ANTIOCH UNIVERSITY

REPORT TO THE BOARD OF TRUSTEES

1996-97 YEAR END PROJECTION

1997-98 PROPOSED BUDGET

JUNE 6-7, 1997

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1997-98 PROPOSED BUDGET

I. INTRODUCTION

The information contained in this report is presented using the Financial Accounting Standards Board (FASB) 117 reporting standard that became mandatory for independent colleges and universities on July 1, 1995. The objective of the FASB reporting standard is to enhance the relevance, clarity, and comparability of financial statements issued by not-for-profit organizations, regardless of the nature of their operations or mission. Antioch University converted to FASB 117 reporting standards before the required implementation date and, consequently, now has two years of expenditure data in this format. Comparisons with prior-year information can now be consistently presented in the new format and this has simplified the presentation of the 1997-98 budget data.

The 1997-98 Proposed Budget is the spending plan that has been developed by each of the Campuses and operating units for consideration and action by the Board of Trustees. The Proposed Budget for each Campus reflects a careful analysis of their future revenues and expenditures with appropriated adjustments for changes in enrollment and other demand factors. In nearly every case, program adjustments have necessitated adjustments in staffing and support cost levels. In some cases, the 1996-97 experience dictated extreme changes for 1997-98 in order to comply with the policy of the Board of Trustees that each Campus submit and maintain a balanced Operating Budget. One quarter remained of the 1996-97 year at the time the Proposed Budget was developed. The 1996-97 performance of each Campus will be reviewed at the October meeting of the Board of Trustees following the close of the fiscal year.

II. FORMAT AND CONTENT

The 1997-98 Proposed Budget contains summary schedules for the entire University and similar schedules for each Campus. In addition, each Campus has prepared a narrative description of the significant events that have occurred in the current year as well as those that are expected to occur during the next year. The purpose of the narrative is to give an overview of how each Campus is managing and what problems and opportunities it anticipates in the coming year. In addition, each Campus has provided a Capital Budget. Under Board of Trustee policy, Trustee approval is required for

The columns of the 1997-98 Proposed Budget by Function schedule present information about the prior year, the current year, and the coming year. For comparison purposes, the first column contains the 1995-96 actual expenditure history. The second column contains the 1996-97 Budget as approved by the Board of Trustees and the third column contains information about how each of the Campuses anticipate their 1996-97 Budget will appear at the end of the current fiscal year. That is, the 1996-97 Budget column is the plan for the current year while the 1996-97 Projected column shows how the plan is likely to play out. The next two columns, Change From 1996-97 Budget to Projected show the dollar amount and percentage variance between the plan for the current year and the likely outcome at June 30.

Because the Proposed 1997-98 Budget is developed from current year operations, it is important to consider how the current year will end before deciding on what is or is not possible in the new year. For this reason, the Proposed Budget schedules show the changes from the current year budget to the anticipated year end amounts.

The Proposed 1997-98 Budget is segregated from the other columns by solid vertical lines to make it stand out from the other numbers. The next two columns on this schedule compare the Proposed 1997-98 Budget with the 1996-97 Projected Outcome, and the last two columns compare the Proposed 1997-98 Budget with the 1996-97 Budget as approved by the Board. Each set of comparisons presents the dollar variance and the percentage variance. Major dollar/percentage changes tend to signify programmatic shifts or restructuring of some significance.

FASB 117 requires the presentation of information on an accrual basis, but the actual management of the University also depends on maintaining an appropriate cash flow so that current obligations can be met. The Annual Budget conversion to cash basis section of this schedule identifies those expenses and revenue sources that must be considered when adjusting from an accrual basis to a cash basis. These items are primarily concerned with Equipment and Facilities which, although occurring in one fiscal year, are depreciated over their useful life. The Borrowing Proceeds, if any, associated with these expenditures are reflected on a separate line and the Principal Payments necessary to retire the loans of previous years are also shown. Accumulated depreciation is also shown, but it is an offset to the Depreciation Expense that is included as a part of the Plant Maintenance function.

IV. THE CATEGORY SCHEDULE

The second major schedule is the 1997-98 Proposed University Budget by Category. On this schedule, Revenues from the Function schedule are condensed to a single line, but Operating Expenses from the Function schedule are presented by category (e.g., Salaries & Wages, Benefits, Supplies). These Categories show how the Proposed Budget will be expended by the major Expense categories that are explained in detail on page L2.

A section of this schedule shows the Contingency/Reserves that the Campuses are required to budget. The "Campus Contingency, Mandatory" amount is set at 2% of net revenue. This Reserve will be retained centrally until the University Administration is reasonably sure that overall University Revenues and Expenditures will balance for the year. At the end of each quarter of the fiscal year those Campuses which are performing at or above their budgeted level may request the release of a portion of the Mandatory Reserve. In October we do not anticipate releasing more than 10% of the total. In January we would expect to release not more than 50% (cumulative) of the total with the remaining 50% to be released in April. These percentages are guidelines; if total University Revenues appear to be much higher or lower than budgeted, the percentages that can be released at the end of any quarter will be appropriately adjusted.

The "Campus Program Contingency, Discretionary" is a reserve amount determined by individual Campuses. Depending on the volatility of their programs, the Campus may elect to hold an additional sum in reserve to offset possible revenue fluctuations. The amount of this Reserve is determined by the Campus, and the Campus determines when this Revenue should be released for expenditure. Not all Campuses elect to place funds in this Reserve.

The Liquidity Reserve is equal to 1% (1.5% for Seattle) of the net tuition and fee Revenue of each Campus. The Liquidity Reserve is not available for expenditure for any purpose, but the budgeted amounts are added to the Liquidity Reserve each year and allowed to accumulate in order to restore the financial integrity of the University. The bond issues that have financed facilities at New England and Seattle require the University to operate with an excess of revenue over expenses in each year. In order to satisfy this ratio and to build for the time when the University can satisfy Moody Investors Service requirements for a bond rating, this money is accumulated in University-wide accounts.

The Overhead section shows the assessments that are made against each Campus in order to support operations of the University. The assessments are made at the rate of 13.75% of net student revenue. Net student revenue excludes tuition generated by new programs less than two years in operation, tuition discounts and waivers, and uncollectable tuition and fees. From the overhead, Rebates from the University are transferred to the individual campuses as is the Subsidy from Adult Campuses and the Subsidy from Overhead. Campuses which receive Rebates and Subsidies will show negative amounts in the various columns of this schedule. These amounts appear as negative expenses rather than Revenues since they are transfers from one part of the organization to another.

Although overhead is assessed at 13.75%, Rebates reduce the effective Overhead rate. Rebate increases in 1997-98 will lower the effective Overhead rate to 10% or less for the Adult Campuses. The Other line of this schedule shows the effect of various contractual relationships between Campuses as well as certain University-wide assessments such as the University Conference. Because the University Conference will not occur in the 1997-98 fiscal year, the next assessment for the Conference will occur in 1998-99.

Depreciation is a major expense for the University, and is carried centrally because all facilities are held in the corporate name of the University. Both the Depreciation Expense and the Add Back Depreciation entry appear in the University Wide Expenses Budget on pages K2 and K3.

The columns of the 1997-98 Proposed Budget by Category schedule are identical to those on the Budget by Function schedule.

Antioch University

1997-98 Proposed Budget by Function

	1995-96 Actual	1996-97 Budget	1996-97 Projected	Change From 1996-97 Budget to 1996-97 Proj $	%	Proposed 1997-98 Budget	Change From 1996-97 Proj To 1997-98 Budget $	%	Change From 1996-97 Budget To 1997-98 Budget $	%
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Revenues										
Tuition & Fees	36,920,216	38,353,440	36,528,970	-1,824,470	-4.76%	38,833,609	2,304,639	6.31%	480,169	1.25%
Less Tuition Discounts	-3,011,185	-2,768,090	-2,545,562	222,528	-8.04%	-2,501,710	43,852	-1.72%	266,380	-9.62%
Gifts	1,753,907	1,793,965	2,375,417	581,452	32.41%	1,893,228	-482,189	-20.30%	99,263	5.53%
Grants	2,836,272	2,397,108	2,343,286	-53,822	-2.25%	2,765,670	422,384	18.03%	368,562	15.38%
Endowment Income	284,208	252,500	252,500	0	0.00%	251,200	-1,300	-0.51%	-1,300	-0.51%
Contracts	181,734	359,638	224,982	-134,656	-37.44%	322,138	97,156	43.18%	-37,500	-10.43%
Other Income	1,475,408	906,569	1,498,375	591,806	65.28%	1,067,028	-431,347	-28.79%	160,459	17.70%
Total E&G Revenue	40,440,560	41,295,130	40,677,968	-617,162	-1.49%	42,631,163	1,953,195	4.80%	1,336,033	3.24%
Auxiliary Enterprises	2,949,069	3,420,938	3,079,482	-341,456	-9.98%	2,954,947	-124,535	-4.04%	-465,991	-13.62%
Released From Restrictions	2,571,533	1,354,004	2,070,820	716,816	52.94%	2,358,711	287,891	13.90%	1,004,707	74.20%
Total Revenues	45,961,162	46,070,072	45,828,270	-241,802	-0.52%	47,944,821	2,116,551	4.62%	1,874,749	4.07%
Net Overhead for Central Ops	2,375,884	2,454,162	2,387,039	-67,123	-2.74%	2,406,928	19,889	0.83%	-47,234	-1.92%
Operating Expenses										
Instruction	18,289,327	16,835,341	16,096,105	-739,238	-4.39%	17,138,908	1,042,803	6.48%	303,567	1.80%
Research	90,183	122,028	44,155	-77,873	-63.82%	80,000	35,845	81.18%	-42,028	-34.44%
Public Service	1,497,944	1,739,611	1,594,483	-145,128	-8.34%	1,806,594	212,111	13.30%	66,983	3.85%
Academic Support	2,270,987	1,903,572	1,945,116	41,544	2.18%	2,258,105	312,989	16.09%	354,533	18.62%
Student Services	5,276,572	5,046,114	4,895,191	-150,923	-2.99%	5,015,878	120,687	2.47%	-30,236	-0.60%
Institutional Support	11,304,800	12,768,245	12,336,036	-432,209	-3.39%	13,201,535	865,499	7.02%	433,290	3.39%
Plant Maintenance	5,599,294	5,694,658	5,953,051	258,393	4.54%	6,010,955	57,904	0.97%	316,297	5.55%
Scholarships	3,102,655	2,398,095	2,982,082	583,987	24.35%	2,746,858	-235,224	-7.89%	348,763	14.54%
Total E&G Expenses	45,431,742	46,507,664	45,846,219	-661,445	-1.42%	48,258,833	2,412,814	5.26%	1,751,169	3.77%
Auxiliary Enterprises	2,895,035	2,609,900	2,491,908	-117,992	-4.52%	2,358,981	-132,927	-5.33%	-250,919	-9.61%
Total Operating Expenses	48,126,777	49,117,564	48,338,127	-779,437	-1.59%	50,617,814	2,279,687	4.72%	1,500,250	3.05%
Excess Revenue over Expenses	210,269	-593,330	-122,818	470,512	-79.30%	-266,065	-143,247	116.63%	327,265	-55.16%
Annual Budget conversion to Cash basis										
Capital Expenditures	2,074,223	7,844,298	7,291,069	-553,229	-7.05%	2,698,836	69,030	0.95%	-5,145,462	-65.59%
Borrowing Proceeds	-640,508	-7,500,000	-6,256,430	1,243,570	-16.58%	-1,678,062	4,578,368	-73.18%	5,821,938	-77.63%
Principal Payments	495,598	972,572	1,152,272	179,700	18.48%	994,711	-157,561	-13.67%	22,139	2.28%
Prior Year Reserves	-17,447	-110,200	-341,130	-230,930	209.56%	-151,550	189,580	-55.57%	-41,350	37.52%
Add back Depreciation	-1,821,512	-1,800,000	-1,960,000	-160,000	8.89%	-2,130,000	-170,000	8.67%	-330,000	18.33%
Total Cash Items	90,354	-593,330	-114,219	479,111	-80.75%	-266,065	-151,846	132.94%	327,265	-55.16%
Net Cash Basis Budget	119,915	0	-8,599	-8,599		0	8,599	-100.00%	0	

Antioch University

1997-98 Proposed Budget by Category

	1995-96 Actual	1996-97 Budget	1996-97 Projected	Change From 1996-97 Budget to 1996-97 Proj $	%	Proposed 1997-98 Budget	Change From 1996-97 Proj To 1997-98 Budget $	%	Change From 1996-97 Budget To 1997-98 Budget $	%
Total Revenues	45,961,162	46,070,072	45,828,270	-241,802	-0.52%	***47,944,821***	2,116,551	4.62%	1,874,749	4.07%
Net Overhead for Central Ops	2,375,884	2,454,162	2,387,039	-67,123	-2.74%	***2,406,928***	19,889	0.83%	-47,234	-1.92%
Total Revenues and Net Overhead	48,337,046	48,524,234	48,215,309	-308,925	-0.64%	***50,351,749***	2,136,440	4.43%	1,827,515	3.77%
Operating Expenses										
Salaries & Wages	22,460,319	22,171,477	21,830,989	-340,488	-1.54%	***23,022,952***	1,191,963	5.46%	851,475	3.84%
Benefits	5,972,416	6,672,886	6,514,963	-157,923	-2.37%	***7,059,110***	544,147	8.35%	386,224	5.79%
Training & Development	1,395,770	1,192,193	1,250,285	58,092	4.87%	***1,687,409***	437,124	34.96%	495,216	41.54%
Student Aid Services	1,374,570	1,176,765	1,457,761	280,996	23.88%	***1,151,956***	-305,805	-20.98%	-24,809	-2.11%
Special Events	260,756	172,235	173,867	1,632	0.95%	***212,272***	38,405	22.09%	40,037	23.25%
Supplies	1,428,614	1,347,907	1,147,650	-200,257	-14.86%	***1,195,609***	47,959	4.18%	-152,298	-11.30%
Business Operations	5,321,217	4,773,062	4,900,898	127,836	2.68%	***4,314,094***	-586,804	-11.97%	-458,968	-9.62%
Plant Maintenance	3,618,198	3,601,981	3,841,329	239,348	6.64%	***3,133,382***	-707,947	-18.43%	-468,599	-13.01%
Interest Expense	1,142,870	1,099,958	1,064,073	-35,885	-3.26%	***1,356,646***	292,573	27.50%	256,688	23.34%
Resale Costs	597,064	626,314	580,999	-45,315	-7.24%	***512,863***	-68,136	-11.73%	-113,451	-18.11%
Miscellaneous	327,821	388,209	318,663	-69,546	-17.91%	***796,836***	478,173	150.06%	408,627	105.26%
Contingency/Reserves										
Campus Contingency, Mandatory	-63,355	817,840	298,323	-519,517	-63.52%	***704,101***	405,778	100.00%	-113,739	-13.91%
Campus Program Contingency, Discretionary	-22,336	323,129	172,452	-150,677	-46.63%	***442,015***	269,563	156.31%	118,886	36.79%
Liquidity Reserve	0	345,277	349,193	3,916	1.13%	***385,059***	35,866	10.27%	39,782	11.52%
Overhead				0						
To the University	4,350,883	4,383,292	4,310,113	-73,179	-1.67%	***4,443,387***	133,274	3.09%	60,095	1.37%
Rebates from the University	-1,425,002	-1,398,074	-1,398,074	0	0.00%	***-1,511,459***	-113,385	8.11%	-113,385	8.11%
Subsidy from Adult Campuses	0	0	0	0		***0***	0		0	
Subsidy from Overhead	-550,000	-525,000	-525,000	0	0.00%	***-525,000***	0	0.00%		0.00%
Other (Intercampus Agree & Univ Conf)	115,460	148,113	89,643	-58,470	-39.48%	***106,582***	16,939	18.90%	-41,531	-28.04%
Depreciation	1,821,512	1,800,000	1,960,000	160,000	8.89%	***2,130,000***	170,000	8.67%	330,000	18.33%
Total Operating Expenses	48,126,777	49,117,564	48,338,127	-779,437	-1.59%	***50,617,814***	2,279,687	4.72%	1,500,250	3.05%
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Prior Year Reserves	-17,447	-110,200	-341,130	-230,930	209.56%	***-151,550***	189,580	-55.57%	-41,350	37.52%
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Total Cash Items	90,354	-593,330	-114,219	479,111	-80.75%	***-266,065***	-151,846	132.94%	327,265	-55.16%
Net Cash Basis Budget	119,915	0	-8,599	-8,599		***0***	8,599	-100.00%	0	

ANTIOCH COLLEGE
1997-98 Proposed Budget

I. Antioch College Goals for 1997-98

In the current budget year, the College created a Strategic Planning Task Force to develop a plan, within the context of the College's mission and curricular goals, to move forward to self-sufficiency. In October, the Noel Levitz consulting firm was asked to do an analysis of the College's cost and revenue structures relative to our peer institutions, competitor institutions and liberal arts institutions nationally. This analysis was presented to the Board of Trustees Task Force on Strategic Financial Directions of the College, and subsequently to the College's Strategic Planning Task Force and various College fora. The consensus reached from that analysis was that the College simply could not remain as under-enrolled as it currently is, and that "enrollment growth is critical to the future of the College as a distinctive liberal arts institution". The Task Force adopted the goal of increasing enrollment to 800 FTE by the year 2000 and worked throughout the fall and early winter to develop a comprehensive strategic plan to achieve that goal.

The Strategic Planning Task Force engaged more than half the community in focus groups, public meetings, community discussions and fora in preparing the plan. The four-year plan encompasses forty goals and objectives and one hundred and twenty one action steps aimed at enabling the college to "compete and excel among other residential liberal arts institutions into the 21st century". This plan, with its critical focus on recruitment and retention issues, served as the template for preparing the College's proposed 1997-98 budget. The administrative goals emerging from this plan include:

-**Improving recruitment efforts**, including: restructuring admissions and financial aid departments into a single enrollment management unit; increasing and enhancing the communication stream to prospective students; cross-training telecounselors; increasing efforts to qualify inquiries and focus follow-up recruitment activities; increasing number of early-aid-estimators to improve yield; developing admissions publications for students of color; negotiating additional articulation agreements with appropriate community colleges; securing the involvement of all College departments, alums, trustees and other campuses in the recruitment effort; utilizing faculty to travel with admissions staff; utilizing recent graduates in the recruiting effort; developing closer ties with the Coalition of Essential Schools and other efforts to strategically shape the inquiry pool; and articulation of the College's "meta-curriculum" in recruitment literature.

-**Improving retention efforts**, including; securing the involvement of all College departments in the retention effort; improving the quality, consistency and stability of instruction; addressing student concerns that emerged from the strategic planning process; improving the intellectual and cultural climate of the campus; continuing to build a climate of civility, respect and trust; continuing to strengthen academic advising; improving service orientation and responsiveness of key departments; maintaining consistent and rapid response to campus situations; continuing to build the Community Service dimension of Student Affairs and the culture of service on campus; continuing review of senior administrators and other measures aimed at assuring administrative accountability; continuing to refine and improve withdrawal processes.

-**Reconceptualizing the Co-op program**, including: implementing the recommendations of the Co-op Committee of the Strategic Planning Task Force; adapting the program to take advantage of the year-round academic calendar; developing strategies for further integration of co-op, classroom and community learning.

-**Addressing technology and infrastructure needs**, including: upgrading campus computing facilities; seeking funding to bring the library catalogue on-line; wiring additional buildings for computing and internet access; upgrading campus access to outside networks with a T-1 line; fully implementing Datatel conversion; developing a plan for bringing telephone and computer service to the dorms; seeking gift and grant support for technology needs; constituting a Renovation Task Force to revisit the campus plan and make recommendations about physical plant priorities; completing renovation of Birch Hall and the Amphitheater; and putting a new roof on the Library.

-**Realigning the allocation of resources to match priorities,** including: implementing the recommendations of the Dean of Faculty and Academic Program Committee on Faculty Realignment.

-**Implementing the summer academic term**, including: delivering block-intensive summer academic programs; supporting the delivery of Institutes in Peace Studies, Documentary, Theater, Music, Languages, and Storytelling; and continuing marketing effort to recruit non-matriculant participation to build the summer revenue stream.

-**Continue work on building an anti-racist and multicultural community,** including: continuing efforts to increase the diversity of faculty, staff and student body; making Undoing Racism and diversity training available to all campus constituents; re-examining the curricular commitment to multi-cultural learning; connecting multi-cultural priorities to the operating budget; and continuing support for cultural events and activities and for efforts addressing specific injustices.

-**Strategic leveraging of resources**, including: using a MacArthur supported grant writer to build additional College resources; and examining opportunity costs in terms of building strategic capacity.

II. Financial Situation in 1997-98 Compared to 1996-97

The College's financial situation in the coming fiscal year will be significantly different than its situation this fiscal year due to the following:

-The College's 1996-97 budget was reduced by $800,000 during July and August, to adjust it to the realities of the 1995-96 downturn in enrollment. As a result, a significant portion of the revenues for the 1996-97 budget year ($775,000) consisted of soft money. In addition, the College had a one-time University subsidy of $100,000 plus $250,000 in bequests included in the 1996-97 revenues. A significant improvement in enrollment is necessary to sustain the level of activity supported by these one-time revenues.

-The College was required to pick up transition costs ($150,000) as a result of the Board's decisions concerning the leadership of the College. These expenses were not budgeted in 1996-97, but are included as increased administrative expense in the 1997-98 budget.

-The new trimester calendar during the 1997-98 fiscal year will include three full terms -- the second and third blocks of the Summer term, the Fall term, the Spring term, and the first block of the next Summer term. However, some of the revenue from the second block of summer has been advanced to cover shortfalls in the 1996-97 budget.

-The billing patterns set up by the previous President in the calendar transition involve charging tuition only in those terms in which a student is on campus in a study term. Because of the requirement for alternation between study and work terms, a large percentage of continuing first year students are sequenced to study only one term during their second year. The result is a significant drop in revenue amounting to one-half the tuition for the majority of continuing second year students. Originally, the calendar transition team had planned to bill tuition at the full yearly rate and to allow students a "free" additional study term at the end of their academic career to compensate for the year in which they studied only one term. In spite of the change in billing policy, the decision was also made to continue to grant the "free" additional study term as well. With approximately 20 students intending to avail themselves of this option during the 1997-1998 academic year, this contributes further to the loss of revenue. To reduce the potentially large drop in overall revenue in 1997-98 (in spite of a substantial increase in enrollment), it is necessary to acknowledge that the full brunt of calendar transition cannot be absorbed in a single year and to draw on advance revenues against the 1998-99 second summer block session.

-Further, in order to cover these revenue losses and transition costs while maintaining the programmatic stability that students have indicated is so vital to our retention efforts, the College needs to budget $150,000 of unspecified, unrestricted bequests to help cover these lost revenues.

-Please note the technical reclassification of Annual Fund receipts totaling $200,000 from the Gifts line to the Released from Restrictions line budget. This change is necessary to provide a more accurate budget picture of when “promised gifts” are received and released to the operating budget. The total Annual Fund budget for 1997-98 remains at $1.3 million but it is classified both in the Gifts line and in the Released from Restrictions line.

III. Enrollment, Recruitment, Retention and FTE Projections

In the current year we have revised upward the modified enrollment projections from last summer, from 509 FTE to 518 FTE, and anticipate meeting our goal of 552 FTEs for the 1997-98 academic year. The College has fully implemented the Noel Levitz recruitment and marketing plan during this admissions cycle and anticipates results in summer and fall enrollment numbers. Ed Amrhein assumed the role of Acting Director of Admissions in February of 1997 and is leading the continued implementation of our focused recruitment plan as well as the effort to restructure the departments of Admissions and Financial Aid into a single enrollment management unit. Efforts in this cycle involved increasing the number of Early Aid Estimators processed (because of the higher yield involved), increasing the telecounseling effort to qualify more than 10,000 inquiries, slightly more aggressive merit awards, and targeted marketing of the Summer Term. The enrollment goal specified by the College's Strategic Plan for Summer 1997 is 40 entering students, and the goal for fall of 1997 is 178 entering students, for a total of 218 new student enrollees.

The New Dean of Students, Scott Warren, has restructured the Student Affairs area to be more effective and responsive to student needs, and has implemented an improved process for working with withdrawing students. The incorporation of the Bonner Scholars program into the Dean of Students office and the revitalizing efforts of Jimmy Williams as Associate Dean of Students and Director of Multi-cultural affairs have increased the capacity of the office to deal with campus climate issues. The use of student co-ops has contributed significantly to the positive change in retention numbers during the first two terms of 1996-97. New advising routines in the academic area and in Co-op also contribute to the retention effort. The goal for 1997-98 is to improve retention by 2.5% and to implement the specific actions in the College's Strategic Plan to accomplish this goal.

IV. Tuition and Fees

For the third year in a row, increase in the College's tuition (3.0%) has been held to near the rate of inflation. In addition to this increase in tuition, the room and board fee and the Community Government fee will be increased to meet the costs of the calendar changes and year-round operation of Community Government. The total increase in all fees is 3.95%. The tuition and fees for 1997-98 are as follows:

Tuition	$16,812	
Fees	1,553	(Includes new technology fee of $120)
Room & Board	3,998	
CG Fees	412	
TOTAL:	$22,775	

V. Compensation

The College will be negotiating a new contract with three labor unions and wage and benefit increases are not anticipated during this budget year. After no salary increases for faculty, non-union staff, and administrators during the past two years the College is recommending a July increase of approximately 2.5% for these employees with the exception of administrators and faculty earning more than $50,000 per year.

VI. Other Changes

Also included in the College budget this year are revenues and expenditures for Community Government of $252,060. Glen Helen is not included in this section. Instead, Glen Helen data is provided separately.

Robert H. Devine, President
Antioch College

Antioch College

1997-98 Proposed Budget by Function

	1995-96 Actual	1996-97 Budget	1996-97 Projected	Change From 1996-97 Budget to 1996-97 Proj $	%	Proposed 1997-98 Budget	Change From 1996-97 Proj To 1997-98 Budget $	%	Change From 1996-97 Budget To 1997-98 Budget $	%
	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------
Revenues										
Tuition & Fees	10,017,060	10,377,497	9,403,314	-974,183	-9.39%	*10,578,843*	1,175,529	12.50%	201,346	1.94%
Less Tuition Discounts	-2,419,473	-2,294,800	-2,156,800	138,000	-6.01%	*-2,160,750*	-3,950	0.18%	134,050	-5.84%
Gifts	1,358,835	1,207,776	1,850,000	642,224	53.17%	*1,307,776*	-542,224	-29.31%	100,000	8.28%
Grants	1,494,897	1,554,738	1,144,148	-410,590	-26.41%	*1,553,738*	409,590	35.80%	-1,000	-0.06%
Endowment Income	233,024	200,000	200,000	0	0.00%	*200,000*	0	0.00%	0	0.00%
Contracts	0	0	0	0		*0*	0		0	
Other Income	207,828	80,500	78,820	-1,880	-2.34%	*125,511*	48,891	59.84%	45,011	55.91%
Total E&G Revenue	10,892,171	11,125,711	10,519,282	-606,429	-5.45%	*11,605,118*	1,085,836	10.32%	479,407	4.31%
Auxiliary Enterprises	2,389,884	2,578,542	2,490,878	-87,666	-3.40%	*2,365,440*	-125,438	-5.04%	-213,102	-8.26%
Released From Restrictions	1,951,323	905,897	1,605,392	699,495	77.22%	*1,830,754*	225,362	14.04%	924,857	102.09%
Total Revenues	15,233,378	14,610,150	14,615,550	5,400	0.04%	*15,801,312*	1,185,762	8.11%	1,191,162	8.15%
Operating Expenses										
Instruction	4,234,409	4,115,746	3,980,589	-135,177	-3.28%	*4,288,381*	307,812	7.73%	172,835	4.19%
Research	90,163	122,028	44,155	-77,873	-63.82%	*80,000*	35,845	81.18%	-42,028	-34.44%
Public Service	0	0	0	0		*18,000*	18,000		18,000	
Academic Support	1,063,123	703,319	862,903	159,584	22.69%	*798,711*	-64,192	-7.44%	95,392	13.56%
Student Services	2,407,457	2,093,744	2,009,751	-83,993	-4.01%	*2,102,795*	93,044	4.63%	9,051	0.43%
Institutional Support	1,889,200	1,585,137	1,411,299	-173,838	-10.97%	*2,255,470*	844,171	59.82%	870,333	42.29%
Plant Maintenance	1,630,261	1,387,892	1,451,296	83,404	4.57%	*1,423,003*	-28,293	-1.95%	35,111	2.53%
Scholarships	1,998,971	1,788,569	1,956,743	168,174	9.40%	*1,768,017*	-188,726	-9.64%	-20,552	-1.15%
Total E&G Expenses	13,313,584	11,796,435	11,716,716	-79,719	-0.68%	*12,734,377*	1,017,661	8.69%	937,942	7.95%
Auxiliary Enterprises	2,406,323	2,268,048	2,192,480	-75,568	-3.33%	*2,090,767*	-101,713	-4.64%	-177,281	-7.82%
Total Operating Expenses	15,719,907	14,064,483	13,909,196	-155,287	-1.10%	*14,825,144*	915,948	6.59%	760,661	5.41%
Excess Revenue over Expenses	-486,529	545,667	706,354	160,687	29.45%	*976,168*	269,814	38.20%	430,501	78.89%
Annual Budget conversion to Cash basis										
Capital Expenditures	1,013,485	147,867	808,715	660,848	446.92%	*578,368*	69,030	8.54%	430,501	291.14%
Borrowing Proceeds	-640,508	0	-434,492	-434,492		*0*	434,492	-100.00%	0	
Principal Payments	310,775	397,800	574,308	176,506	44.37%	*397,800*	72,500	12.62%	0	0.00%
Prior Year Reserves	0	0	0	0		*0*	0		0	
Add back Depreciation	0	0	0	0		*0*	0		0	
Total Cash Items	683,752	545,667	948,529	402,862	73.83%	*976,168*	27,639	2.91%	430,501	78.89%
Net Cash Basis Budget	-1,170,281	0	-242,175	-242,175		*0*	242,175	-100.00%	0	

Antioch College
1997-98 Proposed Budget by Category

	1995-96 Actual	1996-97 Budget	1996-97 Projected	Change From 1996-97 Budget to 1996-97 Proj $	Change From 1996-97 Budget to 1996-97 Proj %	Proposed 1997-98 Budget	Change From 1996-97 Proj To 1997-98 Budget $	Change From 1996-97 Proj To 1997-98 Budget %	Change From 1996-97 Budget To 1997-98 Budget $	Change From 1996-97 Budget To 1997-98 Budget %
	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------
Revenues	15,233,378	14,610,150	14,615,550	5,400	0.04%	***15,801,312***	1,185,762	8.11%	1,191,162	8.15%
Operating Expenses										
Salaries & Wages	7,539,096	6,978,701	6,949,631	-29,070	-0.42%	***7,179,155***	229,524	3.30%	200,454	2.87%
Benefits	2,220,193	2,211,197	2,253,685	42,488	1.92%	***2,476,866***	223,181	9.90%	265,669	12.01%
Training & Development	498,217	405,184	341,851	-63,333	-15.63%	***708,648***	366,797	107.30%	303,464	74.90%
Student Aid Services	1,196,611	1,009,996	1,205,457	195,461	19.35%	***985,809***	-219,648	-18.22%	-24,187	-2.39%
Special Events	109,764	65,451	77,731	12,260	18.76%	***107,726***	29,995	36.59%	42,275	64.59%
Supplies	762,170	754,767	649,267	-105,500	-13.98%	***646,807***	-2,460	-0.38%	-107,960	-14.30%
Business Operations	1,775,573	1,318,533	1,346,276	27,743	2.10%	***1,088,820***	-257,456	-19.12%	-229,713	-17.42%
Plant Maintenance	1,117,417	956,057	1,144,297	188,240	19.69%	***1,021,378***	-122,919	-10.74%	65,321	6.83%
Interest Expense	311,042	287,420	303,755	16,335	5.68%	***250,722***	-53,033	-17.46%	-36,698	-12.77%
Resale Costs	436,777	454,900	377,737	-77,163	-16.96%	***334,600***	-43,137	-11.42%	-120,300	-26.45%
Miscellaneous	247,406	286,786	210,568	-76,218	-26.58%	***633,657***	423,069	200.93%	346,871	120.95%
Contingency/Reserves										
Campus Contingency, Mandatory	473,000	200,000	0	-200,000	-100.00%	***139,664***	139,664		-60,336	-30.17%
Campus Program Contingency, Discretionary	0	0	0	0		***55,055***	55,055		55,055	
Liquidity Reserve	0	61,357	65,273	3,916	6.38%	***69,832***	4,559	6.98%	6,475	13.81%
Overhead										
To the University	898,054	782,365	782,365	0	0.00%	***960,187***	177,822	22.73%	177,822	22.73%
Rebates from the University	-650,000	-550,000	-550,000	0	0.00%	***-550,000***	0	0.00%	0	0.00%
Subsidy from Adult Campuses	-200,000	-200,000	-200,000	0	0.00%	***-200,000***	0	0.00%	0	0.00%
Subsidy from Overhead	-550,000	-525,000	-525,000	0	0.00%	***-525,000***	0	0.00%	0	0.00%
Other (Intercampus Agree & Univ Conf)	-465,413	-433,231	-523,698	-90,467	20.88%	***-558,782***	-35,084	6.70%	-125,551	28.98%
Depreciation	0	0	0	0		***0***	0		0	
Total Operating Expenses	15,719,907	14,064,483	13,909,195	-155,288	-1.10%	***14,825,144***	915,949	6.59%	760,661	5.41%
Excess Revenue over Expenses	-466,529	545,667	706,355	160,688	29.45%	***976,168***	269,813	38.20%	430,501	78.89%
Annual Budget Conversion to Cash Basis										
Capital Expenditures	1,013,465	147,867	808,715	660,648	446.92%	***578,368***	-230,347	-28.48%	430,501	291.14%
Borrowing Proceeds	-640,506	0	-434,492	-434,492		***0***	434,492	-100.00%	0	
Principal Payments	310,775	397,800	574,306	176,506	44.37%	***397,800***	-176,506	-30.73%	0	0.00%
Prior Year Reserves	0	0	0	0		***0***	0		0	
Add Back Depreciation	0	0	0	0		***0***	0		0	
Total Cash Items	683,732	545,667	948,529	402,862	73.83%	***976,168***	27,639	2.91%	430,501	78.89%
Net Cash Basis Budget	-1,170,261	0	-242,174	-242,174		***0***	242,174		0	

ANTIOCH COLLEGE
1997-98 Capital Budget

Buildings	Amount
Total Buildings	0
Building Improvements	**Amount**
Physical Plant	82,937
Library Roof	59,000
Completion of Birch Hall	300,000
Total Building Improvements	441,937
Equipment	**Amount**
Physical Education Equip	7,500
Academic Computers	3,000
Student Services Computers	2,500
Business Office Printer	1,350
Tech Resources Computers	25,810
Vehicles	45,000
Total Equipment	85,160
Furniture & Fixtures	**Amount**
Auxiliary Enterprises	1,400
Total Furniture & Fixtures	1,400
Library Books	**Amount**
Library Books	49,871
Grand Total Capital Budget	**578,368**

ANTIOCH COLLEGE

Tuition Rate Changes 1997-98

Program	1996-97 Rates	1997-98 Proposed	% Change
Tuition	16,322	16,812	3.00%
Room and Board	3,796	3,998	5.32%
Fees*	1,792	1,965	9.66%
Total Per Year	21,910	22,775	3.95%

*The medical fee is estimated at $290 for 1997-98. This may change on the basis of claims experience.

ANTIOCH NEW ENGLAND
1997-98 PROPOSED BUDGET

I. Antioch New England Accomplishments

It is easy to get lost in the occasionally depressing morass of problems which connect directly to the myriad issues related to an enrollment shortfall; therefore, it probably is important to focus on a sampling of the more salient accomplishments for Antioch New England in 1996-97, recognizing that three months still remain in the year:

•Antioch New England hosted the Antioch University Faculty Conference in October 1996. By most informal accounts, it was a successful event.

•The Rachel Marshall Outdoor Education Center has been established by the City of Keene as a use for its newly developed Ashuelot River Park facility. Via a contract with the City of Keene and through Eisenhower grant monies from the State of New Hampshire, Antioch New England is developing K-12 educational programming for the park. A natural resource inventory has been completed, and the Provost was named by the Mayor to serve as the Chairperson of the Park Commission.

•The Antioch Psychological Services Center (PSC) has continued to grow and expand its array of programming services for the community. Staffed by senior clinicians (our Psy.D. faculty) and six doctoral student interns, the PSC provides: group work with foster teens and the parents of children with Attention Deficit Disorders; stress reduction management and health psychology programs in partnership with the Leahy-Hitchcock Clinic; testing and evaluation for Keene State College and Franklin Pierce College; EAP contracts with local corporations; and family intervention work through a contract with the N.H. Division of Children and Families.

(These are examples of the Graduate School's grant and contract work; we expect to equal or exceed in 1996-97 last year's record total of approximately $670,000 in grant and contract work.)

•We anticipate that the Annual Fund dollars (restricted and unrestricted) for 1996-97 will equal or exceed last year's total, more than $54,500.

•The Antioch New England Speakers Series, featuring ANE faculty presentations to the local and regional public, was formally launched in 1996-97. Seven presentations yielded an average attendance of 90 people for each event. The highly successful series brought ANE's intellectual "voice" to the community in a new way and provided invaluable public relations for the entire institution.

•New marketing initiatives included: (a) expanded "visiting" days where prospective students had a full program of events and an opportunity to interact extensively with faculty and current students; (b) publication of a "getting to know you" piece which enabled faculty phone contact to be more relevant and personal, as an antidote to "cold" calling; and (c) a brand new and unique publication, called "Pathways, "our attempt to articulate the meta-curriculum through experiences and profiles of ANE graduates. (This "accomplishment" also responds to guideline requests that campuses speak to efforts to increase enrollments.)

•New partnership possibilities are being explored. Examples include: (a) New Hampshire Department of Vocational Rehabilitation to do some training programming in rehabilitation counseling; (b) Project Adventure to consider programming and training which would combine our expertise in education, management, psychology and environmental studies, each a disciplinary element in the outdoor, Outward Bound-type programming which they offer; and (c) the Vermont Law School and Dartmouth to jointly offer courses in resource management and environmental law that would make each of our small programs more cost efficient. (Also relates to efforts undertaken to increase enrollment.)

•Expansion of cross-disciplinary offerings as a means of enriching the elective curriculum, saving money, providing professional development opportunities and highlighting yet another dimension of our uniqueness.

•Successful launching of the Ph.D. in Environmental Studies with a cohort of fourteen students. Solid group of students and evidence that the low residency model (summer intensive plus one three-day weekend per month) combined with on-line learning in-between the classroom contact can result in the development of a meaningful "learning community."

•Continued high visibility of faculty and staff in publications, presentations, consultations, and through service to professional organizations and/or in local communities.

•Outstanding staff work to keep Datatel transition on track.

•Achievement of a balanced budget, with requisite surplus more than enough to ensure compliance with bond ratios. We project a surplus of approximately $160,000 (liquidity reserve plus untapped contingency, and use of budgeted $65,000 of carry-forward under "other income").

II. Enrollment Actuals and Projections

There was one major, and serious, problem which both literally and figuratively squeezed Antioch New England during 1996-97. Stated simply: Antioch New England did not achieve its new student matriculation projections. We fell short of our projected overall goal by approximately 30 FTE students. Certainly we knew that we could not continue to ride the crest of the growth wave forever; however, we could not predict when the break would occur. We now know the answer: 1996-97. While we have not always achieved projections in one department and/or program, this was the first time in recent history that two major disciplines experienced substantial new student enrollment shortfalls. (In some ways this local experience mirrors what happened in the larger university during 1996-97, when more than one campus encountered difficulty.) The shortfalls were most evident in the master's level applied psychology programs (especially in counseling psychology) and in the master's level environmental studies programming. General turbulence in these fields, diminished state and federal support for mental health and environmental programming, increased competition, licensure issues in psychology, the lack of real economic recovery in the northeast, and tuition cost can be cited as contributing factors to the enrollment shortfall. On the retention side, the news was quite good; Antioch New England had an attrition rate of less than the budgeted 8% estimate.

In order to deal with the impact of this reality, multiple strategies were employed to reduce expense: (a) selected, targeted cuts were made in the budgets of certain academic and administrative budgets; (b) all operating units had at least 2% of their expense budgets frozen; (c) position openings on the administrative side were filled with temporary non-benefitted employees; (d) course offerings were eliminated and Core Faculty were asked to expand their teaching assignments; (e) the New Haven site for the Department of Organization and Management was closed; and (f) position attrition in two cases was encouraged and negotiated. Each of these responses carried identifiable problems, but the most obvious impacts could be seen in an increased level of anxiety and, at times, something less than a positive impact on morale. The bottom line result, however, speaks for itself. While one could point to other problems, none are significant enough to require additional space in this narrative.

It is too early to determine whether 1996-97 was an aberration or the signal of a trend. However, present indications do point toward a reality that Antioch New England, for the short term, should not be optimistic about achieving enrollment levels comparable to those which were reached in 1994-95, for example. In developing the Graduate School's operating budget for 1997-98, we used as our basic operating assumption a worst case scenario -- one which presumed that the total number of newly matriculated students in 1997-98 would be at the same level it was in 1996-97 (i.e., enrollment would continue to decline by approximately 30 FTE and that the pattern of decline would be largely replicated in our master's level environmental studies and counseling psychology programs). We also calculated attrition at an 8% level, a figure supported by history.

We enter 1997-98 with diminished tuition revenues due to a reduction in carry-forward tuition revenue and we expand the gap by projecting, initially at least, another down year in 1997-98. Given this posture, it has been our objective to respond to our reality while seeking to maintain strong infrastructures, academic program quality and integrity, and program development initiatives. To present the 1997-98 budget, we generally have eschewed some of the more standard pruning and streamlining responses (e.g., "across the board" actions); instead we have made selective and targeted choices and have differentiated on the basis of reality, promise, and circumstance.

III. Financial Responses

A balanced budget has been achieved through: (a) targeted expense cuts; (b) continued employment of temporary non-benefitted personnel; (c) line item freezes; (d) attrition combined with a hiring freeze; (e) increased teaching loads for Core Faculty; (f) voluntary reductions in faculty time percentages; (g) curricular streamlining and more cross-disciplinary offerings; (h) use of carry-forward monies in the amount of $90,000 to be applied toward capital expense, including principal cost on the building [this strategy, though reflective of an increased dollar amount from 1996-97, is consistent with previous yearly budget presentations related to paying for the new campus and is now also asserting the need to be able to get some tangible benefits in the form of budgetary relief for doing a prudent job of managing in the previous year]; (i) tuition and fee increases; (j) etc.

Tuition increases for 1997-98 include a 4.3% increase for master's and doctoral programming. Translation: $12,150/year for master's programs; $16,600/yr. for the Psy.D. program in clinical psychology; and $12,950/yr. for the Ph.D. in Environmental Studies. The Graduate School's comprehensive fee will increase by $5 each semester. We believe that this pricing structure is tolerable and defensible and will likely be consistent with what most other private institutions will do in 1997-98. It is interesting to note that the Graduate School's current tuition is quite competitive with what public institutions are now charging their out-of-state students; this continues to reaffirm our position that Antioch New England's tuition pricing still represents a bargain for graduate level programming. The full 1997-98 tuition schedule is included at the end of this section.

The "Campus Program Contingency, Discretionary" line contains a figure of $92,844. At this point it is not clear when a portion of this money might be released; if summer enrollment numbers meet or exceed projections and fall enrollment data is promising, a July 1 release for our top priority makes sense. On the other hand, it could remain a contingency or be released in September. Release would be prioritized in the following sequence: (1) a total salary and benefit raise package in the neighborhood of 2.5% for all core employees (approximately $52,000); (2) restoration of a $15,000 cut in the book acquisition budget for the library; (3) a raise pool for Associate and Adjunct Faculty; and (4) restoration of benefits in one or more of the temporary unbenefitted positions currently occupied. We must maintain a surplus of $125,000 to comply with the required bond ratio of 1.25 in 1997-98, so it is difficult to justify any purpose in presenting a litany of unfunded priority items beyond what has been listed above. The single exception follows:

> With respect to acquisitions over $10,000, it is important to openly communicate New England's efforts to move toward completing the implementation of a technological infrastructure which will enable the Graduate School to remain competitive in the region, engage in greater distance learning activities, permit expanded conferencing and the use of First-Class software for all core employees, meet the needs of the Datatel system, reduce the cost of paper and postage communication of a student body in a dispersed geographic region, and install and electronic card catalogue in the library. This has been a long-range goal that yearly has been forestalled because of some budgetary problem within the larger system. We have consistently held back and turned budget surpluses beyond what was needed to satisfy bond requirements, etc.

The 1995-96 budget gave us the most recent opportunity to make needed improvements, but the magnitude of the College's financial problems closed the door. We simply can not continue the sacrifice; the extent to which such sacrifices contributed to the enrollment shortfall of 1996-97 can not be accurately measured, but we do believe these sacrifices have been at least a minor contributing factor. To achieve this technological goal, we believe that we need $125,000 of capital; the technological support (i.e., personnel) issues can not be addressed at the present time.

The Chancellor has generously and graciously provided $35,000 in support from the Lovelace Fund for electronic library development and we will secure the rest though the use of bond interest which has accrued from the mandatory debt service reserve fund and which is annually transferred into the interest fund. Presently there is more than $100,000 available. $90,000 of capital expense for the aforementioned acquisitions will come from a one-time reduction in the Plant Maintenance Function (i.e., in 1997-98, Antioch New England will reduce its Interest Expense Line payments on the annual mortgage by $90,000 which is essentially "prepaid," diverting that resource to the purchase of capital equipment.)

Jim Craiglow
Provost

Antioch New England Graduate School

1997-98 Proposed Budget by Function

	1995-96 Actual	1996-97 Budget	1996-97 Projected	Change From 1996-97 Budget To 1996-97 Proj $	%	Proposed 1997-98 Budget	Change From 1996-97 Proj To 1997-98 Budget $	%	Change From 1996-97 Budget To 1997-98 Budget $	%
Revenues										
Tuition & Fees	8,207,214	8,271,602	8,196,122	-75,480	-0.91%	*8,100,325*	-95,797	-1.17%	-171,277	-2.07%
Less Tuition Discounts	-110,795	-100,000	-62,000	38,000	-38.00%	*-60,000*	2,000	-3.23%	40,000	-40.00%
Gifts	31,885	51,000	40,000	-11,000	-21.57%	*40,000*	0	0.00%	-11,000	-21.57%
Grants	580,475	77,500	432,095	354,595	457.54%	*445,000*	12,905	2.99%	367,500	474.19%
Endowment Income	0	0	0	0		*0*	0		0	
Contracts	88,687	235,000	130,297	-104,703	-44.55%	*263,754*	133,457	102.43%	28,754	12.24%
Other Income	60,119	160,300	117,429	-42,871	-26.74%	*52,800*	-64,629	-55.04%	-107,500	-67.06%
Total E&G Revenue	8,857,585	8,695,402	8,853,943	158,541	1.82%	*8,841,879*	-12,064	-0.14%	146,477	1.68%
Auxiliary Enterprises	0	0	0	0		*0*	0		0	
Released From Restrictions	213,461	251,200	109,699	-141,501	-56.33%	*134,218*	24,519		-116,982	-46.57%
Total Revenues	9,071,046	8,946,602	8,963,642	17,040	0.19%	*8,976,097*	12,455	0.14%	29,495	0.33%
Operating Expenses										
Instruction	4,169,070	4,241,999	4,036,176	-205,823	-4.85%	*4,075,537*	39,361	0.98%	-166,462	-3.92%
Research	0	0	0	0		*0*	0		0	
Public Service	240,271	252,376	250,000	-2,376	-0.94%	*316,800*	66,800	26.72%	64,424	25.53%
Academic Support	342,639	338,855	258,560	-80,295	-23.70%	*361,634*	103,074	39.86%	22,779	6.72%
Student Services	509,806	538,508	549,024	10,516	1.95%	*544,710*	-4,314	-0.79%	6,202	1.15%
Institutional Support	2,167,383	2,662,887	2,534,048	-128,839	-4.84%	*2,547,833*	13,785	0.54%	-115,054	-4.32%
Plant Maintenance	712,754	705,243	765,532	60,289	8.55%	*602,971*	-162,561	-21.24%	-102,272	-14.50%
Scholarships	476,280	19,350	405,460	386,110	1995.40%	*349,200*	-56,260	-13.88%	329,850	1704.65%
Total E&G Expenses	8,618,183	8,759,218	8,798,800	39,582	0.45%	*8,798,685*	-115	0.00%	39,467	0.45%
Auxiliary Enterprises	0	0	0	0		*0*	0		0	
Total Operating Expenses	8,618,183	8,759,218	8,798,800	39,582	0.45%	*8,798,685*	-115	0.00%	39,467	0.45%
Excess Revenue over Expenses	452,863	187,384	164,842	-22,542	-12.03%	*177,412*	12,570	7.63%	-9,972	-5.32%
Annual Budget conversion to Cash basis										
Capital Expenditures	119,184	122,384	99,842	-22,542	-18.42%	*197,412*	97,570	97.72%	75,028	61.31%
Borrowing Proceeds	0	0	0	0		*0*	0		0	
Principal Payments	60,000	65,000	65,000	0	0.00%	*70,000*	5,000	7.69%	5,000	7.69%
Prior Year Reserves	0	0	0	0		*-90,000*	-90,000		-90,000	
Add back Depreciation	0	0	0	0		*0*	0		0	
Total Cash Items	179,184	187,384	164,842	-22,542	-12.03%	*177,412*	12,570	7.63%	-9,972	-5.32%
Net Cash Basis Budget	273,679	0	0	0		*0*	0		0	

Antioch New England Graduate School

1997-98 Proposed Budget by Category

	1995-96 Actual	1996-97 Budget	1996-97 Projected	Change From 1996-97 Budget To 1996-97 Proj $	Change From 1996-97 Budget To 1996-97 Proj %	Proposed 1997-98 Budget	Change From 1996-97 Proj To 1997-98 Budget $	Change From 1996-97 Proj To 1997-98 Budget %	Change From 1996-97 Budget To 1997-98 Budget $	Change From 1996-97 Budget To 1997-98 Budget %
	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------
Revenues	9,071,046	8,946,602	8,963,642	17,040	0.19%	8,976,097	12,455	0.14%	29,495	0.33%
Operating Expenses										
Salaries & Wages	4,584,678	4,260,195	4,462,771	202,576	4.76%	4,466,744	3,973	0.09%	206,549	4.85%
Benefits	1,228,389	1,430,435	1,402,319	-28,116	-1.97%	1,394,562	-7,757	-0.55%	-35,873	-2.51%
Training & Development	240,936	234,133	218,517	-15,616	-8.67%	226,958	8,441	3.86%	-7,175	-3.06%
Student Aid Services	39,585	19,350	27,391	8,041	41.56%	19,200	-8,191	-29.90%	-150	-0.78%
Special Events	15,385	18,300	8,200	-8,100	-49.69%	11,810	3,610	44.02%	-4,490	-27.55%
Supplies	289,744	209,691	166,933	-42,758	-20.39%	180,381	13,448	8.06%	-29,310	-13.98%
Business Operations	793,699	739,646	718,591	-23,055	-3.12%	753,076	36,485	5.09%	13,430	1.82%
Plant Maintenance	288,335	299,900	327,675	27,775	9.26%	266,300	-61,375	-18.73%	-33,600	-11.20%
Interest Expense	445,975	442,000	447,000	5,000	1.13%	349,710	-97,290	-21.77%	-92,290	-20.88%
Resale Costs	0	0	0	0		0	0		0	
Miscellaneous	37,673	37,883	37,450	-233	-0.82%	33,586	-3,864	-10.32%	-4,097	-10.87%
Contingency/Reserves										
Campus Contingency, Mandatory	-161,433	163,632	77,700	-85,932	-52.52%	159,894	82,194	100.00%	-3,738	-2.28%
Campus Program Contingency, Discretionary	0	0	0	0		92,844	92,844		92,844	
Liquidity Reserve	0	81,818	81,818	0	0.00%	79,947	-1,869	-2.28%	-1,869	-2.28%
Overhead										
To the University	980,842	1,013,870	1,013,870	0	0.00%	973,515	-40,355	-3.98%	-40,355	-3.98%
Rebates from the University	-227,255	-277,255	-277,255	0	0.00%	-277,000	255	-0.09%	255	-0.09%
Subsidy from Adult Campuses	81,830	81,830	61,630	0	0.00%	61,800	170	0.28%	170	0.28%
Subsidy from Overhead	0	0	0	0		0	0		0	
Other (Intercampus Agree & Univ Conf)	0	28,192	28,192	0	0.00%	5,358	-20,834	-79.54%	-20,834	-79.54%
Depreciation	0	0	0	0		0	0		0	
Total Operating Expenses	8,618,183	8,759,218	8,798,800	39,582	0.45%	8,798,685	-115	0.00%	39,467	0.45%
Excess Revenue over Expenses	452,883	187,384	164,842	-22,542	-12.03%	177,412	12,570	7.83%	-9,972	-5.32%
Annual Budget Conversion to Cash Basis										
Capital Expenditures	119,184	122,384	99,842	-22,542	-18.42%	197,412	97,570	97.72%	75,028	61.31%
Borrowing Proceeds	0	0	0	0		0	0		0	
Principal Payments	80,000	65,000	65,000	0	0.00%	70,000	5,000	7.89%	5,000	7.69%
Prior Year Reserves	0	0	0	0		-90,000	-90,000		-90,000	
Add Back Depreciation	0	0	0	0		0	0		0	
Total Cash Items	179,184	187,384	164,842	-22,542	-12.03%	177,412	12,570	7.63%	-9,972	-5.32%
Net Cash Basis Budget	273,679	0	0	0		0	0		0	

ANTIOCH NEW ENGLAND GRADUATE SCHOOL
1997-98 Capital Budget

Buildings	**Amount**
Total Buildings	0
Building Improvements	**Amount**
Total Building Improvements	0
Equipment	**Amount**
Computers	14,942
Computers--Library of Future	125,000
Total Equipment	139,942
Furniture & Fixtures	**Amount**
Total Furniture & Fixtures	0
Library Books	**Amount**
Library Books	57,470
Grand Total Capital Budget	**197,412**

ANTIOCH NEW ENGLAND GRADUATE SCHOOL
1997-98 Tuition Rate Changes

Elementary/Early Childhood Education (M.Ed.)
Organization & Management (M.Ed. & MHSA)

40-44 Credits

Students entering		Students entering		Students entering	
summer 1st	$2,500	fall 1st	$4,800	spring 1st	$4,800
fall 2nd	$4,800	spring 2nd	$4,800	summer 2nd	$2,500
spring 3rd	$4,800	summer 3rd	$2,500	fall 3rd	$4,800
summer 4th	$2,500	fall 4th	$2,500	spring 4th	$2,500
TOTAL	**$14,600**		**$14,600**		**$14,600**
1996-97 Rate	**$14,000**		**$14,000**		**$14,000**
% Change	**4.29%**		**4.29%**		**4.29%**

Elementary/Early Childhood Education Waldorf Concentration (M.Ed.)

40-44 Credits

Students entering		Students entering	
summer 1st	$2,650	fall 1st	$4,200
fall 2nd	$4,200	spring 2nd	$4,200
spring 3rd	$4,200	summer 3rd	$2,650
summer 4th	$1,775	fall 4th	$1,775
fall 5th	$1,775	spring 5th	$1,775
TOTAL	**$14,600**	**TOTAL**	**$14,600**
1996-97 Rate	**$14,000**		**$14,000**
% Change	**4.29%**		**4.29%**

Waldorf Certificate / **Waldorf Certificate 3+2**

28-30 Credits		28-30 Credits	
Students entering		Students entering	
summer 1st	$2,950	summer 1st	$3,000
fall 2nd	$2,950	spring 2nd	$1,450
spring 3rd	$2,550	summer 3rd	$2,550
summer 4th	$1,875	fall 4th	$1,450
		summer 5th	$1,875
TOTAL	**$10,325**	**TOTAL**	**$10,325**
1996-97 Rate	**$9,900**		**$9,900**
% Change	**4.29%**		**4.29%**

Foundations of Education for Experienced Educators (m.Ed.)

30 Credits *		30 Credit Extended*	
Students entering		Students entering	
summer 1st	$1,975	summer 1st	$1,975
fall 2nd	$3,250	fall 2nd	$2,250
spring 3rd	$3,250	spring 3rd	$2,250
summer 4th	$1,950	summer 4th	$1,975
		fall 5th	$1,975
TOTAL	**$10,425**	**TOTAL**	**$10,425**
1996-97 Rate	**$10,000**		**$10,000**
% Change	**4.25%**		**4.25%**

Organization & Management Weekend Program (M.ED. & MHSA)

40-44 Credits		50-54 Credits	
Students entering		Students entering	
fall 1st	$4,850	fall 1st	$4,850
spring 2nd	$4,850	spring 2nd	$4,850
summer 3rd	$2,450	summer 3rd	$2,450
fall 4th	$1,375	fall 4th	$2,150
spring 5th	$1,375	spring 5th	$2,125
		summer 6th	$2,125
TOTAL	**$14,900**	**TOTAL**	**$18,550**
1996-97 Rate	**N/A**		**N/A**
% Change			

Organization & Management (M.S.)
Resource Management & Administration (M.S.)
Environmental Studies (M.S.)

50-54 Credits					
Students entering		Students entering		Students entering	
summer 1st	$2,450	fall 1st	$4,850	spring 1st	$4,850
fall 2nd	$4,850	spring 2nd	$4,850	summer 2nd	$2,450
spring 3rd	$4,850	summer 3rd	$2,450	fall 3rd	$4,850
summer 4th	$3,050	fall 4th	$3,050	spring 4th	$3,050
fall 5th	$3,050	spring 5th	$3,050	summer 5th	$3,050
TOTAL	**$18,250**		**$18,250**		**$18,250**
1996-97 Rate	**$17,500**		**$17,500**		**$17,500**
% Change	**4.29%**		**4.29%**		**4.29%**

Counseling Psychology
Substance Abuse/Addictions Counseling (MA)

60-64 Credits

Students entering		Students entering		(prior to Spring 1995 entry) Students entering	
summer 1st	$2,450	fall 1st	$4,850	spring 1st	$2,450
fall 2nd	$4,850	spring 2nd	$4,850	summer 2nd	$2,450
spring 3rd	$4,850	summer 3rd	$2,450	fall 3rd	$3,950
summer 4th	$0	fall 4th	$4,875	Spring 4th	$3,950
fall 5th	$4,875	spring 5th	$4,875	summer 5th	$0
spring 6th	$4,875			fall 6th	$4,550
				spring 7th	$4,550
TOTAL	$21,900		$21,900		$21,900
1996-97 Rate	$21,000		$21,000		$21,000
% Change	4.29%		4.29%		4.29%

Counseling Psychology, Substance Abuse and Addiction Counseling (M.A.) (effective Spring 1995 entry)

60-64 Credits

Students entering	
spring 1st	$3,300
summer 2nd	$0
fall 3rd	$4,850
spring 4th	$4,850
summer 5th	$0
fall 6th	$4,450
spring 7th	$4,450
	$21,900
1996-97 Rate	$21,000
% Change	4.29%

Counseling Psychology Marriage & Family Therapy

60-64 Credits

Students entering	
summer 1st	$2,450
fall 2nd	$4,850
spring 3rd	$4,850
summer 4th	$2,450
fall 5th	$3,650
spring 6th	$3,650
TOTAL	$21,900
	$21,000
	4.29%

Counseling Psychology, Dance/Movement Therapy (M.A.)

60-64 Credits

Students entering	
fall 1st	$4,850
spring 2nd	$4,850
summer 3rd	$0
fall 4th	$4,900
spring 5th	$4,900
summer 6th	$0
fall 7th	$2,400
TOTAL	$21,900
1996-97 Rate	$21,000
% Change	4.29%

Counseling Psychology, Dance/Movement Therapy Certificate Program

30 Credits

Students entering	
fall 1st	$3,450
spring 2nd	$3,450
summer 3rd	$0
fall 4th	$2,025
spring 5th	$2,025
TOTAL	$10,950
	$10,500
	4.29%

Doctor of Clinical Psychology (Psy.D.)	Students entering		**Years 2,3 & 4**	summer 1st	$3,350	
First Year (PsyD I)	fall 1st	$8,300	**(PsyD II, III,& IV)**	fall 2nd	$6,625	
	spring 2nd	$8,300		spring 3rd	$6,625	
	TOTAL	**$16,600**		**TOTAL**		**$16,600**
1996-97 Rate		**$15,900**				**$15,900**
% Change		**4.40%**				**4.40%**

Doctor of Philosophy in Environmental Studies	summer 1st	$2,600		summer 1st	$1,725	
Years 1 and 2	fall 2nd	$5,175	**Years 3 and 4**	fall 2nd	$3,450	
	spring 3rd	$5,175		spring 3rd	$3,450	
	TOTAL	**$12,950**		**TOTAL**		**$8,625**
1996-97 Rate		**$12,400**				**$8,250**
% Change		**4.44%**				**4.55%**

ANTIOCH UNIVERSITY SEATTLE
1997-98 PROPOSED BUDGET

I. Overview

The Seattle campus of Antioch University identified the following goals and priorities for its 1997-98 budget development work.

- Fund absolute necessities for the new building
- Support value appropriate and fiscally sustainable new program initiatives
- Fully fund University Relations position
- Support Library and Computing with effort toward stabilization
- Fund some level of employee compensation
- Increase Marketing and Recruitment funding
- Maintain support for Cultural Diversity initiatives
- Fund additional support for new Provost

In addition, we have adopted the following standards against which to evaluate the funding of the above goals and priorities. We asked ourselves, "Does funding this particular request 1) benefit students; 2) meet a standard of financial viability; 3) support the sustainability of the campus; and 4) reflect the values of Antioch Seattle and Antioch University?"

II. FTE Projections

Our projected year end FTE target is 657.2, which is 31.5 FTE more than our 1996-97 FTE budget projection of 625.7. Our FTE projections for the 1997-98 budget year are:

FTE in continuing programs	633.9 *
FTE from new initiatives	96.4
Total 1997-98 FTE projection	730.3

*For the 1997-98 calculation for OSR NW the FTE is 21.5 higher than 1996-97 due to a change in methodology from a financial FTE calculation to a headcount based FTE. This makes the computation of OSR FTE consistent with the other programs. However, a more accurate comparison for the purpose of evaluating the soundness of our FTE projections would be based on subtracting the 21.5 from the 730.3 which would be 708.8 FTE. In other words, this year's actual FTE is a projected increase of 38.8 FTE over the current year-end projection. Forty-two of those FTE are those students already enrolled in the Environment and Community program that is being transferred from McGregor to Seattle in this budget year.

The individual FTE projections for each of the new initiatives are as follows:

Art Therapy Certificate Program	2.5 FTE	Start date: Spring 1998
Certification Program for Secondary Teachers	27 FTE	Start date: Summer 1997
B.A. in Human Services at the Tulalip Indian reservation	8.6 FTE	Start date: Summer 1997

Environment and Community	58.3 FTE	Start date: Summer 1997
Total FTE from new initiatives:	96.4 FTE	

We have confidence in these FTE projections because we are increasing the projections in the continuing programs very little and actually slightly reducing the projections in B.A. and Education. We believe the new initiatives have been carefully explored and in at least two cases, the student numbers are already there. Finally, the change in methodology for computing OSR FTE artificially inflates the FTE as it relates to meeting our budget projections. For all of these reasons, we are comfortable that we will realize these student FTE projections.

III. Funding for Sixth and Battery

By the beginning of the next fiscal year we expect to have spent about 79% of the $7,835,076 project budget. The remaining $1,663,238 will be capitalized in the 1997-98 budget.

The building project goal was to purchase a new building without increasing our expenses for facilities. We are pleased to announce that we exceeded that goal.

In 1996-97 our facility costs for leases is $505,238. Originally projected to be $518,000 we consolidated some of our space by crowding the financial aid office into the education department annex. For 1997-98 our budgeted comparable costs for principle, interest, letter of credit fees, and rent for July and August totals $575,901. This is offset by $148,000 in revenue from rent and parking from October-June for a net cost of $472,901. It is also important to point out that in the 1998-99 fiscal year our costs for principle, interest and letter of credit fees less the projected revenue from the Swallows' Nest, parking and the café will be nearly the same amount as we will be paying in the 1997-98 fiscal year.

Operating costs for the new building will be higher than our 1996-97 budget. Our goal was to fund only absolute necessities. Those necessities ended up being operating costs of $160,317, an increase of $72,357 over budgeted operating costs for our leased facilities. Those costs include maintenance and janitorial contracts and all repairs

and utilities. We have also funded a 75% time Facility Assistant to start work on July 1, 1997 to support our preparation for the move and to provide support for the facility after the move. So, total facility costs for 1997-98 are budgeted at an increase of $5,880 less than the amount we budgeted for 1996-97. Please note that costs for the new building from July 1-October 1, 1997 are embedded in the construction project budget as is the rent from the Swallows' Nest store.

We are recognizing clear benefits from purchasing this building already. If we were to remain in our existing facilities, the cost would have been $151,000 more in 1997-98. We would not have been able to absorb such an increase. This would have had us seeking leased property in outlying areas, negatively affecting retention of existing students, recruitment of new students, and issues around the accuracy of our name once we moved out of Seattle per se. Finally, it is important to also note that in the new building we have gained over 8,500 square feet and that we have stabilized our costs for the future.

We are conducting a fund-raising effort to furnish and equip a computer teaching lab, to upgrade the electronic capabilities of the library, and to purchase some new lobby furniture. Should our efforts to raise funds be unsuccessful, we anticipate leasing this equipment. With this notification we assume we would not seek separate approval from the board to consummate this lease.

IV. Tuition and Fees

This budget contains a 3% general tuition increase with the following exceptions: 1) no increase is included for the M.A. in Education program for Experienced Educators; and 2) a 4% increase is proposed for Management and OSR NW to keep them aligned with each other. At this point each of those degrees cost the student $25,000. In the Environment and Community program budget, a 3% tuition increase is proposed for continuing students and a 6% increase for new students.

Overall, our tuition strategy for the past four years is paying off. While current and prospective students perceive our tuition as expensive, we have systematically established low end tuition increases compared to the competition. Based on their published tuition rates, we are now in the mid-level cost range for our degrees compared to our competitors.

We are phasing out the collection of a "graduation fee" which has caused bad feelings on the part of the students. These feelings arise when, after paying "high" tuition for two years, they are asked to pay another $100.00 at the point of graduation. This budget contains a proposal for phasing in a student administrative fee ($30.00 per full-time and $15.00 for part-time) which will be collected at the beginning of the quarter and which will fund graduation as well as an array of other student services.

V. Compensation

In 1995-96, more than a third of our highest paid faculty (who are still the lowest paid in the Antioch system and the lowest in comparison to their peers in comparable institutions) received no raise. In the fiscal year 1996-97 no compensation increase was funded for anyone; faculty and staff individual development funds were unfunded; faculty and staff group development activities were not funded; and, we put a cap on our tuition remission policy. We propose to complete the funding of the faculty equity project retroactively out of this year's budget, and to fund a small uniform bonus for all employees out of this year's budget. Both actions depend on the robustness of spring quarter enrollment and knowing more definitely the building costs that we must fund.

The 1997-98 budget proposal contains a 2% increase for all faculty, staff, and administrators and restores faculty and staff development funds to their 1995-96 level.

VI. Marketing

We have enhanced the marketing and recruitment budget by $10,000 with the intention of incrementally funding this budget at an adequate level to keep us visible in the market.

VII. University Relations and Development

We have funded a professional position in this budget at a competitive salary scheduled to begin on September 1, 1997.

We have also funded the continuation of our grant writing consultant through September 30, 1997 to continue our grant and fund-raising activities to enhance the new building.

VIII. Cultural Diversity Initiatives

We have maintained funding for these initiatives at last year's level. On Tuesday, May 27, 1997, we co-sponsored, with the Langston Hughes Cultural Center, a public lecture on "The Use of Theater in Education" by Augusto Boal, who also conducted a workshop with our faculty on the afternoon of that day. Augusto Boal is a Brazilian activist for social justice who has written the following books: <u>Theatre of the Oppressed</u>, <u>Latin American Techniques of Popular Theatre</u>, <u>Two Hundred Exercises and Games for Actors</u>, and <u>Rainbow of Desire</u>. Since 1974, Boal's books have been translated into 25 languages and his work has inspired practitioners and scholars in places as diverse as Estonia, India, Puerto Rico, and Sweden.

IX. Library and Computer Services

Support in operations in these two areas has not been enhanced but simply maintained. Both areas are top priorities in our building fund-raising project. However, we have funded a consultant in the Academic Dean's budget to provide expertise to the campus as it develops a three year plan for academic computing.

X. Provost Retreat Rights

This budget fully funds the retreat rights for the 1997-98 academic year.

XI. New Provost Needs

This budget proposal enhances some of the items in the non-personnel lines to enable the new Provost to work on increasing the visibility of the campus. There is also funding for an inaugural and a building opening event.

XII. Conclusion

In the absence of a positive budget performance in this year and a number of new initiatives for next year, Antioch University Seattle would have found it difficult, if not impossible, to generate the funds required for the new building, for continuing existing programs primarily at baseline with a few minor enhancements, and for funding a Development professional and support costs for the new Provost. For us, the budget represents strategic and conservative support for mandatory and necessary programmatic expenses. We submit it to you for your consideration.

Gail Martin
Acting Provost

Antioch Seattle

1997-98 Proposed Budget by Function

	1995-96 Actual	1996-97 Budget	1996-97 Projected	Change From 1996-97 Budget To 1996-97 Proj $	%	Proposed 1997-98 Budget	Change From 1996-97 Proj To 1997-98 Budget $	%	Change From 1996-97 Budget To 1997-98 Budget $	%
	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------
Revenues										
Tuition & Fees	5,939,364	6,153,297	6,495,812	342,515	5.57%	*6,900,577*	404,765	6.23%	747,280	12.14%
Less Tuition Discounts	-120,147	-68,000	-64,000	4,000	-5.88%	*-70,400*	-6,400	10.00%	-2,400	3.53%
Gifts	500	5,000	0	-5,000	-100.00%	*5,000*	5,000		0	0.00%
Grants	229,855	231,556	231,556	0	0.00%	*231,641*	85	0.04%	85	0.04%
Endowment Income	0	0	0	0		*0*	0		0	
Contracts	54,343	59,438	59,438	0	0.00%	*6,584*	-52,854	-88.92%	-52,854	-88.92%
Other Income	114,700	100,209	295,404	195,195	194.79%	*214,419*	-80,985	-27.41%	114,210	113.97%
Total E&G Revenue	6,218,815	8,481,500	7,018,210	536,710	8.28%	*7,287,821*	269,611	3.84%	806,321	12.44%
Auxiliary Enterprises	185,972	394,031	185,000	-209,031	-53.05%	*209,485*	24,485	13.24%	-184,546	-46.84%
Released From Restrictions	7,455	0	0	0		*0*	0		0	
Total Revenues	6,412,042	6,875,531	7,203,210	327,679	4.77%	*7,497,306*	294,096	4.08%	621,775	9.04%
Operating Expenses										
Instruction	2,971,083	2,970,957	3,073,974	103,017	3.47%	*3,332,616*	258,642	8.41%	361,659	12.17%
Research	0	0	0	0		*0*	0		0	
Public Service	0	0	0	0		*0*	0		0	
Academic Support	216,992	188,130	111,050	-77,080	-40.97%	*283,537*	172,487	155.32%	95,407	50.71%
Student Services	478,906	511,747	550,435	38,688	7.56%	*536,017*	-14,418	-2.62%	24,270	4.74%
Institutional Support	1,449,165	2,057,459	2,089,461	32,002	1.56%	*2,138,682*	49,221	2.36%	81,223	3.95%
Plant Maintenance	587,522	677,857	677,857	0	0.00%	*691,157*	13,300	1.96%	13,300	1.96%
Scholarships	230,053	231,556	231,956	400	0.17%	*231,641*	-315	-0.14%	85	0.04%
Total E&G Expenses	5,933,721	6,637,706	6,734,733	97,027	1.46%	*7,213,650*	478,917	7.11%	575,944	8.68%
Auxiliary Enterprises	186,853	203,477	203,477	0	0.00%	*206,880*	3,403	1.67%	3,403	1.67%
Total Operating Expenses	6,120,574	6,841,183	6,938,210	97,027	1.42%	*7,420,530*	482,320	6.95%	579,347	8.47%
	291,468	34,348	265,000	230,652	671.52%	*76,776*	-188,224	-71.03%	42,428	123.52%
Annual Budget conversion to Cash basis										
Capital Expenditures	294,805	7,399,348	6,228,068	-1,171,280	-15.83%	*1,729,838*	69,030	1.11%	-5,669,510	-76.62%
Borrowing Proceeds	0	-7,500,000	-5,821,938	1,678,062	-22.37%	*-1,678,062*	4,143,876	-71.18%	5,821,938	-77.63%
Principal Payments	0	135,000	0	-135,000	-100.00%	*25,000*	72,500		-110,000	-81.48%
Prior Year Reserves	0	0	-141,130	-141,130			141,130	-100.00%	0	
Add back Depreciation	0	0	0	0		*0*	0		0	
Total Cash Items	294,805	34,348	265,000	230,652	671.52%	*76,776*	-188,224	-71.03%	42,428	123.52%
Net Cash Basis Budget	-3,337	0	0	0		*0*	0		0	

Antioch Seattle

1997-98 Proposed Budget by Category

	1995-96 Actual	1996-97 Budget	1996-97 Projected	Change From 1996-97 Budget To 1996-97 Proj $	Change From 1996-97 Budget To 1996-97 Proj %	Proposed 1997-98 Budget	Change From 1996-97 Proj To 1997-98 Budget $	Change From 1996-97 Proj To 1997-98 Budget %	Change From 1996-97 Budget To 1997-98 Budget $	Change From 1996-97 Budget To 1997-98 Budget %
Revenues	6,412,042	6,875,531	7,203,210	327,679	4.77%	7,497,306	294,096	4.08%	621,775	9.04%
Operating Expenses										
Salaries & Wages	3,231,877	3,313,151	3,377,913	64,762	1.95%	3,672,145	294,232	8.71%	358,994	10.84%
Benefits	765,883	840,702	846,151	5,449	0.65%	922,156	76,005	8.98%	81,454	9.69%
Training & Development	187,809	99,006	171,507	72,501	73.23%	105,606	-65,901	-38.42%	6,600	6.67%
Student Aid Services	55,882	65,287	117,392	52,105	79.81%	64,147	-53,245	-45.36%	-1,140	-1.75%
Special Events	22,487	18,974	20,000	1,026	5.41%	32,250	12,250	61.25%	13,276	69.97%
Supplies	57,165	71,067	57,229	-13,838	-19.47%	68,351	11,122	19.43%	-2,716	-3.82%
Business Operations	399,899	437,801	373,690	-64,111	-14.64%	516,486	142,796	38.21%	78,685	17.97%
Plant Maintenance	666,161	752,395	810,085	57,690	7.67%	291,814	-518,271	-63.98%	-460,581	-61.22%
Interest Expense	12,892	12,990	13,894	904	6.96%	468,509	454,615	3272.02%	455,519	3506.69%
Resale Costs	151,396	164,414	196,262	31,848	19.37%	169,763	-26,499	-13.50%	5,349	3.25%
Miscellaneous	7,358	5,174	19,653	14,479	279.84%	59,526	39,873	202.89%	54,352	1050.48%
Contingency/Reserves										
Campus Contingency, Mandatory	-66,693	125,788	125,788	0	0.00%	132,037	6,249	100.00%	6,249	4.97%
Campus Program Contingency, Discretionary	-50,000	206,176	80,388	-125,788	-61.01%	147,168	66,780	83.07%	-59,008	-28.62%
Liquidity Reserve	0	62,894	62,894	0	0.00%	99,028	36,134	57.45%	36,134	57.45%
Overhead										
To the University	818,558	799,140	799,140	0	0.00%	840,234	41,094	5.14%	41,094	5.14%
Rebates from the University	-189,654	-189,654	-189,654	0	0.00%	-229,154	-39,500	20.83%	-39,500	20.83%
Subsidy from Adult Campuses	45,912	45,912	45,912	0	0.00%	45,912	0	0.00%	0	0.00%
Subsidy from Overhead	0	0	0	0		0	0		0	
Other (Intercampus Agree & Univ Conf)	3,822	9,968	9,966	0	0.00%	14,552	4,586	46.02%	4,586	46.02%
Depreciation	0	0	0	0		0	0		0	
Total Operating Expenses	6,120,574	6,841,183	8,938,210	97,027	1.42%	7,420,530	482,320	6.95%	579,347	8.47%
Excess Revenue over Expenses	291,468	34,348	265,000	230,852	671.52%	76,776	-188,224	-71.03%	42,428	123.52%
Annual Budget Conversion to Cash Basis										
Capital Expenditures	294,805	7,399,348	6,228,068	-1,171,280	-15.83%	1,729,838	-4,498,230	-72.23%	-5,669,510	-76.62%
Borrowing Proceeds	0	-7,500,000	-5,821,938	1,678,082	-22.37%	-1,678,062	4,143,876	-71.18%	5,821,938	-77.63%
Principal Payments	0	135,000	0	-135,000	-100.00%	25,000	25,000		-110,000	-81.48%
Prior Year Reserves	0	0	-141,130	-141,130			141,130	-100.00%	0	
Add Back Depreciation	0	0	0	0		0	0		0	
Total Cash Items	294,805	34,348	265,000	230,652	671.52%	76,776	-188,224	-71.03%	42,428	123.52%
Net Cash Basis Budget	-3,337	0	0	0		0	0		0	

ANTIOCH SEATTLE
1997-98 Capital Budget

Buildings	Amount
Total Buildings	0
Building Improvements	**Amount**
Remaining Improvements	
6th & Battery	1,663,238
Total Building Improvements	1,663,238
Equipment	**Amount**
Phone System Upgrade	12,000
Academic Computing	22,600
Administrative Computing	11,000
Envir & Community Computers	10,000
Total Equipment	55,600
Furniture & Fixtures	**Amount**
Shelving for Library & Storage	7,500
Envir & Community Furniture	1,000
Total Furniture & Fixtures	8,500
Library Books	**Amount**
Library Books	2,500
Grand Total Capital Budget	**1,729,838**

ANTIOCH SEATTLE
Tuition Rate Changes 1997-98

Program		1996-97 Rates	1997-98 Proposed	% Change
BA Completion	Per Credit	310	320	3.23%
	Half Time	1,830	1,880	2.73%
	Full Time	3,025	3,115	2.98%
	Overload Add credit	125	130	4.00%
	Non Matriculated	310	320	3.23%
BA Human Services	Per Credit		305	N/A
	Half Time		1,800	N/A
	Full Time		2,995	N/A
	Overload Add credit		130	N/A
Psychology & WSD	Per Credit	345	355	2.90%
	Half Time	1,965	2,025	3.05%
	Full Time	3,270	3,370	3.06%
	Overload Add credit	165	170	3.03%
	Non Matriculated	345	355	2.90%
Education/ Individualized	Per Credit	330	330	0.00%
	Half Time	1,800	1,800	0.00%
	Full Time	3,180	3,180	0.00%
	Non Matriculated	330	330	0.00%
	Site Based	1,830	1,830	0.00%
Education/ Teacher Cert	Full Time	3,025	3,115	2.98%
Management	Full Time	4,000	4,167	4.17%
	(monthly rate)	1,200	1,250	4.17%
Organization Systems Ren	Full Time	3,085	3,409	10.50%
Environment & Community	Continuing Cohort		2,042	N/A
	New Cohort		2,102	N/A

ANTIOCH SOUTHERN CALIFORNIA
1997-98 Proposed Budget

I. Introduction

The preparation of the 1997-98 budget for Antioch Southern California has involved considerable numbers of faculty, staff, and administration working through the Campus Councils at each campus and the combined councils at the regional level. These groups based their deliberations on enrollment and fiscal data provided by the Provost and the Dean of Administrative Services. At regular points in the process, information was shared with all members of the institutions through Community Meetings held at each site.

The process was coordinated extremely effectively by Donna Starr, the Dean of Administrative Services for the region. She worked directly with budget managers to prepare material for submission, and many areas of the budget were developed using zero-based budgeting techniques. This provided very accurate information necessary for development of the budget and resulted in some savings in selected areas. Because of Donna Starr's management of the process, sensitive budget issues were dealt with openly and resolved effectively with little or no rancor.

Further, the 1997-98 budget was developed as the region experiences a third year of enrollment decreases which resulted in downsizing at the Los Angeles campus during the year. This action was extremely traumatic for the Los Angeles campus in particular, but had an impact at each campus. Because of the situation, the campuses have been re-thinking program development opportunities, marketing strategies, external relations, and the way that instruction and services are provided to students. This re-thinking and the reality that has conditioned it also has created a high level of concern and anxiety on the campuses, particularly in Los Angeles. As the 1996-97 year comes to a close, however, it appears that the enrollment picture for the future looks brighter, creative energies are being realized, and spirits are beginning to be revived.

What follows is: (1) an overview of the issues dealt with during the 1996-97 year; (2) a statement of the basic assumptions upon which the 1997-98 budget was constructed; (3) a narrative description of the salient features of the revenue and expenditure portions of the budget; and (4) a capital expenditure budget. Taken collectively, this material provides an overview and explanation of the 1997-98 budget for Antioch University Southern California.

II. Overview of 1996-97

The year that is just concluding has been extremely difficult for the Southern California campuses of Antioch University. What follows are observations regarding the major occurrences during the year that form the fabric of this trying period:

A. **Enrollment.** Details regarding enrollment will be presented in the material that follows, but it is sufficient to say here that enrollment within the region did not reach projected levels, and this is the third year the region has not met projections. The major problem has been at the Los Angeles campus where projections have not been met and a real reduction of students has occurred compared to the previous year; this is not the case in Santa Barbara where enrollment has fallen slightly short of projections each of the last 3 years, but real growth compared to the previous year has continued to occur, however small this growth may have been.

B. **Downsizing.** During the previous 2 years of enrollment decreases, the campuses had conserved resources wherever possible and many budgeted, but unfilled, positions were removed from the budget. This strategy worked effectively for the Santa Barbara campus, and because enrollment shortfalls were relatively small, further reductions were not necessary during 1996-97. This was not the case at the Los Angeles campus because enrollment decreases experienced during 1996-97 were significant, and only personnel reductions could sufficiently curb expenditures.

Personnel reductions, therefore, were authorized during 1996-97 that affected faculty, staff, and administration. Two Core Faculty were given notice; the status of two other Core Faculty positions was changed; one staff member was given notice; many vacant staff positions were left unfilled; other staff positions were modified in percent of effort or assumed multiple duties through cross training; and two key administrative positions that were vacant were left unfilled. The net effect of all budget reductions at the Los Angeles campus has yielded a savings of approximately $330,000. This has made the construction of the budget for 1997-98 easier, although the effects on campus morale in Los Angeles have been major, and the effects of these reductions on workload and service are still being sorted out.

C. **Program Development.** In response to the enrollment issues that have been experienced by the campuses, new energy has been devoted to refining aspects of current programs, developing new aspects of existing programs, or creating new program options. For example, the Masters in Clinical Psychology (MAP) Programs at each campus have substantially modified the curriculum to reflect the increased need to provide community-based therapeutic options to diverse populations, rather than rely on the traditional private practice model. These efforts have been successful to date and have linked the programs and the institution more closely to the communities that we serve.

The MAP Programs are also developing and marketing the Individualized Concentration in Psychology as an option for individuals who desire to study psychology, but who do not wish to practice therapy. Within broad parameters, these individuals can create their own programs and then use the degree in creative ways and/or continue their education at the doctoral level. In addition, the BA Program in Santa Barbara has recently begun marketing a new concentration in Human Services Administration. The BA Program in Los Angeles has implemented a Creative Writing concentration and is leading the way in exploring how on-line educational technology can be used for new program delivery methods. These all are examples of how the faculty is creating new thrusts within existing programs.

Further, considerable effort is going into creating new programs. The MFA Program in Creative Writing is the most notable example of this and will conduct its first residency beginning June 20, 1997. Other degree programs related to the arts are now being explored so that synergy can be created between similar programs and the entertainment industry in Southern California. In addition, other program areas are being explored related to environment studies, creativity, and labor studies.

D. **Marketing.** Much time and energy has gone into analyzing and altering the course of our marketing efforts at the two campuses. The work done with Laufer Associates has had nominal effectiveness, although the inquiry pool seems now to be increasing slightly in Los Angeles, and efforts are underway to select another advertising agency to work with next year. The work done with Davies Communications in Santa Barbara, on the other hand, has been very effective, and we have developed print media and television material that have significantly increased the inquiry pool and the number of applications being received.

E. **Organizational Issues.** Several organizational issues were examined during 1996-97, and actions relative to how the campuses and region conduct their business are in various stages of implementation. In Los Angeles, an Organizational Task Force worked for 6 months to re-formulate how student service functions should be delivered, and final details of this plan are being developed now with a Summer 1997 Quarter implementation date. Further, more emphasis will be placed next year on developing ties to the external community, and a plan to use external consultants to help with this task is being developed for implementation next year.

In Santa Barbara, the major organizational issue has been how to afford an Associate Dean of Academic Affairs. This is a budget issue and has not been resolved at this point. A plan is being developed that would use the considerable expertise of the senior Program Chair to assume a portion of the duties envisioned for the Associate Dean. This will partially assist with leadership in the academic area at the Santa Barbara campus and relieve some of the tremendous workload that now exists for the Dean of Academic Affairs.

Finally, the region has addressed how to strengthen its information systems area and has agreed to bring all computing functions under the leadership of one Regional administrator--the Director of Academic and Information Systems and Services. This decision has been implemented with the April 1 hiring of a Director who has taken charge of information systems for the academic and administrative areas at both campuses.

F. **Facilities.** During 1996-97, both campuses have pursued the issue of securing permanent campuses, and because the real estate market in California has accelerated property values, each campus has been forced temporarily to postpone its dream of purchasing its own facility. Consistent with this decision, the Santa Barbara campus extended the lease of its current facilities for 5 years and is seeking approval from the city to expand its space to serve additional students. The outcome of that process will not be known for several months, but it is anticipated that the city will approve our request for a revised Conditional Use Permit.

In Los Angeles, several facilities have been explored for purchase and for long term lease, and at this point, it appears that a multi-year lease may also be the best option. This issue will be resolved within the next several weeks.

G. **Licensure and Accreditation.** During 1996-97, Antioch Southern California received official notification that it had been re-licensed by the state of California for a 5 year period--the longest possible period permitted by statute. In addition, exploratory efforts were undertaken with the Western Association of Schools and Colleges to transfer accreditation from the North Central Association of Schools and Colleges. Because of enrollment and downsizing issues, it was determined that formal initiation of this process would be delayed until greater enrollment stability had been achieved. It now looks like these efforts will begin during the fall of 1997.

H. **Milestones.** During 1996-97, several key events helped to shape the character of the year--two involved personnel and the other involved anniversary celebrations. Just as the year was about to begin, Stephen Leiter, Assistant Dean for Academic Support Services/Registrar, died suddenly at the age of 41, and as the year began, Craig Taylor, Dean of Advancement, began a 6-month medical leave that was to lead ultimately to a permanent disability leave. These two occurrences have significantly impacted all at the institution and have added to the stress of an already difficult year.

On a positive note, the Los Angeles campus very successfully celebrated its 25th anniversary. This event, combined with plans to celebrate next fall the 20th anniversary of the Santa Barbara campus, has brightened our perspective and strengthened our resolve to be involved in something significant and enduring.

III. Basic Assumptions

The 1997-98 budget was developed within the broad framework provided by the University-wide Vision 2000 Statement established by the Board of Trustees and the regional Mission Statement. Specific regional and campus strategic objectives have been established, and the budget that has been developed attempts to actualize these priorities within the very limited fiscal resources available in the region.

The 1997-98 budget was developed for each campus after initial discussion of priorities by the Regional Council, and each campus struggled to produce a balanced budget given that enrollment has been an issue. Antioch Los Angeles experienced a third year of significant enrollment decrease and did not achieve its enrollment projection. The campus constructed the

1996-97 budget at an enrollment slightly less than the previous year, but the anticipated enrollment of 575 AFTE has not been realized. Actual enrollment for the 1996-97 year at Antioch Los Angeles is anticipated to be 518.87 AFTE. (See Table 1.) The two major programs at the campus fell short of their enrollment projections with the BA Program being 14.83% off the mark (28.82 AFTE) and the MAP Program being 9.60% off the mark (33.23 AFTE). The Masters in Organizational Management (MAOM) Program continued to show strength and should end the year very close to projection. As Table 2 illustrates, annualized FTE enrollment at Los Angeles is slightly less than 1991-92 levels, and the 8-year enrollment change indicates a 25.43% increase.

The area of greatest enrollment decrease as measured in percentage is in the BA Program. This academically challenging program has experienced enrollment decreases because of greater competition for the adult student market in Southern California and because our advertising budget is quite limited, especially compared to our competitors. Our efforts to recruit additional students into this program have, however, begun to reap results, and the program appears to have reached a stable level of graduates and new students

Because clinical psychology continues increasingly to be a problematic area of study, enrollment in this program continues to decrease, and is expected to do so for the short term. This situation is conditioned by the larger social discussion of the place of mental health providers in the managed care arena, and the program is exploring ways to modify its offerings so as to address the concerns of potential students. The non-clinical, Individualized Concentration in Psychology also is being marketed for those students who desire education in psychology and who wish to pursue research or doctoral study.

The Los Angeles campus in general is experiencing increasing competition from other institutions in Southern California. As the number of adults desiring educational opportunities continues to grow, more institutions are targeting this population for services, and this makes the task of marketing to these audiences increasingly more difficult, particularly on a very small marketing and outreach budget. Another factor that appears to adversely affect enrollment is the improvement in economic conditions in Southern California. With unemployment rates lower than they have been in 5 years, few adults are unemployed and seeking university education.

Antioch Santa Barbara also did not meet its enrollment projection, but was only slightly off the mark. Annualized enrollment was 0.31% (0.75 AFTE) below projection for the 1996-97 year (Table 1), and if the late registration period yields slightly more enrollment than currently anticipated, the Santa Barbara campus could meet or slightly exceed its annual FTE projection. When enrollment for 1996-97 is viewed in historical context, Antioch Santa Barbara experienced its highest enrollment ever. (See Table 3.) The BA Program fell short of its enrollment projection by 10.03% (8.83 AFTE), while the MAP Program was 0.26% (0.81 AFTE) above its projected enrollment and the MAOM Program exceeded its projection by 25.90% (7.77 AFTE). As shown in Table 3, the 8-year enrollment change for Antioch Santa Barbara is an impressive 72.66%.

The competition in the Santa Barbara area is not as keen as in Los Angeles, although the University of Phoenix has recently entered this market and may produce increased competition for us. The Santa Barbara campus also has used the services of Davies Communications for more than 1 year, and the effects of the advertising produced by this firm has been quite positive. Also television advertising was developed and used for the first time, and the results of this approach have been significant. In addition, the Admissions staff and faculty have made renewed efforts to provide personal attention to all inquirers, and these have positively affected the conversion rates of prospective students.

More specifically, the 1997-98 budget for Southern California has been developed with the following priorities in mind:

1. Allocation of resources for development and implementation of new programs, certificates, and continuing education that show the prospects of enhancing campus enrollment.

2. Allocation of resources for marketing activities that will contribute to enrollment enhancement and the increased visibility of the institution in the community.

3. Allocation of resources for the development and implementation the new student services area in Los Angeles and movement toward the creation of an Associate Dean of Academic Affairs position in Santa Barbara.

4. Allocation of resources to insure that adequate and appropriate facilities are available at each campus.

5. Allocation of resources for the creation of effective fundraising activities to augment the fiscal resources of the campuses.

6. Allocation of resources for the expansion and refinement of computer and information technology with particular emphasis upon on-line instruction, electronic library capabilities, student service, and implementation of Datatel software.

7. Allocation of resources for across-the-board salary increases for all regular employees and Adjunct Faculty.

These priorities have informed how allocations were determined in the 1997-98 budget and how future allocations will be made if additional revenue is produced by FTE levels beyond those projected, and how reductions in the budget will be made if enrollment projections are not achieved. Priority lists for future actions will be developed and used in accordance with University guidelines, as the 1997-98 year unfolds.

IV. Budget Narrative

The budget narrative which follows addresses central issues of the revenue and expenditure portions of the 1997-98 budget.

A. Revenue

Revenue for 1997-98 based upon enrollment is estimated conservatively in Southern California. Given the factors outlined above, the annualized FTE enrollment for the Los Angeles campus is projected at 509 for existing programs--slightly less than the actual enrollment for 1996-97--and 48 for the new MFA Program. Interest in the latter program has been strong, and it is believed that the recruitment of three cohorts of 20 students each can be accomplished during 1997-98. This conservative enrollment projection posture is believed to be a prudent approach given all of the uncertainty in the economic climate of Los Angeles and given the increased competition for adult students. These enrollment projections seem achievable because the campus goes into the fiscal year with a relatively high student headcount.

Based on the factors described above, the projected enrollment for Antioch Santa Barbara is 245 AFTE for the 1997-98 year. This is a 2.83% (6.75 AFTE) increase over the actual enrollment for 1996-97, but it is believed this is achievable given market conditions, increased advertising and outreach efforts, and some new programmatic thrusts in the Individualized Concentration in psychology area, the new Human Services

Administration Concentration in the BA Program, and the continued strength of the MAOM Program. These enrollment projections also seem achievable because the campus is entering the new fiscal year with a high headcount enrollment figure.

The 1997-98 budget also includes a minimal tuition increase in all programs at the Santa Barbara campus and no tuition increase for the Los Angeles campus--the first time in the history of the campus. After review of tuition rates of area institutions and historic increase patterns, quarterly tuition rates for full-time students at the Santa Barbara campus have been increased by $50 as shown in Table 5. The current Los Angeles tuition rate ($3,200 per quarter for all current programs) maintains the graduate tuition at or close to the average of competing institutions and continues the undergraduate tuition at the low end of the competitive scale. The new MFA Program will charge an initial tuition rate of $4,000 per semester; this enrollment period is different from what has been done in the past, but will maximize the study periods and work effectively for financial aid purposes. The Santa Barbara tuition rates ($2,950 for the BA Program and $3,100 for the MAP and MAOM Programs) maintain rates at or close to the average of competing institutions and maintains a common differential tuition rate for all graduate programs that was begun during 1993-94. Tuition increases for the region, therefore, are less than 2% as shown in Table 5, are well below the Consumer Price Index for 1996, and are the smallest increases in the history of the two campuses.

Revenue also is shown from Continuing Education ($70,000) which is mounting an active program to serve the professional needs of graduates from the MAP Program as well as others in the mental health field. Expenses, of course, are also shown against these revenues with 15% profit margin as the goal for 1997-98. The profit margin goal for the future is 25%.

In addition, reasonable estimates of gift income have been included in the 1997-98 budget for each campus, and specific plans have been developed to achieve the budgeted amounts ($22,500 in Los Angeles and $25,000 in Santa Barbara) using the expertise of the Vice Chancellor for Development. Fees are projected at levels consistent with actual performance during 1996-97 and do not introduce major changes from the rates used during 1996-97. Lab/course fees (Line Item 3250) reflected in the Los Angeles budget are for class readers, and an increase in this fee from $150 to $200 for all entering students will be effective July 1, 1997. The medical fees in the Los Angeles budget are generated by the Antioch Counseling Center. In addition, a parking fee at the Los Angeles campus is introduced for the first time to partially offset expenditures associated with providing parking to students. This fee will generate $29,500 in new revenue.

The total projected revenue generated by the Southern California region in 1997-98 is $7,806,424 ($5,494,180 in Los Angeles and $2,312,244 in Santa Barbara).

B. Expenditures

Specific comments regarding major expenditure items in the 1997-98 budget include the following:

1. Employee Salaries

   Because of enrollment difficulties, no salary increases have been provided to Antioch Southern California employees since 1994-95. The 1997-98 budget includes a 2.2% across-the-board increase for all employees, and the second phase of salary increases for Adjunct Faculty at the Los Angeles campus is included in this budget ($37,500). These increases are provided so that the employees who are providing instruction and services to students will receive fair remuneration for their labors at something close to what is provided in the external market.

   Funds also are included for salary adjustments that may be necessary as a result of re-classification of positions emerging from re-organization efforts ($15,000).

2. Personnel Changes

   The 1997-98 budget includes no personnel changes at the Santa Barbara campus, although some budgeted funds for program development will be used to have existing Core Faculty and a Program Chair begin to perform some of the functions of the much needed Associate Dean of Academic Affairs position which again has not been able to be funded.

   At the Los Angeles campus, the following changes in personnel have occurred: two Core Faculty positions have been eliminated from the budget; two Core Faculty positions have had status changes;

one staff position has been eliminated from the budget; two recently vacated staff positions will not be refilled; one staff position has been downgraded; and one staff position has had a status change. Further, two vacant administrative positions have been eliminated from the budget for 1997-98. These reductions are significant and represent the manner in which the institution is responding to the decrease in fiscal resources as a result of enrollment decreases. In addition, a new Program Chair for the MFA Program is added to the Los Angeles campus budget; funds for this were obtained by transferring the position from the BA Program and adding $5,000 for the Chair stipend.

The only personnel change in the regional budget is the addition of the position of Director of Academic and Information Systems and Services which will permit the institution to manage its computer resources more effectively and to respond to the ever increasing needs emerging in the instructional use of technology.

3. Employee Fringe Benefits

All fringe benefits calculations were done using the data provided by the University Administration, and all appropriate fringe benefits have been adjusted to reflect the salary increase mentioned above.

Tuition remission benefits have been funded consistent with University-wide policy--100% for undergraduate enrollment and 50% for graduate enrollment.

4. Program Development

Funds are included at each campus for continued refinement of existing programs, and modest funds ($10,000) are provided for assumption by current Santa Barbara faculty of some of the duties related to the proposed Associate Dean of Academic Affairs position. All other program development efforts will be funded from the recently announced gift from the Pierson-Lovelace Foundation which will make $100,000 available for this purpose during 1997-98.

5. General Expenses

These expenditure lines have been adjusted to 1996-97 actual levels to support known programming efforts during 1997-98.

6. Faculty and Staff Development

Staff development resources are continued at the 1996-97 levels, and all faculty development efforts continue to be funded from a restricted gift that will fund this important activity at the 1996-97 levels for both campuses.

7. Printing and Advertising

Funds for advertising have been included in both campus budgets at the actual 1996-97 levels, and this provides for $20,000 for MFA Program advertising in Los Angeles. Printing expenditures have been maintained at 1996-97 levels to accommodate the printing of promotion materials.

8. Rent Expenditures

The 1997-98 budget includes $880,686 for rental of space for campus operations--$604,311 in Los Angeles and $276,375 in Santa Barbara. The Los Angeles figure has been reduced by $75,000 when compared to actual expenditures in 1996-97 and assumes this reduction will be realized when a new lease is negotiated. The Santa Barbara figure has been increased by $71,000 to reflect the increased expenditures associated with the addition of new space and morel parking spaces. These rent expenditures represent 10.99% of Los Angeles' total budget (a record low for the campus) and 11.95% of Santa Barbara's total budget.

9. University Support

The region's contribution to University overhead is budgeted at $993,908 ($683,922 for Los Angeles and

$309,986 for Santa Barbara). The Los Angeles contribution is less than 1996-97 and the Santa Barbara contribution is more than 1996-97 which reflects the respective enrollment decreases and increases projected for the two campuses in 1997-98. Rebate to the region against this overhead is budgeted at $271,066. In addition, $58,000 is included for the College Fund. Contributions to University and College support for 1997-98, therefore, are $780,842 which represents an effective rate of approximately 10%.

10. Regional Expenses

Regional expenses have been distributed between the two campuses based upon a Regional Council of Southern California 3-year average AFTE policy, and for 1997-98, these expenses have been distributed 71% to Los Angeles and 29% to Santa Barbara. The regional budget includes all funds for travel to Technical Resource Group meetings ($12,000), all regional employee travel expenses ($16,300), RegSys maintenance for one-half year before Datatel software in the student services area will be implemented ($8,000), and the regional newsletter ($10,800).

11. Contingency and Reserve Funds

The required 2% Campus Contingency is included in the budget with $109,884 provided in Los Angeles and $46,245 provided in Santa Barbara. This total of $156,129 is less than what is desired, so an additional program contingency is established in Los Angeles of $74,509. Also, a 1% liquidity reserve fund is established in campus budgets ($54,942 in Los Angeles and $23,122 in Santa Barbara) to be used to strengthen the liquidity ratios of the University and Southern California campuses.

IX. Capital Budget

For 1997-98, there are an array of capital equipment needs that fall into several categories. The first is materials necessary to maintain and/or upgrade our existing computer network and particularly FirstClass with the MFA Program in Los Angeles admitting its first cohort of students in June 1997 and other on-line instructional ventures in the planning stages. Second, more complete Datatel software implementation during 1997-98 will require additional equipment. Third, additional computers are needed for faculty use--either for people who do not already have machines, for upgrading faculty computers to enable full access to the Internet and to promote use of computer technology in the classroom, and for faculty to begin to have access to student information that will begin to be available as a result of the student service module implementation of Datatel. Fourth, we are developing electronic classrooms that can be used for instructional purposes as well as open labs when not in classroom use. These facilities will greatly improve our ability to teach in more creative and state-of-the-art ways.

Dale Johnston
Provost

Table 1.

Antioch University Southern California 1996-97 Projected and Actual FTE Enrollment

Campus/Program	Summer Projected	Summer Actual	Fall Projected	Fall Actual	Winter Projected	Winter Actual	Spring Projected	Spring Actual	Annualized Projected	Annualized Actual
Los Angeles										
BA Program	105.00	97.50	150.00	128.90	165.00	132.15	165.00	140.00	**195.00**	**166.18**
MAP Program	205.00	202.75	257.00	249.80	279.00	250.75	297.00	235.00	**346.00**	**312.77**
MAOM Program	21.00	15.35	26.00	27.15	28.00	29.25	27.00	28.00	**34.00**	**33.25**
MFA Program	0.00	0.00	0.00	0.00	0.00	0.00	0.00	20.00	**0.00**	**13.33**
Total	331.00	315.60	433.00	405.85	472.00	412.15	489.00	423.00	**575.00**	**518.87**
Santa Barbara										
BA Program	55.00	47.80	70.00	64.00	72.00	63.72	67.00	62.00	**88.00**	**79.17**
MAP Program	62.00	57.60	104.00	99.20	106.00	112.14	91.00	95.00	**121.00**	**121.31**
MAOM Program	20.00	22.00	25.00	27.70	23.00	31.60	22.00	32.00	**30.00**	**37.77**
Total	137.00	127.40	199.00	190.90	201.00	207.46	180.00	189.00	**239.00**	**238.25**
TOTAL	**468.00**	**443.00**	**632.00**	**596.75**	**673.00**	**619.61**	**669.00**	**612.00**	**814.00**	**757.12**

4/1/97

Table 2. E16

Los Angeles Enrollment Pattern (1988 to 1997)

Year	Summer	Fall	Winter	Spring	Annualized
1988-89	242.00	336.89	342.42	303.77	**408.36**
1989-90	262.62	303.16	318.40	309.72	**397.97**
1-year Change	8.52%	-10.01%	-7.01%	1.96%	**-2.55%**
1990-91	262.73	354.50	384.03	382.41	**461.22**
1-year Change	0.04%	16.93%	20.61%	23.47%	**15.89%**
1991-92	339.65	438.65	437.10	411.95	**542.45**
1-year Change	29.28%	23.74%	13.82%	7.72%	**17.61%**
1992-93	351.45	427.40	474.60	473.10	**575.52**
1-year Change	3.47%	-2.56%	8.58%	14.84%	**6.10%**
1993-94	409.15	525.65	539.70	491.00	**655.17**
1-year Change	16.42%	22.99%	13.72%	3.78%	**13.84%**
1994-95	388.90	490.00	492.20	458.00	**609.70**
1-year Change	-4.95%	-6.78%	-8.80%	-6.72%	**-6.94%**
1995-96	367.16	470.20	467.25	430.00	**578.20**
1-year Change	-5.59%	-4.04%	-5.07%	-6.11%	**-5.17%**
1996-97	315.60	405.85	412.15	423.00	**518.87**
1-year Change	-14.04%	-13.69%	-11.79%	-1.63%	**-10.26%**
8-year Change	**30.41%**	**20.47%**	**20.36%**	**39.25%**	**27.06%**

4/1/97

Santa Barbara Enrollment Pattern (1988 to 1997)

Year	Summer	Fall	Winter	Spring	Annualized
1988-89	74.61	110.02	117.85	111.48	**137.99**
1989-90	102.22	126.57	139.13	121.85	**163.26**
1-year Change	37.01%	15.04%	18.06%	9.30%	**18.31%**
1990-91	116.32	166.20	167.80	142.30	**197.54**
1-year Change	13.79%	31.31%	20.61%	16.78%	**21.00%**
1991-92	128.70	181.10	175.00	156.05	**213.62**
1-year Change	10.64%	8.97%	4.29%	9.66%	**8.14%**
1992-93	140.66	194.50	185.60	167.55	**229.44**
1-year Change	9.29%	7.40%	6.06%	7.37%	**7.41%**
1993-94	139.20	193.01	191.77	172.00	**231.99**
1-year Change	-1.04%	-0.77%	3.32%	2.66%	**1.11%**
1994-95	127.20	189.61	195.01	173.11	**228.31**
1-year Change	-8.62%	-1.76%	1.69%	0.65%	**-1.59%**
1995-96	130.31	191.00	204.51	169.11	**231.64**
1-year Change	2.44%	0.73%	4.87%	-2.31%	**1.46%**
1996-97	127.40	190.90	207.46	189.00	**238.25**
1-year Change	-2.23%	-0.05%	1.44%	11.76%	2.85%
8-year Change	**70.75%**	**73.51%**	**76.04%**	**69.54%**	**72.66%**

Table 4.

Antioch University Southern California 1997-98 Projected FTE Enrollment

Campus/Program	Summer	Fall	Winter	Spring	Annualized
Los Angeles					
BA Program	96.00	131.00	148.00	150.00	**175.00**
MAP Program	185.00	232.00	237.00	231.00	**295.00**
MAOM Program	23.00	30.00	33.00	31.00	**39.00**
MFA Program	20.00	20.00	38.00	66.00	**48.00**
Total	324.00	413.00	456.00	478.00	**557.00**
Santa Barbara					
BA Program	51.00	66.00	66.00	63.00	**82.00**
MAP Program	68.00	107.00	111.00	95.00	**127.00**
MAOM Program	22.00	28.00	32.00	26.00	**36.00**
Total	141.00	201.00	209.00	184.00	**245.00**
TOTAL	**465.00**	**614.00**	**665.00**	**662.00**	**802.00**

4/1/96

Table 5.

Quarterly Full-Time Tuition Rates

Campus/Program	1994-95	1995-96	1996-97	1997-98	% Increase
Los Angeles					
BA, MAP, & MAOM Programs	$3,000	$3,150	$3,200	$3,200	**0.00%**
MFA Program	$0	$0	$0	$4,000	**0.00%**
Santa Barbara					
BA Program	$2,700	$2,850	$2,900	$2,950	**1.72%**
MAP Program	$2,850	$3,000	$3,050	$3,100	**1.64%**
MAOM Program	$2,850	$3,000	$3,050	$3,100	**1.64%**

4/1/97

Antioch Southern California

1997-98 Proposed Budget by Function

	1995-96 Actual	1996-97 Budget	1996-97 Projected	Change From 1996-97 Budget To 1996-97 Proj $	Change From 1996-97 Budget To 1996-97 Proj %	Proposed 1997-98 Budget	Change From 1996-97 Proj To 1997-98 Budget $	Change From 1996-97 Proj To 1997-98 Budget %	Change From 1996-97 Budget To 1997-98 Budget $	Change From 1996-97 Budget To 1997-98 Budget %
	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------
Revenues										
Tuition & Fees	7,807,017	8,051,287	7,453,735	-597,552	-7.42%	*7,941,605*	487,870	6.55%	-109,682	-1.36%
Less Tuition Discounts	-210,892	-213,227	-198,227	15,000	-7.03%	*-199,180*	-953	0.48%	14,047	-6.59%
Gifts	655	25,000	30,000	5,000	20.00%	*47,500*	17,500	58.33%	22,500	90.00%
Grants	268,983	252,120	240,661	-11,459	-4.55%	*263,500*	22,839	9.49%	11,380	4.51%
Endowment Income	0	0	0	0		*0*	0		0	
Contracts	0	0	0	0		*0*	0		0	
Other Income	27,646	18,175	34,815	16,640	91.55%	*16,000*	-18,815	-54.04%	-2,175	-11.97%
Total E&G Revenue	7,893,409	8,133,355	7,560,984	-572,371	-7.04%	*8,069,425*	508,441	6.72%	-63,930	-0.79%
Auxiliary Enterprises	0	0	0	0		*0*	0		0	
Released From Restrictions	16,970	39,000	55,000	16,000	41.03%	*135,000*	80,000	145.45%	96,000	246.15%
Total Revenues	7,910,379	8,172,355	7,615,984	-556,371	-6.81%	*8,204,425*	588,441	7.73%	32,070	0.39%
Operating Expenses										
Instruction	2,813,237	2,874,429	2,730,759	-143,670	-5.00%	*2,939,889*	209,130	7.66%	65,460	2.28%
Research	0	0	0	0		*0*	0		0	
Public Service	83,791	96,950	85,276	-11,674	-12.04%	*79,775*	-5,501	-6.45%	-17,175	-17.72%
Academic Support	495,605	602,963	570,643	-32,320	-5.36%	*674,098*	103,455	18.13%	71,135	11.80%
Student Services	1,160,614	1,121,398	1,080,956	-40,442	-3.61%	*1,037,544*	-43,412	-4.02%	-83,854	-7.48%
Institutional Support	1,867,951	2,213,365	1,975,234	-238,131	-10.76%	*2,166,029*	190,795	9.66%	-47,336	-2.14%
Plant Maintenance	950,589	979,630	1,038,697	59,067	6.03%	*1,027,090*	-11,607	-1.12%	47,460	4.84%
Scholarships	277,103	268,620	294,419	25,799	9.60%	*280,000*	-14,419	-4.90%	11,380	4.24%
Total E&G Expenses	7,648,890	8,157,355	7,775,984	-381,371	-4.68%	*8,204,425*	428,441	5.51%	47,070	0.58%
Auxiliary Enterprises	0	0	0	0		*0*	0		0	
Total Operating Expenses	7,648,890	8,157,355	7,775,984	-381,371	-4.68%	*8,204,425*	428,441	5.51%	47,070	0.58%
Excess Revenue over Expenses	261,489	15,000	-160,000	-175,000	-1166.67%	*0*	160,000	-100.00%	-15,000	-100.00%
Annual Budget conversion to Cash basis										
Capital Expenditures	21,018	67,200	40,000	-27,200	-40.48%	*61,550*	21,550	53.88%	-5,650	-8.41%
Borrowing Proceeds	0	0	0	0		*0*	0		0	
Principal Payments	0	0	0	0		*0*	0		0	
Prior Year Reserves	0	-52,200	-200,000	-147,800	283.14%	*-61,550*	138,450	-69.23%	-9,350	17.91%
Add back Depreciation	0	0	0	0		*0*	0		0	
Total Cash Items	21,018	15,000	-160,000	-175,000	-1166.67%	*0*	160,000	-100.00%	-15,000	-100.00%
Net Cash Basis Budget	240,471	0	0	0		*0*	0		0	

Antioch Southern California

1997-98 Proposed Budget by Category

	1995-96 Actual	1996-97 Budget	1996-97 Projected	Change From 1996-97 Budget To 1996-97 Proj $	%	Proposed 1997-98 Budget	Change From 1996-97 Proj To 1997-98 Budget $	%	Change From 1996-97 Budget To 1997-98 Budget $	%
Revenues	7,910,379	8,172,355	7,615,984	-556,371	-6.81%	*8,204,425*	588,441	7.73%	32,070	0.39%
Operating Expenses										
Salaries & Wages	3,932,870	3,982,898	3,713,467	-269,431	-6.76%	*3,910,486*	197,019	5.31%	-72,412	-1.82%
Benefits	936,783	998,644	962,695	-35,949	-3.60%	*941,098*	-21,597	-2.24%	-57,546	-5.76%
Training & Development	101,075	141,459	127,142	-14,317	-10.12%	*260,841*	133,699	105.16%	119,382	84.39%
Student Aid Services	82,492	82,132	107,521	25,389	30.91%	*82,800*	-24,721	-22.99%	668	0.81%
Special Events	29,583	25,760	22,756	-3,004	-11.66%	*21,510*	-1,246	-5.48%	-4,250	-16.50%
Supplies	139,530	132,515	126,032	-6,483	-4.89%	*133,965*	7,933	6.29%	1,450	1.09%
Business Operations	638,026	568,473	668,473	100,000	17.59%	*671,975*	3,502	0.52%	103,502	18.21%
Plant Maintenance	1,025,972	1,041,280	1,059,592	18,312	1.76%	*1,075,404*	15,812	1.49%	34,124	3.28%
Interest Expense	19,038	20,150	15,707	-4,443	-22.05%	*14,650*	-1,057	-6.73%	-5,500	-27.30%
Resale Costs	0	0	0	0		*0*	0		0	
Miscellaneous	4,482	2,850	10,350	7,500	263.16%	*2,152*	-8,198	-79.21%	-698	-24.49%
Contingency/Reserves										
Campus Contingency, Mandatory	-180,993	157,636	0	-157,836	-100.00%	*156,129*	156,129	100.00%	-1,507	-0.96%
Campus Program Contingency, Discretionary	22,065	41,308	0	-41,308	-100.00%	*74,509*	74,509		33,201	80.37%
Liquidity Reserve	0	78,818	78,817	-1	0.00%	*78,064*	-753	-0.96%	-754	-0.96%
Overhead										
To the University	1,087,315	1,062,744	1,062,744	0	0.00%	*993,908*	-68,836	-6.48%	-68,836	-6.48%
Rebates from the University	-251,926	-250,000	-250,000	0	0.00%	*-271,066*	-21,066	8.43%	-21,066	8.43%
Subsidy from Adult Campuses	62,578	62,578	82,578	0	0.00%	*58,000*	-4,578	-7.32%	-4,578	-7.32%
Subsidy from Overhead	0	0	0	0		*0*	0		0	
Other (Intercampus Agree & Univ Conf)	0	8,110	8,110	0	0.00%	*0*	-8,110	-100.00%	-8,110	-100.00%
Depreciation	0	0	0	0		*0*	0		0	
Total Operating Expenses	7,648,890	8,157,355	7,775,984	-381,371	-4.68%	*8,204,425*	428,441	5.51%	47,070	0.58%
Excess Revenue over Expenses	261,489	15,000	-160,000	-175,000	-1166.67%	*0*	160,000	-100.00%	-15,000	-100.00%
Annual Budget Conversion to Cash Basis										
Capital Expenditures	21,018	67,200	40,000	-27,200	-40.48%	*61,550*	21,550	53.88%	-5,650	-8.41%
Borrowing Proceeds	0	0	0	0		*0*	0		0	
Principal Payments	0	0	0	0		*0*	0		0	
Prior Year Reserves	0	-52,200	-200,000	-147,800	283.14%	*-61,550*	138,450	-69.23%	-9,350	17.91%
Add Back Depreciation	0	0	0	0		*0*	0		0	
Total Cash Items	21,018	15,000	-160,000	-175,000	-1166.67%	*0*	160,000	-100.00%	-15,000	-100.00%
Net Cash Basis Budget	240,471	0	0	0		*0*	0		0	

ANTIOCH SOUTHERN CALIFORNIA
1997-98 Capital Budget

Buildings	**Amount**
Total Buildings	0
Building Improvements	**Amount**
Total Building Improvements	0
Equipment	**Amount**
System Upgrades	3,800
Administrative Computing	14,000
Faculty Computing	20,000
Electronic Classrooms	23,750
Total Equipment	61,550
Furniture & Fixtures	**Amount**
Total Furniture & Fixtures	0
Library Books	
Grand Total Capital Budget	61,550

THE McGREGOR SCHOOL
ANTIOCH UNIVERSITY
1997-98 PROPOSED BUDGET

I. Overview

This was a difficult year for The McGregor School, probably the most difficult in its ten year history. Our search for a new provost was ultimately unsuccessful. The two largest programs in the school, the Weekend College and the Graduate Management Program, experienced sharp and unanticipated enrollment shortfalls, and it is projected that we will fall about $400,000 short of our budgeted revenue target for the year. A unionization campaign among our staff produced intense conflict and polarization within the school. Key personnel, including the Director of the Weekend College and the Chief Financial and Administrative Officer, left the school mid-year to accept positions elsewhere. Finally, operational difficulties in our Registrar's office caused us to seek university help to resolve the problems.

The McGregor School met these challenges with enthusiasm and purpose. Through a combination of a hiring freeze, an administrative reorganization, and expense reductions, the school will bring in a balanced 1996-97 budget without a single layoff. A three year union contract was signed in October, 1996, and there is now in place a good working relationship between the new union and the McGregor administration. A Task Force on the Registrar's Office, working closely with university consultants, totally revamped operations in the office and received a highly positive review from the university consultants upon their return visit to assess McGregor compliance with their mandated recommendations.

II. Enrollment and Revenue Projections: 1997-98

Given our difficulties this year, we have projected revenue somewhat cautiously for 1997-98. The addition of a second cohort in our successful Teacher Certification program, plus an anticipated healthy enrollment increase in our Individualized Master of Arts program (IMA) are balanced by lowered projections for the Weekend College and the Graduate Management Program reflecting weakness which surfaced in 1996-97. Tuition increases are targeted at 3%, except for the Weekend College and Graduate Management, where they are 1.5% and 1.8% respectively. We are projecting gross tuition revenues for 1997-98 at $4,971,000, which is about $150,000 more than anticipated revenue in 1996-97, but about $300,000 less than forecast in the 1996-97 budget document.

Note that this revenue forecast reflects no revenue from the Environment and Community cluster of the Individualized Master of Arts program, which is being transferred for 1997-98 to Antioch Seattle as a result of an agreement worked out between the University and the two impacted campuses.

III. Efforts to Increase Enrollments

A number of efforts are in place to increase enrollments and provide greater stability in our revenue projections. First, recognizing that the principal source of matriculating students to our programs is word of mouth from existing students and alumni, an Alumni Development position has been added to the budget. This person will coordinate alumni activities and initiatives in the recruitment effort, and will work closely with the university Vice Chancellor for Development to help rebuild the Board of Visitors and foster contributions, as well as work on marketing initiatives for the school. Second, our advertising will focus more on McGregor as a whole and less on individual programs; this tighter focus will permit us to reduce advertising expenditures, develop economies of scale, and increase the synergies between programs. Third, two new faculty hires in education and management will work across programs rather than being located in a single program, and this should aid in developing synergies between programs and facilitate student matriculation from undergraduate to graduate management programs and from our undergraduate program in education to our graduate and certification programs for teachers. Finally, our focus on improving operations and customer service should reduce student complaints about these support services and increase student retention.

IV. Major Changes from the 1996-97 Budget

A. Administrative Reorganization

There has been a significant administrative reorganization within the school. Some positions--an Accounts Receivable clerk, the receptionist, an accountant, the conference center coordinator, and two program assistants--have been permanently eliminated or will be by July 1. The Individualized Master of Arts (IMA)

Program has been reorganized to eliminate fragmentation, unnecessary expense, and administrative duplication. The IMA will now have a single Director rather than the present four directors; individuals heading clusters within the IMA will now serve as chairs rather than directors, freeing them up to do more faculty work by centralizing administrative responsibility in a single Director. When Datatel is fully operational we will institute a "one-stop shopping" structure within our support services, which will provide cross-training and greater cooperation between finance, registrarial, and financial aid offices and personnel. Finally, we have reorganized the admissions office so that personnel are allocated by function rather than by program; the over-all numbers in the office remain the same, but one of the positions is now focused on information systems, a change from the past.

Some new positions have been added to provide better strategic focus. They include two Program Associate positions, one in the IMA to help coordinate the new reorganization and one in our largest and most complex program, the Weekend College; the previously mentioned Alumni Development position; a Director of Continuing Education, which is a major strategic initiative of 1997-98 and will be initially funded by a loan from the Educational Leadership Summer Seminars program set up by a grant from the Lovelace Foundation; a staff position called a "floater" and reporting to the Associate Provost, who will be assigned to various programs and departments within the school during peak periods as needed.

B. Faculty Additions

Other than replacements for departing faculty and program directors, there are two new faculty positions (2 FTE) in education to accommodate the move from one to two cohorts a year and to reflect the increased numbers of teacher certification graduates now moving into the IMA. Three other positions (3 FTE) in the 1996-97 budget--an elementary education position in the Weekend College, a faculty position in Teacher Certification, and a Graduate Management faculty position--will now be combined into two positions which are shared across the respective programs (2 FTE). For a number of other areas--skills training in the Weekend College, additional faculty help in conflict resolution and intercultural relations--we are utilizing additional adjuncts instead of two budgeted (1996-97) core faculty position never filled and which we are eliminating.

C. Salary Increase Plans

Raises for staff members will be 4.5%, as mandated by the contract signed with the union. Raises for faculty and administrators are budgeted at 2%; this is made possible by the elimination or combination of existing positions, as well as the consolidation, and reorganization of existing programs and departments.

D. Plans for Campus Revenue Contingencies, if released

These funds would be used to increase marketing efforts, accelerate the phasing out of outdated Apple Classic 2 computers, and provide additional funds for training, especially in relation to our "one-stop shopping" initiative.

E. Acquisitions over $10,000

We have budgeted $19,000 to replace outmoded Classic 2 computers, to be distributed by a combination of seniority and job function criteria.

V. CONCLUSION

The just-concluded budget process at McGregor was highly productive and distinctive in nature. Starting in October when the budget difficulties of 1996-97 became apparent, we shifted from the incremental budgeting approach used at McGregor for nine years to a priority-based budget process which identified and prioritized School needs in terms of an explicit investment strategy. We recognize that this priority-based budget process is properly seen as the first phase in a long-term strategic planning process to better identify pressing needs and aid the School in identifying appropriate investment strategies to foster enrollment growth and financial stability. Though we recognize that this year's efforts are only the initial stage of this new process, we are exceptionally proud of our efforts. We developed a budget which strategically invested in better systems, a stronger faculty, and more focused marketing and we did this within the context of a budget $300,000 less than in 1996-97.

One of the major themes for 1997-98 is to determine the appropriate role for new technologies in the delivery of new and existing educational programs to help us remain competitive and better serve the needs of our students. The addition in 1996-97 of a McGregor website and the introduction of FirstClass E-Mail and Conferencing software, represent a first step in this process, and, although we have not budgeted substantial additional funds for technology in the 1997-98 budget, strategic planning around the technology theme will be an important focus for McGregor in the upcoming year.

Steve Brzezinski
Associate Provost

The McGregor School of Antioch

1997-98 Proposed Budget by Function

	1995-96 Actual	1996-97 Budget	1996-97 Projected	Change From 1996-97 Budget To 1996-97 Proj $	%	Proposed 1997-98 Budget	Change From 1996-97 Proj To 1997-98 Budget $	%	Change From 1996-97 Budget To 1997-98 Budget $	%
Revenues										
Tuition & Fees	4,830,675	5,385,562	4,865,792	-519,770	-9.65%	*5,183,834*	318,042	6.54%	-201,728	-3.75%
Less Tuition Discounts	-149,878	-92,063	-64,535	27,528	-29.90%	*-11,380*	53,155	-82.37%	80,683	-87.64%
Gifts	0	0	100	100		*0*	-100	-100.00%	0	
Grants	12,274	63,330	46,437	-16,893	-26.67%	*15,772*	-30,665	-66.04%	-47,558	-75.10%
Endowment Income	0	0	0	0		*0*	0		0	
Contracts	26,828	54,000	24,047	-29,953	-55.47%	*42,000*	17,953	74.66%	-12,000	-22.22%
Other Income	17,041	920	742	-178	-19.35%	*450*	-292	-39.35%	-470	-51.09%
Total E&G Revenue	4,736,940	5,411,749	4,872,583	-539,166	-9.96%	*5,230,676*	358,093	7.35%	-181,073	-3.35%
Auxiliary Enterprises	49,845	133,500	88,741	-44,759	-33.53%	*58,500*	-30,241	-34.08%	-75,000	-56.18%
Released From Restrictions	62,222	0	0	0		*48,285*	48,285		48,285	
Total Revenues	4,849,007	5,545,249	4,961,324	-583,925	-10.53%	*5,337,461*	376,137	7.58%	-207,788	-3.75%
Operating Expenses										
Instruction	2,151,182	2,644,843	2,269,048	-375,795	-14.21%	*2,502,485*	233,437	10.29%	-142,358	-5.38%
Research	0	0	0	0		*0*	0		0	
Public Service	118,590	159,752	95,265	-64,487	-40.37%	*157,181*	61,916	64.99%	-2,571	-1.61%
Academic Support	0	0	0	0		*0*	0		0	
Student Services	604,893	659,774	593,389	-66,385	-10.08%	*680,917*	87,528	14.75%	21,143	3.20%
Institutional Support	1,420,959	1,821,521	1,787,375	-34,146	-1.87%	*1,780,143*	-7,232	-0.40%	-41,378	-2.27%
Plant Maintenance	-103,345	120,985	59,669	-61,316	-50.68%	*136,734*	77,065	129.15%	15,749	13.02%
Scholarships	2,274	0	3,504	3,504		*0*	-3,504	-100.00%	0	
Total E&G Expenses	4,194,553	5,406,875	4,808,250	-598,625	-11.07%	*5,257,460*	449,210	9.34%	-149,415	-2.76%
Auxiliary Enterprises	101,860	138,374	95,951	-42,423	-30.66%	*61,334*	-34,617	-36.08%	-77,040	-55.68%
Total Operating Expenses	4,296,413	5,545,249	4,904,201	-641,048	-11.56%	*5,318,794*	414,593	8.45%	-226,455	-4.08%
Excess Revenue over Expenses	552,594	0	57,123	57,123		*18,667*	-38,456	-67.32%	18,667	
Annual Budget conversion to Cash basis										
Capital Expenditures	449,310	58,000	57,123	-877	-1.51%	*18,667*	69,030	120.84%	-39,333	-67.82%
Borrowing Proceeds	0	0	0	0		*0*	0		0	
Principal Payments	0	0	0	0		*0*	0		0	
Prior Year Reserves	0	-58,000	0	58,000	-100.00%	*0*	0		58,000	-100.00%
Add back Depreciation	0	0	0	0		*0*	0		0	
Total Cash Items	449,310	0	57,123	57,123		*18,667*	-38,456	-67.32%	18,667	
Net Cash Basis Budget	103,284	0	0	0		*0*	0		0	

The McGregor School of Antioch

1997-98 Proposed Budget by Category

	1995-96 Actual	1996-97 Budget	1996-97 Projected	Change From 1996-97 Budget To 1996-97 Proj $	%	Proposed 1997-98 Budget	Change From 1996-97 Proj To 1997-98 Budget $	%	Change From 1996-97 Budget To 1997-98 Budget $	%
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Revenues	4,849,007	5,545,249	4,961,324	-583,925	-10.53%	*5,337,461*	376,137	7.58%	-207,788	-3.75%
Operating Expenses										
Salaries & Wages	2,046,895	2,384,438	2,073,603	-310,835	-13.04%	*2,301,328*	227,725	10.98%	-83,110	-3.49%
Benefits	448,153	765,746	623,237	-142,509	-18.61%	*745,394*	122,157	19.60%	-20,352	-2.66%
Training & Development	144,313	132,189	94,043	-38,146	-28.86%	*140,146*	46,103	49.02%	7,957	6.02%
Student Aid Services	0	0	0	0		*0*	0		0	
Special Events	81,865	41,750	42,180	430	1.03%	*36,976*	-5,204	-12.34%	-4,774	-11.43%
Supplies	92,951	54,000	46,979	-7,021	-13.00%	*59,200*	12,221	26.01%	5,200	9.63%
Business Operations	663,179	785,529	727,169	-58,360	-7.43%	*709,396*	-17,773	-2.44%	-76,133	-9.69%
Plant Maintenance	39,819	98,817	60,400	-38,417	-38.88%	*112,580*	52,180	86.39%	13,763	13.93%
Interest Expense	16,176	15,057	16,497	1,440	9.56%	*17,595*	1,098	6.66%	2,538	16.86%
Resale Costs	0	0	0	0		*0*	0		0	
Miscellaneous	15,310	49,538	16,204	-33,334	-67.29%	*62,237*	46,033	284.08%	12,699	25.63%
Contingency/Reserves										
Campus Contingency, Mandatory	-127,237	94,835	94,835	0	0.00%	*98,261*	3,426	100.00%	3,426	3.61%
Campus Program Contingency, Discrestionary	0	44,132	71,017	26,885	60.92%	*5,927*	-65,090	-91.65%	-38,205	-86.57%
Liquidity Reserve	0	47,418	47,418	0	0.00%	*49,130*	1,712	3.61%	1,712	3.61%
Overhead				0						
To the University	566,114	651,994	651,994	0	0.00%	*675,543*	23,549	3.61%	23,549	3.61%
Rebates from the University	-131,167	-131,165	-131,165	0	0.00%	*-184,239*	-53,074	40.46%	-53,074	40.46%
Subsidy from Adult Campuses	29,880	29,880	29,880	0	0.00%	*35,800*	5,920	19.81%	5,920	19.81%
Subsidy from Overhead	0	0	0	0			0			
Other (Intercampus Agree & Univ Conf)	410,162	481,091	439,910	-41,181	-8.56%	*453,520*	13,610	3.09%	-27,571	-5.73%
Depreciation	0	0	0	0		*0*	0		0	
Total Operating Expenses	4,296,413	5,545,249	4,904,201	-641,048	-11.56%	*5,318,794*	414,593	8.45%	-228,455	-4.08%
Excess Revenue over Expenses	552,594	0	57,123	57,123		*18,667*	-38,458	-67.32%	18,667	
Annual Budget Conversion to Cash Basis										
Capital Expenditures	449,310	58,000	57,123	-877	-1.51%	*18,667*	-38,456	-67.32%	-39,333	-67.82%
Borrowing Proceeds	0	0	0	0		*0*	0		0	
Principal Payments	0	0	0	0		*0*	0		0	
Prior Year Reserves	0	-58,000	0	58,000	-100.00%	*0*	0		58,000	-100.00%
Add Back Depreciation	0	0	0	0		*0*	0		0	
Total Cash Items	449,310	0	57,123	57,123		*18,667*	-38,458	-67.32%	18,667	
Net Cash Basis Budget	103,284	0	0	0		*0*	0		0	

THE MCGREGOR SCHOOL OF ANTIOCH
1997-98 Capital Budget

Buildings	**Amount**
Total Buildings	0
Building Improvements	**Amount**
Total Building Improvements	0
Equipment	**Amount**
Computer Equipment	18,667
Total Equipment	18,667
Furniture & Fixtures	**Amount**
Total Furniture & Fixtures	0
Library Books	
Grand Total Capital Budget	18,667

THE McGREGOR SCHOOL OF ANTIOCH

Tuition Rate Changes 1997-98

Program	1996-97 Rates Per Quarter	1997-98 Proposed Per Quarter	% Change
Weekend College	2,352	2,388	1.53%
Graduate Management	3,036	3,091	1.81%
IMA Classic	1,396	1,438	3.01%
IMA Intercultural Relations	1,911	1,968	2.98%
IMA Conflict Resolution	2,040	2,100	2.94%
IMA Environment & Community	1,983		N/A
Teacher Certification	2,678	2,759	3.02%

UNIVERSITY ADMINISTRATION
1997-98 PROPOSED BUDGET

I. 1996-97 Accomplishments and Unresolved Issues

Implementation of the Student Services Modules of the Datatel integrated management system continues to absorb major amounts of staff time. Although Student Services (Admissions, Registration, Financial Aid, etc.) is somewhat outside of the scope of the Central Administration, our knowledge of the financial components of Datatel and our involvement in providing computer system support for the campuses dictated our involvement in this phase of Datatel implementation. A comprehensive plan was developed that called upon the campuses to provide strong technical involvement in the design of the individual student services functions. Unlike the financial modules, which are consistent in their design and application on all campuses of the University, the student modules are individually tailored to the academic calendars and programs of the local campus.

The structure used to implement the Datatel student services modules provides for local development and University-wide sharing of ideas and problems. The result has been strong cooperation across the University to develop individualized student services support using the same Datatel program software.

In addition to the Datatel student system module implementations, the Central Administration also implemented the Datatel payroll module on January 1, 1997. The payroll module is not as strong as some of the other Datatel modules and it does not provide the comprehensive support to which we were accustomed from our previous single-purpose software. As a result, additional time has been required to find ways to satisfy information and processing needs from a system that does not contain these inherent capabilities. In time, Datatel will upgrade the payroll module to provide better support for both campuses and the Central Administration.

Since July, 1996, the University Development Office has been focused on organizing Advisory Boards for each campus, beginning the process of identifying priorities for university-wide grants, working with each campus on development/fund-raising programs, continuing major donor work for the College, trustee relations, and continuation of integrating each campus into the Development Committee. Each campus has been visited at least once. An advisory board is being established for Southern California, and reorganized in Seattle and at McGregor. A $250,000 gift was recently secured for program development in Los Angeles, and a grant proposal is being developed for the MFA program to Times Mirror. The College's Annual Fund is ahead of last year's totals as of the end of March, and ahead of the previous fiscal year by $96,000. The total amount of restricted and unrestricted gifts and pledges is also ahead.

During 1996-97 we successfully completed the audit of the prior fiscal year. Although financial performance in 1995-96 was not as strong as in recent years due primarily to conditions at the College, no financial irregularities or management problems were identified by the independent auditors.

During the year, the $7.5 million Seattle bond issue was completed. The identification of a lender willing to underwrite the project and the completion of the financial documents required by the Bank and by the Washington Housing Finance Commission absorbed a great deal of time and effort. The issuance of these bonds has already been proven to have been a sound business step. The Seattle office rental market has strengthened considerably in the last several years and market conditions now dictate that Antioch Seattle would have to pay at least $150,000 more in 1997-98 than it is paying for the same space under the existing leases. Rents are expected to continue to increase each year for the foreseeable future, while the debt service costs on the bonds will remain constant.

The University Administration has actively pursued a tax exempt bond issue through the State of Ohio as a way to lower the debt service costs of the College. By participating in a "bond pool" with other Ohio colleges, Antioch will be able to refinance about $3.1 million of existing mortgage and construction debt at lower rates. The savings over the life of the bonds should be at least $150,000.

The University has been successful in collecting some of the back rent owed by previous and current tenants, and has moved to evict those which are contributing to costs without making rent payments. Unfortunately, efforts to find new tenants for available wet laboratory space in the Kettering Building have not been successful.

During 1996-97, the University introduced the Advance Plan and Beach Street managed care options as a way to reduce health care costs and maintain acceptable levels of service. The Advance Plan has proven quite successful. It is generally transparent to employees in Ohio and, to the extent that they are aware of the change, know only that the amount of paperwork that they are required to complete has decreased. Savings from the introduction of Advance Plan should total more than $100,000 this year. A similar plan introduced in southern California is Beach Street. This plan has been less successful in terms of saving money for the University and was considerably less successful in providing quality service when initially introduced. The University received complaints from both providers and employees about the ability of Beach Street to handle payments in a timely fashion. The University has made considerable effort to improve the responsiveness of Beach Street, and improvement has been noted. Complaints are down and employee satisfaction seems to be increasing, but more work needs to be done before this provider meets our quality standards.

A new financial aid tool, the Gate Loan Program, will come on line during 1996-97. This program allows students at the College to borrow on a deferred basis and at subsidized rates so that they can close the financial aid gap that often prevents them from attending institutions such as Antioch.

II. Major Changes

For 1997-98, the University has had to re-budget in order to provide full support for the new Development Office. This new office began operation in 1996-97, but only salary amounts were budgeted. Now that the Office is in full operation, addition funds must be budgeted to cover travel, supply, and other operational costs.

In 1997-98, the University will make a "balloon payment" on part of a mortgage that was originated several years ago to permit the completion of South Hall and the Twin Signals upgrade for WYSO. The University has budgeted $300,000 that will be used in conjunction with anticipated gifts and bequests, to repay this obligation in September.

The 1997-98 includes a 2% across-the-board salary increase for all staff.

1996-97 is the final year in a multi-year contract with Collegis Incorporated. Collegis has been providing computing support staff and management services to the University for several years. The annual cost of the Collegis contract is $346,000. By not renewing this contract and assuming responsibility for management and the salaries of the computer support staff, the Central Administration should be able to save $180,000 in 1997-98. In addition, by replacing the managerial position with a programmer-analyst, increased productivity should be possible.

In addition to savings from assuming direct responsibility for computing services, the Central Administration anticipates realizing savings from the conversion to the Datatel software. As the last of the functions that have depended on mainframe computing equipment are converted, this old equipment can be eliminated and the ongoing costs of software and support removed from the budget. In 1997-98, the DEC3100 machine will be turned off. This, and similar actions will save approximately $20,000. The savings at the campuses should be significantly greater as the administrative reorganizations made possible by the Datatel software are put in place.

The budget for 1997-98 includes major cost increases associated with the search and selection of a new Chancellor. While continuing to cover the cost of the sabbatical for the current Chancellor, the University has had to budget the salary and support costs of the new Chancellor.

The savings from the various management efficiencies being made will be sufficient to cover the cost increases for the Chancellor, the Development Office increases and a portion of the "balloon loan" payment. The operating expense total in the 1997-98 budget will be $169,474 less than last year's budget. By reducing operating cost, the growth in overhead income can be returned to the campuses. Rebates to the campuses in 1997-98 will be above the 1996-97 level and the effective overhead rate for all campuses will be 10% or less.

With the additional costs that the University Administration is required to carry, and the need to increase rebates to the individual campuses, the Central Administration has no funds available to make improvements in the physical facilities of the Kettering Building that are available for rent. The rental space is in need of mechanical and cosmetic attention in order make it attractive to new tenants. Without the funds to pay for these improvements, the chances of renting this space during the next year are not great.

Upgrades for the Fujitsu telephone switch serving campus and University offices in Yellow Springs cannot be budgeted this year. The delay in upgrading this hardware and software contributes to the possibility of failure that might leave the offices without telephone service for several hours or more.

The University Administration is actively pursuing ways to lower the cost of employee fringe benefits through a consortium of other Ohio colleges organized by the Ohio Foundation of Independent Colleges (OFIC). The number of colleges that are considering participation is now over 30, and the purchasing power of the group appears to be sufficient to attract lower costs from the various health provider networks and vendors. More work will be necessary before a decision to participate can be made, but the outlook is promising.

University Central Administration

1997-98 Proposed Budget by Function

	1995-96 Actual	1996-97 Budget	1996-97 Projected	Change From 1996-97 Budget To 1996-97 Proj $	%	Proposed 1997-98 Budget	Change From 1996-97 Proj To 1997-98 Budget $	%	Change From 1996-97 Budget To 1997-98 Budget $	%
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Revenues										
Tuition & Fees	0	0	0	0		*0*	0		0	
Less Tuition Discounts	0	0	0	0		*0*	0		0	
Gifts	17,545	12,000	25,000	13,000	108.33%	*19,500*	-5,500	-22.00%	7,500	62.50%
Grants	117,974	0	0	0		*0*	0		0	
Endowment Income	0	0	0	0		*0*	0		0	
Contracts	0	0	0	0		*0*	0		0	
Other Income	-7,926	4,650	0	-4,650	-100.00%	*0*	0		-4,650	-100.00%
Total E&G Revenue	127,593	16,650	25,000	8,350	50.15%	*19,500*	-5,500	-22.00%	2,850	17.12%
Auxiliary Enterprises	0	0	0	0		*0*	0		0	
Released From Restrictions	96,509	0	0	0		*0*	0		0	
Total Revenues	224,102	16,650	25,000	8,350	50.15%	*19,500*	-5,500	-22.00%	2,850	17.12%
Net Overhead for Central Ops	1,788,568	2,168,295	1,820,572	-347,723	-16.04%	*1,791,471*	-29,101	-1.60%	-376,824	-17.38%
Operating Expenses										
Instruction	-49,654	10,463	0	-10,463	-100.00%	*0*	0		-10,463	-100.00%
Research	0	0	0	0		*0*	0		0	
Public Service	0	0	0	0		*0*	0		0	
Academic Support	152,629	53,300	0	-53,300	-100.00%	*0*	0		-53,300	-100.00%
Student Services	114,895	110,679	111,636	957	0.86%	*113,895*	2,259	2.02%	3,216	2.91%
Institutional Support	1,672,177	1,711,003	1,884,436	-26,567	-1.55%	*1,602,076*	-82,360	-4.89%	-108,927	-6.37%
Plant Maintenance	0	0	0	0		*0*	0		0	
Scholarships	117,974	0	0	0		*0*	0		0	
Total E&G Expenses	2,008,021	1,885,445	1,796,072	-89,373	-4.74%	*1,715,971*	-80,101	-4.46%	-169,474	-8.99%
Auxiliary Enterprises	0	0	0	0		*0*	0		0	
Total Operating Expenses	2,008,021	1,885,445	1,796,072	-89,373	-4.74%	*1,715,971*	-80,101	-4.46%	-169,474	-8.99%
Excess Revenue over Expenses	4,649	299,500	49,500	-250,000	-83.47%	*95,000*	45,500	91.92%	-204,500	-68.28%
Annual Budget conversion to Cash basis										
Capital Expenditures	143,308	49,500	49,500	0	0.00%	*95,000*	45,500	91.92%	45,500	91.92%
Borrowing Proceeds	0	0	0	0		*0*	0		0	
Principal Payments	0	250,000	0	-250,000	-100.00%	*0*	0		-250,000	-100.00%
Prior Year Reserves	0	0	0	0		*0*	0		0	
Add back Depreciation	0	0	0	0		*0*	0		0	
Total Cash Items	143,306	299,500	49,500	-250,000	-83.47%	*95,000*	45,500	91.92%	-204,500	-68.28%
Net Cash Basis Budget	-138,857	0	0	0		*0*	0		0	

University Central Administration

1997-98 Proposed Budget by Category

	1995-96 Actual	1996-97 Budget	1996-97 Projected	Change From 1996-97 Budget To 1996-97 Proj $	%	Proposed 1997-98 Budget	Change From 1996-97 Proj To 1997-98 Budget $	%	Change From 1996-97 Budget To 1997-98 Budget $	%
Total Revenues	224,102	16,650	25,000	8,350	50.15%	*19,500*	-5,500	-22.00%	2,850	17.12%
Net Overhead for Central Ops	1,788,568	2,168,295	1,820,572	-347,723	-16.04%	*1,791,471*	-29,101	-1.60%	-376,824	-17.38%
Total Revenues and Net Overhead	2,012,670	2,184,945	1,845,572	-339,373	-15.53%	*1,810,971*	-34,601	-1.87%	-373,974	-17.12%
Operating Expenses										
Salaries & Wages	841,902	725,285	847,388	-77,897	-10.74%	*909,128*	281,740	40.43%	183,843	25.35%
Benefits	152,747	232,410	217,512	-14,898	-6.41%	*254,112*	36,600	16.83%	21,702	9.34%
Training & Development	184,120	126,000	175,000	49,000	38.89%	*159,500*	-15,500	-8.86%	33,500	26.59%
Student Aid Services	0	0	0	0		*0*	0		0	
Special Events	938	4,000	3,000	-1,000	-25.00%	*2,000*	-1,000	-33.33%	-2,000	-50.00%
Supplies	28,924	56,800	23,760	-33,040	-58.17%	*40,075*	16,315	68.67%	-16,725	-29.45%
Business Operations	673,847	468,783	510,816	42,033	8.97%	*123,300*	-387,516	-75.86%	-345,483	-73.70%
Plant Maintenance	197,506	190,400	206,496	16,096	8.45%	*166,456*	-40,040	-19.39%	-23,944	-12.58%
Interest Expense	25	0	400	400		*100*	-300	-75.00%	100	
Resale Costs	0	0	0	0		*0*	0		0	
Miscellaneous	3,098	4,000	3,000	-1,000	-25.00%	*2,200*	-800	-26.67%	-1,800	-45.00%
Contingency/Reserves										
Campus Contingency, Mandatory	0	0	0	0		*0*	0		0	
Campus Program Contingency, Discretionary	0	60,463	0	-60,463	-100.00%	*50,000*	50,000		-10,463	-17.30%
Liquidity Reserve	0	12,975	0	-12,975	-100.00%	*0*	0		-12,975	-100.00%
Overhead							0		0	
To the University	0	0	0	0		*0*	0		0	
Rebates from the University	0	0	0	0		*0*	0		0	
Subsidy from Adult Campuses	0	0	0	0		*0*	0		0	
Subsidy from Overhead	0	0	0	0			0		0	
Other (Intercampus Agree & Univ Conf)	124,914	4,329	8,700	4,371	100.97%	*9,100*	400	4.60%	4,771	110.21%
Depreciation	0	0	0	0		*0*	0		0	
Total Operating Expenses	2,008,021	1,885,445	1,796,072	-89,373	-4.74%	*1,715,971*	-80,101	-4.46%	-169,474	-8.99%
Excess Revenue over Expenses	4,649	299,500	49,500	-250,000	-83.47%	*95,000*	45,500	91.92%	-204,500	-68.28%
Annual Budget Conversion to Cash Basis										
Capital Expenditures	143,306	49,500	49,500	0	0.00%	*95,000*	45,500	91.92%	45,500	91.92%
Borrowing Proceeds	0	0	0	0		*0*	0		0	
Principal Payments	0	250,000	0	-250,000	-100.00%	*0*	0		-250,000	-100.00%
Prior Year Reserves	0	0	0	0		*0*	0		0	
Add Back Depreciation	0	0	0	0		*0*	0		0	
Total Cash Items	143,306	299,500	49,500	-250,000	-83.47%	*95,000*	45,500	91.92%	-204,500	-68.28%
Net Cash Basis Budget	-138,657	0	0	0		*0*	0		0	

UNIVERSITY CENTRAL ADMINISTRATION

1997-98 Capital Budget

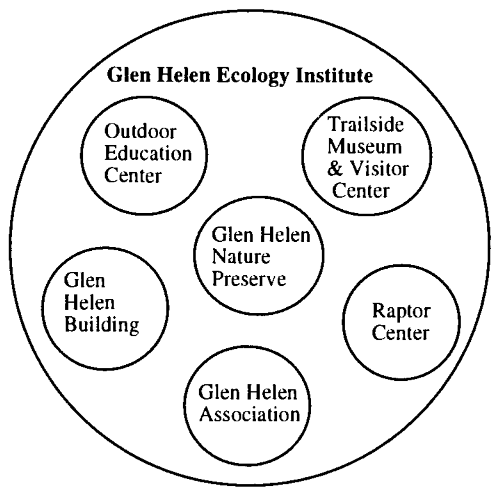
Land	**Amount**	
Golf Course Payment	25,000	DEC
Buildings	**Amount**	
Total Buildings	0	
Building Improvements	**Amount**	
Total Building Improvements	0	
Equipment	**Amount**	
Server Upgrade	5,000	OCT
Server Speed Upgrade	7,000	OCT
Firewall - Hardware	5,000	NOV
PC For Network Analysis	3,000	AUG
Datatel License Upgrade	50,000	APR
Total Equipment	70,000	
Furniture & Fixtures	**Amount**	
Total Furniture & Fixtures	0	
Library Books	**Amount**	
Grand Total Capital Budget	<u>95,000</u>	

GLEN HELEN ECOLOGY INSTITUTE
1997-98 PROPOSED BUDGET

I. Overview

Glen Helen Nature Preserve is a 1,000-acre land laboratory and environmental education facility owned by Antioch University and operated independently under the umbrella of Antioch College. A gift of Antioch alumnus Hugh Taylor Birch, this land resource has been used by the College since 1946 to provide community educational programs to an audience beyond its residential campus since 1946. Since 1952, more than 1.5 million people have been touched by these educational services. Today, visitors and program attendees are drawn from a 14-county region that includes the cities of Dayton, Columbus, and Cincinnati.

Recognizing the growing role and importance of the Glen, the University's Board of Trustees established a Board of Overseers to "oversee the operation and management of Glen Helen, as well as the programs and activities that take place in Glen Helen." In 1996, with Board of Trustees approval, the Glen Helen Ecology Institute emerged as a new "umbrella" structure under which all of Glen Helen's programs and operations are managed. The Ecology Institute includes six components:



These components of the Institute provide important services for a large number of participants:

- Glen Helen Nature Preserve--visited by over 100,000 people each year.
- Glen Helen Outdoor Education Center--providing residential and off-site environmental education for over 6,000 elementary and secondary school children from 20 school districts in 11 counties, as well as 20 academic internships for undergraduate and graduate collegiate naturalists yearly.
- Glen Helen Raptor Center--providing educational programs focusing on birds of prey. Served 6,000 elementary and secondary students, from 20 school districts in 9 counties, and 2,000 people affiliated with 46 organizations and civic groups in a 6 county region.
- Trailside Museum and Visitor Center--the gateway to Glen Helen, offering interpretive displays and information to nearly 16,000 visitors annually.
- The Glen Helen Building--housing administrative offices of the Institute, a resource library, and public programming facilities that serve over 3,600 people annually.
- The Glen Helen Association--a "friends" group of the Institute with 700 members.

II. Program Direction

During two years of intense study, the Board of Overseers and staff identified five critical objectives to secure the future of Glen Helen and its programs. These objectives, which form the basis of the Institute's Strategic Plan, are to:

A. Rebuild and renew the aging physical plant, including 17 buildings and 4 barns.

B. Strengthen educational programs and create new ones which address pressing environmental issues.

C. Restore areas of the preserve damaged by decades of high volume recreational use.

D. Manage future recreational use, and increase monetary support for the public use of Glen Helen.

E. Increase and diversify the funding base to keep pace with expanding operational needs.

The 1997-98 budget reflects initiatives and strategies that the Board of Overseers and staff have begun to implement as they address the critical issues and position the Institute as *a regional environmental studies center whose mission includes the creation of new models for pursuing the interdependent goals of environmental and human well being.*

The initial funds required to implement the Strategic Plan are $660,000--the "Bridge to the Future"-- over a period of 4 to 5 years. These funds are to be secured in the form of individual gifts and foundation grants for new initiatives.
To meet three of the critical objectives, the Institute will utilize a consultant in ecological design to begin to develop a master plan. The Institute has secured a commitment of $25,000 to match a foundation grant to fund this process.

Also, beginning in 1997-98, the fund development program initiated in the latter half of 1996-97 will be fully implemented under the direction of a full-time Director of Development. Contributions and grants income for the Ecology Institute have risen sharply over the past four years, and it is expected that this will continue as the Board of Overseers and staff implement the Strategic Plan.

Fiscal Year	Contributions	Grants	Total
1993-94	$ 16,800		$16,800
1994-95	21,100	11,000	32,100
1995-96	92,000	24,000	116,000
1996-97 (projected)	175,600	33,400	209,000
1997-98 (proposed)	212,000	38,000	250,000

Earned income from programs will comprise 50% of the total proposed revenues for 1997-98 of $696,768, up 3% from 1996-97. The 1997-98 budget reflects a 5% increase in residential fees, no additional staff, and a program calendar similar to 1996-97: there are no significant changes in program offerings, structure, or format.

Rick Flood
Executive Director

Glen Helen

1997-98 Proposed Budget by Function

	1995-96 Actual	1996-97 Budget	1996-97 Projected	Change From 1996-97 Budget To 1996-97 Proj $	Change From 1996-97 Budget To 1996-97 Proj %	Proposed 1997-98 Budget	Change From 1996-97 Proj To 1997-98 Budget $	Change From 1996-97 Proj To 1997-98 Budget %	Change From 1996-97 Budget To 1997-98 Budget $	Change From 1996-97 Budget To 1997-98 Budget %
Revenues										
Tuition & Fees	118,886	114,195	114,195	0	0.00%	*128,425*	14,230	12.46%	14,230	12.46%
Less Tuition Discounts	0	0	0	0		*0*	0		0	
Gifts	63,474	192,997	192,997	0	0.00%	*212,000*	19,003	9.85%	19,003	9.85%
Grants	2,000	28,000	28,000	0	0.00%	*38,000*	10,000	35.71%	10,000	35.71%
Endowment Income	42,000	42,000	42,000	0	0.00%	*42,000*	0	0.00%	0	0.00%
Contracts	11,876	11,200	11,200	0	0.00%	*9,800*	-1,400	-12.50%	-1,400	-12.50%
Other Income	4,150	1,400	1,400	0	0.00%	*3,521*	2,121	151.50%	2,121	151.50%
Total E&G Revenue	242,386	389,792	389,792	0	0.00%	*433,746*	43,954	11.28%	43,954	11.28%
Auxiliary Enterprises	267,533	257,065	257,065	0	0.00%	*263,022*	5,957	2.32%	5,957	2.32%
Released From Restrictions	57,449	42,604	42,604	0	0.00%	*0*	-42,604	-100.00%	-42,604	-100.00%
Total Revenues	567,368	689,461	689,461	0	0.00%	*696,768*	7,307	1.06%	7,307	1.06%
Operating Expenses										
Instruction	0	0	0	0		*0*	0		0	
Research	0	0	0	0		*0*	0		0	
Public Service	555,976	682,910	682,910	0	0.00%	*685,767*	2,857	0.42%	2,857	0.42%
Academic Support	0	0	0	0		*0*	0		0	
Student Services	0	0	0	0		*0*	0		0	
Institutional Support	0	0	0	0		*0*	0		0	
Plant Maintenance	0	0	0	0		*0*	0		0	
Scholarships	0	0	0	0		*0*	0		0	
Total E&G Expenses	555,976	682,910	682,910	0	0.00%	*685,767*	2,857	0.42%	2,857	0.42%
Auxiliary Enterprises	0	0	0	0		*0*	0		0	
Total Operating Expenses	555,976	682,910	682,910	0	0.00%	*685,767*	2,857	0.42%	2,857	0.42%
Excess Revenue over Expenses	11,392	6,551	6,551	0	0.00%	*11,001*	4,450	67.93%	4,450	67.93%
Annual Budget conversion to Cash basis										
Capital Expenditures	10,522	6,551	6,551	0	0.00%	*11,001*	4,450	67.93%	4,450	67.93%
Borrowing Proceeds	0	0	0	0		*0*	0		0	
Principal Payments	0	0	0	0		*0*	0		0	
Prior Year Reserves	0	0	0	0		*0*	0		0	
Add back Depreciation	0	0	0	0		*0*	0		0	
Total Cash Items	10,522	6,551	6,551	0	0.00%	*11,001*	4,450	67.93%	4,450	67.93%
Net Cash Basis Budget	870	0	0	0		*0*	0		0	

Glen Helen

1997-98 Proposed Budget by Category

	1995-96 Actual	1996-97 Budget	1996-97 Projected	Change From 1996-97 Budget To 1996-97 Proj $	%	Proposed 1997-98 Budget	Change From 1996-97 Proj To 1997-98 Budget $	%	Change From 1996-97 Budget To 1997-98 Budget $	%
	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------
Revenues	567,368	689,461	689,461	0	0.00%	*696,768*	7,307	1.06%	7,307	1.06%
Operating Expenses										
Salaries & Wages	274,183	329,598	329,598	0	0.00%	*345,337*	15,739	4.78%	15,739	4.78%
Benefits	99,407	125,279	125,279	0	0.00%	*127,179*	1,900	1.52%	1,900	1.52%
Training & Development	2,441	3,725	3,725	0	0.00%	*9,010*	5,285	141.88%	5,285	141.88%
Student Aid Services	0	0	0	0		*0*	0		0	
Special Events	0	0	0	0		*0*	0		0	
Supplies	55,237	62,650	62,650	0	0.00%	*58,850*	-3,800	-6.07%	-3,800	-6.07%
Business Operations	17,312	15,858	15,858	0	0.00%	*29,511*	13,653	86.10%	13,653	86.10%
Plant Maintenance	96,996	121,700	121,700	0	0.00%	*89,900*	-31,800	-26.13%	-31,800	-26.13%
Interest Expense	184	100	100	0	0.00%	*180*	80	80.00%	80	80.00%
Resale Costs	8,891	7,000	7,000	0	0.00%	*8,500*	1,500	21.43%	1,500	21.43%
Miscellaneous	1,325	2,000	2,000	0	0.00%	*2,300*	300	15.00%	300	15.00%
Contingency/Reserves										
Campus Contingency, Mandatory	0	0	0	0		*0*	0		0	
Campus Program Contingency, Discretionary	0	15,000	15,000	0	0.00%	*15,000*	0	0.00%	0	0.00%
Liquidity Reserve	0	0	0	0		*0*	0		0	
Overhead				0						
To the University	0	0	0	0		*0*	0		0	
Rebates from the University	0	0	0	0		*0*	0		0	
Subsidy from Adult Campuses	0	0	0	0		*0*	0		0	
Subsidy from Overhead	0	0	0	0			0		0	
Other (Intercampus Agree & Univ Conf)	0	0	0	0		*0*	0		0	
Depreciation	0	0	0	0		*0*	0		0	
Total Operating Expenses	555,976	882,910	682,910	0	0.00%	*685,767*	2,857	0.42%	2,857	0.42%
Excess Revenue over Expenses	11,392	8,551	6,551	0	0.00%	*11,001*	4,450	67.93%	4,450	67.93%
Annual Budget Conversion to Cash Basis										
Capital Expenditures	10,522	6,551	8,551	0	0.00%	*11,001*	4,450	67.93%	4,450	67.93%
Borrowing Proceeds	0	0	0	0		*0*	0		0	
Principal Payments	0	0	0	0		*0*	0		0	
Prior Year Reserves	0	0	0	0		*0*	0		0	
Add Back Depreciation	0	0	0	0		*0*	0		0	
Total Cash Items	10,522	6,551	8,551	0	0.00%	*11,001*	4,450	67.93%	4,450	67.93%
Net Cash Basis Budget	870	0	0	0		*0*	0		0	

GLEN HELEN
1997-98 Capital Budget

Buildings	**Amount**
Total Buildings	0
Building Improvements	**Amount**
Building Improvements	4,001
Total Building Improvements	4,001
Equipment	**Amount**
Computer Equipment	7,000
Total Equipment	7,000
Furniture & Fixtures	**Amount**
Total Furniture & Fixtures	0
Library Books	
Grand Total Capital Budget	**11,001**

THE ANTIOCH REVIEW
1997-98 Proposed Budget

The Antioch Review is a quarterly journal which is budgeted and operates throughout the University. It has been given editorial independence and management of the Review has been delegated to the editor. Since the elimination of any subsidy from the University in 1995, the Review has had to make several adjustments including reducing the number of pages published, author fees, and other cost cutting measures. During 1995-96 we ended with a balanced budget because of several substantial gifts and we expect to end 1996-97 with another balanced budget by using restricted funds to cover printing and author costs.

With the spring issue we announced the formation of a national advisory board comprised of both illustrious graduates of the College (Epstein, Geertz, Gould, Greenstein, Levitt, Strand) and distinguished writers (Bell, Boyle, Early, Lish, St. John, Stern) who have appeared in the magazine. Additional names will be added. At this point our fund raising efforts for this year are down, but we have been able to put together a fund raising program and organize two fund raising events for April/May—one in Chicago, the other in Yellow Springs. A third event planned for Los Angeles had to be shifted to the fall of 1997 in order to accommodate our sponsor's schedule. Another fund raising event is planned for New York in the fall.

During the next fiscal year we will increase our rates to institutions (the library market is in flux), and hope to see a modest increase in revenues from over-the-counter sales as a result of a streamlined production schedule (e.g., the summer issue will actually appear on newsstands during the summer) instituted during 1997. We have a bare bones budget with virtually no funds for advertising or development. Development efforts have been subsidized by gifts from editorial board members. We continue to receive a large volume of manuscripts (3000 fiction, 400 non-fiction) and works which appear in the Review continue to receive awards (see the list that follows).

Robert S. Fogarty
Editor

ANTIOCH REVIEW'S AWARD WINNING WRITERS

AMERICAN ACADEMY OF ARTS AND LETTERS

Sue Kaufman Prize for First Fiction, 1994 — Emile Capouya's "In the Sparrow Hills"
All the stories in the collection first appeared in the *Antioch Review*.

O. HENRY AWARDS

1988	Richard Plant	"Cecil Grounded"	44:3
1987	Joyce Carol Oates	"Ancient Airs, Voices"	44:1
1985	R.C. Hamilton	"Da Vinci is Dead"	42:2
1984	Gordon Lish	"For Jerome — With Love and Kisses"	41:3
1983	Lynda Lloyd	"Poor Boy"	39:3
1977	Stephen Dixon	"Mac in Love"	34:1&2
1974	Rolaine Hochstein	"What Kind of Man Cuts His Fingers Off?"	32:1&2
1973	Rosellen Brown	"Mainlanders"	31:3
1972	Starkey Flythe, Jr.	"Point of Conversion"	31:1
1958	Wilma Shore	"A Cow on the Roof"	17:
1957	Nolan Miller	"A New Life"	16:2
1956	Herbert Gold	"A Celebration for Joe"	54:4

BEST AMERICAN SHORT STORIES

1997	Ha Jin	"Saboteur"	54:4
1995	Peter Ho Davies	"The Ugliest House in the World"	52:4
1989	Rick DeMarinis	"The Flowers of Boredom"	46:1
1980	Gordon Weaver	"Hogs Heart"	37:1
1965	James W. Groshong	"The Gesture"	24:4
1956	Samuel Yellen	"Reginald Pomfret Skelton"	15:1
1947	Ruth McCoy Harris	"Up the Road a Piece"	6:4
1946	Irwin Stark	"The Bridge"	5:2
1943	Jesse Treichler	"Homecoming"	2:2

BEST AMERICAN ESSAYS

1994	S. Oso	"Lots"	51:1

PUSHCART PRIZES

XX	(95-96)	Michael Collins	"The End of the World"	53:2
XX	(95-96)	Lynn Emanuel	"Film Noir: Train Trip out of Metropolis" (poem)	52:3
XX	(95-96)	Brigit Pegeen Kelly	"Of Royal Issue" (poem)	52:1
XX	(95-96)	Diann Blakely Shoaf	"Solo, New Orleans" (poem)	52:1
XIX	(94-95)	Adrian C. Louis	"Practicing Death Songs" (poem)	51:2
		Gillian Conoley	"Heroes, Saints, and Neighbors" (poem)	51:1
XVIII	(93-94)	David Lehman	"Guilt Trip" (poem)	50:3
XVII	(92-93)	Sharon Sheehe Stark	"Kerflooey"	49:2
XVI	(91-92)	Ellen Bryant Voigt	"Woman Who Weeps" (poem)	48:2
XI	(86-87)	Gordon Lish	"The Merry Chase"	43:1
		Howard Moss	"It"	43:1
X	(85-86)	Donald Revell	"A Setting" (poem)	42:3
VII	(82-83)	Stephen Shu Ning Liu	"My Father's Martial Art" (poem)	39:3
V	(81-82)	David Bosworth	"The Literature of Awe" (essay)	37:1

THE RANDOM REVIEW

1982	Emile Capouya	"In the Sparrow Hills"	39:2

WESTERN WRITERS OF AMERICA-SPUR AWARD (for Best Short Subject - Fiction)

1983	Oakley Hall	"Horseman"	40:4

IOWA SHORT FICTION

1985	Robert Boswell	"The Right Thing"	41:4

BEST CANADIAN STORIES

1988	Davy James-French	"Heaven Full of Astronauts"	45:2

WHITING AWARDS

1993	Kathleen Peirce	"Buy Something Pretty and Remember Me" (poem) included in her book *Mercy*	49:3
1993	Mark Levine	"Poem for the Left Hand" (poem)	49:4
1992	Jane Mead	"In Need of a World" (poem)	49:4
1990	Yannick Murphy	"The Headdress"	44:4
		"Mercury"	44:1
1989	C.D. Wright	"The New American Ode" (essay)	47:3
1988	Bruce Duffy	"Duck-Wabbit"	45:2
	Gerald Early	*Tuxedo Junction* - book collection of stories	

BEST STORIES FROM NEW WRITERS

1989	Richard Plant	"Cecil Grounded"	44:3

MILKWEED 2ND NATIONAL FICTION PRIZE

1989	Eileen Drew	"Bossboy and the Wild West"	44:1

BEST OF THE WEST

1990	Chris Spain	"Praying for Rain"	47:1
1991	Larry Levis	"First Water" first published as "A Divinity in Its Fraying Fact"	48:3
1991	Peter La Salle	"A Guide to Some Small Border Airports"	48:2

NEW STORIES FROM THE SOUTH

1996	J.D. Dolan	"Mood Music"	53:1
1994	Pamela Erbe	"Sweet Tooth"	51:1
1992	Patricia Lear	"After Memphis"	49:4

BEST AMERICAN POETRY

1995	Lynn Emanuel	"Film Noir: Train Trip Out of Metropolis"	52:3

Antioch Review

1997-98 Proposed Budget by Function

	1995-96 Actual	1996-97 Budget	1996-97 Projected	Change From 1996-97 Budget To 1996-97 Proj		Proposed 1997-98 Budget	Change From 1996-97 Proj To 1997-98 Budget		Change From 1996-97 Budget To 1997-98 Budget	
				$	%		$	%	$	%
Revenues										
Tuition & Fees	0	0	0	0		*0*	0		0	
Less Tuition Discounts	0	0	0	0		*0*	0		0	
Gifts	33,435	27,320	27,320	0	0.00%	*23,580*	-3,740	-13.69%	-3,740	-13.69%
Grants	500	1,075	1,075	0	0.00%	*1,230*	155	14.42%	155	14.42%
Endowment Income	9,185	10,500	10,500	0	0.00%	*9,200*	-1,300	-12.38%	-1,300	-12.38%
Contracts	0	0	0	0		*0*	0		0	
Other Income	4,048	3,500	3,500	0	0.00%	*3,500*	0	0.00%	0	0.00%
Total E&G Revenue	47,168	42,395	42,395	0	0.00%	*37,510*	-4,885	-11.52%	-4,885	-11.52%
Auxiliary Enterprises	55,834	57,800	57,800	0	0.00%	*58,500*	700	1.21%	700	1.21%
Released From Restrictions	0	3,125	3,125	0	0.00%	*10,225*	7,100	227.20%	7,100	227.20%
Total Revenues	103,002	103,320	103,320	0	0.00%	*106,235*	2,915	2.82%	2,915	2.82%
Operating Expenses										
Instruction	0	0	0	0		*0*	0		0	
Research	0	0	0	0		*0*	0		0	
Public Service	92,399	103,320	103,320	0	0.00%	*106,235*	2,915	2.82%	2,915	2.82%
Academic Support	0	0	0	0		*0*	0		0	
Student Services	0	0	0	0		*0*	0		0	
Institutional Support	0	0	0	0		*0*	0		0	
Plant Maintenance	0	0	0	0		*0*	0		0	
Scholarships	0	0	0	0		*0*	0		0	
Total E&G Expenses	92,399	103,320	103,320	0	0.00%	*106,235*	2,915	2.82%	2,915	2.82%
Auxiliary Enterprises	0	0	0	0		*0*	0		0	
Total Operating Expenses	92,399	103,320	103,320	0	0.00%	*106,235*	2,915	2.82%	2,915	2.82%
Excess Revenue over Expenses	10,603	0	0	0		*0*	0		0	
Annual Budget conversion to Cash basis										
Capital Expenditures	3,735	0	0	0		*0*	0		0	
Borrowing Proceeds	0	0	0	0		*0*	0		0	
Principal Payments	0	0	0	0		*0*	0		0	
Prior Year Reserves	0	0	0	0		*0*	0		0	
Add back Depreciation	0	0	0	0		*0*	0		0	
Total Cash Items	3,735	0	0	0		*0*	0		0	
Net Cash Basis Budget	6,868	0	0	0		*0*	0		0	

Antioch Review

1997-98 Proposed Budget by Category

	1995-96 Actual	1996-97 Budget	1996-97 Projected	Change From 1996-97 Budget To 1996-97 Proj $	%	Proposed 1997-98 Budget	Change From 1996-97 Proj To 1997-98 Budget $	%	Change From 1996-97 Budget To 1997-98 Budget $	%
Revenues	103,002	103,320	103,320	0	0.00%	*106,235*	2,915	2.82%	2,915	2.82%
Operating Expenses										
Salaries & Wages	26,772	30,198	30,198	0	0.00%	*31,522*	1,324	4.38%	1,324	4.38%
Benefits	16,318	17,197	17,197	0	0.00%	*17,368*	171	0.99%	171	0.99%
Training & Development	0	0	0	0		*0*	0		0	
Student Aid Services	0	0	0	0		*0*	0		0	
Special Events	0	0	0	0		*0*	0		0	
Supplies	-2,709	400	400	0	0.00%	*460*	60	15.00%	60	15.00%
Business Operations	47,677	51,175	51,175	0	0.00%	*52,485*	1,310	2.56%	1,310	2.56%
Plant Maintenance	0	0	0	0		*50*	50		50	
Interest Expense	0	0	0	0		*0*	0		0	
Resale Costs	0	0	0	0		*0*	0		0	
Miscellaneous	0	0	0	0		*0*	0		0	
Contingency/Reserves										
Campus Contingency, Mandatory	0	0	0	0		*0*	0		0	
Campus Program Contingency, Discretionary	0	0	0	0		*0*	0		0	
Liquidity Reserve	0	0	0	0		*0*	0		0	
Overhead				0						
To the University	0	0	0	0		*0*	0		0	
Rebates from the University	0	0	0	0		*0*	0		0	
Subsidy from Adult Campuses	0	0	0	0		*0*	0		0	
Subsidy from Overhead	0	0	0	0			0		0	
Other (Intercampus Agree & Univ Conf)	4,341	4,350	4,350	0	0.00%	*4,350*	0	0.00%	0	0.00%
Depreciation	0	0	0	0		*0*	0		0	
Total Operating Expenses	92,399	103,320	103,320	0	0.00%	*106,235*	2,915	2.82%	2,915	2.82%
Excess Revenue over Expenses	10,603	0	0	0		*0*	0		0	
Annual Budget Conversion to Cash Basis										
Capital Expenditures	3,735	0	0	0		*0*	0		0	
Borrowing Proceeds	0	0	0	0		*0*	0		0	
Principal Payments	0	0	0	0		*0*	0		0	
Prior Year Reserves	0	0	0	0		*0*	0		0	
Add Back Depreciation	0	0	0	0		*0*	0		0	
Total Cash Items	3,735	0	0	0		*0*	0		0	
Net Cash Basis Budget	6,868	0	0	0		*0*	0		0	

WYSO RADIO
1997-98 Proposed Budget

I. 1996-1997 Accomplishments and Unresolved Issues

Radio station WYSO is the primary National Public Radio affiliate for the Miami Valley. During 1996-97, several important issues were addressed as a large transition in staffing occurred.

- The core staff maintained the sound and service of the station.
- New on-air staff were hired.
- On-air fundraising substantially increased in the fall campaign.
- A new General Manager was hired.

The ability for WYSO to raise money was substantially hindered by the lack of a Development Director for the entire fiscal year. As a result, the station may experience a modest budget deficit if forth quarter fund-raising efforts are not successful.

The station increased the number of public service announcements aimed at increasing awareness of the program offerings of the College and The McGregor School. With four times the transmitter power of a year ago, WYSO is now reaching a much larger segment of Dayton, Springfield, and the Miami Valley than was previously possible. The listening audience tends to be above average in education and income, and is likely to contain the kinds of people who will be attracted to the programs of the College and McGregor.

II. The 1997-98 Budget

Under the proposed budget, the wages and salaries of the WYSO staff will increase by 2%. With only a slight increase in expenses due to staff growth and limitations on other spending categories, there is no increase to operating expenses.

On the revenue side, WYSO will need to implement an aggressive development plan to bring in nearly $125,000 in underwriting and other monies. The new General Manager has made fund-raising his top priority. WYSO will use its 40th anniversary as a basis for raising the money to operate the station, including the debt service on its $176,000 debt to the University.

Anne Williams
Acting General Manager

WYSO

1997-98 Proposed Budget by Function

	1995-96 Actual	1996-97 Budget	1996-97 Projected	Change From 1996-97 Budget To 1996-97 Proj $	%	Proposed 1997-98 Budget	Change From 1996-97 Proj To 1997-98 Budget $	%	Change From 1996-97 Budget To 1997-98 Budget $	%
Revenues										
Tuition & Fees	0	0	0	0		*0*	0		0	
Less Tuition Discounts	0	0	0	0		*0*	0		0	
Gifts	247,577	237,872	210,000	-27,872	-11.72%	*237,872*	27,872	13.27%	0	0.00%
Grants	129,314	98,789	129,314	30,525	30.90%	*98,789*	-30,525	-23.61%	0	0.00%
Endowment Income	0	0	0	0		*0*	0		0	
Contracts	0	0	0	0		*0*	0		0	
Other Income	21,540	95,515	50,000	-45,515	-47.65%	*124,777*	74,777	149.55%	29,262	30.64%
Total E&G Revenue	398,431	432,176	389,314	-42,862	-9.92%	*461,438*	72,124	18.53%	29,262	
Auxiliary Enterprises	0	0	0	0		*0*	0		0	
Released From Restrictions	7,211	24,782	0	-24,782	-100.00%	*0*	0		-24,782	-100.00%
Total Revenues	405,642	456,958	389,314	-67,644	-14.80%	*461,438*	72,124	18.53%	4,480	0.98%
Operating Expenses										
Instruction	0	0	0	0		*0*	0		0	
Research	0	0	0	0		*0*	0		0	
Public Service	406,917	445,356	377,712	-67,644	-15.19%	*442,836*	65,124	17.24%	-2,520	-0.57%
Academic Support	0	0	0	0		*0*	0		0	
Student Services	0	0	0	0		*0*	0		0	
Institutional Support	0	0	0	0		*0*	0		0	
Plant Maintenance	0	0	0	0		*0*	0		0	
Scholarships	0	0	0	0		*0*	0		0	
Total E&G Expenses	406,917	445,356	377,712	-67,644	-15.19%	*442,836*	65,124	17.24%	-2,520	-0.57%
Auxiliary Enterprises	0	0	0	0		*0*	0		0	
Total Operating Expenses	406,917	445,356	377,712	-67,644	-15.19%	*442,836*	65,124	17.24%	-2,520	-0.57%
Excess Revenue over Expenses	-1,275	11,602	11,602	0	0.00%	*18,602*	7,000	60.33%	7,000	60.33%
Annual Budget conversion to Cash basis										
Capital Expenditures	18,878	0	0	0		*7,000*	7,000		7,000	
Borrowing Proceeds	0	0	0	0		*0*	0		0	
Principal Payments	11,653	11,602	11,602	0	0.00%	*11,602*	0	0.00%	0	0.00%
Prior Year Reserves	0	0	0	0		*0*	0		0	
Add back Depreciation	0	0	0	0		*0*	0		0	
Total Cash Items	30,531	11,602	11,602	0	0.00%	*18,602*	7,000	60.33%	7,000	60.33%
Net Cash Basis Budget	-31,806	0	0	0		*0*	0		0	

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WYSO

1997-98 Proposed Budget by Category

	1995-96 Actual	1996-97 Budget	1996-97 Projected	Change From 1996-97 Budget To 1996-97 Proj $	%	Proposed 1997-98 Budget	Change From 1996-97 Proj To 1997-98 Budget $	%	Change From 1996-97 Budget To 1997-98 Budget $	%
Revenues	405,642	456,958	389,314	-67,644	-14.80%	*461,438*	72,124	18.53%	4,480	0.98%
Operating Expenses										
Salaries & Wages	128,640	144,716	106,944	-37,772	-26.10%	*143,312*	36,368	34.01%	-1,404	-0.97%
Benefits	49,639	63,863	37,992	-25,871	-40.51%	*57,907*	19,915	52.42%	-5,956	-9.33%
Training & Development	3,915	3,500	3,500	0	0.00%	*3,700*	200	5.71%	200	5.71%
Student Aid Services	0	0	0	0		*0*	0		0	
Special Events	735	0	0	0		*0*	0		0	
Supplies	4,479	6,000	6,516	516	8.60%	*7,300*	784	12.03%	1,300	21.67%
Business Operations	131,906	158,531	148,958	-9,573	-6.04%	*161,275*	12,317	8.27%	2,744	1.73%
Plant Maintenance	57,431	44,404	48,960	4,556	10.26%	*44,500*	-4,460	-9.11%	96	0.22%
Interest Expense	15,152	13,680	13,920	240	1.75%	*14,180*	260	1.87%	500	3.65%
Resale Costs	0	0	0	0		*0*	0		0	
Miscellaneous	4,534	178	438	260	146.07%	*178*	-260	-59.36%	0	0.00%
Contingency/Reserves										
Campus Contingency, Mandatory	0	0	0	0		*0*	0		0	
Campus Program Contingency, Discretionary	0	0	0	0		*0*	0		0	
Liquidity Reserve	0	0	0	0		*0*	0		0	
Overhead				0						
To the University	0	0	0	0		*0*	0		0	
Rebates from the University	0	0	0	0		*0*	0		0	
Subsidy from Adult Campuses	0	0	0	0		*0*	0		0	
Subsidy from Overhead	0	0	0	0			0		0	
Other (Intercampus Agree & Univ Conf)	10,486	10,484	10,484	0	0.00%	*10,484*	0	0.00%	0	0.00%
Depreciation	0	0	0	0		*0*	0		0	
Total Operating Expenses	406,917	445,356	377,712	-67,644	-15.19%	*442,836*	65,124	17.24%	-2,520	-0.57%
Excess Revenue over Expenses	-1,275	11,602	11,602	0	0.00%	*18,602*	7,000	60.33%	7,000	60.33%
Annual Budget Conversion to Cash Basis										
Capital Expenditures	18,878	0	0	0		*7,000*	7,000		7,000	
Borrowing Proceeds	0	0	0	0		*0*	0		0	
Principal Payments	11,653	11,602	11,602	0	0.00%	*11,602*	0	0.00%	0	0.00%
Prior Year Reserves	0	0	0	0		*0*	0		0	
Add Back Depreciation	0	0	0	0		*0*	0		0	
Total Cash Items	30,531	11,602	11,602	0	0.00%	*18,602*	7,000	60.33%	7,000	60.33%
Net Cash Basis Budget	-31,806	0	0	0		*0*	0		0	

WYSO
1997-98 Capital Budget

Buildings	Amount
Total Buildings	0
Building Improvements	**Amount**
Total Building Improvements	0
Equipment	**Amount**
Broadcast Equipment Upgrade	7,000 AUG
Total Equipment	7,000
Furniture & Fixtures	**Amount**
Total Furniture & Fixtures	0
Library Books	
Grand Total Capital Budget	7,000

UNIVERSITY WIDE EXPENSES
1997-98 Proposed Budget

There are central costs associated with the operation of the University that do not relate to a specific Campus or the Central Administration exclusively. In order to properly display the costs of the Central Administration, these additional central costs have been made part of a University Wide Expense budget. The Central Administration of the University includes those operating units which are under the direct control of the Chancellor. Those units which are part of the University Wide Expense Budget include the units which are largely autonomous but administratively attached to the University, University Support functions, the cost of certain University-wide functions, gains and losses on the Endowment Fund, Perkins Loans Income and Expense, Kettering Building rent, interest expense on internal loans, and the Liquidity Reserve. In addition, Depreciation Expense is processed through this cost center.

The following are those cost centers which are included in the Central Administration and the University Wide budget:

Cost Centers Included in University Central Administration Revenue and Expenses

Student Loan Office
Chancellor's Office
Trustee Administration

University Development
Vice Chancellor and Chief Financial Officer
Administrative Computing Services

Cost Centers Included in University Wide

Part of Library Faculty
Archives/Antiochiana
University Support, including
- Legal
- Audit
- Utilities, Insurance, Taxes
- Interest Expense on University Debt
- Some Consulting and Purchased Services
- SEOG/FWSP Cost Allowance

University Conference
Innovation Fund
Endowment Gain/Loss
Perkins Loan Income & Expense
Rents from Kettering Building Tenants
Interest Expense on Internal Loan to Endowment Fund
Liquidity Reserve
Depreciation

Antioch University Wide Expenses

1997-98 Proposed Budget by Function

	1995-96 Actual	1996-97 Budget	1996-97 Projected	Change From 1996-97 Budget To 1996-97 Proj $	%	Proposed 1997-98 Budget	Change From 1996-97 Proj To 1997-98 Budget $	%	Change From 1996-97 Budget To 1997-98 Budget $	%
Revenues										
Tuition & Fees	0	0	0	0		*0*	0		0	
Less Tuition Discounts	0	0	0	0		*0*	0		0	
Gifts	0	0	0	0		*0*	0		0	
Grants	0	90,000	90,000	0		*118,000*	28,000	31.11%	28,000	31.11%
Endowment Income	0	0	0	0		*0*	0		0	
Contracts	0	0	0	0		*0*	0		0	
Other Income	1,026,260	441,400	916,465	475,065	107.63%	*526,050*	-390,415	-42.60%	84,650	19.18%
Total E&G Revenue	1,026,260	531,400	1,006,465	475,065	89.40%	*644,050*	-362,415	-36.01%	112,650	21.20%
Auxiliary Enterprises	0	0	0	0		*0*	0		0	
Released From Restrictions	158,934	130,000	255,000	125,000	96.15%	*200,229*	-54,771	-21.48%	70,229	54.02%
Total Revenues	1,185,194	661,400	1,261,465	600,065	90.73%	*844,279*	-417,186	-33.07%	182,879	27.65%
Net Overhead for Central Ops	587,316	265,867	566,467	280,600	98.16%	*615,457*	48,990	8.65%	329,590	115.29%
Operating Expenses										
Instruction	0	0	5,580	5,580		*0*	-5,580	-100.00%	0	
Research	0	0	0	0		*0*	0		0	
Public Service	0	0	0	0		*0*	0		0	
Academic Support	0	0	141,960	141,960		*140,125*	-1,835	-1.29%	140,125	
Student Services	0	0	0	0		*0*	0		0	
Institutional Support	837,983	744,097	854,183	110,086	14.79%	*711,302*	-142,881	-16.73%	-32,795	-4.41%
Plant Maintenance	1,821,512	1,800,000	1,960,000	160,000	8.89%	*2,130,000*	170,000	8.67%	330,000	18.33%
Scholarships	0	90,000	90,000	0		*118,000*	28,000	31.11%	28,000	31.11%
Total E&G Expenses	2,659,495	2,634,097	3,051,723	417,626	15.85%	*3,099,427*	47,704	1.56%	465,330	17.67%
Auxiliary Enterprises	0	0	0	0		*0*	0		0	
Total Operating Expenses	2,659,495	2,634,097	3,051,723	417,826	15.85%	*3,099,427*	47,704	1.56%	465,330	17.87%
Excess Revenue over Expenses	-886,985	-1,686,830	-1,223,791	463,039	-27.45%	*-1,639,691*	-415,900	33.98%	47,139	-2.79%
Annual Budget conversion to Cash basis										
Capital Expenditures	0	0	1,270	1,270		*0*	69,030	5435.43%	0	
Borrowing Proceeds	0	0	0	0		*0*	0		0	
Principal Payments	113,170	113,170	501,364	388,194	343.02%	*490,309*	-11,055	-2.20%	377,139	333.25%
Prior Year Reserves	0	0	0	0		*0*	0		0	
Add back Depreciation	-1,821,512	-1,800,000	-1,960,000	-160,000	8.89%	*-2,130,000*	-170,000	8.67%	-330,000	18.33%
Total Cash Items	-1,708,342	-1,686,830	-1,457,366	229,464	-13.60%	*-1,639,691*	-182,325	12.51%	47,139	-2.79%
Net Cash Basis Budget	821,357	0	233,575	233,575		*0*	-233,575	-100.00%	0	

Antioch University Wide Expenses

1997-98 Proposed Budget by Category

	1995-96 Actual	1996-97 Budget	1996-97 Projected	Change From 1996-97 Budget To 1996-97 Proj $	%	Proposed 1997-98 Budget	Change From 1996-97 Proj To 1997-98 Budget $	%	Change From 1996-97 Budget To 1997-98 Budget $	%
Revenues	1,185,194	661,400	1,261,465	600,065	90.73%	844,279	-417,186	-33.07%	182,879	27.65%
Net Overhead for Central Ops	587,316	285,867	566,467	280,600	98.16%	615,457	48,990	8.65%	329,590	115.29%
Total Revenues and Net Overhead	1,772,510	947,267	1,827,932	880,665	92.97%	1,459,736	-368,196	-20.14%	512,469	54.10%
Operating Expenses										
Salaries & Wages	53,406	8,669	139,476	130,807	1508.91%	63,795	-75,681	-54.26%	55,126	635.90%
Benefits	54,904	1,039	28,896	27,857	2681.14%	122,468	93,572	323.82%	121,429	11687.10%
Training & Development	32,948	47,000	115,000	68,000	144.68%	73,000	-42,000	-36.52%	26,000	55.32%
Student Aid Services	0	0	0	0		0	0		0	
Special Events	0	0	0	0		0	0		0	
Supplies	1,124	0	7,884	7,884		220	-7,664	-97.21%	220	
Business Operations	180,098	229,800	341,892	112,092	48.78%	207,770	-134,122	-39.23%	-22,030	-9.59%
Plant Maintenance	128,540	97,028	62,124	-34,904	-35.97%	65,000	2,876	4.63%	-32,028	-33.01%
Interest Expense	322,386	308,561	252,800	-55,761	-18.07%	241,000	-11,800	-4.67%	-67,561	-21.90%
Resale Costs	0	0	0	0		0	0		0	
Miscellaneous	6,631	0	19,000	19,000		1,000	-18,000	-94.74%	1,000	
Contingency/Reserves										
Campus Contingency, Mandatory	0	6,050	0	-6,050	-100.00%	18,116	18,116	100.00%	12,066	199.44%
Campus Program Contingency, Discretionary	5,598	25,950	6,047	-19,903	-76.70%	0	-6,047	-100.00%	-25,950	-100.00%
Liquidity Reserve	0	0	12,975	12,975		9,058	-3,917	-30.19%	9,058	
Overhead				0						
To the University	0	0	0	0		0	0		0	
Rebates from the University	0	0	0	0		0	0		0	
Subsidy from Adult Campuses	0	0	0	0		0	0		0	
Subsidy from Overhead	0	0	0	0		0	0			
Other (Intercampus Agree & Univ Conf)	52,348	110,000	105,629	-4,371	-3.97%	168,000	62,371	59.05%	58,000	52.73%
Depreciation	1,821,512	1,800,000	1,960,000	160,000	8.89%	2,130,000	170,000	8.67%	330,000	18.33%
Total Operating Expenses	2,659,495	2,634,097	3,051,723	417,626	15.85%	3,099,427	47,704	1.56%	465,330	17.67%
Excess Revenue over Expenses	-886,985	-1,686,830	-1,223,791	463,039	-27.45%	-1,639,691	-415,900	33.98%	47,139	-2.79%
Annual Budget Conversion to Cash Basis										
Capital Expenditures	0	0	1,270	1,270		0	-1,270	-100.00%	0	
Borrowing Proceeds	0	0	0	0		0	0		0	
Principal Payments	113,170	113,170	501,364	388,194	343.02%	490,309	-11,055	-2.20%	377,139	333.25%
Prior Year Reserves	0	0	0	0		0	0		0	
Add Back Depreciation	-1,821,512	-1,800,000	-1,960,000	-160,000	8.89%	-2,130,000	-170,000	8.67%	-330,000	18.33%
Total Cash Items	-1,708,342	-1,686,830	-1,457,366	229,464	-13.60%	-1,639,691	-182,325	12.51%	47,139	-2.79%
Net Cash Basis Budget	821,357	0	233,575	233,575		0	-233,575	-100.00%	0	

300,000 ✓ Sept
10,170 month
68,269 JUNE

COST CENTERS

INSTRUCTION:
Undergraduate
Heritage Institute
Preparatory-Remedial Education
Teacher Certification
Arts
Human Services
Computer Instruction
Cooperative Education
Environmental Field Program
Continuing Education
History, Philosophy & Religion
Physical Sciences
Languages, Literature & Culture
Environmental & Biological Sciences
Self, Society & Culture
Cultural & Interdisciplinary Studies
Social & Global Studies
AEA Brazil
AEA Buddhist Studies
AEA Egypt
AEA Germany
AEA Japan
AEA Mexico
AEA Overseas Non-AEA Program
AEA Women's Studies
AEA Thailand
AEA France
AEA Cape Verde
MS Management
MA Psychology
MA Education
OSR
Whole System Design
MA Organizational Management
Dance/Movement Therapy
Counseling Psychology
Marriage and Family Therapy
Environmental Studies
Education

INSTRUCTION (Cont'd):
Organization & Management
Applied Psychology
Clinical Psychology
IMA
Weekend Program
Intercultural Relations
Conflict Resolution
Environment & Community
Fine Arts

RESEARCH:
Individual and Project Research

PUBLIC SERVICE:
Glen Helen
Antioch Review
WYSO
Counseling Centers

ACADEMIC SUPPORT:
Academic Administration
General Faculty
AEA Administration
Cross Cultural Program
Archives/Antiochiana
Library/Media Services
Psychological Services Center
Research and Evaluation
Writing Center
WSD Institute
Academic Computing

STUDENT SERVICES:
Financial Aid Administration
Student Admissions
Registrar (Student Records)
Student Services
Advocate's Office

STUDENT SERVICES Cont'd:
Infirmary
Counseling
Security
Student Loan Office
Community Government

INSTITUTIONAL SUPPORT:
Chancellor
Trustees
Provost/President
Fiscal Operations
Business Operations
General Administration
Central Services
Personnel
Alumni
Development/Advancement
Public Relations
Publications
Administrative Computer Service
University Administration

PLANT MAINTENANCE:
Maintenance
Custodial
Building & Grounds
Power Plant
Depreciation

SCHOLARSHIPS:
Grants & Scholarship

AUXILIARY ENTERPRISES:
Dining Services
Gathering Space
Housing
Bookstore
Computer Sales
McGregor Conference Center

LINE ITEMS

SALARIES & WAGES: Compensation
Paid to Contracted Employees
Core Faculty
Associate Faculty
Adjunct Faculty
Administrators
Administrative Associate
Teaching Assistants
Unionized Staff
Non-Unionized Staff
Students
Retirees
Other Staff Employees
Student Vouchers
Student Stipends
Overseas Allowance

BENEFITS: Required and Non-Required
Benefits Paid
Medical
Drug Card
Dental
FICA
Worker's Comp
Unemployment
Life Insurance
Long & Short Term Disability
Retirement
Moving Expenses
Employee Tuition Waivers
Miscellaneous Benefits

TRAINING & DEVELOPMENT:
Non-Contracted Expenses for Trg & Develop
Business Travel
Local Meetings/Workshops
Professional Development
Employee Recruiting
Program Development

STUDENT AID:
Restricted Grant Scholarships
Student Vouchers

SPECIAL EVENTS:
Graduation
Orientation
Miscellaneous Special Events

SUPPLIES:
Office Supplies
Instructional Supplies
Research Supplies
Duplicating Supplies
Computer Supplies
Maintenance Supplies
Furniture Supplies
Equipment Supplies
Library Supplies
Food Supplies
Miscellaneous Supplies

BUSINESS OPERATIONS COSTS:
General Cost of Doing Business
Subscriptions & Publications
Purchased Services
Consulting
Honoraria/Stipends
Information & Communications
Memberships & Dues
Printing
Postage
Audio/Visual
Advertising
Telecommunications
Legal
Audit
Bad Debt Expense

PLANT MAINTENANCE COSTS:
Costs Related to Facilities
Maintenance Contracts & Repairs
Purchased Services
Utilities
Vehicle Operation
Facility Rental
Equipment Rental
Insurance
Taxes

DEPRECIATION:

INTEREST & BANK CHARGES:
Interest
Bank Charges (include credit card charges)

RESALE COSTS:
Books for Resale
Computers for Resale
Supplies for Resale

MISCELLANEOUS COSTS:
Miscellaneous
Student Activities
Student Insurance
Payments to Annuitants

CONTINGENCY/RESERVES:
Campus Contingency, Mandated
Campus Contingency, Discretionary
Liquidity Reserve
Honoraria/Stipends

OVERHEAD COSTS:
Regional Overhead
University Overhead/Rebate
University Conference
College Fund
Operation Subsidy
Inter-Campus Agreements