</td>
</tr>
<tr>
<td>FY05</td>
<td>329.2</td>
<td>337.8</td>
<td>337.6</td>
</tr>
<tr>
<td>FY06</td>
<td>357.6</td>
<td>361.6</td>
<td>361.4</td>
</tr>
<tr>
<td>FY07</td>
<td>380.7</td>
<td>382.2</td>
<td>382.0</td>
</tr>
<tr>
<td>FY08</td>
<td>402.6</td>
<td>408.7</td>
<td>408.3</td>
</tr>
<tr>
<td>FY09</td>
<td>427.7</td>
<td>439.3</td>
<td>438.9</td>
</tr>
<tr>
<td>FY10</td>
<td>456.7</td>
<td>481.0</td>
<td>480.1</td>
</tr>
<tr>
<td>FY11</td>
<td>479.2</td>
<td>512.6</td>
<td>511.8</td>
</tr>
<tr>
<td>FY12</td>
<td>548.8</td>
<td>541.0</td>
<td>541.0</td>
</tr>
<tr>
<td>FY13</td>
<td>572.8</td>
<td>556.3</td>
<td>555.9</td>
</tr>
<tr>
<td>FY14</td>
<td>593.4</td>
<td>572.3</td>
<td>571.7</td>
</tr>
<tr>
<td>FY15</td>
<td>615.1</td>
<td>595.1</td>
<td>595.0</td>
</tr>
</tbody>
</table>

Notes
FY15 actual revenue and expense are projected.