ANTIOCH UNIVERSITY

REPORT TO THE BOARD OF TRUSTEES

2003-04 YEAR END PROJECTION

2004-05 PROPOSED BUDGET

June 3-5, 2004

35

TABLE OF CONTENTS

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I. INTRODUCTION

The 2004-05 Proposed Budget contains the spending plans 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 its future revenues and expenditures with appropriate adjustments for changes in enrollment and other demand factors. In nearly every case, program redirection and changing circumstances have necessitated adjustments in staffing and support cost levels. In some cases, the 2003-04 experience dictated changes for 2004-05 in order to comply with the policy of the Board of Trustees that each Campus submit and maintain a balanced Operating Budget. Two months remained in 2003-04 at the time the Proposed Budget was submitted and the year-end projections made. The actual 2003-04 full-year performance of each Campus will be reviewed at the October meeting of the Board of Trustees following the close of the fiscal year on June 30.

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 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. Starting July 1, 2002, depreciation has been recorded for each campus and operating unit in accord with FASB 93.

The material presented in this report 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 at the 2003-04 Year-End Projection section on page 7.

II. FORMAT AND CONTENT

The 2004-05 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 capital expenditures for 2004-05 that are also presented as part of the Five-Year Capital Plan.

Under Board of Trustee policy, Trustee approval is required for any facility or equipment expenditure of more than $25,000. Expenditures between $10,000 and $25,000 that have not been identified in this report require the advance approval of the Vice Chancellor and are then reported to the Finance Committee in a timely manner. The capital expenditures contained in this report are proposed for approved purchase in 2004-05. Campuses frequently identify planned purchases of less than $10,000 in order to provide a more complete picture of their capital spending plan.

Board of Trustee action is needed to authorize tuition and fee schedule changes for 2004-05. Each Campus proposed a schedule of student charges for Board consideration at the February meeting. The approved Tuition and Fee schedules have been used to project student income for 2004-05.

III. THE FUNCTION SCHEDULE

For the University as a whole and for each of the Campuses, the Proposed Budget contains two schedules. The first is the 2004-05 Budget Summary 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, parking and similar University-operated "business".

An additional Revenue 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 a Campus for a specific purpose and held until they could be spent to further that purpose. Most of this money represents gifts or bequests that have been provided for such things as 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 on a cash basis, that is, as they are received, regardless of donor restrictions. The Accounting Office reports gifts on an accrual basis, and restricted gifts are not reported in the operating budget until they are Released from Restrictions. 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 or lower 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 principal of Endowment Funds must be retained in perpetuity and only the income can be expended to satisfy the purpose of the donor. All expenditures from the Endowment Fund are governed by Board of Trustee policy designed to protect the principal, meet donor conditions, and assure fund growth. Endowment income appears on the Released from Restrictions line when expended. The Endowment Income line shows only income from endowment accounts that have no specified purpose.

The Function schedule in this report for Antioch University as well as the Function schedules for University Administration and University Wide expenses contain an additional line, "Net Overhead for Central Operations." This line has been added to the Function schedules of these three areas to more clearly display the cost of central operations. Ordinarily, the Overhead used to support the University 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 the way 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 that comprise each of the Functions is presented on page 89.

The columns of the 2004-05 Budget Summary by Function schedules present information about the two prior years, the current year, and the coming year. For comparison purposes, the first two columns contain the 2001-02 and 2002-03 actual expenditure history. The third column contains the 2003-04 Budget as approved by the Board of Trustees and the fourth column contains information about how each of the Campuses anticipate their 2003-04 Budget will appear at the end of the current fiscal year. That is, the 2003-04 Budget column is the plan for the current year while the 2003-04 Projected column shows how the plan is expected to play out. The next two columns, Change from 2003-04 Budget to 2003-04 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 2004-05 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 2004-05 Budget is segregated from the other columns by solid vertical lines and bold type to make it stand out from the other numbers. The next two columns on this schedule compare the Proposed 2004-05 Budget with the 2003-04 Projected outcome, and the last two columns compare the Proposed 2004-05 Budget with the 2003-04 Budget. Each set of comparisons present the dollar variance and 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 actual 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 an Annual Budget 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 Principal Payments necessary to retire the loans of previous years.

The Conversion to Cash Basis section also shows the use of any Prior Year Reserves. Prior Year Reserves are maintained by the University as "funded" or "unfunded." Whenever the campuses end the year with an operating surplus, this sum is recorded and carried forward on the books. If the University has sufficient surplus cash at year-end, the surplus is funded and invested in an interest bearing account. The "Unfunded Reserves" of the campuses become "Funded Reserves" whenever there is surplus cash at year-end. If there is not sufficient cash to cover the surplus, the uncovered portion becomes a credit to the unfunded reserve. Depreciation that is carried forward and reserves for future capital purchases must be funded or the unfunded amount will add to the accumulated deferred maintenance. Campuses may propose the use of their Prior Year Reserves in the annual budget, or they may request the Chancellor's permission to use Funded Reserves to meet unexpected expenses during the year.

IV. THE CATEGORY SCHEDULE

The second major schedule is the 2004-05 Budget Summary by Category. On this schedule, Revenues from the Function Schedule (including Net Overhead for Central Operations) 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 90.

A section of these schedules show the Contingency/Reserves that the Campuses are required to budget. The "Campus Contingency, Mandatory" amount is budgeted at 1% of total revenue. This Reserve will be retained centrally until the University Administration is reasonably sure that the campuses' Revenues and Expenditures will balance for the year. At the end of each quarter of the fiscal year, those Campuses that 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 Revenue 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 is released for expenditure. Beginning July 1, 2000, Campuses have the opportunity to reserve money in an account in the Major Capital Improvement Fund. This fund has been established to permit campuses to prepare for predictable future capital purchases such as roof replacements. Deposits to the Major Capital Improvement Fund are budgeted on this line. Not all Campuses elect to place funds in this Reserve because they feel that depreciation should be sufficient to meet their future needs.

The Liquidity Reserve currently has a balance of $2.17 million that was accumulated prior to July 1, 2001. After that date, campuses were no longer required to make additions. The Liquidity Reserve is not available for expenditure for any purpose. The accumulated amounts are held to increase the financial integrity of the University. The funding of Depreciation at the campus level has reduced the importance of annual additions to the Liquidity Reserve as a mechanism for assuring that the University budget will balance.

The Overhead section shows the assessments that are made against each Campus in order to support operations of the University. Prior to July 1, 2002, assessments were made at the rate of 13.75% of net student revenue. The methodology excluded 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 were transferred to the individual campuses, as was the Subsidy from Adult Campuses and the Subsidy from Overhead. Campuses that received Rebates and Subsidies show negative amounts in the various historical columns of this schedule because the transfer was shown as a "negative expense" rather than as a Revenue. Although these transfers were "income" to the receiving campus, from the standpoint of the University they represented only the reassignment of revenue from one campus to another. Starting July 1, 2002, the Stabilization Task Force simplified the mechanism for support of the University and the College. Overhead is now based on the three-year rolling average of Total Revenue, less Released from Restrictions. The College has not contribute to Overhead since 2000-01.

The Overhead section of the Summary by Category schedule shows the assessments that were made against the student derived revenue of each campus in order to support operations of the University. Although overhead was assessed at 13.75% in prior years, Rebates reduced the effective Overhead rate. The Other line in this section of the Category schedule shows the effect of various contractual relationships between Campuses as well as certain University-wide assessments, such as for the University Conference. The University Conference is scheduled to be held during 2004-05.

The columns on the 2004-05 Proposed Budget Summary by Category schedule are identical to those on the Budget Summary by Function schedule.

V. 2003-04 YEAR-END PROJECTIONS

With two months remaining in the current fiscal year, the projected accrual balance for the University should be about $2.3 million. This outcome is highly influenced by the improvements in the stock market and the gains that have been made in the endowment. Realized and unrealized gains on the endowment are projected to be $3.6 million at year end. Without this strong performance by the investments in the endowment, the University is projected to have an operating deficit at year end of -$760,991.

2003-04 PROJECTED YEAR-END BALANCES

	Total Revenue	Total Expense	Accrual Balance	Net Cash Balance
Antioch College	16,764,657	18,537,041	-1,772,384	-1,515,774
Glen Helen	669,855	669,190	665	-13,388
New England	12,853,540	12,829,913	23,627	152,429
Seattle	12,328,424	11,877,855	450,569	190,526
Southern California	13,394,268	12,954,935	439,333	169,170
Antioch McGregor	6,651,794	6,508,043	143,751	144,238
University Administration	1,686,149	1,675,169	10,980	0
WYSO Public Radio	767,456	845,671	-78,215	-86,108
Leadership & Change	1,043,139	1,022,456	20,683	24,344
Antioch Review	104,251	142,114	-37,863	-37,863
TOTALS			-798,854	-972,426

Three units are expected to have operating deficits at year-end. The most significant is the College with a projected deficit of -$1,772,384 (-10.6%). The College budget contained an authorized deficit of -$500,000, but the projection is for an additional shortfall of -$1,272,384. The College's projected deficit is due primarily to a shortfall in revenue rather than an overrun in spending. Expenditures are projected to be slightly under budget, but total revenue is expected to be about -$1.4 million (-7.9%) below the budget. Not reflected in the year-end projection for the College is an unrestricted bequest from Hadley Case. This bequest could lower the deficit by $500,000.

WYSO Public Radio and the Antioch Review are also expected to have negative finishes. The deficit for WYSO will be less than the -$129,489 loss of 2002-03, but its second consecutive year in negative numbers. The Review is expected to finish with a deficit of -$37,863, its fifth consecutive negative finish. The other units of the University are projecting positive year-end balances with Seattle, Southern California and McGregor reporting especially sound performances.

The table above actually understates the accrual balances for some of the campuses because they have asked to transfer some of their current year revenue to capital reserve accounts. Although the amounts transferred to these reserves will show as operating expenditures in the current year, in reality the funds are transferred to cash accounts where the funds will be held until needed for the purchase of new equipment or investment in facilities. In 2003-04, the following campuses will increase their capital reserves:

Seattle	$ 41,500
Southern California	$ 58,901
Antioch University McGregor	$250,000

We have encouraged the campuses to put funds into reserve rather than spend them in the current year for two reasons. First, last-minute expenditures tend to produce less benefit than do those that are more carefully planned. Second, although we reflect the transfers as expenditures on our internal reports, our external reports will show this revenue becoming part of the accrual balance for the University. Because we are restricting these funds to future capital purchases, they will never show as operating expenses and so will not contribute to future deficits.

The University Leadership Council (ULC) has reviewed all components of the University budget and has recommended that special measures be taken to insure that Glen Helen, WYSO Public Radio and the Antioch Review operate within their revenues. WYSO is currently being studied by a task force created by the Board of Trustees and a recommended plan for fiscal stability is expected before the October meeting of the Board. The interim station manager has already taken significant steps to increase revenues and limit expenses. However, the new manager has also discovered several problems with the transmitter and other station equipment that will require attention if the station is to operate reliably in the coming year. Replacing the most critical equipment will produce a cash-basis loss in 2004-05.

The Antioch Review appears to have structural problems that it may not be able to resolve. Its current revenue sources are unlikely to grow significantly in the coming years, and its expenses canot be significantly reduced without major changes in the way the periodical is produced. The ULC intends to consider steps for revamping the Review in order to allow it to continue to operate, but to do so within its available revenue.

Net tuition and fees for 2003-04 is projected to be $372,052 (.76%) above the budgeted level. Enrollments at most of the campuses, coupled with tuition increases, were sufficient to enable them to reach their gross revenue projections.

2003-04 GROSS TUITION AND FEE REVENUE PROJECTIONS

	2003-04 Budgeted	2003-04 Projected	Variance
Antioch College	14,747,749	14,977,628	229,879
Glen Helen	118,972	110,000	-8,972
New England	10,583,207	10,406,915	-176,292
Seattle	10,114,255	10,302,707	188,452
Leadership & Change	989,750	1,016,425	26,675
Southern California	12,861,849	12,871,115	9,266
McGregor	5,975,047	6,551,208	576,161
TOTALS	$55,390,829	$56,235,998	$845,169

New England, however, does not expect to reach its revenue target and is projecting a shortfall of -$176,292. The College was able to exceed its projected gross tuition revenues for the year, but Tuition Discounts that exceeded budget by $433,209 (7.3%) will result in a net shortfall of more than -$200,000.

Gift income for the University as a whole is expected to be below budget by -$226,859 (-9.3%). Gift revenue at the College is projected to be -$117,200 (-7.3%) below budget, off the mark by -$69,000 (-86.3%) at McGregor, and short by -$66,000 (-14.0%) at WYSO. The Other Income for the year is projected to be well above budget due to the gains being shown by the endowment fund. Overall for the entire University, Other Income is expected to be $3.58 million (214.8%) more than budgeted. However, Other Income is down at the College by -$157,366 (-30.7%) because the sale of the Birch III property was aborted by the purchaser. The College had budgeted revenue of $480,000 in anticipation of the sale and the deficit would have been appreciably worse if it had not been for the unanticipated sale of the Morgan House Bed and Breakfast. The $253,000 proceeds from the sale of Morgan House significantly offset the shortfall caused by Birch III. Other Income is expected to lag budget by -$65,203 (-24.3%) at New England despite the sale of certain intellectual property that generated $150,000. Other Income at WYSO is expected to be -$118,054 (-38.3%) below budget as a result of lower than anticipated revenue from underwriting sales. Several actions have been taken by WYSO to increase future underwriting revenue, but they are not expected to have a major impact on the balance of this fiscal year.

Realized and unrealized gains on the endowment fund are projected to exceed budget by $3.5 million. These gains accumulate in the endowment, but are considered to be unrestricted funds and may be used to support the College and other units. Because the College is expected to produce a significant cash deficit in 2003-04, it may be necessary to release some of the accumulated endowment gains to fund the capital reserve additions that have been made by the other campuses during this fiscal year.

Auxiliary revenue is expected to be nearly -$523,619 (-12.0%) below budget with most of this shortfall projected to occur at the College. Although enrollment at the College was close to projection, a sequence change increased the number of students on coop during the spring term. This means that there were fewer than expected students living in the dormitories and purchasing meal plans.

V. 2004-05 BUDGET OVERVIEW

Total revenues in 2004-05 are expected to reach nearly $75 million, an increase of $3.3 million over what is projected for the 2003-04 year-end and nearly $5.4 million more than was originally budgeted for 2003-04. While total revenues are expected to increase by 7.8% over the prior budget, total expenses are planned to grow by 7.3%. For the entire University, the 2004-05 budget is projected to have a surplus of $12,972 an increase of $323,477 over the prior budget.

Gross Tuition and Fee Revenue is budgeted to be more than $5.2 million more than is projected to be realized in the current year. All campuses are expecting an increase in gross tuition revenue with the percentages ranging from an increase of 4.75% at McGregor to more than 26% for the Leadership & Change Program. The average increase in gross tuition is expected to be about 9.3%, a combination of tuition rate increases and moderate growth in enrollments.

CHANGE IN 2004-05 BUDGETED GROSS TUITION AND FEE REVENUE

	2003-04 Projected	2004-05 Budgeted	Variance	Percent Change
Antioch College	14,977,628	16,187,789	1,210,161	8.08%
Glen Helen	110,000	118,972	8,972	8.16%
New England	10,406,915	11,511,573	1,104,658	10.61%
Seattle	10,302,707	11,286,130	983,423	9.55%
Leadership & Change	1,016,425	1,282,500	266,075	26.18%
Southern California	12,871,115	14,241,595	1,370,480	10.65%
McGregor	6,551,208	6,862,638	311,430	4.75%
TOTALS	$56,235,998	$61,491,197	$5,255,199	9.34%

The Ph.D. in Leadership & Change is expecting a revenue increase of $266,075 as a result of the addition of a new cohort. Attrition in this program has been quite low, but the program is anticipating some additional loss of students as more enter their second year of studies. The College is showing an increase of $1.2 million over the 2003-04 budget forecast, and this is due primarily to the 7% increase in tuition rates.

The headcount enrollment history and the forecast for 2004-05 used to develop the campus tuition and fee income projections are on page 87.

Tuition Discounts at the College have been increasing significantly as the policy of meeting 100% of need and granting strategic scholarships was phased in. Tuition Discounts will increase again in 2004-05 at the College, but at a much lower rate. Steps have been taken to reduce the growth in financial aid for the entering class, but the class that graduated in April was receiving financial aid under the old policy. As this class leaves and a new class comes in under a higher aid formula, the level of discounting grows.

2004-05 BUDGETED TUITION DISCOUNTS

	2003-04 Projected	2004-05 Budgeted	Variance	Percent Change
Antioch College	6,350,278	6,535,000	184,722	2.91%
Glen Helen	0	0	0	
New England	157,000	150,000	-7,000	-4.46%
Seattle	105,538	88,000	-17,538	-16.62%
Leadership & Change	16,311	0	-16,311	-100.00%
Southern California	124,565	155,000	30,435	24.43%
McGregor	21,494	0	-21,494	-100.00%
TOTALS	$6,775,186	$6,928,000	$152,814	2.26%

New England and McGregor began providing scholarships to selected students in 2003-04 using the tuition discount mechanism. Some programs, particularly education, were having trouble recruiting a diverse student population because the income expectations in that field were not sufficient to justify the cost for some individuals of modest means. New England is planning to continue its program at the same level as in 2003-04, but McGregor has not budgeted any tuition waivers for 2004-05. Because McGregor has had problems accommodating new students due to capacity limitations, the need for tuition waivers as a recruitment mechanism has diminished.

Net Tuition and Fee revenue is budgeted at $54.6 million in 2004-05. This is an increase of 10.45% over what is projected for 2003-04 and 11.3% more than was budgeted in the prior year.

For the University as a whole, Gift income will have declined over the past four years if the amount realized in 2003-04 is not more than the $2.17 million being projected. At the College, Gifts revenue in 2004-05 is projected to be just over $1.7 million, $217,150 (14.6%) more than in the projected 2003-04 budget and almost $100,000 more than the original 2003-04 budget. An increase of this kind should be attainable given the state of the economy and the general pattern of giving to institutions of higher education across the country in recent years. However, the record of the College and the likelihood that the Campaign will divert funds from the Annual Fund suggest that the Development Office has its work cut out for it.

Grants revenue is modestly above the prior budget and lower than the projected actuals. At $3.8 million, Grants Income is up 3.4% over last year. Contracts Income at $268,862, is 21% less than the amount expected this year and 25% below last year's budget.

The amount budgeted for Other Income has been reduced by more than -$4.2 million from the amount anticipated in 2003-04 to reflect the conservative approach to projecting gains in the stock market. At just over one million dollars, Other Income is -$653,026 lower than the 2003-04 budget. Most of the Other Income reduction unrelated to the endowment is due to the elimination from the College budget of the revenue anticipated from the sale of Birch III. Although Birch III will be available for future sale, the revenue has not been anticipated in building the 2004-05 budget.

The Revenue from Auxiliary Enterprises is being budgeted at $4.3 million. This is $459,759 less than is projected for the 2003-04 fiscal year, but the realignment of study terms will be completed in 2004-05 and the Auxiliary Enterprises revenue should return to a more normal pattern. The amount being budgeted is slightly less (-$63,860) than the original 2003-04 budget.

The summary schedules for the entire University contain a line called Net Overhead for Central Operations. A total of $3.26 million is budgeted for University Administration and other University-Wide functions in 2004-05. For the first time in several years, the University Administration budget is showing a sizable increase. The components of this increase are the results of a series of decisions made by the University Leadership Council (ULC) during the February discussion of the budget. Among the additions recommended by the ULC are $50,000 to improve communications with the Board of Trustees and proactively promote the University. Precisely how this function will be handled has yet to be determined. An additional $50,000 has been set aside to provide central support for a number of academic issues. These may include collaborating in on-line course development, grant writing, completion of surveys and governmental questionnaires, as well as responding to issues identified by the NCA accreditation survey. It is possible that much of this work could be done by assigning it to campus officers and others who would receive additional compensation for resolving the problems. A third sum, $100,000, has been included in the budget to strengthen Datatel services to the campuses. The ULC has agreed that Datatel is not being sufficiently supported and, as a consequence, none of the campuses are adequately using the capabilities of Datatel. Two potential positions have been identified by the ULC: a new director of operations and an additional support person. Unfortunately, we can afford to hire only one position during 2004-05 and the ULC will make that decision after further consideration of a report and position description currently being drafted.

Central Operations receives $3,255,082 from overhead and the College receives $600,000. The total is allocated to the nonresidential campuses on the basis of their average general unrestricted revenues received over the past three years.

NET OVERHEAD

AS A PERCENTAGE OF CAMPUS TUITION and TOTAL CAMPUS REVENUE

	OVERHEAD BUDGETED	GROSS TUITION	OVERHEAD as a PERCENT of TUITION	TOTAL REVENUE	OVERHEAD as a PERCENT of TOTAL REVENUE
Antioch College	0	16,187,789	0.00%	18,614,864	0.00%
New England	999,255	11,511,573	8.68%	13,523,385	7.39%
Seattle	1,031,191	11,286,130	9.14%	13,483,119	7.65%
Southern California	1,203,268	14,241,595	8.45%	14,995,321	8.02%
Antioch McGregor	592,482	6,862,638	8.63%	6,980,438	8.49%
Leadership & Change	28,886	1,282,500	2.25%	1,321,500	2.19%
TOTAL	$3,855,082	$61,372,225	6.28%	$68,918,627	5.59%

Tuition and Fees constitute the largest portion of general unrestricted revenues, but other income figures into this category. When considered as a percentage of tuition, Seattle has an overhead rate of 9.14%, but when viewed as a percentage of total revenue, Antioch McGregor, with a rate of 8.41% pays at the highest rate. At the present time, the College pays no overhead, so its share of the cost of University Administration and University-Wide services is allocated to the other campuses. If the College's revenues were included in the calculation, Overhead as a percentage of tuition would be 6.27% and 5.59% as a percent of total revenue.

Overhead is used for many purposes that are important to the operation of the University. Whether they occur directly on the campuses (e.g., President's compensation), perform a service that would otherwise be the direct responsibility of the campuses (e.g., Student Loan collection), or are due to an externally imposed requirement (e.g., Financial Audits), the functions are important to the smooth operation of the University.

MAJOR COMPONENTS OF OVERHEAD EXPENSE

	Projected 2003-04	Percent of Total	Budget 2004-05	Percent of Total	Reasons for Major Change
Chancellor's Office	381,672	9.82%	433,539	10.04%	additional Communications person
Board of Trustees	108,814	2.80%	82,094	1.90%	
Finance and Business	750,200	19.30%	793,760	18.37%	additional deferred compensation
University Computing	235,482	6.06%	436,373	10.10%	additional Datatel position
Development	136,146	3.50%	133,406	3.09%	
Antiochiana	42,654	1.10%	45,886	1.06%	
Student Loan Collection	103,646	2.67%	100,509	2.33%	
Former Chancellor	32,000	0.82%	41,320	0.96%	
Academic Dean	25,120	0.65%	68,847	1.59%	additional Academic person
Payments to College	666,925	17.16%	671,500	15.54%	
Financial Audits	71,371	1.84%	73,000	1.69%	
Legal Services	63,500	1.63%	93,134	2.16%	
Presidents	738,055	18.99%	774,799	17.93%	
University Wide Expenses	325,781	8.38%	346,915	8.03%	
Depreciation	205,245	5.28%	200,000	4.63%	
Contingency	-0-	0.00%	25,000	0.58%	
Total Overhead	3,886,611	100.00%	4,320,082	100.00%	
Less Income	429,000		465,000		
Total Overhead to Be Allocated	3,457,611*		3,855,082		

* original amount allocated to campuses was $3,466,284

The above table provides a list of the various activities for which overhead is used. Although overhead pays for most of the Central operations, other funds are involved. The amounts shown in the above table include this other income.

For the entire University, Salaries & Wages are budgeted at $34.8 million in 2004-05, an increase of $2.5 million (7.9%) over the 2003-04 budget. Fringe benefits are budgeted at $11.5 million, with an increase of $905,437 (8.5%) more than in the prior year. Last year, Salaries & Wages were budgeted to increase by $2.3 million (7.6%) over the prior budget and fringe benefits increased by $915,071 (9.4%) over the 2002-03 budget.

SALARY INCREASES FOR 2004-05

College	There is no salary increase budgeted for faculty and staff. Staff represented by the union will receive the increase authorized in their current contract.
New England	There is a 2.5% across-the-board increase budgeted for faculty and staff.
Seattle	There is a 4% across-the-board increase budgeted for faculty with an additional 2% increase for faculty at mid-year and a 4% compensation pool for staff.
Southern California	There is a 3.2% increase for faculty, 1.55% across-the-board and 1.65% in a compensation pool. There is a 4% increase budgeted for staff, some of which will be used for equity purposes to address wage compression, with the balance to be awarded across-the-board.
McGregor	There is a 3% across-the-board increase budgeted for faculty and staff. Staff represented by the union will receive the increase authorized in their current contract.
Leadership & Change	There is a 3% across-the-board increase budgeted for faculty and staff.
University Administration	There is a 3% across-the-board increase budgeted for faculty and staff.

Due to revenue shortfalls, the College was not able to provide the anticipated 1% salary increase for faculty and staff that was planned for 2003-04. It is therefore quite important that this budget developes as planned so that the proposed salary increase for 2004-05 can be provided.

Fringe benefit cost increases in 2003-04 were driven by the rising cost of medical coverage, but workers compensation costs, particularly in California, also increased significantly. The pattern is slightly different in 2004-05, but medical costs will again rise although not as much as in the previous year. Workers compensation cost will again rise dramatically as states attempt to replenish funds that were depleted in large measure due to declines in the stock market. California continues to exhibit the greatest increases, and while there is some hope that proposed legislation may ease the burden, it is unlikely that relief will arrive early in the 2004-05 year.

Capital expenditures are expected to increase in 2004-05 as campuses gain the ability to pay for needed improvements and to catch up on deferred maintenance. Their capacity to undertake these projects results from the direct budgeting of depreciation at the campus level. In the case of the College, spending on capital has been constrained even after the change to direct budgeting for depreciation because the accrual budget has not been in balance. The College has attempted to constrain capital spending to minimize the Cash Basis deficit and thereby limit the pressure on the other campuses. In 2004-05 the College has worked exceptionally hard to insure that the budget will balance, but capital spending will remain restrained until we are certain that necessary revenues will be realized.

VI. SUMMARY OBSERVATIONS

With two months remaining in the current fiscal year, it appears that the University will end 2003-04 with a comfortable surplus. This assumes that there will be no major retreat in the stock market and that the gains in the endowment will not be significantly reduced before year-end.

The performance of the campuses, with the exception of the College, has been good in 2003-04. Unfortunately, the College will post another significant deficit, but an unrestricted bequest from Hadley Case may somewhat reduce the revenue shortfall. Despite this, the University as a whole on the strength of the gains on the endowment coupled with positive balances from the nonresidential campuses, will end 2003-04 with a projected accrual surplus of $2.6 million.

The proposed budget for 2004-05 is growing at a pace slightly faster than projected enrollment growth. This pattern is not sustainable in the long run, but for the immediate future our students seem to be able to accommodate increases in tuition rates that are above the general rate of inflation. In various ways, each of the nonresidential campuses is planning investments in facilities to increase capacity and expand enrollments. It is important that these campuses identify and develop attractive curricular offerings that will bring new students to their expanded campuses.

The College has taken steps to reduce costs by eliminating positions and further tightening expenditure controls. Although excessive spending has not been a major problem in the last few years, tight control of expenditures is necessary to close the budget gap. Revenue has been the major problem for the College and the 7% tuition increase approved by the Board in February coupled with changes to the financial aid structure should significantly increase available revenue and help the College to balance its budget. Uncertainty about what the changes being discussed by the Renewal Commission may mean for the College could cause some current students to transfer to other institutions. More significant is the possibility that it may be difficult to recruit a new class for a program that has not yet been defined. Attrition is also a possibility as a result of racial stress that occurred towards the end of the spring term. However, if the enrollment stays level next year, the College budget should stay in balance.

Glenn Watts
Vice Chancellor and
Chief Financial Officer

Antioch University

2004-05 Budget Summary by Function

	2001-02 Actual	2002-03 Actual	2003-04 Budget	2003-04 Projected	Change From 2003-04 Budget to 2003-04 Projected $	%	*Proposed 2004-05 Budget*	*Change From 2003-04 Projected to 2004-05 Budget* *$*	*%*	Change From 2003-04 Budget to 2004-05 Budget *$*	%
Revenues											
Tuition & Fees	47,762,734	52,296,862	55,390,829	56,235,998	845,169	1.53%	***61,491,197***	5,255,199	9.34%	6,100,368	11.01%
Less Tuition Discounts	-4,253,169	-5,701,406	-6,302,069	-6,775,186	-473,117	-7.51%	***-6,928,000***	-152,814	-2.26%	-625,931	-9.93%
Net Tuition and Fees	43,509,565	46,595,456	49,088,760	49,460,812	372,052	0.76%	***54,563,197***	5,102,385	10.32%	5,474,437	11.15%
Gifts	2,622,259	2,196,021	2,430,680	2,203,821	-226,859	-9.33%	***2,700,085***	496,264	22.52%	269,405	11.08%
Grants	3,243,908	3,231,617	3,702,540	3,877,395	174,855	4.72%	***3,828,085***	-49,310	-1.27%	125,545	3.39%
Endowment Income	101,758	-128,301	414,500	-242,220	-656,720	-158.44%	***436,500***	678,720	280.21%	22,000	5.31%
Contracts	545,420	388,021	358,334	340,557	-17,777	-4.96%	***268,862***	-71,695	-21.05%	-89,472	-24.97%
Other Income	-808,693	-110,799	1,664,341	5,239,997	3,575,656	214.84%	***1,011,315***	-4,228,682	-80.70%	-653,026	-39.24%
Total E&G Revenue	49,214,217	52,172,015	57,659,155	60,880,362	3,221,207	5.59%	***62,808,044***	1,927,682	3.17%	5,148,889	8.93%
Auxiliary Enterprises	3,672,549	3,774,241	4,356,418	3,832,799	-523,619	-12.02%	***4,292,558***	459,759	12.00%	-63,860	-1.47%
Released From Restrictions	3,536,339	4,415,946	4,548,721	4,009,723	-538,998	-11.85%	***4,517,525***	507,802	12.66%	-31,196	-0.69%
Total Revenues	56,423,105	60,362,202	66,564,294	68,722,884	2,158,590	3.24%	***71,618,127***	2,895,243	4.21%	5,053,833	7.59%
Net Overhead for Central Operations	2,374,497	2,138,106	2,877,502	2,866,284	-11,218		***3,255,081***	388,797		377,579	13.12%
Operating Expenses											
Instruction	20,244,916	21,849,450	24,342,767	24,010,901	-331,866	-1.36%	***26,237,964***	2,227,063	9.28%	1,895,197	7.79%
Research	0	3,038	1,000	11,546	10,546	1054.60%	***1,000***	-10,546	-91.34%	0	0.00%
Public Service	3,002,778	3,266,881	3,373,054	3,232,524	-140,530	-4.17%	***3,097,978***	-134,546	-4.16%	-275,076	-8.16%
Academic Support	3,319,937	3,623,151	4,204,523	4,518,951	314,428	7.48%	***5,236,675***	717,724	15.88%	1,032,152	24.55%
Student Services	6,026,561	6,568,061	6,867,032	6,591,861	-275,171	-4.01%	***7,390,591***	798,730	12.12%	523,559	7.62%
Institutional Support	15,483,905	14,818,603	16,880,247	16,905,933	25,686	0.15%	***18,545,747***	1,639,814	9.70%	1,665,500	9.87%
Plant Maintenance	7,705,680	8,284,460	8,076,092	8,174,601	98,509	1.22%	***8,468,777***	294,176	3.60%	392,685	4.86%
Scholarships	3,078,912	2,904,510	2,921,556	2,924,300	2,744	0.09%	***2,824,001***	-100,299	-3.43%	-97,555	-3.34%
Total E&G Expenses	58,862,689	61,318,154	66,666,271	66,370,617	-295,654	-0.44%	***71,802,733***	5,432,116	8.18%	5,136,462	7.70%
Auxiliary Enterprises	2,776,772	2,917,708	3,086,030	2,930,683	-155,347	-5.03%	***3,057,503***	126,820	4.33%	-28,527	-0.92%
Total Operating Expenses	61,639,461	64,235,862	69,752,301	69,301,300	-451,001	-0.65%	***74,860,236***	5,558,936	8.02%	5,107,935	7.32%
Excess Revenue over Expenses	-2,841,859	-1,735,554	-310,505	2,287,868	2,598,373	836.82%	***12,972***	-2,274,896	-99.43%	323,477	104.18%
Annual Budget Conversion to Cash Basis											
Capital Expenditures	2,076,513	2,866,670	2,103,942	2,233,089	129,147	6.14%	***2,305,199***	72,110	3.23%	201,257	9.57%
Borrowing Proceeds	-303,738	-242,771	-219,000	673	219,673	100.31%	***-224,087***	-224,760	-33396.73%	-5,087	-2.32%
Principal Payments	1,010,311	1,092,620	871,468	872,613	1,145	0.13%	***798,508***	-74,105	-8.49%	-72,960	-8.37%
Prior Year Reserves	-119,122	0	-298,806	0	298,806	100.00%	***-398,473***	-398,473		-99,667	-33.36%
Add back Depreciation	-2,958,094	-2,951,263	-2,905,761	-2,902,853	1,465	0.05%	***-2,872,095***	30,758	1.06%	33,666	1.16%
Total Cash Items	-294,130	765,256	-448,157	203,522	650,236	145.09%	***-390,948***	-594,470	-292.09%	57,209	12.77%
Net Cash Basis Budget	-2,547,729	-2,500,810	137,652	2,084,346	1,948,137	1415.26%	***403,920***	-1,680,426	-80.62%	266,268	193.44%

ANTIOCH COLLEGE
2004-05 PROPOSED BUDGET

Compared with the submissions of previous years, the College Budget for the Academic Year 2004-05 is extraordinary in several ways:

1. The process was participatory and disciplined.

2. All assumptions are conservative, assuming that retention and total enrollment will be flat.

3. The budget is balanced with an emergency reserve fund.

4. During and even after the construction of the budget, a budget stabilization group is meeting twice weekly to monitor progress and ensure that any changes are accounted for.

5. The budget presented by the College Budget Committee was passed by AdCil without dissent on April 6, 2004.

1. Participatory and Disciplined. Both the ULC and the College Community were more engaged than ever in the detailed process of budget building for the College. Under a mandate from the Board of Trustees to the ULC, a Budget Stabilization Task Force was appointed under the leadership of Toni Murdock. This group, which included members of the ULC and the College Community, plus newly-hired University Controller Don Tecklenburg, met for the equivalent of three days during the first week of January, before the start of classes, to examine the College budget, line by line. The goal was to recommend a series of actions which together would demonstrate that it is possible to bring in a College budget within ULC/Board guidelines for 2004-05. Those guidelines limit the College deficit to $250,000 in the coming year, and zero in the year following.

In fact the Task Force recommendations presented the outline of a balanced budget to the Board at its February meeting, with the approved $250,000 deficit to be held in reserve for emergencies. The Board endorsed this budget plan, which was then described to the community on February 20 and given to the College Budget Committee for detailed drafting within the outlines provided.

This Committee, appointed by AdCil and consisting of faculty, staff and students, was led by Don Tecklenburg. Its charge was to flesh out a budget with the same bottom line as the one recommended by the Murdock Task Force. Many hours of meetings followed, with the Committee converging, in the end, upon much the same budget that the Task Force proposed. Discussion at open meetings of the Committee was sometimes intense, but in the end, the budget recommended by the Committee had their unanimous support. AdCil took most of two meetings to consider the budget recommendation, with most of the discussion centering upon the staffing of the Office of Multicultural Affairs. At one point a student member of the Budget Committee was asked by an AdCil member for her opinion of the budget, including its many painful provisions affecting students directly. She gave a spirited defense of the budget process and its product. In the end, AdCil passed the budget exactly as it had been proposed to them by the Committee, without a dissenting vote.

2. Conservative assumptions.

Income. We assume enrollment will be flat. In effect, this provides an additional hedge against unexpected attrition (along with the reserve fund), since we have 591 completed applications to date from new students, a six-year record and a 3% increase in numbers over last year. But revenue generated from first year students should increase even more than that, because we have raised tuition and fees by 7% (approved by the Board in February), and are holding financial aid for first year students at 94% of documented need instead of 100% - the figure for the past two entering classes. Compared with last year, new students will be expected to provide an additional $1500 per year from earnings and other sources. (The budget assumes that upperclass students will receive financial aid packages similar to those they have received in the past - in accordance with our commitments.)

In addition, we are assuming that annual gift revenue will increase by 6% over the prior budget, and endowment income by 8%. These estimates are realistic because a new Major Gifts Director has been hired and will start work on June 1. And we expect both the improving economy and the Campaign to have a significant impact on endowment income.

Expenses. Except for Union members, who will receive a 1% increase as provided in their new contract, employees will receive no salary or wage increases for the second year in a row. If enrollment and other assumptions are fulfilled, an increase in compensation may be available through the reserve fund. We believe that medical insurance costs will increase by no more than 5%, since we have already taken the bulk of anticipated increases in the current fiscal year. In addition, we are providing realistic increases of up to 10% in each of the following hard-to-control expense categories: unemployment and workers' comp, utilities and insurance.

3. Balanced, with a $250,000 reserve fund. Balancing the budget within Board guidelines and the above assumptions has been a difficult and painful exercise, involving major cuts affecting students, faculty and staff. The largest savings have been realized by eliminating the Co-op stipend (a 6-year-old travel grant program for students going on co-op which they have come to regard as an entitlement) and approximately 15 staff and faculty positions. Of the latter, eight emplyees were laid off at the end of Spring Term 2004, and the equivalent of another seven will disappear by attrition, not to be replaced.

We have also instituted a hiring freeze on full time appointments, with a few exceptions. The exceptions are the College President, of course, a new Registrar (beginning July 1), a Major Gifts/Annual Fund Director (beginning June 1, but charged to the Campaign, not the College budget), and a Reference Librarian (budget-neutral). A limited local search for a staff person in the Office of Multicultural Affairs has also been authorized (see item 5 below). Faculty losses are being replaced by reassignment of others, and adjuncts where strictly necessary.

We will also increase our revenue as a result of some new rules affecting student residency, thus increasing income from room and board fees. Beginning with summer term 2004, we will expect all first and second year students to live on campus, and all students in residence to purchase a full meal plan. This follows upon last year's decision to require students on financial aid to purchase meal plans in order to receive the part of their aid intended for board. The idea is to maximize use of the food services by students, thus realizing more economies of scale, and also to reduce the diversion of cafeteria food to students who have not paid.

With all of these adjustments, it was still necessary to reduce supply budgets by 5% in order to present a balanced budget and maintain the reserve fund intact. This we have done.

4. Monitoring Progress. Several innovations will ensure that the administration of the College maintains constant and tight control of the budget during the next fiscal year. The most important is the appointment of Deborah Caraway as College Controller, with authority to monitor and restrain spending, and to watch the budget from day to day. The Community Government budget, which was overspent last year, is being managed by the new Controller, to whom the CG budget manager now reports monthly.

In addition, a budget group consisting of the University Controller, the College Controller, the VP/Dean of Faculty, the Dean of Admissions, the AEA Director and the President has been meeting to assist with the budget development process. They will continue to meet frequently throughout the fiscal year to trouble-shoot budget problems and monitor conformity between the budgetary and actual income and expenditure figures. Specific major discrepancies and other problems will be discussed at the President's Staff meetings, as in the past.

5. AdCil's Budget Discussion: Office of Multicultural Affairs. AdCil's role is limited to policy issues, appointment of the Budget Committee, and the approval of the budget as a whole. In these and most other cases, AdCil participation is framed as a recommendation to the president.

To the discussion above about AdCil's budget deliberations and vote (see item 1), it seems important to add that the most contentious element at every stage of the budget development process this year was the issue of staffing the Office of Multicultural Affairs (OMA). This is significant in light of the fact that many controversial proposals, including staff cuts and additions to student expenses, were included in the Budget Stabilization plan. Yet this was the one that generated the most on-campus heat.

The Director's position was vacant this year due to a failed search last year. As a stop-gap measure, the office was staffed by a recent graduate with relevant skills, reporting to Jimmy Williams, the Dean of Student Life. This expedient was an element of last summer's reorganization plan for student services, and was never intended to be permanent. The incumbent was not expected to be available for reappointment. A new search committee was appointed by AdCil in the fall, and a search was authorized - but because of budgetary uncertainties was stopped by the Chancellor and later included in the hiring freeze. At the same time, the Budget Stabilization Task Force eliminated OMA staffing from the budget outline submitted to the Board in February, though some programming money was retained.

The widespread view on campus was that staffing of this office ought to be a high priority for the College. Indeed this was one of the demands made by students during "POC (People of Color) Takeover Week" this term. This demand was conveyed to Dan Kaplan and other Board members, who offered to designate for this purpose $20,000 of the Pierson-Lovelace contribution toward faculty development under the Renewal Commission. This was justifiable because faculty development is a part of the work of the OMA. Using half of this fund and some of the programming funds already in the budget, the incumbent OMA staff member put together a proposal to continue sub-professional staffing of the office for one additional year. The remaining $10,000 from Pierson-Lovelace is reserved for faculty development programming expenses of the OMA. This proposal was reviewed and approved by AdCil and the President. Once again, the community views this as a temporary expedient and expects that a search for a professional director will begin in the fall, and the new person will be in place by the start of fiscal year 2005-06.

Joan Straumanis
President

Antioch College

2004-05 Budget Summary by Function

	2001-02 Actual	2002-03 Actual	2003-04 Budget	2003-04 Projected	Change From 2003-04 Budget to 2003-04 Projected $	%	*Proposed 2004-05 Budget*	Change From *2003-04 Projected to 2004-05 Budget* *$*	*%*	Change From 2003-04 Budget to 2004-05 Budget *$*	%
Revenues											
Tuition & Fees	13,488,761	14,327,740	14,747,749	14,977,628	229,879	1.56%	***16,187,789***	1,210,161	8.08%	1,440,040	9.76%
Less Tuition Discounts	-3,901,907	-5,462,158	-5,917,069	-6,350,278	-433,209	-7.32%	***-6,535,000***	-184,722	-2.91%	-617,931	-10.44%
Net Tuition and Fees	9,586,854	8,865,582	8,830,680	8,627,350	-203,330	-2.30%	***9,652,789***	1,025,439	11.89%	822,109	9.31%
Gifts	1,936,317	1,480,550	1,605,050	1,487,850	-117,200	-7.30%	***1,705,000***	217,150	14.59%	99,950	6.23%
Grants	1,707,919	1,389,691	1,307,000	1,378,096	71,096	5.44%	***1,292,000***	-86,096	-6.25%	-15,000	-1.15%
Endowment Income	198,524	155,759	183,000	205,780	22,780	12.45%	***205,000***	-780	-0.38%	22,000	12.02%
Contracts	28,887	10,330	3,000	2,680	-320	-10.67%	***3,000***	320	11.94%	0	0.00%
Other Income	111,705	135,932	512,366	355,000	-157,366	-30.71%	***96,100***	-258,900	-72.93%	-416,266	-81.24%
Total E&G Revenue	13,570,206	12,037,844	12,441,096	12,056,756	-384,340	-3.09%	***12,953,889***	897,133	7.44%	512,793	4.12%
Auxiliary Enterprises	2,768,779	2,902,247	3,399,959	2,900,888	-499,071	-14.68%	***3,347,000***	446,112	15.38%	-52,959	-1.56%
Released From Restrictions	1,520,986	2,575,889	2,365,423	1,807,013	-558,410	-23.61%	***2,313,975***	506,962	28.06%	-51,448	-2.18%
Total Revenues	17,859,971	17,515,980	18,206,478	16,764,657	-1,441,821	-7.92%	***18,614,864***	1,850,207	11.04%	408,386	2.24%
Operating Expenses											
Instruction	4,862,103	4,929,675	5,174,595	5,123,450	-51,145	-0.99%	***5,194,242***	70,792	1.38%	19,647	0.38%
Research	0	578	1,000	10,770	9,770	977.00%	***1,000***	-9,770	-90.71%	0	0.00%
Public Service	1,431	0	0	0	0		***0***	0		0	
Academic Support	1,066,313	1,104,220	1,143,283	1,104,336	-38,947	-3.41%	***1,195,548***	91,212	8.26%	52,265	4.57%
Student Services	2,591,976	2,770,475	2,597,657	2,346,657	-251,000	-9.66%	***2,597,587***	250,930	10.69%	-70	0.00%
Institutional Support	3,322,391	2,359,177	2,387,168	2,476,868	89,700	3.76%	***2,409,718***	-67,150	-2.71%	22,550	0.94%
Plant Maintenance	3,227,044	3,334,316	3,042,079	3,159,007	116,928	3.84%	***3,088,520***	-70,487	-2.23%	46,441	1.53%
Scholarships	2,199,095	1,971,653	1,905,400	2,026,045	120,645	6.33%	***1,721,400***	-304,645	-15.04%	-184,000	-9.66%
Total E&G Expenses	17,270,353	16,470,094	16,251,182	16,247,133	-4,049	-0.02%	***16,208,015***	-39,118	-0.24%	-43,167	-0.27%
Auxiliary Enterprises	2,215,084	2,338,816	2,455,296	2,289,908	-165,388	-6.74%	***2,406,408***	116,500	5.09%	-48,888	-1.99%
Total Operating Expenses	19,485,437	18,808,910	18,706,478	18,537,041	-169,437	-0.91%	***18,614,423***	77,382	0.42%	-92,055	-0.49%
Excess Revenue over Expenses	-1,625,466	-1,292,930	-500,000	-1,772,384	-1,272,384	-254.48%	***441***	1,772,825	100.02%	500,441	100.09%
Annual Budget Conversion to Cash Basis											
Capital Expenditures	512,568	1,135,346	698,604	689,529	-9,075	-1.30%	***617,000***	-72,529	-10.52%	-81,604	-11.68%
Borrowing Proceeds	-258,673	-198,237	-219,000	0	219,000	100.00%	***0***	0		219,000	100.00%
Principal Payments	574,656	395,439	404,470	411,515	7,045	1.74%	***315,000***	-96,515	-23.45%	-89,470	-22.12%
Prior Year Reserves	0	0	0	0	0		***0***	0		0	
Add back Depreciation	-1,458,832	-1,409,580	-1,384,074	-1,357,654	26,420	1.91%	***-1,380,000***	-22,346	-1.65%	4,074	0.29%
Total Cash Items	-630,281	-77,032	-500,000	-256,610	243,390	48.68%	***-448,000***	-191,390	-74.58%	52,000	10.40%
Net Cash Basis Budget	-995,185	-1,215,898	0	-1,515,774	-1,515,774		***448,441***	1,964,215	129.58%	448,441	

Antioch College

2004-05 Budget Summary by Category

	2001-02 Actual	2002-03 Actual	2003-04 Budget	2003-04 Projected	Change From 2003-04 Budget to 2003-04 Projected $	%	*Proposed 2004-05 Budget*	*Change From 2003-04 Projected to 2004-05 Budget* *$*	*%*	Change From 2003-04 Budget to 2004-05 Budget *$*	*%*
Revenues	17,859,971	17,515,980	18,206,478	16,764,657	-1,441,821	-7.92%	***18,614,864***	1,850,207	11.04%	408,386	2.24%
Operating Expenses											
Salaries & Wages	8,955,012	8,234,889	8,174,538	8,228,189	53,651	0.66%	***8,079,351***	-148,838	-1.81%	-95,187	-1.16%
Benefits	3,097,328	3,013,637	3,062,106	3,013,739	-48,367	-1.58%	***2,881,929***	-131,810	-4.37%	-180,177	-5.88%
Training & Development	443,057	487,144	649,877	441,390	-208,487	-32.08%	***792,306***	350,916	79.50%	142,429	21.92%
Student Aid Services	1,351,278	1,339,724	1,353,400	1,445,000	91,600	6.77%	***1,169,400***	-275,600	-19.07%	-184,000	-13.60%
Special Events	94,130	130,086	211,134	189,000	-22,134	-10.48%	***162,162***	-26,838	-14.20%	-48,972	-23.19%
Supplies	729,693	846,135	773,917	725,000	-48,917	-6.32%	***755,135***	30,135	4.16%	-18,782	-2.43%
Business Operations	1,998,084	2,065,636	1,937,777	1,780,000	-157,777	-8.14%	***2,026,104***	246,104	13.83%	88,327	4.56%
Plant Maintenance	1,287,721	1,449,506	1,337,384	1,431,997	94,613	7.07%	***1,538,250***	106,253	7.42%	200,866	15.02%
Interest Expense	153,426	117,741	125,585	105,000	-20,585	-16.39%	***116,071***	11,071	10.54%	-9,514	-7.58%
Resale Costs	275,605	276,297	255,000	336,000	81,000	31.76%	***273,500***	-62,500	-18.60%	18,500	7.25%
Miscellaneous	236,725	231,970	244,759	285,000	40,241	16.44%	***258,524***	-26,476	-9.29%	13,765	5.62%
Contingency/Reserves											
Campus Contingency, Mandatory	0	0	0	0	0		***0***	0		0	
Campus Contingency, Discretionary	1,715	0	0	0	0		***0***	0		0	
Capital 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	-600,000	-600,000	-600,000	-600,000	0	0.00%	***-600,000***	0	0.00%	0	0.00%
Other (Intercampus Agree & Univ Conf)	2,831	-193,435	-203,073	-200,928	2,145	1.06%	***-218,309***	-17,381	-8.65%	-15,236	-7.50%
Depreciation	1,458,832	1,409,580	1,384,074	1,357,654	-26,420	-1.91%	***1,380,000***	22,346	1.65%	-4,074	-0.29%
Total Operating Expenses	19,485,437	18,808,910	18,706,478	18,537,041	-169,437	-0.91%	***18,614,423***	77,382	0.42%	-92,055	-0.49%
Excess Revenue over Expenses	-1,625,466	-1,292,930	-500,000	-1,772,384	-1,272,384	-254.48%	***441***	1,772,825	100.02%	500,441	100.09%
Annual Budget Conversion to Cash Basis											
Capital Expenditures	512,568	1,135,346	698,604	689,529	-9,075	-1.30%	***617,000***	-72,529	-10.52%	-81,604	-11.68%
Borrowing Proceeds	-258,673	-198,237	-219,000	0	219,000	100.00%	***0***	0		219,000	100.00%
Principal Payments	574,656	395,439	404,470	411,515	7,045	1.74%	***315,000***	-96,515	-23.45%	-89,470	-22.12%
Prior Year Reserves	0	0	0	0	0		***0***	0		0	
Add back Depreciation	-1,458,832	-1,409,580	-1,384,074	-1,357,654	26,420	1.91%	***-1,380,000***	-22,346	-1.65%	4,074	0.29%
Total Cash Items	-630,281	-77,032	-500,000	-256,610	243,390	48.68%	***-448,000***	-191,390	-74.58%	52,000	10.40%
Net Cash Basis Budget	-995,185	-1,215,898	0	-1,515,774	-1,515,774		***448,441***	1,964,215	129.58%	448,441	

Antioch University

Antioch College

2004-05 Proposed Expenditures	Amount	Source
Facilities		
Fire Alarm System Upgrades	$37,000	Operating Budget
Drives, Walkways and Landscaping	$85,000	Operating Budget
Roof Replacement Physical Plant	$35,000	Operating Budget
ADA Ramps, Doors, Restrooms	$50,000	Operating Budget
Residence Hall Shower Replacement	$30,000	Operating Budget
Roof Replacement Union	$50,000	Operating Budget
Porch Deck and Stair Replacement	$25,000	Operating Budget
Heating Improvments	$30,000	Operating Budget
Technology		
Computer Workstations	$30,000	Operating Budget
Classroom Technology	$50,000	Operating Budget
Wireless Access to the Internet, Phase II	$60,000	Operating Budget
Other		
Air-conditioning Replacement	$85,000	Operating Budget
Replacement of Residence Hall Furniture	$50,000	Operating Budget
Total	$617,000	

GLEN HELEN ECOLOGY INSTITUTE
2004-05 PROPOSED BUDGET

2004-05 will be dedicated to exploring new revenue sources and planning activities to help guide the overall operations and management of the nature preserve. The ongoing comprehensive campaign will provide funding for capital building improvement projects. The Institute continues to seek ways to support its operations and programs while cutting costs and operating more efficiently. The Institute already operates at a streamlined level. Currently the most efficient way for the Glen to cut costs and maintain programs is to integrate its multiple education programs under a single umbrella. Historically the Outdoor Education Center (OEC) has operated separately although as a part of the Institute. To accomplish this reorganization the GHEI will eliminate one full-time position (Assistant Director of the Outdoor Education Center) and reorganize two existing positions: (1) OEC Director and (2) Trailside Manager into two new positions of Co-Directors of Education. In addition, it is proposed to cut two full-time administrative support positions to ¾-time and ½-time. Financial support to the Raptor Center will be reduced and funds redirected back to education program and the overall land management for the nature preserve. New revenue sources for the coming fiscal year are minimal and will include a proposed "pay-to-park" at the main parking area on Corry Street.

Revenues:

- Total Revenue is projected to increase by about 7%, largely from a Federal Grant (the grant will not provide overall support to GHEI operations, but does provide enhanced national recognition and support for student Coop).
- Tuition/fees revenue will remain constant.
- Auxiliary enterprises revenue will remain about the same, with a slight increase anticipated from facility rental fees and implementation of the parking fee.
- Gifts are expected to grow to about $143,000 with 63% from individual gifts and 37% from the Glen Helen Association through membership dollars and other giving to the GHA.

Revenue streams continue to become more diversified and although there is expected to be a slight revenue increase, the GHEI will be unable to maintain its present staff and programming in 2004-05.

Expenses:

- Despite staff cuts, total general operating expense (excluding grants) will increase slightly.

- The largest expense increases include Staff Tuition Waivers (($18,600) and Mandatory Contingency ($25,000). Salaries/Wages have been reduced by almost 10% but is offset by a 9% increase in Benefits.

Capital Expense:

- Budgeted at $23,921 and funded through the depreciation expense ($19,833) and expected campaign gifts ($4,088), these funds will be directed toward a new utility vehicle, building improvement projects, and scientific research and management equipment.

Restricted Funds: Overall, availability of these funds continues to decline.

- Revenue: $47,326 will be released from several restricted cost centers; overall this represents a decrease of 15.4% from 2003-04. Of this amount, 55% will be required for general operating expenses.
- Expenses:
  - Salaries/Wages, to include Grant Staff and Graduate Program Development Coordinator (tentative).
  - Continued trail improvements and informational signage.
  - Plant Maintenance and utilities for the Glen Helen Building
  - Continued rental of office space (trailer) for the Outdoor Education Center.

Robert S. Whyte
Director

Glen Helen

2004-05 Budget Summary by Function

	2001-02 Actual	2002-03 Actual	2003-04 Budget	2003-04 Projected	Change From 2003-04 Budget to 2003-04 Projected $	Change From 2003-04 Budget to 2003-04 Projected %	*Proposed 2004-05 Budget*	*Change From 2003-04 Projected to 2004-05 Budget* $	*Change From 2003-04 Projected to 2004-05 Budget* %	Change From 2003-04 Budget to 2004-05 Budget $	Change From 2003-04 Budget to 2004-05 Budget %
Revenues											
Tuition & Fees	130,215	113,760	118,972	110,000	-8,972	-7.54%	118,972	8,972	8.16%	0	0.00%
Less Tuition Discounts	0	0	0	0	0		0	0		0	
Net Tuition and Fees	130,215	113,760	118,972	110,000	-8,972	-7.54%	118,972	8,972	8.16%	0	0.00%
Gifts	94,917	104,476	109,650	125,000	15,350	14.00%	143,599	18,599	14.88%	33,949	30.96%
Grants	0	7,603	7,500	14,383	6,883	91.77%	50,000	35,617	247.63%	42,500	566.67%
Endowment Income	42,000	42,000	42,000	42,000	0	0.00%	42,000	0	0.00%	0	0.00%
Contracts	10,222	11,366	10,500	10,000	-500	-4.76%	11,450	1,450	14.50%	950	9.05%
Other Income	3	396	200	3,472	3,272	1636.00%	0	-3,472	-100.00%	-200	-100.00%
Total E&G Revenue	277,357	279,601	288,822	304,855	16,033	5.55%	366,021	61,166	20.06%	77,199	26.73%
Auxiliary Enterprises	301,818	283,144	277,459	250,000	-27,459	-9.90%	278,458	28,458	11.38%	999	0.36%
Released From Restrictions	181,639	154,512	135,473	115,000	-20,473	-15.11%	97,326	-17,674	-15.37%	-38,147	-28.16%
Total Revenues	760,814	717,257	701,754	669,855	-31,899	-4.55%	741,805	71,950	10.74%	40,051	5.71%
Operating Expenses											
Instruction	0	0	0	0	0		0	0		0	
Research	0	0	0	0	0		0	0		0	
Public Service	604,027	678,564	701,754	650,990	-50,764	-7.23%	741,805	90,815	13.95%	40,051	5.71%
Academic Support	0	0	0		0		0	0		0	
Student Services	0	0	0		0		0	0		0	
Institutional Support	0	0	0		0		0	0		0	
Plant Maintenance	13,099	18,597	0	18,200	18,200		0	-18,200	-100.00%	0	
Scholarships	0	0	0	0	0		0	0		0	
Total E&G Expenses	617,126	697,161	701,754	669,190	-32,564	-4.64%	741,805	72,615	10.85%	40,051	5.71%
Auxiliary Enterprises	0	0	0	0	0		0	0		0	
Total Operating Expenses	617,126	697,161	701,754	669,190	-32,564	-4.64%	741,805	72,615	10.85%	40,051	5.71%
Excess Revenue over Expenses	143,688	20,096	0	665	665		0	-665	-100.00%	0	
Annual Budget Conversion to Cash Basis											
Capital Expenditures	156,179	43,694	20,000	32,253	12,253	61.27%	19,833	-12,420	-38.51%	-167	-0.84%
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	-13,099	-18,597	-21,691	-18,200	3,491	16.09%	-19,833	-1,633	-8.97%	1,858	8.57%
Total Cash Items	143,080	25,097	-1,691	14,053	15,744	931.05%	0	-14,053	-100.00%	1,691	100.00%
Net Cash Basis Budget	608	-5,001	1,691	-13,388	-15,079	-891.72%	0	13,388	100.00%	-1,691	-100.00%

Glen Helen
2004-05 Budget Summary by Category

	2001-02 Actual	2002-03 Actual	2003-04 Budget	2003-04 Projected	Change From 2003-04 Budget to 2003-04 Projected $	%	*Proposed 2004-05 Budget*	*Change From 2003-04 Projected to 2004-05 Budget* *$*	*%*	Change From 2003-04 Budget to 2004-05 Budget *$*	%
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Revenues	760,814	717,257	701,754	669,855	-31,899	-4.55%	**741,805**	71,950	10.74%	40,051	5.71%
Operating Expenses											
Salaries & Wages	273,365	328,682	340,337	321,896	-18,441	-5.42%	***316,918***	-4,978	-1.55%	-23,419	-6.88%
Benefits	81,842	109,993	120,855	119,348	-1,507	-1.25%	***138,483***	19,135	16.03%	17,628	14.59%
Training & Development	10,671	8,551	4,860	4,998	138	2.84%	***8,925***	3,927	78.57%	4,065	83.64%
Student Aid Services	0	0	0	0	0		***0***	0		0	
Special Events	517	587	500	1,585	1,085	217.00%	***500***	-1,085	-68.45%	0	0.00%
Supplies	56,000	50,360	42,100	54,012	11,912	28.29%	***65,461***	11,449	21.20%	23,361	55.49%
Business Operations	62,928	87,131	54,008	44,000	-10,008	-18.53%	***45,078***	1,078	2.45%	-8,930	-16.53%
Plant Maintenance	106,305	83,511	95,188	93,891	-1,297	-1.36%	***102,186***	8,295	8.83%	6,998	7.35%
Interest Expense	28	35	70	27	-43	-61.43%	***0***	-27	-100.00%	-70	-100.00%
Resale Costs	9,379	8,737	8,000	9,000	1,000	12.50%	***8,500***	-500	-5.56%	500	6.25%
Miscellaneous	2,992	977	5,258	2,233	-3,025	-57.53%	***10,921***	8,688	389.07%	5,663	107.70%
Contingency/Reserves											
Campus Contingency, Mandatory	0	0	0	0	0		***25,000***	25,000		25,000	
Campus Contingency, Discretionary	0	0	8,887	0	-8,887	-100.00%	***0***	0		-8,887	-100.00%
Capital Reserve	0	0	0	0	0		***0***	0		0	
Overhead								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)	0	0	0	0	0		***0***	0		0	
Depreciation	13,099	18,597	21,691	18,200	-3,491	-16.09%	***19,833***	1,633	8.97%	-1,858	-8.57%
Total Operating Expenses	617,126	697,161	701,754	669,190	-32,564	-4.64%	***741,805***	72,615	10.85%	40,051	5.71%
Excess Revenue over Expenses	143,688	20,096	0	665	665		***0***	-665	-100.00%	0	
Annual Budget Conversion to Cash Basis											
Capital Expenditures	156,179	43,694	20,000	32,253	12,253	61.27%	***19,833***	-12,420	-38.51%	-167	-0.84%
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	-13,099	-18,597	-21,691	-18,200	3,491	16.09%	***-19,833***	-1,633	-8.97%	1,858	8.57%
Total Cash Items	143,080	25,097	-1,691	14,053	15,744	931.05%	***0***	-14,053	-100.00%	1,691	100.00%
Net Cash Basis Budget	608	-5,001	1,691	-13,388	-15,079	-891.72%	***0***	13,388	100.00%	-1,691	-100.00%

Antioch University

Glen Helen Ecology Institute

2004-05 Proposed Expenditures	Amount	Source
Facilities		
Vehicle Replacement	$12,000	Operating Budget
Outdoor Education Center Furniture Replacement	$1,500	GHEI Capital Campaign
Intern Residence Housing Furniture Replacement	$2,000	GHEI Capital Campaign
Telephone and Voice Mail System	$4,000	Operating Budget
Glen Helen Building Classroom Upgrades	$1,500	Operating Budget
Technology		
Research/Natural Resource Management Equipment	$5,000	Operating Budget & Additional Gift Support
Total	$26,000	

ANTIOCH NEW ENGLAND GRADUATE SCHOOL
2004-05 PROPOSED BUDGET

Accomplishments and Challenges of 2003-04

The most significant accomplishment of the 2003-04 fiscal year was the launch of our new Jonathan Daniels Diversity Scholarship program, putting $150,000 of tuition discount money to work to help increase diversity among our students. We have also enrolled the second class in our Environmental Organizing and Advocacy program, and launched a successful continuing education program in our Applied Psychology department.

2003-04 has also been the first full year of our multi-million-dollar grant from the U.S. Department of Education for the development and launch of four alternative high schools as part of a rural schools-of-choice model. We have our second class of high school students enrolled on-site today in the Monadnock Community Connection school (known as MC-Squared).

A significant campus-wide strategic planning process has been underway for several months now, and strong community support for new programs and facilities has emerged as one of its early outcomes. We expect the conclusion of the planning process to boost our fundraising program beginning in June.

Our greatest challenge in 2003-04 has been enrollment - - we under enrolled by 40 students compared to our planned budget, slightly below enrollment from the prior year. That created a hole of as much as $600,000 for the year, which we have met with expense reductions and the pursuit of some one-time revenue.

Enrollments and Revenues for 2004-05.

For 2004-05, our enrollment goal for new students is 380 - - an increase of 33 students over actual 2003-04 enrollment, and still seven students short of budget 2003-04. We are also raising tuition by 5.5% across the graduate school.

We are projecting the following new enrollment by dept:

Applied Psychology 93, down 1 from 2003 actual,

Clinical Psychology, 27, up 4 from 2003 actual,
Environmental Studies Masters, 97 up 8 from 2003 actual,
ES PhD 12, down 1 from 2003 actual,
Organization &Management, 62, up 17 from 2003 actual,
Education 89 up 6 from 2003 actual.

Significant Expense Change for 2004-05.
Our 2004-05 operating budget is presented in balance, with a contingency of $197,181 and planned depreciation expense of $416,754. It includes an across the board 2.5% increase in salaries, and the new position of a campus dean of faculty and academic affairs.

The total operating budget for 2004-05 is $13,523,385. Fund one $11,475, 580 and Fund two $2,047,805.

Goals and Objectives for 2004-05

Our most important goals for the year are meeting enrollment and revenue targets, keeping the budget in balance, increasing academic quality, and beginning to execute the outcome of our campus-wide planning process (which addresses growth of academic programs and quality, as well as organizational development and community outreach).

Capital Budget 2004-05.

One the capital side we are planning $573,000 in capital spending, with major expenses in the build-out of three new classrooms, principal repayment of $120,000, and $100,000+ in IT capital projects. These expenses will be funded by our current depreciation expense add back, the capital campaign and the depreciation fund reserve from the 2003-04 budget.

Peter Temes
President

Antioch New England Graduate School

2004-05 Budget Summary by Function

	2001-02 Actual	2002-03 Actual	2003-04 Budget	2003-04 Projected	Change From 2003-04 Budget to 2003-04 Projected $	Change From 2003-04 Budget to 2003-04 Projected %	*Proposed 2004-05 Budget*	*Change From 2003-04 Projected to 2004-05 Budget $*	*Change From 2003-04 Projected to 2004-05 Budget %*	Change From 2003-04 Budget to 2004-05 Budget $	Change From 2003-04 Budget to 2004-05 Budget %
Revenues											
Tuition & Fees	9,091,851	9,779,886	10,583,207	10,406,915	-176,292	-1.67%	***11,511,573***	1,104,658	10.61%	928,366	8.77%
Less Tuition Discounts	-2,930	-1,680	-150,000	-157,000	-7,000	-4.67%	***-150,000***	7,000	4.46%	0	0.00%
Net Tuition and Fees	9,088,921	9,778,206	10,433,207	10,249,915	-183,292	-1.76%	***11,361,573***	1,111,658	10.85%	928,366	8.90%
Gifts	11,610	22,315	0	65,251	65,251		***41,000***	-24,251	-37.17%	41,000	
Grants	891,813	997,559	1,458,042	1,820,255	362,213	24.84%	***1,614,908***	-205,347	-11.28%	156,866	10.76%
Endowment Income	0	0	0	0	0		***0***	0		0	
Contracts	446,404	321,039	288,834	317,877	29,043	10.06%	***254,412***	-63,465	-19.97%	-34,422	-11.92%
Other Income	200,387	346,582	268,681	203,478	-65,203	-24.27%	***117,497***	-85,981	-42.26%	-151,184	-56.27%
Total E&G Revenue	10,639,135	11,465,701	12,448,764	12,656,776	208,012	1.67%	***13,389,390***	732,614	5.79%	940,626	7.56%
Auxiliary Enterprises	1,246	3,480	0	3,358	3,358		***0***	-3,358	-100.00%	0	
Released From Restrictions	625,140	454,553	497,485	193,406	-304,079	-61.12%	***133,995***	-59,411	-30.72%	-363,490	-73.07%
Total Revenues	11,265,521	11,923,734	12,946,249	12,853,540	-92,709	-0.72%	***13,523,385***	669,845	5.21%	577,136	4.46%
Operating Expenses											
Instruction	4,546,108	4,973,746	5,617,696	5,603,795	-13,901	-0.25%	***5,820,015***	216,220	3.86%	202,319	3.60%
Research	0	2,460	0	776	776		***0***	-776	-100.00%	0	
Public Service	1,213,961	1,143,170	1,283,212	1,305,206	21,994	1.71%	***1,154,315***	-150,891	-11.56%	-128,897	-10.04%
Academic Support	545,146	606,173	640,489	713,965	73,476	11.47%	***785,074***	71,109	9.96%	144,585	22.57%
Student Services	613,100	687,441	750,782	723,450	-27,332	-3.64%	***779,195***	55,745	7.71%	28,413	3.78%
Institutional Support	2,695,563	2,691,234	2,991,930	2,833,292	-158,638	-5.30%	***3,353,864***	520,572	18.37%	361,934	12.10%
Plant Maintenance	1,155,263	1,243,632	1,232,769	1,218,530	-14,239	-1.16%	***1,206,422***	-12,108	-0.99%	-26,347	-2.14%
Scholarships	446,125	394,246	424,500	430,899	6,399	1.51%	***424,500***	-6,399	-1.49%	0	0.00%
Total E&G Expenses	11,215,266	11,742,102	12,941,378	12,829,913	-111,465	-0.86%	***13,523,385***	693,472	5.41%	582,007	4.50%
Auxiliary Enterprises	0	0	0	0	0		***0***	0		0	
Total Operating Expenses	11,215,266	11,742,102	12,941,378	12,829,913	-111,465	-0.86%	***13,523,385***	693,472	5.41%	582,007	4.50%
Excess Revenue over Expenses	50,255	181,632	4,871	23,627	18,756	385.05%	***0***	-23,627	-100.00%	-4,871	-100.00%
Annual Budget Conversion to Cash Basis											
Capital Expenditures	258,617	470,266	248,885	222,877	-26,008	-10.45%	***453,526***	230,649	103.49%	204,641	82.22%
Borrowing Proceeds	0	0	0	0	0		***0***	0		0	
Principal Payments	117,475	140,698	131,680	128,321	-3,359	-2.55%	***121,391***	-6,930	-5.40%	-10,289	-7.81%
Prior Year Reserves	0	0	0	0	0		***-158,163***	-158,163		-158,163	
Add back Depreciation	-469,715	-478,424	-474,099	-480,000	-5,901	-1.24%	***-416,754***	63,246	13.18%	57,345	12.10%
Total Cash Items	-93,623	132,540	-93,534	-128,802	-35,268	-37.71%	***0***	128,802	100.00%	93,534	100.00%
Net Cash Basis Budget	143,878	49,092	98,405	152,429	54,024	54.90%	***0***	-152,429	-100.00%	-98,405	-100.00%

Antioch New England Graduate School

2004-05 Budget Summary by Category

	2001-02 Actual	2002-03 Actual	2003-04 Budget	2003-04 Projected	Change From 2003-04 Budget to 2003-04 Projected $	%	*Proposed 2004-05 Budget*	*Change From 2003-04 Projected to 2004-05 Budget* $	%	Change From 2003-04 Budget to 2004-05 Budget $	%
Revenues	11,265,521	11,923,734	12,946,249	12,853,540	-92,709	-0.72%	**13,523,385**	669,845	5.21%	577,136	4.46%
Operating Expenses											
Salaries & Wages	5,424,769	5,683,050	6,049,714	6,149,305	99,591	1.65%	*6,472,368*	323,063	5.25%	422,654	6.99%
Benefits	1,700,019	1,814,183	2,108,061	2,066,728	-41,333	-1.96%	*2,254,986*	188,258	9.11%	146,925	6.97%
Training & Development	428,182	424,288	491,443	459,549	-31,894	-6.49%	*507,660*	48,111	10.47%	16,217	3.30%
Student Aid Services	51,923	123,093	84,500	162,423	77,923	92.22%	*76,500*	-85,923	-52.90%	-8,000	-9.47%
Special Events	23,265	19,383	31,336	15,408	-15,928	-50.83%	*32,000*	16,592	107.68%	664	2.12%
Supplies	142,990	164,265	238,989	193,456	-45,533	-19.05%	*253,609*	60,153	31.09%	14,620	6.12%
Business Operations	1,146,513	1,212,763	1,263,769	1,411,369	147,600	11.68%	*1,260,804*	-150,565	-10.67%	-2,965	-0.23%
Plant Maintenance	311,504	369,264	372,150	342,427	-29,723	-7.99%	*403,201*	60,774	17.75%	31,051	8.34%
Interest Expense	429,495	424,149	403,482	412,600	9,118	2.26%	*406,906*	-5,694	-1.38%	3,424	0.85%
Resale Costs	0	0	0	0	0		*0*	0		0	
Miscellaneous	122,571	40,756	103,237	53,184	-50,053	-48.48%	*91,462*	38,278	71.97%	-11,775	-11.41%
Contingency/Reserves											
Campus Contingency, Mandatory	0	0	95,156	0	-95,156	-100.00%	*197,181*	197,181		102,025	107.22%
Campus Contingency, Discretionary	0	0	11,064	0	-11,064	-100.00%	*0*	0		-11,064	-100.00%
Capital Reserve	0	0	0	0	0		*0*	0		0	
Overhead											
To the University	900,834	743,325	927,868	927,868	0	0.00%	*999,255*	71,387	7.69%	71,387	7.69%
Rebates from the University	0	0	0	0	0		*0*	0		0	
Subsidy from Adult Campuses	-50	0	0	0	0		*0*	0		0	
Subsidy from Overhead	0	0	0	0	0		*0*	0		0	
Other (Intercampus Agree & Univ Conf)	63,536	245,159	286,510	155,596	-130,914	-45.69%	*150,699*	-4,897	-3.15%	-135,811	-47.40%
Depreciation	469,715	478,424	474,099	480,000	5,901	1.24%	*416,754*	-63,246	-13.18%	-57,345	-12.10%
Total Operating Expenses	11,215,266	11,742,102	12,941,378	12,829,913	-111,465	-0.86%	*13,523,385*	693,472	5.41%	582,007	4.50%
Excess Revenue over Expenses	50,255	181,632	4,871	23,627	18,756	385.05%	*0*	-23,627	-100.00%	-4,871	-100.00%
Annual Budget Conversion to Cash Basis											
Capital Expenditures	258,617	470,266	248,885	222,877	-26,008	-10.45%	*453,526*	230,649	103.49%	204,641	82.22%
Borrowing Proceeds	0	0	0	0	0		*0*	0		0	
Principal Payments	117,475	140,698	131,680	128,321	-3,359	-2.55%	*121,391*	-6,930	-5.40%	-10,289	-7.81%
Prior Year Reserves	0	0	0	0	0		*-158,163*	-158,163		-158,163	
Add back Depreciation	-469,715	-478,424	-474,099	-480,000	-5,901	-1.24%	*-416,754*	63,246	13.18%	57,345	12.10%
Total Cash Items	-93,623	132,540	-93,534	-128,802	-35,268	-37.71%	*0*	128,802	100.00%	93,534	100.00%
Net Cash Basis Budget	143,878	49,092	98,405	152,429	54,024	54.90%	*0*	-152,429	-100.00%	-98,405	-100.00%

Antioch University

Antioch New England Graduate School

2004-05 Proposed Expenditures	Amount	Source
FACILITIES		
Classroom Painting	20,000	Operating Budget & Prior Year Depreciation Reserve
Classroom upgrade	11,815	Operating Budget & Prior Year Depreciation Reserve
Multi-function Room	154,457	Operating Budget & Capital Campaign
HVAC valve replacement	5,000	
TECHNOLOGY		
Replacement, upgrade servers	20,000	Operating Budget & Prior Year Depreciation Reserve
100 base T switch	2,000	Operating Budget & Prior Year Depreciation Reserve
Replacement and new Computers	85,000	Operating Budget & Prior Year Depreciation Reserve
Wireless Mobile Lab	13,829	Operating Budget & Prior Year Depreciation Reserve
OTHER		
Instructional Technology Room	36,925	Operating Budget & Prior Year Depreciation Reserve
ES herbarium Lab upgrade	40,000	Operating Budget & Prior Year Depreciation Reserve
Development software	20,000	Operating Budget & Prior Year Depreciation Reserve
Maintenance upgrade library collection	40,000	Operating Budget & Prior Year Depreciation Reserve
Scanner/software disability services	4,500	Operating Budget & Prior Year Depreciation Reserve
TOTAL	**453,526**	

ANTIOCH SEATTLE
2004-05 PROPOSED BUDGET

Accomplishments and Challenges of 2003-04

Antioch Seattle has had a very productive year. After being a little low on our summer enrollments we have made up our shortage during the winter and spring quarters and look forward to a balanced budget with a modest surplus. The highlights of our accomplishments and challenges follow.

- The Psychology Doctorate proposal is finalized, approved by the Board, and approved by the Higher Education Coordinating Board for the State of Washington. Review of the proposal by NCA is scheduled for mid-April. Although we have not openly recruited, early returns on word of mouth referral look very promising.

- Program reviews are to be completed this spring for our BA Completion Program. We are also conducting an "informal" program review of the Organizational Systems Renewal (OSR) track of the Whole Systems Design Program in response to concerns raised in the NCA report.

- The Early College project added two new schools to the initiative: the Wellpinit School District serving the Spokane Tribe and LaConner High School serving the Swinomish tribe. The two additions make a total of five early college schools now operating under Antioch. The Kellogg Foundation also renewed its commitment to Antioch for this project by awarding us $875,000 for community engagement activity.

- Antioch Seattle received an Americorps grant this year from the Washington State Campus Compact. The Americorps position has been assigned to locate community non-profit organizations and businesses where students can conduct their change projects for the Center for Creative Change as well as perform volunteer work.

- Lovelace funds were used for three significant feasibility projects.
  A consultant was hired to assess our Continuing Education operation and turn it into a more viable contributor, both fiscally and educationally.

A research firm was hired to perform a feasibility study on a Patient Advocacy Certificate. The report has discouraged us from offering a certificate, but indicates that there is a strong market for continuing education in this area.

Another research firm was hired to conduct a survey of well-known politicians, government agencies, and county and city officials to determine if Seattle has an environment that would support a "grass roots" policy institute with an accompanying graduate degree. We should receive the results of the firm's research by May.

- Progress has been made on our outcomes assessments in the academic programs. Our convocation highlighted two known assessment experts who gave a workshop for the faculty. We have sent faculty to outcomes assessment conferences and have a campus outcomes assessment committee that continues to work with the academic programs.

- Significant improvements have been made in the library (more to come in the 2004-05 budget).

- Besides state grants, eligibility was secured for additional financial aid in work-study and EOE grants from the State of Washington. This increases the amount of state money for our students from $25,000 last year to over $200,000 this year.

- A major fund raising event was planned and executed. The Horace Mann event raised $28,000 for scholarships and in-kind donations.

- The Board of Visitors has grown to 16 active members.

- The President formed compensation committees for both faculty and staff to refine our systems and outline plans to progress toward the College and University Personnel Association (CUPA) medians for small institutions.

- A major redesign and upgrade of our web pages was completed.

- A facility renovation was completed that now integrates all of our enrollment services into one shared space.

- A major upgrade to our external signage was completed and looks great.

- We have formally approved and implemented our Affirmative Action Plan.
- Continuing progress has been made on integrating our strategic plan into the budget process.
- We are sad to report that our association with the Fare Start organization that has run our café for the past 6 years is coming to an end and we are now searching for a new vendor.

Enrollments and Revenues for 2004-05

The budgeted unrestricted revenue for 2004-05 is 11% higher than 2003-04. This increase is made up of a 6% increase in tuition and a 6% increase in enrollments coming mainly from the Psychology program, the new Psychology doctoral program, and the Education program. We are now in our second year of a new centralized method of enrollment projections and are generally quite satisfied with the results of this approach. This will also be the peak year of funds from the Gates grant and Kellogg grants. In the table below headcount numbers drop off due to closing two contract programs that had high head count and low FTE.

Annualized Enrollment History

	2000-2001	2001-2002	2002-2003	2003-2004 (Prelim.)	2004-2005 (Estimate)	% Change FY04 – FY05
Headcount (Undupl.)	1350	1389	1350	1301	1317	+1.2%
FTE	1,018	1,003	983	1,015	1,032	+1.7%
FTuE (FPE)	874	864	846	912	947	+3.8%

Significant Expense Changes for Continuing Operations:

• Health Care	$107,000
• State Financial Aid Match	14,000
• Mandatory Contingency	28,500
• University Overhead	85,041
• Utilities/Taxes/Insurance	24,000
• Depreciation	20,000
• Graduate Assistants	37,700
• Absorbed Rent Loss	87,000
TOTAL BUDGET IMPACT	$403,241

Goals and Objectives for 2004-05

Antioch Seattle is in the process of updating its strategic plan for the October board meeting. The significant strategic items that are funded in this budget include investments in a number of areas that we feel meet our strategic objectives and better position us to grow in the future.

Proposed compensation changes

- Faculty: 4% at beginning of the year; 2% at mid-year. This is the second year of a three-year plan to boost faculty salaries to the medium of comparable CUPA institutions. This also includes a $50/course increase for adjuncts.
- Staff: 4% compensation pool at the beginning of the year.

Investments in academic quality

- Library
  - Inter-library loan (ILL) Staff Position
  - Additional adjunct and temporary employee support
  - Increase inter-library loan funds
  - Increase electronic capabilities
- Increases in academic technology support for faculty

- Increases in faculty and staff professional development support
- 0.5 FTE visiting faculty in Education
- Increase in student service's staffing
- Writing Center staffing
- Maintain outcome assessment effort

Investment in faculty and staff
- Salary increase plan
- Medical benefits increase
- Professional development support increases

Investments in increasing enrollments
- Full-time alumni director
- Increased money for advertising

Investment in affirmative action and diversity
- .25 staffing increase in Human Resources
- Diversity training and programs

Investment in revenue diversification
- Establish a program development fund
- Full-time Continuing Education director
- Full-time Alumni Relations director

Two revenue sources that we will be dealing with over the next couple of months in preparation for the upcoming year are the issue of Fare Start leaving and also the loss of one of our tenants, the Metropolitan Improvement Association. Fare Start will be leaving June 23. We have sent out a request for proposals (RFP) for vendors and should have some news by the Board meetings as to our success. The Metropolitan Improvement Association is moving to a downtown location as of July 31. We definitely need this space for classrooms, especially with the start of the new doctoral program. There is a chance that we can have a remodel completed by the Fall Quarter. We are going to try to finance this project with capital dollars. If the bid is larger than anticipated, we may need a small loan from University Administration. We also may have some capital expenses associated with the change of vendors in the café. It is customary for landlords to offer a tenant improvement allowance to new lessees, we are researching the norms for this as well. In addition, the lease with Fare Start allows us the option of purchasing the kitchen equipment including café table and chairs; this could happen as early as this spring and will be an expense we had not anticipated. A year away is the potential for losing another tenant, American Games. Several ideas are in the works for use of this space. They include a larger bookstore (a marketing study is being done this spring), a counseling clinic, or a large classroom. We also have been holding off on a major roof repair pending decisions about adding another floor to the building.

Overall, we are pleased with the 2004-05 budget because it allows us to make significant investments in our infrastructure while making progress on our strategic goals, including our compensation plans.

Toni Murdock
President

Antioch Seattle

2004-05 Budget Summary by Function

	2001-02 Actual	2002-03 Actual	2003-04 Budget	2003-04 Projected	Change From 2003-04 Budget to 2003-04 Projected $	%	*Proposed 2004-05 Budget*	*Change From 2003-04 Projected to 2004-05 Budget* $	%	Change From 2003-04 Budget to 2004-05 Budget $	%
Revenues											
Tuition & Fees	8,940,762	9,393,774	10,114,255	10,302,707	188,452	1.86%	11,286,130	983,423	9.55%	1,171,875	11.59%
Less Tuition Discounts	-126,416	-100,444	-80,000	-105,538	-25,538	-31.92%	-88,000	17,538	16.62%	-8,000	-10.00%
Net Tuition and Fees	8,814,346	9,293,330	10,034,255	10,197,169	162,914	1.62%	11,198,130	1,000,961	9.82%	1,163,875	11.60%
Gifts	25,283	13,727	30,000	12,000	-18,000	-60.00%	20,000	8,000	66.67%	-10,000	-33.33%
Grants	168,369	192,008	253,474	139,529	-113,945	-44.95%	253,474	113,945	81.66%	0	0.00%
Endowment Income	0	0	0	0	0		0	0		0	
Contracts	10,528	0	0	0	0		0	0		0	
Other Income	356,748	412,613	370,014	406,495	36,481	9.86%	312,868	-93,627	-23.03%	-57,146	-15.44%
Total E&G Revenue	9,375,274	9,911,678	10,687,743	10,755,193	67,450	0.63%	11,784,472	1,029,279	9.57%	1,096,729	10.26%
Auxiliary Enterprises	320,887	312,669	343,000	358,700	15,700	4.58%	361,000	2,300	0.64%	18,000	5.25%
Released From Restrictions	33,812	529,328	841,104	1,214,531	373,427	44.40%	1,337,647	123,116	10.14%	496,543	59.03%
Total Revenues	9,729,973	10,753,675	11,871,847	12,328,424	456,577	3.85%	13,483,119	1,154,695	9.37%	1,611,272	13.57%
Operating Expenses											
Instruction	4,040,474	4,105,257	4,509,503	4,557,860	48,357	1.07%	4,976,279	418,419	9.18%	466,776	10.35%
Research	0	0	0	0	0		0	0		0	
Public Service	11,349	1,211	2,000	444	-1,556	-77.80%	2,200	1,756	395.50%	200	10.00%
Academic Support	455,280	1,064,755	1,389,011	1,763,143	374,132	26.94%	2,036,591	273,448	15.51%	647,580	46.62%
Student Services	832,393	864,175	921,184	901,606	-19,578	-2.13%	1,030,451	128,845	14.29%	109,267	11.86%
Institutional Support	2,408,485	2,671,225	3,006,261	2,712,386	-293,875	-9.78%	3,345,353	632,967	23.34%	339,092	11.28%
Plant Maintenance	1,308,452	1,399,365	1,451,857	1,404,978	-46,879	-3.23%	1,482,320	77,342	5.50%	30,463	2.10%
Scholarships	167,808	205,057	271,925	156,845	-115,080	-42.32%	280,724	123,879	78.98%	8,799	3.24%
Total E&G Expenses	9,224,241	10,311,045	11,551,741	11,497,262	-54,479	-0.47%	13,153,918	1,656,656	14.41%	1,602,177	13.87%
Auxiliary Enterprises	312,574	318,847	370,106	380,593	10,487	2.83%	379,201	-1,392	-0.37%	9,095	2.46%
Total Operating Expenses	9,536,815	10,629,892	11,921,847	11,877,855	-43,992	-0.37%	13,533,119	1,655,264	13.94%	1,611,272	13.52%
Excess Revenue over Expenses	193,158	123,783	-50,000	450,569	500,569	1001.14%	-50,000	-500,569	-111.10%	0	0.00%
Annual Budget Conversion to Cash Basis											
Capital Expenditures	586,852	296,438	416,267	546,267	130,000	31.23%	523,900	-22,367	-4.09%	107,633	25.86%
Borrowing Proceeds	0	0	0	0	0		-224,087	-224,087		-224,087	
Principal Payments	140,000	155,000	165,000	165,000	0	0.00%	180,000	15,000	9.09%	15,000	9.09%
Prior Year Reserves	-66,869	0	-175,000	0	175,000	100.00%	-95,000	-95,000		80,000	45.71%
Add back Depreciation	-466,825	-463,304	-456,267	-451,224	5,043	1.11%	-434,813	16,411	3.64%	21,454	4.70%
Total Cash Items	193,158	-11,866	-50,000	260,043	310,043	620.09%	-50,000	-310,043	-119.23%	0	0.00%
Net Cash Basis Budget	0	135,649	0	190,526	190,526		0	-190,526	-100.00%	0	

Antioch Seattle

2004-05 Budget Summary by Category

	2001-02 Actual	2002-03 Actual	2003-04 Budget	2003-04 Projected	Change From 2003-04 Budget to 2003-04 Projected $	Change From 2003-04 Budget to 2003-04 Projected %	*Proposed 2004-05 Budget*	Change From *2003-04 Projected to 2004-05 Budget* $	Change From *2003-04 Projected to 2004-05 Budget* %	Change From 2003-04 Budget to 2004-05 Budget $	Change From 2003-04 Budget to 2004-05 Budget %
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Revenues	9,729,973	10,753,675	11,871,847	12,328,424	456,577	3.85%	***13,483,119***	1,154,695	9.37%	1,611,272	13.57%
Operating Expenses											
Salaries & Wages	5,021,503	5,322,489	5,693,503	5,835,393	141,890	2.49%	***6,461,998***	626,605	10.74%	768,495	13.50%
Benefits	1,246,151	1,348,841	1,470,360	1,527,968	57,608	3.92%	***1,724,753***	196,785	12.88%	254,393	17.30%
Training & Development	104,930	196,864	223,750	204,749	-19,001	-8.49%	***280,889***	76,140	37.19%	57,139	25.54%
Student Aid Services	48,759	56,447	66,273	66,588	315	0.48%	***79,772***	13,184	19.80%	13,499	20.37%
Special Events	45,319	46,877	47,900	49,792	1,892	3.95%	***51,900***	2,108	4.23%	4,000	8.35%
Supplies	119,795	196,085	142,375	126,264	-16,111	-11.32%	***169,053***	42,789	33.89%	26,678	18.74%
Business Operations	539,077	769,653	690,695	634,553	-56,142	-8.13%	***752,445***	117,892	18.58%	61,750	8.94%
Plant Maintenance	282,181	325,994	432,288	382,164	-50,124	-11.60%	***464,249***	82,085	21.48%	31,961	7.39%
Interest Expense	590,972	581,120	559,458	564,336	4,878	0.87%	***543,237***	-21,099	-3.74%	-16,221	-2.90%
Resale Costs	230,379	232,908	276,000	281,090	5,090	1.84%	***276,000***	-5,090	-1.81%	0	0.00%
Miscellaneous	17,211	181,534	659,422	684,604	25,182	3.82%	***885,689***	201,085	29.37%	226,267	34.31%
Contingency/Reserves											
Campus Contingency, Mandatory	0	0	90,394	0	-90,394	-100.00%	***111,981***	111,981		21,587	23.88%
Campus Contingency, Discretionary	0	0	123,487	0	-123,487	-100.00%	***185,453***	185,453		61,966	50.18%
Capital Reserve	0	125,000	0	41,500	41,500		***0***	-41,500	-100.00%	0	
Overhead											
To the University	823,663	739,060	946,150	946,150	0	0.00%	***1,031,191***	85,041	8.99%	85,041	8.99%
Rebates from the University	0	0	0	0	0		***0***	0		0	
Subsidy from Adult Campuses	50	0	0	0	0		***0***	0		0	
Subsidy from Overhead	0	0	0	0	0		***0***	0		0	
Other (Intercampus Agree & Univ Conf)	0	43,716	43,525	81,480	37,955	87.20%	***79,696***	-1,784	-2.19%	36,171	83.10%
Depreciation	466,825	463,304	456,267	451,224	-5,043	-1.11%	***434,813***	-16,411	-3.64%	-21,454	-4.70%
Total Operating Expenses	9,536,815	10,629,892	11,921,847	11,877,855	-43,992	-0.37%	***13,533,119***	1,655,264	13.94%	1,611,272	13.52%
Excess Revenue over Expenses	193,158	123,783	-50,000	450,569	500,569	1001.14%	***-50,000***	-500,569	-111.10%	0	0.00%
Annual Budget Conversion to Cash Basis											
Capital Expenditures	586,852	296,438	416,267	546,267	130,000	31.23%	***523,900***	-22,367	-4.09%	107,633	25.86%
Borrowing Proceeds	0	0	0	0	0		***-224,087***	-224,087		-224,087	
Principal Payments	140,000	155,000	165,000	165,000	0	0.00%	***180,000***	15,000	9.09%	15,000	9.09%
Prior Year Reserves	-66,869	0	-175,000	0	175,000	100.00%	***-95,000***	-95,000		80,000	45.71%
Add back Depreciation	-466,825	-463,304	-456,267	-451,224	5,043	1.11%	***-434,813***	16,411	3.64%	21,454	4.70%
Total Cash Items	193,158	-11,866	-50,000	260,043	310,043	620.09%	***-50,000***	-310,043	-119.23%	0	0.00%
Net Cash Basis Budget	0	135,649	0	190,526	190,526		***0***	-190,526	-100.00%	0	

2004-05 Proposed Expenditures	Amount	Funding Source
Facilities		
Remodel: Build out into vacant tenant spaces	$350,000	Operating Budget, Capital Reserve, & Loan
Remodel: Tenant space improvement allowance for new café vendor	$10,000	Operating Budget and Capital Reserve
Replace/Upgrade: Repair/replace carpet on main stairwell.	$2,000	
Addition: Install dimmers/motion in Room 100	$3,000	Operating Budget
Technology		
Replacement/Upgrade: Computer upgrades, upgrade network to 100 MB network.	$85,000	Operating Budget
Other		
Renovation: Purchase and install dedicated AV equipment in room 100.	$30,000	Operating Budget
Addition: Add seven new faculty / staff members	$15,400	Operating Budget
Replacement/Upgrade: Replace free-standing office bookcases with suitable retail fixtures.	$8,000	Operating Budget
Replacement/Upgrade: Upgrade common area furnishings including waiting areas and 2nd floor hall benches.	$7,500	Operating Budget
Replacement/Upgrade: Purchase new furnishings for student lounge	$6,000	Operating Budget
Addition: Phones and Misc. Office equipment for new employees.	$5,000	
Phase 2 of inventory bar code system	$2,000	Operating Budget
TOTAL	**$523,900**	

ANTIOCH SOUTHERN CALIFORNIA
2004-05 PROPOSED BUDGET

Antioch University Southern California is in a period of transition. We are currently taking a fresh look at topics ranging from structure and function of committees to University governance. Our strategic goals during this period include: strengthening our admissions efforts such that over the next three years we increase enrollment by 20%; establishing two fully functioning Development offices, with the Santa Barbara campus undertaking a $5,000,000 capital campaign in '05 and '06; and increasing program development resources available to faculty so that one or two new programs are created, appropriate markets are researched, and the University's approval process is addressed each year.

As the University proceeds, attention must be paid to the AUSC culture on each campus. The Los Angeles campus continues to be contentious and the Santa Barbara climate is collaborative. While doubtless, there are historic reasons for these differences, the division between faculty and staff in LA is severe. It is hoped that the "Four Days in June" celebration will bring not only the campus in LA together, but will provide opportunities for the two campuses to celebrate together the University's work in Southern California.

Nevertheless, there were achievements during 2003–04:

- Los Angeles – the move to our new campus at 400 Corporate Pointe.
- Santa Barbara – the creation and market testing of the Psy. D curriculum and initial encouragement by the Council of Academic Deans to proceed.
- Los Angeles – the creation of a proposal to fund the MFA in Public Art program with support from the Annenberg Foundation and initial encouragement by the Council of Academic Deans to proceed.
- Los Angeles – the creation of a proposal to fund AUSC's first endowed chair for the Center of the Study on Moral Development and Ethics. This is now being considered by a major Corporate Giving Program.
- Los Angeles/Santa Barbara – the recruitment and selection of Directors of Development for Los Angeles and Santa Barbara campuses: Russell Sakaguchi in Los Angeles, and Lynn Holley in Santa Barbara.
- Santa Barbara – the recruitment, selection and appointment of a Board of Visitors for the Santa Barbara campus.
- Los Angeles - the recruitment, selection and appointment of a Board of Visitors for the Los Angeles campus.

- Los Angeles – creation of a grant request to the US Office of Education for $500,000 to improve teaching shills in multi-cultural classrooms.

AUSC is establishing a contractual relationship with Alex Rodriguez, President and CEO of Diversity Consulting Group. Mr. Rodriguez will develop and implement a marketing /enrollment plan for AUSC to target Mexican Americans living between Santa Barbara and San Diego. Current population statistics indicate that 25% of all Hispanics in the United States live in Southern California. Mr. Rodriquez is also President of the Hispanic Chamber of Commerce in Santa Barbara.

In another effort to achieve more racially diverse campuses, AULA has provided one half of Professor Stephanie Solomon's salary to allow her to serve as producer of the Manzanar Project. This multimedia effort is being developed with support from the California State Library, the Roth Family Foundation, and the Japanese American National Museum, and takes place at the site of the Manzanar Internment Camp. The program will feature original plays, music, art, and interpretative displays that will allow visitors to begin to understand the internment camps and the lives of the Japanese Americans who lived within them. Professor Solomon is AUSC's first Community Service Fellow.

AULA will be one of the sponsors of the project. In so doing, AUSC has an opportunity to strengthen our ties to the Japanese American Community and encourage scholarship support and greater enrollment.

An effort is underway to convince the Sony Corporation that, given these recruitment efforts, substantial increases in our scholarship programs will be required and, as a Culver City neighbor, we trust the Corporation will support our work.

In spite of these efforts, AULA and AUSB continue to be virtually unknown in Los Angeles and Santa Barbara. Obviously, this effects enrollment efforts. In the next year, time and money will be spent to call attention to our work and the educational programs offered by AUSC. One such effort will be the four days in June:

June 16th	AULA Open House at 400 Corporate Pointe in Culver City
June 17th	Inauguration of new president – Shutters on the Beach in Santa Monica
June 18th	AULA Commencement at the Wilshire Ebell Theatre in Los Angeles
June 20th	AUSB Commencement at Stow House in Goleta, CA

AUSC is hoping to have over 3,000 students, faculty, staff, alumni, and numerous other friends and neighbors join us to celebrate Antioch's past 32 years in Southern California, and our hopes and intentions for the future.

Budget Notes 2004-05

Enrollments: AULA is projecting a 6% enrollment growth. Because of the Santa Barbara 2003-04 shortfall, Santa Barbara has proposed a conservative FTUE of 1%. AUSC will meet and probably exceed the 3% target.

Tuition and Revenues for 2003-04

We opted for tuition increases at the higher end of the acceptable band, partially because of the need to balance the Santa Barbara budget, given their modest enrollment growth. The other determinant was the tuition increases in the public and private higher education sector where tuition increases are projected to be high due to cutbacks in state support. We have retained the differential in tuition between the two campuses except for MA Education, which is a regional program.

Gross Tuition revenue is increasing by 11% (from $12,871,115 in 2003-04) to $14,241,595 with an increase in enrollment projected at about 4% and tuition at 7% (budget to budget). The unrestricted gift income target has been increased to $253,000 with the plan for a fully-staffed development function on both campuses.
Total budgeted revenue is $14,995,321 vs $13,495,563 in 2003-04.

Compensation

This was a priority in the budget building process. We engaged the services of the Seattle Research Institute, who had prior experience working with Antioch Seattle, to review our compensation practices and provide recommendations. The Compensation Task Group of the BAC (Budget Advisory Committee) requested a 4.7% salary increase for all employees (core faculty and staff), an increase in the chair stipend, adjustment for salary compression of staff, and an adjunct salary increase. In the current year (2003-04) we chose to give priority to faculty compensation; on average, faculty salaries increased by 8.38%. This year we are able to address staff salaries with a 4% across the board increase. Faculty will receive a 1.55% increase to the salary scale and the normal step increases of about 3.3% and in aggregate, faculty increases will total 3.20%. There is no increase budgeted for adjunct and associate faculty salaries, but we have budgeted an increase in chair stipends of $2,500.

Staffing

There is an increase in staffing with the net addition of 3.0 FTEs in Los Angeles and 2.0 FTEs in Santa Barbara. Total positions budgeted are 4.0 FTEs for the Region, 52.96 for LA and 31.47 for Santa Barbara, for a total planned complement of 88.43 FTE's for AUSC. This includes a full time Development position in Los Angeles and a full-time Development position in Santa Barbara, along with a Provost (assisted by the Chancellor with an allocation of $25,000).

Development

The focus of the effort has shifted from a Regional to a campus-based approach. We will have a Development Director at both campuses and each campus will have a Board of Visitors. I have identified Development and work with the Boards of Visitors as one of my key priorities.

Program Development

Incorporated in this budget is an amount of $71,000 for the specific purpose of continuing to fund program development ideas.

Significant Non-Salary Expenses

Increased operating costs provided for include higher allocations for rent and utilities- - $20,000 for the Santa Barbara campus and $236,529 for the LA campus. The allocation for instructional supplies (for course readers for LA) has been increased by $15,000. Advertising in LA has been augmented by $50,000; AUSC would like to continue to increase advertising to keep pace with growth in enrollment.

In accordance with guidelines, we have budgeted:

Discretionary Contingency	=	$145,896 (0.99%)
Mandatory Contingency	=	$146,201 (1.00%)
University Overhead	=	$1,203,268 (an increase of 20% over 2003-04)
Depreciation Expense	=	$154,752 (an increase of 24% over 2003-04)

Total Operating Expense Budget is $14,935,856 (an increase of 12.3% over 2003-04)

LucyAnn Geiselman
President

Antioch Southern California

2004-05 Budget Summary by Function

	2001-02 Actual	2002-03 Actual	2003-04 Budget	2003-04 Projected	Change From 2003-04 Budget to 2003-04 Projected $	Change From 2003-04 Budget to 2003-04 Projected %	*Proposed 2004-05 Budget*	*Change From 2003-04 Projected to 2004-05 Budget* $	*Change From 2003-04 Projected to 2004-05 Budget* %	Change From 2003-04 Budget to 2004-05 Budget $	Change From 2003-04 Budget to 2004-05 Budget %
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Revenues											
Tuition & Fees	10,911,863	11,922,045	12,861,849	12,871,115	9,266	0.07%	***14,241,595***	1,370,480	10.65%	1,379,746	10.73%
Less Tuition Discounts	-138,077	-130,775	-135,500	-124,565	10,935	8.07%	***-155,000***	-30,435	-24.43%	-19,500	-14.39%
Net Tuition and Fees	10,773,786	11,791,270	12,726,349	12,746,550	20,201	0.16%	***14,086,595***	1,340,045	10.51%	1,360,246	10.69%
Gifts	66,140	69,332	43,000	68,220	25,220	58.65%	***253,000***	184,780	270.86%	210,000	488.37%
Grants	161,096	187,289	263,819	144,889	-118,930	-45.08%	***267,377***	122,488	84.54%	3,558	1.35%
Endowment Income	0	0	0	0	0		***0***	0		0	
Contracts	0	0	0	0	0		***0***	0		0	
Other Income	58,820	80,799	20,050	52,081	32,031	159.76%	***21,050***	-31,031	-59.58%	1,000	4.99%
Total E&G Revenue	11,059,842	12,128,690	13,053,218	13,011,740	-41,478	-0.32%	***14,628,022***	1,616,282	12.42%	1,574,804	12.06%
Auxiliary Enterprises	221,936	222,824	280,000	267,343	-12,657	-4.52%	***250,000***	-17,343	-6.49%	-30,000	-10.71%
Released From Restrictions	281,039	163,522	162,345	115,185	-47,160	-29.05%	***117,299***	2,114	1.84%	-45,046	-27.75%
Total Revenues	11,562,817	12,515,036	13,495,563	13,394,268	-101,295	-0.75%	***14,995,321***	1,601,053	11.95%	1,499,758	11.11%
Operating Expenses											
Instruction	4,071,614	4,383,828	4,905,956	4,663,982	-241,974	-4.93%	***5,360,856***	696,874	14.94%	454,900	9.27%
Research	0	0	0	0	0		***0***	0		0	
Public Service	187,992	217,236	230,114	213,656	-16,458	-7.15%	***163,263***	-50,393	-23.59%	-66,851	-29.05%
Academic Support	800,161	731,416	949,159	837,664	-111,495	-11.75%	***1,084,729***	247,065	29.49%	135,570	14.28%
Student Services	1,175,431	1,254,831	1,519,334	1,511,932	-7,402	-0.49%	***1,787,721***	275,789	18.24%	268,387	17.66%
Institutional Support	2,687,876	3,211,535	3,472,010	3,467,289	-4,721	-0.14%	***3,904,976***	437,687	12.62%	432,966	12.47%
Plant Maintenance	1,493,430	1,702,950	1,785,089	1,820,378	35,289	1.98%	***2,104,542***	284,164	15.61%	319,453	17.90%
Scholarships	170,029	198,389	180,731	179,852	-879	-0.49%	***257,877***	78,025	43.38%	77,146	42.69%
Total E&G Expenses	10,586,533	11,700,185	13,042,393	12,694,753	-347,640	-2.67%	***14,663,964***	1,969,211	15.51%	1,621,571	12.43%
Auxiliary Enterprises	249,114	260,045	260,628	260,182	-446	-0.17%	***271,894***	11,712	4.50%	11,266	4.32%
Total Operating Expenses	10,835,647	11,960,230	13,303,021	12,954,935	-348,086	-2.62%	***14,935,858***	1,980,923	15.29%	1,632,837	12.27%
Excess Revenue over Expenses	727,170	554,806	192,542	439,333	246,791	128.18%	***59,463***	-379,870	-86.47%	-133,079	-69.12%
Annual Budget Conversion to Cash Basis											
Capital Expenditures	244,852	398,097	410,000	417,923	7,923	1.93%	***227,440***	-190,483	-45.58%	-182,560	-44.53%
Borrowing Proceeds	0	0	0	673	673			-673	-100.00%	0	
Principal Payments	22,070	23,985	31,100	24,060	-7,040	-22.64%	***42,899***	18,839	78.30%	11,799	37.94%
Prior Year Reserves	0	0	-123,806	0	123,806	100.00%	***-43,624***	-43,624		80,182	64.76%
Add back Depreciation	-115,138	-130,030	-124,752	-172,493	-47,741	-38.27%	***-167,252***	5,241	3.04%	-42,500	-34.07%
Total Cash Items	151,784	292,052	192,542	270,163	77,621	40.31%	***59,463***	-210,700	-77.99%	-133,079	-69.12%
Net Cash Basis Budget	575,386	262,754	0	169,170	169,170		***0***	-169,170	-100.00%	0	

Antioch Southern California

2004-05 Budget Summary by Category

	2001-02 Actual	2002-03 Actual	2003-04 Budget	2003-04 Projected	Change From 2003-04 Budget to 2003-04 Projected $	%	*Proposed 2004-05 Budget*	*Change From 2003-04 Projected to 2004-05 Budget* *$*	*%*	Change From 2003-04 Budget to 2004-05 Budget *$*	*%*
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Revenues	11,562,817	12,515,036	13,495,563	13,394,268	-101,295	-0.75%	***14,995,321***	1,601,053	11.95%	1,499,758	11.11%
Operating Expenses											
Salaries & Wages	5,247,542	5,469,714	6,173,146	6,019,366	-153,780	-2.49%	***6,798,324***	778,958	12.94%	625,178	10.13%
Benefits	1,428,487	1,452,345	1,865,315	1,767,940	-97,375	-5.22%	***2,256,401***	488,461	27.63%	391,086	20.97%
Training & Development	156,194	275,926	328,159	253,920	-74,239	-22.62%	***331,489***	77,569	30.55%	3,330	1.01%
Student Aid Services	71,223	68,854	48,446	59,083	10,637	21.96%	***64,592***	5,509	9.32%	16,146	33.33%
Special Events	44,195	52,674	44,660	43,295	-1,365	-3.06%	***46,833***	3,538	8.17%	2,173	4.87%
Supplies	299,912	369,453	292,654	288,930	-3,724	-1.27%	***322,481***	33,551	11.61%	29,827	10.19%
Business Operations	935,281	1,171,314	1,223,221	1,262,405	39,184	3.20%	***1,333,551***	71,146	5.64%	110,330	9.02%
Plant Maintenance	1,365,064	1,508,137	1,602,159	1,705,890	103,731	6.47%	***1,852,988***	147,098	8.62%	250,829	15.66%
Interest Expense	39,205	66,686	53,550	59,933	6,383	11.92%	***58,700***	-1,233	-2.06%	5,150	9.62%
Resale Costs	203,503	220,462	218,000	243,949	25,949	11.90%	***218,000***	-25,949	-10.64%	0	0.00%
Miscellaneous	23,366	20,928	8,632	11	-8,621	-99.87%	***2,382***	2,371	21554.55%	-6,250	-72.41%
Contingency/Reserves											
Campus Contingency, Mandatory	0	0	130,789	0	-130,789	-100.00%	***292,097***	292,097		161,308	123.33%
Campus Contingency, Discretionary	0	1,000	166,696	0	-166,696	-100.00%	***0***	0		-166,696	-100.00%
Capital Reserve	0	300,000	0	58,901	58,901		***0***	-58,901	-100.00%	0	
Overhead											
To the University	900,000	843,660	1,003,477	1,003,477	0	0.00%	***1,203,268***	199,791	19.91%	199,791	19.91%
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)	6,537	9,047	19,365	15,342	-4,023	-20.77%	***0***	-15,342	-100.00%	-19,365	-100.00%
Depreciation	115,138	130,030	124,752	172,493	47,741	38.27%	***154,752***	-17,741	-10.29%	30,000	24.05%
Total Operating Expenses	10,835,647	11,960,230	13,303,021	12,954,935	-348,086	-2.62%	***14,935,858***	1,980,923	15.29%	1,632,837	12.27%
Excess Revenue over Expenses	727,170	554,806	192,542	439,333	246,791	128.18%	***59,463***	-379,870	-86.47%	-133,079	-69.12%
Annual Budget Conversion to Cash Basis											
Capital Expenditures	244,852	398,097	410,000	417,923	7,923	1.93%	***227,440***	-190,483	-45.58%	-182,560	-44.53%
Borrowing Proceeds	0	0	0	673	673			-673	-100.00%	0	
Principal Payments	22,070	23,985	31,100	24,060	-7,040	-22.64%	***42,899***	18,839	78.30%	11,799	37.94%
Prior Year Reserves	0	0	-123,806	0	123,806	100.00%	***-43,624***	-43,624		80,182	64.76%
Add back Depreciation	-115,138	-130,030	-124,752	-172,493	-47,741	-38.27%	***-167,252***	5,241	3.04%	-42,500	-34.07%
Total Cash Items	151,784	292,052	192,542	270,163	77,621	40.31%	***59,463***	-210,700	-77.99%	-133,079	-69.12%
Net Cash Basis Budget	575,386	262,754	0	169,170	169,170		***0***	-169,170	-100.00%	0	

Antioch University

Antioch Southern California

SANTA BARBARA 2004-2005	AMOUNT	FUNDING SOURCE
TECHNOLOGY		
Rolling SB AUSC Web Devel, for on-line registration, bill payment, job applicants, etc.	$13,320	Operating budget & prior year depreciation reserves
Rolling PC replace program, 75 PCs@$1150; $86,250 spread over 5 yrs	$17,250	Operating budget & prior year depreciation reserves
Rolling Printer replace program, HP2300 or equiv, @ $2300 x 20 printers, $46k over 5 yrs	$10,000	Operating budget & prior year depreciation reserves
Ceiling mount LCD projectors for 5 classrooms, @$7700 x 5, $38.5k, over 3 yrs	$12,834	Operating budget & prior year depreciation reserves
Other technology upgrades (firewalls, servers, network switches & gear, etc).	$10,000	Operating budget & prior year depreciation reserves
FURNITURE		
Furniture upgrades and replacements	$10,000	Operating budget & prior year depreciation reserves
TOTAL	**$73,404**	
LOS ANGELES 2004-2005		
TECHNOLOGY		
Rolling LA AUSC Web Devel, for on-line registration, bill payment, job applicants, etc.	$26,640	Operating budget & prior year depreciation reserves
Rolling PC replace program, 141 PCs@$1150; 11 IMACs@ $712	$33,996	Operating budget & prior year depreciation reserves
Rolling Printer replace program, HP2300 or equiv, @ $2300 x 40 printers	$18,400	Operating budget & prior year depreciation reserves
Computer lab furnishings, computer-style tables with chairs x 16, @$500	$10,000	Operating budget & prior year depreciation reserves
Digital LCD projectors at $3100 each	$10,000	Operating budget & prior year depreciation reserves
Other technology upgrades (firewalls, servers, network switches & gear, etc).	$5,000	Operating budget & prior year depreciation reserves
FURNITURE		
Large Board room, furniture & furnishings upgrade, $30k	$30,000	Operating budget & prior year depreciation reserves
Furniture upgrade and replacement	$10,000	Operating budget & prior year depreciation reserves
OTHER		
Library holdings	$10,000	Operating budget & prior year depreciation reserves
TOTAL	**$154,036**	
TOTAL SOUUTHERN CALIFORNIA	**$227,440**	

ANTIOCH UNIVERSITY McGREGOR
2004-05 PROPOSED BUDGET

2003-04 YEAR-END PERFORMANCE

This is a good year for Antioch University McGregor. We met or exceeded revenue and held expenses, resulting in excess revenue over expenses each quarter to date. Strengths included burgeoning enrollments in all Teacher Education programs, and sustained growth in the undergraduate program, The Weekend College. Moving from multiple cohorts to one in two programs present new challenges. The Graduate Management Program increased class size to help transition toward one cohort and enrollment is steady. We struggle some with ILPS and, to exacerbate the situation, their main recruiter was out for several months. Another variable is the fact that many ILPS students are graduating (a good thing), which lessens the revenue from continuing students. To right the course of moving to one cohort in this program, we will likely need to focus on increased recruiting efforts. Reaching national/international students is costly, but the overhead for the program is low. Conflict Resolution came close to budget and has plans to offer certificate programs in the future, which will be very consumer-responsive.

On the one hand, our Development numbers were down, yet overall the future is strong in that arena. Only a few months into the year, our Director of Development accepted another position. Because we are likely headed toward a capital campaign, we did not fill the position to allow time to first determine our needs. In the 2004-05 narrative section, those plans are explained. The result will be lower revenue than anticipated in the Annual Fund, but we have several unplanned sources of revenue on the horizon. Professor Jon Saari (Creative Writing) made a connection with a graduate who donated 8,000 books to McGregor and will provide the proceeds of a home sale ($140,000) to maintain the collection. We already have met last year's number of Executive Spelling Bee teams (the event is May 18). Also, we are having extremely concrete discussions with the Village of Yellow Springs about financial assistance in the form of a donation of land for our future expansion. This all blends to indicate we are looking for larger gifts, in most cases restricted to assist McGregor's overall strategic direction.

The revenue boost enabled us to conduct critical market research; the results will be sent separately to the Board and ULC. We also conducted an economic impact study, upgraded several offices to accommodate faculty and staffing increases, engaged an architect, and began to build a capital fund. Our research yielded a remarkable find – 98% of our undergraduate students and nearly 93% of students combined rated our programs good to excellent. That is after stating they did not like the classrooms, the facilities, many of the auxiliary services and the general lack of creating an adult campus environment. Imagine what we could do if we had the right setting!

This year McGregor began a focus on scholarship and research, setting aside all funds from the Executive Spelling Bee for this purpose in a restricted account. This will enable faculty to write, speak, travel and do other important professional development activities that will heighten the quality of what goes on in the classroom. This focus is long overdue and formerly constrained due to finances.

We received a clean bill of health from the Ohio Board of Regents which conducts a study following any North Central Accreditation visit. They were very complimentary. We attribute this success to the fact that we have raised faculty salaries nearly 20% in five years and continue to hire outstanding new faculty. Further, our Academic Dean has excellent networking connections and respect from our Regents' contact.

We are in our first full year of a new program – Community College Management, and the program is receiving national attention. The latest program is a partnership with the Pew Foundation – on social change and civic leadership.

Antioch University McGregor is well underway with a comprehensive strategic plan that will be presented at the October Board meeting.

FISCAL YEAR 2004-05 PROPOSED BUDGET

Tuition and Raises

Tuition will increase by 3% as approved by the Board. Our market research indicates that any greater increase will threaten enrollment due the highly competitive environment in this region.

Raises will be 3% for faculty and administrators with an additional 2% retroactive determined after the fall enrollments are complete. Union raises are pre-set and contractually determined for a three-year period.

The Weekend College

The Weekend College is looking at a year of planning and slow but sustained growth. One initiative being investigated is the addition of a Health and Wellness major featuring national guest lecturers. This will undergo market research and curriculum scrutiny before formal approval. The Liberal Arts major has added a social studies concentration that will make this major more appealing to a wider audience of students. Most students in this area are looking to enter the teaching profession and this aligns with demand in our graduate education program. A science concentration is also under consideration to provide content for math/science teachers – an area very much in demand in the marketplace. The Weekend College is looking to collaborate on initiatives involving our undergraduate management students and our Graduate Management program. This major has currently started an off-site venture (classes at Navistar International) to determine the viability of this approach and to determine our ability to deliver, given our current resources. An issue that impacts budgeted expenses is an increase in adjunct salaries and the fees paid to faculty to monitor independent studies.

Individualized Liberal & Professional Studies

The Individualized Liberal & Professional Studies program has seen declining enrollment as a function of a few circumstances - the discontinuance of the Intercultural Relations program, one fewer entry point in the academic year, and the newly adjusted entry point late in the fiscal year (spring quarter). The program has added a track for Civic Change and Community Leadership in a partnering arrangement with LeadershipPlenty, a training program sponsored by the Pew Partnership for Civic Change. We have just started marketing efforts around the new track and anticipate that this will be an area of growth. As it is too early to tell how successful this track will be, the budget reflects a modest number of ten new students this fall in this track. Another program initiative is to provide for non-matriculant students to register for ILPS research courses. We have had outside requests for these courses and can also provide the research content for our other graduate programs as is relevant. While too early to present, the ILPS program is investigating program development in an interdisciplinary track that would also involve strategic partnerships.

Conflict Resolution

The M.A. in Conflict Resolution's continuing student numbers are a bit off, but we project recruiting a full cohort in the fall. The most important news in this program is the resignation of the director who wishes to return to a faculty position. The school has determined to hire a new director to lead the next academic year. We recognized this will be a clear risk management decision to add a position, because we are confident it will instill new life in an important program. The program has committed to increased visibility in the discipline by attending strategic conferences and has several ideas for initiatives that could generate revenue. The most promising initiative is the creation of a certificate in conflict resolution, which would consist essentially of the first year of the current curriculum. Market research (focus groups, etc.) will be conducted to test the waters. If determined viable, this initiative could open our market to individuals who don't need a master's credential but do need conflict resolution training – and documentation of same.

Education programs

The Education Department will slightly lower new student recruitment numbers due to current regional economic activity related to their field. Of fifteen area school levies, several failed, meaning that area districts will be downsizing their teaching force. As a result, the program feels a moral obligation to take fewer, but more highly qualified students. Last year's high enrollment was due in some part to certification alumni returning to complete their master's degree in the newly designed master's; we may have depleted that pool at this time. The year will be dedicated to an internal reorganization to better serve the large number of students in these offerings. However, it is important to note that the revenue is greatly buoyed by a very large number of continuing students. Just maintaining with a slightly lower number will provide a very strong revenue stream for McGregor. We are insistent that other programs not depend on education's growth, as it is often cyclical. Part of the reengineering of the department will be to hire an additional Associate Director to create strategic alliances with schools to grow our already very successful professional development program for educators.

Graduate Management

The Graduate Management Division experienced a modest start with a new track in Community College Management this year. The program added one core faculty position to the Graduate Management program and one core faculty to serve both the Community College track as well as to teach in the original program. The program plans to use this year to plan for a new delivery model that will be designed when all of the new faculty are in place. Revenue will remain flat here until the new model(s) are launched; however, the future may be very exciting to the overall strategic position of the School.

Staffing

We are able to add faculty and increase our investment in technology. The Yellow Springs Consolidation leaves McGregor short of service previously offered prior to that time. Ironically we were not the campus suffering financially, but we were forced to merge services. We have clearly lost, but basically are biting the bullet to be good colleagues. However, one agreement of the consolidation was that any one campus, if indeed short of service, could add from their own budget – the new person would be dedicated solely to the campus adding the position. We will do this in the upcoming fiscal year to meet the increasing needs for technology support, particularly for our faculty.

We are also adding a Datatel/Institutional Research position, two more faculty members in education (four total including those unfilled this year), a major gifts person in Development (a reengineering), more leadership as indicated earlier in

Education, and an additional recruiter. Deena Hummel, Executive Assistant to the President will assume the added duties of overseeing Alumni Relations. She has the right background and is about to become an alum as well as a candidate in our master's program.

One new approach began in the current year and will continue – that of creating new contractual arrangements with adjuncts. In the Department of Education, they now use "Associate Faculty" who teach a guaranteed three courses each year. In contrast, the adjunct load varies. The Associates are paid more and become a great asset to our core faculty. Other departments are examining this model.

Reengineering

Antioch University McGregor is reengineering its academic areas, possibly into four "schools" – Education, Liberal Studies, Professional Studies (or Management and Conflict Resolution). This study is underway and one department – Education – will begin this year. The reengineering will streamline administrative tasks and create a redundancy in management to help provide back-up for already stressed directors.

Expansion

Plans for physical expansion will be addressed separately in a special report to the Board. The costs associated with expansion are not part of the operational budget, but will be folded into a capital budget proposed separately when the proposals are readied. To date, the only continuing costs are the architects, and the next phase of their work will be packaged with the financial models presented for the overall building/facilities costs.

In summary – good enrollment, but it could have been better if we had more adult-oriented space and better facilities. We are out of classroom space and appropriate accommodations. We held our expenses, conducted a year's worth of important data gathering and planning, and began new programs. The challenge will be to sustain this growth and to build a facility that responds to the demands placed on our programs. It is hard to imagine how well we could do if we had a new building – the possibilities are endless.

Barbara Gellman-Danley
President

Antioch University McGregor
2004-05 Budget Summary by Function

	2001-02 Actual	2002-03 Actual	2003-04 Budget	2003-04 Projected	Change From 2003-04 Budget to 2003-04 Projected $	Change From 2003-04 Budget to 2003-04 Projected %	*Proposed 2004-05 Budget*	*Change From 2003-04 Projected to 2004-05 Budget $*	*Change From 2003-04 Projected to 2004-05 Budget %*	Change From 2003-04 Budget to 2004-05 Budget $	Change From 2003-04 Budget to 2004-05 Budget %
Revenues											
Tuition & Fees	5,097,582	6,136,832	5,975,047	6,551,208	576,161	9.64%	***6,862,638***	311,430	4.75%	887,591	14.85%
Less Tuition Discounts	-76,339	-849	-15,000	-21,494	-6,494	-43.29%	***0***	21,494	100.00%	15,000	100.00%
Net Tuition and Fees	5,021,243	6,135,983	5,960,047	6,529,714	569,667	9.56%	***6,862,638***	332,924	5.10%	902,591	15.14%
Gifts	39,584	21,714	80,000	11,000	-69,000	-86.25%	***40,000***	29,000	263.64%	-40,000	-50.00%
Grants	59,075	109,414	64,998	69,492	4,494	6.91%	***14,000***	-55,492	-79.85%	-50,998	-78.46%
Endowment Income	0	0	0	0	0		***0***	0		0	
Contracts	49,379	45,286	56,000	10,000	-46,000	-82.14%	***0***	-10,000	-100.00%	-56,000	-100.00%
Other Income	14,208	14,291	15,850	15,000	-850	-5.36%	***13,300***	-1,700	-11.33%	-2,550	-16.09%
Total E&G Revenue	5,183,489	6,326,688	6,176,895	6,635,206	458,311	7.42%	***6,929,938***	294,732	4.44%	753,043	12.19%
Auxiliary Enterprises	0	0	0	0	0		***0***	0		0	
Released From Restrictions	40,807	-11,324	65,060	16,588	-48,472	-74.50%	***50,500***	33,912	204.44%	-14,560	-22.38%
Total Revenues	5,224,296	6,315,364	6,241,955	6,651,794	409,839	6.57%	**6,980,438**	328,644	4.94%	738,483	11.83%
										0	
Operating Expenses											
Instruction	2,547,443	2,912,039	3,145,287	3,129,966	-15,321	-0.49%	***3,601,795***	471,829	15.07%	456,508	14.51%
Research	0	0	0	0	0		***0***	0		0	
Public Service	2,828	0	50,060	14,106	-35,954	-71.82%	***0***	-14,106	-100.00%	-50,060	-100.00%
Academic Support	128,942	47,733	20,000	27,900	7,900	39.50%	***20,000***	-7,900	-28.32%	0	0.00%
Student Services	718,723	891,046	968,803	1,002,221	33,418	3.45%	***1,095,128***	92,907	9.27%	126,325	13.04%
Institutional Support	1,541,854	1,708,956	1,684,752	1,961,739	276,987	16.44%	***1,861,228***	-100,511	-5.12%	176,476	10.47%
Plant Maintenance	270,418	339,208	359,053	352,000	-7,053	-1.96%	***386,973***	34,973	9.94%	27,920	7.78%
Scholarships	13,597	18,498	14,000	20,111	6,111	43.65%	***14,500***	-5,611	-27.90%	500	3.57%
Total E&G Expenses	5,223,805	5,917,480	6,241,955	6,508,043	266,088	4.26%	***6,979,624***	471,581	7.25%	737,669	11.82%
Auxiliary Enterprises	0	0	0	0	0		***0***	0		0	
Total Operating Expenses	5,223,805	5,917,480	6,241,955	6,508,043	266,088	4.26%	***6,979,624***	471,581	7.25%	737,669	11.82%
Excess Revenue over Expenses	491	397,884	0	143,751	143,751		***814***	-142,937	-99.43%	814	
Annual Budget Conversion to Cash Basis											
Capital Expenditures	277,120	408,579	209,500	214,000	4,500	2.15%	***342,500***	128,500	60.05%	133,000	63.48%
Borrowing Proceeds	-45,065	-44,534	0	0	0		***0***	0		0	
Principal Payments	16,818	238,212	0	0	0		***0***	0		0	
Prior Year Reserves	-52,253	0	0	0	0		***-101,686***	-101,686		-101,686	
Add back Depreciation	-166,076	-204,936	-224,974	-214,487	10,487	4.66%	***-240,000***	-25,513	-11.89%	-15,026	-6.68%
Total Cash Items	30,544	397,321	-15,474	-487	14,987	96.85%	***814***	1,301	267.15%	16,288	105.26%
Net Cash Basis Budget	-30,053	563	15,474	144,238	128,764	832.13%	***0***	-144,238	-100.00%	-15,474	-100.00%

Antioch University McGregor

2004-05 Budget Summary by Category

	2001-02 Actual	2002-03 Actual	2003-04 Budget	2003-04 Projected	Change From 2003-04 Budget to 2003-04 Projected $	%	*Proposed 2004-05 Budget*	*Change From 2003-04 Projected to 2004-05 Budget* *$*	*%*	Change From 2003-04 Budget to 2004-05 Budget *$*	%
Revenues	5,224,296	6,315,364	6,241,955	6,651,794	409,839	6.57%	***6,980,438***	328,644	4.94%	738,483	11.83%
Operating Expenses											
Salaries & Wages	2,743,441	2,968,056	3,076,870	3,108,250	31,380	1.02%	***3,564,837***	456,587	14.69%	487,967	15.86%
Benefits	957,250	943,021	1,016,309	1,051,722	35,413	3.48%	***1,202,396***	150,674	14.33%	186,087	18.31%
Training & Development	61,015	105,837	143,587	113,252	-30,335	-21.13%	***144,385***	31,133	27.49%	798	0.56%
Student Aid Services	90,650	145,945	140,250	131,589	-8,661	-6.18%	***83,500***	-48,089	-36.54%	-56,750	-40.46%
Special Events	25,433	26,818	31,335	38,513	7,178	22.91%	***44,750***	6,237	16.19%	13,415	42.81%
Supplies	60,167	95,513	76,987	76,987	0	0.00%	***76,683***	-304	-0.39%	-304	-0.39%
Business Operations	562,598	700,307	667,851	733,540	65,689	9.84%	***733,985***	445	0.06%	66,134	9.90%
Plant Maintenance	116,831	64,081	58,752	57,853	-899	-1.53%	***58,789***	936	1.62%	37	0.06%
Interest Expense	25,239	17,338	21,975	12,136	-9,839	-44.77%	***16,296***	4,160	34.28%	-5,679	-25.84%
Resale Costs	0	0	0	0	0		***0***	0		0	
Miscellaneous	64,954	9,039	9,923	3,866	-6,057	-61.04%	***9,744***	5,878	152.04%	-179	-1.80%
Contingency/Reserves											
Campus Contingency, Mandatory	0	0	60,962	0	-60,962	-100.00%	***69,804***	69,804		8,842	14.50%
Campus Contingency, Discretionary	0	0	0	0	0		***0***	0		0	
Capital Reserve	0	100,000	0	250,000	250,000		***0***	-250,000	-100.00%	0	
Overhead											
To the University	500,000	412,061	586,101	581,772	-4,329	-0.74%	***592,482***	10,710	1.84%	6,381	1.09%
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	-150,000	0	0	0	0		***0***	0		0	
Other (Intercampus Agree & Univ Conf)	151	124,528	126,079	134,076	7,997	6.34%	***141,973***	7,897	5.89%	15,894	12.61%
Depreciation	166,076	204,936	224,974	214,487	-10,487	-4.66%	***240,000***	25,513	11.89%	15,026	6.68%
Total Operating Expenses	5,223,805	5,917,480	6,241,955	6,508,043	266,088	4.26%	***6,979,624***	471,581	7.25%	737,669	11.82%
Excess Revenue over Expenses	491	397,884	0	143,751	143,751		***814***	-142,937	-99.43%	814	
Annual Budget Conversion to Cash Basis											
Capital Expenditures	277,120	408,579	209,500	214,000	4,500	2.15%	***342,500***	128,500	60.05%	133,000	63.48%
Borrowing Proceeds	-45,065	-44,534	0	0	0		***0***	0		0	
Principal Payments	16,818	238,212	0	0	0		***0***	0		0	
Prior Year Reserves	-52,253	0	0	0	0		***-101686***	-101,686		-101,686	
Add back Depreciation	-166,076	-204,936	-224,974	-214,487	10,487	4.66%	***-240,000***	-25,513	-11.89%	-15,026	-6.68%
Total Cash Items	30,544	397,321	-15,474	-487	14,987	96.85%	***814***	1,301	267.15%	16,288	105.26%
Net Cash Basis Budget	-30,053	563	15,474	144,238	128,764	832.13%	***0***	-144,238	-100.00%	-15,474	-100.00%

Antioch University

Antioch University McGregor

2004-05 Proposed Expenditures	Amount	Source
Facilities		
Remodel two restrrooms on Main floor	$2,500	Operating budget & prior year depreciation reserves
Directory for Lobby	$1,000	Operating budget & prior year depreciation reserves
Heating Boulding Library	$5,000	Operating budget & prior year depreciation reserves
Window Replacement	$25,000	Operating budget & prior year depreciation reserves
Completion of Office Remodeling	$84,000	Operating budget & prior year depreciation reserves
Technology		
Employee Workstation Standardization	$60,000	Operating budget & prior year depreciation reserves
Network Hardware Replacement and Expansion	$25,000	Operating budget & prior year depreciation reserves
Mobile Computer Lab	$50,000	Operating budget & prior year depreciation reserves
Other		
Classroom of the Future: Additional A.V. Equipment and Technology Upgrades	$90,000	Operating budget & prior year depreciation reserves
Total	$342,500	

PH.D. IN LEADERSHIP AND CHANGE
2004-05 PROPOSED BUDGET

I. ACCOMPLISHMENTS of 2003-04:

- The program increased student FTE from 38 FTE in 02-03 up to 62 FTE in 2003-04.
- We have experienced a total attrition to date of five students over the course of the first two years, less than 10% to date.
- The program increased faculty FTE from 3.0 in 2002-03 to 5.5 in 2003-04.
- The program increased tuition-generated income 60% over the prior year.
- The program's faculty have brought in three multi-year grants – one for $90,000 which concluded in January 2004; one for $40,000 which will conclude in June 2004, although it may be renewed for another one to two years (to be confirmed in May 2004); and one for $15,000 which starts in Spring 2004.
- We continue to receive excellent evaluations from students about their learning experience. (Note: Student evaluations are available for review upon Board request.)
- We implemented the Individualized Learning component, which is the year three curriculum, including a process for approving external Mentor Faculty, and a two-faculty evaluative process for review and approval of all individualized learning work by students.
- We completed the Dissertation Handbook. All policies and procedures relevant to the dissertation stage of our program are now designed. These will be implemented during 2004-05, as the first students reach that stage of advancement to candidacy.
- We hired a second staff person in the Program Office, Leslee Byers, during the Summer 2003.
- We held the two-day faculty retreat April 7 & 8, 2004, in Santa Barbara.
- Completed and submitted the program's annual report to the Ohio Board of Regents, a condition of our provisional approval.
- We had nine of our students present papers at an international conference on leadership, held in Mexico, in November 2003, and a number of those presentations have been selected for publication by the organization, the International Leadership Association.
- We have had, as of the writing of this report, 57 applications for 2004-05, which is approximately 15 over 2003-04.
- Wrote and distributed two program newsletters, which we use for internal information as well as external recruitment.

II. ENROLLMENTS & REVENUE 2004-05

- We project enrollment at 75 students. Here is the projected breakdown:
- 25 new students in the incoming Cohort 4. All indications at this time are that we will be able to meet this incoming class projection. Letters of acceptance went out to 20 new students on April 2; and we have approximately a dozen applications awaiting review. Applicants have until May 1 to submit complete applications.
- 22 continuing students in Cohort 3, which will enter their second year; this would mean four of the cohort's current 26 students would not return.
- 20 continuing students in Cohort 2, which will enter its third year; this would mean six of the cohort's current 26 students would not return.
- 8 continuing students in Cohort 1 with four in Dissertation Maintenance. This would mean two of the cohort's current 10 students would not return.

These projected enrollment numbers assume a loss of a total of 12 continuing students from the three existing cohorts, which would be an approximately 20% attrition. This is quite high, but still below the norm: attrition numbers in non-traditional (60+%) as well as traditional doctoral programs (50%) are much higher. Our problem is that we do not yet have enough experience with our program and our student body to know what percentage is likely to take leave and not return, which percentage will withdraw or be withdrawn and, even more importantly, when this might happen during their time in the program. We expect low attrition between first and second year as only the occasional student realizes that this is not the 'right' program for him/her, but a more significant drop off from second to third year, as students actually encounter the academic progress policy requirements of 18 completed units by the end of the second year. This remains to be seen, however.

Tuition Generated Income $1,277,500
73FTEx$17,500
The 73, as opposed to 75 FTE reflects a projection that four of Cohort 1's eight students will advance to candidacy, and therefore pay half of the annual tuition. The $17,500 annual tuition represents slightly less than a 3% increase.

Application/Fees		$5,000
Grants		$35,000
Grant Indirect		$4,000
	Total	$1,321,500

III. SIGNIFICANT OBJECTIVES 2004-05

There are several budget-related objectives for 2004-05. Of these, I would like to make note of the following:

- All faculty and staff will receive a 3% across-the-board increase.
- Faculty FTE will be 6.0 in 2004-05 (Drs. Wergin, Vaill, Couto, Kenny, & Holloway all at 1.0FTE; and Guskin & Alexandre each at .50 Faculty FTE).
- We will be conducting national searches for the final 2.0 Faculty FTE during the AY 2004-05, which will bring the program to 8.0 Faculty FTE and approximately 100 student FTE, a ratio of 1:12.5 in the following year, 2005-06.
- We should have our first students advance to candidacy during this year, and enter the dissertation writing stage of their doctoral studies.
- We will be brining in real-time, interactive voice over IP capability, and real-time document sharing capability, to augment the inter-residency learning possibilities.
- We are expecting the process for permanent approval from the Ohio Board of Regents (OBR) to take place in December 2004, although exactly what will happen, where it will happen, and when it will happen has not been worked out by the OBR.
- The contingency reserve will be set $30,000, which is approximately 2.5% of total tuition-generate revenue, which is three times the University's requirement.
- No 2004-05 expense lines have increased too dramatically; but there are some increases over 2003-04 in the following:
  (1) Travel (up $20,000);
  (2) Consulting (increased by $40,000). This line includes Mentor Faculty, and therefore reflects the first full cohort of approximately 20 students going into Year 3, when they secure Mentor Faculty for their Individualized Learning.
  (3) Subscriptions (increased by $7,000). Included in this line will be an increase for library acquisitions at ANE library. This brings our total for library acquisitions to $27,000
  (4) University Overhead has increased to $29,000 based on the three-year enrollment formula; and, as well, the Ph.D. Program is adding approximately $20,000 for ULC-identified activities required of all campuses.

IV. EXPENSES
Personnel/Salaries:
Faculty (6.0 FTE)

- All full professors in the Ph.D. program make the same salary, which, will be $81,689. This represents a 3% increase over last year.
- The Director's annual salary includes $14,000 paid by the University for her work as the Dean of University-wide Programs; her PhD salary is $89,000. Half of her salary is on the faculty line and 50% is administration.
- The program pays for a Library Faculty at ANE (1.0 FTE) at $41,200, which is 3% over last year.
- Mentors (who are already on Antioch payroll are paid at $1,500 plus benefits per Mentee), so this was projected at $30,000 (20 of 60 that could be AU Faculty at $1,500 + approximately 20%)

Administration

- Half of the Director's salary is placed on the administration line and 50% is faculty.
- There are two full-time program staff people in the program office in YSO – Vickie Nighswander and Leslee Byers. One is at $45,000 and the other at $25,700.
- The program pays several 'stipends' type arrangements throughout the system for additional help: We pay a small stipend ($2,000 + fringes) for a senior registrar advisor, (L. Fitzgerald at ANE) and we pay a small stipend ($2,500 + fringes) for a writing instructor to oversee our on-line Writing Center (R. Kuder at McGregor). We also pay 25% of the salary ($9,500 + fringes) of ANE Library Staff.

Non-Personnel Expenses
This section will identify only those areas that have a noticeable change from last year and provide an explanation for those changes.

- Travel: This $90,000 represents an increase of $20,000 over last year. Here is the explanation:
  8-10 Fac/Staff @ 5 residencies = 30 days per person X 10
  300 travel days x $150 lodging = $45,000
  300 x $50 per day = $15,000
  5 trips x 10 people x $500 = $25,000
  plus miscellaneous other travel including Ohio Board of Regents, the two leadership association conferences, a meeting of the advisory committee.

- Subscriptions: This $35,000 represents an increase of $10,000 more to the Antioch New England library over 2003-04 for additional databases for students in the PhD Program, which are also accessible to ANE students.

- Purchased Services: This $30,000 represents a minor increase in First Class (FC) support for basic maintenance of both our website and FC, additional licenses, but also several important new elements: first, it represents the development of all the new forms and procedures for the advancement to candidacy and dissertation stage of the program, plus modifications to existing forms that need to be updated; it also represents the cost of 25 seats 24/7 of Elluminate's voice over IP system, which we have researched and demonstrated with both faculty, staff and students.

- Consulting Services: This $60,000 represents bringing the first full cohort into its third year, during which each student secures two external mentors, each of whom is paid $1,500 per Mentee. (This covers approximately 45 mentors who are not on AU payroll.)

Laurien Alexandre
Director

PhD in Leadership and Change

2004-05 Budget Summary by Function

	2001-02 Actual	2002-03 Actual	2003-04 Budget	2003-04 Projected	Change From 2003-04 Budget to 2003-04 Projected $	Change From 2003-04 Budget to 2003-04 Projected %	*Proposed 2004-05 Budget*	*Change From 2003-04 Projected to 2004-05 Budget* $	*Change From 2003-04 Projected to 2004-05 Budget* %	Change From 2003-04 Budget to 2004-05 Budget $	Change From 2003-04 Budget to 2004-05 Budget %
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Revenues											
Tuition & Fees	101,700	622,825	989,750	1,016,425	26,675	2.70%	*1,282,500*	266,075	26.18%	292,750	29.58%
Less Tuition Discounts	-7,500	-5,500	-4,500	-16,311	-11,811	-262.47%	*0*	16,311	100.00%	4,500	100.00%
Net Tuition and Fees	94,200	617,325	985,250	1,000,114	14,864	1.51%	*1,282,500*	282,386	28.24%	297,250	30.17%
Gifts	0	0	0	0	0		*0*	0		0	
Grants	0	57,062	62,957	25,000	-37,957	-60.29%	*35,000*	10,000	40.00%	-27,957	-44.41%
Endowment Income	0	0	0		0		*0*	0		0	
Contracts	0	0	0		0		*0*	0		0	
Other Income	0	3,626	4,480	5,025	545	12.17%	*4,000*	-1,025	-20.40%	-480	-10.71%
Total E&G Revenue	94,200	678,013	1,052,687	1,030,139	-22,548	-2.14%	*1,321,500*	291,361	28.28%	268,813	25.54%
Auxiliary Enterprises	0	0	0	0	0		*0*	0		0	
Released From Restrictions	126,972	9,510	0	13,000	13,000		*0*	-13,000	-100.00%	0	
Total Revenues	221,172	687,523	1,052,687	1,043,139	-9,548	-0.91%	*1,321,500*	278,361	26.68%	268,813	25.54%
					0						
Operating Expenses											
Instruction	217,156	593,654	989,730	956,848	-32,882	-3.32%	*1,284,777*	327,929	34.27%	295,047	29.81%
Research	0	0	0	0	0		*0*	0		0	
Public Service	0	63,065	62,957	60,337	-2,620	-4.16%	*35,483*	-24,854	-41.19%	-27,474	-43.64%
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	3,117	2,705	0	5,271	5,271		*0*	-5,271	-100.00%	0	
Scholarships	0	0	0	0	0		*0*	0		0	
Total E&G Expenses	220,273	659,424	1,052,687	1,022,456	-30,231	-2.87%	*1,320,260*	297,804	29.13%	267,573	25.42%
Auxiliary Enterprises	0	0	0	0	0		*0*	0		0	
Total Operating Expenses	220,273	659,424	1,052,687	1,022,456	-30,231	-2.87%	*1,320,260*	297,804	29.13%	267,573	25.42%
Excess Revenue over Expenses	899	28,099	0	20,683	20,683		*1,240*	-19,443	-94.00%	1,240	
Annual Budget Conversion to Cash Basis											
Capital Expenditures	900	11,509	0	1,610	1,610		*5,000*	3,390	210.56%	5,000	
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	-3,117	-2,705	-1,659	-5,271	-3,612	-217.72%	*-5,000*	271	5.14%	-3,341	-201.39%
Total Cash Items	-2,217	8,804	-1,659	-3,661	-2,002	-120.68%	*0*	3,661	100.00%	1,659	100.00%
Net Cash Basis Budget	3,116	19,295	1,659	24,344	22,685	1367.39%	*1,240*	-23,104	-94.91%	-419	-25.26%

PhD in Leadership and Change

2004-05 Budget Summary by Category

	2001-02 Actual	2002-03 Actual	2003-04 Budget	2003-04 Projected	Change From 2003-04 Budget to 2003-04 Projected $	Change From 2003-04 Budget to 2003-04 Projected %	*Proposed 2004-05 Budget*	*Change From 2003-04 Projected to 2004-05 Budget* $	*Change From 2003-04 Projected to 2004-05 Budget* %	Change From 2003-04 Budget to 2004-05 Budget $	Change From 2003-04 Budget to 2004-05 Budget %
Revenues	221,172	687,523	1,052,687	1,043,139	-9,548	-0.91%	***1,321,500***	278,361	26.68%	268,813	25.54%
Operating Expenses											
Salaries & Wages	103,330	330,717	583,847	616,123	32,276	5.53%	***678,630***	62,507	10.15%	94,783	16.23%
Benefits	30,209	107,349	183,454	197,392	13,938	7.60%	***223,713***	26,321	13.33%	40,259	21.95%
Training & Development	27,413	86,003	96,500	101,200	4,700	4.87%	***127,187***	25,987	25.68%	30,687	31.80%
Student Aid Services	0	0	0	0	0		***0***	0		0	
Special Events	0	0	0	0	0		***0***	0		0	
Supplies	2,868	12,463	12,000	13,149	1,149	9.58%	***12,844***	-305	-2.32%	844	7.03%
Business Operations	38,496	101,706	119,100	67,983	-51,117	-42.92%	***187,000***	119,017	175.07%	67,900	57.01%
Plant Maintenance	12,445	8,717	5,000	2,800	-2,200	-44.00%	***2,500***	-300	-10.71%	-2,500	-50.00%
Interest Expense	145	534	500	1,100	600	120.00%	***1,500***	400	36.36%	1,000	200.00%
Resale Costs	0	0	0	0	0		***0***	0		0	
Miscellaneous	0	2,100	2,000	2,000	0	0.00%	***0***	-2,000	-100.00%	-2,000	-100.00%
Contingency/Reserves											
Campus Contingency, Mandatory	0	0	30,439	0	-30,439	-100.00%	***28,000***	28,000		-2,439	-8.01%
Campus Contingency, Discretionary	0	0	0	0	0		***0***	0		0	
Capital Reserve	0	0	0	0	0		***0***	0		0	
Overhead											
To the University	0	0	2,688	2,688	0	0.00%	***28,886***	26,198	974.63%	26,198	974.63%
Rebates from the University	0	0	0		0		***0***	0		0	
Subsidy from Adult Campuses	0	0	0		0		***0***	0		0	
Subsidy from Overhead	0	0	0		0		***0***	0		0	
Other (Intercampus Agree & Univ Conf)	2,250	7,130	15,500	12,750	-2,750	-17.74%	***25,000***	12,250	96.08%	9,500	61.29%
Depreciation	3,117	2,705	1,659	5,271	3,612	217.72%	***5,000***	-271	-5.14%	3,341	201.39%
Total Operating Expenses	220,273	659,424	1,052,687	1,022,456	-30,231	-2.87%	***1,320,260***	297,804	29.13%	267,573	25.42%
Excess Revenue over Expenses	899	28,099	0	20,683	20,683		***1,240***	-19,443	-94.00%	1,240	
Annual Budget Conversion to Cash Basis											
Capital Expenditures	900	11,509	0	1,610	1,610		***5,000***	3,390	210.56%	5,000	
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	-3,117	-2,705	-1,659	-5,271	-3,612	-217.72%	***-5,000***	271	5.14%	-3,341	-201.39%
Total Cash Items	-2,217	8,804	-1,659	-3,661	-2,002	-120.68%	***0***	3,661	100.00%	1,659	100.00%
Net Cash Basis Budget	3,116	19,295	1,659	24,344	22,685	1367.39%	***1,240***	-23,104	-94.91%	-419	-25.26%

ANTIOCH UNIVERSITY ADMINISTRATION
2004-05 PROPOSED BUDGET

The budget for the University Administration contains several changes approved by the ULC in February. Because the Administration budget is supported by overhead generated by the non-residential campuses, decisions to spend more money, of necessity, need the concurrence of the ULC. In addition to the items added by the ULC, the other changes to the budget involve costs associated with maintaining the current level of operations.

Generally, expenses incurred by the University Administration are added to the overhead formula and then passed back to the non-residential campuses. Some exceptions have always existed, such as the Faculty Conference, but these have been the exceptions rather than the rule. For 2004-05, another exception was added to the methods of allocating costs to the campuses, irrespective of the size of their budgets. This mechanism, which sometimes counts Antioch University Southern California as two campuses, proportionally increased charges.

Costs to Continue
The cost increases necessary to maintain current operating levels are similar in most cases to those being experience by the campuses:

- Fringe Benefits. Fringe benefit costs will increase by $25,000 (6.7%), due largely to the higher cost of our medical insurance plan. Interestingly, because the budget covers a portion of the salaries of two people in California, it also covers the dramatic increase in their Workers Compensation costs.

- Non-personnel Operating Expenses. The budget for supplies, travel, telephone, postage, etc., is expected to increase by about 3.4% ($60,800) in 2004-05. This will cover inflation, some modest growth in activity, and the support of a new Datatel position.

- Part-time Labor. The Student Loan Office is attempting to reduce a backlog of filing and eliminate records that are no longer needed. A part-time person will be used to help with this work, adding $2,000 to the 2004-05 budget.

- Sabbatical Funding. The sabbatical account for the University Administration is under-funded and needs to be brought to the appropriate level. An additional $43,000 has been budgeted to make sure that all future obligations are covered.

- Summer Student Labor. Physical Plant services have been consolidated in Yellow Springs and an effort is being made to improve the appearance of the grounds by using student labor. The University Administration budget will need to provide a portion of the funding to support this program if the union will agree to the proposal.

- Chancellor's Contingency. Traditionally, the Chancellor has had a contingency of $50,000, but this was reduced to $25,000 several years ago in order to close a gap in the budget of the entire University. More recently, the contingency was cut to $17,000, but at this level it is difficult for the Chancellor to initiate University-wide programs or respond to unanticipated problems. The 2004-05 budget increases the contingency by $8,000.

- Salary Increases. The budget contains a general salary increase of 3% for all staff. The cost of this increase is $53,000.

- Datatel Staffing. A part-time employee shared with New England (where he is a graduate student) has been working for the University Administration and New England for a total of 70% time. With the departure of the former University Controller, who carried major Datatel coordination responsibilities, and the growing demand for Datatel assistance, the part-time employee has been moved to 100% time with the University Administration paying for the additional 30%. This arrangement will be continued through 2004-05 at an increased cost of $10,100.

Major Changes
Among the items added by the ULC are the following:

- Improved University Communications. The Board is talking about a person in Yellow Springs who can represent the University to the media and improve communications with the Board. The person will be proactive, anticipate the need to bring stories to the press, and provide consistent communication with the Board. The position might be part-time or the services could be obtained from a consultant. Total cost is budgeted at $50,000, with each nonresidential campus providing $12,500.

- Bolstering the University Administration. A number of areas have been identified where the University Administration is not currently able to "cover all of the bases." Many of the things that the former Associate to the Chancellor handled are not currently getting done, and there are others. There is a need to follow up on NCA-related activities, coordinate and collaborate on online course development, initiate grant writing, handle surveys and respond to the federal and state governments, plus many others. These duties might be handled by a new hire, or they might be distributed to appropriate people on the campuses. The cost of this upgrade is $50,000, with each nonresidential campus paying $12,500.

- Datatel Staffing. All campuses could benefit from the increased planning and coordination that could be provided by a Director of Operations for Datatel. There is also a pressing need for another support person who can program to meet the needs of the campuses, but the ULC could authorize funding for only one position. The cost, include travel money, is $100,000. Each of the nonresidential campuses (Southern California equals two) will pay $20,000.

Accomplishments

Renewal Commission. The decision to create a Renewal Commission to examine the structure of the College and develop ways to return it to health and vigor has been a major focus for the Chancellor during 2004-05. Structuring the work of the Commission and coordinating its efforts has been a major undertaking. The enthusiasm of the participants and the wide range of topics that the Commission has explored has required a great deal of time and effort, but the results promise to make a lasting impression on the way the College operates.

Presidential Searches. The Chancellor has also been deeply involved in the search for a new President of the College. Working closely with the search committee, the Chancellor devoted considerable time to recruiting applicants and leading the review of those who expressed interest. The next president of the College will play a critical role in the restructuring and implementation of the work of the Renewal Commission. It is vitally important that the correct candidate be identified.

The search for a President for Antioch Southern California was successfully completed this year with the selection of LucyAnn Geiselman. Shortly after her arrival, the Los Angeles campus moved to its new Corporate Pointe home. The Chancellor was involved in both the search for a President and the selection process for the new campus.

NCA. Working closely with the ULC, the Chancellor was deeply involved with preparation of the response to the concerns of the NCA. The accreditation self-study was successful in gaining a 10-year recertification. A selective visit will occur in 2006, and work is under way to prepare for this next focused assessment.

Real Estate. Three transactions involving real estate consumed considerable time during 2003-04. The largest, the sale of Birch III, involved negotiation with several interested parties and eventually resulted in a contract for the sale to Oberer Residential Construction. Unfortunately, the company ultimately cancelled the sale for economic reasons. A more successful real estate transaction involved the sale of the Morgan House Bed and Breakfast. The buyer has completely renovated the facility and it is now open for business. The third transaction involved the transfer of the Grinnell Mill to Miami Township. The building was in bad repair and a liability for the University. The township was interested in preserving the facility and has invested considerable money to protect the property and make sure that no further damage will be done. Although the building was transferred to the township, the land remains part of Glen Helen and was made available to the township on a long-term lease.

Labor Negotiations. A very long and difficult labor negotiation between the College and Local 767 of the United Electrical Workers came to a successful conclusion with the signing of a contract that recognizes the need for management authority in a number of areas. The contract also resulted in the Union employees being separated from the University's self-insured medical plan and placed under a private insurance plan at a savings for the College. A portion of this savings was returned to the employees in the form of a wage increase.

Endowment Management. The investment Committee recognized the need to increase the return on the endowment in order to sustain the current 5% pay-out structure. An alternative investment, Silver Creek Hedge Fund, was initially selected but a review of the terms and conditions attached to investments in this firm caused the Committee to reject this option. In another investment area, the College's AdCil appointed a subcommittee to review socially responsible investing by the University. Several meetings were held with this group to help them understand the ways in which the University invests funds for the endowment and the difficulties associated with attempting to redirect investments on a stock-by-stock basis.

New Hires. During the late fall, recruitment began for two important positions. The retirement of the Director of Physical Plant and the resignation of the University Controller required the appointment of search committees and the screening of a large number of candidates before we were able to make offers to two very qualified individuals. Michael Miller accepted the position of Director of Physical Plant and Don Tecklenburg accepted the assignment as University Controller.

Telecommunications. As part of a cost-savings decision, the College telephone operator position was eliminated and replaced with a new auto attendant. With some minor problems, the system has performed well. A second telephone cost-savings decision was made when we eliminated all but three pay telephones from the Yellow Springs property. The Yellow Springs property had 21 pay telephones, but because of the popularity of cell phones, the revenue being generated by these phones had fallen to far less than their costs. As a consequence, we were paying approximately \$20,000 per year to maintain telephones that very few people used. The pay phones were removed and replaced by restricted campus phones which allow people to use calling cards for long distance and to place free calls to the campus and the immediate Dayton area. A third cost savings measure involving telephones was the bidding of the long distance contract for Yellow Springs. The new vendor is providing service that should save Yellow Springs units between \$15,000 and \$20,000 per year. A fourth area of telephone savings is the use of prepaid telephone calling cards rather than those issued by the telephone company. The telephone calling cards were costing more than \$.35 per minute, but the pre-paid cards cost less than \$.05 per minute.

Campaign Successes. The campaign for Antioch College raised \$11,766,604 in 2003-04 (through April), including a significant \$3.0 million anonymous pledge from a trustee. In addition, the College received several foundation grants, two from Mellon to support the website and the Renewal Commission and one from the Pierson-Lovelace Foundation for faculty development relating to the Renewal Commission's work. These three grants total \$200,000.

Financial Management. The University closed the books on 2002-03 and the subsequent audit was issued without exceptions.

WYSO. Considerable time was devoted to trying to resolve the controversies surrounding WYSO. Following the resignation of the General Manager, an interim manager was recruited and a top-to-bottom review of the station, its finances and policies was undertaken. A number of changes have been made to return the station to financial viability and a substantial list of needs has been assembled. The University Administration and station management will be working with the new Task Force to insure that the station is on a firm footing.

Insurance. After a competitive bidding process, the University's liability insurance was successfully transferred to a new carrier. Savings were realized and a smoother administrative and legal structure was put in place. Flexibility by the new carrier has made it much easier to handle legal situation.

Security. During 2003-04, responsibility for Yellow Springs security was transferred to the Vice Chancellor. Security services were made a shared service for the College, McGregor and the University Administration. Direct supervision has been assigned to the new Director of Physical Plant.

Beginning in 2002-03, Yellow Springs shared services costs for Physical Plant, Human Relations, Information Technology and Business Services have appeared in the University Administration budget. These shared services units were established upon recommendation of the Board's Stabilization Committee. Each unit in Yellow Springs pays its proportional costs of the service based upon various useage measurements.

Glenn H. Watts
Vice Chancellor

University Administration
2004-05 Budget Summary by Function

	2001-02 Actual	2002-03 Actual	2003-04 Budget	2003-04 Projected	Change From 2003-04 Budget to 2003-04 Projected $	Change From 2003-04 Budget to 2003-04 Projected %	*Proposed 2004-05 Budget*	*Change From 2003-04 Projected to 2004-05 Budget $*	*Change From 2003-04 Projected to 2004-05 Budget %*	Change From 2003-04 Budget to 2004-05 Budget $	Change From 2003-04 Budget to 2004-05 Budget %
Revenues											
Tuition & Fees	0	0	0	0	0		***0***	0		0	
Less Tuition Discounts	0	0	0	0	0		***0***	0		0	
Net Tuition and Fees	0	0	0	0	0		***0***	0		0	
Gifts	13,769	13,478	0	0	0		***0***	0		0	
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	0	0	0	0	0		***0***	0		0	
Total E&G Revenue	13,769	13,478	0	0	0		***0***	0		0	
Auxiliary Enterprises	0	0	0	0	0		***0***	0		0	
Released From Restrictions	0	0	0	0	0		***0***	0		0	
Total Revenues	13,769	13,478	0	0	0		***0***	0		0	
Net Overhead for Central Operations	1,861,605	1,710,624	1,685,494	1,686,149	655		***1,887,828***	201,679		202,334	12.00%
Operating Expenses											
Instruction	0	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	0	0	0	0	0		***0***	0		0	
Student Services	94,938	100,093	109,272	105,995	-3,277	-3.00%	***100,509***	-5,486	-5.18%	-8,763	-8.02%
Institutional Support	1,773,240	1,601,160	1,565,004	1,569,174	4,170	0.27%	***1,787,319***	218,145	13.90%	222,315	14.21%
Plant Maintenance	0	0	0	0	0		***0***	0		0	
Scholarships	0	0	0	0	0		***0***	0		0	
Total E&G Expenses	1,868,178	1,701,253	1,674,276	1,675,169	893	0.05%	***1,887,828***	212,659	12.69%	213,552	12.75%
Auxiliary Enterprises	0	0	0	0	0		***0***	0		0	
Total Operating Expenses	1,868,178	1,701,253	1,674,276	1,675,169	893	0.05%	***1,887,828***	212,659	12.69%	213,552	12.75%
Excess Revenue over Expenses	7,196	22,849	11,218	10,980	-238	-2.12%	***0***	-10,980	-100.00%	-11,218	-100.00%
Annual Budget Conversion to Cash Basis											
Capital Expenditures	7,196	22,849	11,218	10,980	-238	-2.12%	***0***	-10,980	-100.00%	-11,218	-100.00%
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	7,196	22,849	11,218	10,980	-238	-2.12%	***0***	-10,980	-100.00%	-11,218	-100.00%
Net Cash Basis Budget	0	0	0	0	0		***0***	0		0	

University Administration

2004-05 Budget Summary by Category

	2001-02 Actual	2002-03 Actual	2003-04 Budget	2003-04 Projected	Change From 2003-04 Budget to 2003-04 Projected $	%	*Proposed 2004-05 Budget*	*Change From 2003-04 Projected to 2004-05 Budget* $	%	Change From 2003-04 Budget to 2004-05 Budget $	%
Revenues	1,875,374	1,724,102	1,685,494	1,686,149	655	0.04%	***1,887,828***	201,679	11.96%	202,334	12.00%
Operating Expenses											
Salaries & Wages	1,080,425	933,234	921,916	921,453	-463	-0.05%	***1,046,591***	125,138	13.58%	124,675	13.52%
Benefits	361,024	363,698	367,060	324,901	-42,159	-11.49%	***425,750***	100,849	31.04%	58,690	15.99%
Training & Development	141,002	104,841	92,300	131,223	38,923	42.17%	***111,951***	-19,272	-14.69%	19,651	21.29%
Student Aid Services	0	0	0	0	0		***0***	0		0	
Special Events	131	5,653	0	0	0		***0***	0		0	
Supplies	22,862	22,474	19,350	17,810	-1,540	-7.96%	***22,294***	4,484	25.18%	2,944	15.21%
Business Operations	98,298	105,718	82,000	111,823	29,823	36.37%	***102,463***	-9,360	-8.37%	20,463	24.95%
Plant Maintenance	156,838	163,852	164,650	166,889	2,239	1.36%	***142,840***	-24,049	-14.41%	-21,810	-13.25%
Interest Expense	282	4	0	70	70		***9,889***	9,819	14027.14%	9,889	
Resale Costs	0	0	0	0	0		***0***	0		0	
Miscellaneous	7,316	1,779	2,000	1,000	-1,000	-50.00%	***1,050***	50	5.00%	-950	-47.50%
Contingency/Reserves											
Campus Contingency, Mandatory	0	0	0	0	0		***0***	0		0	
Campus Contingency, Discretionary	0	0	25,000	0	-25,000	-100.00%	***25,000***	25,000		0	0.00%
Capital 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	1,868,178	1,701,253	1,674,276	1,675,169	893	0.05%	***1,887,828***	212,659	12.69%	213,552	12.75%
Excess Revenue over Expenses	7,196	22,849	11,218	10,980	-238	-2.12%	***0***	-10,980	-100.00%	-11,218	-100.00%
Annual Budget Conversion to Cash Basis											
Capital Expenditures	7,196	22,849	11,218	10,980	-238	-2.12%	***0***	-10,980	-100.00%	-11,218	-100.00%
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	7,196	22,849	11,218	10,980	-238	-2.12%	***0***	-10,980	-100.00%	-11,218	-100.00%
Net Cash Basis Budget	0	0	0	0	0		***0***	0		0	

ANTIOCH REVIEW
2004-05 PROPOSED BUDGET

Accomplishments
We continue to publish high quality fiction, poetry and essays and the magazine has achieved a respectable size (196 pages) after years of being undersized. Our $10,000 grant from the NEA along with a steady growth in donor support (in a year when the College was seeking support for its campaign) and auxiliary sales offset the small drop in sales. We held three fundraising events (New York, Chicago, Austin) and accomplished everything else with a 30 hour per week staff and volunteer readers. Two of the three "genre" numbers have been well received and the third (short stories) will appear in June. Our pool of volunteers has enabled us to keep up with the "slush"(about 4000 stories,11,000 poems, 1000 essays) and we held a "thank you" party for those volunteers. We were recently featured in Poets & Writers and the editor attended the Associated Writers Program meeting in Chicago to meet with authors and readers.

Objectives
To publish the "best words in the best order"; to achieve a balance in the size of the magazine; to extend our donor base by adding new potential sources of support; to add to our distribution base; to continue to publish work that appeals to a wide audience of literate readers; to add another poetry reader to help keep up with submissions; to increase author payments.

Priorities
Increase the endowment; to maintain the current size of the magazine to reflect our standing against similar magazines; to keep abreast of the enormous number of submissions.

Robert Fogarty
Editor

Antioch Review

2004-05 Budget Summary by Function

	2001-02 Actual	2002-03 Actual	2003-04 Budget	2003-04 Projected	Change From 2003-04 Budget to 2003-04 Projected $	%	*Proposed 2004-05 Budget*	*Change From 2003-04 Projected to 2004-05 Budget* *$*	*%*	Change From 2003-04 Budget to 2004-05 Budget $	%
Revenues											
Tuition & Fees	0	0	0	0	0		*0*	0		0	
Less Tuition Discounts	0	0	0	0	0		*0*	0		0	
Net Tuition and Fees	0	0	0	0	0		*0*	0		0	
Gifts	19,489	28,132	62,980	30,000	-32,980	-52.37%	*67,486*	37,486	124.95%	4,506	7.15%
Grants	3,084	2,993	2,750	2,751	1	0.04%	*2,826*	75	2.73%	76	2.76%
Endowment Income	10,162	8,021	9,500	10,000	500	5.26%	*9,500*	-500	-5.00%	0	0.00%
Contracts	0	0	0	0	0		*0*	0		0	
Other Income	10,432	16,144	7,000	9,000	2,000	28.57%	*7,000*	-2,000	-22.22%	0	0.00%
Total E&G Revenue	43,167	55,290	82,230	51,751	-30,479	-37.07%	*86,812*	35,061	67.75%	4,582	5.57%
Auxiliary Enterprises	57,383	49,687	56,000	52,500	-3,500	-6.25%	*56,000*	3,500	6.67%	0	0.00%
Released From Restrictions	0	0	0	0	0		*0*	0		0	
Total Revenues	100,550	104,977	138,230	104,251	-33,979	-24.58%	*142,812*	38,561	36.99%	4,582	3.31%
Operating Expenses											
Instruction	0	0	0	0	0		*0*	0		0	
Research	0	0	0	0	0		*0*	0		0	
Public Service	127,950	142,805	138,230	142,114	3,884	2.81%	*142,812*	698	0.49%	4,582	3.31%
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	361	0	0	0		*0*	0		0	
Scholarships	0	0	0	0	0		*0*	0		0	
Total E&G Expenses	127,950	143,166	138,230	142,114	3,884	2.81%	*142,812*	698	0.49%	4,582	3.31%
Auxiliary Enterprises	0	0	0	0	0		*0*	0		0	
Total Operating Expenses	127,950	143,166	138,230	142,114	3,884	2.81%	*142,812*	698	0.49%	4,582	3.31%
Excess Revenue over Expenses	-27,400	-38,189	0	-37,863	-37,863		*0*	37,863	100.00%	0	
Annual Budget Conversion to Cash Basis											
Capital Expenditures	0	4,328	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	-361	0	0	-1,443		*-1443*	-1,443		-1,443	
Total Cash Items	0	3,967	0	0	-1,443		*-1,443*	-1,443		-1,443	
Net Cash Basis Budget	-27,400	-42,156	0	-37,863	-36,420		*1,443*	39,306	103.81%	1,443	

Antioch Review

2004-05 Budget Summary by Category

	2001-02 Actual	2002-03 Actual	2003-04 Budget	2003-04 Projected	Change From 2003-04 Budget to 2003-04 Projected $	%	Proposed 2004-05 Budget	Change From 2003-04 Projected to 2004-05 Budget $	%	Change From 2003-04 Budget to 2004-05 Budget $	%
Revenues	100,550	104,977	138,230	104,251	-33,979	-24.58%	***142,812***	38,561	36.99%	4,582	3.31%
Operating Expenses											
Salaries & Wages	51,978	53,722	54,523	53,600	-923	-1.69%	***53,816***	216	0.40%	-707	-1.30%
Benefits	27,680	30,657	31,932	29,429	-2,503	-7.84%	***31,178***	1,749	5.94%	-754	-2.36%
Training & Development	569	2,625	2,200	2,399	199	9.05%	***2,200***	-199	-8.30%	0	0.00%
Student Aid Services	0	0	0	0	0		***0***	0		0	
Special Events	0	0	0	0	0		***0***	0		0	
Supplies	-2,684	-2,140	-2,575	-2,770	-195	-7.57%	***-2,575***	195	7.04%	0	0.00%
Business Operations	50,407	57,941	52,150	58,013	5,863	11.24%	***56,750***	-1,263	-2.18%	4,600	8.82%
Plant Maintenance	0	0	0	0	0		***0***	0		0	
Interest Expense	0	0	0	0	0		***0***	0		0	
Resale Costs	0	0	0	0	0		***0***	0		0	
Miscellaneous	0	0	0	0	0		***0***	0		0	
Contingency/Reserves				0							
Campus Contingency, Mandatory	0	0	0	0	0		***0***	0		0	
Campus Contingency, Discretionary	0	0	0	0	0		***0***	0		0	
Capital 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	361	0	1,443	1,443		***1,443***	0	0.00%	1,443	
Total Operating Expenses	127,950	143,166	138,230	142,114	3,884	2.81%	***142,812***	698	0.49%	4,582	3.31%
Excess Revenue over Expenses	-27,400	-38,189	0	-37,863	-37,863		***0***	37,863	100.00%	0	
Annual Budget Conversion to Cash Basis											
Capital Expenditures	0	4,328	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	-361	0	0	-1,443		***-1,443***	-1,443		-1,443	
Total Cash Items	0	3,967	0	0	-1,443		***-1,443***	-1,443		-1,443	
Net Cash Basis Budget	-27,400	-42,156	0	-37,863	-36,420		***1,443***	39,306	103.81%	1,443	

WYSO RADIO
2004-05 PROPOSED BUDGET

This has been a year of change for WYSO. A management change in January 2004 refocused the station on effective bottom-line management. Station management is closely monitoring expenses and will greatly expand use of volunteers to handle previously contracted mailing program services. In addition, purchased programming is being reviewed and volunteers will be sought to provide programming during some of those air times. Memberships in broadcasting-related organizations have been reduced to the minimum required to accomplish WYSO's programming goals. Administrative costs and travel have been reduced to an absolute minimum.

Regarding revenues, an overly optimistic projection of gifts revenue has been trimmed to reflect a more realistic environment. We are eagerly anticipating a surge in underwriting income for WYSO. An initiative was undertaken with WDPR/WDPG Public Radio in Dayton, Ohio to hire a person to sell radio underwriting as a joint venture; this will result in selling to a combined listener audience of 90,000 (WYSO's 55,000 and WDPR's 35,000.) Each station will share the base salary, benefits (which are being provided under WDPR's benefit plan) and expenses. This position will be in addition to an improved incentive plan provided for WYSO's current underwriting salesperson.

We have planned for a 3% cost of living increase in salaries, plus attendant benefits costs. We have also increased one staff member's salary to bring him to parity with others having similar responsibilities. We will add a part-time on-air position to fill a much needed vacancy that was previously a full-time position. We have also budgeted for a professional business manager to assure that WYSO will continue to be operated in a cost-effective manner.

This year's budget includes planning for technical improvements to increase broadcast reliability, including the purchase of software support for the station's automation processes and acquisition of back-up play and recording units. A preventive maintenance program will be established and essential stand-by transmitter parts will be kept in a ready-to-use status. We are also looking into several grants to offset our costs of major capital projects, such as a digital transmitter.

Joe Colvin
Interim General Manager

Antioch University

WYSO Public Radio

2004-05 Proposed Expenditures	Amount	Source
Other		
Equipment: Generators at transmitter site and at production facilities	$20,000	
Transmitter Replacement	$20,000	Operating Expense
Total	**$40,000**	

WYSO

2004-05 Budget Summary by Function

	2001-02 Actual	2002-03 Actual	2003-04 Budget	2003-04 Projected	Change From 2003-04 Budget to 2003-04 Projected $	Change From 2003-04 Budget to 2003-04 Projected %	*Proposed 2004-05 Budget*	*Change From 2003-04 Projected to 2004-05 Budget $*	*Change From 2003-04 Projected to 2004-05 Budget %*	Change From 2003-04 Budget to 2004-05 Budget $	Change From 2003-04 Budget to 2004-05 Budget %
Revenues											
Tuition & Fees	0	0	0	0	0		*0*	0		0	
Less Tuition Discounts	0	0	0	0	0		*0*	0		0	
Net Tuition and Fees	0	0	0	0	0		*0*	0		0	
Gifts	415,000	442,147	470,000	404,000	-66,000	-14.04%	*400,000*	-4,000	-0.99%	-70,000	-14.89%
Grants	170,294	171,470	157,000	173,000	16,000	10.19%	*173,500*	500	0.29%	16,500	10.51%
Endowment Income	0	0	0	0	0		*0*	0		0	
Contracts	0	0	0	0	0		*0*	0		0	
Other Income	274,025	298,720	308,500	190,446	-118,054	-38.27%	*284,500*	94,054	49.39%	-24,000	-7.78%
Total E&G Revenue	859,319	912,337	935,500	767,446	-168,054	-17.96%	*858,000*	90,554	11.80%	-77,500	-8.28%
Auxiliary Enterprises	500	190	0	10	10		*100*	90	900.00%	100	
Released From Restrictions	0	0	0	0	0		*0*	0		0	
Total Revenues	859,819	912,527	935,500	767,456	-168,044	-17.96%	*858,100*	90,644	11.81%	-77,400	-8.27%
Operating Expenses											
Instruction	0	0	0	0	0		*0*	0		0	
Research	0	0	0	0	0		*0*	0		0	
Public Service	853,240	1,020,830	904,727	845,671	-59,056	-6.53%	*858,100*	12,429	1.47%	-46,627	-5.15%
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	21,186	0	0	0		*0*	0		0	
Scholarships	0	0	0	0	0		*0*	0		0	
Total E&G Expenses	853,240	1,042,016	904,727	845,671	-59,056	-6.53%	*858,100*	12,429	1.47%	-46,627	-5.15%
Auxiliary Enterprises	0	0	0	0	0		*0*	0		0	
Total Operating Expenses	853,240	1,042,016	904,727	845,671	-59,056	-6.53%	*858,100*	12,429	1.47%	-46,627	-5.15%
Excess Revenue over Expenses	6,579	-129,489	30,773	-78,215	-108,988	-354.17%	*0*	78,215	100.00%	-30,773	-100.00%
Annual Budget Conversion to Cash Basis											
Capital Expenditures	21,846	0	8,250	0	-8,250	-100.00%	*40,000*	40,000		31,750	384.85%
Borrowing Proceeds	0	0	0	0	0		*0*	0		0	
Principal Payments	15,168	15,171	15,100	15,180	80	0.53%	*15,100*	-80	-0.53%	0	0.00%
Prior Year Reserves	0	0	0	0	0		*0*	0		0	
Add back Depreciation	-30,435	-21,186	-13,000	-7,287	5,713	43.95%	*-7,000*	287	3.94%	6,000	46.15%
Total Cash Items	6,579	-6,015	10,350	7,893	-2,457	-23.74%	*48,100*	40,207	509.40%	37,750	364.73%
Net Cash Basis Budget	0	-123,474	20,423	-86,108	-106,531	-521.62%	*-48,100*	38,008	44.14%	-68,523	-335.52%

WYSO

2004-05 Budget Summary by Category

	2001-02 Actual	2002-03 Actual	2003-04 Budget	2003-04 Projected	Change From 2003-04 Budget to 2003-04 Projected $	Change From 2003-04 Budget to 2003-04 Projected %	*Proposed 2004-05 Budget*	*Change From 2003-04 Projected to 2004-05 Budget* *$*	*Change From 2003-04 Projected to 2004-05 Budget* *%*	Change From 2003-04 Budget to 2004-05 Budget $	Change From 2003-04 Budget to 2004-05 Budget %
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Revenues	859,819	912,527	935,500	767,456	-168,044	-17.96%	***858,100***	90,644	11.81%	-77,400	-8.27%
Operating Expenses											
Salaries & Wages	325,969	346,890	323,696	306,504	-17,192	-5.31%	***325,125***	18,621	6.08%	1,429	0.44%
Benefits	102,540	114,696	127,656	93,955	-33,701	-26.40%	***96,395***	2,440	2.60%	-31,261	-24.49%
Training & Development	22,539	13,557	18,000	5,275	-12,725	-70.69%	***19,100***	13,825	262.09%	1,100	6.11%
Student Aid Services	0	0	0	0	0		***0***	0		0	
Special Events	0	0	200	175	-25	-12.50%	***500***	325	185.71%	300	150.00%
Supplies	11,730	6,670	14,100	3,580	-10,520	-74.61%	***6,100***	2,520	70.39%	-8,000	-56.74%
Business Operations	355,263	385,903	350,750	387,695	36,945	10.53%	***356,580***	-31,115	-8.03%	5,830	1.66%
Plant Maintenance	55,355	48,174	50,250	35,100	-15,150	-30.15%	***40,800***	5,700	16.24%	-9,450	-18.81%
Interest Expense	9,143	7,863	6,575	6,000	-575	-8.75%	***6,000***	0	0.00%	-575	-8.75%
Resale Costs	0	0	0	0	0		***0***	0		0	
Miscellaneous	131,912	97,077	500	100	-400	-80.00%	***500***	400	400.00%	0	0.00%
Contingency/Reserves											
Campus Contingency, Mandatory	0	0	0	0	0		***0***	0		0	
Campus Contingency, Discretionary	0	0	0	0	0		***0***	0		0	
Capital 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	31,639	21,186	13,000	7,287	-5,713	-43.95%	***7,000***	-287	-3.94%	-6,000	-46.15%
Total Operating Expenses	1,046,090	1,042,016	904,727	845,671	-59,056	-6.53%	***858,100***	12,429	1.47%	-46,627	-5.15%
Excess Revenue over Expenses	-186,271	-129,489	30,773	-78,215	-108,988	-354.17%	***0***	78,215	100.00%	-30,773	-100.00%
Annual Budget Conversion to Cash Basis											
Capital Expenditures	6,491	0	8,250	0	-8,250	-100.00%	***40,000***	40,000		31,750	384.85%
Borrowing Proceeds	0	0	0	0	0		***0***	0		0	
Principal Payments	15,162	15,171	15,100	15,180	80	0.53%	***15,100***	-80	-0.53%	0	0.00%
Prior Year Reserves	0	0	0	0	0		***0***	0		0	
Add back Depreciation	-31,639	-21,186	-13,000	-7,287	5,713	43.95%	***-7,000***	287	3.94%	6,000	46.15%
Total Cash Items	-9,986	-6,015	10,350	7,893	-2,457	-23.74%	***48,100***	40,207	509.40%	37,750	364.73%
Net Cash Basis Budget	-176,285	-123,474	20,423	-86,108	-106,531	-521.62%	***-48,100***	38,008	44.14%	-68,523	-335.52%

University Wide

2004-05 Budget Summary by Function

	2001-02 Actual	2002-03 Actual	2003-04 Budget	2003-04 Projected	Change From 2003-04 Budget to 2003-04 Projected $	Change From 2003-04 Budget to 2003-04 Projected %	*Proposed 2004-05 Budget*	*Change From 2003-04 Projected to 2004-05 Budget $*	*Change From 2003-04 Projected to 2004-05 Budget %*	Change From 2003-04 Budget to 2004-05 Budget $	Change From 2003-04 Budget to 2004-05 Budget %
Revenues											
Tuition & Fees	0	0	0	0	0		*0*	0		0	
Less Tuition Discounts	0	0	0	0	0		*0*	0		0	
Net Tuition and Fees	0	0	0	0	0		*0*	0		0	
Gifts	150	150	30,000	500	-29,500	-98.33%	*30,000*	29,500	5900.00%	0	0.00%
Grants	82,258	116,528	125,000	110,000	-15,000	-12.00%	*125,000*	15,000	13.64%	0	0.00%
Endowment Income	-148,928	-334,081	180,000	-500,000	-680,000	-377.78%	*180,000*	680,000	136.00%	0	0.00%
Contracts	0	0	0	0	0		*0*	0		0	
Other Income	-1,835,021	-1,419,902	157,200	4,000,000	3,842,800	2444.53%	*155,000*	-3,845,000	-96.13%	-2,200	-1.40%
Total E&G Revenue	-1,901,541	-1,637,305	492,200	3,610,500	3,118,300	633.54%	*490,000*	-3,120,500	-86.43%	-2,200	-0.45%
Auxiliary Enterprises	0	0	0	0	0		*0*	0		0	
Released From Restrictions	725,944	539,956	481,831	535,000	53,169	11.03%	*466,783*	-68,217	-12.75%	-15,048	-3.12%
Total Revenues	-1,175,597	-1,097,349	974,031	4,145,500	3,171,469	325.60%	*956,783*	-3,188,717	-76.92%	-17,248	-1.77%
Net Overhead for Central Operations	512,892	427,482	1,192,008	1,180,135	-11,873		*1,367,253*	187,118		175,245	14.70%
Operating Expenses											
Instruction	-39,982	-48,749	0	-25,000	-25,000		*0*	25,000	100.00%	0	
Research	0	0	0	0	0		*0*	0		0	
Public Service	0	0	0	0	0		*0*	0		0	
Academic Support	324,095	68,854	62,581	71,943	9,362	14.96%	*114,733*	42,790	59.48%	52,152	83.34%
Student Services	0	0	0	0	0		*0*	0		0	
Institutional Support	1,054,496	575,316	1,773,122	1,885,185	112,063	6.32%	*1,883,289*	-1,896	-0.10%	110,167	6.21%
Plant Maintenance	234,857	222,140	205,245	196,237	-9,008	-4.39%	*200,000*	3,763	1.92%	-5,245	-2.56%
Scholarships	82,258	116,667	125,000	110,548	-14,452	-11.56%	*125,000*	14,452	13.07%	0	0.00%
Total E&G Expenses	1,655,724	934,228	2,165,948	2,238,913	72,965	3.37%	*2,323,022*	84,109	3.76%	157,074	7.25%
Auxiliary Enterprises	0	0	0	0	0		*0*	0		0	
Total Operating Expenses	1,655,724	934,228	2,165,948	2,238,913	72,965	3.37%	*2,323,022*	84,109	3.76%	157,074	7.25%
Excess Revenue over Expenses	-2,318,429	-1,604,095	91	3,086,722	3,086,631	3391902.20%	*1,014*	-3,085,708	-99.97%	923	1014.29%
Annual Budget Conversion to Cash Basis											
Capital Expenditures	10,383	75,564	81,218	97,650	16,432	20.23%	*76,000*	-21,650	-22.17%	-5,218	-6.42%
Borrowing Proceeds	0	0	0	0	0		*0*	0		0	
Principal Payments	124,124	124,115	124,118	128,537	4,419	3.56%	*124,118*	-4,419	-3.44%	0	0.00%
Prior Year Reserves	0	0	0	0	0		*0*	0		0	
Add back Depreciation	-234,857	-222,140	-205,245	-196,237	9,008	4.39%	*-200,000*	-3,763	-1.92%	5,245	2.56%
Total Cash Items	-100,350	-22,461	91	29,950	29,859	32812.09%	*118*	-29,832	-99.61%	27	29.67%
Net Cash Basis Budget	-2,218,079	-1,581,634	0	3,056,772	3,056,772		*896*	-3,055,876	-99.97%	896	

University Wide

2004-05 Budget Summary by Category

	2001-02 Actual	2002-03 Actual	2003-04 Budget	2003-04 Projected	Change From 2003-04 Budget to 2003-04 Projected $	%	*Proposed 2004-05 Budget*	*Change From 2003-04 Projected to 2004-05 Budget* *$*	*%*	Change From 2003-04 Budget to 2004-05 Budget *$*	%
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Revenues	-662,705	-669,867	2,166,039	5,325,635	3,159,596	145.87%	***2,324,036***	-3,001,599	-56.36%	157,997	7.29%
Operating Expenses											
Salaries & Wages	349,258	280,151	862,589	921,356	58,767	6.81%	***992,937***	71,581	7.77%	130,348	15.11%
Benefits	132,156	43,608	263,040	239,922	-23,118	-8.79%	***285,601***	45,679	19.04%	22,561	8.58%
Training & Development	212,102	159,626	125,629	142,053	16,424	13.07%	***111,325***	-30,728	-21.63%	-14,304	-11.39%
Student Aid Services	0	0	0	0	0		***0***	0		0	
Special Events	0	0	0	0	0		***0***	0		0	
Supplies	5,892	20,765	5,518	4,995	-523	-9.48%	***5,800***	805	16.12%	282	5.11%
Business Operations	485,100	458,893	435,883	416,268	-19,615	-4.50%	***452,759***	36,491	8.77%	16,876	3.87%
Plant Maintenance	78,686	12,971	18,245	20,906	2,661	14.58%	***29,600***	8,694	41.59%	11,355	62.24%
Interest Expense	80,803	70,243	64,604	89,082	24,478	37.89%	***55,000***	-34,082	-38.26%	-9,604	-14.87%
Resale Costs	0	0	0	0	0		***0***	0		0	
Miscellaneous	4,613	9,646	5,036	45,741	40,705	808.28%	***16,000***	-29,741	-65.02%	10,964	217.71%
Contingency/Reserves											
Campus Contingency, Mandatory	0	0	13,234	0	-13,234	-100.00%	***0***	0		-13,234	-100.00%
Campus Contingency, Discretionary	0	0	0	0	0		***2,500***	2,500		2,500	
Capital Reserve	0	-525,000	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)	72,257	181,185	166,925	162,353	-4,572	-2.74%	***171,500***	9,147	5.63%	4,575	2.74%
Depreciation	234,857	222,140	205,245	196,237	-9,008	-4.39%	***200,000***	3,763	1.92%	-5,245	-2.56%
Total Operating Expenses	1,655,724	934,228	2,165,948	2,238,913	72,965	3.37%	***2,323,022***	84,109	3.76%	157,074	7.25%
Excess Revenue over Expenses	-2,318,429	-1,604,095	91	3,086,722	3,086,631	3391902.20%	***1,014***	-3,085,708	-99.97%	923	1014.29%
Annual Budget Conversion to Cash Basis											
Capital Expenditures	10,383	75,564	81,218	97,650	16,432	20.23%	***76,000***	-21,650	-22.17%	-5,218	-6.42%
Borrowing Proceeds	0	0	0	0	0		***0***	0		0	
Principal Payments	124,124	124,115	124,118	128,537	4,419	3.56%	***124,118***	-4,419	-3.44%	0	0.00%
Prior Year Reserves	0	0	0	0	0		***0***	0		0	
Add back Depreciation	-234,857	-222,140	-205,245	-196,237	9,008	4.39%	***-200,000***	-3,763	-1.92%	5,245	2.56%
Total Cash Items	-100,350	-22,461	91	29,950	29,859	32812.09%	***118***	-29,832	-99.61%	27	29.67%
Net Cash Basis Budget	-2,218,079	-1,581,634	0	3,056,772	3,056,772		***896***	-3,055,876	-99.97%	896	

Antioch University

University Wide

2004-05 Proposed Expenditures	Amount	Source
Facilities		
Remodel Computing Services Office	25,000	Operating Budget
Fiber Optic Cable between Sontag-Fels & Kettering Bld.	3,000	Operating Budget
Technology		
Network Packet Management System	16,000	Operating Budget
Multipoint Control Unit for Video Conference	26,000	Operating Budget
VPN Server & Network Upgrade	6,000	Operating Budget
Total	76,000	

5

Antioch University

Headcount Enrollment by Campus

Full-Time and Part-Time

College	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05 Budget
Total UG FT	515	518	555	585	573	575
Total UG PT	2	4	4	6	3	3
Other*	86	87	84	108	107	111
Total Headcount	603	609	643	699	683	689

New England	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05 Budget
Masters FT	448	456	467	482	491	511
Doctoral FT	215	215	209	215	209	207
Total FT	663	671	676	697	700	718
Masters PT	233	287	225	233	196	201
Doctoral PT	1	2	9	9	21	23
Total PT	234	289	234	242	217	224
Total Headcount	897	960	910	939	917	942

Seattle	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05 Budget
Undergraduate FT	39	97	99	88	89	91
Masters FT	411	417	331	316	363	353
Doctoral FT	0	0	0	0	0	15
Total FT	450	514	430	404	452	459
Undergraduate PT	123	127	111	111	129	139
Masters PT	251	261	278	275	256	270
Doctoral PT	0	0	0	0	0	10
Total PT	374	388	389	386	385	419
Total Headcount	824	902	819	790	837	878

Santa Barbara	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05 Budget
Undergraduate FT	41	55	66	80	60	70
Graduate FT	114	118	124	135	146	140
Total FT	155	173	190	215	206	210
Undergraduate PT	48	60	65	56	39	49
Graduate PT	33	32	42	50	41	48
Total PT	81	92	107	106	80	97
Total Headcount	236	265	297	321	286	307

Los Angeles	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05 Budget
Undergraduate FT	88	81	73	69	64	63
Graduate FT	256	274	277	285	344	342
Total FT	344	355	350	354	408	405
UG PT	87	87	87	119	114	116
Grad PT	119	122	130	177	145	175
Total PT	206	209	217	296	259	291
Total Headcount	550	564	567	650	667	696

McGregor	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05 Budget
Undergraduate FT	52	33	48	70	74	68
Graduate FT	197	222	233	277	304	294
Total FT	249	255	281	347	378	362
Undergraduate PT	108	81	83	93	97	94
Graduate PT	336	309	262	263	240	250
Total PT	444	390	345	356	337	344
Total Headcount	693	645	626	703	715	706

Leadership & Change	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05 Budget
Graduate FT**			11	38	61	75
Graduate PT			0	0	0	0
Total Headcount			11	38	61	75

TOTALS	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05 Budget
Total Full-Time	1,926	1,972	2,063	2,236	2,326	2,360
Total Part-Time	1,218	1,245	1,185	1,281	1,152	1,229
Other	86	87	84	108	107	111
Total Headcount	2,979	3,043	3,054	3,350	3,329	3,425

* "Other" in 2001-02 would have been 94 if the Kyoto students had not been called home after 9-11.

** Cohorts begin in July; counts are as of September.

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 (Antioch Education Abroad)
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

INSTRUCTION (Cont'd):
Conflict Resolution
Environment & Community
Fine Arts
PhD in Leadership & Change

RESEARCH:
Individual and Project Research

PUBLIC SERVICE:
Glen Helen
Antioch Review
WYSO
Counseling Centers

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

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

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

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

PLANT MAINTENANCE:
Maintenance
Custodial
Building & Grounds
Power Plant
Depreciation

SCHOLARSHIPS:
Grants & Scholarship

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

LINE ITEMS

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

BENEFITS: Required and Non-Required
Benefits Paid
Medical
Dental Plan
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
Computer Software
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/Freight
Audio/Visual
Advertising
Telecommunications
Internet & Leased Lines
Legal
Audit
WYSO Programming
WYSO Premiums
Bad Debt Expense

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

DEPRECIATION:

INTEREST EXPENSE:
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
Miscellaneous Grants to Others

CONTINGENCY/RESERVES:
Campus Contingency, Mandated
Campus Contingency, Discretionary
Capital Reserve

OVERHEAD COSTS:
Regional Overhead
University Overhead
University Conference
Standard Cost Overhead
Operation Subsidy
Inter-Campus Agreements
Grant Indirect Costs