ANTIOCH UNIVERSITY

REPORT TO THE BOARD OF TRUSTEES

1997-98 YEAR END PROJECTION

1998-99 PROPOSED BUDGET

JUNE 5-6,1998

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1998-99 PROPOSED BUDGET

I. INTRODUCTION

The 1998-99 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 1997-98 experience dictated changes for 1998-99 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 1997-98 year at the time the Proposed Budget was developed. The year-end projections in this report were made with two months remaining in the fiscal year. The 1997-98 performance of each Campus will be reviewed at the October meeting of the Board of Trustees following the close of the fiscal year.

The financial information in this report is presented using the Financial Accounting Standards Board (FASB) 117 reporting standards that became mandatory for independent colleges and universities on July 1, 1995. The objective of this FASB report standard is to enhance the relevance, clarity and comparability of financial statements issued by not-for-profit organizations, regardless of the nature of their operation or mission. The material presented in this document provides a detailed view of the budgeted revenues and expenses of the University and is intended to promote the understanding of University operations as a whole and of each of its units. If you are familiar with the terms and format of this report, you may want to begin reading the 1997-98 Year-End Projection section on page 7.

II. FORMAT AND CONTENT

The 1998-99 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 proposed a Capital Budget plan for 1998-99 which is part of the Five-Year Capital Plan.

Under Board of Trustee policy, Trustee approval is required for any facility or equipment expenditure of $10,000 or more. The Capital Budgets allow the Campuses to identify those items that are proposed for purchase in 1998-99.

Board of Trustee action is needed to authorize tuition and fee schedule changes for 1998-99. Each Campus has included a schedule of proposed student charges showing the prior year rates, the proposed rates, and the percentage change. Although a schedule of tuition rate changes is included for the College, the Board of Trustees approved tuition and fees for the College at the February meeting. Early action on College tuition and fee rates is needed in order to allow the preparation of financial aid packets for prospective students.

III. THE FUNCTION SCHEDULE

For the University as a whole and for each of the Campuses, the Proposed Budget contains two detailed schedules. The first is the 1998-99 Proposed Budget by Function. This schedule provides information about Revenues by Type and Operating Expenses by Function. The purpose is to show what is happening to the various major revenue streams that support the University and to show how Operating Expenses are assigned to the various programs or functions.

In both the Revenues and Operating Expenses sections of this schedule is a reference to "E&G." This abbreviation stands for Educational and General and the Total E&G lines show the Revenues and the Operating Expenses of all functions other than those that are classified as Auxiliary Enterprises. The E&G subtotals are provided to simplify comparison of the revenues and expenses of the primary missions of the University while excluding "support functions" that are not part of the primary missions. Auxiliary Enterprises include support functions such as dining services, housing, bookstore, and similar "businesses."

An additional Revenues item that appears below the Total E&G Revenue totals is Released from Restrictions. The amounts on this line reflect funds that were initially received by the University or Campuses for specific purposes and held until they could be spent to further the specific purpose. Most of this money represents gifts or bequests that have been provided for such things a scholarships or specific program initiatives. Much of the funding of this type is expended in the year it is received but Restricted Funds are often held for several years until they can be expended in accordance with the conditions set out by the donor. For example, scholarship funds that provide for students with certain types of abilities or needs will not be expended until such students can be identified. Restricted Funds do not become part of the Operating

Budget until released. Prior to being transferred to the Operating Budget, Restricted Funds are carried in the accounts of the University and invested in accordance with University policy.

Because restricted revenues do not become part of the unrestricted operating funds of the University until they are Released from Restrictions, the amounts shown for Gifts and Grants may vary from the figures reported by the Development Offices for the same period. The Development Offices report gifts as they are received or pledged. Pledges are commitments that will be realized at a future date and are not expendable until the funds are actually received. Funds that are given for a restricted purpose are invested until they can be expended for the purpose specified by the donor. Several years may pass before a campus can expend a restricted gift as the donor intended, but the restricted gift is recorded by the Development Office when it is received. The financial schedules contained in this report do not reflect restricted revenue until it is expended. Therefore, reports from the Development Office may show higher giving levels than will appear on these schedules.

Restricted Funds should not be confused with Endowment Funds. Endowment Funds are also separated from unrestricted revenues and are also limited to specific purposes as provided by their donor. The primary difference is that the principle of Endowment Funds must be retained in perpetuity and only the annual income can be expended to satisfy the purpose of the donor. On the other hand, the principle amount of a restricted gift can be used as soon as a valid purpose has been identified. The annual return on Endowment Funds appears as a Revenue Item on the Endowment Income line.

The schedule for Antioch University as well as the schedules for Central Administration and the University Wide Expenses contain an additional line, "Net Overhead for Central Ops." This line has been added on these three schedules to more clearly display the cost of central operations. Ordinarily, the Overhead used to support the Central Administration and the University Wide Expenses budget would appear as a "negative expense" entry, but the Board of Trustees has requested that central operations be displayed more in keeping with how the budgets of the individual Campuses are displayed. Accordingly, this line has been added to these three schedules and appears as a quasi-revenue entry. It shows how much is transferred from the operating units to meet the costs of central operations and it clearly separates the "revenue" of the central operations from their expenses and makes it easier to see the true cost of these units.

The Operating Expenses section of the Function schedule provides financial information for each of the primary activities or programs. Each operating department of the University is classified in accordance with its primary function. For example, the Languages Department of the College is classified as Instruction and all of its expenditures will be combined with those of other teaching departments and reported on the Instruction line of the Function schedules. A list of the Cost Centers which comprise each of the Functions is presented on page 105.

The columns of the 1998-99 Proposed Budget by Function schedule present information about the two prior years, the current year, and the coming year. For comparison purposes, the first two columns contain the 1995-96 and 1996-97 actual expenditure history. The third column contains the 1997-98 Budget as approved by the Board of Trustees and the fourth column contains information about how each of the Campuses anticipate their 1997-98 Budget will appear at the end of the current fiscal year. That is, the 1997-98 Budget column is the plan for the current year while the 1997-98 Projected column shows how the plan is likely to play out. The next two columns, Change From 1997-98 Budget to 1997-98 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 1998-99 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 1998-99 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 1997-98 Projected outcome, and the last two columns compare the Proposed 1998-99 Budget with the 1997-98 Budget as approved by the Board. Each set of comparisons present the dollar variance and the percentage variance. Major dollar/percentage changes tend to signify programmatic shifts or restructuring.

FASB 117 requires the presentation of information on an accrual basis, but the management of the University also depends on maintaining an appropriate cash flow so that current obligations can be met. The schedules in this Report contain a conversion to cash basis section which 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. Accumulated depreciation is shown as an offset to the Depreciation Expense that is included as a part of the Plant Maintenance function. Borrowing proceeds, if any, associated with the expenditures shown are reflected on a separate line as are the Principle Payments necessary to retire the loans of previous years.

IV. THE CATEGORY SCHEDULE

The second major schedule is the 1998-99 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 106.

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 its programs, a 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 1.25% (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 and refinanced debt for the College 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 a University-wide account.

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 that receive Rebates and Subsidies will show negative amounts in the various columns of this schedule because the transfer is shown as a "negative expense" rather than as a revenue. Although these transfers are income to the receiving campus, from the standpoint of the University they represent only the reassignment of revenue from one campus to another.

Although overhead is assessed at 13.75%, Rebates reduce the effective Overhead rate. Rebate increases in 1998-99 will lower the effective Overhead rate to 9.4% 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 did not occur in the 1997-98 fiscal year, the assessment for the 1998-99 Conference will appear as an increase.

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 103 and 104.

The columns of the 1998-99 Proposed Budget by Category schedule are identical to those on the Budget by Function schedule.

V. 1997-98 YEAR-END PROJECTION

In general, the current year's budget forms the basis for the 1998-99 budget. If current year revenues are low or expenses high, the 1998-99 budget may require adjustment. On the basis of the first ten months of operations, the operating units are projecting that they will complete the 1997-98 year with a positive accrual balance of $349,336. The

V. 1997-98 YEAR-END PROJECTION

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Total Revenues for the University are projected to be $447,300 below budget. This is less than 1% of total revenue. However, the single largest revenue category is projected to be down $1,385,253, or nearly 4%, as a result of lagging enrollments. The College, Southern California and McGregor were below their budgeted tuition and fee targets and their shortfalls could not be offset by New England and Seattle.

1997-98 TUITION AND FEE REVENUE

	1997-98 Budgeted	1997-98 Projected	Variance
Antioch College	10,578,843	9,924,843	-654,000
Glen Helen	128,425	127,583	-842
New England	8,100,325	8,229,260	128,935
Seattle	6,900,577	7,003,815	103,238
Southern California	7,941,605	7,429,080	-512,525
McGregor	5,183,834	4,733,775	-450,059
TOTALS	$38,833,609	$37,448,356	$-1,385,253

Fortunately, Gifts, Grants, Endowment Income, Contracts and Other Income are all projected to be above budget and expenses are being kept below budget levels.

Salaries and Wages is the single largest expense category and accounts for 46.3% of all expenses. Directly related to Salaries and Wages is Benefits which accounts for 13.7% of total University expenses. Both of these categories are projected to be below budget for 1997-98 with Salaries and Wages being down -1.69% and Benefits being down -3.39%. With the exception of Training & Development, which is projected to be $180,381 below budget (-10.69%), and Miscellaneous, which is projected to be $368,270 below budget (-46.22%), the other expense categories are projected to be above budget. The largest variance from budget is for Student Aid Services which will be $518,122 above budget (44.98%), but this line contains considerable funding from restricted grant scholarships that can not be used for other purposes. Resale Costs are 15.00% above budget ($76,937) because Auxiliary Inventories have been increased.

The year-end forecast made by the operating units all show positive Excess Revenue over Expenses except for Glen Helen which shows a deficit of $-34,561. No Net Cash Basis Budget shortfalls are projected except for the College ($-670,446) and Glen Helen ($-46,516). Glen Helen plans to reduce its negative entries somewhat before year-end by using some of its temporarily restricted funds.

Capital Expenditures are expected to exceed the budget by $761,447, or 28.21%. A major part of this increase, $513,224, will be expended by the College for the technology improvements authorized by the Board at the February Meeting and funded by the Blum bequest. Seattle had Capital Expenditures of $233,802 more than budgeted as a result of additional costs associated with the completion of the new building and slow initial construction in 1996-97 which resulted in costs being shifted to 1997-98. Seattle anticipates paying for the additional expenditures from increased revenues and by lowering operating expenses.

VI. 1998-99 BUDGET OVERVIEW

Tuition and Fee income for 1998-99 is budgeted to reach $41,290,554. This is a 6.33% increase over the 1997-98 budget and a 10.26% increase from the 1997-98 projected level. As the following table shows,

1998-99 TUITION AND FEE REVENUE

	1997-98 Projected	1998-99 Budgeted	Change	Percent Increase
Antioch College	9,924,843	12,039,945	2,115,102	21.31%
Glen Helen	127,583	137,586	10,003	7.84%
New England	8,229,260	8,250,283	21,023	0.26%
Seattle	7,003,815	7,420,590	416,775	5.95%
Southern California	7,429,080	8,253,605	824,525	11.10%
McGregor	4,733,775	5,188,545	454,770	9.61%
TOTALS	$37,448,356	$41,290,554	$3,842,198	10.26%

the largest increase will occur at the College where Tuition and Fee income is projected to expand by 21.3% as a result of enrollment growth, an increase in tuition rates of 2.69% and the completion of the calendar revision which allows the College to collect tuition for three full terms.

Despite the increase in gross tuition and fee revenue, the net increase is considerably less than it otherwise would be due to a significant increase in Tuition Discounts. University wide, tuition discounts are budgeted to increase by $1,109,777 over the amount projected for 1997-98. This represents a 44.03% increase over the projected level. Nearly all of this change is at the College and is a result of the rise in tuition, increased assistance for co-op students, and the need to honor commitments made to prospective students early in the year. While the College has ratcheted back on merit awards, it continues to offer some merit awards to honor its commitments. However, the intent is to phase out the merit awards over the next four years. In 1998-99 the College will be carrying four full years of merit awards rather than the three of the current budget year.

1998-99 TUITION DISCOUNTS

	1997-98 Projected	1998-99 Budgeted	Change	Percent Change
Antioch College	2,221,942	3,302,690	1,080,748	48.64%
Glen Helen	0	0	0	
New England	60,399	40,000	-20,399	-33.77%
Seattle	57,715	68,000	10,285	17.82%
Southern California	168,501	209,600	41,099	24.39%
McGregor	11,956	10,000	-1,956	-16.36%
TOTALS	$2,520,513	$3,630,290	$1,109,777	44.03%

Tuition discounts are not a major budget factor for the adult campuses. Most of the tuition reductions provided by the adult campuses are granted to employees under the Board's policy.

Tuition revenue at McGregor will also be below what might have been expected. In 1998-99, tuition income will be about $100,000 lower than would otherwise be the case because of the calendar redesign affecting the limited residency IMA, Intercultural Relations and Conflict Resolution programs.

Gift income is expected to reach $1,999,157 in 1998-99. This represents a $105,929 increase over the 1997-98 budget level, but a 17% reduction ($-413,282) from the projected actual. The College represents 68% of the budgeted gift income in 1998-99 and the College is projecting a $60,000 increase over the budgeted level for 1997-98. However, the College is expecting that the 1998-99 level will be below the projected level for the current year. This is because 1997-98 contains two significant, unexpected gifts. Because of the need to budget conservatively for gift income, no gifts of this kind can be anticipated.

Contract Income is budgeted to increase by nearly 50% in 1998-99 ($161,000) and the increase in this category is at Antioch New England. New England anticipates an additional $169,985 in contract revenue in 1998-99, enough to offset minor reductions at other campuses. Other Income shows a decline of $527,532 below 1997-98 projection and $125,933 below the 1997-98 budget. Most Other Income is capital gain on investments held by the University. This revenue is subject to fluctuations in the markets and for this reason we budget this line conservatively. The remainder of the income categories show modest budget-to-budget increases.

Salaries and Wages in 1998-99 will increase by $1,550,386 or 6.73% more than the 1997-98 budget. The addition of some critically needed positions, including faculty at the College, and faculty and staff salary increases account for this increase. For the first time in several years, most of the campuses are providing salary increases for faculty and staff that will be above the inflation rate for the prior year:

COLLEGE:	3% for faculty and staff effective 7-1-98 Approximately 2% for union staff (15 cents/hour) effective 8-1-98
SEATTLE:	4% for staff effective 7-1-98 3% for faculty effective 7-1-98 0% for deans
McGREGOR:	3.5% for union staff effective 7-1-98 2.0% for faculty and administrators effective 7-1-98
NEW ENGLAND:	Approximately 2% for faculty and staff effective not earlier than 10-1-98; dependent on summer and fall 1998 enrollments
SOUTHERN CALIFORNIA:	2.4% for staff effective 7-1-98 2.4% for administration and faculty effective 1-1-99
UNIVERSITY ADMIN.:	2% for staff effective 7-1-98

These increases will provide a small amount of catch-up for the faculty and staff who have seen their salaries erode with inflation in recent years.

The 1998-99 budget has reduced the Net Overhead that the campuses pay to support Central Administration and to provide central services. In 1997-98 the Net Overhead Rate was reduced to 10% or less, and this rate has been further reduced in 1998-99. The Net Overhead Rate is calculated by reducing the Budgeted Overhead by the amount of Budgeted Rebate and Budgeted Subsidy provided to the individual campuses. The Budgeted Net Overhead is then divided by the Student-Derived Income to get the effective overhead rate. For the adult campuses, the 1998-99 Net Overhead Rate has been reduced by more than half of a percentage point. The overall rate for 1998-99 will be less than 7.5%.

1998-99 NET OVERHEAD AND REBATES

Campus	Student Derived Income	Budgeted Overhead	Budgeted Rebate	Budgeted Subsidy	Budgeted Net Overhead	Net Overhead Rate
College	7,250,858	996,993	-550,000	-400,000	46,993	0.65%
New England	7,224,536	993,374	-313,415		679,959	9.41%
Seattle	6,042,961	830,907	-262,705		568,202	9.40%
Southern CA	7,175,005	986,563	-325,146		661,417	9.22%
McGregor	4,904,648	674,389	-213,588		460,801	9.40%
TOTAL	$32,598,008	$4,482,226	$-1,664,854	$-400,000	$2,417,372	7.42%

Beginning in 1998-99 the Campuses and the University Administration will budget for the future cost of the sabbatical leave included in CEO Retreat Rights. In October of 1994 the Board of Trustees adopted a policy on Provost Retreat

Rights that provides future benefits if a CEO serves for at least seven years. Recent experience has shown that the cost of the sabbatical leave, coming as it generally does after a replacement has been hired, creates a temporary financial burden on the campus. By anticipating the cost of the sabbatical leaves over seven years, each campus and the University Administration will have funds available for the sabbatical year so it will not create a significant impact on the campus budget.

Also new in 1998-99 is an increase in the Liquidity Reserve funding rate. The purpose of the Liquidity Reserve is to increase the financial strength of the University. Lenders and grant-giving organizations assess an institution's financial strength before granting a loan or providing grants. By increasing the financial strength of the University, each campus is in a better position to attract outside funds or, when needed, to issue bonded indebtedness. In 1998-99 the mandatory amount that each campus and the Central Administration must commit to the Liquidity Reserve increased from 1.00% to 1.25% (Seattle has been at 1.50% since its bonds were issued). This next year will be the third in which the Liquidity Reserve fund has been in operation. A the end of 1997-98, we are projecting that the Liquidity Reserve fund balance will equal $734,251.

VII. SUMMARY OBSERVATIONS

The University continues to improve its financial health. Debt secured to cover operating expenses several years ago is being reduced, internal borrowing from the Endowment should be repaid within the next eighteen months and the cost of outstanding debt held by the College has been significantly reduced by refinancing with tax-exempt bonds. The use of the Datatel financial software is improving campus management's ability to monitor expenditures and keep them within the approved budget. Datatel is also strengthening our ability to forecast on the basis of prior experience and to have a more detailed picture of our operations.

While the 1998-99 budget maintains the Trustee's requirement that campuses and other units operate within their means, the enrollment situations at the College and Southern California will continue to require attention. The finances of the College have improved tremendously from what they were three years ago and much greater discipline is being shown with regard to the management of expenditures. Revenues, however, have lagged because it has been difficult for the College to meet enrollment targets.

Southern California has used prior year reserves to balance its two previous budgets, but the 1998-99 budget reverses this pattern. However, the ability to operate without use of prior year reserves will require that enrollments increase. Considerable emphasis is being placed on improved marketing and advertising at Southern California and the success of these efforts will determine whether the budget will stay in balance without mid-year cost reductions.

Antioch University

1998-99 Proposed Budget Summary by Function

	1995-96 Actual	1996-97 Actual	1997-98 Budget	1997-98 Projected	Change From 1997-98 Budget to 1997-98 Projected $	Change From 1997-98 Budget to 1997-98 Projected %	Proposed 1998-99 Budget	Change From 1997-98 Proj to 1998-99 Budget $	Change From 1997-98 Proj to 1998-99 Budget %	Change From 1997-98 Budget to 1998-99 Budget $	Change From 1997-98 Budget to 1998-99 Budget %
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Revenues											
Tuition & Fees	36,920,216	36,216,777	38,833,609	37,448,356	-1,385,253	-3.57%	***41,290,554***	3,842,198	10.26%	2,456,945	6.33%
Less Tuition Discounts	-3,011,185	-2,720,777	-2,501,710	-2,520,513	-18,803	-0.75%	***-3,630,290***	-1,109,777	-44.03%	-1,128,580	-45.11%
Gifts	1,753,907	1,562,098	1,893,228	2,412,439	519,211	27.42%	***1,999,157***	-413,282	-17.13%	105,929	5.60%
Grants	2,836,272	2,743,890	2,765,670	2,806,264	40,594	1.47%	***2,997,578***	191,314	6.82%	231,908	8.39%
Endowment Income	284,208	240,170	251,200	254,000	2,800	1.11%	***276,200***	22,200	8.74%	25,000	9.95%
Contracts	181,734	376,880	322,138	391,241	69,103	21.45%	***483,139***	91,898	23.49%	161,001	49.98%
Other Income	1,475,408	2,650,740	1,067,028	1,468,627	401,599	37.64%	***941,095***	-527,532	-35.92%	-125,933	-11.80%
Total E&G Revenue	40,440,560	41,069,778	42,631,163	42,260,414	-370,749	-0.87%	***44,357,433***	2,097,019	4.96%	1,726,270	4.05%
Auxiliary Enterprises	2,949,069	2,655,342	2,954,947	2,845,510	-109,437	-3.70%	***3,071,190***	225,680	7.93%	116,243	3.93%
Released From Restrictions	2,571,533	3,929,566	2,358,711	2,391,597	32,886	1.39%	***2,381,130***	-10,467	-0.44%	22,419	0.95%
Total Revenues	45,961,162	47,654,686	47,944,821	47,497,521	-447,300	-0.93%	***49,809,753***	2,312,232	4.87%	1,864,932	3.89%
Net Overhead for Central Operations	2,375,884	2,387,040	2,406,928	2,406,928	0	0.00%	***2,417,372***	10,444	0.43%	10,444	0.43%
Operating Expenses											
Instruction	16,289,327	16,445,646	17,138,908	16,872,961	-265,947	-1.55%	***17,530,989***	658,028	3.90%	392,081	2.29%
Research	90,163	48,491	80,000	0	-80,000	-100.00%	***0***	0		-80,000	-100.00%
Public Service	1,497,944	1,731,015	1,806,594	1,734,316	-72,278	-4.00%	***2,150,967***	416,651	24.02%	344,373	19.06%
Academic Support	2,270,987	2,088,252	2,258,105	2,233,556	-24,549	-1.09%	***2,589,273***	355,717	15.93%	331,168	14.67%
Student Services	5,276,572	4,808,275	5,015,878	5,086,565	70,687	1.41%	***5,164,195***	77,630	1.53%	148,317	2.96%
Institutional Support	11,304,800	11,479,498	13,201,535	11,893,560	-1,307,975	-9.91%	***13,812,522***	1,918,962	16.13%	610,987	4.63%
Plant Maintenance	5,599,294	6,006,089	6,010,955	6,327,034	316,079	5.26%	***6,424,177***	97,143	1.54%	413,222	6.87%
Scholarships	3,102,655	3,201,234	2,746,858	2,959,103	212,245	7.73%	***2,910,958***	-48,145	-1.63%	164,100	5.97%
Total E&G Expenses	45,431,742	45,808,500	48,258,833	47,107,095	-1,151,738	-2.39%	***50,583,081***	3,475,986	7.38%	2,324,248	4.82%
Auxiliary Enterprises	2,695,035	2,415,882	2,358,981	2,448,018	89,037	3.77%	***2,510,076***	62,058	2.54%	151,095	6.41%
Total Operating Expenses	48,126,777	48,224,382	50,617,814	49,555,113	-1,062,701	-2.10%	***53,093,157***	3,538,044	7.14%	2,475,343	4.89%
Excess Revenue over Expenses	210,269	1,817,344	-266,065	349,336	615,401	231.30%	***-866,032***	-1,215,368	-347.91%	-599,967	-225.50%
Annual Budget Conversion to Cash basis											
Capital Expenditures	2,074,223	9,012,493	2,698,836	3,460,283	761,447	28.21%	***1,023,216***	-2,437,067	-70.43%	-1,675,620	-62.09%
Borrowing Proceeds	-640,508	-6,700,431	-1,678,062	-1,760,873	-82,811	-4.93%	***0***	1,760,873	-100.00%	1,678,062	100.00%
Principal Payments	495,598	1,294,100	994,711	1,073,868	79,157	7.96%	***946,752***	-127,116	-11.84%	-47,959	-4.82%
Prior Year Reserves	-17,447	-236,665	-151,550	-130,292	21,258	14.03%	***-400,000***	-269,708	-207.00%	-248,450	-163.94%
Add back Depreciation	-1,821,512	-1,992,324	-2,130,000	-2,200,000	-70,000	-3.29%	***-2,436,000***	-236,000	-10.73%	-306,000	-14.37%
Total Cash Items	90,354	1,377,173	-266,065	442,986	709,051	266.50%	***-866,032***	-1,309,018	-295.50%	-599,967	-225.50%
Net Cash Basis Budget	119,915	440,171	0	-93,650	-93,650		***0***	93,650	100.00%	0	

Antioch University

1998-99 Proposed Budget Summary by Category

	1995-96 Actual	1996-97 Actual	1997-98 Budget	1997-98 Projected	Change From 1997-98 Budget to 1997-98 Projected $	Change From 1997-98 Budget to 1997-98 Projected %	Proposed 1998-99 Budget	Change From 1997-98 Proj to 1998-99 Budget $	Change From 1997-98 Proj to 1998-99 Budget %	Change From 1997-98 Budget to 1998-99 Budget $	Change From 1997-98 Budget to 1998-99 Budget %
Revenues	48,337,046	50,041,726	50,351,749	49,904,449	-447,300	-0.89%	52,227,125	2,322,676	4.65%	1,875,376	3.72%
Operating Expenses											
Salaries & Wages	22,460,319	22,314,039	23,022,952	22,633,325	-389,627	-1.69%	24,573,338	1,940,013	8.57%	1,550,386	6.73%
Benefits	5,972,416	6,220,426	7,059,110	6,819,659	-239,451	-3.39%	7,262,947	443,288	6.50%	203,837	2.89%
Training & Development	1,395,770	1,306,192	1,687,409	1,507,028	-180,381	-10.69%	2,020,660	513,632	34.08%	333,251	19.75%
Student Aid Services	1,374,570	1,636,621	1,151,956	1,670,078	518,122	44.98%	1,229,964	-440,114	-26.35%	78,008	6.77%
Special Events	260,756	206,945	212,272	242,763	30,491	14.36%	239,556	-3,207	-1.32%	27,284	12.85%
Supplies	1,428,614	1,261,997	1,195,609	1,252,926	57,317	4.79%	1,300,482	47,556	3.80%	104,873	8.77%
Business Operations	5,321,217	5,111,798	4,314,094	4,626,639	312,545	7.24%	4,511,761	-114,878	-2.48%	197,667	4.58%
Plant Maintenance	3,618,198	3,707,279	3,133,382	3,318,616	185,234	5.91%	3,017,924	-300,692	-9.06%	-115,458	-3.68%
Interest Expense	1,142,870	1,134,081	1,356,646	1,376,064	19,418	1.43%	1,403,835	27,771	2.02%	47,189	3.48%
Resale Costs	597,064	516,543	512,863	589,800	76,937	15.00%	594,280	4,480	0.76%	81,417	15.87%
Miscellaneous	327,821	304,359	796,836	428,566	-368,270	-46.22%	509,182	80,616	18.81%	-287,654	-36.10%
Contingency/Reserves											
Campus Contingency, Mandatory	-63,355	0	704,101	0	-704,101	-100.00%	669,394	669,394		-34,707	-4.93%
Campus Program Contingency, Discretionary	-22,336	6,047	442,015	0	-442,015	-100.00%	429,787	429,787		-12,228	-2.77%
Liquidity Reserve	0	0	385,059	385,059	0	0.00%	452,124	67,065	17.42%	67,065	17.42%
Overhead											
To the University	4,350,883	4,310,113	4,443,387	4,443,387	0	0.00%	4,482,226	38,839	0.87%	38,839	0.87%
Rebates from the University	-1,425,002	-1,398,074	-1,511,459	-1,511,459	0	0.00%	-1,664,854	-153,395	-10.15%	-153,395	-10.15%
Subsidy from Adult Campuses	0	0	0	0	0		647	647		647	
Subsidy from Overhead	-550,000	-525,000	-525,000	-525,000	0	0.00%	-400,000	125,000	23.81%	125,000	23.81%
Other (Intercampus Agree & Univ Conf)	115,460	118,692	106,582	97,662	-8,920	-8.37%	23,904	-73,758	-75.52%	-82,678	-77.57%
Depreciation	1,821,512	1,992,324	2,130,000	2,200,000	70,000	3.29%	2,436,000	236,000	10.73%	306,000	14.37%
Total Operating Expenses	48,126,777	48,224,382	50,617,814	49,555,113	-1,062,701	-2.10%	53,093,157	3,538,044	7.14%	2,475,343	4.89%
Excess Revenue over Expenses	210,269	1,817,344	-266,065	349,336	615,401	231.30%	-866,032	-1,215,368	-347.91%	-599,967	-225.50%
Annual Budget Conversion to Cash Basis											
Capital Expenditures	2,074,223	9,012,493	2,698,836	3,460,283	761,447	28.21%	1,023,216	-2,437,067	-70.43%	-1,675,620	-62.09%
Borrowing Proceeds	-640,508	-6,700,431	-1,678,062	-1,760,873	-82,811	-4.93%	0	1,760,873	100.00%	1,678,062	100.00%
Principal Payments	495,598	1,294,100	994,711	1,073,868	79,157	7.96%	946,752	-127,116	-11.84%	-47,959	-4.82%
Prior Year Reserves	-17,447	-236,665	-151,550	-130,292	21,258	14.03%	-400,000	-269,708	-207.00%	-248,450	-163.94%
Add Back Depreciation	-1,821,512	-1,992,324	-2,130,000	-2,200,000	-70,000	-3.29%	-2,436,000	-236,000	-10.73%	-306,000	-14.37%
Total Cash Items	90,354	1,377,173	-266,065	442,986	709,051	266.50%	-866,032	-1,309,018	-295.50%	-599,967	-225.50%
Net Cash Basis Budget	119,915	440,171	0	-93,650	-93,650		0	93,650	100.00%	0	

ANTIOCH COLLEGE
1998-1999 PROPOSED BUDGET

I. Accomplishments and Challenges.

In 1997-1998 the College began implementation of the objectives and action steps of its Strategic Plan; completed the full implementation of its new eight-major curriculum; transitioned the academic program to a year around calendar; developed, marketed and implemented a new summer academic term; reorganized Admissions and Financial Aid into a single enrollment management unit; worked through a re-envisioning and re-conceptualization of the Co-op program; developed and began implementation of a comprehensive technology infrastructure plan; and conducted a coordinated search for 13 tenure track faculty positions.

The College's Strategic Plan, adopted by AdCil and endorsed by the Board of Trustees in February, 1997, focused the institution on making the qualitative and structural changes in program delivery and administration necessary to enable the College to "compete and excel among other residential liberal arts institutions into the 21st century." The Plan provided a blueprint for College activities during the 1997-1998 year in areas of recruitment, retention, technology, faculty staffing, the summer academic term, and work on building an anti-racist and multicultural community. The Plan focused administrative energies during the 1997-1998 year in the following areas critical to the fiscal health of the College:

- **Improving Recruitment Efforts.** The College completed the restructuring of admissions and financial aid into a single operation, searched and hired personnel to staff the newly cross-trained enrollment management unit, mapped and structured a new system of communication and follow-up, and began work on new publications to add to those currently in existence. Our recruitment efforts have not been as strong as they need to be to reach our Strategic Plan goal of 800 by the year 2000, and consequently, we've redoubled our efforts and engaged broader administrative involvement in the effort early in the cycle. Cross-trained telecounselors increased the number of qualified inquiries, and increased College contact with inquiry and applicant pools. The number of prospective students visiting campus was increased, and plans were put in place to accommodate additional visits during the College's May hiatus. The College negotiated additional articulation agreements with community colleges, and did follow-up visits with several institutions to increase the transfer potential. In addition, we initiated a series of three mailings to a list of 4,000 potential transfers. Substantial attention was focused on ties with the Coalition of Essential Schools institutions, including (a) attendance and participation at the national conference of 1200 schools, (b) added visits to a dozen Coalition schools, (c) utilization of students and Multicultural affairs staff in school visits, (d) bringing groups of Coalition students to campus, and (e) initiating plans for a conference on the Coalition's 10th principle (involving shared governance) at Antioch. In addition, the College initiated interactions with School-to-Work school networks and other associations with the potential for direct faculty-to-faculty and student-to-student contact in the recruitment effort. After careful analysis of the contribution of financial aid leveraging to the recruitment effort, the College terminated its leveraging contract with Noel-Levitz; while the management tools provided by the leveraging process continue to be invaluable, the cost-to-yield was too high for an institution with an endowment as small as that of the College.

- **Improving Retention Efforts.** The Strategic Plan focused College attention on those aspects of program, service and community life that contribute positively to retention. While it has been difficult to improve the quality, consistency and stability of instruction during a year in which we've lost two faculty members to death and one to retirement, are searching for thirteen positions and have experienced some serious illness among the faculty, the College has shown marked gains in retention. This has been due largely to the efforts of Student Affairs staff in building a climate of civility, respect and trust, the expansion of Community Service and service learning, and the hard work of faculty in advising and in improving the intellectual and cultural climate of the campus. The spring incident involving the hanging of a mannequin created significant campus turmoil, and could negatively impact retention efforts, but results won't be obvious until fall registration.

- **Reconceptualizing the Co-op Program.** The Co-op Committee of the Strategic Planning Task Force met thirty four times, conducted interviews and listening sessions with over thirty groups of student, faculty, employers and alums, sought the broadest possible feedback from the community through questionnaires and public community meetings, worked through a critical examination of every aspect of the program and brought forth a plan for revitalizing and strengthening Antioch's Cooperative education program. The revisioning aims at (a) clarifying the learning objectives of the program, (b) balancing major/career/professional learning with General Education/context learning, (c) achieving breadth, depth and increasing sophistication in experiential learning, (d) providing students with preparation for Co-op and off-campus learning experiences, (e) achieving greater integration of Co-op, classroom and community learning, (f) clarifying and refining the existing job list and increasing its reliability and accountability, (g) building and sustaining a continuing group of Co-op employers, (h) increasing the accountability of the program, (i) providing additional support, information and communication for co-oping students, and (j) strengthening departmental operations and clarifying roles and responsibilities within the Co-op office.

- **Addressing Technology and Infrastructure Needs.** The technology infrastructure has become critical to recruitment and retention efforts, and Antioch's deficiencies in this area have had negative impact on its competitive advantages as a small liberal arts College. As a result of the Strategic Plan focus on addressing this deficiency, the College developed a comprehensive technology infrastructure plan for the campus, and began immediate fundraising and implementation. At the center of the plan is the Electronic Library, with an electronic public access catalogue and connections through OhioLink to 50 libraries around the state; work on the conversion was begun in September, and the Library is expected to go on line early next fall. Building the network of campus offices and dormitories got under way with the wiring of Birch Hall, the Library and McGregor Hall. Wiring of the Spalt International Center will be completed by an Alumni work crew during reunion. Computer facilities on campus were upgraded through student technology fees, and the Development office initiated aggressive fundraising efforts for campus technology. During the year the College completed the renovation of Birch Hall and the Amphitheater, put a new roof on the library, added accessible restrooms on the first floor of the Union building, and replaced steam pipes between Main Building and North Hall. A Renovation Task Force has been convened to revisit the campus plan and make recommendations regarding physical plant and deferred maintenance priorities, energy efficiency and campus signage.

- **Realigning the Allocation of Resources to Match Priorities.** The College began implementation of the Strategic Plan recommendations regarding stabilizing and strengthening the majors and the Dean of Faculty's recommendations on faculty realignment. Thirteen tenure-track positions were defined, advertised and screened; eight involved the conversion of one-year and two-year contracts, three involved critical vacancies in highly enrolled programs, and one involved a retirement. The searches drew a strong pool of more than 1,000 applicants, and the entire campus has been involved in bringing forward the finalists for these critical positions.

- **Implementing the Summer Academic Term.** The initial summer term was successful in delivering a full program of block-intensive courses and Institutes. Registration-to-credit ratios were high and students and faculty expressed satisfaction with the program in assessment sessions. The summer drew a fair number of non-matriculants and two transfer students and generated a significant amount of positive press and good will in the Miami Valley. Building on the lessons from the first summer academic term in 20 years, the College refined the program, marketing and support structures for the upcoming summer session, to include Institutes in Peace Studies, Documentary, Theater/Dance, Music, Languages, and Entrepreneurship. Stronger marketing efforts and focused attention on possible transfer populations have been put in place to build summer revenues.

- **Continue Work on Building an Anti-Racist and Multicultural Community.** This concern cuts across all function areas of the Strategic Plan, and is central to both recruitment and retention efforts. The College secured funding for an office of Multicultural Affairs, and implemented a full program of workshops, training sessions, cultural events, recruitment efforts, lectures and alumni visits aimed at building a multicultural program and campus climate. The College provided a three-day Undoing Racism workshop each term, and more than 150 community members participated in this training. Nineteen faculty members participated in a two-day workshop on "Building a Multicultural Curriculum", and a number of these participants will be doing follow up work in developing multicultural course syllabi and materials. Alumni speakers, visiting lecturers and Friday forums contributed to the multicultural dialogue. During February and March, the entire campus community was engaged in dealing with the outcomes of an incident involving the hanging of a black mannequin. Building on the extensive work of the Multicultural Affairs office, the College was able to turn this difficult situation into an occasion for community discussion, deliberation and learning through a wide range of workshops, discussion groups, caucuses and peer counseling options.

- **Strategic Leveraging of Resources.** The College continued to use the MacArthur grant to build strategic capacity and attract additional resources to Antioch. A portion of MacArthur funds was used to support a grant writer in the Development office, and the College submitted grant proposals to the Department of Education (for technology, faculty development and endowment-building), and to the Hewlett foundation (for faculty development). Additional proposals are in the works in support of Co-op and Multicultural education. The MacArthur grant also supported a one-day intensive workshop on grant writing for faculty in the fall. Twenty faculty members attended this workshop, and several are following up in developing grant proposals.

II. Financial Situation in 1998-1999 Compared to 1997-1998

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

- The trimester billing plan that had dropped 1/2 of second-year student tuitions out of the revenue stream has been reversed, and the College will realize full tuition from all enrolled students during the 1998-1999 year. Beginning in the summer 1998 term, students will be billed for 1/3 of the annual tuition during each term they are enrolled.

- The administrative transition costs of approximately $150,000/year associated with the Board's intervention and the resignation of the previous President have run their course, and the College will no longer be required to absorb this expense.

- The College will realize full revenue from all three blocks of the summer academic term.

- The University subsidies for the College's Public Relations office ($125,000) and for the cataloguing and interlibrary loan services from the Olive Kettering Library ($68,000) have been eliminated in the 1998-1999 budget.

- Revenues from tuition and fees will increase by $1,461,102 in the 1998-1999 budget year due to a combination of increased enrollment ($1,179,870) and an increase of 3% in tuition and fees ($281,232).

- Tuition discounts will increase by $1,141,940 due to increased enrollment, increased expense of maintaining the leveraged merit scholarships, and the provision of a Co-op transition stipend ($229,000), as per the recommendation of the Co-op Committee of the Strategic Planning Task Force. The "hidden cost" of Co-op was cited by the Strategic Plan as one of the major hurdles in the retention of students, and providing the transition stipend was linked to the implementation of the new trimester billing plan.

- Funded student aid will increase due to receipt of endowed scholarship funds from the Stevenson bequest ($800,000) and the additional Michener bequest ($1,450,000).

- Salary improvements of 3% for faculty and staff and contracted union wage increases have been included in the 1998-1999 budget.

- Position changes deriving from Strategic Plan mandates and continuation of MacArthur Grant commitments amounting to an increase of $136,652 have been included in the budget. These include continuation of the Multicultural affairs/Recruiting position the Co-op/Retention position; expansion of the Academic Support Center and Nurse positions to full time; and, restoration of a housekeeper position.

- Support and continuation of functions that were initiated through the "soft money" of the MacArthur Foundation grant and donor contributions have been included in the regular College budget. These include support for the summer program ($50,000) and for the functions of the Multicultural Affairs Office ($25,000).

- Bequests from Michener, Geiger, McPhaden, Minsk and Lang are expected during the 1998-1999 budget year.

- Aggressive fundraising is under way in support of building the technology infrastructure of the College, and much of this effort is expected to reach fruition during the 1998-1999 fiscal year.

III. Enrollment, Recruitment, Retention and FTE Projections

The enrollment goal specified by the College's Strategic Plan for 1998-1999 is 247 new student enrollees. Targeted marketing efforts for the 1998 Summer Term have been increased, and the budget anticipates 23 matriculants and 30 non-matriculants. The goal for fall 1998 is 224 new student enrollees. In addition, we anticipate being able to recruit 20 students to enroll in the spring term of 1999, and expect recruitment for the College's Limited Residency Degree Completion program to yield 15 students during the 1998-1999 year.
While the campus climate has been in some turmoil during the spring term due to the mannequin incident and the contentious nature of the thirteen faculty searches, retention gains have been holding and the College is not experiencing the sort of attrition that might be expected as a consequence of dealing with such volatile and divisive issues. The efforts of Scott Warren and Jimmy Williams have been central to maintaining a positive campus

climate and the increase of community service and activism bodes well for retention efforts. The budget is based on an average retention scenario, and thus far our retention numbers have been well above average. Detailed projections for 1998-1999 enrollment of 556 FTE are included in this package.

IV. **Tuition and Fees** College tuition reflects an increase of 2.69%. In addition to this level of inflationary increase in tuition, the room and board fees will be increased by 4.47% to meet the costs of the calendar changes and year around operation. Overall increases in tuition and fees total 3%. The tuition and fees for 1998-99 are as follows:

Tuition	$17,316
Room & Board	4,177
Fees	1,553
CG Fees	412
TOTAL:	$23,458

VI. **Compensation** Salary increases of 3% for faculty and administrative staff are included in this budget proposal. Increases for faculty, non-union staff, and administrators over the past three years have been held to a total of 2.5%. Also, discussion continues concerning the establishment of goals for a Multi-Year Faculty Salary Improvement Program.

Robert H. Devine
Interim President

Antioch College

1998-99 Proposed Budget Summary by Function

	1995-96 Actual	1996-97 Actual	1997-98 Budget	1997-98 Projected	Change From 1997-98 Budget to 1997-98 Projected $	Change From 1997-98 Budget to 1997-98 Projected %	Proposed 1998-99 Budget	Change From 1997-98 Proj to 1998-99 Budget $	Change From 1997-98 Proj to 1998-99 Budget %	Change From 1997-98 Budget to 1998-99 Budget $	Change From 1997-98 Budget to 1998-99 Budget %
Revenues											
Tuition & Fees	10,017,060	8,893,663	10,578,843	9,924,843	-654,000	-6.18%	12,039,945	2,115,102	21.31%	1,461,102	13.81%
Less Tuition Discounts	-2,419,473	-2,310,298	-2,160,750	-2,221,942	-61,192	-2.83%	-3,302,690	-1,080,748	-48.64%	-1,141,940	-52.85%
Gifts	1,358,835	1,114,121	1,307,776	1,885,198	577,422	44.15%	1,367,776	-517,422	-27.45%	60,000	4.59%
Grants	1,494,897	1,403,628	1,553,738	1,553,738	0	0.00%	1,553,738	0	0.00%	0	0.00%
Endowment ncome	233,024	188,687	200,000	200,000	0	0.00%	225,000	25,000	12.50%	25,000	12.50%
Contracts	0	1,455	0	3,545	3,545		0	-3,545	-100.00%	0	
Other Income	207,828	214,455	125,511	125,511	0	0.00%	77,181	-48,330	-38.51%	-48,330	-38.51%
Total E&G Revenue	10,892,171	9,505,711	11,605,118	11,470,893	-134,225	-1.16%	11,960,950	490,057	4.27%	355,832	3.07%
Auxiliary Enterprises	2,389,884	2,048,157	2,365,440	2,262,440	-103,000	-4.35%	2,414,564	152,124	6.72%	49,124	2.08%
Released From Restrictions	1,951,323	3,244,930	1,830,754	1,830,754	0	0.00%	1,777,557	-53,197	-2.91%	-53,197	-2.91%
Total Revenues	15,233,378	14,798,798	15,801,312	15,564,087	-237,225	-1.50%	16,153,071	588,984	3.78%	351,759	2.23%
Operating Expenses											
Instruction	4,234,409	3,913,926	4,288,381	4,375,381	87,000	2.03%	4,366,921	-8,460	-0.19%	78,540	1.83%
Research	90,163	48,491	80,000	0	-80,000	-100.00%	0	0		-80,000	-100.00%
Public Service	0	0	18,000	0	-18,000	-100.00%	0	0		-18,000	-100.00%
Academic Support	1,063,123	953,273	798,711	748,711	-50,000	-6.26%	926,685	177,974	23.77%	127,974	16.02%
Student Services	2,407,457	1,936,646	2,102,795	2,128,795	26,000	1.24%	2,122,734	-6,061	-0.28%	19,939	0.95%
Institutional Support	1,889,200	1,491,470	2,255,470	1,773,202	-482,268	-21.38%	2,615,389	842,187	47.50%	359,919	15.96%
Plant Maintenance	1,630,261	1,505,662	1,423,003	1,523,003	100,000	7.03%	1,361,648	-161,355	-10.59%	-61,355	-4.31%
Scholarships	1,998,971	2,120,208	1,768,017	2,096,738	328,721	18.59%	1,844,017	-252,721	-12.05%	76,000	4.30%
Total E&G Expenses	13,313,584	11,969,676	12,734,377	12,645,830	-88,547	-0.70%	13,237,394	591,564	4.68%	503,017	3.95%
Auxiliary Enterprises	2,406,323	2,119,233	2,090,767	2,180,767	90,000	4.30%	2,196,698	15,931	0.73%	105,931	5.07%
Total Operating Expenses	15,719,907	14,088,909	14,825,144	14,826,597	1,453	0.01%	15,434,092	607,495	4.10%	608,948	4.11%
Excess Revenue over Expenses	-486,529	709,889	976,168	737,490	-238,678	-24.45%	718,979	-18,511	-2.51%	-257,189	-26.35%
Annual Budget Conversion to Cash basis											
Capital Expenditures	1,013,485	2,242,206	578,368	1,091,592	513,224	88.74%	278,368	-813,224	-74.50%	-300,000	-51.87%
Borrowing Proceeds	-640,508	-484,186	0	-112,990	-112,990		0	112,990		0	
Principal Payments	310,775	444,452	397,800	429,334	31,534	7.93%	440,611	11,277	2.63%	42,811	10.76%
Prior Year Reserves	0	0	0	0	0		0	0		0	
Add back Depreciation	0	0	0	0	0		0	0		0	
Total Cash Items	683,752	2,202,472	976,168	1,407,936	431,768	44.23%	718,979	-688,957	-48.93%	-257,189	-26.35%
Net Cash Basis Budget	-1,170,281	-1,492,583	0	-670,446	-670,446		0	670,446	100.00%	0	

Antioch College

1998-99 Proposed Budget Summary by Category

	1995-96 Actual	1996-97 Actual	1997-98 Budget	1997-98 Projected	Change From 1997-98 Budget to 1997-98 Projected $	%	Proposed 1998-99 Budget	Change From 1997-98 Proj to 1998-99 Budget $	%	Change From 1997-98 Budget to 1998-99 Budget $	%
Revenues	15,233,378	14,798,798	15,801,312	15,564,087	-237,225	-1.50%	***16,153,071***	588,984	3.78%	351,759	2.23%
Operating Expenses											
Salaries & Wages	7,539,096	6,986,238	7,179,155	7,056,155	-123,000	-1.71%	***7,639,794***	583,639	8.27%	460,639	6.42%
Benefits	2,220,193	2,150,177	2,476,866	2,311,952	-164,914	-6.66%	***2,451,724***	139,772	6.05%	-25,142	-1.02%
Training & Development	498,217	357,989	708,648	572,734	-135,914	-19.18%	***1,008,949***	436,215	76.16%	300,301	42.38%
Student Aid Services	1,196,611	1,407,173	985,809	1,470,809	485,000	49.20%	***996,217***	-474,592	-32.27%	10,408	1.06%
Special Events	109,764	89,661	107,726	117,726	10,000	9.28%	***97,560***	-20,166	-17.13%	-10,166	-9.44%
Supplies	762,170	677,849	646,807	696,807	50,000	7.73%	***686,038***	-10,769	-1.55%	39,231	6.07%
Business Operations	1,775,573	1,432,237	1,088,820	1,363,820	275,000	25.26%	***1,183,826***	-179,994	-13.20%	95,006	8.73%
Plant Maintenance	1,117,417	1,014,477	1,021,378	1,081,378	60,000	5.87%	***974,597***	-106,781	-9.87%	-46,781	-4.58%
Interest Expense	311,042	370,367	250,722	170,722	-80,000	-31.91%	***126,735***	-43,987	-25.77%	-123,987	-49.45%
Resale Costs	436,777	335,810	334,600	404,600	70,000	20.92%	***378,480***	-26,120	-6.46%	43,880	13.11%
Miscellaneous	247,406	197,991	633,657	383,657	-250,000	-39.45%	***366,515***	-17,142	-4.47%	-267,142	-42.16%
Contingency/Reserves											
Campus Contingency, Mandatory	473,000	0	139,664	0	-139,664	-100.00%	***145,017***	145,017		5,353	3.83%
Campus Program Contingency, Discretionary	0	0	55,055	0	-55,055	-100.00%	***38,517***	38,517		-16,538	-30.04%
Liquidity Reserve	0	65,273	69,832	69,832	0	0.00%	***90,636***	20,804	29.79%	20,804	29.79%
Overhead											
To the University	898,054	782,365	960,187	960,187	0	0.00%	***996,993***	36,806	3.83%	36,806	3.83%
Rebates from the University	-650,000	-550,000	-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	-200,000	0	0.00%	***-200,000***	0	0.00%	0	0.00%
Subsidy from Overhead	-550,000	-525,000	-525,000	-525,000	0	0.00%	***-400,000***	125,000	23.81%	125,000	23.81%
Other (Intercampus Agree & Univ Conf)	-465,413	-503,698	-558,782	-558,782	0	0.00%	***-597,506***	-38,724	-6.93%	-38,724	-6.93%
Depreciation	0	0	0	0	0		***0***	0		0	
Total Operating Expenses	15,719,907	14,088,909	14,825,144	14,826,597	1,453	0.01%	***15,434,092***	607,495	4.10%	608,948	4.11%
Excess Revenue over Expenses	-486,529	709,889	976,168	737,490	-238,878	-24.45%	***718,979***	-18,511	-2.51%	-257,189	-26.35%
Annual Budget Conversion to Cash Basis											
Capital Expenditures	1,013,465	2,242,206	578,368	1,091,592	513,224	88.74%	***278,368***	-813,224	-74.50%	-300,000	-51.87%
Borrowing Proceeds	-640,508	-484,186	0	-112,990	-112,990		***0***	112,990		0	
Principal Payments	310,775	444,452	397,800	429,334	31,534	7.93%	***440,611***	11,277	2.63%	42,811	10.76%
Prior Year Reserves	0	0	0	0	0		***0***	0		0	
Add Back Depreciation	0	0	0	0	0		***0***	0		0	
Total Cash Items	683,732	2,202,472	976,168	1,407,936	431,768	44.23%	***718,979***	-688,957	-48.93%	-257,189	-26.35%
Net Cash Basis Budget	-1,170,261	-1,492,583	0	-670,446	-670,446		***0***	670,446	100.00%	0	

ANTIOCH COLLEGE

1998-99 Capital Budget

Buildings	Amount
Total Buildings	0

Building Improvements	Amount
Fire System Upgrade	12,768
Emergency Interior Lighting	1,000
Carpet - North Hall	14,208
Condensate Lines & Pumps	20,000
Power House Substation	40,000
Residence Hall Shower Replace	36,000
Drives & Walkways	5,800
Floor Care Equipment	8,432
Total Building Improvements	138,208

Equipment	Amount
Servers, Printers, Lab Upgrade	60,160
Total Equipment	60,160

Furniture & Fixtures	Amount
Total Furniture & Fixtures	0

Library Books	Amount
Library books	80,000

Grand Total Capital Budget	**278,368**
	========

Antioch College
Tuition Rate Changes 1998-99

Program	1997-98 Rates	1998-99 Proposed	% Change
Tuition	16,812	17,316	3.00%
Room and Board	3,998	4,177	4.48%
Fees	1,965	1,965	0.00%
Total per Year	22,775	23,458	3.00%

ANTIOCH NEW ENGLAND
1998-99 PROPOSED BUDGET

I. Accomplishments and Challenges

In taking a retrospective look at the past year, it is important to underscore the fact that Antioch New England "rebounded" somewhat from the enrollment shortfall problems encountered in 1996-97. The modest FTE increase, above projections, in the number of new students making the decision to matriculate into one of the Graduate School's programs was an important reversal and did enable the institution to move through the 1997-98 year with more economic freedom than anticipated. It also helped to validate the merits of certain strategic decisions that were made in 1996-97. However, the substantive issues remain the same: increased competition from institutions that have replicated our programs and language and operate from a stronger resource base; continued problematic funding issues related to mental health, environmental programs and public education (at least in northern New England); and the overall decline in graduate matriculation in the Northeast. These realities have informed the budget development process for 1998-99 and will be referenced again below. Beyond the improvement in the enrollment picture, there are numerous other highlights worthy of mention in this narrative, even though the year is not yet at an end:

- Library access has been greatly enhanced by the installation of the electronic card catalog. This final step in the development of the library infrastructure has substantially increased Antioch New England's ability to provide reference and research services to our at-a-distance student population. The technology is working and has helped to keep us a step ahead of many of our competitors. The Antioch New England Web Site has expanded significantly-information, postings, faculty profiles, etc.-and the library can be accessed via the Web.

- Antioch New England continues to maintain a high profile within the Keene community and the Monadnock region. The Rachel Marshall Outdoor Learning Laboratory continues to provide extraordinary environmental education programming for Keene students in grades K-12. Funding sources have been so impressed with the quality of work on this land owned by the City of Keene that the continuation of ANE sponsored and supervised programming is guaranteed for the next several years. A pilot partnership with Keene High School has led to

Antioch New England's formal offering of a new Advanced Placement course in Environmental Studies for high school juniors and seniors in academic year 1998-99.

The success of the Antioch Psychological Services Center (PSC) has been chronicled in the presentation to support the capital expansion project into the unfinished warehouse so that the PSC can continue to grow and provide additional programs for the region's citizens. Staffed by senior clinicians (our Psy.D. faculty) and six doctoral student interns, the PSC this year has provided: 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; stop smoking programs; and family intervention work through a contract with the N.H. Division of Children and Families. Next fall, with the physical expansion, we plan to increase the number of student interns (both doctoral and master's) to a minimum of fourteen, and expect to be offering new programs in effective parenting and child assessment services to local school districts.

Our monthly Speakers Series, featuring faculty, continues to generate large audiences. Topics this year have included: global warming; marital communication; how to talk with your teenagers about alcohol and drugs; school effectiveness; the challenges of technology; ecophobia, etc. The Graduate School's "voice" is an important element in the overall quality of life in the community and the region.

Antioch New England hosted a major conference in the fall of 1997: "Wolves in Our Backyard: Exploring Recovery Through Art and Science," attended by well over 300 people. And our service learning focus via our participation in the Campus Compact has created an Eco Park in collaboration with a local company; a proposed training program for select persons who are responsible in New Hampshire for the operation of small town government; and an interactive hands-on traveling recycling exhibit, designed to help people better understand waste management.

- Through the efforts of faculty and Antioch New England's Institute for Community Environmental Management (ICEM), the Center for Environmental Education (CEE) officially relocated to Antioch New England on March 1, 1998. With $350,000 in cash and pledges in hand for the next three years, ANE will manage the book and curriculum collection of CEE and will develop other programming related to "green" schools initiatives, etc. This is an exciting venture and we are hopeful that it will draw a new and important constituency to Antioch New England.

- Non-tuition revenues continue to increase. At this point in the year, we expect that the grant and contract activity will reach a record level and represent something in the neighborhood of 12% of the revenue budget. While this diversification of the revenue base is necessary, the net dollar yield in terms of operational overhead for Antioch New England needs to expand in the years ahead.

- On the aforementioned admissions front, we have been able to improve our "capture" rate. We attribute this to quality printed materials, an increase in NPR advertising, expanded personal contact with faculty, visiting days, and technological exchanges.

- We have continued the 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.

- The high visibility of faculty and staff in publications, presentations, consultations, and through service to professional organizations and/or in local communities remains apparent and encouraging.

- At the February 1998 meeting of the Antioch University Board of Trustees, approval to expend up to $400,000 was enough to ensure compliance with bond ratios. given for the purpose of beginning to improve and renovate the undeveloped warehouse space, thereby enabling the library and the Antioch Psychological Services Center to expand. In addition to enhancing our mission of engaged service, we see this as an important milestone in our evolution as an organization. It symbolizes key elements of our development and provides tangible evidence that we believe signifies health and will aid in recruitment efforts.

- Staff has done outstanding work to keep the Datatel transition on track.

- Antioch New England will, we believe, once again achieve a balanced budget, with a requisite surplus more than enough to insure compliance with bond ratios.

In general, the primary outcomes for 1997-98 suggest a pretty fair year. Given the "squeeze" factor in higher education, that can be viewed as a welcome assessment. Nevertheless, apparent outward success can sometimes mask critical issues. And we are left with some difficult decisions and dilemmas.

We have directed considerable energy and attention toward the increased competition for new students. Advertising, new publications, faculty visibility, and expanded presence on the Web require expanded resources and simultaneously foster burnout because there is not the time, energy, money and staff to do all the work that needs to be done. While a Board of Visitors is now in place, it will take time for their efforts to pay dividends and, at this writing, we have not yet filled the position of Assistant to the President for Development and Alumni/External Relations, a new position which was created because we lost our Director of Alumni Relations in November 1997 to an organization which could almost double what we were able to pay.

Careful analysis of our technology would reveal that, on the surface, we have a solid technological base -- hardware abounds, the library is fully electronic, more and more faculty are using electronic conferencing, etc. Yet much of the hardware is outdated and will not run new software applications, the staff support needed to keep the infrastructure solid is woefully thin, coordination and integration require more attention than we can provide, and the changes in the field are almost impossible to predict.

Our formal assessment surveys on compensation and student services have revealed major needs: with regard to staff compensation, we know that many are well below a median salary because we have not been able to adequately factor in experience and years of service; with more students relocating to Keene and delivery systems using weekend classes with greater frequency, we have an articulated need to provide additional services and coverage in certain areas in ways that we have not had to do before.

These issues, as well as those that are of long-standing and need not be repeated, create an overwhelming laundry list of needs that places tremendous pressure on the process of developing an operating budget. We cannot come close to doing what we would like to do. And that is, at times, frightening and always frustrating.

Finally, on top of the myriad day-to-day stresses, we are an aging organization and we need to pay more attention to issues of faculty and staff health and wellness. In the period from July 1, 1997-April 1, 1998, one faculty member died of cancer, five employees had surgical procedures requiring hospital stays, one faculty member suffered a heart attack and one faculty member had a stroke. While we have replaced retiring faculty and brought in new hires who are all considerably younger and represent the next generation of leadership for Antioch New England, we must pay greater attention to the needs of our more senior faculty and administrators.

II. Budget Proposal

On the basis of our new student enrollment data for 1997-98 and what is known at this juncture for 1998-99, it is probably fair to categorize 1996-97 as an aberration year. However, nothing in the information available to us points toward a reality that Antioch New England, at least for the short term, should be optimistic about achieving new student enrollment levels comparable to those which it enjoyed in more halcyon times, 1991-95, for example. It also must be pointed out that the effects of the 1996-97 shortfall are severely felt for two fiscal years, especially because the significant drop (30 FTE) in the number of new students came in the master's programs in applied psychology and environmental studies, both of which are two years in duration. Further we "lose" next year to internships the largest Psy.D. class, 34, which matriculated in any one year over the course of the Psy.D. Program's sixteen-year history. Thus, from the perspective of "carryover" student revenue, we began the process looking down into the hole deeper than one would like to see, deep enough, in fact, to create a palpable sense of vertigo.

In developing the Graduate School's operating budget for 1998-99, we used as our basic operating assumption a realistic scenario based upon the 1997-98 enrollment pattern and data from admissions activity through March 24, 1998; this assumption presumed that the total number of newly matriculated students in 1998-99 would increase slightly from levels achieved in 1997-98. Applications currently on file indicate that we perhaps can expect a slightly larger (above the norm) Psy.D. class to enter in the fall 1998 and that we can expect to see an increase in the number of applied psychology students entering in the summer semester, compared to the summer semester 1997. Though not a major source of revenue, we are also beginning a new Waldorf "3+2" certificate cluster. We anticipate that entering numbers for all other programs will remain basically level, using base numbers from the past two years. We have also calculated attrition at an 8% level, a figure that is consistently supported by history. Beyond a few more students paying higher tuition, we also anticipate modest revenue increases from grant overhead, special or non-matriculated students, and laboratory fees.

Simply stated, what is being presented is a terribly tight budget, one which provides very little room to adequately address key priorities-faculty and staff compensation needs, increased library and student services support, expanded marketing initiatives (more attention to the Web and the "one good ad" template strategy), increasing the technological support structure, etc. There are few major variances requiring special mention in any of the budgetary categories. (While there are position "freeze" postures taken in this budget, on the personnel side we did, however, make a commitment during 1997-98 to eliminate the general exploitation of people through a practice of maintaining employment via the temporary, non-benefited route, and we were required as a condition of operating approval by the New Hampshire Postsecondary Commission to add another faculty member in the Ph.D. in Environmental Studies program.) From an overarching perspective, we continue to respond to our realities by making sure that what we do budgetarily should not compromise academic program quality and integrity, seriously weaken existing services or infrastructures, or ignore some basic support for program development initiatives.

Where appropriate, we have continued to employ the following strategies on the expense side of the ledger: (a) targeted expense cuts; (b) some line item freezes; (c) implementation of some hiring freezes; (d) increasing the teaching loads of Core Faculty members; (e) voluntary reductions in faculty time percentages; (f) curricular streamlining (i.e., more lock-step programming with fewer elective choices); (g) providing more cross-disciplinary offerings; and (f) etc.

The tuition increase for 1998-99 for both master's and doctoral students will be $200 for each of the three semesters. Translation: $12,750/year for master's programs; $17,200 /yr. for the Psy.D. program in clinical psychology; and $15,000/yr. for the Ph.D. in Environmental Studies for the first two years. This tuition increase is under 5%. There is no proposed increase in fees. We believe that this increase and pricing structure is tolerable and defensible, though on a percentage basis it will be a bit higher than what most other private institutions in the region will do in 1998-99. It is critical to note here that the Graduate School's current master's level tuition is less than what UNH, a public institution, charges its out-of-state students for thirty weeks of instruction, and not the thirty-seven which we provide. This continues to reaffirm our position that Antioch New England's tuition pricing still represents a bargain for graduate level programming.

The 1998-99 "Campus Contingency, Discretionary" line is holding $58,185 which we will use to fund key priorities, particularly basic cost-of-living increases for core employees. If summer and fall enrollment numbers meet or exceed projections, we will ask for special release of a portion of regular campus contingency funds. Release of contingency funds would be prioritized in the following sequence: (1) a total salary and benefit raise package in the neighborhood of 2% for all core employees (approximately $65,000); (2) increased resources for marketing initiatives; (3) restoration of funds in the book acquisition budget for the library; and (4) a small raise pool for Associate and Adjunct Faculty. The increase in the liquidity reserve requirement will assist in creating the mandated annual surplus of $125,000 needed to comply with the required bond ratio of 1.25 in 1998-99, but funding this reserve reduces the amount we can spend on programs.

It is difficult to justify any purpose in presenting a litany of unfunded priority items beyond what has been listed above. Narrative comments related to capital acquisitions can be found in the Five-Year Capital Plan.

Jim Craiglow
President

Antioch New England Graduate School

1998-99 Proposed Budget Summary by Function

	1995-96 Actual	1996-97 Actual	1997-98 Budget	1997-98 Projected	Change From 1997-98 Budget to 1997-98 Projected $	Change From 1997-98 Budget to 1997-98 Projected %	Proposed 1998-99 Budget	Change From 1997-98 Proj to 1998-99 Budget $	Change From 1997-98 Proj to 1998-99 Budget %	Change From 1997-98 Budget to 1998-99 Budget $	Change From 1997-98 Budget to 1998-99 Budget %
Revenues											
Tuition & Fees	8,207,214	8,247,717	8,100,325	8,229,260	128,935	1.59%	8,250,283	21,023	0.26%	149,958	1.85%
Less Tuition Discounts	-110,795	-71,698	-60,000	-60,399	-399	-0.67%	-40,000	20,399	33.77%	20,000	33.33%
Gifts	31,885	35,000	40,000	35,000	-5,000	-12.50%	0	-35,000	-100.00%	-40,000	-100.00%
Grants	580,475	538,338	445,000	466,218	21,218	4.77%	547,605	81,387	17.46%	102,605	23.06%
Endowment Income	0	0	0	0	0		0	0		0	
Contracts	88,687	208,188	263,754	137,846	-125,908	-47.74%	433,739	295,893	214.65%	169,985	64.45%
Other Income	60,119	71,262	52,800	70,000	17,200	32.58%	60,650	-9,350	-13.36%	7,850	14.87%
Total E&G Revenue	8,857,585	9,028,807	8,841,879	8,877,925	36,046	0.41%	9,252,277	374,352	4.22%	410,398	4.64%
Auxiliary Enterprises	0	0	0	0	0		0	0		0	
Released From Restrictions	213,461	242,868	134,218	256,538	122,320	91.14%	142,344	-114,194	-44.51%	8,126	6.05%
Total Revenues	9,071,046	9,271,675	8,976,097	9,134,463	158,366	1.76%	9,394,621	260,158	2.85%	418,524	4.66%
Operating Expenses											
Instruction	4,169,070	4,296,789	4,075,537	4,160,401	84,864	2.08%	4,171,114	10,713	0.26%	95,577	2.35%
Research	0	0	0	0	0		0	0		0	
Public Service	240,271	327,340	316,800	319,305	2,505	0.79%	441,294	121,989	38.20%	124,494	39.30%
Academic Support	342,639	342,196	361,634	381,768	20,134	5.57%	451,224	69,456	18.19%	89,590	24.77%
Student Services	509,806	558,389	544,710	529,347	-15,363	-2.82%	546,757	17,410	3.29%	2,047	0.38%
Institutional Support	2,167,363	2,292,566	2,547,833	2,340,522	-207,311	-8.14%	2,516,080	175,558	7.50%	-31,753	-1.25%
Plant Maintenance	712,754	723,263	602,971	734,765	131,794	21.86%	698,952	-35,813	-4.87%	95,981	15.92%
Scholarships	476,280	463,715	349,200	305,685	-43,515	-12.46%	394,200	88,515	28.96%	45,000	12.89%
Total E&G Expenses	8,618,183	9,004,258	8,798,685	8,771,793	-26,892	-0.31%	9,219,621	447,828	5.11%	420,936	4.78%
Auxiliary Enterprises		0	0	0	0		0	0		0	
Total Operating Expenses	8,618,183	9,004,258	8,798,685	8,771,793	-26,892	-0.31%	9,219,621	447,828	5.11%	420,936	4.78%
Excess Revenue over Expenses	452,863	267,417	177,412	362,670	185,258	104.42%	175,000	-187,670	-51.75%	-2,412	-1.36%
Annual Budget Conversion to Cash basis											
Capital Expenditures	119,184	138,902	197,412	221,690	24,278	12.30%	500,000	278,310	125.54%	302,588	153.28%
Borrowing Proceeds	0	0	0	0	0		0	0		0	
Principal Payments	60,000	65,000	70,000	70,000	0	0.00%	75,000	5,000	7.14%	5,000	7.14%
Prior Year Reserves	0	0	-90,000	0	90,000	100.00%	-400,000	-400,000		-310,000	-344.44%
Add back Depreciation	0	0	0	0	0		0	0		0	
Total Cash Items	179,184	203,902	177,412	291,690	114,278	64.41%	175,000	-116,690	-40.00%	-2,412	-1.36%
Net Cash Basis Budget	273,679	63,515	0	70,980	70,980		0	-70,980	-100.00%	0	

Antioch New England Graduate School

1998-99 Proposed Budget Summary by Category

	1995-96 Actual	1996-97 Actual	1997-98 Budget	1997-98 Projected	Change From 1997-98 Budget to 1997-98 Projected $	%	Proposed 1998-99 Budget	Change From 1997-98 Proj to 1998-99 Budget $	%	Change From 1997-98 Budget to 1998-99 Budget $	%
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Revenues	9,071,046	9,271,675	8,976,097	9,134,463	158,366	1.76%	***9,394,621***	260,158	2.85%	418,524	4.66%
Operating Expenses											
Salaries & Wages	4,584,678	4,819,572	4,466,744	4,472,244	5,500	0.12%	***4,679,740***	207,496	4.64%	212,996	4.77%
Benefits	1,228,389	1,284,177	1,394,562	1,393,222	-1,340	-0.10%	***1,400,565***	7,343	0.53%	6,003	0.43%
Training & Development	240,936	234,417	226,958	287,554	60,596	26.70%	***259,395***	-28,159	-9.79%	32,437	14.29%
Student Aid Services	39,585	30,391	19,200	20,000	800	4.17%	***19,200***	-800	-4.00%	0	0.00%
Special Events	15,385	10,633	11,810	9,500	-2,310	-19.56%	***11,710***	2,210	23.26%	-100	-0.85%
Supplies	289,744	214,617	180,381	211,389	31,008	17.19%	***205,255***	-6,134	-2.90%	24,874	13.79%
Business Operations	793,699	753,511	753,076	790,596	37,520	4.98%	***809,417***	18,821	2.38%	56,341	7.48%
Plant Maintenance	288,335	307,674	266,300	276,325	10,025	3.76%	***290,325***	14,000	5.07%	24,025	9.02%
Interest Expense	445,975	436,465	349,710	441,500	91,790	26.25%	***439,132***	-2,368	-0.54%	89,422	25.57%
Resale Costs	0	0	0	0	0		***0***	0		0	
Miscellaneous	37,673	24,980	33,586	31,201	-2,385	-7.10%	***31,859***	658	2.11%	-1,727	-5.14%
Contingency/Reserves											
Campus Contingency, Mandatory	-161,433	0	159,894	0	-159,894	-100.00%	***163,620***	163,620		3,726	2.33%
Campus Program Contingency, Discretionary	0	0	92,844	0	-92,844	-100.00%	***58,185***	58,185		-34,659	-37.33%
Liquidity Reserve	0	81,816	79,947	79,947	0	0.00%	***102,262***	22,315	27.91%	22,315	27.91%
Overhead											
To the University	980,842	1,013,870	973,515	973,515	0	0.00%	***993,374***	19,859	2.04%	19,859	2.04%
Rebates from the University	-227,255	-277,255	-277,000	-277,000	0	0.00%	***-313,415***	-36,415	-13.15%	-36,415	-13.15%
Subsidy from Adult Campuses	61,630	61,630	61,800	61,800	0	0.00%	***61,647***	-153	-0.25%	-153	-0.25%
Subsidy from Overhead	0	0	0	0	0		***0***	0		0	
Other (Intercampus Agree & Univ Conf)	0	7,760	5,358	0	-5,358	-100.00%	***7,350***	7,350		1,992	37.18%
Depreciation	0	0	0	0	0		***0***	0		0	
Total Operating Expenses	8,618,183	9,004,258	8,798,685	8,771,793	-26,892	-0.31%	***9,219,621***	447,828	5.11%	420,936	4.78%
Excess Revenue over Expenses	452,863	267,417	177,412	362,670	185,258	104.42%	***175,000***	-187,670	-51.75%	-2,412	-1.36%
Annual Budget Conversion to Cash Basis											
Capital Expenditures	119,184	138,902	197,412	221,690	24,278	12.30%	***500,000***	278,310	125.54%	302,588	153.28%
Borrowing Proceeds	0	0	0	0	0		***0***	0		0	
Principal Payments	60,000	65,000	70,000	70,000	0	0.00%	***75,000***	5,000	7.14%	5,000	7.14%
Prior Year Reserves	0	0	-90,000	0	90,000	100.00%	***-400,000***	-400,000		-310,000	-344.44%
Add Back Depreciation	0	0	0	0	0		***0***	0		0	
Total Cash Items	179,184	203,902	177,412	291,690	114,278	64.41%	***175,000***	-116,690	-40.00%	-2,412	-1.36%
Net Cash Basis Budget	273,679	63,515	0	70,980	70,980		***0***	-70,980	-100.00%	0	

ANTIOCH NEW ENGLAND GRADUATE SCHOOL

1998-99 Capital Budget

Buildings	Amount
Total Buildings	0
Building Improvements	**Amount**
Renovate Additional Space	400,000
Total Building Improvements	400,000
Equipment	**Amount**
Computer Terminals	30,000
Total Equipment	30,000
Furniture & Fixtures	**Amount**
Total Furniture & Fixtures	0
Library Books	**Amount**
Library books	70,000
Grand Total Capital Budget	**500,000**
	========

ANTIOCH NEW ENGLAND GRADUATE SCHOOL
1998-99 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	$2,700	fall 1st	$5,000	spring 1st	$5,000
	fall 2nd	$5,000	spring 2nd	$5,000	summer 2nd	$2,700
	spring 3rd	$5,000	summer 3rd	$2,700	fall 3rd	$5,000
	summer 4th	$2,700	fall 4th	$2,700	spring 4th	$2,700
	TOTAL	**$15,400**		**$15,400**		**$15,400**
1997-98 Rate		**$14,600**		**$14,600**		**$14,600**
% Change		**5.48%**		**5.48%**		**5.48%**

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

	40-44 Credits			
	Students entering		Students entering	
	summer 1st	$2,850	summer 1st	$2,375
	fall 2nd	$4,400	fall 2nd	$2,375
	spring 3rd	$4,400	spring 3rd	$2,375
	summer 4th	$1,975	summer 4th	$2,375
	fall 5th	$1,975	fall 5th	$2,375
			spring 6th	$2,375
			summer 7th	$2,375
	TOTAL	**$15,600**	**TOTAL**	**$16,625**
1997-98 Rate		**$14,600**		**$14,600**
% Change		**6.85%**		**13.87%**

Waldorf Certificate

	28-30 Credits		**Waldorf Certificate 3+2**	28-30 Credits	
	Students entering			Students entering	
	summer 1st	$3,150		summer 1st	$3,200
	fall 2nd	$3,150		fall 2nd	$0
	spring 3rd	$2,750		spring 3rd	$1,650
	summer 4th	$2,075		summer 4th	$2,750
	TOTAL	**$11,125**		fall 5th	$1,650
				spring 6th	$0
				summer 7th	$2,075
				TOTAL	**$11,325**
1997-98 Rate		**$10,325**			**$10,325**

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

30 Credits *		30 Credit Extended*	
Students entering		Students entering	
summer 1st	$2,175	summer 1st	$2,175
fall 2nd	$3,450	fall 2nd	$2,450
spring 3rd	$3,450	spring 3rd	$2,450
summer 4th	$2,150	summer 4th	$2,175
		fall 5th	$2,175
TOTAL	**$11,225**	**TOTAL**	**$11,425**
1997-98 Rate	**$10,425**		**$10,425**
% Change	**7.67%**		**9.59%**

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

40-44 Credits		50-54 Credits	
Students entering		Students entering	
fall 1st	$5,050	fall 1st	$5,050
spring 2nd	$5,050	spring 2nd	$5,050
summer 3rd	$2,650	summer 3rd	$2,650
fall 4th	$1,575	fall 4th	$2,350
spring 5th	$1,575	spring 5th	$2,325
		summer 6th	$2,325
TOTAL	**$15,900**	**TOTAL**	**$19,750**
1997-98 Rate	**$14,900**		**$18,550**
% Change	**6.71%**		**6.47%**

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

50-54 Credits					
Students entering		Students entering		Students entering	
summer 1st	$2,650	fall 1st	$5,050	spring 1st	$5,050
fall 2nd	$5,050	spring 2nd	$5,050	summer 2nd	$2,650
spring 3rd	$5,050	summer 3rd	$2,650	fall 3rd	$5,050
summer 4th	$3,250	fall 4th	$3,250	spring 4th	$3,250
fall 5th	$3,250	spring 5th	$3,250	summer 5th	$3,250
TOTAL	**$19,250**		**$19,250**		**$19,250**
1997-98 Rate	**$18,250**		**$18,250**		**$18,250**
% Change	**5.48%**		**5.48%**		**5.48%**

Counseling Psychology
Substance Abuse/Addictions Counseling (MA)

60-64 Credits

Students entering		Students entering	
summer 1st	$2,650	fall 1st	$5,050
fall 2nd	$5,050	spring 2nd	$5,050
spring 3rd	$5,050	summer 3rd	$2,650
summer 4th	$0	fall 4th	$5,075
fall 5th	$5,075	spring 5th	$5,075
spring 6th	$5,075		
TOTAL	**$22,900**		**$22,900**
1997-98 Rate	**$21,900**		**$21,900**
% Change	**4.57%**		**4.57%**

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

60-64 Credits

Students entering	
spring 1st	$3,500
summer 2nd	$0
fall 3rd	$5,050
spring 4th	$5,050
summer 5th	$0
fall 6th	$4,650
spring 7th	$4,650
TOTAL	**$22,900**
1997-98 Rate	**$21,900**
% Change	**4.57%**

Counseling Psychology Marriage & Family Therapy

60-64 Credits

Students entering	
summer 1st	$2,650
fall 2nd	$5,050
spring 3rd	$5,050
summer 4th	$2,650
fall 5th	$3,850
spring 6th	$3,850
TOTAL	**$23,100**
	$21,900
	5.48%

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

60-64 Credits

Students entering	
fall 1st	$5,050
spring 2nd	$5,050
summer 3rd	$0
fall 4th	$5,100
spring 5th	$5,100
summer 6th	$0
fall 7th	$2,600
TOTAL	**$22,900**
1997-98 Rate	**$21,900**
% Change	**4.57%**

Counseling Psychology, Dance/Movement Therapy Certificate Program

30 Credits

Students entering	
fall 1st	$3,650
spring 2nd	$3,650
summer 3rd	$0
fall 4th	$2,225
spring 5th	$2,225
TOTAL	**$11,750**
	$10,950
	7.31%

Program	Term	Amount	Later years	Term	Amount
Doctor of Clinical Psychology (Psy.D.) First Year (PsyD I)	Students entering		**Years 2,3 & 4 (PsyD II, III,& IV)**	summer 1st	$3,550
	fall 1st	$8,500		fall 2nd	$6,825
	spring 2nd	$8,500		spring 3rd	$6,825
	TOTAL	**$17,000**		**TOTAL**	**$17,200**
	1997-98 Rate	**$16,600**			**$16,600**
	% Change	**2.41%**			**3.61%**
Doctor of Philosophy in Environmental Studies Years 1 and 2	summer 1st	$2,800	**Years 3 and 4**	summer 1st	$1,925
	fall 2nd	$5,375		fall 2nd	$3,650
	spring 3rd	$5,375		spring 3rd	$3,650
	TOTAL	**$13,550**		**TOTAL**	**$9,225**
	1997-98 Rate	**$12,950**			**$8,625**
	% Change	**4.63%**			**6.96%**
Doctor of Philosophy in Environmental Studies Years 1 and 2 (Effective summer 98 entry)	summer 1st	$3,000		summer 1st	$2,000
	fall 2nd	$6,000		fall 2nd	$4,000
	spring 3rd	$6,000		spring 3rd	$4,000
	TOTAL	**$15,000**		**TOTAL**	**$10,000**
	1997-98 Rate	**N/A**			**N/A**
	% Change				

ANTIOCH UNIVERSITY SEATTLE
1998-99 PROPOSED BUDGET

I. Accomplishments and Challenges

The 1997-98 year has been one of excitement, newness, change, and adjustment for Antioch University Seattle. At the beginning of the academic year, the energy of the community was focused on two major happenings: (1) the completion and move to our new campus and, (2) the transition and adjustment to a new President.

The months of July and August witnessed a community totally engaged in completing the **new building** for a September move date. Often it felt like the forces of nature were working against us as we dealt with delays in construction, reinterpretations of ADA regulations and building codes by the various bureaucrats, and the independent attitude of City Power & Light. Thanks to the long hours invested not only by the contractors but our staff and faculty, we were able to move and open our doors for classes on schedule. In November, we successfully negotiated a food service contract with FareStart (aka Common Meals) to operate our cafe and provide limited catering service. Initially, the plans for the new campus called for a computer lab and computer classroom. Although we had the room and space designated, we had no funding source to provide for the equipment and software. As of December, 1997 we negotiated a loan for the necessary equipment, which enables our students and faculty to experience a teaching and learning environment incorporating technology. A generous grant of $25,000 from the Innovation Fund allowed our Library to implement the first stages in creating an electronic library providing greater access and service to students.

The relocation to a new campus and the coming of a new President brought a host of high visibility **public events** to Antioch: the formal Ribbon Cutting and Presidential Inauguration in October, the building dedication and Board of Trustees meeting in early February, and the grand opening of FareStart in late February. These events have exposed more than 800 public figures, noted Seattle residents, higher education officials, and Antioch alumni to our institution and its mission. Hosting these large events also revealed our need to design and invest in a stronger infrastructure to support our desire to host more public events on campus.

The need for Antioch University Seattle to become more visible, engage more fully in **community relations**, cultivate our **alumni**, and develop a strong **fund raising** strategy demanded the creation of a position that could provide leadership and assistance to the President in these areas. Dr. Mary Marcy was hired as the new Dean of University Relations in December, 1997. Already her presence has been felt in the area of fund raising. Besides a total of approximately $19,000 in cash, equipment, and furniture contributed to the building effort, in the short span of four months the University Relations office has brought in $7,500 to assist in paying for the costs of the fountain sculpture, plants, and benches in the atrium; $13,000 for scholarships designated for students of color; and $15,000 in grants for the Children's Literacy Lab. In addition, the Education program has generated $30,000 in scholarship money through its continuing education activities.

Another area that needed both the attention of University Relations and the President was the **Board of Visitors**. Antioch Seattle had a long-standing Advisory Board existing when Dr. Murdock entered office. However, the board's historical role had been one of a "kitchen cabinet" rather than a fund raising board. Some members expressed concern and unwillingness to move to a Board of Visitors status. Therefore, it has been a delicate dance to dissolve the current Advisory Board, honor its past contributions, and begin the process of developing a new Board of Visitors with new membership. Complicating the issue has been a separate Foundation Board established in 1986. No fundraising or deposits by this Foundation have been made over the last 5 years. However, members of the Foundation were reluctant to release any of the money or dissolve the Foundation until they felt assured that the money would remain with the Seattle campus. Having received that assurance in writing from Vice Chancellor Watts, President Murdock convinced the Foundation to disband the Foundation and allocate half of the money to much needed scholarships and half the money to be invested with the University's endowment fund. The campus is obligated to past Trustee Ken McDonald for performing all the necessary legal work required to dissolve the Foundation.

Once the community was relocated to its new campus, President Murdock focused on a number of internal needs which included communication, governance, recruitment and marketing, and strategic and financial planning. A Communication Task Force was formed to recommend better ways for the external public to access our institution as well as increase **better communication** among our own internal community. Many recommendations of the task force have been implemented resulting in better services in our voice mail, more use of electronic mail for announcements, and easier access to information by students. President Murdock also inherited a campus which had a non-functioning **governance system**. The previous structure, created in 1992, had in essence dissolved over the years. A Governance Task Force is currently working on designing a model which reflects the values and needs of Antioch. The process will involve submission of a draft to the community for input before a recommendation goes to President Murdock and, subsequently, to Chancellor Hall. The committee's goal is to complete its work by June.

After positive increases in enrollments over a period of years, Antioch Seattle has experienced flat enrollments for the last two years with projected enrollments for the 1998-99 year as the same. This pattern has caused the leadership team to analyze the current **marketing strategies and recruitment structure**. Many changes are in the works to increase our recruiting efforts and opportunities: a professional redesign of our WWW site, a direct telephone line into admissions, revamping our publications for a more professional and consistent image, reexamining the "look" of our advertising and the messages being delivered, a greater effort in media relations, and requiring academic programs to develop recruitment/marketing strategic plans. The infrastructure and staffing for admissions and recruiting is also being reviewed for efficiency and effectiveness. It is expected that the current admissions structure will undergo revision to create a system that provides greater clarity of roles, expectations and goals, accountability, and collaboration among programs. Our goal, of course, is to move to on-line registration and admissions as soon as possible. The problems we have encountered in bringing Datatel into the Admissions and Registrar offices have added a tremendous amount of stress on the system, staff, and programs. Hopefully, by July the implementation will be completed to the point of being able to provide accurate and timely data.

Another area identified by President Murdock for concentration was **strategic and financial planning**. Little has been done in a formal or centralized manner since 1991-92. Programs and units have mainly been operating on a year-to-year basis. President Murdock has called for a faculty and staff retreat in May to talk about the future of Antioch Seattle, where it wants to be in 10 years and what needs to happen for that future to become a reality. The outcomes of the retreat will form the foundation for a strategic planning process to begin in Fall, 1998. The planning process will incorporate academic programs, technology, facilities, recruiting and marketing, development and fund raising, student services and other administrative services. The desire of the leadership team is to develop a model that links the planning process to the budgetary process. President Murdock and Richard Norris, Dean of Administration and Finance, have devoted numerous hours to critically analyzing the financial status of the institution. It is clear that the revenue generating academic programs need to become more aware of the role they play in supporting the institution as a whole. Plans are underway to develop financial goals for each of the programs, which will be incorporated into their strategic plans.

The progress of new **academic program initiatives** has been mixed. Although we successfully relocated the Environment and Community Program to Seattle, the program has been plagued with high attrition and non-payment of tuition charges on the part of some of the students. The outlook for the Fall 1998 cohort looks promising although still not at the desired level. The program is scheduled for review and possible redesign to conform more to the new residential Environment and Community Master's degree program scheduled for implementation in Fall 1998. A new Art Therapy Certificate was scheduled to be implemented in Spring 1998 but the design of the program proved to be an impediment to students showing interest in enrolling. That program is also in a redesign stage. Steps have been taken to move toward certification by APA of our Couples and Family Therapy program. At the same time, Academic Dean Gail Martin has worked industriously to foster the creation of the new residential Environment and Community Master's degree program and the Whole System's Design/OSR Master's program initiative in Chicago.

We have made substantial progress toward diversifying our staff from 6% persons of color in 1996-97 to 22% in 1997-98. We have experienced a larger than average staff turnover which provided us with the opportunity to increase our diversity, but at the same time created a high level of insecurity and unrest among the staff. The distress of the staff surfaced at an abnormal level during the budget process and focused on the level of salaries and the salary schedule. Faculty joined the discussion to reinstate their own issues with salaries and express their historical distrust of the administration. Consequently, the budget process was a somewhat stressful one, although useful in bringing important community issues to the surface.

II. Goals and Objectives for 1998-99

The campus approaches the 1998-99 year with great anticipation, along with an expectation of change. The 1997-98 budget process brought to light many issues that require community discussion and planning. There is much to do in the areas of (1) enhancing our internal community, (2) enhancing our external relations, and (3) supporting new initiatives.

Enhancing the Internal Environment

- Compensation. Review and revise the faculty and staff compensation plans. Develop revenue/expenditure ratio targets which will provide a means to fund the salary plans which will be developed prior to the next budget. The institution has not been able to keep pace with the market and cost of living provisions of the current salary plans. This budget includes provisions for a 4% increase for staff, 3% increase for faculty and no increase in salary for Deans. While this does not make up for falling behind salary expectations for the past three years it will help address the perceived market disparity.
- Governance. Implement the governance structure/system recommended by the task force. Evaluate the effectiveness of the structure at the end of the year.
- Complete final stages of the building. As stated in the facilities plan, there are still numerous issues that need to be dealt with to complete our residency in the building.
- Reorganize the admission/recruiting/marketing system and develop strategies to become more effective and efficient.
- Implement a strategic planning process to encompass academic programs, the library, technology, and other service units with an end goal of creating a healthy financial foundation.
- Continue building community. Continue the new tradition of a convocation and community barbecue and other seasonal events designed to bring the internal community together.

Enhancing the External Environment

- Building visibility. AUS is committed to increasing external visibility through enhancing relations with the media. There will also be a greater number of special events which bring high profile speakers and participation to the campus. In addition, the Deans and the President will become active in prominent city organizations and Boards.
- Development. A concentrated effort on building a fund-raising program is underway. This includes the cultivation of alumni, targeted grant writing, and identification of prominent leaders in the region who support the Antioch mission.
- Marketing. An increased effort in our marketing strategy. It is felt that with a redesign of our recruiting and admissions area that we can increase the quality and quantity of our activity without a substantial increase in dollar expenditure.

- Creating a Board of Visitors. It will take most of the year to recruit the 12 to 15 new members that we desire for the Board of Visitors.
- Community outreach. Become more involved in community associations and integrate more community outreach into the academic programs.

Supporting New Initiatives

- Create a venture fund for new initiatives. This is not funded yet, but will be a prime target for new dollars.
- Establish central support for a Continuing Education unit. Currently what little continuing education AUS offers is through individualized programs. A more centrally organized approach offering support to the programs with most of the revenue coming into the central coffers will strengthen our efforts in increasing financial sustainability.
- Promotion and support of the newly approved initiatives such as the residential Environmental and Community Master's degree, the Chicago WSD/OSR degree and the Art Therapy certification and potential track within the Psychology Master's program.

III. Items of Note in the 1998-99 Budget

The following are of note in the new budget:

- Academic Dean funded for six months. The retirement of the current Dean in December places the position out of the normal recruitment cycle for higher education administrators. Therefore, advertisement for the position will begin in January 1999 with an intentional starting date of July/August 1999.
- Full funding of the University Relations position. This position was not fully funded in the 1997-98 budget as it did not start until December 1997.
- The establishment of a new building reserve with a first-year allocation of $105,000.
- An allotment of $30,000 in the Academic Dean's budget for technology consulting and academic computing programming.
- Continued support of cultural diversity initiatives.
- Continued support for faculty and staff development.
- Funded support for the President's Office through upgrading the secretary to an executive assistant and adding a 1/2 time secretary to be shared with the University Relations office.

- The 1998-99 FTE and bottom line figure will reflect two new initiatives that are not finalized. None of the excess revenue over expenses for these initiatives is budgeted for operations.

IV. FTE and Program Costs

- We are projecting 733.8 FTE from existing programs, which is basically a flat line projection from our 1997-98 budget of 730. In addition we are projecting 32 FTE from two new initiatives. The new initiatives are still being finalized. They are built into this budget, but none of the excess revenue over expenses is budgeted for operations.
- The existing academic programs are held to last year's funding levels except for cuts in the non-residential Environment and Community budget.
- Work on seeking approval from NCA and the Illinois higher education authorities for the WSD/OSR Chicago project is progressing. It is expected this program will begin Winter Quarter with a cohort of 21-24 students.
- The Environment and Community program has been redesigned for the local market. We anticipate this degree program will begin Fall quarter with 15 students and will add students each of the subsequent quarters.
- The Art Therapy Certificate is in the process of a redesign.

V. Other Priorities

When new initiatives are finalized it is our intention to spend the excess revenue over expenses from these programs for: Library needs, program development, technology, Datatel support staffing, and University Relations operations and staff support. Details of the first two items are listed as a part of the technology plan and will likely include a few items over the $10,000 board approval requirement, so it is mentioned here. University Relations operations support will consist mainly of funds for alumni events and newsletters, and a possible increase in staffing. The individual events will not exceed the $10,000 limit, but the possible addition of a staff person will exceed the limit. The Datatel support staff position is currently funded for six months at 1/2 time. Funding the balance of the year will also cost over $10,000.

Antioch Seattle

1998-99 Proposed Budget Summary by Function

	1995-96 Actual	1996-97 Actual	1997-98 Budget	1997-98 Projected	Change From 1997-98 Budget to 1997-98 Projected $	%	Proposed 1998-99 Budget	Change From 1997-98 Proj to 1998-99 Budget $	%	Change From 1997-98 Budget to 1998-99 Budget $	%
Revenues											
Tuition & Fees	5,939,364	6,537,877	6,900,577	7,003,815	103,238	1.50%	***7,420,590***	416,775	5.95%	520,013	7.54%
Less Tuition Discounts	-120,147	-94,423	-70,400	-57,715	12,685	18.02%	***-68,000***	-10,285	-17.82%	2,400	3.41%
Gifts	500	20	5,000	1,000	-4,000	-80.00%	***10,000***	9,000	900.00%	5,000	100.00%
Grants	229,855	202,788	231,641	137,000	-94,641	-40.86%	***181,641***	44,641	32.58%	-50,000	-21.59%
Endowment Income	0	0	0	0	0		***0***	0		0	
Contracts	54,343	128,993	6,584	72,530	65,946	1001.61%	***0***	-72,530	-100.00%	-6,584	-100.00%
Other Income	114,700	417,544	214,419	256,740	42,321	19.74%	***216,951***	-39,789	-15.50%	2,532	1.18%
Total E&G Revenue	6,218,615	7,192,799	7,287,821	7,413,370	125,549	1.72%	***7,761,182***	347,812	4.69%	473,361	6.50%
Auxiliary Enterprises	185,972	214,337	209,485	226,200	16,715	7.98%	***263,400***	37,200	16.45%	53,915	25.74%
Released From Restrictions	7,455	-5,350	0	24,300	24,300		***78,000***	53,700	220.99%	78,000	
Total Revenues	6,412,042	7,401,786	7,497,306	7,663,870	166,564	2.22%	***8,102,582***	438,712	5.72%	605,276	8.07%
Operating Expenses											
Instruction	2,971,083	3,272,043	3,332,616	3,410,134	77,518	2.33%	***3,481,889***	71,755	2.10%	149,273	4.48%
Research	0	0	0	0	0		***0***	0		0	
Public Service	0	0	0	0	0		***0***	0		0	
Academic Support	216,992	101,710	283,537	349,478	65,941	23.26%	***344,408***	-5,070	-1.45%	60,871	21.47%
Student Services	478,906	536,385	536,017	549,529	13,512	2.52%	***551,525***	1,996	0.36%	15,508	2.89%
Institutional Support	1,449,165	1,683,570	2,138,682	1,897,586	-241,096	-11.27%	***2,198,460***	300,874	15.86%	59,778	2.80%
Plant Maintenance	587,522	687,807	691,157	668,200	-22,957	-3.32%	***804,877***	136,677	20.45%	113,720	16.45%
Scholarships	230,053	185,232	231,641	155,071	-76,570	-33.06%	***270,641***	115,570	74.53%	39,000	16.84%
Total E&G Expenses	5,933,721	6,466,747	7,213,650	7,029,998	-183,652	-2.55%	***7,651,800***	621,802	8.84%	438,150	6.07%
Auxiliary Enterprises	186,853	209,761	206,880	207,200	320	0.15%	***252,378***	45,178	21.80%	45,498	21.99%
Total Operating Expenses	6,120,574	6,676,508	7,420,530	7,237,198	-183,332	-2.47%	***7,904,178***	666,980	9.22%	483,648	6.52%
Excess Revenue over Expenses	291,468	725,278	76,776	426,672	349,896	455.74%	***198,404***	-228,268	-53.50%	121,628	158.42%
Annual Budget Conversion to Cash basis											
Capital Expenditures	294,805	6,456,071	1,729,838	1,963,640	233,802	13.52%	***88,404***	-1,875,236	-95.50%	-1,641,434	-94.89%
Borrowing Proceeds	0	-6,216,245	-1,678,062	-1,647,883	30,179	1.80%	***0***	1,647,883	100.00%	1,678,062	100.00%
Principal Payments	0	0	25,000	100,000	75,000	300.00%	***110,000***	10,000	10.00%	85,000	340.00%
Prior Year Reserves	0	0	0	[redacted]	0		***0***	0		0	
Add back Depreciation	0	0	0		0		***0***	0		0	
Total Cash Items	294,805	239,826	76,776	415,757	338,981	441.52%	***198,404***	-217,353	-52.28%	121,628	158.42%
Net Cash Basis Budget	-3,337	485,452	0	10,915	10,915		***0***	-10,915	-100.00%	0	

Antioch Seattle

1998-99 Proposed Budget Summary by Category

	1995-96 Actual	1996-97 Actual	1997-98 Budget	1997-98 Projected	Change From 1997-98 Budget to 1997-98 Projected $	%	Proposed 1998-99 Budget	Change From 1997-98 Proj to 1998-99 Budget $	%	Change From 1997-98 Budget to 1998-99 Budget $	%
Revenues	6,412,042	7,401,786	7,497,306	7,663,870	166,564	2.22%	***8,102,582***	438,712	5.72%	605,276	8.07%
Operating Expenses											
Salaries & Wages	3,231,877	3,384,195	3,672,145	3,664,235	-7,910	-0.22%	***3,893,437***	229,202	6.26%	221,292	6.03%
Benefits	765,883	833,410	922,156	956,271	34,115	3.70%	***1,027,007***	70,736	7.40%	104,851	11.37%
Training & Development	187,809	152,062	105,606	155,493	49,887	47.24%	***114,890***	-40,603	-26.11%	9,284	8.79%
Student Aid Services	55,882	92,763	64,147	104,469	40,322	62.86%	***129,647***	25,178	24.10%	65,500	102.11%
Special Events	22,487	30,257	32,250	62,277	30,027	93.11%	***72,550***	10,273	16.50%	40,300	124.96%
Supplies	57,165	73,057	68,351	118,630	48,279	70.63%	***117,998***	1,368	1.17%	49,647	72.64%
Business Operations	399,899	432,880	516,486	473,791	-42,695	-8.27%	***527,153***	53,362	11.26%	10,667	2.07%
Plant Maintenance	666,181	765,707	291,814	322,134	30,320	10.39%	***213,364***	-108,770	-33.77%	-78,450	-26.88%
Interest Expense	12,892	17,195	468,509	445,638	-22,871	-4.88%	***617,858***	172,220	38.65%	149,349	31.88%
Resale Costs	151,396	172,813	169,763	177,200	7,437	4.38%	***207,300***	30,100	16.99%	37,537	22.11%
Miscellaneous	7,358	-7,471	59,526	-10,000	-69,526	-116.80%	***27,850***	37,850	-378.50%	-31,676	-53.21%
Contingency/Reserves											
Campus Contingency, Mandatory	-66,693	0	132,037	0	-132,037	-100.00%	***120,859***	120,859		-11,178	-8.47%
Campus Program Contingency, Discretionary	-50,000	0	147,168	0	-147,168	-100.00%	***105,015***	105,015		-42,153	-28.64%
Liquidity Reserve	0	62,894	99,028	99,028	0	0.00%	***90,644***	-8,384	-8.47%	-8,384	-8.47%
Overhead											
To the University	818,556	799,140	840,234	840,234	0	0.00%	***830,907***	-9,327	-1.11%	-9,327	-1.11%
Rebates from the University	-189,654	-189,654	-229,154	-229,154	0	0.00%	***-262,705***	-33,551	-14.64%	-33,551	-14.64%
Subsidy from Adult Campuses	45,912	45,912	45,912	44,400	-1,512	-3.29%	***48,000***	3,600	8.11%	2,088	4.55%
Subsidy from Overhead	0	0	0	0	0		***0***	0		0	
Other (Intercampus Agree & Univ Conf)	3,622	11,348	14,552	14,552	0	0.00%	***22,404***	7,852	53.96%	7,852	53.96%
Depreciation	0	0	0	0	0		***0***	0		0	
Total Operating Expenses	6,120,574	6,676,508	7,420,530	7,237,198	-183,332	-2.47%	***7,904,178***	666,980	9.22%	483,648	6.52%
Excess Revenue over Expenses	291,468	725,278	76,776	426,672	349,696	455.74%	***198,404***	-228,268	-53.50%	121,628	158.42%
Annual Budget Conversion to Cash Basis											
Capital Expenditures	294,805	6,456,071	1,729,838	1,963,640	233,802	13.52%	***88,404***	-1,875,236	-95.50%	-1,641,434	-94.89%
Borrowing Proceeds	0	-6,216,245	-1,678,062	-1,647,883	30,179	1.80%	***0***	1,647,883	100.00%	1,678,062	100.00%
Principal Payments	0	0	25,000	100,000	75,000	300.00%	***110,000***	10,000	10.00%	85,000	340.00%
Prior Year Reserves	0	0	0	0	0		***0***	0		0	
Add Back Depreciation	0	0	0	0	0		***0***	0		0	
Total Cash Items	294,805	239,826	76,776	415,757	338,981	441.52%	***198,404***	-217,353	-52.28%	121,628	158.42%
Net Cash Basis Budget	-3,337	485,452	0	10,915	10,915		***0***	-10,915	-100.00%	0	

ANTIOCH SEATTLE

1998-99 Capital Budget

Buildings	**Amount**
Total Buildings	0
Building Improvements	**Amount**
Final Bldg Renovation	15,000
Total Building Improvements	15,000
Equipment	**Amount**
Computer Terminals	63,404
Total Equipment	63,404
Furniture & Fixtures	**Amount**
Classroom Chairs	10,000
Total Furniture & Fixtures	10,000
Library Books	**Amount**
Grand Total Capital Budget	**88,404**
	========

Antioch Seattle
Tuition Rate Changes 1998-99

Program		1997-98 Rates	1998-99 Proposed	% Change
BA Completion	Per Credit	320	333	4.06%
	Half Time	1,880	1,945	3.46%
	Full Time	3,115	3,240	4.01%
	Overload Add cred	130	135	3.85%
	Non Matriculated	320	335	4.69%
Psychology & WSD	Per Credit	355	370	4.23%
	Half Time	2,025	2,100	3.70%
	Full Time	3,370	3,500	3.86%
	Overload Add cred	170	180	5.88%
	Non Matriculated	355	370	4.23%
Education/Individualized	Per Credit	330	340	3.03%
	Half Time	1,800	1,854	3.00%
	Full Time	3,180	3,276	3.02%
	Non Matriculated	330	340	3.03%
	Site Based	1,830	1,885	3.01%
Education/Teacher Cert	Full Time	3,115	3,240	4.01%
Management	Full Time	3,571	3,714	4.00%
	(Monthly Rate)	1,250	1,300	4.00%
Organization Systems Ren				
Northwest	Full Time	3,571	3,571	0.00%
Midwest	Full Time		3,714	
Environment & Community				
Cohort 1 & 2	Part Time	2,042	2042	0.00%
Cohort 3	Part Time	2,102	2165	3.00%
Cohort 4	Part Time	2,102	2250	7.04%

ANTIOCH SOUTHERN CALIFORNIA
1998-99 BUDGET PROPOSAL

I. Introduction

The preparation of the 1998-99 budget for Antioch Southern California has involved primarily the Campus Councils and the Regional Council. Budget managers also were consulted regarding reallocation of funds within existing cost center budgets. The deliberations of the Campus Councils were based on enrollment and fiscal data provided by the President and the Dean of Administrative Services. At regular points in the process of developing the budget, information was shared with all members of the institution through several Community Meetings held at each campus.

The entire process was coordinated extremely effectively by Donna Starr, the Dean of Administrative Services for the Region. She worked directly with budget managers and led most of the discussions of budget issues with the Campus Councils. Her very evident leadership of the budget process produced credibility and resulted in the development of a very realistic budget for 1998-99.

Further, the 1998-99 budget was developed as the Region continues to experience enrollment levels below projection. The Santa Barbara campus will be only slightly below projection for the year and may indeed be above projection the Spring 1998 Quarter once final enrollment is known. Although less off the mark than the 1996-97 year, the Los Angeles campus will again be below projection. In response to this situation, the faculty continues to work toward program revisions, and considerable work is being done by the Dean of Academic Affairs to develop new programs. Each campus also is re-examining its marketing strategies with the assistance of external consultants so that scarce resources can be used most effectively. In addition, the President's Office is devoting considerable time and energy to developing external contacts for the University and attempting to raise non-tuition revenue from alumni. The 1998-99 budget reflects these initiatives both in terms of the regular operating budget as well as in the restricted budget.

What follows in this document is: (1) an overview of the issues dealt with during the 1997-98 year; (2) a statement of the basic assumptions upon which the 1998-99 budget was constructed; (3) a narrative description of the salient features of the revenue and expenditure portions of the budget; (4) a capital expenditure budget; and (5) the budget worksheets for the Region and for each campus. Taken collectively, this material provides an overview and explanation of the 1998-99 budget for Antioch University Southern California.

II. Accomplishments and Challenges

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

- **Enrollment.** Details regarding enrollment are presented in the material that follows, but it is sufficient to say here that enrollment within the Region did not reach projected levels. The major problem has been at the Los Angeles campus where projected enrollment has not been met (nearly 42.00 AFTE below projection), although very slight growth compared to the 1996-97 year has occurred (0.60%). In Santa Barbara, enrollment has fallen only slightly short of projection (4.53 AFTE), and real growth compared to the previous year has continued to occur (1.35%).

- **Downsizing.** During the previous 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, no reductions in faculty, staff, or administration were necessary during 1997-98. This was not the case at the Los Angeles campus because enrollment decreases experienced during 1996-97 were significant, and only personnel expenditures could be sought to curb expenditures in a major way.

  During the 1997-98 year, the effects of reducing the faculty by 2.00 FTE and not refilling several staff positions was felt deeply. Most personnel at the Los Angeles campus feel some stress on the job as the workload continues to increase and the number of people available to perform the tasks is insufficient. Increased workloads for faculty are related to program revision and development efforts as well to faculty reductions, and staff are particularly hard hit with fewer people to perform tasks and with the extra work that is necessary for Datatel training.

- **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, each program has revised its curriculum in varying degrees to reflect the current needs of students and the job market.

More specifically, effort has gone into developing weekend programming at each campus for the 1998-99 year. The MAP Program in Los Angeles has devised a creative Saturday one-day-a-week delivery model for the Clinical Psychology offerings including weekend Traineeship opportunities. In addition, a Friday evening venue can be combined with the Saturday offerings for students who may want to specialize in an area like Child Studies. The Child Studies concentration also has been instituted in the BA Program in Los Angeles. MAP students in the Saturday one-day-a-week program also will take one on-line course each quarter.

In the BA Program in Los Angeles, works continues in the development of on-line instruction with four courses offered during 1997-98. These courses have proven very popular, and faculty are learning directly about how to offer courses in a new medium and maintain Antiochian values. For 1998-99, nine to twelve course are currently being planned for on-line delivery.

At the Santa Barbara campus, work has begun to develop a weekend delivery model for the BA and MAOM Programs so that students interested in the management area can move through both the undergraduate and graduate programs in an efficient and innovative low residency model.

During 1997-98, considerable work was also done on the development of an M.A. Program in Health and Wellness at the Santa Barbara campus. This program is in the proposal stage and will be brought forward for further discussion and revision in the next several months, with implementation likely in 1999-00.

During the 1997-98 year, the MFA Program in Creative Writing continued to do well both in terms of enrollment as well as student satisfaction. The Fall 1997 Semester residency had 48 students in attendance.

As the 1997-98 year comes to a close, it also appears that efforts to qualify to mount a teacher credential program have been successful. The Commission on Teacher Credentialling in preparing a Pilot Study to permit accredited inter-state institutions to offer teaching credentials in California. Once details of this development are known, considerable effort will be made to develop such programs at each campus.

- **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 Zimmerman and Markman has had some success with inquiry polls increasing in size through the use of radio advertising in Los Angeles. Cable television also was used during the year in Los Angeles, but this effort was singularly unproductive. The work done with Davies Communications in Santa Barbara continues to be 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. A new and energetic Admissions Officer in Santa Barbara also has had a significant impact on the recruitment of students.

- **Organizational Issues.** Several organizational changes were instituted during 1997-98. In Los Angeles, the movement toward the creation of a Student Services area continued with the appointment of a Director of Admissions and Records and the cross training of staff in several student service related areas. Because this re-organization was not able to be completed during the year, many staff were required to assume multiple role assignments. The final realization of the Student Services area will occur during the summer of 1998 as the buildout of current space occurs.

  More emphasis was placed during 1997-98 on developing ties to the external community. Alumni activity occurred during the year culminating in a major event at KCET, the public television station in Los Angeles, in March. The President and the Vice Chancellor for Development worked regularly with the local Board of Visitors, and the President began meeting one-on-one with selected alumni who could potentially be supportive of the institution.

  After 4 years of wanting to create this position in Santa Barbara, the major organizational issue was the implementation of the Associate Dean of Academic Affairs position. Richard Whitney, Chair of the BA Program, has assumed some of the duties envisioned for this position, and this has produced much more concerted on-site academic leadership on the Santa Barbara campus. This approach will be continued and augmented during 1998-99, and it is believed this will move forward academic efforts in Santa Barbara as well as continue to relieve some of the tremendous workload that now exists for the Regional Dean of Academic Affairs.

- **Facilities.** During 1997-98, each campus renewed leases on their current facilities thus postponing the dream of owning our campuses. The Santa Barbara campus extended the lease of its current facilities for 5 years during 1996-97. This provided some additional space, and after receiving the necessary approvals during 1997-98, the space was built out. Now the campus has two new classrooms, one new conference room, one new office, and a new student lounge and patio. This has heightened spirits on the campus and provides space for continued growth.

  The Los Angeles campus as well is prepared to sign a 5 year extension to its lease in the current facilities. The lease will provide for reduced rent and substantial modifications to the existing facility. A cafe and bookstore space will be created on the first floor; a Student Services Center will be created on the second floor; a Business Services Center will created on the third floor; a new student lounge will be created on the fourth floor in some additional space; a media classroom and other new classrooms will be provided; and cross-program office suites will be possible. These changes should be completed by the end of the Summer 1998 Quarter.

- **20th Anniversary of the Santa Barbara Campus.** In October 1997, the Santa Barbara campus celebrated it 20th year of service to the community. A gala open house marked this event with about 200 alumni and friends of the institution joining in toasting the campus and its first graduating class.

III. Basic Assumptions

The 1998-99 budget was developed within the framework provided by University-wide Budget Guidelines and the Regional Mission Statement. More specifically, each campus pondered how to provide resources to achieve established priorities for 1998-99 and how to project enrollment conservatively. This became the riddle that each campus struggled with as the budgets were prepared.

Given that enrollment has been an issue, each campus sought to produce projections that were realistic and based on actual performance during 1997-98. Antioch Los Angeles did not achieve its enrollment projection, although it did experience very slight growth when compared to the 1996-97 year. The campus constructed the 1997-98 budget at an enrollment slightly less than the previous year, but the anticipated enrollment of 557.00

AFTE has not been realized. Actual enrollment for the 1997-98 year at Antioch Los Angeles is anticipated to be 515.27 AFTE.

The two major programs at the Los Angeles campus fell short of their enrollment projections with the BA Program being 14.97 AFTE below projection, and the MAP Program being 26.72 AFTE below projection. The MAOM Program also was below projection by 10.05 AFTE. The MFA Program continued to show strong enrollment, and anticipated enrollment will be about 10 AFTE above projection.

Annualized FTE enrollment at the Los Angeles campus is less than 1991-92 levels, but the 9-year enrollment change shows a 26.18% increase. It is significant to note as well that 1997-98 enrollment is slightly higher than the previous year's enrollment (0.60%), and this marks the first time in four years that enrollment has increased relative to the previous year. This has been accomplished by continued growth of the MFA Program and by slowing the rate of decrease of other programs.

Antioch Santa Barbara also did not meet its enrollment projection, but was only slightly off the mark. Annualized enrollment was 4.53 AFTE below projection for the 1997-98 year. When enrollment for 1997-98 is viewed in historical context, Antioch Santa Barbara experienced its highest enrollment ever--240.73 AFTE. This is 1.83 AFTE above the actual enrollment for the 1996-97 year.

The BA Program exceeded its enrollment projection by 1.07 AFTE, while the MAOM Program exceeded its projection by 5.17 AFTE and established an all-time high enrollment for the program. The MAP Program was 10.77 AFTE below its projected enrollment. The 9-year enrollment change for Antioch Santa Barbara is an impressive 74.27%, and the campus enrollment grew by 0.93% when compared to the 1996-97 year.

With these actual enrollment performance figures in mind, the 1998-99 budget for Antioch Southern California has been guided by the following priorities:

1. Allocation of resources for development, implementation, and support of new programs and significant program revisions, certificates, and continuing education that show 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 of the new student services and business services areas in Los Angeles and continued support for the 0.50 FTE Associate Dean of Academic Affairs position in Santa Barbara as well as additional support for academic re-organization.

4. Allocation of resources for the support of on-line instruction, electronic library capabilities, student services, and implementation of Datatel software.

5. Allocation of resources for across-the-board salary increases and the Service Recognition Program for all regular employees, for full funding of Adjunct Faculty salary increases begun in Los Angeles during 1997-98, and for Adjunct Faculty salary increases in Santa Barbara.

6. Allocation of resources for the newly established Presidential Sabbatical Fund.

These priorities have informed how allocations were determined in the 1998-99 budget.

IV. Budget Narrative

The budget narrative which follows addresses central issues of the revenue and expenditure portions of the 1998-99 budget. Only those items are mentioned that have changed significantly in the budget relative to what was included in the 1997-98 budget.

Revenue

Revenue for 1998-99 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 475 for existing programs and 91 for the MFA Program. Interest in the later program has been strong, and it is believed that the recruitment of two cohorts of 20 students each can be accomplished during 1998-99. 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.

Based on the factors described above, the projected enrollment for Antioch Santa Barbara is 252 AFTE for the 1998-99 year. This is about a 4.79% (11 AFTE) increase over the anticipated actual enrollment for 1997-98, but it is believed this is achievable given market conditions, increased advertising and outreach efforts, some new programmatic thrusts, 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 relatively high headcount enrollment figure.

The 1998-99 budget also includes a tuition increase ($100 per quarter for a full-time student) in all programs at the Santa Barbara campus and in the MAP and MAOM Programs at the Los Angeles campus ($150 per quarter for a full-time student). To increase the market advantage of the Los Angeles BA Program and to create differential undergraduate and graduate tuition rates (as already exists at the Santa Barbara campus), no tuition increase for the Los Angeles undergraduate program is included in the budget. Similarly, because the program is new and just getting established, no tuition increase for 1998-99 is included for the MFA Program.

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 $100. This increase (bringing tuition for a full-time student to $3,050 for the BA Program and $3,200 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.

Los Angeles tuition rates for 1998-99 ($3,200 per quarter for the BA Program and $3,350 for the MAP and MAOM Programs, and $4,000 per semester for the MFA Program) 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. Tuition increases for the Region, therefore, range from between 0.00% to slightly under 5.00%.

Revenue is also generated from Continuing Education ($75,000) 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 1998-99. The profit margin goal for the future is 25%.

All fee revenue in the 1998-99 budget has been adjusted to reflect actual fee income during 1997-98. The graduation fee at the Los Angeles campus has been increased from $75 to $100, and the Prior Learning fee at the Santa Barbara campus has been increased from $125 to $150.

In addition, reasonable estimates of gift income have been included in the 1998-99 budget for each campus, and specific plans will be developed to achieve the budgeted amounts ($45,200 in Los Angeles and $30,000 in Santa Barbara) specifically using the expertise of the Vice Chancellor for Development and the leadership of the new President.

Expenditures

Specific comments regarding major changes in expenditure items in the 1998-99 budget include the following:

- Employee Salaries. The 1998-99 budget includes a 3.00% across-the-board increase for all employees (2.40% on salary and 0.60% on fringe benefits). After considerable discussion, it has been agreed that these increases will begin on July 1, 1998, for staff and on January 1, 1999, for faculty and administration. This arrangement recognizes the need to reward employees at lower levels of the salary schedule who are struggling to live in an expensive area of the country. In addition, the Service Recognition Program begun 3 years ago is also maintained in the 1998-99 budget. For the next 3 years, this program provides a 2.00% base salary increase to employees after every 3 years of employment. These salary enhancements are necessary to recognize the exceptional efforts of faculty and staff during this difficult time and to keep our salaries somewhat competitive in a rapidly accelerating Southern California economy.

  Funds also have been included in the 1998-99 budget to maintain Adjunct Faculty salaries at 1997-98 levels in Los Angeles and to fully fund Adjunct Faculty salaries in Santa Barbara. In addition, $10,000 is included at the Santa Barbara campus to increase salaries for Adjunct Faculty. This is the first general salary raise for Santa Barbara Adjunct Faculty in many years. Adjunct Faculty salary increases are provided so that the employees who are rendering instruction and services to students will receive remuneration for their labors at something close to what is fair.

- Personnel Changes. To support program growth, to accomplish the reorganization necessary at the Los Angeles campus, and to support technology developments, several new positions are included in the budget. These positions include: 0.50 FTE MFA Core Faculty, 1.00 FTE MFA/MAOM Program Coordinator, 1.00 FTE Business Services Assistant, and 1.00 FTE Computer Resources Assistant. One temporary 0.50 FTE MAP Core Faculty position also is being created from a vacant position (resulting from a Core Faculty member leaving the institution). The net effect is a loss of 0.50 FTE Core Faculty and a savings in the salary area. These positions will be added judiciously as enrollment projections are realized.

  The 1998-99 budget includes no new personnel at the Santa Barbara campus, although some funds (approximately $15,000) are budgeted for percentage of effort increases for existing faculty and staff. These increases will permit existing faculty and staff to assume more responsibilities as campus enrollment continues to grow. An additional $6,000 also is included in the budget for moving forward the academic reorganization work of the Associate Dean of Academic Affairs. In addition, $10,000 was added to the Santa Barbara campus budget for the support of the Director of Academic and Information Systems and Services position. This is necessary because a portion of the Director's salary for 1997-98 was underwritten by the Library Development Fund.

- Program Development. Modest funds are included at each campus for continued refinement of existing programs, and all other program development efforts will be funded from the Pierson-Lovelace Foundation gift which will make nearly $150,000 available for this purpose during 1998-99. Priorities for these funds will likely be support for weekend initiatives, Los Angeles BA Program on-line efforts, and teacher credential planning and implementation.

- General Expenses. These expenditure lines have been modified slightly to reflect 1997-98 actual levels and to support known programming efforts during 1998-99. These changes have been minor in nature.

- Printing and Advertising. Funds for advertising have been increased at both campuses with the Los Angeles campus including $40,000 additional and the Santa Barbara campus including $9,200 additional. Printing expenditures have been maintained at 1997-98 levels to accommodate the printing of promotion materials.

- Rent Expenditures. The 1998-99 budget includes $852,070 for rental of space for campus operations--$575,695 in Los Angeles and $276,375 in Santa Barbara. The Los Angeles figure has been reduced by over $100,000 when compared to actual expenditures in 1996-97 and show the results of the new lease arrangement. This savings would be more, but an auxiliary parking lot that has been in use for many years, will not be available beginning October 1, 1998. Consequently, additional parking expenses (nearly $38,000) will be incurred for purchase of space in the parking lot adjacent to the building. Santa Barbara campus rent is consistent with the 1997-98 figure and includes the recently acquired space. These rent expenditures represent 10.14% of Los Angeles' total budget (a record low for the campus) and 11.23% of Santa Barbara's total budget.

- University Support. The Region's contribution to University overhead is budgeted at $986,563 ($658,197 for Los Angeles and $328,367 for Santa Barbara). Resources also are included for the Faculty Conference ($6,480) and for the President's Sabbatical Fund ($40,000). The Los Angeles contribution is less than 1997-98 and the Santa Barbara contribution is more than 1997-98 which reflects the respective enrollment decreases and increases projected for the two campuses in 1998-99. Rebate to the Region against this overhead is budgeted at $325,147. In addition, $54,200 is included for the College Fund. Contributions to University and College support for 1998-99, therefore, are $762,096 which represents an effective rate of approximately 9.50%.

- 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 1998-99, these expenses have been distributed 69.30% to Los Angeles and 30.70% to Santa Barbara. This represents a slight increase to the Santa Barbara campus. The only addition to the Regional budget is support for the President's Sabbatical Fund.

- Contingency and Reserve Funds. The required 2% Campus Contingency is included in the budget with $113,576 provided in Los Angeles and $49,218 provided in Santa Barbara. This total of $162,794 is less than what is desired, so an additional program contingency is established in the Los Angeles budget of $82,117 and in the Santa Barbara budget of $11,919. Total contingency funds for the Region are $256,830 (about 3.16% of total revenue). In addition, a 1.25% liquidity reserve fund is established in campus budgets

($62,572 in Los Angeles and $27,116 in Santa Barbara) to be used to strengthen the liquidity ratios of the University and Southern California campuses.

Dale Johnston
President

Antioch Southern California

1998-99 Proposed Budget Summary by Function

	1995-96 Actual	1996-97 Actual	1997-98 Budget	1997-98 Projected	Change From 1997-98 Budget to 1997-98 Projected $	%	Proposed 1998-99 Budget	Change From 1997-98 Proj to 1998-99 Budget $	%	Change From 1997-98 Budget to 1998-99 Budget $	%
Revenues											
Tuition & Fees	7,807,017	7,425,607	7,941,605	7,429,080	-512,525	-6.45%	***8,253,605***	824,525	11.10%	312,000	3.93%
Less Tuition Discounts	-210,892	-175,925	-199,180	-168,501	30,679	15.40%	***-209,600***	-41,099	-24.39%	-10,420	-5.23%
Gifts	655	14,115	47,500	25,500	-22,000	-46.32%	***60,200***	34,700	136.08%	12,700	26.74%
Grants	268,983	303,828	263,500	263,000	-500	-0.19%	***263,500***	500	0.19%	0	0.00%
Endowment Income	0	0	0	0	0		***0***	0		0	
Contracts	0	0	0	0	0		***0***	0		0	
Other Income	27,646	29,943	16,000	11,000	-5,000	-31.25%	***20,000***	9,000	81.82%	4,000	25.00%
Total E&G Revenue	7,893,409	7,597,568	8,069,425	7,560,079	-509,348	-6.31%	***8,387,705***	827,626	10.95%	318,280	3.94%
Auxiliary Enterprises	0	0	0	0	0		***0***	0		0	
Released From Restrictions	16,970	61,060	135,000	52,000	-83,000	-61.48%	***139,100***	87,100	167.50%	4,100	3.04%
Total Revenues	7,910,379	7,658,628	8,204,425	7,612,079	-592,346	-7.22%	***8,526,805***	914,726	12.02%	322,380	3.93%
Operating Expenses											
Instruction	2,813,237	2,769,233	2,939,889	2,767,134	-172,755	-5.88%	***3,078,990***	311,856	11.27%	139,101	4.73%
Research	0	0	0	0	0		***0***	0		0	
Public Service	83,791	88,006	79,775	82,070	2,295	2.88%	***82,639***	569	0.69%	2,864	3.59%
Academic Support	495,605	542,170	674,098	470,280	-203,818	-30.24%	***715,811***	245,531	52.21%	41,713	6.19%
Student Services	1,160,614	1,035,618	1,037,544	1,126,761	89,217	8.60%	***1,088,813***	-37,948	-3.37%	51,269	4.94%
Institutional Support	1,867,951	2,073,151	2,166,029	1,865,190	-300,839	-13.89%	***2,229,342***	364,152	19.52%	63,313	2.92%
Plant Maintenance	950,589	1,035,741	1,027,090	1,117,090	90,000	8.76%	***1,020,966***	-96,124	-8.60%	-6,124	-0.60%
Scholarships	277,103	314,806	280,000	276,000	-4,000	-1.43%	***282,100***	6,100	2.21%	2,100	0.75%
Total E&G Expenses	7,648,890	7,858,725	8,204,425	7,704,525	-499,900	-6.09%	***8,498,661***	794,136	10.31%	294,236	3.59%
Auxiliary Enterprises	0	0	0	0	0		***0***	0		0	
Total Operating Expenses	7,648,890	7,858,725	8,204,425	7,704,525	-499,900	-6.09%	***8,498,661***	794,136	10.31%	294,236	3.59%
Excess Revenue over Expenses	261,489	-200,097	0	-92,448	-92,446		***28,144***	120,590	130.44%	28,144	
Annual Budget Conversion to Cash basis											
Capital Expenditures	21,018	36,568	61,550	37,846	-23,704	-38.51%	***28,144***	-9,702	-25.64%	-33,406	-54.27%
Borrowing Proceeds	0	0	0	0	0		***0***	0		0	
Principal Payments	0	0	0	0	0		***0***	0		0	
Prior Year Reserves	0	-236,665	-61,550	-130,292	-68,742	-111.68%	***0***	130,292		61,550	-100.00%
Add back Depreciation	0	0	0	0	0		***0***	0		0	
Total Cash Items	21,018	-200,097	0	-92,446	-92,446		***28,144***	120,590	130.44%	28,144	
Net Cash Basis Budget	240,471	0	0	0	0		***0***	0		0	

Antioch Southern California

1998-99 Proposed Budget Summary by Category

	1995-96 Actual	1996-97 Actual	1997-98 Budget	1997-98 Projected	Change From 1997-98 Budget to 1997-98 Projected $	%	Proposed 1998-99 Budget	Change From 1997-98 Proj to 1998-99 Budget $	%	Change From 1997-98 Budget to 1998-99 Budget $	%
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Revenues	7,910,379	7,658,628	8,204,425	7,612,079	-592,346	-7.22%	8,526,805	914,726	12.02%	322,380	3.93%
Operating Expenses											
Salaries & Wages	3,932,870	3,786,358	3,910,486	3,761,300	-149,186	-3.82%	4,189,726	428,426	11.39%	279,240	7.14%
Benefits	936,783	894,940	941,098	900,600	-40,498	-4.30%	975,641	75,041	8.33%	34,543	3.67%
Training & Development	101,075	106,356	260,841	145,800	-115,041	-44.10%	240,641	94,841	65.05%	-20,200	-7.74%
Student Aid Services	82,492	106,294	82,800	74,800	-8,000	-9.66%	84,900	10,100	13.50%	2,100	2.54%
Special Events	29,583	34,762	21,510	19,400	-2,110	-9.81%	21,510	2,110	10.88%	0	0.00%
Supplies	139,530	137,820	133,965	95,965	-38,000	-28.37%	133,266	37,301	38.87%	-699	-0.52%
Business Operations	638,026	679,953	671,975	695,600	23,625	3.52%	716,831	21,231	3.05%	44,856	6.68%
Plant Maintenance	1,025,972	1,122,666	1,075,404	1,137,104	61,700	5.74%	1,050,731	-86,373	-7.60%	-24,673	-2.29%
Interest Expense	19,038	15,457	14,650	10,150	-4,500	-30.72%	14,650	4,500	44.33%	0	0.00%
Resale Costs	0	0	0	0	0		0	0		0	
Miscellaneous	4,482	12,069	2,152	4,900	2,748	127.70%	2,150	-2,750	-56.12%	-2	-0.09%
Contingency/Reserves											
Campus Contingency, Mandatory	-180,993	0	156,129	0	-156,129	-100.00%	162,794	162,794		6,665	4.27%
Campus Program Contingency, Discretionary	22,065	0	74,509	0	-74,509	-100.00%	94,038	94,038		19,529	26.21%
Liquidity Reserve	0	78,818	78,064	78,064	0	0.00%	89,686	11,622	14.89%	11,622	14.89%
Overhead											
To the University	1,087,315	1,062,744	993,908	993,908	0	0.00%	986,563	-7,345	-0.74%	-7,345	-0.74%
Rebates from the University	-251,926	-250,000	-271,066	-271,066	0	0.00%	-325,146	-54,080	-19.95%	-54,080	-19.95%
Subsidy from Adult Campuses	62,578	62,378	58,000	58,000	0	0.00%	54,200	-3,800	-6.55%	-3,800	-6.55%
Subsidy from Overhead	0	0	0	0	0		0	0		0	
Other (Intercampus Agree & Univ Conf)	0	8,110	0	0	0		6,480	6,480		6,480	
Depreciation	0	0	0	0	0		0	0		0	
Total Operating Expenses	7,648,890	7,858,725	8,204,425	7,704,525	-499,900	-6.09%	8,498,661	794,136	10.31%	294,236	3.59%
Excess Revenue over Expenses	261,489	-200,097	0	-92,446	-92,446		28,144	120,590	130.44%	28,144	
Annual Budget Conversion to Cash Basis											
Capital Expenditures	21,018	36,568	61,550	37,846	-23,704	-38.51%	28,144	-9,702	-25.64%	-33,406	-54.27%
Borrowing Proceeds	0	0	0	0	0		0	0		0	
Principal Payments	0	0	0	0	0		0	0		0	
Prior Year Reserves	0	-236,665	-61,550	-130,292	-68,742	-111.68%	0	130,292		61,550	-100.00%
Add Back Depreciation	0	0	0	0	0		0	0		0	
Total Cash Items	21,018	-200,097	0	-92,446	-92,446		28,144	120,590	-130.44%	28,144	
Net Cash Basis Budget	240,471	0	0	0	0		0	0		0	

ANTIOCH SOUTHERN CALIFORNIA
1998-99 Capital Budget

Buildings	Amount
Total Buildings	0
Building Improvements	**Amount**
Total Building Improvements	0
Equipment	**Amount**
Computer Hardware	28,144
Total Equipment	28,144
Furniture & Fixtures	**Amount**
Total Furniture & Fixtures	0
Library Books	
Grand Total Capital Budget	**28,144**
	========

Antioch Southern California
Tuition Rate Changes 1998-99

Program	1997-98 Rates Per Quarter	1998-99 Proposed Per Quarter	% Change
Los Angeles - BA Program	3,200	3,200	0.00%
Los Angeles - MAP & MAOM	3,200	3,350	4.69%
Los Angeles - MFA Program	4,000	4,000	0.00%
Santa Barbara - BA Program	2,950	3,050	3.39%
Santa Barbara - MAP Program	3,100	3,200	3.23%
Santa Barbara - MAOM Program	3,100	3,200	3.23%

THE MCGREGOR SCHOOL
1998-1999 PROPOSED BUDGET

I. 1997-1998 Accomplishments and Challenges

This was a difficult year for McGregor from a revenue point of view. For a second consecutive year, projected enrollments and anticipated revenue goals will not be met. It is likely that we will fall short by about $350,000 from achieving our revenue targets for 1997-1998. However, careful expense monitoring, strong growth in grant and contract income, and a decision to hold off on hiring budgeted new faculty positions have provided an ample cushion to weather these revenue difficulties. It is anticipated that we will finish the year with a surplus of about $150,000.

There were a number of positive developments at McGregor during this academic year. Our highly successful Teacher Certification Program doubled in size, growing from one cohort a year to two. Though both hirings were delayed by the demands of the budget monitoring process, we have now added two key positions to the school, a Director of Alumni Activities and a Director of Continuing Education, who will both play important roles in McGregor development in subsequent years. For the first time in our history we have in place a knowledgeable and experienced Director of Information Systems. There has been stability in key leadership positions and our emphasis on improving student services has clearly paid off in terms of increased customer satisfaction. We have just begun working with the Chancellor and the Board of Trustees to begin the search process to choose a permanent President for the school. Relations with the union have remained amicable and are characterized by mutual respect. Though clearly in need of new program development and additional sources of revenue, McGregor, now celebrating its 10th anniversary, remains a stable and significant part of Antioch University.

II. Enrollment and Revenue Projections: 1998-1999

We are projecting essentially flat revenues for 1998-1999 over present year levels. Recruitment shortfalls in this calendar year impact next year's budgeting process by reducing the continuing student pool. In terms of new students, projected recruiting targets for next year are cautious, but not unduly timid. A calendar redesign of two of our limited residency IMA programs, Intercultural Relations and Conflict Resolution, will negatively impact the

1998-1999 budget by approximately $100,000; however, this redesign is revenue-neutral over the long run and the $100,000 will be added back to the revenue stream in subsequent years. We are proposing an across-the-board base tuition increase of 3% for all programs in 1998-1999, plus a technology fee of $15 per quarter /per student built into the tuition.

Student fee levels have not been adjusted at McGregor in 7 years, hence some modest upward adjustments for next year will provide needed revenue enhancements. We are projecting revenue for 1998-1999 at $5,126,655, which is virtually unchanged from 1997-1998 budget levels. Since the calendar redesign within the IMA artificially reduces revenue in 1998-1999 by approximately $100,000 (essentially akin to the problem created by the adoption of a new calendar at Antioch College several years ago), we have received permission from the Vice-Chancellor for Finance, in accordance with rules set forth in the budget guidelines, to apply a portion of the $425,000 prior year surplus and reduce the 1998-1999 Campus Contingency budget line by $49,000. This contribution reduction, which is equal to the amount of McGregor's Liquidity Reserve funding in 1997-1998, is a way of rendering the 1998-1999 budget less problematic than it otherwise would be as a result of this "one-time" hit.

III. Efforts to Increase Enrollments

A number of efforts to increase enrollments and provide greater stability in our revenue projections are now in place. Recognizing that positive word of mouth and loyalty from alumni and existing students represent a principal source of new students for McGregor, the hiring of a Director of Alumni Affairs/Public Relations in 1997-1998 permits us to substantially increase the number of alumni contacts, events, and mailings in 1998-1999 over previous efforts. In addition, it permits us to initiate a fledgling development effort through the implementation of a modest Annual Fund in 1998-1999, supplemented by a revitalized Board of Visitors in place again after a two-year hiatus. In a similar vein, our push into Continuing Education permits us to tap growing interest in, and markets for, lifelong learning initiatives, which will both supplement our degree program offerings and provide a welcome additional infusion of revenue. Finally, our major focus on improving operations and student services, initiated in 1997-1998 but only now gaining real momentum, should positively impact retention efforts by increasing student satisfaction with both programs and administrative services.

IV. Major Changes From the 1997-1998 Budget

A. Personnel Additions

The budget constraints and lack of new programs for 1998-1999 keep the addition of new personnel relatively modest for 1998-1999. Since we are adding a new major in Human Resource Management to our B.A. completion program, we are adding an additional faculty position in Management. A second administrative person in the Information Systems area will be added to provide better support for internal and external users and free up time for our Director of Information Systems to develop academic on-line technology initiatives, long identified as major priorities in a school as heavily dependent on "distance" programs as is McGregor. Finally, we have found that a totally automated phone system has negatively impacted student recruitment and hence we have added back into the budget a receptionist position, after doing without this position in 1997-1998.

B. Salary Increase Plans

Raises for staff members will be 3.5%, as mandated by the union contract. Raises for faculty and administrators are budgeted at 3%.

C. Plans for Campus Revenue Contingencies, if released

These funds would be used to enhance and upgrade our computer network, hardware, and software capabilities.

V. Conclusion

The recently concluded budget process at McGregor was highly productive in nature. It continued the initiative begun last year to shift from an incremental budgeting approach to a priority-based process which identified and prioritized school needs in terms of an explicit investment process. We are quite proud of the outcome of these efforts. We developed a budget which makes significant investments in upgrading information systems and networks, begins to strategically utilize alumni in recruitment and development efforts, and expands our academic efforts to the continuing education area. We were able to accomplish these objectives while projecting revenues essentially flat from 1997-1998. We look forward to the continued evolution of our School and its programs.

Steven J. Brzezinski
Interim President

The McGregor School of Antioch

1998-99 Proposed Budget Summary by Function

	1995-96 Actual	1996-97 Actual	1997-98 Budget	1997-98 Projected	Change From 1997-98 Budget to 1997-98 Projected		Proposed 1998-99 Budget	Change From 1997-98 Proj to 1998-99 Budget		Change From 1997-98 Budget to 1998-99 Budget	
					$	%		$	%	$	%
Revenues											
Tuition & Fees	4,830,675	4,994,924	5,183,834	4,733,775	-450,059	-8.68%	5,188,545	454,770	8.77%	4,711	0.09%
Less Tuition Discounts	-149,878	-68,433	-11,380	-11,956	-576	-5.06%	-10,000	1,956	17.19%	1,380	12.13%
Gifts	0	100	0	250	250		15,000	14,750		15,000	
Grants	12,274	50,505	15,772	124,428	108,656	688.92%	104,375	-20,053	-127.14%	88,603	561.77%
Endowment Income	0	0	0	0	0		0	0		0	
Contracts	26,828	26,047	42,000	165,656	123,656	294.42%	37,000	-128,656	-306.32%	-5,000	-11.90%
Other Income	17,041	8,787	450	14,620	14,170	3148.89%	1,470	-13,150	-2922.22%	1,020	226.67%
Total E&G Revenue	4,736,940	5,011,930	5,230,676	5,026,773	-203,903	-3.90%	5,336,390	309,617	5.92%	105,714	2.02%
Auxiliary Enterprises	49,845	77,898	58,500	43,297	-15,203	-25.99%	58,500	15,203	25.99%	0	0.00%
Released From Restrictions	62,222	19,088	48,285	-25,426	-73,711	-152.66%	0	25,426	52.66%	-48,285	-100.00%
Total Revenues	4,849,007	5,108,916	5,337,461	5,044,644	-292,817	-5.49%	5,394,890	350,246	6.56%	57,429	1.08%
Operating Expenses											
Instruction	2,151,182	2,236,494	2,502,485	2,159,911	-342,574	-13.69%	2,427,075	267,164	10.68%	-75,410	-3.01%
Research	0	0	0	0	0		0	0		0	
Public Service	118,590	129,886	157,181	114,614	-42,567	-27.08%	200,046	85,432	54.35%	42,865	27.27%
Academic Support	0	487	0	121,319	121,319		56,295	-65,024		56,295	
Student Services	604,893	629,013	680,917	636,154	-44,763	-6.57%	738,965	102,811	15.10%	58,048	8.52%
Institutional Support	1,420,959	1,535,077	1,780,143	1,589,449	-190,694	-10.71%	1,767,375	177,926	10.00%	-12,768	-0.72%
Plant Maintenance	-103,345	61,293	136,734	83,976	-52,758	-38.58%	101,734	17,758	12.99%	-35,000	-25.60%
Scholarships	2,274	4,068	0	5,609	5,609		0	-5,609		0	
Total E&G Expenses	4,194,553	4,596,318	5,257,460	4,711,032	-546,428	-10.39%	5,291,490	580,458	11.04%	34,030	0.65%
Auxiliary Enterprises	101,860	86,888	61,334	60,051	-1,283	-2.09%	61,000	949	1.55%	-334	-0.54%
Total Operating Expenses	4,296,413	4,683,206	5,318,794	4,771,083	-547,711	-10.30%	5,352,490	581,407	10.93%	33,696	0.63%
Excess Revenue over Expenses	552,594	425,710	18,667	273,561	254,894	1365.48%	42,400	-231,161	-1238.34%	23,733	127.14%
Annual Budget Conversion to Cash basis											
Capital Expenditures	449,310	66,471	18,667	82,812	64,145	343.63%	42,400	-40,412	-216.49%	23,733	127.14%
Borrowing Proceeds	0	0	0	0	0		0	0		0	
Principal Payments	0	0	0	0	0		0	0		0	
Prior Year Reserves	0	0	0	0	0		0	0		0	
Add back Depreciation	0	0	0	0	0		0	0		0	
Total Cash Items	449,310	66,471	18,667	82,812	64,145	343.63%	42,400	-40,412	-216.49%	23,733	127.14%
Net Cash Basis Budget	103,284	359,239	0	190,749	190,749		0	-190,749		0	

The McGregor School of Antioch

1998-99 Proposed Budget Summary by Category

	1995-96 Actual	1996-97 Actual	1997-98 Budget	1997-98 Projected	Change From 1997-98 Budget to 1997-98 Projected $	Change From 1997-98 Budget to 1997-98 Projected %	Proposed 1998-99 Budget	Change From 1997-98 Proj to 1998-99 Budget $	Change From 1997-98 Proj to 1998-99 Budget %	Change From 1997-98 Budget to 1998-99 Budget $	Change From 1997-98 Budget to 1998-99 Budget %
Revenues	4,849,007	5,108,916	5,337,461	5,044,644	-292,817	-5.49%	5,394,890	350,246	6.56%	57,429	1.08%
Operating Expenses											
Salaries & Wages	2,046,895	2,089,021	2,301,328	2,120,018	-181,310	-7.88%	2,444,092	324,074	14.08%	142,764	6.20%
Benefits	448,153	557,814	745,394	677,900	-67,494	-9.05%	769,453	91,553	12.28%	24,059	3.23%
Training & Development	144,313	103,958	140,146	79,494	-60,652	-43.28%	120,935	41,441	29.57%	-19,211	-13.71%
Student Aid Services	0	0	0	0	0		0	0		0	
Special Events	81,865	39,321	36,976	33,860	-3,116	-8.43%	34,226	366	0.99%	-2,750	-7.44%
Supplies	92,951	57,462	59,200	52,024	-7,176	-12.12%	52,700	676	1.14%	-6,500	-10.98%
Business Operations	663,179	704,571	709,396	669,304	-40,092	-5.65%	710,035	40,731	5.74%	639	0.09%
Plant Maintenance	39,819	62,007	112,580	89,451	-23,129	-20.54%	94,580	5,129	4.56%	-18,000	-15.99%
Interest Expense	16,176	16,117	17,595	13,605	-3,990	-22.68%	16,260	2,655	15.09%	-1,335	-7.59%
Resale Costs	0	0	0	0	0		0	0		0	
Miscellaneous	15,310	14,898	62,237	5,673	-56,564	-90.88%	56,463	50,790	81.61%	-5,774	-9.28%
Contingency/Reserves											
Campus Contingency, Mandatory	-127,237	0	98,261	0	-98,261	-100.00%	48,963	48,963	49.83%	-49,298	-50.17%
Campus Program Contingency, Discretionary	0	0	5,927	0	-5,927	-100.00%	15,532	15,532	262.06%	9,605	162.06%
Liquidity Reserve	0	47,418	49,130	49,130	0	0.00%	61,308	12,178	24.79%	12,178	24.79%
Overhead											
To the University	566,114	651,994	675,543	675,543	0	0.00%	674,389	-1,154	-0.17%	-1,154	-0.17%
Rebates from the University	-131,167	-131,165	-184,239	-184,239	0	0.00%	-213,588	-29,349	-15.93%	-29,349	-15.93%
Subsidy from Adult Campuses	29,880	29,880	35,800	35,800	0	0.00%	36,800	1,000	2.79%	1,000	2.79%
Subsidy from Overhead	0	0	0	0	0		0	0		0	
Other (Intercampus Agree & Univ Conf)	410,162	439,910	453,520	453,520	0	0.00%	430,342	-23,178	-5.11%	-23,178	-5.11%
Depreciation	0	0	0	0	0		0	0		0	
Total Operating Expenses	4,296,413	4,683,206	5,318,794	4,771,083	-547,711	-10.30%	5,352,490	581,407	10.93%	33,696	0.63%
Excess Revenue over Expenses	552,594	425,710	18,667	273,561	254,894	1365.48%	42,400	-231,161	-1238.34%	23,733	127.14%
Annual Budget Conversion to Cash Basis											
Capital Expenditures	449,310	66,471	18,667	82,812	64,145	343.63%	42,400	-40,412	-216.49%	23,733	127.14%
Borrowing Proceeds	0	0	0	0	0		0	0		0	
Principal Payments	0	0	0	0	0		0	0		0	
Prior Year Reserves	0	0	0	0	0		0	0		0	
Add Back Depreciation	0	0	0	0	0		0	0		0	
Total Cash Items	449,310	66,471	18,667	82,812	64,145	343.63%	42,400	-40,412	-216.49%	23,733	127.14%
Net Cash Basis Budget	103,284	359,239	0	190,749	190,749		0	-190,749		0	

THE MCGREGOR SCHOOL OF ANTIOCH
1998-99 Capital Budget

Buildings	**Amount**
Total Buildings	0
Building Improvements	**Amount**
Total Building Improvements	0
Equipment	**Amount**
Network Infrastructure	8,400
Computer Terminals	27,000
Upgrade Server/WEB	7,000
Total Equipment	42,400
Furniture & Fixtures	**Amount**
Total Furniture & Fixtures	0
Library Books	
Grand Total Capital Budget	**42,400**
	=======

The McGregor School of Antioch
Tuition Rate Changes 1998-99

Program	1997-98 Rates Per Quarter	1998-99 Proposed Per Quarter	% Change
--------	--------	--------	--------
Weekend College	2,388	2,472	3.52%
Graduate Management	3,091	3,201	3.56%
IMA Classic	1,438	1,486	3.34%
IMA Intercultural Relations	1,968	2,032	3.25%
IMA Conflict Resolution	2,100	2,178	3.71%
Teacher Certification	2,759	2,863	3.77%

UNIVERSITY ADMINISTRATION
1998-99 PROPOSED BUDGET

I. 1997-98 Accomplishments and Challenges

A number of potentially damaging lawsuits were favorably resolved during 1997-98 and this has greatly reduced the amount of outstanding litigation. Three particularly significant cases that could have resulted in large judgments against the University were ultimately resolved through negotiation and the payment of reasonable settlement costs. Among the three were cases involving a candidate to head one of the campuses, an employee seeking payment for experimental medical treatments, and a former employee who claimed that the University had defamed her reputation. Each of these cases involves the potential for a significant payment, and the experimental medical claim has been outstanding since 1995. We have also resolved a tenure dispute and some small claims involving students. As a result of these actions, there are currently no major legal cases outstanding against the University.

The transition to a new Chancellor has been an important activity for the staff in the Chancellor's Office. In addition to arranging the activities at which the University expressed its appreciation for the work of Chancellor Guskin, the staff has been busy in gathering the information needed as Chancellor Hall began work. The new Chancellor has been aggressively pursuing foundation and grant funding and has been actively meeting with representatives of various foundations in order to establish and renew contacts with Antioch. Establishing these relationships is a critical first step in attracting outside support for existing programs and new initiatives, and the Chancellor is tirelessly pursuing all opportunities. In addition, the Chancellor's Office staff have been providing support as Chancellor Hall chairs the searches to find new leaders for Southern California and the McGregor School. Searches for both involve numerous meetings with campus personnel and potential candidates as well as the scrutiny of résumés and consultation with references.

The annual review of the University's insurance coverage disclosed that our liability insurance carrier had restricted coverage for publications in a way that created a significant exposure for Antioch. Because "publishing" is not Antioch's primary business, the insurance carrier was declining to provide liability coverage for statements made in our catalogs and other publications. When this gap was called to the attention of our broker, the broker realized equipment market. However, we believe that we have a buyer who will remove the equipment at no additional cost to the University.

During the year, with the active involvement and participation of the Campuses, the University implemented the Datatel student modules at the College, McGregor School, Seattle, and Southern California. As with all major computer conversions, a certain amount of transition time is required before the users become familiar with the new software and take full advantage of its power. Those campuses which were the first to adopt the Datatel student modules are now finding how useful and effective they can be.

The conversion of student systems to Datatel and the upgrade to version 14 software have combined to place tremendous stress on the small central computer (a Sun Sparc 20) that is the central server for Datatel. The result has been periods when response time has become unacceptably slow and hampered the productivity of the campus staff. As we became aware of the problems, we began an analysis to determine what factors were primary in causing the poor system performance. Three possible sources of the poor response times surfaced. First, we thought that we might have the software and hardware improperly configured and we began a thorough review to insure that the software, operating system and hardware were appropriately configured. Second, there was a likelihood that we did not have sufficient hardware to handle the demands of the new software and the larger number of users who were spending increasingly long periods of time using Datatel. To determine if we had sufficient hardware, we worked with both Sun and Datatel to analyze our disk space, memory and processor capacity. What we found is that we have the minimum required memory and disk space to support Datatel, but that our processor is at 100% of capacity. All three elements need to be upgraded to provide adequate response time to users and we are incorporating these needs into our Technology Plan for 1998-99 and beyond. The third possible source of the delay was that our network was overloaded. We analyzed the network traffic and found that the channel connecting the Datatel server to the network was overloaded and we made changes to reduce the amount of traffic reaching the Datatel server that did not belong there. This was accomplished, in part, by the purchase of a high-speed switch that directs much of the traffic to the locations where it is intended to go. A second step is being taken in conjunction with the College to acquire a switch on their end of the network to prevent data traffic not intended to leave the campus from reaching the Datatel server.

Despite the response-time problems, Datatel continues to perform well. The Payroll system was converted to Datatel on January 1, 1997 and met a major test when we successfully generated all of the year-end tax reports, including a laser printed Form W-2.

During 1997-98 the University successfully recruited two computer specialists to replace the staff who had been at Antioch under the long-term contract we had with Collegis, Inc. As a cost-saving measure, the University had decided to terminate its contract with Collegis and assume direct responsibility for management of computer services. This change allowed the University to save $180,000 compared to what had been spent in 1996-97. The new individuals have brought considerable expertise to the University and we are augmenting their knowledge by increasing the amount of training that they receive.

Staff changes at McGregor and the College in the computing area have also pointed out the importance of cooperative planning for the networks and computer systems that serve all of the Yellow Springs operations. Efforts are under way to fully evaluate the local area network (LAN) that serves the Yellow Springs units and to determine what structural changes need to be made to insure that it is adequate to handle the higher demands being made by both administrative and academic systems. The wiring of the College dormitories and library will generate additional student demand for local and Internet services. In order to meet this demand, as well as the administrative load generated by Datatel users, the network requires a redesign that will take several years to implement.

Relations with the Village of Yellow Springs were improved when the University made the final payments to repurchase the open space adjacent to the College known as the "Golf Course." The University had sold this land to the Village as a financial expedient in 1981, but negotiated its repurchase when financial circumstances brightened. However, the Village inadvertently suspended the issuance of periodic bills and the final payments were not made. When the situation came to light, the University agreed to fully repay the debt and the property again belongs to the University.

During the third quarter of 1997-98 the University successfully launched a Web page (www.antioch.edu) for the entire University. Heretofore, the campuses had their individual Web pages, but there was no single location identified as Antioch University. The new University Web page is a modest undertaking at this point that provides basic information about the University and links to the Web sites of the individual campuses. Improvements to this Web page will be made and additional information about and for the University will be added.

II. Major Changes

In 1998-99 the University is actively anticipating the next capital campaign. Before a capital campaign can be announced to the alumni and public, a great deal of background preparation needs to be done. Most of this work will be the responsibility of the individual campuses with the College having the largest portion of the work, but some critical responsibilities will fall to the Central Administration. The most important of these responsibilities will be the identification and cultivation of individuals capable of providing significant support for the programs and facilities of the individual campuses. The campuses of the University have a wide range of programs and activities that would be of considerable interest to individuals who are in a position to provide the funds that could make these programs more successful. However, until these people are identified and contacted by the Chancellor and the Presidents, it is unlikely that the campuses will realize any of this potential support.

The identification of potential donors, including individual, foundation and corporate, requires specialized research. The Central Administration has budgeted funds for a researcher to support the Development Office beginning next year and continuing for the duration of the capital campaign. This person will be knowledgeable of the techniques used to increase participation in major fund drives, including the use of specialized databases and various published data sources.

Beginning in 1998-99, the University needs to budget for the support of the former Chancellor. Although the former Chancellor will be working at the Antioch Seattle campus and performing some services there, his salary remains the financial responsibility of the Central Administration. Ordinarily, this would mean the addition of a full salary to the budget of the Central Administration, but the Pierson-Lovelace Foundation has provided support for half of the salary and benefits of the former Chancellor for a period of five years. During this time, the Central Administration need budget only half of the salary of the former Chancellor. In each of the five years in which a part of the salary of the former Chancellor will be offset by the gift from the Pierson-Lovelace Foundation, the Central Administration will reinvest the funds in various projects that will benefit the University or individual campuses. The Chancellor will work with the ULC to insure that these dollars produce the greatest possible return.

Other major costs in the 1998-99 budget include several improvements to support computing. These are:

- An upgrade of the software used by the First Class electronic mail and conferencing system to improve its reliability and functionality.
- An increase in the number of First Class user licenses on the Central Administration system from 20 to 40.
- Replacement of the back-up and security software to better protect the critical data used by all campuses.
- An increase in the license for Datatel users from 64 to 80.
- Purchase of a Query Language Report Writer for Datatel to allow campus users to prepare more of their own reports without specialized programming.
- Purchase of a portable computer that can be used by Chancellor's Office staff while away from Yellow Springs.

The 1998-99 budget includes a 2% across-the-board salary increase for all staff.

The Central Administration is planning to implement a major change in the fringe benefit structure during 1998-99. Considerable preliminary work has been done to analyze alternative structures that will reduce the cost of future fringe benefits, maintain the quality of the existing fringe benefits and improve the range of choices available to employees. The implementation of a new fringe benefit structure may require some assistance from consultants with special expertise in this area, including special actuarial analyses and plan marketing. In addition, central staff will need to visit each of the campuses to meet with faculty and staff committees to explain the proposed options and answer questions about the meaning of the changes. Brochures and other material will need to be developed and printed for distribution to individuals on all campuses so that each employee can make an informed judgment about the choices that will be available to him or her.

The 1998-99 budget also contemplates the need to provide central direction for those functions that are not currently being coordinated but which impact all campuses of the University. Academic affairs and the development of new course offerings that take advantage of both the location and resources of individual campuses can only be pursued if there is an individual with the time and energy to develop these new offerings. Because this person must be intimately familiar with the current array of academic offerings, and because this person must have the confidence of the campuses and their faculties, it is almost essential that this person come from within the ranks of Antioch faculty leaders.

A second area where there is need for additional coordination is financial aid. In the past 18 months the Central Administration has coordinated a review of our financial aid practices and worked with the campuses to recognize and correct the most serious problems. However, there is need for on-going coordination and education of our financial aid staff, and this can be provided only by having an individual who is knowledgeable of financial aid requirements and practices and who has the time to share that knowledge with his or her colleagues on a regular basis. Again, this person needs to have the confidence and respect of the financial aid directors of the campuses and have considerable knowledge of the financial aid operations at each Antioch location. For these reasons, it is almost essential that the individual be a financial aid professional from one of the Antioch institutions.

The Five-Year Plan describes a number of computer and facility projects that need to be pursued in the next several years. Funding has been included in the 1998-99 budget to cover some of these projects and others will be funded as money can be identified within the existing budget. All of these plans presume that we will not experience any unanticipated problems of a significant nature, but if problems occur, we will have to divert resources to the most critical needs.

At the moment, our investigative efforts have not revealed any computer problems associated with the turn of the Century. These so-called Year Two Thousand (Y2K) problems occur because many older computer systems did not use four digits to define the year, but only used the last two digits. In these systems, 1998 is designated as "98" and these machines cannot tell if "00" means 1900 or 2000. Fortunately, our conversion to the Datatel System means that our primary administrative system is not subject to Y2K disruption. We have been given assurances that the telephone system serving units in Yellow Springs does not have a Y2K problem (although it does have a Y3K problem), but the voice mail system will not function beyond December 31, 1999. The manufacturer of this equipment is working on either a "fix" for the existing equipment or will propose a significant trade-in for new equipment that does not have the Y2K problem. No funds have been budgeted at this time for new voice mail equipment because we believe that this equipment will not be needed until 1999-00. Other campuses are in the process of evaluating their Y2K exposure and the Central Administration will continue to assist with this examination.

Glenn Watts
Vice Chancellor and CFO

University Administration

1998-99 Proposed Budget Summary by Function

	1995-96 Actual	1996-97 Actual	1997-98 Budget	1997-98 Projected	Change From 1997-98 Budget to 1997-98 Projected $	%	Proposed 1998-99 Budget	Change From 1997-98 Proj to 1998-99 Budget $	%	Change From 1997-98 Budget to 1998-99 Budget $	%
Revenues											
Tuition & Fees	0	0	0	0	0		***0***	0		0	
Less Tuition Discounts	0	0	0	0	0		***0***	0		0	
Gifts	17,545	21,952	19,500	38,198	18,698	95.89%	***20,000***	-18,198	-47.64%	500	2.56%
Grants	0	0	0	0	0		***0***	0		0	
Endowment Income	0	0	0	0	0		***0***	0		0	
Contracts	0	0	0	0	0		***0***	0		0	
Other Income	-7,926	3	0	0	0		***0***	0		0	
Total E&G Revenue	9,619	21,955	19,500	38,198	18,698	95.89%	***20,000***	-18,198	-47.64%	500	2.56%
Auxiliary Enterprises	0	0	0	0	0		***0***	0		0	
Released From Restrictions	96,509	0	0	0	0		***34,408***	34,408		34,408	
Total Revenues	106,128	21,955	19,500	38,198	18,698	95.89%	***54,408***	16,210	42.44%	34,908	179.02%
Net Overhead for Central Operations	1,788,568	1,897,839	1,791,471	1,775,095	-16,376	-0.91%	***1,992,519***	217,424	12.25%	201,048	11.22%
Operating Expenses											
Instruction	-49,654	0	0	0	0		***0***	0		0	
Research	0	0	0	0	0		***0***	0		0	
Public Service	0	0	0	0	0		***0***	0		0	
Academic Support	152,629	0	0	0	0		***0***	0		0	
Student Services	114,895	112,225	113,895	115,979	2,084	1.83%	***115,401***	-578	-0.50%	1,506	1.32%
Institutional Support	1,672,177	1,749,883	1,602,076	1,646,566	44,490	2.78%	***1,856,126***	209,560	12.73%	254,050	15.86%
Plant Maintenance	0	0	0	0	0		***0***	0		0	
Scholarships	0	0	0	0	0		***0***	0		0	
Total E&G Expenses	1,890,047	1,862,108	1,715,971	1,762,545	46,574	2.71%	***1,971,527***	208,982	11.86%	255,556	14.89%
Auxiliary Enterprises	0	0	0	0	0		***0***	0		0	
Total Operating Expenses	1,890,047	1,862,108	1,715,971	1,762,545	46,574	2.71%	***1,971,527***	208,982	11.86%	255,556	14.89%
Excess Revenue over Expenses	4,649	57,686	95,000	50,748	-44,252	-46.58%	***75,400***	24,652	48.58%	-19,600	-20.63%
Annual Budget Conversion to Cash basis											
Capital Expenditures	143,306	57,686	95,000	50,748	-44,252	-46.58%	***75,400***	24,652	48.58%	-19,600	-20.63%
Borrowing Proceeds	0	0	0	0	0		***0***	0		0	
Principal Payments	0	0	0	0	0		***0***	0		0	
Prior Year Reserves	0	0	0	0	0		***0***	0		0	
Add back Depreciation	0	0	0	0	0		***0***	0		0	
Total Cash Items	143,306	57,686	95,000	50,748	-44,252	-46.58%	***75,400***	24,652	48.58%	-19,600	-20.63%
Net Cash Basis Budget	-138,657	0	0	0	0		***0***	0	-100.00%	0	

University Administration

1998-99 Proposed Budget Summary by Category

	1995-96 Actual	1996-97 Actual	1997-98 Budget	1997-98 Projected	Change From 1997-98 Budget to 1997-98 Projected $	Change From 1997-98 Budget to 1997-98 Projected %	Proposed 1998-99 Budget	Change From 1997-98 Proj to 1998-99 Budget $	Change From 1997-98 Proj to 1998-99 Budget %	Change From 1997-98 Budget to 1998-99 Budget $	Change From 1997-98 Budget to 1998-99 Budget %
Revenues	1,894,696	1,919,794	1,810,971	1,813,293	2,322	0.13%	***2,046,927***	233,634	12.88%	235,956	13.03%
Operating Expenses											
Salaries & Wages	641,902	707,049	909,128	943,594	34,466	3.79%	***1,070,104***	126,510	13.41%	160,976	17.71%
Benefits	152,747	215,437	254,112	261,941	7,829	3.08%	***314,914***	52,973	20.22%	60,802	23.93%
Training & Development	184,120	186,660	159,500	181,802	22,302	13.98%	***190,500***	8,698	4.78%	31,000	19.44%
Student Aid Services	0	0	0	0	0		***0***	0		0	
Special Events	938	2,061	2,000	0	-2,000	-100.00%	***2,000***	2,000		0	0.00%
Supplies	28,924	29,916	40,075	16,829	-23,246	-58.01%	***37,200***	20,371	121.05%	-2,875	-7.17%
Business Operations	673,847	517,193	123,300	136,368	13,068	10.60%	***97,875***	-38,493	-28.23%	-25,425	-20.62%
Plant Maintenance	197,506	190,904	166,456	206,063	39,607	23.79%	***151,434***	-54,629	-26.51%	-15,022	-9.02%
Interest Expense	25	370	100	0	-100	-100.00%	***0***	0		-100	-100.00%
Resale Costs	0	0	0	0	0		***0***	0		0	
Miscellaneous	3,098	2,846	2,200	8,929	6,729	305.87%	***4,000***	-4,929	-55.20%	1,800	81.82%
Contingency/Reserves											
Campus Contingency, Mandatory	0	0	0	0	0		***0***	0		0	
Campus Program Contingency, Discretionary	0	0	50,000	0	-50,000	-100.00%	***103,500***	103,500		53,500	107.00%
Liquidity Reserve	0	0	0	0	0		***0***	0		0	
Overhead								0		0	
To the University	0	0	0	0	0		***0***	0		0	
Rebates from the University	0	0	0	0	0		***0***	0		0	
Subsidy from Adult Campuses	0	0	0	0	0		***0***	0		0	
Subsidy from Overhead	0	0	0	0	0		***0***	0		0	
Other (Intercampus Agree & Univ Conf)	6,940	9,672	9,100	7,020	-2,080	-22.86%	***0***	-7,020	-100.00%	-9,100	-100.00%
Depreciation	0	0	0	0	0		***0***	0		0	
Total Operating Expenses	1,890,047	1,862,108	1,715,971	1,762,545	46,574	2.71%	***1,971,527***	208,982	11.86%	255,556	14.89%
Excess Revenue over Expenses	4,649	57,686	95,000	50,748	-44,252	-46.58%	***75,400***	24,652	48.58%	-19,600	-20.63%
Annual Budget Conversion to Cash Basis											
Capital Expenditures	143,306	57,686	95,000	50,748	-44,252	-46.58%	***75,400***	24,652	48.58%	-19,600	-20.63%
Borrowing Proceeds	0	0	0	0	0		***0***	0		0	
Principal Payments	0	0	0	0	0		***0***	0		0	
Prior Year Reserves	0	0	0	0	0		***0***	0		0	
Add Back Depreciation	0	0	0	0	0		***0***	0		0	
Total Cash Items	143,306	57,686	95,000	50,748	-44,252	-46.58%	***75,400***	24,652	48.58%	-19,600	-20.63%
Net Cash Basis Budget	-138,657	0	0	0	0		***0***	0	-100.00%	0	

UNIVERSITY CENTRAL ADMINISTRATION

1998-99 Capital Budget

Land	**Amount**
Buildings	**Amount**
Total Buildings	0
Building Improvements	**Amount**
Kettering Blg Awning Repair	10,500
Kettering Bldg Brick Repair	800
Total Building Improvements	11,300
Equipment	**Amount**
Replace Datatel Server	13,000
Increase Datatel User License	23,000
Student Loan Terminals	8,900
PC's and Printer	13,000
Upgrade Dial In Server	6,200
Total Equipment	64,100
Furniture & Fixtures	**Amount**
Total Furniture & Fixtures	0
Library Books	**Amount**
Grand Total Capital Budget	**75,400**
	========

GLEN HELEN
1998-99 PROPOSED BUDGET

I. Background and Program Information:

Glen Helen Nature Preserve is a 1,000-acre land laboratory and environmental education facility owned by Antioch University and operated under the umbrella of Antioch College. A gift of Antioch alumnus High Taylor Birch, this land resource has been utilized by the College to provide educational programs to an audience beyond the residential campus. Since 1952, more than 1.5 million people have been touched by these educational services. In addition, the nature preserve is open to the public, as it has been since its inception in the 1920s (and for decades prior to that).

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. Its main administrative offices are located in the Glen Helen Building. Components of the Institute include:

- Glen Helen Nature Preserve--the 1,000 acre nature preserve;
- Glen Helen Outdoor Education Center--a year-round environmental education facility for children;
- Glen Helen Raptor Center--a facility providing educational programs focusing on birds of prey;
- Trailside Museum and Visitor Center--the gateway to Glen Helen offering interpretive displays; and
- The Glen Helen Association--a "friends" group of the Institute with 700 members.

Program Impact data for the year shows:

- 12,000 elementary and secondary students served on and off-site, representing 97 schools in 30 school districts from 14 counties;
- 11,900 people in 57 environmental and civic groups served on and off-site in 6 counties;
- 32,000 visitors to educational facilities;

In addition, an estimated 75,000 visitors come to Glen Helen. These are people not otherwise being served by educational programs offered by the Institute.

II. Financial Information

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

- Rebuild and renew the aging physical plant, including 15 buildings and 2 barns.
- Strengthen educational programs and create new ones which address pressing environmental issues.
- Restore areas of the preserve damaged by decades of high volume recreational use.
- Manage future recreational use, and increase monetary support for the public use of Glen Helen.
- Increase and diversify the funding base to keep pace with expanding operational needs.

The 1998-99 budget reflects initiatives and strategies that the Board of Overseers and staff will implement as they address the critical issues and continue to position the Institute as Antioch's *regional environmental education center, the mission of which includes the creation of new models for pursuing the interdependent goals of environmental and human well being.*

The Board of Overseers approved the following specific planning objectives for creating the 1998-99 budget:

- Continue to develop and implement the vision, mission, and plan for the Glen Helen Ecology Institute with a focus on Master Planning and the support of Master Planning;
- Continue to establish and strengthen the fund development program both directly and by focusing other areas of the operation on support of development;
- Maintain operations at 1997-98 levels with slight incremental adjustments;
- Support specific priorities articulated in the Strategic Plan approved July 1996;
- Continue to integrate the existing Glen Helen Ecology Institute programs and operations, maintaining full enrollments in fee-based program operations; and

- Maintain and improve selected areas of Glen Helen Nature Preserve and other physical facilities.

The Institute has engaged a consultant in ecological design to assist in developing a Master Plan which will be proposed to the Trustees for approval. This process, which began in July 1997, has engaged a cross-section of over 50 people: environmental professionals, Antioch College faculty and students, other area colleges, teachers and clients, and area governments. Its overall focus is on the educational use of Glen Helen.

Also in 1998-99, the fund development program initiated in the latter half of 1996-97 will continue to be implemented under the direction of a full-time Director of Development. A Development Specialist will be added to operationalize the next phase of the Development Plan to increase contributions and grants. Contributions and grants income for the Ecology Institute has 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	Gifts	Grants	Total
95-96	63,474	2,000	65,474
96-97	150,499	23,606	174,105
97-98 (projected)	157,000	35,000	192,000
98-99 (proposed)	210,000	132,000	342,000

Earned income from programs will comprise 53% of the total proposed revenues for 1998-99 of $830,736, up 6.03% from budgeted 1997-98. The 1998-99 budget reflects a 7.13% increase in program fees, and a program calendar similar to 1997-98: there are no significant changes in program offerings, structure, or format.

Rick Flood
Executive Director

Glen Helen

1998-99 Proposed Budget Summary by Function

	1995-96 Actual	1996-97 Actual	1997-98 Budget	1997-98 Projected	Change From 1997-98 Budget to 1997-98 Projected $	%	Proposed 1998-99 Budget	Change From 1997-98 Proj to 1998-99 Budget $	%	Change From 1997-98 Budget to 1998-99 Budget $	%
Revenues											
Tuition & Fees	118,886	116,989	128,425	127,583	-842	-0.66%	***137,586***	10,003	7.84%	9,161	7.13%
Less Tuition Discounts	0	0	0	0	0		***0***	0		0	
Gifts	63,474	150,499	212,000	157,000	-55,000	-25.94%	***210,000***	53,000	33.76%	-2,000	-0.94%
Grants	2,000	23,606	38,000	35,000	-3,000	-7.89%	***132,000***	97,000	277.14%	94,000	247.37%
Endowment Income	42,000	42,000	42,000	42,000	0	0.00%	***42,000***	0	0.00%	0	0.00%
Contracts	11,876	12,198	9,800	11,664	1,864	19.02%	***12,400***	736	6.31%	2,600	26.53%
Other Income	4,150	3,983	3,521	7,703	4,182	118.77%	***1,643***	-6,060	-78.67%	-1,878	-53.34%
Total E&G Revenue	242,386	349,275	433,746	380,950	-52,796	-12.17%	***535,629***	154,679	40.60%	101,883	23.49%
Auxiliary Enterprises	267,533	262,676	263,022	257,973	-5,049	-1.92%	***280,926***	22,953	8.90%	17,904	6.81%
Released From Restrictions	57,449	63,130	0	15,840	15,840		***14,181***	-1,659	-10.47%	14,181	
Total Revenues	567,368	675,081	696,768	654,763	-42,005	-6.03%	***830,736***	175,973	26.88%	133,968	19.23%
Operating Expenses											
Instruction	0	0	0	0	0		***0***	0		0	
Research	0	0	0	0	0		***0***	0		0	
Public Service	555,976	656,036	685,767	689,324	3,557	0.52%	***820,236***	130,912	18.99%	134,469	19.61%
Academic Support	0	0	0	0	0		***0***	0		0	
Student Services	0	0	0	0	0		***0***	0		0	
Institutional Support	0	0	0	0	0		***0***	0		0	
Plant Maintenance	0	0	0	0	0		***0***	0		0	
Scholarships	0	0	0	0	0		***0***	0		0	
Total E&G Expenses	555,976	656,036	685,767	689,324	3,557	0.52%	***820,236***	130,912	18.99%	134,469	19.61%
Auxiliary Enterprises	0	0	0	0	0		***0***	0		0	
Total Operating Expenses	555,976	656,036	685,767	689,324	3,557	0.52%	***820,236***	130,912	18.99%	134,469	19.61%
Excess Revenue over Expenses	11,392	19,045	11,001	-34,561	-45,562	-414.16%	***10,500***	45,061	130.38%	-501	-4.55%
Annual Budget Conversion to Cash basis											
Capital Expenditures	10,522	14,589	11,001	11,955	954	8.67%	***10,500***	-1,455	-12.17%	-501	-4.55%
Borrowing Proceeds	0	0	0	0	0		***0***	0		0	
Principal Payments	0	0	0	0	0		***0***	0		0	
Prior Year Reserves	0	0	0	0	0		***0***	0		0	
Add back Depreciation	0	0	0	0	0		***0***	0		0	
Total Cash Items	10,522	14,589	11,001	11,955	954	8.67%	***10,500***	-1,455	-12.17%	-501	-4.55%
Net Cash Basis Budget	870	4,456	0	-46,516	-46,516		***0***	46,516	100.00%	0	

Glen Helen

1998-99 Proposed Budget Summary by Category

	1995-96 Actual	1996-97 Actual	1997-98 Budget	1997-98 Projected	Change From 1997-98 Budget to 1997-98 Projected $	%	Proposed 1998-99 Budget	Change From 1997-98 Proj to 1998-99 Budget $	%	Change From 1997-98 Budget to 1998-99 Budget $	%
Revenues	567,368	675,081	696,768	654,763	-42,005	-6.03%	***830,736***	175,973	26.88%	133,968	19.23%
Operating Expenses											
Salaries & Wages	274,183	322,113	345,337	338,479	-6,858	-1.99%	***382,732***	44,253	13.07%	37,395	10.83%
Benefits	99,407	117,292	127,179	120,009	-7,170	-5.64%	***134,256***	14,247	11.87%	7,077	5.56%
Training & Development	2,441	4,580	9,010	12,040	3,030	33.63%	***10,700***	-1,340	-11.13%	1,690	18.76%
Student Aid Services	0	0	0	0	0		***0***	0		0	
Special Events	0	0	0	0	0		***0***	0		0	
Supplies	55,237	61,535	58,850	60,135	1,285	2.18%	***62,605***	2,470	4.11%	3,755	6.38%
Business Operations	17,312	18,560	29,511	49,186	19,675	66.67%	***71,684***	22,498	45.74%	42,173	142.91%
Plant Maintenance	96,996	123,574	89,900	99,200	9,300	10.34%	***116,414***	17,214	17.35%	26,514	29.49%
Interest Expense	184	234	180	98	-82	-45.56%	***0***	-98	-100.00%	-180	-100.00%
Resale Costs	8,891	7,919	8,500	8,000	-500	-5.88%	***8,500***	500	6.25%	0	0.00%
Miscellaneous	1,325	229	2,300	2,177	-123	-5.35%	***18,345***	16,168	742.67%	16,045	697.61%
Contingency/Reserves											
Campus Contingency, Mandatory	0	0	0	0	0		***0***	0		0	
Campus Program Contingency, Discretionary	0	0	15,000	0	-15,000	-100.00%	***15,000***	15,000		0	0.00%
Liquidity Reserve	0	0	0	0	0		***0***	0		0	
Overhead											
To the University	0	0	0	0	0		***0***	0		0	
Rebates from the University	0	0	0	0	0		***0***	0		0	
Subsidy from Adult Campuses	0	0	0	0	0		***0***	0		0	
Subsidy from Overhead	0	0	0	0	0		***0***	0		0	
Other (Intercampus Agree & Univ Conf)	0	0	0	0	0		***0***	0		0	
Depreciation	0	0	0	0	0		***0***	0		0	
Total Operating Expenses	555,976	656,036	685,767	689,324	3,557	0.52%	***820,236***	130,912	18.99%	134,469	19.61%
Excess Revenue over Expenses	11,392	19,045	11,001	-34,561	-45,562	-414.16%	***10,500***	45,061	130.38%	-501	-4.55%
Annual Budget Conversion to Cash Basis											
Capital Expenditures	10,522	14,589	11,001	11,955	954	8.67%	***10,500***	-1,455	-12.17%	-501	-4.55%
Borrowing Proceeds	0	0	0	0	0		***0***	0		0	
Principal Payments	0	0	0	0	0		***0***	0		0	
Prior Year Reserves	0	0	0	0	0		***0***	0		0	
Add Back Depreciation	0	0	0	0	0		***0***	0		0	
Total Cash Items	10,522	14,589	11,001	11,955	954	8.67%	***10,500***	-1,455	-12.17%	-501	-4.55%
Net Cash Basis Budget	870	4,456	0	-46,516	-46,516		***0***	46,516	100.00%	0	

GLEN HELEN
1998-99 Capital Budget

Buildings	**Amount**
Total Buildings	0
Building Improvements	**Amount**
Total Building Improvements	0
Equipment	**Amount**
Computer Equipment	2,500
Raptor Center Cages	8,000
Total Equipment	10,500
Furniture & Fixtures	**Amount**
Total Furniture & Fixtures	0
Library Books	
Grand Total Capital Budget	**10,500**
	========

THE ANTIOCH REVIEW
1998-99 PROPOSED BUDGET

The *Antioch Review* is a quarterly journal that is budgeted and operated through the University. It has been given editorial independence, and an Editorial Board maintains the literary quality of the journal. Responsibility for the management of the Review has been assigned 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, lowering author fees, and other cost cutting measures. The Review expects to end 1997-98 with a balanced budget because of several substantial gifts and we also expect to end 1998-99 with a balanced budget, in part, because of increased fundraising activities.

We have received news that the National Endowment for the Arts awarded the *Review* a $5,000 grant for a special issue on the impact of jazz on American and international culture. Grants of this kind are critical to our mission.

Numerous *Review* authors won numerous awards and received other recognition in 1997-98. The most notable was the inclusion of Edith Pearlman's "Chance" in *The Best American Short Stories 1998* edited by Garrison Keillor.

Robert S. Fogarty
Editor

Antioch Review

1998-99 Proposed Budget Summary by Function

	1995-96 Actual	1996-97 Actual	1997-98 Budget	1997-98 Projected	Change From 1997-98 Budget to 1997-98 Projected $	%	Proposed 1998-99 Budget	Change From 1997-98 Proj to 1998-99 Budget $	%	Change From 1997-98 Budget to 1998-99 Budget $	%
Revenues											
Tuition & Fees	0	0	0	0	0		0	0		0	
Less Tuition Discounts	0	0	0	0	0		0	0		0	
Gifts	33,435	17,085	23,580	13,000	-10,580	-44.87%	31,181	18,181	139.85%	7,601	32.23%
Grants	500	1,077	1,230	1,230	0	0.00%	2,957	1,727	140.41%	1,727	140.41%
Endowment Income	9,185	9,483	9,200	12,000	2,800	30.43%	11,700	-300	-2.50%	2,500	27.17%
Contracts	0	0	0	0	0		0	0		0	
Other Income	4,048	6,917	3,500	5,242	1,742	49.77%	5,400	158	3.01%	1,900	54.29%
Total E&G Revenue	47,168	34,562	37,510	31,472	-6,038	-16.10%	51,238	19,766	62.81%	13,728	36.60%
Auxiliary Enterprises	55,834	52,273	58,500	55,600	-2,900	-4.96%	53,800	-1,800	-3.24%	-4,700	-8.03%
Released From Restrictions	0	15,597	10,225	16,608	6,383	62.43%		-16,608	-100.00%	-10,225	-100.00%
Total Revenues	103,002	102,432	106,235	103,680	-2,555	-2.41%	105,038	1,358	1.31%	-1,197	-1.13%
Operating Expenses											
Instruction	0	0	0	0	0		0	0		0	
Research	0	0	0	0	0		0	0		0	
Public Service	92,399	102,390	106,235	103,680	-2,555	-2.41%	105,038	1,358	1.31%	-1,197	-1.13%
Academic Support	0	0	0	0	0		0	0		0	
Student Services	0	0	0	0	0		0	0		0	
Institutional Support	0	0	0	0	0		0	0		0	
Plant Maintenance	0	0	0	0	0		0	0		0	
Scholarships	0	0	0	0	0		0	0		0	
Total E&G Expenses	92,399	102,390	106,235	103,680	-2,555	-2.41%	105,038	1,358	1.31%	-1,197	-1.13%
Auxiliary Enterprises	0	0	0	0	0		0	0		0	
Total Operating Expenses	92,399	102,390	106,235	103,680	-2,555	-2.41%	105,038	1,358	1.31%	-1,197	-1.13%
Excess Revenue over Expenses	10,603	42	0	0	0		0	0		0	
Annual Budget Conversion to Cash basis											
Capital Expenditures	3,735	0	0	0	0		0	0		0	
Borrowing Proceeds	0	0	0	0	0		0	0		0	
Principal Payments	0	0	0	0	0		0	0		0	
Prior Year Reserves	0	0	0	0	0		0	0		0	
Add back Depreciation	0	0	0	0	0		0	0		0	
Total Cash Items	3,735	0	0	0	0		0	0		0	
Net Cash Basis Budget	6,868	42	0	0	0		0	0		0	

Antioch Review

1998-99 Proposed Budget Summary by Category

	1995-96 Actual	1996-97 Actual	1997-98 Budget	1997-98 Projected	Change From 1997-98 Budget to 1997-98 Projected $	Change From 1997-98 Budget to 1997-98 Projected %	Proposed 1998-99 Budget	Change From 1997-98 Proj to 1998-99 Budget $	Change From 1997-98 Proj to 1998-99 Budget %	Change From 1997-98 Budget to 1998-99 Budget $	Change From 1997-98 Budget to 1998-99 Budget %
Revenues	103,002	102,432	106,235	103,680	-2,555	-2.41%	***105,038***	1,358	1.31%	-1,197	-1.13%
Operating Expenses											
Salaries & Wages	26,772	30,228	31,522	30,426	-1,096	-3.48%	***31,439***	1,013	3.33%	-83	-0.26%
Benefits	16,318	17,781	17,368	17,171	-197	-1.14%	***14,639***	-2,532	-14.74%	-2,729	-15.71%
Training & Development	0	879	0	850	850		***650***	-200	-23.53%	650	
Student Aid Services	0	0	0	0	0		***0***	0		0	
Special Events	0	251	0	0	0		***0***	0		0	
Supplies	-2,709	-2,760	460	-2,700	-3,160	-686.96%	***500***	3,200	118.52%	40	8.70%
Business Operations	47,677	51,285	52,485	53,908	1,423	2.71%	***53,360***	-548	-1.02%	875	1.67%
Plant Maintenance	0	39	50	110	60	120.00%	***100***	-10	-9.09%	50	100.00%
Interest Expense	0	0	0	0	0		***0***	0		0	
Resale Costs	0	0	0	0	0		***0***	0		0	
Miscellaneous	0	307	0	0	0		***0***	0		0	
Contingency/Reserves											
Campus Contingency, Mandatory	0	0	0	0	0		***0***	0		0	
Campus Program Contingency, Discretionary	0	0	0	0	0		***0***	0		0	
Liquidity Reserve	0	0	0	0	0		***0***	0		0	
Overhead											
To the University	0	0	0	0	0		***0***	0		0	
Rebates from the University	0	0	0	0	0		***0***	0		0	
Subsidy from Adult Campuses	0	0	0	0	0		***0***	0		0	
Subsidy from Overhead	0	0	0	0	0		***0***	0		0	
Other (Intercampus Agree & Univ Conf)	4,341	4,380	4,350	3,916	-434	-9.99%	***4,350***	434	11.09%	0	0.00%
Depreciation	0	0	0	0	0		***0***	0		0	
Total Operating Expenses	92,399	102,390	106,235	103,680	-2,555	-2.40%	***105,038***	1,358	1.31%	-1,197	-1.13%
Excess Revenue over Expenses	10,603	42	0	0	0		***0***	0	-100.00%	0	
Annual Budget Conversion to Cash Basis											
Capital Expenditures	3,735	0	0	0	0		***0***	0		0	
Borrowing Proceeds	0	0	0	0	0		***0***	0		0	
Principal Payments	0	0	0	0	0		***0***	0		0	
Prior Year Reserves	0	0	0	0	0		***0***	0		0	
Add Back Depreciation	0	0	0	0	0		***0***	0		0	
Total Cash Items	3,735	0	0	0	0		***0***	0		0	
Net Cash Basis Budget	6,868	42	0	0	0		***0***	0	-100.00%	0	

WYSO RADIO
1998-99 PROPOSED BUDGET

I. 1997-98 Accomplishments and Challenges

WYSO is the primary National Public Radio affiliate for the Miami Valley. WYSO provides National Public Radio (NPR), Public Radio International (PRI) and Pacifica network services, in addition to locally produced programming, for Dayton, Springfield, and the Miami Valley. The station is celebrating its 40th anniversary this year.

This has been a difficult year for the station. The year began with the resignation of the newly-hired General Manager and the station was again without a permanent leader. Through the efforts of volunteers and dedicated staff the station continued to make progress in fulfilling its mission and several significant accomplishments were realized:

- The program line-up was materially improved and made more coherent, although the changes were not without controversy.
- The Station began 24-hour per day broadcasting with the addition of overnight programming from the British Broadcasting Service.
- The station program guide was revised and reformatted to provide more useful information to listeners.
- A new WEB site for the station was created and put on line (www.wyso.org).
- The Development Director position was filled and the person has produced significant revenue increases.
- A new logo was adopted that reflects the changes that have occurred at the station over the last several years.

As the public radio service of Antioch University, WYSO continued to make public service announcements aimed at increasing awareness of the program offerings of the College and the McGregor School. Listener demographic studies have shown that the WYSO audience is above average in education and income, and contains the kinds of people who are like to be attracted to the programs of the College and McGregor.

II. The 1997-98 Budget

The fall membership campaign was a major success, although the spring campaign suffered from technical difficulties with our 800 number that prevented many callers from reaching our pledge volunteers. Overall, gift revenue is expected to be $19,421 or 8.16% greater than was budgeted. Grant support from the Ohio Educational Telecommunications Network Commission (OETNC) was expected to decrease, but actually increased and helped bring the Grants Revenue in at 6.95% above budget. Unfortunately, the reduction in OETNC income will materialize next year and we are projecting a $7,027 reduction from the 1997-98 Grants level. The grant from the Corporation for Public Broadcasting has been reduced to $54,689 and further reductions are expected in 1998-99.

Other income is primarily derived from corporate and commercial underwriting of network and local programming. The 1998-99 budget shows a near 80% increase in the amount of Other Income that is expected over what we received in 1997-98. Optimism about our ability to produce this revenue is based on the success of our Development Director who has shown considerable skill in attracting new contracts for WYSO. However, if this additional underwriting revenue does not appear, the station will reduce Plant Maintenance and other expenses to insure the budget will balance. In summary, the income for WYSO in 1998-99 will come from the following sources:

Listener support and other gifts	285,000
Corporation for Public Broadcasting	54,689
Ohio Educational Telecommunications Network	37,073
Underwriting	140,000
TOTAL	$516,762

The two largest expenses for WYSO are staff salaries and membership fees paid to news and programming services such as NPR, PRI, and Pacifica. WYSO has critical needs for new equipment and upgrades to its physical and electronic plant. The transmitter shack does not currently have adequate air conditioning and a phased project will allow the installation of new air conditioning equipment if the budget permits. This equipment will cost approximately $18,000 and the purchase and installation will probably be spread over two fiscal years. The Station also needs to secure a reliable back-up transmitter so that service can be maintained when the primary transmitter fails.

WYSO also needs to investigate how the national conversion to digital broadcasting will affect the station. Congress has made it clear that the Nation's radio services will go digital in the next few years, but many of the details concerning how this is to happen have not been developed. At a minimum, WYSO will need to purchase a new digital transmitter and a considerable amount of studio support equipment. In order to meet these needs, a capital campaign to benefit the station will be required.

Anne Williams
Interim General Manager

WYSO

1998-99 Proposed Budget Summary by Function

	1995-96 Actual	1996-97 Actual	1997-98 Budget	1997-98 Projected	Change From 1997-98 Budget to 1997-98 Projected $	Change From 1997-98 Budget to 1997-98 Projected %	Proposed 1998-99 Budget	Change From 1997-98 Proj to 1998-99 Budget $	Change From 1997-98 Proj to 1998-99 Budget %	Change From 1997-98 Budget to 1998-99 Budget $	Change From 1997-98 Budget to 1998-99 Budget %
Revenues											
Tuition & Fees	0	0	0	0	0		***0***	0		0	
Less Tuition Discounts	0	0	0	0	0		***0***	0		0	
Gifts	247,577	209,207	237,872	257,293	19,421	8.16%	***285,000***	27,707	10.77%	47,128	19.81%
Grants	129,314	106,916	98,789	105,650	6,861	6.95%	***91,762***	-13,888	-13.15%	-7,027	-7.11%
Endowment Income	0	0	0	0	0		***0***	0		0	
Contracts	0	0	0	0	0		***0***	0		0	
Other Income	21,540	102,124	124,777	77,811	-46,966	-37.64%	***140,000***	62,189	79.92%	15,223	12.20%
Total E&G Revenue	398,431	418,247	461,438	440,754	-20,684	-4.48%	***516,762***	76,008	17.24%	55,324	11.99%
Auxiliary Enterprises	0	0	0	0	0		***0***	0		0	
Released From Restrictions	7,211	11,189	0	0	0		***0***	0		0	
Total Revenues	405,642	429,436	461,438	440,754	-20,684	-4.48%	***516,762***	76,008	17.24%	55,324	11.99%
Operating Expenses											
Instruction	0	0	0	0	0		***0***	0		0	
Research	0	0	0	0	0		***0***	0		0	
Public Service	406,917	427,357	442,836	425,323	-17,513	-3.95%	***501,714***	76,391	17.96%	58,878	13.30%
Academic Support	0	0	0	0	0		***0***	0		0	
Student Services	0	0	0	0	0		***0***	0		0	
Institutional Support	0	0	0	0	0		***0***	0		0	
Plant Maintenance	0	0	0	0	0		***0***	0		0	
Scholarships	0	0	0	0	0		***0***	0		0	
Total E&G Expenses	406,917	427,357	442,836	425,323	-17,513	-3.95%	***501,714***	76,391	17.96%	58,878	13.30%
Auxiliary Enterprises	0	0	0	0	0		***0***	0		0	
Total Operating Expenses	406,917	427,357	442,836	425,323	-17,513	-3.95%	***501,714***	76,391	17.96%	58,878	13.30%
Excess Revenue over Expenses	-1,275	2,079	18,602	15,431	-3,171	-17.05%	***15,048***	-383	-2.48%	-3,554	-19.11%
Annual Budget Conversion to Cash basis											
Capital Expenditures	18,878	0	7,000	0	-7,000	-100.00%	***0***	0		-7,000	-100.00%
Borrowing Proceeds	0	0	0	0	0		***0***	0		0	
Principal Payments	11,653	12,396	11,602	14,534	2,932	25.27%	***15,048***	514	3.54%	3,446	29.70%
Prior Year Reserves	0	0	0	0	0		***0***	0		0	
Add back Depreciation	0	0	0	0	0		***0***	0		0	
Total Cash Items	30,531	12,396	18,602	14,534	-4,068	-21.87%	***15,048***	514	3.54%	-3,554	-19.11%
Net Cash Basis Budget	-31,806	-10,317	0	897	897		***0***	-897	-100.00%	0	

WYSO

1998-99 Proposed Budget Summary by Category

	1995-96 Actual	1996-97 Actual	1997-98 Budget	1997-98 Projected	Change From 1997-98 Budget to 1997-98 Projected $	%	Proposed 1998-99 Budget	Change From 1997-98 Proj to 1998-99 Budget $	%	Change From 1997-98 Budget to 1998-99 Budget $	%
Revenues	405,642	429,436	461,438	440,754	-20,684	-4.48%	***516,762***	76,008	17.24%	55,324	11.99%
Operating Expenses											
Salaries & Wages	128,640	111,101	143,312	158,775	15,463	10.79%	***200,160***	41,385	26.07%	56,848	39.67%
Benefits	49,639	37,677	57,907	49,966	-7,941	-13.71%	***62,611***	12,645	25.31%	4,704	8.12%
Training & Development	3,915	4,276	3,700	2,747	-953	-25.76%	***8,700***	5,953	216.71%	5,000	135.14%
Student Aid Services	0	0	0	0	0		***0***	0		0	
Special Events	735	0	0	0	0		***0***	0		0	
Supplies	4,479	5,936	7,300	4,218	-3,082	-42.22%	***4,700***	482	11.43%	-2,600	-35.62%
Business Operations	131,906	146,301	161,275	150,307	-10,968	-6.80%	***147,980***	-2,327	-1.55%	-13,295	-8.24%
Plant Maintenance	57,431	48,190	44,500	35,703	-8,797	-19.77%	***53,879***	18,176	50.91%	9,379	21.08%
Interest Expense	15,152	15,057	14,180	14,141	-39	-0.28%	***13,200***	-941	-6.65%	-980	-6.91%
Resale Costs	0	0	0	0	0		***0***	0		0	
Miscellaneous	4,534	48,367	178	30	-148	-83.15%	***0***	-30	-100.00%	-178	-100.00%
Contingency/Reserves											
Campus Contingency, Mandatory	0	0	0	0	0		***0***	0		0	
Campus Program Contingency, Discretionary	0	0	0	0	0		***0***	0		0	
Liquidity Reserve	0	0	0	0	0		***0***	0		0	
Overhead											
To the University	0	0	0	0	0		***0***	0		0	
Rebates from the University	0	0	0	0	0		***0***	0		0	
Subsidy from Adult Campuses	0	0	0	0	0		***0***	0		0	
Subsidy from Overhead	0	0	0	0	0		***0***	0		0	
Other (Intercampus Agree & Univ Conf)	10,486	10,452	10,484	9,436	-1,048	-10.00%	***10,484***	1,048	11.11%	0	0.00%
Depreciation	0	0	0	0	0		***0***	0		0	
Total Operating Expenses	406,917	427,357	442,836	425,323	-17,513	-3.95%	***501,714***	76,391	17.96%	58,878	13.30%
Excess Revenue over Expenses	-1,275	2,079	18,602	15,431	-3,171	-17.04%	***15,048***	-383	-2.48%	-3,554	-19.11%
Annual Budget Conversion to Cash Basis											
Capital Expenditures	18,878	0	7,000	0	-7,000	-100.00%	***0***	0		-7,000	-100.00%
Borrowing Proceeds	0	0	0	0	0		***0***	0		0	
Principal Payments	11,653	12,396	11,602	14,534	2,932	25.27%	***15,048***	514	3.54%	3,446	29.70%
Prior Year Reserves	0	0	0	0	0		***0***	0		0	
Add Back Depreciation	0	0	0	0	0		***0***	0		0	
Total Cash Items	30,531	12,396	18,602	14,534	-4,068	-21.87%	***15,048***	514	3.54%	-3,554	-19.11%
Net Cash Basis Budget	-31,806	-10,317	0	897	897		***0***	-897	-100.00%	0	

UNIVERSITY WIDE EXPENSES
1998-99 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 that are under the direct control of the Chancellor. Those units that are part of the University Wide Expense Budget include the units that 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

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

University Wide

1998-99 Proposed Budget Summary by Function

	1995-96 Actual	1996-97 Actual	1997-98 Budget	1997-98 Projected	Change From 1997-98 Budget to 1997-98 Projected $	Change From 1997-98 Budget to 1997-98 Projected %	Proposed 1998-99 Budget	Change From 1997-98 Proj to 1998-99 Budget $	Change From 1997-98 Proj to 1998-99 Budget %	Change From 1997-98 Budget to 1998-99 Budget $	Change From 1997-98 Budget to 1998-99 Budget %
Revenues											
Tuition & Fees	0	0	0	0	0		0	0		0	
Less Tuition Discounts	0	0	0	0	0		0	0		0	
Gifts	0	0	0	0	0		0	0		0	
Grants	117,974	113,204	118,000	120,000	2,000	1.69%	120,000	0	0.00%	2,000	1.69%
Endowment Income	0	0	0	0	0		0	0		0	
Contracts	0	0	0	0	0		0	0		0	
Other Income	1,026,260	1,795,725	526,050	900,000	373,950	71.09%	417,800	-482,200	-53.58%	-108,250	-20.58%
Total E&G Revenue	1,144,234	1,908,929	644,050	1,020,000	375,950	58.37%	537,800	-482,200	-47.27%	-106,250	-16.50%
Auxiliary Enterprises	0	0	0	0	0		0	0		0	
Released From Restrictions	158,934	277,053	200,229	220,983	20,754	10.37%	193,040	-27,943	-12.64%	-7,189	-3.59%
Total Revenues	1,303,168	2,185,982	844,279	1,240,983	396,704	46.99%	730,840	-510,143	-41.11%	-113,439	-13.44%
Net Overhead for Central Operations	587,316	489,201	615,457	631,833	16,376	2.66%	424,853	-206,980	-32.76%	-190,604	-30.97%
Operating Expenses											
Instruction	0	-42,838	0	0	0		5,000	5,000		5,000	
Research	0	0	0	0	0		0	0		0	
Public Service	0	0	0	0	0		0	0		0	
Academic Support	0	148,417	140,125	162,000	21,875	15.61%	94,850	-67,150	-41.45%	-45,275	-32.31%
Student Services	0	0	0	0	0		0	0		0	
Institutional Support	837,983	653,782	711,302	781,045	69,743	9.80%	629,750	-151,295	-19.37%	-81,552	-11.47%
Plant Maintenance	1,821,512	1,992,324	2,130,000	2,200,000	70,000	3.29%	2,436,000	236,000	-10.73%	306,000	14.37%
Scholarships	117,974	113,204	118,000	120,000	2,000	1.69%	120,000	0	0.00%	2,000	1.69%
Total E&G Expenses	2,777,469	2,864,889	3,099,427	3,263,045	163,618	5.28%	3,285,600	22,555	0.69%	186,173	6.01%
Auxiliary Enterprises	0	0	0	0	0		0	0		0	
Total Operating Expenses	2,777,469	2,864,889	3,099,427	3,263,045	163,618	5.28%	3,285,600	22,555	0.69%	186,173	6.01%
Excess Revenue over Expenses	-886,985	-189,706	-1,639,691	-1,390,229	249,462	15.21%	-2,129,907	-739,678	-53.21%	-490,216	-29.90%
Annual Budget Conversion to Cash basis											
Capital Expenditures		0	0	0	0		0	0		0	
Borrowing Proceeds	0	0	0	0	0		0	0		0	
Principal Payments	113,170	772,252	490,309	460,000	-30,309	-6.18%	306,093	-153,907	-33.46%	-184,216	-37.57%
Prior Year Reserves	0	0	0	0	0		0	0		0	
Add back Depreciation	-1,821,512	-1,992,324	-2,130,000	-2,200,000	-70,000	-3.29%	-2,436,000	-236,000	-10.73%	-306,000	-14.37%
Total Cash Items	-1,708,342	-1,220,072	-1,639,691	-1,740,000	-100,309	-6.12%	-2,129,907	-389,907	-22.41%	-490,216	-29.90%
Net Cash Basis Budget	821,357	1,030,366	0	349,771	349,771		0	-349,771	-100.00%	0	

University Wide

1998-99 Proposed Budget Summary by Category

	1995-96 Actual	1996-97 Actual	1997-98 Budget	1997-98 Projected	Change From 1997-98 Budget to 1997-98 Projected $	%	Proposed 1998-99 Budget	Change From 1997-98 Proj to 1998-99 Budget $	%	Change From 1997-98 Budget to 1998-99 Budget $	%
Revenues	1,890,484	2,675,183	1,459,736	1,872,816	413,080	28.30%	***1,155,693***	-717,123	-38.29%	-304,043	-20.83%
Operating Expenses											
Salaries & Wages	53,406	78,165	63,795	88,099	24,304	38.10%	***42,114***	-45,985	-52.20%	-21,681	-33.99%
Benefits	54,904	111,721	122,468	130,627	8,159	6.66%	***112,137***	-18,490	-14.16%	-10,331	-8.44%
Training & Development	32,948	155,015	73,000	68,514	-4,486	-6.14%	***65,300***	-3,214	-4.69%	-7,700	-10.55%
Student Aid Services	0	0	0	0	0		***0***	0		0	
Special Events	0	0	0	0	0		***0***	0		0	
Supplies	1,124	6,566	220	1,629	1,409	640.64%	***220***	-1,409	-86.50%	0	0.00%
Business Operations	180,098	375,307	207,770	243,759	35,989	17.32%	***193,600***	-50,159	-20.58%	-14,170	-6.82%
Plant Maintenance	128,540	72,042	65,000	71,149	6,149	9.46%	***72,500***	1,351	1.90%	7,500	11.54%
Interest Expense	322,386	262,819	241,000	280,208	39,208	16.27%	***176,000***	-104,208	-37.19%	-65,000	-26.97%
Resale Costs	0	0	0	0	0		***0***	0		0	
Miscellaneous	6,631	10,145	1,000	2,000	1,000	100.00%	***2,000***	0	0.00%	1,000	100.00%
Contingency/Reserves											
Campus Contingency, Mandatory	0	0	18,116	0	-18,116	-100.00%	***28,141***	28,141		10,025	55.34%
Campus Program Contingency, Discretionary	5,598	6,045	0	0	0		***0***	0		0	
Liquidity Reserve	0	-336,218	9,058	9,058	0	0.00%	***17,588***	8,530	94.17%	8,530	94.17%
Overhead											
To the University	0	0	0	0	0		***0***	0		0	
Rebates from the University	0	0	0	0	0		***0***	0		0	
Subsidy from Adult Campuses	0	0	0	0	0		***0***	0		0	
Subsidy from Overhead	0	0	0	0	0		***0***	0		0	
Other (Intercampus Agree & Univ Conf)	170,322	130,958	168,000	168,000	0	0.00%	***140,000***	-28,000	-16.67%	-28,000	-16.67%
Depreciation	1,821,512	1,992,324	2,130,000	2,200,000	70,000	3.29%	***2,436,000***	236,000	10.73%	306,000	14.37%
Total Operating Expenses	2,777,469	2,864,889	3,099,427	3,263,045	163,618	5.28%	***3,285,600***	22,555	0.69%	186,173	6.01%
Excess Revenue over Expenses	-886,985	-189,706	-1,639,691	-1,390,229	249,462	15.21%	***-2,129,907***	-739,678	-53.21%	-490,216	-29.90%
Annual Budget Conversion to Cash Basis											
Capital Expenditures	0	0	0	0	0		***0***	0		0	
Borrowing Proceeds	0	0	0	0	0		***0***	0		0	
Principal Payments	113,170	772,252	490,309	460,000	-30,309	-6.18%	***306,093***	-153,907	-33.46%	-184,216	-37.57%
Prior Year Reserves	0	0	0	0	0		***0***	0		0	
Add Back Depreciation	-1,821,512	-1,992,324	-2,130,000	-2,200,000	-70,000	-3.29%	***-2,436,000***	-236,000	-10.73%	-306,000	-14.37%
Total Cash Items	-1,708,342	-1,220,072	-1,639,691	-1,740,000	-100,309	-6.12%	***-2,129,907***	-389,907	-22.41%	-490,216	-29.90%
Net Cash Basis Budget	821,357	1,030,366	0	349,771	349,771		***0***	-349,771	-100.00%	0	

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/ AEAMexico
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
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
Center for Environmental Education

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
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/Dental 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
Internet and Leased Lines
Legal
Audit
Bad Debt Expense

PLANT MAINTENANCE COSTS:
Costs Related to Facilities
Maintenance Contracts & Repairs
Computer Contracts
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

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