



# REPORT TO THE BOARD OF TRUSTEES

1999-2000 Mid-Year Budget Performance

February 3-5, 2000

## TABLE OF CONTENTS

Introduction .....	1
1999-2000 Mid-Year Budget Performance .....	7
Antioch University Statement of Activities .....	11
Antioch University Financial Position .....	12
Antioch University Cash Flows .....	13
Antioch University Summaries .....	14
Antioch College .....	16
Glen Helen .....	20
Antioch New England .....	23
Antioch Seattle .....	27
Antioch Southern California .....	30
The McGregor School .....	34
University Administration .....	37
Antioch Review .....	41
WYSO Radio .....	44
University-Wide Expenses .....	49
Receivables Aging Report .....	51
Status of Accounts Payable .....	52
Cost Centers .....	53
Line Items .....	54

# **REPORT TO THE BOARD OF TRUSTEES**

## **February 3-5, 2000**

### **I. INTRODUCTION**

This report contains financial information concerning the performance of the University, its campuses and associated units during the first half of 1999-2000. The information 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 reporting standard is to enhance the relevance, clarity and comparability of financial statements issued by not-for-profit organizations, regardless of the nature of their operation or mission. The material presented in this document provides a detailed view of the 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. By clearly identifying areas of strength and weakness, this report is intended to serve as a tool for improving the University and allowing managerial attention to be focused where it is most needed. If you are familiar with the terms and format of this report, you may want to begin reading the 1999-2000 Mid-Year Budget Performance section on page 7.

### **II. FORMAT AND CONTENT**

The 1999-2000 Mid-Year Budget Performance section contains summary schedules for the entire University and similar schedules for each campus, the University Administration, Glen Helen, WYSO Radio, the Antioch Review, and University Wide accounts. Each campus and operating unit has prepared narrative descriptions of the significant events that caused the unit to deviate from its budget. The purpose of the narrative is to provide an overview of how each Campus performed during the first six months of the current year. The narratives also provide an opportunity for the President or unit manager to describe the problems he or she has dealt with and the opportunities that are being explored during the current fiscal year.

Revisions to the 1999-2000 capital budget may be necessary due to changes in operating income. Under Board of Trustee policy, Trustee approval is required for any non-personnel expenditure of more than \$25,000. The Capital

Budget that was presented to the Board at the June meeting contains plans for specific capital expenditures, but during the first half of the fiscal year, some Campuses have identified changed conditions as well as restricted resources or unanticipated needs that require changes to their capital improvement plans. In some cases, a campus may need to acquire additional equipment, particularly technology, while in other cases repairs or improvements to the physical plant may be needed. In other cases, planned capital expenditures may be cancelled or deferred.

### **III. THE FUNCTION SCHEDULE**

For the University as a whole and for each of the Campuses and units, this Report contains two schedules. The first is the Summary by Function. This schedule provides information about Revenues by Type and Operating Expenses by Function. The purpose is to show what has happened during the first half of the year to the various revenue and expense categories. This schedule shows how prior year experience and the budget compare with what has actually happened during the reporting period.

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

An additional Revenues item that appears below the Total E&G Revenue totals is Released from Restrictions. The amounts on this line reflect funds that were initially received by the University or Campuses for specific purposes and held until they could be spent to further the specific purpose. Most of this money represents gifts or bequests that have been provided for such things 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, i. e., as they are received. The Accounting Offices report gifts on an accrual basis, i.e., when they are received or first pledged. Pledges are commitments that will be realized at a future date and are not expendable until the funds are actually received. Funds that are given for a restricted purpose are invested until they can be expended for the purpose specified by the donor. Several years may pass before a campus can expend a restricted gift as the donor intended, but the restricted gift is recorded by the Development Office when it is received. The financial schedules contained in this report do not reflect restricted revenue until it is expended. Therefore, reports from the Development Office may show higher 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 annual income can be expended to satisfy the purpose of the donor. On the other hand, the principal amount of a restricted gift can be used as soon as a valid purpose has been identified. Income from the Endowment Funds appear as a Revenue Item on the Endowment Income line.

The Summary by Function schedule in this Report for Antioch University as well as the schedule for University Administration and the University Wide Expenses contain an additional line, "Net Overhead for Central Ops." This line has been added on these three schedules to more clearly display the cost of central operations. Ordinarily, the Overhead used to support the 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 53.

The columns of the Summary by Function schedules present information about the first six months of actual activity of the two prior years and the first six months of budget for 1999-2000. The last four columns provide a comparison of the 1999-2000 actual year-to-date experience with the mid-year budget and a comparison of how the mid-year 1999-2000 actuals compare with the actuals for the same period of 1998-99. The dollar variance is given for these comparisons and a percentage of variance is also provided.

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 a Conversion to Cash Basis section which identifies those expenses and revenue sources that must be considered when adjusting from an accrual basis to a cash basis. These items are primarily concerned with equipment and facilities which, although occurring in one fiscal year, are depreciated over their useful life. Accumulated depreciation is shown as an offset to the Depreciation Expense that is included as a part of the Plant Maintenance function. Borrowing proceeds, if any, associated with the expenditures shown are reflected on a separate line as are the 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 a campus ends 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 for the benefit of that campus. If there is not sufficient cash to cover the surplus, the uncovered portion becomes a credit to the unfunded reserve. Campuses may propose the use of their Funded 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 used in this Report is the Summary by Category. On this schedule, the Revenues reported on the Function Schedule are condensed to a single line. For the University as a whole, the University Administration and the University Wide Expenses schedules, a second line is added to show the Net Overhead for Central Ops. Although technically not a revenue item, it is treated as a quasi-revenue on this schedule so that these three units and the Campuses can be presented in similar ways.

Operating Expenses from the Function schedule are presented by category (e.g., Salaries & Wages, Benefits, Supplies). These categories show how expenditures have been made by the kinds of goods and services purchased. The components of each of the Expense categories is listed in detail on page 54.

A section of these schedules shows the Contingency/Reserves that the Campuses are required or encouraged to budget. The "Campus Contingency, Mandatory" amount is budgeted at 2% of net student-derived revenue and this sum can be released by the Chancellor during the year in order to meet unexpected expenses or to off set lower than anticipated revenues. Each campus budgets the Contingency evenly across the year and each month the budgets show a transfer to a central account. Both the campus budgets and actuals show the Contingency as an expense even though the money remains in a central reserve. At year-end, the Contingency amounts are credited back to the campus budgets where they off-set other expenses or, if the budgets are otherwise in balance, result in a surplus. The amount held centrally is not reflected in the balance of the University Wide section of this Report and this intentionally makes the overall University position appear somewhat worse than it actually is. Campuses that are meeting their revenue targets may also request release of these funds to pay for special capital improvements that they might not otherwise have been able to make. These requests can be honored only when the University as a whole is performing well.

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

The Liquidity Reserve is equal to 1.25% (1.5% for Seattle) of the net tuition and fee Revenue of each Campus. The Liquidity Reserve is not available for expenditure for any purpose, but the amounts budgeted are added to the Liquidity Reserve each year and allowed to accumulate in order to restore the financial integrity of the University. The bond issues that have financed facilities at New England, Seattle, and retired debt for the College require the University to operate with an excess of revenue over expenses in each year. In order to satisfy this ratio requirement and to build for the time when the University can satisfy Moody Investors Service requirements for a bond rating, this money is accumulated during the year in a University-wide account. As with the Program Contingency, the Liquidity Reserve is removed from the campus budgets and appears as an expense. The Liquidity Reserve is not shown in the University Wide section and this makes the University position appear somewhat worse than it is. Unlike the Program Contingency, the Liquidity Reserve is not credited back to the campuses at year-end because it may not be used to off-set expenditures. Rather, it is intended to serve as a budgeted surplus.

The Overhead section of the Summary by Category schedule shows the assessments that are made against each Campus in order to support operations of the University. The assessments are made at the rate of 13.75% of net student revenue. Net student revenue excludes tuition generated by new programs less than two years in operation, tuition discounts and waivers, and uncollectable tuition and fees. From the overhead, Rebates from the University are transferred to the individual campuses as is the Subsidy from Overhead. Campuses which receive Rebates and Subsidies will show negative amounts in these schedules because the transfer is shown as a "negative expense" rather than as a Revenue. Although these transfers are income to the receiving campus, from the standpoint of the University they represent only the reassignment of revenue from one campus to another.

Depreciation is a major expense for the University, and is carried centrally because all facilities are held in the corporate name of the University. Both the Depreciation Expense and the Add Back Depreciation entries appear in the University Wide Expenses section on pages 49 and 50.

The columns on the Category schedules are identical to those on the Function schedules.



## V. 1999-2000 MID-YEAR PERFORMANCE

At the midpoint in the 1999-2000 year, it appears that all campuses will have difficulty meeting their budgeted tuition income levels. The 1999-2000 budget was developed with exceptionally aggressive revenue forecasts as the campuses attempted to bring new programs on-line and increase enrollments in existing programs. Four of the five campuses budgeted double digit percentage increases over their actual tuition income of last year. Meeting these tuition targets is proving difficult, although Mid-Year Tuition and Fee Income is up by \$531,554 (+2%) over the actual revenue received last year.

As the following table shows, total tuition and fee income is running -\$780,159, or -2.92% below the budgeted level for the midpoint of the fiscal year. The McGregor School is having the most difficulty, with a shortfall of more than 10%. New England appears to have a 6% shortfall, but President Craiglow indicates that technical factors associated with the change in their student billing procedures account for most of this shortfall. At the College, the shortfall is more than 4.6% or -\$310,730.

### TUITION AND FEES

	1999-2000 Budgeted	1999-2000 Actuals	Variance	Current Year Percent Variance	Prior Year Percent Variance	Year-to- Year Performance
Antioch College	6,689,115	6,378,385	-310,730	-4.65%	-11.03%	better
Glen Helen	61,160	60,654	-506	-0.83%	-14.19%	better
New England	6,868,545	6,453,439	-415,106	-6.04%	-5.53%	worse*
Seattle	3,539,811	3,533,957	-5,854	-0.17%	-6.99%	better*
Southern California	5,769,854	6,115,350	345,496	5.99%	3.08%	better*
McGregor School	3,799,288	3,405,829	-393,459	-10.36%	-5.62%	worse
TOTALS	\$26,727,773	\$25,947,614	-\$780,159	-2.92%	-5.51%	better

\* Presidents say that the financial reports may not accurately reflect the current condition. See the Campus narratives.

The above table shows the variance in Tuition and Fees between the budgeted amount and the amount actually received for each of the campuses. The Current Year Percent Variance is also compared with the Prior Year Percent Variance and this Year-to-Year Performance is then graded as "better" or "worse". While the suggestion is that most of the campuses and the University as a whole are doing better than last year, it is unclear whether this conclusion is warranted. Three of the campuses have suggested that the tuition revenue being reported is not accurate as a result of technical and procedural complications. New England suggests that, while their tuition and fees reported at mid-year are well below budget, they will still manage to balance their budget over the course of the year. Seattle and Southern California, which both appear to have better performance than projected in their budgets, report in their narratives that the mid-year tuition and fee revenue is overstated. Therefore, it appears that 1999-2000 will not be an easy year in which to balance budgets.

Shifting from Tuition and Fees to Total Revenues, for the University as a whole, revenues are -\$1,959,407 below the budgeted level. Last year at this time, total revenues were -\$1,128,870 below the projected budget level. With the exception of Gifts, which is \$241,072 above budget, and Contracts and Auxiliary Enterprises which are both ahead of their budgeted level, all revenue categories are weak. Realized and Unrealized losses account for more than \$435,000 of the variance from budget with Tuition Discounts responsible for another -\$275,888. While there is some hope that the Realized and Unrealized Losses will reverse before the end of the fiscal year, overcoming the negative variances in the other revenues categories is uncertain.

University-wide, Total Excess Revenue Over Expenses is \$1,590,986 or -\$1,783,653 below the budgeted level. This is more than 50% lower than the budgeted excess revenue at mid-year and considerably less than the \$4,356,688 that was available at the midpoint of 1999-2000. Because of the timing of revenues at the campuses, significantly more revenue should have arrived by mid-year than has been spent. Because revenues are "lean" in the second half of the fiscal year, the campuses need to accumulate a mid-year surplus so that they can maintain level expenditures to the end of the fiscal year.

Although total revenues are running 6.33% below the budgeted level, total operating expenses are only .59% below the budgeted level. This strongly suggests that the campuses will need to limit expenditures and aggressively pursue opportunities to increase revenues, particularly those other than tuition and fees, in order to successfully complete the year.

The gap between expenditures and revenues is not the same at all campuses of the University. The table below compares both the budgeted and actual revenues and expenditures of the campuses at mid-year. By looking at the Revenue as % of Expense line for each campus, you can see if the "surplus" being accumulated at mid-year is equal to the amount projected in the budget. Unfortunately, collectively, the campuses are running 30.46% below the budget target and only two of the campuses are showing positive variances. However, the presidents of Seattle and Southern California, the two campuses showing positive variances, both report that their tuition revenues at mid-year are not as high as the mid-year report indicates.

	<b>ANTIOCH COLLEGE</b>				<b>NEW ENGLAND</b>			
	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>%</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>%</b>
Total Revenues	8,331,487	7,244,715	-1,086,772	-13.04%	7,571,934	7,327,902	-244,032	-3.22%
Total Expenses	8,284,876	8,225,385	-59,491	-0.72%	4,975,222	5,110,651	135,429	2.72%
Excess Revenue over Expense	46,611	-980,670	-1,027,281	-2203.95%	2,596,712	2,217,251	-379,461	-14.61%
Revenue as % of Expense	100.56%	88.08%			152.19%	143.38%		
	<b>SEATTLE</b>				<b>SOUTHERN CALIFORNIA</b>			
	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>%</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>%</b>
Total Revenues	3,836,174	3,808,747	-27,427	-0.71%	6,076,776	6,324,253	247,477	4.07%
Total Expenses	4,188,346	4,026,559	-161,787	-3.86%	5,042,355	4,969,158	-73,197	-1.45%
Excess Revenue over Expense	-352,172	-217,812	134,360	-38.15%	1,034,421	1,355,095	320,674	31.00%
Revenue as % of Expense	91.59%	94.59%			120.51%	127.27%		
	<b>McGREGOR SCHOOL</b>				<b>ALL CAMPUSES</b>			
	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>%</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>%</b>
Total Revenues	3,949,932	3,526,590	-423,342	-10.72%	29,766,303	28,232,207	-1,534,096	-5.15%
Total Expenses	2,787,873	2,779,763	-8,110	-0.29%	25,278,672	25,111,516	-167,156	-0.66%
Excess Revenue over Expense	1,162,059	746,827	-415,232	-35.73%	4,487,631	3,120,691	-1,366,940	-30.46%
Revenue as % of Expense	141.68%	126.87%			117.75%	112.43%		

Last fiscal year only one campus (Seattle) was able to finish with a positive cash balance. At the mid-point last year, collectively, the campuses were in better shape in terms of revenues and expenditures than they are at the midpoint in 1999-2000. Last year, three campuses used funded reserves in order to insure that their budgets balanced, and it is likely that campuses will need to use funded reserves again in 1999-2000. Releasing contingencies and applying funded reserves, however, will not be sufficient to bring all of the budgets into balance. The campuses will need to strictly control expenditures for the remaining half of the year and pursue vigorously additional revenues in order to bring their budgets into balance. It can be done, but it will take considerable effort to achieve.

ANTIOCH UNIVERSITY  
Statement of Activities  
For the 6 months ended  
December 31, 1999

	Unrestricted -----	Temporarily Restricted -----	Permanently Restricted -----	Total -----
Revenues and Gains:				
Tuition and fees	23,757,949			23,757,949
Contributions	829,787	604,389	327,364	1,761,540
Contracts and other exchange transactions	1,706,312	14,407		1,720,719
Investment income on life income and annuity agreements		81,899	34,646	116,545
Investment income on endowment	5,308	216,884		222,192
Other investment income	177,964			177,964
Net realized gains(loss) on endowment	-35,914			-35,914
Net realized gains(loss) on other investments	-25,783	-1,978	539	-27,222
Sales and service of auxiliary enterprises	1,806,927			1,806,927
Other Income	412,644			412,644
Total revenues and gains	28,635,194	915,601	362,549	29,913,344
Net assets released from restrictions	612,881	-612,881		0
Total unrestricted revenues, gains and other support	29,248,075	302,720	362,549	29,913,344
Expenses and Losses:				
Educational and General:				
Instruction	8,967,092			8,967,092
Research				0
Public Service	1,215,427			1,215,427
Academic support	1,389,467			1,389,467
Student services	2,852,813			2,852,813
Institutional support	5,455,754			5,455,754
Operation and maintenance of plant	3,815,287			3,815,287
Scholarships and fellowships	1,368,121			1,368,121
Total educational and general expenses	25,063,961	0	0	25,063,961
Auxiliary enterprises	1,425,188			1,425,188
Total expenses	26,489,149	0	0	26,489,149
Actuarial (gain) loss on annuity obligations		-47,896		-47,896
Payments to life income beneficiaries		76,387	24,518	100,905
Total expenses and losses	26,489,149	28,491	24,518	26,542,158
Excess of Revenue over Expense	2,758,926	274,229	338,031	3,371,186
Unrealized gains on investments	-260,070	-6,172		-266,242
Increase (decrease) in net assets	2,498,856	268,057	338,031	3,104,944
Net assets at beginning of year	12,763,734	9,534,403	16,828,805	39,126,942
Net assets at end of period	15,262,590	9,802,460	17,166,836	42,231,886
	=====	=====	=====	=====

ANTIOCH UNIVERSITY  
Statement of Financial Position  
December 31, 1999

<b>ASSETS</b>	<b>December 31, 1999</b>	<b>June 30, 1999</b>
-----	-----	-----
Cash and Cash Equivalents	887,736	452,568
Accounts Receivable	6,153,324	6,324,213
Less Allowance for Bad Debts	-213,474	-137,214
Grants Receivable	0	96,548
Contributions Receivable	7,927,765	12,561,472
Less Allowance for Uncollectible	-1,256,147	-1,256,147
Prepaid Expenses	582,398	937,266
Loans To Students	4,671,731	4,564,494
Long Term Investments	23,122,828	19,452,687
Land, Buildings and Equipment	57,871,758	57,247,139
Less Accumulated Depreciation	-26,617,451	-25,236,408
<b>TOTAL ASSETS</b>	<b>73,130,468</b>	<b>75,006,618</b>
	=====	=====
<b>LIABILITIES</b>		
-----		
Accounts Payable	846,866	1,004,347
Accrued Benefit Liabilities	2,734,433	2,691,806
Other Accrued Liabilities	2,031,046	2,477,014
Deferred Revenue	1,876,488	6,173,342
Notes and Bonds Payable	15,845,562	16,143,556
Annuities Payable	1,941,508	1,989,404
Deposits Held on Behalf of Others	1,061,728	865,853
Advances from Government for Student Loans	4,560,951	4,534,444
<b>TOTAL LIABILITIES</b>	<b>30,898,582</b>	<b>35,879,766</b>
<b>NET ASSETS</b>		
-----		
Unrestricted	15,262,590	12,763,735
Temporarily Restricted	9,802,460	9,534,403
Permanently Restricted	17,166,836	16,828,714
<b>TOTAL NET ASSETS</b>	<b>42,231,886</b>	<b>39,126,852</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>73,130,468</b>	<b>75,006,618</b>
	=====	=====

ANTIOCH UNIVERSITY  
Statement of Cash Flows  
For the Six Months Ended  
December 31, 1999

	December 31, 1999	June 30, 1999
	-----	-----
<b>Cash flows from operating activities:</b>		
Change in net assets	3,105,034	1,155,544
<b>Adjustments to reconcile change in net assets to net cash provided by (used for) operating activities:</b>		
Depreciation	1,381,043	2,721,206
Loss (gain) on sale of equipment	0	296
(Increase) decrease in accounts and grants receivable	343,697	1,807,184
(Increase) decrease in contributions receivable	4,633,707	(530,391)
(Increase) decrease in prepaids	354,868	(63,932)
Increase (decrease) in accounts payable and accrued expenses	(560,822)	8,554
Increase (decrease) in annuity liability	(47,896)	103,179
Increase (decrease) in deferred revenues	(4,296,854)	(2,721,671)
Increase (decrease) in deposits held for others	195,875	302,920
Net (gain) loss on sales of investments	63,136	(674,435)
 <b>Net cash provided by (used for) operating activities</b>	 5,171,788	 2,108,454
 <b>Cash flows from investing activities:</b>		
Net Proceeds from investing activities	(3,733,277)	(702,278)
Purchases of land, building and equipment	(624,619)	(1,345,334)
Proceeds from the sale of equipment		800
Disbursements of loans to students	(475,319)	(820,560)
Repayments of loans from students	368,082	965,065
 <b>Net cash provided by (used for) investing activities</b>	 (4,465,133)	 (1,902,307)
 <b>Cash flows from financing activities:</b>		
Proceeds from issuance of indebtedness	0	40,110
Repayments of principal of indebtedness	(297,994)	(752,337)
Receipts from (contributions to) governmental loan funds	26,507	(17,760)
 <b>Net cash provided by (used for) financing activities</b>	 (271,487)	 (729,987)
 Net increase (decrease) in cash and cash equivalents	 435,168	 (523,840)
Cash and cash equivalents at beginning of year	452,568	976,408
Cash and cash equivalents at end of period	887,736	452,568

## Antioch University

### December 31, 1999 Actual Expenditure Summary by Function

	Dec 31, 1997 Actual -----	Dec 31, 1998 Actual -----	1999-00 Budget -----	Dec 31, 1999 Actual -----	Change From 1999-00 Budget to 1999-00 Actual		Change From 1998 Actual to 1999 Actual	
					\$	%	\$	%
Revenues								
Tuition & Fees	25,495,004	25,416,060	26,727,773	25,947,614	-780,159	-2.92%	531,554	2.09%
Less Tuition Discounts	-1,486,421	-1,983,049	-1,913,778	-2,189,666	-275,888	-14.42%	-206,617	-10.42%
Gifts	1,455,389	727,060	588,715	829,787	241,072	40.95%	102,727	14.13%
Grants	1,084,136	1,379,523	1,551,505	1,359,579	-191,926	-12.37%	-19,944	-1.45%
Endowment Income	111,701	123,430	198,592	173,975	-24,617	-12.40%	50,545	40.95%
Contracts	206,419	314,778	178,946	346,734	167,788	93.76%	31,956	10.15%
Other Income	404,113	389,991	442,307	421,942	-20,365	-4.60%	31,951	8.19%
Realized Gains	151,262	139,067	113,514	-61,697	-175,211	-154.35%	-200,764	-144.37%
Unrealized Gains	242,491	251,546	0	-260,070	-260,070		-511,616	-203.39%
Total E&G Revenue	27,664,094	26,758,406	27,887,574	26,568,198	-1,319,376	-4.73%	-190,208	-0.71%
Auxiliary Enterprises	1,506,971	1,537,306	1,698,853	1,806,927	108,074	6.36%	269,621	17.54%
Released From Restrictions	1,177,791	1,120,320	1,360,986	612,881	-748,105	-54.97%	-507,439	-45.29%
Total Revenues	30,348,856	29,416,032	30,947,413	28,988,006	-1,959,407	-6.33%	-428,026	-1.46%
Net Overhead for Central Operations	1,203,465	1,189,990	1,290,978	1,297,724	6,746	0.52%	107,734	9.05%
Operating Expenses								
Instruction	8,317,839	8,358,122	9,514,089	8,967,092	-546,997	-5.75%	608,970	7.29%
Research	9,471	15,635	0	0	0		-15,635	-100.00%
Public Service	897,280	1,149,002	1,176,737	1,215,427	38,690	3.29%	66,425	5.78%
Academic Support	1,164,264	1,171,657	1,454,957	1,389,467	-65,490	-4.50%	217,810	18.59%
Student Services	2,532,254	2,701,403	2,829,357	2,852,813	23,456	0.83%	151,410	5.60%
Institutional Support	6,389,889	6,728,645	7,512,815	7,661,349	148,534	1.98%	932,704	13.86%
Plant Maintenance	3,083,685	3,478,441	3,574,669	3,815,286	240,617	6.73%	336,845	9.68%
Scholarships	1,388,439	1,350,176	1,416,007	1,368,122	-47,885	-3.38%	17,946	1.33%
Total E&G Expenses	23,783,121	24,953,081	27,478,631	27,269,556	-209,075	-0.76%	2,316,475	9.28%
Auxiliary Enterprises	1,241,310	1,296,253	1,385,121	1,425,188	40,067	2.89%	128,935	9.95%
Total Operating Expenses	25,024,431	26,249,334	28,863,752	28,694,744	-169,008	-0.59%	2,445,410	9.32%
Excess Revenue over Expenses	6,527,890	4,356,688	3,374,639	1,590,986	-1,783,653	-52.85%	-2,765,702	-63.48%
Annual Budget Conversion to Cash Basis								
Capital Expenditures	2,538,135	997,324	416,680	636,426	219,746	52.74%	-360,898	-36.19%
Borrowing Proceeds	-1,350,332	-40,110	0	-40,876	-40,876		-766	-1.91%
Principal Payments	656,847	356,999	470,930	377,994	-92,936	-19.73%	20,995	5.88%
Prior Year Reserves	0	-400,000	0	0	0		400,000	100.00%
Add back Depreciation	-1,050,019	-1,355,866	-1,310,002	-1,381,043	-71,041	-5.42%	-25,177	-1.86%
Total Cash Items	794,631	-441,653	-422,392	-407,499	14,893	3.53%	34,154	7.73%
Net Cash Basis Budget	5,733,259	4,798,341	3,797,031	1,998,485	-1,798,546	-47.37%	-2,799,856	-58.35%



## Antioch University

### December 31, 1999 Actual Expenditure Summary by Category

	Dec 31, 1997 Actual	Dec 31, 1998 Actual	1999-00 Budget	Dec 31, 1999 Actual	Change From 1999-00 Budget to 1999-00 Actual		Change From 1998 Actual to 1999 Actual	
					\$	%	\$	%
Revenues	31,552,321	30,606,022	32,238,391	30,285,730	-1,952,661	-6.06%	-320,292	-1.05%
Operating Expenses								
Salaries & Wages	11,048,219	12,030,774	13,153,682	12,787,640	-366,042	-2.78%	756,866	6.29%
Benefits	3,211,556	3,300,867	3,633,435	3,475,198	-158,237	-4.36%	174,331	5.28%
Training & Development	662,598	667,219	895,590	804,988	-90,602	-10.12%	137,769	20.65%
Student Aid Services	829,883	690,855	646,675	710,820	64,145	9.92%	19,965	2.89%
Special Events	134,803	85,720	157,690	160,004	2,314	1.47%	74,284	86.66%
Supplies	572,285	682,605	692,857	771,611	78,754	11.37%	89,006	13.04%
Business Operations	2,653,681	2,530,736	2,881,073	3,171,020	289,947	10.06%	640,284	25.30%
Plant Maintenance	1,826,111	1,570,067	1,732,098	1,715,477	-16,621	-0.96%	145,410	9.26%
Interest Expense	447,970	686,714	656,753	808,725	151,972	23.14%	122,011	17.77%
Resale Costs	355,720	354,608	377,906	387,587	9,681	2.56%	32,979	9.30%
Miscellaneous	216,364	231,609	258,539	235,080	-23,459	-9.07%	3,471	1.50%
Contingency/Reserves								
Campus Contingency, Mandatory	345,052	334,599	648,059	378,929	-269,130	-41.53%	44,330	13.25%
Campus Program Contingency, Discretionary	37,255	47,018	74,927	50,022	-24,905	-33.24%	3,004	6.39%
Liquidity Reserve	385,059	452,126	481,804	478,925	-2,879	-0.60%	26,799	5.93%
Overhead								
To the University	2,221,694	2,222,418	2,426,914	2,426,914	0	0.00%	204,496	9.20%
Rebates from the University	-755,730	-832,427	-933,532	-929,212	4,320	0.46%	-96,785	-11.63%
Subsidy from Adult Campuses	-5,150	0	10	10	0	0.00%	10	
Subsidy from Overhead	-262,500	-200,000	-200,002	-200,002	0	0.00%	-2	0.00%
Other (Intercampus Agree & Univ Conf)	49,542	37,960	-30,728	79,965	110,693	360.23%	42,005	110.66%
Depreciation	1,050,019	1,355,866	1,310,002	1,381,043	71,041	5.42%	25,177	1.86%
Total Operating Expenses	25,024,431	26,249,334	28,863,752	28,694,744	-169,008	-0.59%	2,445,410	9.32%
Excess Revenue over Expenses	6,527,890	4,356,688	3,374,639	1,590,986	-1,783,653	-52.85%	-2,765,702	-63.48%
Annual Budget Conversion to Cash Basis								
Capital Expenditures	2,538,135	997,324	416,680	636,426	219,746	52.74%	-360,898	-36.19%
Borrowing Proceeds	-1,350,332	-40,110	0	-40,876	-40,876		-766	-1.91%
Principal Payments	656,847	356,999	470,930	377,994	-92,936	-19.73%	20,995	5.88%
Prior Year Reserves	0	-400,000	0	0	0		400,000	100.00%
Add Back Depreciation	-1,050,019	-1,355,866	-1,310,002	-1,381,043	-71,041	-5.42%	-25,177	-1.86%
Total Cash Items	794,631	-441,653	-422,392	-407,499	14,893	3.53%	34,154	7.73%
Net Cash Basis Budget	5,733,259	4,798,341	3,797,031	1,998,485	-1,798,546	-47.37%	-2,799,856	-58.35%

# ANTIOCH COLLEGE

## 1999-2000 Mid-Year Performance

### Enrollment

College enrollment for Fall semester is 645 FTE based on credit hour registration. Enrollment for Summer and Fall semesters based on an unduplicated headcount is 709 which compares to 698 last year. The College continues to experience improvements in retention, but Fall enrollments were short of target goals. Approximately thirty (30) new students and 490 returning students are expected for the Spring semester.

### Operating Revenues

College tuition and fee revenues reflect an unfavorable net variance to budget of -\$550,986 through December as a result of the Fall enrollment shortfall. However, this represents an improvement of \$193,415 compared to December 1998. Tuition discounts, revenues from state and federal grants, and released from restricted funds for scholarships also are affected by enrollments. Gift revenues reflect a favorable variance of \$227,417 through December which is comparable to December 1998. Auxiliary Enterprise revenues reflect a favorable variance of \$108,616. Anticipated gifts and bequests for technology are well below target resulting in an unfavorable variance of -\$747,349 in the Released from Restrictions category.

### Operating Expenses

College operating expenditures are tracking on budget and reflect a favorable variance of \$59,491. Expenditures reported by Functional Summary indicate favorable variances in Instruction and Institutional Support. Unfavorable variances are indicated for Academic Support -\$9,332, Student Services -\$21,647, Physical Plant -\$59,869, Scholarships -\$1,240, and Auxiliary Enterprises -\$2,072. Expenditures reported by Category Summary reflect savings in salaries and benefits, travel and training, special events, plant maintenance, resale costs, and miscellaneous expense totaling \$287,732. The student aid services category indicates an unfavorable variance of -\$78,187 reflecting higher than budgeted, but funded, scholarship awards. Supplies and business operations indicate unfavorable variances totaling -

\$81,927 for duplicating, maintenance and furniture supplies, Admissions printing expenses, and telecommunications. This variance reflects an improvement of \$135,505 compared to December 1998. Interest expense YTD exceeds budget by -\$20,480. Capital expenditures exceed budget YTD by -\$250,638 due to technology and building improvement expenditures which should be covered prior to year end.

### **Collections**

The collection rate for student receivable accounts as of 12/31/99 for Summer and Fall is 94.79% compared to 94.48% for Summer and Fall 1998. College collection efforts continue to improve each term as a direct result of Datatel implementation and the extraordinary perseverance of our Business Office staff. The College collection rate has improved from 84.17% for Fall 1995 to 94.79% for Summer/Fall 1999, an improvement of 10.62 percentage points. College revenues received from adding the Summer Term, improving enrollments, and improving collection efforts has increased from \$4,079,760 for Fall 1995 to \$8,064,809 for Summer/Fall 1999, an improvement of 97.68%. This also is an 11.16% improvement in cash flow compared to Summer/Fall 1998.

### **Spring Projections**

Enrollments are expected to improve for Spring although total revenues will still reflect a portion of the Fall variance. Expenditures will be monitored closely to maintain budgeted projections, and an aggressive development effort will make up lost ground in covering capital expenditures. It is expected that the College will need to use 1999-2000 contingency reserves to bring in a balanced budget at year end.

Robert H. Devine  
President

## Antioch College

### December 31, 1999 Actual Expenditure Summary by Function

	Dec 31, 1997 Actual	Dec 31, 1998 Actual	1999-00 Budget	Dec 31, 1999 Actual	Change From 1999-00 Budget		Change From 1998 Actual	
					to 1999-00 Actual \$	%	to 1999 Actual \$	%
<b>Revenues</b>								
Tuition & Fees	5,556,250	6,154,919	6,689,115	6,378,385	-310,730	-4.65%	223,466	3.63%
Less Tuition Discounts	-1,322,177	-1,805,027	-1,730,432	-1,970,688	-240,256	-13.88%	-165,661	-9.18%
Gifts	1,267,866	512,798	276,989	504,407	227,418	82.10%	-8,391	-1.64%
Grants	547,974	654,982	726,740	709,865	-16,875	-2.32%	54,883	8.38%
Endowment Income	87,838	99,659	125,002	98,193	-26,809	-21.45%	-1,466	-1.47%
Contracts	3,545	2,550	0	325	325		-2,225	-87.25%
Other Income	79,932	52,901	104,234	48,194	-56,040	-53.76%	-4,707	-8.90%
Realized Gains	-1,221	-1,113	0	-25,750	-25,750		-24,637	
Unrealized Gains	0	2,611	0	678	678		-1,933	
Total E&G Revenue	6,220,007	5,674,280	6,191,648	5,743,609	-448,039	-7.24%	69,329	1.22%
Auxiliary Enterprises	1,163,877	1,253,871	1,253,972	1,362,588	108,616	8.66%	108,717	8.67%
Released From Restrictions	897,904	600,717	885,867	138,518	-747,349	-84.36%	-462,199	-76.94%
Total Revenues	8,281,788	7,528,868	8,331,487	7,244,715	-1,086,772	-13.04%	-284,153	-3.77%
<b>Operating Expenses</b>								
Instruction	2,199,274	2,070,211	2,726,026	2,581,113	-144,913	-5.32%	510,902	24.68%
Research	9,471	15,635	0	0	0		-15,635	-100.00%
Public Service	0	0	0	0	0		0	
Academic Support	472,786	466,917	508,982	518,304	9,322	1.83%	51,387	11.01%
Student Services	1,090,527	1,184,274	1,180,994	1,202,641	21,647	1.83%	18,367	1.55%
Institutional Support	995,416	1,074,799	1,123,818	1,115,090	-8,728	-0.78%	40,291	3.75%
Plant Maintenance	697,814	711,968	729,827	789,696	59,869	8.20%	77,728	10.92%
Scholarships	946,461	835,704	909,422	910,662	1,240	0.14%	74,958	8.97%
Total E&G Expenses	6,411,749	6,359,508	7,179,069	7,117,506	-61,563	-0.86%	757,998	11.92%
Auxiliary Enterprises	1,083,816	1,105,733	1,105,807	1,107,879	2,072	0.19%	2,146	0.19%
Total Operating Expenses	7,495,565	7,465,241	8,284,876	8,225,385	-59,491	-0.72%	760,144	10.18%
<b>Excess Revenue over Expenses</b>	<b>786,223</b>	<b>63,627</b>	<b>46,611</b>	<b>-980,670</b>	<b>-1,027,281</b>	<b>-2203.95%</b>	<b>-1,044,297</b>	<b>-1641.29%</b>
<b>Annual Budget Conversion to Cash Basis</b>								
Capital Expenditures	805,152	424,698	93,872	326,800	232,928	248.13%	-97,898	-23.05%
Borrowing Proceeds	0	-40,110	0	0	0		40,110	100.00%
Principal Payments	220,597	212,457	208,786	226,496	17,710	8.48%	14,039	6.61%
Prior Year Reserves	0	0	0	0	0		0	
Add back Depreciation	0	0	0	0	0		0	
Total Cash Items	1,025,749	597,045	302,658	553,296	250,638	82.81%	-43,749	-7.33%
<b>Net Cash Basis Budget</b>	<b>-239,526</b>	<b>-533,418</b>	<b>-256,047</b>	<b>-1,533,966</b>	<b>-1,277,919</b>	<b>-499.10%</b>	<b>-1,000,548</b>	<b>-187.57%</b>

## Antioch College

### December 31, 1999 Actual Expenditure Summary by Category

	Dec 31, 1997 Actual	Dec 31, 1998 Actual	1999-00 Budget	Dec 31, 1999 Actual	Change From 1999-00 Budget to 1999-00 Actual		Change From 1998 Actual to 1999 Actual	
					\$	%	\$	%
Revenues	8,281,788	7,528,868	8,331,487	7,244,715	-1,086,772	-13.04%	-284,153	-3.77%
Operating Expenses								
Salaries & Wages	3,457,731	3,642,240	4,106,296	4,022,673	-83,623	-2.04%	380,433	10.45%
Benefits	1,057,402	1,059,675	1,268,698	1,174,119	-94,579	-7.45%	114,444	10.80%
Training & Development	283,301	261,343	368,541	318,359	-50,182	-13.62%	57,016	21.82%
Student Aid Services	688,341	547,655	535,744	613,931	78,187	14.59%	66,276	12.10%
Special Events	66,307	42,952	66,256	39,660	-26,596	-40.14%	-3,292	-7.66%
Supplies	316,008	391,310	382,092	412,904	30,812	8.06%	21,594	5.52%
Business Operations	889,858	775,601	827,184	878,301	51,117	6.18%	102,700	13.24%
Plant Maintenance	554,125	443,193	528,060	525,679	-2,381	-0.45%	82,486	18.61%
Interest Expense	61,999	82,586	65,565	86,045	20,480	31.24%	3,459	4.19%
Resale Costs	243,781	211,163	172,504	143,302	-29,202	-16.93%	-67,861	-32.14%
Miscellaneous	165,230	176,010	180,982	179,815	-1,167	-0.64%	3,805	2.16%
Contingency/Reserves								
Campus Contingency, Mandatory	69,834	72,508	74,742	72,437	-2,305	-3.08%	-71	-0.10%
Campus Program Contingency, Discretionary	0	0	24,928	0	-24,928	-100.00%	0	
Liquidity Reserve	69,832	90,636	93,424	90,545	-2,879	-3.08%	-91	-0.10%
Overhead					0			
To the University	480,093	498,497	498,000	498,000	0	0.00%	-497	-0.10%
Rebates from the University	-275,000	-275,000	-275,008	-275,000	8	0.00%	0	0.00%
Subsidy from Adult Campuses	-100,000	-100,000	-100,002	-100,002	0	0.00%	-2	0.00%
Subsidy from Overhead	-262,500	-200,000	-200,002	-200,002	0	0.00%	-2	0.00%
Other (Intercampus Agree & Univ Conf)	-270,777	-255,128	-333,128	-255,381	77,747	23.34%	-253	-0.10%
Depreciation	0	0	0	0	0		0	
Total Operating Expenses	7,495,565	7,465,241	8,284,876	8,225,385	-59,491	-0.72%	760,144	10.18%
Excess Revenue over Expenses	786,223	63,627	46,611	-980,670	-1,027,281	-2203.95%	-1,044,297	-1641.28%
Annual Budget Conversion to Cash Basis								
Capital Expenditures	805,152	424,698	93,872	326,800	232,928	248.13%	-97,898	-23.05%
Borrowing Proceeds	0	-40,110	0	0	0		40,110	100.00%
Principal Payments	220,597	212,457	208,786	226,496	17,710	8.48%	14,039	6.61%
Prior Year Reserves	0	0	0	0	0		0	
Add Back Depreciation	0	0	0	0	0		0	
Total Cash Items	1,025,749	597,045	302,658	553,296	250,638	82.81%	-43,749	-7.33%
Net Cash Basis Budget	-239,526	-533,418	-256,047	-1,533,966	-1,277,919	-499.10%	-1,000,548	-187.57%

# GLEN HELEN ECOLOGY INSTITUTE

## 1999-2000 Mid-Year-Performance

**Revenues** Total revenues through December reflect a favorable variance to budget of \$16,211. This variance is the result of higher than budgeted gifts of \$3,647, unbudgeted grants of \$4,000, higher than budgeted auxiliary income of \$7,647, and other revenues of \$917. The budget for 1999-2000 revenue was developed using a very conservative approach as a result of the 1998-1999 deficit. As the funding of Glen Helen improves, the actual revenues for the balance of the fiscal year should be very close to budget. It is imperative that funding sources are maintained and increased in order to meet the financial requirements of the 1999-2000 year.

**Expenses** Total operating expenses through December are favorable to budget by \$17,918. This variance is due to savings realized in benefits and in expenditures for supplies and the physical facility. The total cash basis budget (after capital items or debt payments) is favorable to budget by \$32,275. The "bottom line" is budgeted as a deficit through December, but actual performance is significantly better than budget. As of December 31, Glen Helen expenditures are approximately \$5,000 less than revenues received. A portion of the favorable variance is the result of the College funding 50% of one maintenance position.

Don Hollister  
Acting Executive Director

**Glen Helen**  
**December 31, 1999 Actual Expenditure Summary by Function**

	Dec 31, 1997 Actual	Dec 31, 1998 Actual	1999-00 Budget	Dec 31, 1999 Actual	Change From 1999-00 Budget to 1999-00 Actual		Change From 1998 Actual to 1999 Actual	
					\$	%	\$	%
<b>Revenues</b>								
Tuition & Fees	65,208	60,631	61,160	60,654	-506	-0.83%	23	0.04%
Less Tuition Discounts	0	0	0	0	0		0	
Gifts	16,180	4,199	37,500	41,147	3,647	9.73%	36,948	879.92%
Grants	27,702	0	0	4,000	4,000		4,000	
Endowment Income	21,000	21,000	21,000	21,000	0	0.00%	0	0.00%
Contracts	5,814	6,149	3,750	4,152	402	10.72%	-1,997	-32.48%
Other Income	7,703	2,124	0	120	120		-2,004	-94.35%
Realized Gains	0	-92	0	-33	-33		59	
Unrealized Gains	0	0	0	0	0		0	
Total E&G Revenue	143,607	94,011	123,410	131,040	7,630	6.18%	37,029	39.39%
Auxiliary Enterprises	129,422	119,255	117,259	124,906	7,647	6.52%	5,651	4.74%
Released From Restrictions	10,862	23,269	6,100	7,034	934	15.31%	-16,235	-69.77%
Total Revenues	283,891	236,535	246,769	262,980	16,211	6.57%	26,445	11.18%
<b>Operating Expenses</b>								
Instruction	0	0	0	0	0		0	
Research	0	0	0	0	0		0	
Public Service	343,638	331,117	274,021	256,103	-17,918	-6.54%	-75,014	-22.65%
Academic Support	0	0	0	0	0		0	
Student Services	0	0	0	0	0		0	
Institutional Support	0	0	0	0	0		0	
Plant Maintenance	0	0	0	0	0		0	
Scholarships	0	0	0	0	0		0	
Total E&G Expenses	343,638	331,117	274,021	256,103	-17,918	-6.54%	-75,014	-22.65%
Auxiliary Enterprises	0	0	0	0	0		0	
Total Operating Expenses	343,638	331,117	274,021	256,103	-17,918	-6.54%	-75,014	-22.65%
Excess Revenue over Expenses	-59,747	-94,582	-27,252	6,877	34,129	125.23%	101,459	107.27%
<b>Annual Budget Conversion to Cash Basis</b>								
Capital Expenditures	4,955	0	0	0	0		0	
Borrowing Proceeds	0	0	0	0	0		0	
Principal Payments	0	0	0	1,855	1,855		1,855	
Prior Year Reserves	0	0	0	0	0		0	
Add back Depreciation	0	0	0	0	0		0	
Total Cash Items	4,955	0	0	1,855	1,855		1,855	
Net Cash Basis Budget	-64,702	-94,582	-27,252	5,022	32,274	118.43%	99,604	105.31%

## Glen Helen

### December 31, 1999 Actual Expenditure Summary by Category

	Dec 31, 1997	Dec 31, 1998	1999-00	Dec 31, 1999	Change From 1999-00 Budget		Change From 1998 Actual	
	Actual	Actual	Budget	Actual	to 1999-00 Actual \$	%	to 1999 Actual \$	%
Revenues	283,891	236,535	246,769	262,980	16,211	6.57%	26,445	11.18%
Operating Expenses								
Salaries & Wages	188,763	174,832	141,391	143,171	1,780	1.26%	-31,661	-18.11%
Benefits	61,158	50,893	45,132	36,071	-9,061	-20.08%	-14,822	-29.12%
Training & Development	3,657	5,526	1,402	4,070	2,668	190.30%	-1,456	-26.35%
Student Aid Services	0	0	0	0	0		0	
Special Events	0	0	0	0	0		0	
Supplies	26,511	26,618	26,246	22,025	-4,221	-16.08%	-4,593	-17.26%
Business Operations	23,386	37,085	20,658	21,202	544	2.63%	-15,883	-42.83%
Plant Maintenance	35,055	29,492	34,290	24,839	-9,451	-27.56%	-4,653	-15.78%
Interest Expense	18	92	0	0	0		-92	-100.00%
Resale Costs	3,970	5,654	4,250	3,429	-821	-19.32%	-2,225	-39.35%
Miscellaneous	1,120	925	652	1,296	644	98.77%	371	40.11%
Contingency/Reserves								
Campus Contingency, Mandatory	0	0	0	0	0		0	
Campus Program Contingency, Discretionary	0	0	0	0	0		0	
Liquidity Reserve	0	0	0	0	0		0	
Overhead								
To the University	0	0	0	0	0		0	
Rebates from the University	0	0	0	0	0		0	
Subsidy from Adult Campuses	0	0	0	0	0		0	
Subsidy from Overhead	0	0	0	0	0		0	
Other (Intercampus Agree & Univ Conf)	0	0	0	0	0		0	
Depreciation	0	0	0	0	0		0	
Total Operating Expenses	343,638	331,117	274,021	256,103	-17,918	-6.54%	-75,014	-22.65%
Excess Revenue over Expenses	-59,747	-94,582	-27,252	6,877	34,129	125.23%	101,459	107.27%
Annual Budget Conversion to Cash Basis								
Capital Expenditures	4,955	0	0	0	0		0	
Borrowing Proceeds	0	0	0	0	0		0	
Principal Payments	0	0	0	1,855	1,855		1,855	
Prior Year Reserves	0	0	0	0	0		0	
Add Back Depreciation	0	0	0	0	0		0	
Total Cash Items	4,955	0	0	1,855	1,855		1,855	
Net Cash Basis Budget	-64,702	-94,582	-27,252	5,022	32,274	118.43%	99,604	105.31%



## **ANTIOCH NEW ENGLAND GRADUATE SCHOOL**

### **1999-2000 Mid-Year Performance**

Antioch New England Graduate School's mid-year budget performance for 1999-2000 is essentially on target for the year. Though this narrative was written prior to the registration date for students entering in the spring 2000, we expect that the total number of new matriculants will come quite close to matching original projections (95 total). Thus, we can point to a very favorable picture of new students entering Antioch New England in 1999-2000 -- 375 new matriculants, compared to 321 in 1998-99, or a 17% increase. In essence, this success in attracting new students in the current year provides the basic requisite "backfill" for the shortfall in 1998-99 and gives Antioch New England a much stronger "carryover" enrollment base for 2000-01. The key for fiscal vitality and, therefore, the ability to address in a substantive way some very critical priorities over the course of the new few years will reside in our ability to come close to duplicating this fiscal year's new matriculant numbers in 2000-01. We will also realize in 2000-01 the benefits of a change instituted this year in our per semester system of charging students. Effective last year (June 1999), we eliminated the historical "front loading" of tuition and, while this created extreme pressure on our current revenue budget, we will recoup that money during subsequent fiscal years.

Approximately \$300,000 of the negative tuition and fee variance on the revenue side can be attributed to a tuition booking and spread sheet problem that will be corrected in the 1-31-00 reports. With the aforementioned factored in, the total revenue picture looks quite sound because gifts, grants and other income has exceeded projections. Nevertheless, we do envision the potential for a manageable shortfall in tuition and fee revenue by year's end, despite our success in meeting new student goals. The principal unknown, at this point, is the number of new students entering in the summer 2000, since we now book a portion of their tuition in the current fiscal year. As of this writing, it is too early for any final calculation, but the potential shortfall may be attributed to an increase in the annualized attrition rate, beyond the 8% used in the budget.

The major variance on the expense side – in the public service category – reflects the grant and contract activity, noted above. We expect, as always, to produce a balanced budget and have controls in place to stay within approved expenditure limits. It is important to reiterate that the 1999-2000 budget was initially approved with the expectation that the contingency set aside would be expended in order to provide raises and address some key technology issues.

Antioch New England enjoyed a very strong fall semester -- we were beneficiaries of elevated public and press visibility around campus visitors and events as well as feature articles on some of our programs (e.g., our environmental education activities, the Selectpersons Institute, and our work with the New Hampshire Best Schools Initiative, etc); successful conversion to a campus-wide requirement that all students have access to a computer and the Internet enabled us to substantially improve communication and services to a non-residential population and we have been able to effectively create a strong learning community that is no longer separated by time and geography; all of our certification programs received full five-year approval from the New Hampshire State Board of Education, following a formal review; and finally, despite a rather tight job market, we have been able to attract some highly talented people to fill open staff and faculty positions. In sum, we continue to work with a tight budget, and we continue to do good work in addressing all facets of our mission and purpose.

Jim Craiglow  
President

**Antioch New England Graduate School**  
**December 31, 1999 Actual Expenditure Summary by Function**

	Dec 31, 1997 Actual -----	Dec 31, 1998 Actual -----	1999-00 Budget -----	Dec 31, 1999 Actual -----	Change From 1999-00 Budget		Change From 1998 Actual	
					to 1999-00 Actual \$	%	to 1999 Actual \$	%
	-----	-----	-----	-----	-----	-----	-----	-----
Revenues								
Tuition & Fees	7,756,755	7,311,215	6,868,545	6,453,439	-415,106	-6.04%	-857,776	-11.73%
Less Tuition Discounts	-35,036	-32,061	-20,000	-45,705	-25,705	-128.53%	-13,644	-42.56%
Gifts	0	6,432	20,504	86,882	66,378	323.73%	80,450	1250.78%
Grants	173,171	271,993	415,016	303,518	-111,498	-26.87%	31,525	11.59%
Endowment Income	0	0	0	0	0		0	
Contracts	94,804	117,904	125,006	280,400	155,394	124.31%	162,496	137.82%
Other Income	31,064	28,629	28,861	100,823	71,962	249.34%	72,194	252.17%
Realized Gains	986	0	0	0	0		0	
Unrealized Gains	0	3,271	0	0	0		-3,271	
Total E&G Revenue	8,021,744	7,707,383	7,437,932	7,179,357	-258,575	-3.48%	-528,026	-6.85%
Auxiliary Enterprises	0	0	0	0	0		0	
Released From Restrictions	63,246	261,099	134,002	148,545	14,543	10.85%	-112,554	-43.11%
Total Revenues	8,084,990	7,968,482	7,571,934	7,327,902	-244,032	-3.22%	-640,580	-8.04%
Operating Expenses								
Instruction	2,107,175	2,103,038	2,120,319	2,070,732	-49,587	-2.34%	-32,306	-1.54%
Research	0	0	0	0	0		0	
Public Service	164,055	364,054	380,653	484,640	103,987	27.32%	120,586	33.12%
Academic Support	180,625	180,768	215,462	237,775	22,313	10.36%	57,007	31.54%
Student Services	265,813	291,643	297,440	294,523	-2,917	-0.98%	2,880	0.99%
Institutional Support	1,256,321	1,303,237	1,395,757	1,442,441	46,684	3.34%	139,204	10.68%
Plant Maintenance	360,568	347,591	354,091	376,827	22,736	6.42%	29,236	8.41%
Scholarships	134,976	220,591	211,500	203,713	-7,787	-3.68%	-16,878	-7.65%
Total E&G Expenses	4,469,533	4,810,922	4,975,222	5,110,651	135,429	2.72%	299,729	6.23%
Auxiliary Enterprises	0	0	0	0	0		0	
Total Operating Expenses	4,469,533	4,810,922	4,975,222	5,110,651	135,429	2.72%	299,729	6.23%
Excess Revenue over Expenses	3,615,457	3,157,560	2,596,712	2,217,251	-379,461	-14.61%	-940,309	-29.78%
Annual Budget Conversion to Cash Basis								
Capital Expenditures	175,209	493,107	90,000	110,407	20,407	22.67%	-382,700	-77.61%
Borrowing Proceeds	0	0	0	0	0		0	
Principal Payments	70,000	75,000	80,000	80,000	0	0.00%	5,000	6.67%
Prior Year Reserves	0	-400,000	0	0	0		400,000	100.00%
Add back Depreciation	0	0	0	0	0		0	
Total Cash Items	245,209	168,107	170,000	190,407	20,407	12.00%	22,300	13.27%
Net Cash Basis Budget	3,370,248	2,989,453	2,426,712	2,026,844	-399,868	-16.48%	-962,609	-32.20%

**Antioch New England Graduate School**  
**December 31, 1999 Actual Expenditure Summary by Category**

	Dec 31, 1997 Actual	Dec 31, 1998 Actual	1999-00 Budget	Dec 31, 1999 Actual	Change From 1999-00 Budget to 1999-00 Actual		Change From 1998 Actual to 1999 Actual	
					\$	%	\$	%
Revenues	8,084,990	7,968,482	7,571,934	7,327,902	-244,032	-3.22%	-640,580	-8.04%
Operating Expenses								
Salaries & Wages	2,241,054	2,505,165	2,533,899	2,533,689	-210	-0.01%	28,524	1.14%
Benefits	717,882	738,381	684,705	749,878	65,173	9.52%	11,497	1.56%
Training & Development	104,673	109,355	101,375	161,165	59,790	58.98%	51,810	47.38%
Student Aid Services	7,850	31,850	24,000	21,640	-2,360	-9.83%	-10,210	-32.06%
Special Events	3,653	4,051	5,472	4,843	-629	-11.49%	792	19.55%
Supplies	108,971	89,067	91,216	82,736	-8,480	-9.30%	-6,331	-7.11%
Business Operations	365,846	388,529	477,207	546,005	68,798	14.42%	157,476	40.53%
Plant Maintenance	140,081	154,396	156,042	169,306	13,264	8.50%	14,910	9.66%
Interest Expense	221,779	217,257	216,108	248,789	32,681	15.12%	31,532	14.51%
Resale Costs	0	0	0	0	0		0	
Miscellaneous	21,789	43,356	52,842	15,001	-37,841	-71.61%	-28,355	-65.40%
Contingency/Reserves								
Campus Contingency, Mandatory	82,000	81,810	164,383	82,191	-82,192	-50.00%	381	0.47%
Campus Program Contingency, Discretionary	0	0	-23	0	23	100.00%	0	
Liquidity Reserve	79,947	102,262	102,739	102,739	0	0.00%	477	0.47%
Overhead								
To the University	486,758	496,687	527,323	527,323	0	0.00%	30,636	6.17%
Rebates from the University	-138,500	-156,708	-182,166	-182,166	0	0.00%	-25,458	-16.25%
Subsidy from Adult Campuses	25,750	30,500	30,102	30,102	0	0.00%	-398	-1.30%
Subsidy from Overhead	0	0	0	0	0		0	
Other (Intercampus Agree & Univ Conf)	0	-25,036	-10,002	17,410	27,412	274.07%	42,446	169.54%
Depreciation	0	0	0	0	0		0	
Total Operating Expenses	4,469,533	4,810,922	4,975,222	5,110,651	135,429	2.72%	299,729	6.23%
Excess Revenue over Expenses	3,615,457	3,157,560	2,596,712	2,217,251	-379,461	-14.61%	-940,309	-29.78%
Annual Budget Conversion to Cash Basis								
Capital Expenditures	175,209	493,107	90,000	110,407	20,407	22.67%	-382,700	-77.61%
Borrowing Proceeds	0	0	0	0	0		0	
Principal Payments	70,000	75,000	80,000	80,000	0	0.00%	5,000	6.67%
Prior Year Reserves	0	-400,000	0	0	0		400,000	100.00%
Add Back Depreciation	0	0	0	0	0		0	
Total Cash Items	245,209	168,107	170,000	190,407	20,407	12.00%	22,300	13.27%
Net Cash Basis Budget	3,370,248	2,989,453	2,426,712	2,026,844	-399,868	-16.48%	-962,609	-32.20%

## **ANTIOCH SEATTLE**

### **1999-2000 Mid-Year Performance**

The budget reports for the first half of 1999-2000 look good for Seattle. Total revenues are very close to budget projections and total operating expenses are below budget. The reality of our situation, however, is cause for some caution.

Enrollment in several programs is low and early registration for Winter Quarter suggests that pattern will continue in Whole Systems Design, Psychology, Management, and the local Environment and Community Program. Strong enrollment in the Masters in Education site based program, as the result of extra effort in response to market opportunities, has offset the shortages in these other programs. Without even stronger enrollments in Education, lower Winter and Spring enrollment in other programs could result in a tuition derived revenue shortage.

The Masters in Education Program continues to be optimistic about initiating two additional sites, and the new BA/TC program is scheduled to start Winter Quarter. If both of these generate new students, we should be fine for the year on the revenue side. Further good news is that we have the tenant space fully occupied. Thus, revenue has begun again in the Other Income category.

On the expense side, we have had additional costs associated with renting and preparing the tenant space for its occupants. At this time last year, we were still attempting to rent the space to one tenant and were not offering any tenant improvements. We now have three separate tenants and are experiencing expenses associated with preparing the space. The facility reserve we established in this year's budget will cover most of these costs, but the delay in renting the space, combined with the start-up expenses, will impact the budget.

Toni Murdock  
President

**Antioch Seattle**  
**December 31, 1999 Actual Expenditure Summary by Function**

	Dec 31, 1997 Actual -----	Dec 31, 1998 Actual -----	1999-00 Budget -----	Dec 31, 1999 Actual -----	Change From 1999-00 Budget to 1999-00 Actual		Change From 1998 Actual to 1999 Actual	
					\$	%	\$	%
Revenues								
Tuition & Fees	3,472,885	3,059,691	3,539,811	3,533,957	-5,854	-0.17%	474,266	15.50%
Less Tuition Discounts	-19,602	-26,387	-43,350	-34,712	8,638	19.93%	-8,325	-31.55%
Gifts	0	9,645	16,000	9,148	-6,852	-42.83%	-497	-5.15%
Grants	57,701	85,275	94,823	74,273	-20,550	-21.67%	-11,002	-12.90%
Endowment Income	0	0	0	0	0		0	
Contracts	17,175	25,518	5,002	0	-5,002	-100.00%	-25,518	-100.00%
Other Income	105,424	75,765	94,386	74,850	-19,536	-20.70%	-915	-1.21%
Realized Gains	694	0	0	0	0		0	
Unrealized Gains	0	3,710	0	0	0		-3,710	
Total E&G Revenue	3,634,277	3,233,217	3,706,672	3,657,516	-49,156	-1.33%	424,299	13.12%
Auxiliary Enterprises	135,012	87,707	126,000	145,362	19,362	15.37%	57,655	65.74%
Released From Restrictions	7,843	11,000	3,502	5,869	2,367	67.59%	-5,131	-46.65%
Total Revenues	3,777,132	3,331,924	3,836,174	3,808,747	-27,427	-0.71%	476,823	14.31%
Operating Expenses								
Instruction	1,620,213	1,700,816	1,692,916	1,522,340	-170,576	-10.08%	-178,476	-10.49%
Research	0	0	0	0	0		0	
Public Service	0	11	0	451	451		440	4000.00%
Academic Support	154,946	151,587	152,091	126,318	-25,773	-16.95%	-25,269	-16.67%
Student Services	252,196	262,547	369,917	315,507	-54,410	-14.71%	52,960	20.17%
Institutional Support	932,847	1,098,801	1,296,072	1,273,398	-22,674	-1.75%	174,597	15.89%
Plant Maintenance	271,843	389,361	452,480	526,614	74,134	16.38%	137,253	35.25%
Scholarships	105,258	109,274	90,821	82,140	-8,681	-9.56%	-27,134	-24.83%
Total E&G Expenses	3,337,303	3,712,397	4,054,297	3,846,768	-207,529	-5.12%	134,371	3.62%
Auxiliary Enterprises	127,451	149,276	134,049	179,791	45,742	34.12%	30,515	20.44%
Total Operating Expenses	3,464,754	3,861,673	4,188,346	4,026,559	-161,787	-3.86%	164,886	4.27%
Excess Revenue over Expenses	312,378	-529,749	-352,172	-217,812	134,360	38.15%	311,937	58.88%
Annual Budget Conversion to Cash Basis								
Capital Expenditures	1,435,252	13,419	82,000	69,458	-12,542	-15.30%	56,039	417.61%
Borrowing Proceeds	-1,350,332	0	0	0	0		0	
Principal Payments	0	0	0	0	0		0	
Prior Year Reserves	0	0	0	0	0		0	
Add back Depreciation	0	0	0	0	0		0	
Total Cash Items	84,920	13,419	82,000	69,458	-12,542	-15.30%	56,039	417.61%
Net Cash Basis Budget	227,458	-543,168	-434,172	-287,270	146,902	33.83%	255,898	47.11%

**Antioch Seattle**  
**December 31, 1999 Actual Expenditure Summary by Category**

	Dec 31, 1997 Actual	Dec 31, 1998 Actual	1999-00 Budget	Dec 31, 1999 Actual	Change From 1999-00 Budget to 1999-00 Actual		Change From 1998 Actual to 1999 Actual	
					\$	%	\$	%
Revenues	3,777,132	3,331,924	3,836,174	3,808,747	-27,427	-0.71%	476,823	14.31%
Operating Expenses								
Salaries & Wages	1,764,118	1,948,055	2,007,278	1,936,937	-70,341	-3.50%	-11,118	-0.57%
Benefits	460,351	488,998	519,515	480,715	-38,800	-7.47%	-8,283	-1.69%
Training & Development	55,740	51,360	70,630	51,370	-19,260	-27.27%	10	0.02%
Student Aid Services	61,328	51,407	29,369	24,159	-5,210	-17.74%	-27,248	-53.00%
Special Events	37,020	15,519	29,604	13,866	-15,738	-53.16%	-1,653	-10.65%
Supplies	33,859	61,247	63,805	63,729	-76	-0.12%	2,482	4.05%
Business Operations	254,419	251,639	298,923	275,546	-23,377	-7.82%	23,907	9.50%
Plant Maintenance	164,130	86,410	131,436	123,693	-7,743	-5.89%	37,283	43.15%
Interest Expense	18,819	308,247	303,268	347,418	44,150	14.56%	39,171	12.71%
Resale Costs	107,969	128,435	106,150	154,937	48,787	45.96%	26,502	20.63%
Miscellaneous	7,181	1,301	7,920	6,372	-1,548	-19.55%	5,071	389.78%
Contingency/Reserves								
Campus Contingency, Mandatory	66,019	60,429	145,262	72,631	-72,631	-50.00%	12,202	20.19%
Campus Program Contingency, Discretionary	0	0	0	0	0		0	
Liquidity Reserve	99,028	90,644	108,946	108,946	0	0.00%	18,302	20.19%
Overhead								
To the University	420,117	415,454	499,338	499,338	0	0.00%	83,884	20.19%
Rebates from the University	-114,577	-131,352	-159,000	-159,000	0	0.00%	-27,648	-21.05%
Subsidy from Adult Campuses	22,200	24,000	25,902	25,902	0	0.00%	1,902	7.93%
Subsidy from Overhead	0	0	0	0	0		0	
Other (Intercampus Agree & Univ Conf)	7,033	9,880	0	0	0		-9,880	-100.00%
Depreciation	0	0	0	0	0		0	
Total Operating Expenses	3,464,754	3,861,673	4,188,346	4,026,559	-161,787	-3.86%	164,886	4.27%
Excess Revenue over Expenses	312,378	-529,749	-352,172	-217,812	134,360	-38.15%	311,937	58.88%
Annual Budget Conversion to Cash Basis								
Capital Expenditures	1,435,252	13,419	82,000	69,458	-12,542	-15.30%	56,039	417.61%
Borrowing Proceeds	-1,350,332	0	0	0	0		0	
Principal Payments	0	0	0	0	0		0	
Prior Year Reserves	0	0	0	0	0		0	
Add Back Depreciation	0	0	0	0	0		0	
Total Cash Items	84,920	13,419	82,000	69,458	-12,542	-15.30%	56,039	417.61%
Net Cash Basis Budget	227,458	-543,168	-434,172	-287,270	146,902	33.83%	255,898	47.11%

# ANTIOCH SOUTHERN CALIFORNIA

## 1999-2000 Mid-Year Performance

At the six-month point of the fiscal year, tuition revenue for Summer and Fall quarters was off our projections with a regional shortfall of \$191,257. Most of this is attributable to Los Angeles Psychology programs failing to achieve their enrollment projections – by 21 FTE in Summer, and 24 FTE in Fall for a total shortfall of 11%. All other programs (excluding the Teacher Education regional performance, as it is too new) achieved their projections, had a small shortfall (less than 10%), or exceeded them for Summer/Fall.

The summary schedules that follow give the appearance of a more robust tuition and fee performance than this narrative. The reason for the difference is an anomaly based on a change Santa Barbara made in their registration procedures. Tuition income that would normally have been booked in January was instead booked in December. Thus, we will be short in January's report and what the narrative states about our current budget status takes precedence over the December 31 summaries.

Winter quarter enrollment regionally seems to continue this pattern, exceeding projections by about 9 FTE. LA Psychology is down 1/6 from projections (202 vs. 236) for Winter, while, interestingly enough, Santa Barbara Psychology is up more than 1/3 (107 vs. 80). All other programs achieved or exceeded enrollment projections.

It probably goes without saying that the year-to-date 79-FTE shortfall for LA Psychology is the source of fiscal instability as well as a matter of concern for the program's sustainability. At my direction, the faculty has begun to address seriously their curriculum and academic planning for next year and beyond.

Projecting through the Spring, with the assumption that we can maintain the Winter's performance, we should end the year down \$175,000 to \$200,000 in tuition revenue. This is manageable because, in general, expenses are well under control and salary/benefit savings will cover the revenue shortfall. Increased computer support in Los Angeles and inaugural expenses that exceeded estimates have put us over budget in those areas. We will monitor expenses closely during the last half of the year to insure that we remain on target.



The region is moving ahead on several fronts.

A search for the Los Angeles Executive Dean has resulted in the hiring of Chloe Reid, most recently Associate Dean at Whittier (CA) Law School, who will begin on February 1. Searches are also underway for the regional Chief Financial Officer, Los Angeles Academic Dean and Financial Aid Director, and Santa Barbara Chair of the MA Education program.

In addition, the CHE program (Community Humanities Education) was launched under the leadership of Los Angeles BA Chair David Tripp and has been very successful. The program is funded by a gift from Board of Visitors member Shari Foos.

We have begun another particularly important project in Southern California during this period. In September, Los Angeles staff began a reorganization process using a self-managed teams concept under the tutelage of consultants Joan Goldsmith (a College Alumna) and Ken Cloke. This represents a major shift in the way work is assigned and responsibility is identified, and has resulted in a noticeable improvement in staff morale at that campus. Santa Barbara staff and faculty participated in their version of the workshop on January 5, and Los Angeles faculty will participate in a similar workshop on January 13.

Finally, the inaugural events, as most of the readers of this report know, were booming successes. In the parlance of bad journalism, A Good Time Was Had By All. Speaking of booming, you told us you particularly appreciated the middle-of-the-night earthquake that jarred you from sleep (but caused no serious damage). No, that was not a Hollywood special effect – it was the real thing.

Overall, the first six months have been stable and controlled: a productive if not electrifying period for the region.

Mark Schulman  
President

**Antioch Southern California**  
**December 31, 1999 Actual Expenditure Summary by Function**

	Dec 31, 1997 Actual	Dec 31, 1998 Actual	1999-00 Budget	Dec 31, 1999 Actual	Change From 1999-00 Budget to 1999-00 Actual		Change From 1998 Actual to 1999 Actual	
					\$	%	\$	%
Revenues								
Tuition & Fees	5,178,139	5,312,070	5,769,854	6,115,350	345,496	5.99%	803,280	15.12%
Less Tuition Discounts	-100,818	-87,655	-119,996	-101,371	18,625	15.52%	-13,716	-15.65%
Gifts	5,950	47,675	61,254	40,750	-20,504	-33.47%	-6,925	-14.53%
Grants	118,593	120,573	131,756	94,587	-37,169	-28.21%	-25,986	-21.55%
Endowment Income	0	0	0	0	0		0	
Contracts	0	0	0	0	0		0	
Other Income	8,355	5,042	17,782	6,232	-11,550	-64.95%	1,190	23.60%
Realized Gains	520	0	0	0	0		0	
Unrealized Gains	0	3,161	0	0	0		-3,161	
Total E&G Revenue	5,210,739	5,400,866	5,860,650	6,155,548	294,898	5.03%	754,682	13.97%
Auxiliary Enterprises	305	12,063	136,620	113,547	-23,073	-16.89%	101,484	841.28%
Released From Restrictions	7,860	77,250	79,506	55,158	-24,348	-30.62%	-22,092	-28.60%
Total Revenues	5,218,904	5,490,179	6,076,776	6,324,253	247,477	4.07%	834,074	15.19%
Operating Expenses								
Instruction	1,373,837	1,431,178	1,803,863	1,685,250	-118,613	-6.58%	254,072	17.75%
Research	0	0	0	0	0		0	
Public Service	38,349	45,206	55,639	22,635	-33,004	-59.32%	-22,571	-49.93%
Academic Support	231,957	272,331	374,157	344,019	-30,138	-8.05%	71,688	26.32%
Student Services	573,388	541,789	557,517	588,670	31,153	5.59%	46,881	8.65%
Institutional Support	1,201,600	1,167,019	1,317,801	1,427,209	109,408	8.30%	260,190	22.30%
Plant Maintenance	659,760	624,395	682,857	691,430	8,573	1.26%	67,035	10.74%
Scholarships	150,836	121,317	135,508	102,427	-33,081	-24.41%	-18,890	-15.57%
Total E&G Expenses	4,229,727	4,203,235	4,927,342	4,861,640	-65,702	-1.33%	658,405	15.66%
Auxiliary Enterprises	0	10,670	115,013	107,518	-7,495	-6.52%	96,848	907.67%
Total Operating Expenses	4,229,727	4,213,905	5,042,355	4,969,158	-73,197	-1.45%	755,253	17.92%
Excess Revenue over Expenses	989,177	1,276,274	1,034,421	1,355,095	320,674	31.00%	78,821	6.18%
Annual Budget Conversion to Cash Basis								
Capital Expenditures	33,814	8,338	32,475	37,012	4,537	13.97%	28,674	343.90%
Borrowing Proceeds	0	0	0	0	0		0	
Principal Payments	0	0	0	0	0		0	
Prior Year Reserves	0	0	0	0	0		0	
Add back Depreciation	0	0	0	0	0		0	
Total Cash Items	33,814	8,338	32,475	37,012	4,537	13.97%	28,674	343.90%
Net Cash Basis Budget	955,363	1,267,936	1,001,946	1,318,083	316,137	31.55%	50,147	3.96%

**Antioch Southern California**  
**December 31, 1999 Actual Expenditure Summary by Category**

	Dec 31, 1997 Actual	Dec 31, 1998 Actual	1999-00 Budget	Dec 31, 1999 Actual	Change From 1999-00 Budget to 1999-00 Actual		Change From 1998 Actual to 1999 Actual	
					\$	%	\$	%
Revenues	5,218,904	5,490,179	6,076,776	6,324,253	247,477	4.07%	834,074	15.19%
Operating Expenses								
Salaries & Wages	1,862,199	1,942,331	2,308,052	2,150,082	-157,970	-6.84%	207,751	10.70%
Benefits	451,882	440,068	527,409	458,435	-68,974	-13.08%	18,367	4.17%
Training & Development	60,938	97,771	142,270	113,186	-29,084	-20.44%	15,415	15.77%
Student Aid Services	72,364	56,560	37,908	31,795	-6,113	-16.13%	-24,765	-43.79%
Special Events	12,533	8,534	36,514	74,784	38,270	104.81%	66,250	776.31%
Supplies	51,147	69,741	78,646	119,958	41,312	52.53%	50,217	72.00%
Business Operations	436,777	414,338	511,647	625,562	113,915	22.26%	211,224	50.98%
Plant Maintenance	689,714	612,952	658,028	655,684	-2,344	-0.36%	42,732	6.97%
Interest Expense	4,539	2,235	6,580	9,490	2,910	44.22%	7,255	324.61%
Resale Costs	0	9,356	95,002	85,919	-9,083	-9.56%	76,563	818.33%
Miscellaneous	3,828	1,414	1,008	660	-348	-34.52%	-754	-53.32%
Contingency/Reserves								
Campus Contingency, Mandatory	78,066	79,547	91,532	91,532	0	0.00%	11,985	15.07%
Campus Program Contingency, Discretionary	37,255	47,018	50,022	50,022	0	0.00%	3,004	6.39%
Liquidity Reserve	78,064	89,688	103,718	103,718	0	0.00%	14,030	15.64%
Overhead					0			
To the University	496,954	474,585	570,452	570,452	0	0.00%	95,867	20.20%
Rebates from the University	-135,533	-162,573	-203,139	-198,827	4,312	-2.12%	-36,254	-22.30%
Subsidy from Adult Campuses	29,000	27,100	26,706	26,706	0	0.00%	-394	-1.45%
Subsidy from Overhead	0	0	0	0	0		0	
Other (Intercampus Agree & Univ Conf)	0	3,240	0	0	0		-3,240	-100.00%
Depreciation	0	0	0	0	0		0	
Total Operating Expenses	4,229,727	4,213,905	5,042,355	4,969,158	-73,197	-1.45%	755,253	17.92%
Excess Revenue over Expenses	989,177	1,276,274	1,034,421	1,355,095	320,674	31.00%	78,821	6.18%
Annual Budget Conversion to Cash Basis								
Capital Expenditures	33,814	8,338	32,475	37,012	4,537	13.97%	28,674	343.90%
Borrowing Proceeds	0	0	0	0	0		0	
Principal Payments	0	0	0	0	0		0	
Prior Year Reserves	0	0	0	0	0		0	
Add Back Depreciation	0	0	0	0	0		0	
Total Cash Items	33,814	8,338	32,475	37,012	4,537	13.97%	28,674	343.90%
Net Cash Basis Budget	955,363	1,267,936	1,001,946	1,318,083	316,137	31.55%	50,147	3.96%

# THE MCGREGOR SCHOOL

## 1999-2000 Mid-Year Performance

Although Weekend College enrollments have stabilized and Teacher Education is turning in another impressively robust year, The McGregor School is experiencing a sharp downturn in revenues against budget forecasts. Because most new student matriculants beginning Winter quarter are not yet "booked" in the Datatel system, December financials overstate the magnitude of the problem somewhat, but the problems are serious and demand immediate attention. It appears that the School will incur a revenue shortfall of approximately \$400,000 by year's end on June 30.

The Self-Designed track within the Individualized Master of Arts program is experiencing a combination of recruiting shortfalls coupled with unanticipated high levels of graduation and leaves of absence. The Conflict Resolution track continues to struggle and recruitment for the Winter cohort of Graduate Management was somewhat disappointing. The January enrollment date of Graduate Management may continue to be a problem for potential students. Therefore, alternative delivery systems are under study for the future.

These problems will be addressed by revenue enhancement through additional continuing education initiatives beyond those already budgeted; delaying budgeted personnel hiring until next fiscal year; across-the-board expense cuts in all programs and departments; and the use of McGregor's nondiscretionary contingency fund. It also appears likely that the seriousness of the problem is such that the School will need to formally request access to its Funded Reserves in order to end the fiscal year with the budget in balance.

Though 1999-2000 has been difficult, there are significant positive developments as well. In particular, the proposed new M.Ed. program has recently received a strongly positive review from the Ohio Board of Regents Review Team and it is anticipated that this new program will be quite successful and will contribute significantly to the McGregor revenue stream in 2000-2001 and subsequent years. A history of all program enrollments is under study, with a look toward identifying trends and key concerns. Finally, a comprehensive strategic planning process is underway for the first time in The School's history.

Barbara Gellman-Danley  
President

**The McGregor School of Antioch**  
**December 31, 1999 Actual Expenditure Summary by Function**

	Dec 31, 1997 Actual -----	Dec 31, 1998 Actual -----	1999-00 Budget -----	Dec 31, 1999 Actual -----	Change From 1999-00 Budget		Change From 1998 Actual	
					to 1999-00 Actual \$	%	to 1999 Actual \$	%
<b>Revenues</b>								
Tuition & Fees	3,465,767	3,517,534	3,799,288	3,405,829	-393,459	-10.36%	-111,705	-3.18%
Less Tuition Discounts	-8,788	-31,919	0	-37,190	-37,190		-5,271	-16.51%
Gifts	250	1,300	10,002	1,548	-8,454	-84.52%	248	19.08%
Grants	71,831	111,487	56,066	70,574	14,508	25.88%	-40,913	-36.70%
Endowment income	0	0	0	0	0		0	
Contracts	85,081	162,657	45,188	61,857	16,669	36.89%	-100,800	-61.97%
Other Income	7,244	21,724	9,388	5,512	-3,876	-41.29%	-16,212	-74.63%
Realized Gains	1,062	0	0	0	0		0	
Unrealized Gains	0	14,181	0	0	0		-14,181	
Total E&G Revenue	3,622,447	3,796,964	3,919,932	3,508,130	-411,802	-10.51%	-288,834	-7.61%
Auxiliary Enterprises	31,354	21,423	22,500	18,460	-4,040	-17.96%	-2,963	-13.83%
Released From Restrictions	6,065	-14,451	7,500	0	-7,500	-100.00%	14,451	100.00%
<b>Total Revenues</b>	<b>3,659,866</b>	<b>3,803,936</b>	<b>3,949,932</b>	<b>3,526,590</b>	<b>-423,342</b>	<b>-10.72%</b>	<b>-277,346</b>	<b>-7.29%</b>
<b>Operating Expenses</b>								
Instruction	1,017,340	1,065,244	1,170,965	1,107,657	-63,308	-5.41%	42,413	3.98%
Research	0	0	0	0	0		0	
Public Service	66,188	53,348	94,911	76,863	-18,048	-19.02%	23,515	44.08%
Academic Support	49,800	68,248	73,350	70,615	-2,735	-3.73%	2,367	3.47%
Student Services	293,204	360,064	363,099	391,018	27,919	7.69%	30,954	8.60%
Institutional Support	830,783	858,625	1,001,132	1,047,440	46,308	4.63%	188,815	21.99%
Plant Maintenance	43,681	49,260	45,412	49,676	4,264	9.39%	416	0.84%
Scholarships	2,566	4,119	8,752	6,494	-2,258	-25.80%	2,375	57.66%
Total E&G Expenses	2,303,562	2,458,908	2,757,621	2,749,763	-7,858	-0.28%	290,855	11.83%
Auxiliary Enterprises	30,043	30,574	30,252	30,000	-252	-0.83%	-574	-1.88%
<b>Total Operating Expenses</b>	<b>2,333,605</b>	<b>2,489,482</b>	<b>2,787,873</b>	<b>2,779,763</b>	<b>-8,110</b>	<b>-0.29%</b>	<b>290,281</b>	<b>11.66%</b>
<b>Excess Revenue over Expenses</b>	<b>1,326,261</b>	<b>1,314,454</b>	<b>1,162,059</b>	<b>746,827</b>	<b>-415,232</b>	<b>-35.73%</b>	<b>-567,627</b>	<b>-43.18%</b>
<b>Annual Budget Conversion to Cash Basis</b>								
Capital Expenditures	64,062	14,493	45,000	8,783	-36,217	-80.48%	-5,710	-39.40%
Borrowing Proceeds	0	0	0	0	0		0	
Principal Payments	0	0	0	0	0		0	
Prior Year Reserves	0	0	0	0	0		0	
Add back Depreciation	0	0	0	0	0		0	
<b>Total Cash Items</b>	<b>64,062</b>	<b>14,493</b>	<b>45,000</b>	<b>8,783</b>	<b>-36,217</b>	<b>-80.48%</b>	<b>-5,710</b>	<b>-39.40%</b>
<b>Net Cash Basis Budget</b>	<b>1,262,199</b>	<b>1,299,961</b>	<b>1,117,059</b>	<b>738,044</b>	<b>-379,015</b>	<b>-33.93%</b>	<b>-561,917</b>	<b>-43.23%</b>

**The McGregor School of Antioch**  
**December 31, 1999 Actual Expenditure Summary by Category**

	Dec 31, 1997 Actual	Dec 31, 1998 Actual	1999-00 Budget	Dec 31, 1999 Actual	Change From 1999-00 Budget to 1999-00 Actual		Change From 1998 Actual to 1999 Actual	
					\$	%	\$	%
Revenues	3,659,866	3,803,936	3,949,932	3,526,590	-423,342	-10.72%	-277,346	-7.29%
Operating Expenses								
Salaries & Wages	1,011,930	1,153,861	1,341,844	1,273,756	-68,088	-5.07%	119,895	10.39%
Benefits	302,530	319,696	379,435	373,043	-6,392	-1.68%	53,347	16.69%
Training & Development	33,551	55,244	57,155	52,945	-4,210	-7.37%	-2,299	-4.16%
Student Aid Services	0	3,383	19,654	19,295	-359	-1.83%	15,912	470.35%
Special Events	15,290	14,664	18,840	25,976	7,136	37.88%	11,312	77.14%
Supplies	25,112	28,650	25,532	32,056	6,524	25.55%	3,406	11.89%
Business Operations	302,146	293,600	317,417	376,822	59,405	18.72%	-83,222	-28.35%
Plant Maintenance	43,599	53,041	48,292	52,058	3,766	7.80%	-983	-1.85%
Interest Expense	6,543	6,946	8,130	7,055	-1,075	-13.22%	109	1.57%
Resale Costs	0	0	0	0	0		0	
Miscellaneous	3,162	2,135	10,375	5,065	-5,310	-51.18%	2,930	137.24%
Contingency/Reserves								
Campus Contingency, Mandatory	49,133	24,482	48,264	48,264	0	0.00%	23,782	97.14%
Campus Program Contingency, Discretion	0	0	0	0	0		0	
Liquidity Reserve	49,130	61,308	60,327	60,327	0	0.00%	-981	-1.60%
Overhead								
To the University	337,772	337,195	331,801	331,801	0	0.00%	-5,394	-1.60%
Rebates from the University	-92,120	-106,794	-114,219	-114,219	0	0.00%	-7,425	-6.95%
Subsidy from Adult Campuses	17,900	18,400	17,302	17,302	0	0.00%	-1,098	-5.97%
Subsidy from Overhead	0	0	0	0	0		0	
Other (Intercampus Agree & Univ Conf)	227,927	223,671	217,724	218,217	493	0.23%	-5,454	-2.44%
Depreciation	0	0	0	0	0		0	
Total Operating Expenses	2,333,605	2,489,482	2,787,873	2,779,763	-8,110	-0.29%	290,281	11.66%
Excess Revenue over Expenses	1,326,261	1,314,454	1,162,059	746,827	-415,232	-35.73%	-567,627	-43.18%
Annual Budget Conversion to Cash Basis								
Capital Expenditures	64,062	14,493	45,000	8,783	-36,217	-80.48%	-5,710	-39.40%
Borrowing Proceeds	0	0	0	0	0		0	
Principal Payments	0	0	0	0	0		0	
Prior Year Reserves	0	0	0	0	0		0	
Add Back Depreciation	0	0	0	0	0		0	
Total Cash Items	64,062	14,493	45,000	8,783	-36,217	-80.48%	-5,710	-39.40%
Net Cash Basis Budget	1,262,199	1,299,961	1,117,059	738,044	-379,015	-33.93%	-561,917	-43.23%

# ANTIOCH UNIVERSITY ADMINISTRATION

## 1999-2000 Mid-Year Performance

The on-going development and implementation of the Strategic Plan has consumed considerable time of the University Administration during the first half of the fiscal year. Two major ULC sessions were devoted largely to Strategic Planning and the ULC has now identified major issues from the Plan that will become key elements of the 2000-01 operating budget.

The protracted labor negotiations at The McGregor School required the involvement of central staff, particularly in the area of fringe benefits. A major component of the new contract was the change in health insurance coverage from the old fee for service plan to the PPO plan that has been adopted by most of the other employees of the University. Numerous special analyses were requested by both union and management personnel, and many long meetings were required before agreement could be reached.

The Vice Chancellor for Development has been deeply involved in preparation for a major university-wide advancement effort. Working with campus development people, the Vice Chancellor for Development has assisted with the creation of the strategic planning elements dealing with the major fund drive. Additional planning and preparation will continue through the balance of the fiscal year and into the future.

Basic preparation for the up-coming North Central Accreditation is also underway. Conversations with North Central staff about accreditation of the new Ph.D program have disclosed some of the requirements that North Central may have for our existing programs, and these discussions have also disclosed that there are some minor deficiencies in our current reporting and record keeping that need to be put in order before the full review begins. Exploration of the North Central expectations and requirements is continuing, as is efforts to correct all areas where deficiencies have been identified.

The efforts to insure that Antioch University was not impacted by Y2K problems in its computer systems appear to have been successful. Both Datatel and the network systems that permit access by the campuses in and outside of Yellow Springs have all worked without apparent problems since January 1. The second quarter of the 1999-2000 fiscal year was intensively occupied by upgrading software, applying patches to the operating system of the computer used by

Datatel and installing the last components of the network upgrade. All of the work was completed on time and the Y2K rollover was pleasantly uneventful.

Some repairs to the Kettering Building heating system were completed during the second quarter and engineering studies were begun on the HVAC system that serves the Chancellor's Office. Other major capital projects are being delayed until warmer weather, but bids have been taken to repair the large crack in the exterior wall of the building and to repair the "awnings" over the windows in the rear of the building to prevent water intrusion into the space between the exterior and interior walls. Bids were also taken on the resurfacing of the Kettering Building parking lot but the cost will exceed the amount budgeted and it may be possible only to do a portion of the lot this year. All of these projects are awaiting warmer weather for completion.

Acquisition of new equipment to support the Datatel system was given some attention in the second quarter, but the computer support personnel were primarily occupied with resolving remaining Y2K issues. Some uninterruptable power supply units were added to insure that critical network components were protected from power outages, but the RAID computer storage system will not be made available until later in the fiscal year.

Glenn Watts  
Vice Chancellor and CFO



**University Administration**  
**December 31, 1999 Actual Expenditure Summary by Function**

	Dec 31, 1997 Actual	Dec 31, 1998 Actual	1999-00 Budget	Dec 31, 1999 Actual	Change From 1999-00 Budget to 1999-00 Actual		Change From 1998 Actual to 1999 Actual	
					\$	%	\$	%
Revenues								
Tuition & Fees	0	0	0	0	0		0	
Less Tuition Discounts	0	0	0	0	0		0	
Gifts	29,028	8,052	6,666	5,074	-1,592	-31.38%	-2,978	-36.98%
Grants	0	0	0	0	0		0	
Endowment Income	0	0	0	0	0		0	
Contracts	0	0	0	0	0		0	
Other Income	0	0	0	0	0		0	
Realized Gains	0	0	0	0	0		0	
Unrealized Gains	0	0	0	0	0		0	
Total E&G Revenue	29,028	8,052	6,666	5,074	-1,592	-31.38%	-2,978	-36.98%
Auxiliary Enterprises	0	0	0	0	0		0	
Released From Restrictions	0	0	0	0	0		0	
Total Revenues	29,028	8,052	6,666	5,074	-1,592	-31.38%	-2,978	-36.98%
Net Overhead for Central Operations	849,494	953,684	1,096,131	973,957	-122,174	-12.54%	20,273	2.08%
Operating Expenses								
Instruction	0	0	0	0	0		0	
Research	0	0	0	0	0		0	
Public Service	0	0	0	0	0		0	
Academic Support	0	0	0	0	0		0	
Student Services	57,126	61,086	60,390	60,454	64	0.11%	-632	-1.03%
Institutional Support	801,705	868,145	1,017,974	893,906	-124,068	-13.88%	25,761	2.97%
Plant Maintenance	0	0	0	0	0		0	
Scholarships	0	0	0	0	0		0	
Total E&G Expenses	858,831	929,231	1,078,364	954,360	-124,004	-12.99%	25,129	2.70%
Auxiliary Enterprises	0	0	0	0	0		0	
Total Operating Expenses	858,831	929,231	1,078,364	954,360	-124,004	-12.99%	25,129	2.70%
Excess Revenue over Expenses	19,691	32,505	24,433	24,671	238	0.96%	-7,834	-24.10%
Annual Budget Conversion to Cash Basis								
Capital Expenditures	19,691	32,505	24,433	24,671	238	0.96%	-7,834	-24.10%
Borrowing Proceeds	0	0	0	0	0		0	
Principal Payments	0	0	0	0	0		0	
Prior Year Reserves	0	0	0	0	0		0	
Add back Depreciation	0	0	0	0	0		0	
Total Cash Items	19,691	32,505	24,433	24,671	238	0.96%	-7,834	-24.10%
Net Cash Basis Budget	0	0	0	0	0		0	

**University Administration**  
**December 31, 1999 Actual Expenditure Summary by Category**

	Dec 31, 1997	Dec 31, 1998	1999-00	Dec 31, 1999	Change From 1999-00 Budget to 1999-00 Actual		Change From 1998 Actual to 1999 Actual	
	Actual	Actual	Budget	Actual	\$	%	\$	%
Revenues	878,522	961,736	1,102,797	979,031	-123,766	-12.64%	17,295	1.80%
Operating Expenses								
Salaries & Wages	399,771	459,490	521,403	508,023	-13,380	-2.63%	48,533	10.56%
Benefits	112,470	140,902	151,653	143,044	-8,609	-6.02%	2,142	1.52%
Training & Development	96,580	69,568	80,107	75,120	-4,987	-6.64%	5,552	7.98%
Student Aid Services	0	0	0	0	0		0	
Special Events	0	0	1,004	875	-129	-14.74%	875	
Supplies	8,440	11,340	20,174	18,258	-1,916	-10.49%	6,918	61.01%
Business Operations	81,177	88,382	70,131	76,502	6,371	8.33%	-11,880	-13.44%
Plant Maintenance	151,637	154,976	117,890	126,373	8,483	6.71%	-28,603	-18.46%
Interest Expense	0	104	0	149	149	100.00%	45	43.27%
Resale Costs	0	0	0	0	0		0	
Miscellaneous	4,206	2,191	2,008	3,738	1,730	46.28%	1,547	70.61%
Contingency/Reserves								
Campus Contingency, Mandatory	0	0	112,002	0	-112,002		0	
Campus Program Contingency, Discretionary	0	0	0	0	0		0	
Liquidity Reserve	0	0	0	0	0		0	
Overhead								
To the University	0	0	0	0	0		0	
Rebates from the University	0	0	0	0	0		0	
Subsidy from Adult Campuses	0	0	0	0	0		0	
Subsidy from Overhead	0	0	0	0	0		0	
Other (Intercampus Agree & Univ Conf)	4,550	2,278	1,992	2,278	286	12.55%	0	0.00%
Depreciation	0	0	0	0	0		0	
Total Operating Expenses	858,831	929,231	1,078,364	954,360	-124,004	-12.99%	25,129	2.70%
Excess Revenue over Expenses	19,691	32,505	24,433	24,671	238	0.96%	-7,834	-24.10%
Annual Budget Conversion to Cash Basis								
Capital Expenditures	19,691	32,505	24,433	24,671	238	0.97%	-7,834	-24.10%
Borrowing Proceeds	0	0	0	0	0		0	
Principal Payments	0	0	0	0	0		0	
Prior Year Reserves	0	0	0	0	0		0	
Add Back Depreciation	0	0	0	0	0		0	
Total Cash Items	19,691	32,505	24,433	24,671	238	0.97%	-7,834	-24.10%
Net Cash Basis Budget	0	0	0	0	0		0	

# **ANTIOCH REVIEW**

## **1999-2000 Mid-Year Performance**

Revenue from sales and subscription renewals, as well as gift income, is very close to the amount budgeted for the first half of 1999-2000. Gift income at the mid-year point is 40% ahead of 1998-99 and Grants and Endowment income is also ahead of last year by a significant amount.

Expenses are slightly ahead of budget, but expenditures remain well below revenue.

As part of the Antioch University: A Place for Writers initiative, the Review and the west coast campuses will be presenting seminars in February focusing on writing, editing, and publishing. Seminars will be held at Seattle, Santa Barbara, and Los Angeles.

Robert Fogarty  
Editor

## Antioch Review

### December 31, 1999 Actual Expenditure Summary by Function

	Dec 31, 1997	Dec 31, 1998	1999-00	Dec 31, 1999	Change From 1999-00 Budget to 1999-00 Actual		Change From 1998 Actual to 1999 Actual	
	Actual	Actual	Budget	Actual	\$	%	\$	%
	-----	-----	-----	-----	-----	-----	-----	-----
Revenues								
Tuition & Fees	0	0	0	0	0		0	
Less Tuition Discounts	0	0	0	0	0		0	
Gifts	4,995	6,615	8,800	9,271	471	5.35%	2,656	40.15%
Grants	0	2,957	8,100	8,101	1	0.01%	5,144	173.96%
Endowment Income	2,863	2,771	4,800	4,782	-18	-0.38%	2,011	72.57%
Contracts	0	0	0	0	0		0	
Other Income	3,272	4,979	3,202	3,541	339	10.59%	-1,438	-28.88%
Realized Gains	0	0	0	0	0		0	
Unrealized Gains	0	0	0	0	0		0	
Total E&G Revenue	11,130	17,322	24,902	25,695	793	3.18%	8,373	48.34%
Auxiliary Enterprises	47,001	42,987	42,502	41,984	-518	-1.22%	-1,003	-2.33%
Released From Restrictions	7,087	0	0	0	0		0	
Total Revenues	65,218	60,309	67,404	67,679	275	0.41%	7,370	12.22%
Operating Expenses								
Instruction	0	0	0	0	0		0	
Research	0	0	0	0	0		0	
Public Service	55,112	51,377	54,701	58,265	3,564	6.52%	6,888	13.41%
Academic Support	0	0	0	0	0		0	
Student Services	0	0	0	0	0		0	
Institutional Support	0	0	0	0	0		0	
Plant Maintenance	0	0	0	0	0		0	
Scholarships	0	0	0	0	0		0	
Total E&G Expenses	55,112	51,377	54,701	58,265	3,564	6.52%	6,888	13.41%
Auxiliary Enterprises	0	0	0	0	0		0	
Total Operating Expenses	55,112	51,377	54,701	58,265	3,564	6.52%	6,888	13.41%
Excess Revenue over Expenses	10,106	8,932	12,703	9,414	-3,289	-25.89%	482	5.40%
Annual Budget Conversion to Cash Basis								
Capital Expenditures	0	0	0	0	0		0	
Borrowing Proceeds	0	0	0	0	0		0	
Principal Payments	0	0	0	0	0		0	
Prior Year Reserves	0	0	0	0	0		0	
Add back Depreciation	0	0	0	0	0		0	
Total Cash Items	0	0	0	0	0		0	
Net Cash Basis Budget	10,106	8,932	12,703	9,414	-3,289	-25.89%	482	5.40%

## Antioch Review

### December 31, 1999 Actual Expenditure Summary by Category

	Dec 31, 1997 Actual	Dec 31, 1998 Actual	1999-00 Budget	Dec 31, 1999 Actual	Change From 1999-00 Budget		Change From 1998 Actual	
					to 1999-00 Actual \$	to 1999-00 Actual %	to 1999 Actual \$	to 1999 Actual %
Revenues	65,218	60,309	67,404	67,679	275	0.41%	7,370	12.22%
Operating Expenses								
Salaries & Wages	14,814	15,812	15,997	16,210	213	1.33%	398	2.52%
Benefits	8,656	8,429	8,754	8,805	51	0.58%	376	4.46%
Training & Development	820	1,373	354	1,339	985	278.25%	-34	-2.48%
Student Aid Services	0	0	0	0	0		0	
Special Events	0	0	0	0	0		0	
Supplies	196	120	254	397	143	56.30%	277	230.83%
Business Operations	28,340	23,491	27,112	29,236	2,124	7.83%	5,745	24.46%
Plant Maintenance	111	-126	52	0	-52	-100.00%	126	100.00%
Interest Expense	0	0	0	0	0		0	
Resale Costs	0	0	0	0	0		0	
Miscellaneous	0	0	0	0	0		0	
Contingency/Reserves								
Campus Contingency, Mandatory	0	0	0	0	0		0	
Campus Program Contingency, Discretionary	0	0	0	0	0		0	
Liquidity Reserve	0	0	0	0	0		0	
Overhead								
To the University	0	0	0	0	0		0	
Rebates from the University	0	0	0	0	0		0	
Subsidy from Adult Campuses	0	0	0	0	0		0	
Subsidy from Overhead	0	0	0	0	0		0	
Other (Intercampus Agree & Univ Conf)	2,175	2,278	2,178	2,278	100	4.59%	0	0.00%
Depreciation	0	0	0	0	0		0	
Total Operating Expenses	55,112	51,377	54,701	58,265	3,564	6.52%	6,888	13.41%
Excess Revenue over Expenses	10,106	8,932	12,703	9,414	-3,289	-25.89%	482	5.40%
Annual Budget Conversion to Cash Basis								
Capital Expenditures	0	0	0	0	0		0	
Borrowing Proceeds	0	0	0	0	0		0	
Principal Payments	0	0	0	0	0		0	
Prior Year Reserves	0	0	0	0	0		0	
Add Back Depreciation	0	0	0	0	0		0	
Total Cash Items	0	0	0	0	0		0	
Net Cash Basis Budget	10,106	8,932	12,703	9,414	-3,289	-25.89%	482	5.40%

# WYSO RADIO

## 1999-2000 Mid-Year Performance

Midway through the fiscal year, WYSO Public Radio is running on budget.

Just after the start of the second quarter, WYSO received its Arbitron audience figures for the prior quarter. That ratings book was the strongest in the station's history. In short, the Summer 1999 numbers suggest that WYSO enjoys a weekly following of 45,400 listeners (up from 37,900 listed in the Spring 1999 Arbitron book). While this dramatic increase in the size of the station's audience is encouraging, ongoing problems that make retention of broadcast talent difficult make it hard for the station to maintain, let alone improve upon, these numbers.

WYSO is still having difficulties attracting necessary human resources. Specifically, the station's morning drive time host position remains unfilled since the departure on 1 October 1999 of Frank Dudgeon. As well, WYSO's Development Department continues to search for an underwriting sales representative (a search which has been ongoing since the departure of Pete Ziehler during Summer 1999). While WYSO presents an attractive employment opportunity in many ways, the station is not able to offer a salary package appropriately competitive to make filling these positions easy. Despite this serious problem, to assure relative continuity in the quality of WYSO's broadcast product, the station's general manager has taken over as morning drive time host and Development is ahead of its projections for underwriting sales revenues for this point in the fiscal year. Of course, with the general manager spending half of his workweek on-air and the development director devoting more time than anticipated in underwriting sales, this means that larger issues of strategic planning, community relations, grantwriting and other long-term development projects have been sidelined.

The station's Fall 1999 On-Air Membership Campaign established an overall fundraising goal of \$190,000 --- \$75,000 through telephone pledges, \$75,000 through direct mail, and \$40,000 through contributions from the Combined Federal Campaign (CFC). The final on-air tally was \$70,888. At this writing, the direct mail total is \$68,810 (the last of four mail drops to support the Fall campaign went out towards the end of December 1999 and, therefore, some revenues are still coming in). The CFC tally will not be available until February or March 2000. We believe that the shortfall in anticipated Fall campaign revenues can be made up through other fundraising efforts before the conclusion of the fiscal year. Although the station received many compliments for the quality of its on-air sound during the campaign, we believe that staff shortages may have contributed to the station's inability to attain its on-air and direct mail revenue goals for the Fall

drive. Management and development staff are analyzing whether the revenue targets may have been just a little too ambitious, despite an improved station schedule and a concomitant growth in audience.

As stated in the 1999-2000 First Quarter Performance Report, WYSO Public Radio started the fiscal year by making strategic investments in key technologies to improve staff productivity, the station's air sound, and the WYSO's service package.

A great deal of time and energy was required during the just concluded quarter to install, test, and implement the use of the new digital recording, storage, and playback equipment. Most significant during this time was acquisition and installation of a station automation system. This system was purchased with a short-term loan which will be repaid as follows:

Forty percent (40%) of the costs of this system will be covered by the station's anticipated receipt of Ohio State capital improvement grant funds (through the Ohio Educational Telecommunications Network Commission) during the first quarter of next fiscal year. The remaining 60% of the cost must be raised as the local community match component of this grant supported project. WYSO management and the Development & Fundraising Committee of the station's Resource Board are already committed to a plan of action to secure these local funds.

Since its launch on 24 September 1999, WYSO's SOUNDS LOCAL, a weekly magazine hosted and produced by the station's News Director Aileen LeBlanc, continues to generate a very positive response from listeners and is indicative of the power of well-produced, local/regional programming. Station management believes that WYSO must continue in this direction, if for no other reason, than to maintain a market advantage over potential competition that could have a serious impact on terrestrial radio broadcasters from two satellite digital audio broadcasters which are expected to begin service by Fall 2000 and Winter 2001, respectively. Ms. LeBlanc continues to bring national attention to WYSO through the several feature pieces and newscast segments she has produced for NPR News and its national newsmagazines, MORNING EDITION, ALL THINGS CONSIDERED, and WEEKEND EDITION. Some pieces, which aired during the second quarter, include the following (World Wide Web URL links provided for those interested in hearing these via RealAudio, on-demand streaming):

MORNING EDITION, Wednesday, 24 November 1999

**A Celebration of Dance** - Aileen LeBlanc of member station WYSO reports on two concurrent exhibitions at two different Ohio museums that celebrate African-American dance. Together they try to capture the influence that African movement has had on American dance. One explores the work of various contemporary artists; the other is a more conventional exploration of the history of dance in America. The concurrent exhibitions are called, "When the Spirit Moves." (6:45)

<http://www.npr.org/ramfiles/me/19991124.me.14.ram>

*WEEKEND EDITION – SATURDAY, 4 December 1999*

**Urbana, Ohio** - The growth of suburbs over the past few decades have turned many downtowns into retail skeletons. But Urbana, Ohio has managed to buck this trend -- and while its downtown has remained viable -- it now faces an unlikely threat from within. Aileen LeBlanc of member station WYSO in Yellow Springs reports. (4:30)

<http://www.npr.org/ramfiles/wesat/19991204.wesat.10.ram>

WYSO ended the quarter (and the millenium) on an extraordinary high note. As is typical for many public radio stations, WYSO ran on-air announcements throughout December 1999, reminding listeners that if they had not completed all of their charitable giving for the calendar year, to please consider WYSO. On December 29, 1999, the station received an anonymous gift of \$50,000. Management, in consultation with the station's Development department, WYSO Resource Board chairman, and members of the board's Development & Fundraising Committee are presently discussing how these funds may be used to best effect.

Steve Spencer  
General Manager



## WYSO

### December 31, 1999 Actual Expenditure Summary by Function

	Dec 31, 1997	Dec 31, 1998	1999-00	Dec 31, 1999	Change From		Change From	
	Actual	Actual	Budget	Actual	1999-00 Budget	1999-00 Actual	1998 Actual	to 1999 Actual
	-----	-----	-----	-----	\$	%	\$	%
Revenues								
Tuition & Fees	0	0	0	0	0		0	
Less Tuition Discounts	0	0	0	0	0		0	
Gifts	131,120	130,344	151,000	131,560	-19,440	-12.87%	1,216	0.93%
Grants	52,824	65,335	59,000	43,487	-15,513	-26.29%	-21,848	-33.44%
Endowment Income	0	0	0	0	0		0	
Contracts	0	0	0	0	0		0	
Other Income	21,112	71,522	89,250	116,073	26,823	30.05%	44,551	62.29%
Realized Gains	0	0	0	0	0		0	
Unrealized Gains	0	0	0	0	0		0	
Total E&G Revenue	205,056	267,201	299,250	291,120	-8,130	-2.72%	23,919	8.95%
Auxiliary Enterprises	0	0	0	80	80		80	
Released From Restrictions	0	0	0	7,286	7,286		7,286	
Total Revenues	205,056	267,201	299,250	298,486	-764	-0.26%	31,285	11.71%
Operating Expenses								
Instruction	0	0	0	0	0		0	
Research	0	0	0	0	0		0	
Public Service	229,938	303,889	316,812	316,470	-342	-0.11%	12,581	4.14%
Academic Support	0	0	0	0	0		0	
Student Services	0	0	0	0	0		0	
Institutional Support	0	0	0	0	0		0	
Plant Maintenance	0	0	0	0	0		0	
Scholarships	0	0	0	0	0		0	
Total E&G Expenses	229,938	303,889	316,812	316,470	-342	-0.11%	12,581	4.14%
Auxiliary Enterprises	0	0	0	0	0		0	
Total Operating Expenses	229,938	303,889	316,812	316,470	-342	-0.11%	12,581	4.14%
Excess Revenue over Expenses	-24,882	-36,688	-17,562	-17,984	-422	2.40%	18,704	50.98%
Annual Budget Conversion to Cash Basis								
Capital Expenditures	0	9,101	12,500	53,109	40,609	324.87%	44,008	483.55%
Borrowing Proceeds	0	0	0	-40,876	-40,876		-40,876	
Principal Payments	5,839	7,527	6,774	7,917	1,143	16.87%	390	5.18%
Prior Year Reserves	0	0	0	0	0		0	
Add back Depreciation	0	0	0	0	0		0	
Total Cash Items	5,839	16,628	19,274	20,150	876	4.54%	3,522	21.18%
Net Cash Basis Budget	-30,721	-53,316	-36,836	-38,134	-1,298	-3.52%	15,182	28.48%

# WYSO

## December 31, 1999 Actual Expenditure Summary by Category

	Dec 31, 1997	Dec 31, 1998	1999-00	Dec 31, 1999	Change From		Change From	
	Actual	Actual	Budget	Actual	1999-00 Budget	1999-00 Actual	1998 Actual	to 1999 Actual
					\$	%	\$	%
Revenues	205,056	267,201	299,250	298,486	-764	-0.26%	31,285	11.71%
Operating Expenses								
Salaries & Wages	72,275	100,565	108,624	101,543	-7,081	-6.52%	978	0.97%
Benefits	24,509	34,766	30,848	30,947	99	0.32%	-3,819	-10.98%
Training & Development	1,075	5,282	8,208	4,585	-3,623	-44.14%	-697	-13.20%
Student Aid Services	0	0	0	0	0		0	
Special Events	0	0	0	0	0		0	
Supplies	1,737	3,745	3,986	15,782	11,796	295.94%	12,037	321.42%
Business Operations	98,749	133,105	126,784	137,890	11,106	8.76%	4,785	3.59%
Plant Maintenance	20,039	12,319	25,506	13,932	-11,574	-45.38%	1,613	13.09%
Interest Expense	6,312	6,672	6,102	6,355	253	4.15%	-317	-4.75%
Resale Costs	0	0	0	0	0		0	
Miscellaneous	0	2,000	1,252	0	-1,252	-100.00%	-2,000	-100.00%
Contingency/Reserves								
Campus Contingency, Mandatory	0	0	0	0	0		0	
Campus Program Contingency, Discretionary	0	0	0	0	0		0	
Liquidity Reserve	0	0	0	0	0		0	
Overhead								
To the University	0	0	0	0	0		0	
Rebates from the University	0	0	0	0	0		0	
Subsidy from Adult Campuses	0	0	0	0	0		0	
Subsidy from Overhead	0	0	0	0	0		0	
Other (Intercampus Agree & Univ Conf)	5,242	5,435	5,502	5,436	-66	-1.20%	1	0.02%
Depreciation	0	0	0	0	0		0	
Total Operating Expenses	229,938	303,889	316,812	316,470	-342	-0.11%	12,581	4.14%
Excess Revenue over Expenses	-24,882	-36,688	-17,562	-17,984	-422	-2.40%	18,704	50.98%
Annual Budget Conversion to Cash Basis								
Capital Expenditures	0	9,101	12,500	53,109	40,609	324.87%	44,008	483.55%
Borrowing Proceeds	0	0	0	-40,876	-40,876		-40,876	
Principal Payments	5,839	7,527	6,774	7,917	1,143	16.87%	390	5.18%
Prior Year Reserves	0	0	0	0	0		0	
Add Back Depreciation	0	0	0	0	0		0	
Total Cash Items	5,839	16,628	19,274	20,150	876	4.54%	3,522	21.18%
Net Cash Basis Budget	-30,721	-53,316	-36,836	-38,134	-1,298	-3.52%	15,182	28.48%

**University Wide**  
**December 31, 1999 Actual Expenditure Summary by Function**

	Dec 31, 1997 Actual -----	Dec 31, 1998 Actual -----	1999-00 Budget -----	Dec 31, 1999 Actual -----	Change From 1999-00 Budget to 1999-00 Actual		Change From 1998 Actual to 1999 Actual	
					\$	%	\$	%
Revenues								
Tuition & Fees	0	0	0	0	0		0	
Less Tuition Discounts	0	0	0	0	0		0	
Gifts	0	0	0	0	0		0	
Grants	34,340	66,921	60,004	51,174	-8,830	-14.72%	-15,747	-23.53%
Endowment Income	0	0	47,790	50,000	2,210	4.62%	50,000	
Contracts	0	0	0	0	0		0	
Other Income	140,007	127,305	95,204	66,597	-28,607	-30.05%	-60,708	-47.69%
Realized Gains	149,221	140,272	113,514	-35,914	-149,428	-131.64%	-176,186	-125.60%
Unrealized Gains	242,491	224,612	0	-260,748	-260,748		-485,360	-216.09%
Total E&G Revenue	566,059	559,110	316,512	-128,891	-445,403	-140.72%	-688,001	-123.05%
Auxiliary Enterprises	0	0	0	0	0		0	
Released From Restrictions	176,924	161,436	244,509	250,471	5,962	2.44%	89,035	55.15%
Total Revenues	742,983	720,546	561,021	121,580	-439,441	-78.33%	-598,966	-83.13%
Net Overhead for Central Operations	353,971	236,306	194,847	323,767	128,920	66.16%	87,461	27.01%
Operating Expenses								
Instruction	0	-12,365	0	0	0		12,365	100.00%
Research	0	0	0	0	0		0	
Public Service	0	0	0	0	0		0	
Academic Support	74,150	31,806	130,915	92,436	-38,479	-29.39%	60,630	190.62%
Student Services	0	0	0	0	0		0	
Institutional Support	371,217	358,019	360,261	461,865	101,604	28.20%	103,846	29.01%
Plant Maintenance	1,050,019	1,355,866	1,310,002	1,381,043	71,041	5.42%	25,177	1.86%
Scholarships	48,342	59,171	60,004	62,686	2,682	4.47%	3,515	5.94%
Total E&G Expenses	1,543,728	1,792,497	1,861,182	1,998,030	136,848	7.35%	205,533	11.47%
Auxiliary Enterprises	0	0	0	0	0		0	
Total Operating Expenses	1,543,728	1,792,497	1,861,182	1,998,030	136,848	7.35%	205,533	11.47%
Excess Revenue over Expenses	-446,774	-835,645	-1,105,314	-1,552,683	-447,369	-40.47%	-717,038	-85.81%
Annual Budget Conversion to Cash Basis								
Capital Expenditures	0	1,663	36,400	6,186	-30,214	-83.01%	4,523	271.98%
Borrowing Proceeds	0	0	0	0	0		0	
Principal Payments	360,411	62,015	175,370	61,726	-113,644	-64.80%	-289	-0.47%
Prior Year Reserves	0	0	0	0	0		0	
Add back Depreciation	-1,050,019	-1,355,866	-1,310,002	-1,381,043	-71,041	-5.42%	-25,177	-1.86%
Total Cash Items	-689,608	-1,292,188	-1,098,232	-1,313,131	-214,899	-19.57%	-20,943	-1.62%
Net Cash Basis Budget	242,834	456,543	-7,082	-239,552	-232,470	-3282.55%	-696,095	-152.47%

**University Wide**  
**December 31, 1999 Actual Expenditure Summary by Category**

	Dec 31, 1997 Actual	Dec 31, 1998 Actual	1999-00 Budget	Dec 31, 1999 Actual	Change From 1999-00 Budget to 1999-00 Actual		Change From 1998 Actual to 1999 Actual	
					\$	%	\$	%
Revenues	1,096,954	956,852	755,868	445,347	-310,521	-41.08%	-511,505	-53.46%
Operating Expenses								
Salaries & Wages	35,564	88,423	68,898	101,556	32,658	47.40%	13,133	14.85%
Benefits	14,716	19,059	17,286	20,141	2,855	16.52%	1,082	5.68%
Training & Development	22,263	10,397	65,548	22,849	-42,699	-65.14%	12,452	119.77%
Student Aid Services	0	0	0	0	0		0	
Special Events	0	0	0	0	0		0	
Supplies	304	767	906	3,766	2,860	315.67%	2,999	391.00%
Business Operations	172,983	124,966	204,010	203,954	-56	-0.03%	78,988	63.21%
Plant Maintenance	27,620	23,414	32,502	23,913	-8,589	-26.43%	499	2.13%
Interest Expense	127,961	62,575	51,000	103,424	52,424	102.79%	40,849	65.28%
Resale Costs	0	0	0	0	0		0	
Miscellaneous	9,848	2,277	1,500	23,133	21,633	1442.20%	20,856	915.94%
Contingency/Reserves								
Campus Contingency, Mandatory	0	15,823	11,874	11,874	0	0.00%	-3,949	-24.96%
Campus Program Contingency, Discretionary	0	0	0	0	0		0	
Liquidity Reserve	9,058	17,588	12,650	12,650	0	0.00%	-4,938	-28.08%
Overhead								
To the University	0	0	0	0	0		0	
Rebates from the University	0	0	0	0	0		0	
Subsidy from Adult Campuses	0	0	0	0	0		0	
Subsidy from Overhead	0	0	0	0	0		0	
Other (Intercampus Agree & Univ Conf)	73,392	71,342	85,006	89,727	4,721	5.55%	18,385	25.77%
Depreciation	1,050,019	1,355,866	1,310,002	1,381,043	71,041	5.42%	25,177	1.86%
Total Operating Expenses	1,543,728	1,792,497	1,861,182	1,998,030	136,848	7.35%	205,533	11.47%
Excess Revenue over Expenses	-446,774	-835,645	-1,105,314	-1,552,683	-447,369	-40.47%	-717,038	-85.81%
Annual Budget Conversion to Cash Basis								
Capital Expenditures	0	1,663	36,400	6,186	-30,214	-83.01%	4,523	271.98%
Borrowing Proceeds	0	0	0	0	0		0	
Principal Payments	360,411	62,015	175,370	61,726	-113,644	-64.80%	-289	-0.47%
Prior Year Reserves	0	0	0	0	0		0	
Add Back Depreciation	-1,050,019	-1,355,866	-1,310,002	-1,381,043	-71,041	-5.42%	-25,177	-1.86%
Total Cash Items	-689,608	-1,292,188	-1,098,232	-1,313,131	-214,899	-19.57%	-20,943	-1.62%
Net Cash Basis Budget	242,834	456,543	-7,082	-239,552	-232,470	-3282.55%	-696,095	-152.47%

<b>A/R AGING REPORT DECEMBER 31, 1999</b>				
<b>UNIT/ STUDY PERIOD</b>	<b>AMOUNT BILLED</b>	<b>AMOUNT COLLECTED</b>	<b>AMOUNT OUTSTANDING</b>	<b>PERCENTAGE COLLECTED 9/30/99</b>
<b>COLLEGE (inc AEA)</b>				
1998/99 Year				
99 Summer	\$3,015,460	\$2,951,273	\$64,187	97.87%
99 Fall	\$5,492,923	\$5,113,536	\$379,387	93.09%
00 Spring				
<b>Total College</b>	<b>\$8,508,383</b>	<b>\$8,064,809</b>	<b>\$443,574</b>	<b>94.79%</b>
<b>SANTA BARBARA</b>				
1998/99 Year			\$3,014	
99 Summer	\$464,935	\$456,600	\$8,335	98.21%
99 Fall	\$741,233	\$701,018	\$40,215	94.57%
00 Winter	\$767,435	\$170,736	\$596,699	22.25%
00 Spring				
<b>Total S.B.</b>	<b>\$1,973,603</b>	<b>\$1,328,354</b>	<b>\$648,263</b>	<b>67.31%</b>
<b>LOS ANGELES</b>				
1998/99 Year			\$3,465	
99 Summer	\$802,942	\$794,220	\$8,722	98.91%
99 Fall	\$976,769	\$920,166	\$56,603	94.21%
00 Winter	\$1,501,935	\$487,357	\$1,014,578	32.45%
00 Spring				
<b>Total L.A.</b>	<b>\$3,281,646</b>	<b>\$2,201,743</b>	<b>\$1,083,368</b>	<b>67.09%</b>
<b>SEATTLE</b>				
1998/99 Year			337	
99 Summer	1,843,982	1,837,599	6,383	99.65%
99 Fall	1,469,318	1,416,318	53,000	96.39%
00 Winter	1,921,898	1,362,753	559,145	70.91%
00 Spring				
<b>Total Seattle</b>	<b>\$5,235,198</b>	<b>\$4,616,670</b>	<b>\$618,865</b>	<b>88.19%</b>
<b>NEW ENGLAND</b>				
1998/99 Year			\$10,125	
99 Summer	\$1,289,980	\$1,282,756	\$7,224	99.44%
99 Fall	\$3,167,155	\$3,121,549	\$45,606	98.56%
00 Spring	\$2,476,045	\$619,268	\$1,856,777	25.01%
<b>Total NE</b>	<b>\$6,933,180</b>	<b>\$5,023,573</b>	<b>\$1,919,732</b>	<b>72.46%</b>
<b>MCGREGOR</b>				
1998/99 Year			\$138,020	
99 Summer	\$732,365	\$495,582	\$236,783	67.67%
99 Fall	\$1,486,237	\$1,282,427	\$203,810	86.29%
00 Winter	\$1,136,451	\$495,582	\$640,869	43.61%
00 Spring				
<b>Total McG</b>	<b>\$3,355,053</b>	<b>\$2,273,591</b>	<b>\$1,219,482</b>	<b>67.77%</b>
<b>TOTAL UNIV</b>	<b>\$29,287,063</b>	<b>\$23,508,740</b>	<b>\$5,933,284</b>	<b>80.27%</b>

**ANTIOCH UNIVERSITY**  
**Status of Accounts Payable**  
**As of December 31, 1999**  
**Aged from Invoice Date**

		<b>% of Total</b>	<b>Dec 31 1998</b>
Current (0 to 30)	\$333,909.13	83.06%	70.77%
31-60 Days	54,642.75	13.59%	26.97%
61 to 90 Days	3,955.40	0.98%	-0.33%
Over 90 Days	9,494.75	2.36%	2.59%
	<b>\$402,002.03</b>	<b>100.00%</b>	<b>100.00%</b>

## COST CENTERS

### INSTRUCTION:

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

### INSTRUCTION (Cont'd):

Organization & Management  
Applied Psychology  
Clinical Psychology  
IMA  
Weekend Program  
Intercultural Relations  
Conflict Resolution  
Environment & Community  
Fine Arts

### RESEARCH:

Individual and Project Research

### PUBLIC SERVICE:

Glen Helen  
Antioch Review  
WYSO  
Counseling Centers

### ACADEMIC SUPPORT:

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

### STUDENT SERVICES:

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

### STUDENT SERVICES Cont'd:

Infirmary  
Counseling  
Security  
Student Loan Office  
Community Government

### INSTITUTIONAL SUPPORT:

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

### PLANT MAINTENANCE:

Maintenance  
Custodial  
Building & Grounds  
Power Plant  
Depreciation

### SCHOLARSHIPS:

Grants & Scholarship

### AUXILIARY ENTERPRISES:

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

## LINE ITEMS

### SALARIES & WAGES: Compensation

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

### BENEFITS: Required and Non-Required

Benefits Paid  
Medical/Dental Card  
Dental  
FICA  
Worker's Comp  
Unemployment  
Life Insurance  
Long & Short Term Disability  
Retirement  
Moving Expenses  
Employee Tuition Waivers  
Miscellaneous Benefits

### TRAINING & DEVELOPMENT:

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

### STUDENT AID:

Restricted Grant Scholarships  
Student Vouchers

### SPECIAL EVENTS:

Graduation  
Orientation  
Miscellaneous Special Events

### SUPPLIES:

Office Supplies  
Instructional Supplies  
Research Supplies  
Duplicating Supplies  
Computer Supplies  
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  
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

### CONTINGENCY/RESERVES:

Campus Contingency, Mandated  
Campus Contingency, Discretionary  
Liquidity Reserve  
Honoraria/Stipends

### OVERHEAD COSTS:

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