

**ANCILLARY ACTIVITIES OPERATING BUDGETS FOR THE
FISCAL YEAR ENDING JUNE 30, 2013**

A Recommendation

1. **Division and Department:** Academic Affairs, Finance and Administration and Student Affairs and Enrollment Management.

2. **Introduction:** Proposed budgets for the following eight ancillary activities are presented for approval for the fiscal year ending June 30, 2013:

Campus Recreation	Meadow Brook Music Festival
Graham Health Center	Meadow Brook Theatre
Intercollegiate Athletics	Oakland Center
Lowry Center for Early Childhood Education	University Housing

The ancillary activities presented here represent a broad range of operations connected with and in support of the educational mission of Oakland University. Each ancillary budget is presented in a similar format, using common terminology and revenue, expense and transfer categories. The "all funds" budget model has been used to construct the presentation of these budgets. The all funds model is intended to provide a comprehensive picture of the financial activities of each unit. This format depicts operating and capital transactions in the General Fund, Auxiliary Fund, Designated Fund, Expendable Restricted Fund and Plant Fund. Gifts are included, but the fund balances in permanent endowments are not included as there is no discretion with regard to their use. Distributions from these endowments are income in the Expendable-Restricted Funds and are included.

3. **Previous Board Action:** The Board of Trustees (Board) approved the FY2012 ancillary budgets on April 28, 2011.

4. **Budget Implications:** See individual ancillary program descriptions for budget implications.

5. **Educational Implications:** See individual ancillary program descriptions for educational implications.

6. **Personnel Implications:** See individual ancillary program descriptions for personnel implications.

7. **University Reviews/Approvals:** The ancillary activities operating budgets were prepared by the ancillary units, reviewed by the Financial Performance Review Committee, Budget and Financial Planning Office, Interim Senior Vice President for Academic Affairs and Provost, Vice President for Student Affairs and Enrollment Management, Vice President for Finance and Administration, and President.

**Ancillary Activities Operating Budgets
for the Fiscal Year Ending June 30, 2013
Oakland University
Board of Trustees Formal Session
August 6, 2012
Page 2**

8. Recommendation:

RESOLVED, that the Board of Trustees approves the FY2013 budgets for Campus Recreation, Graham Health Center, Intercollegiate Athletics, Lowry Center for Early Childhood Education, Meadow Brook Music Festival, Meadow Brook Theatre, Oakland Center, and University Housing, with expenditures and transfers not to exceed the expense total for each unit as reflected in the attached budgets, except as set forth; and, be it further

RESOLVED, that all expenditures and transfers beyond the approved expense total must have the prior approval of the President or his designee and these amounts will be reported on a periodic basis to the Board of Trustees.

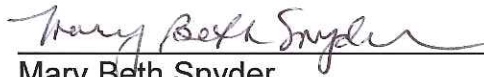
9. Attachments:

1. Description of Programs and Proposed Budgets, FY2013

Submitted to the President
on 7/26/12, 2012 by



Susan M. Awbrey
Interim Senior Vice President for Academic Affairs and Provost



Mary Beth Snyder
Vice President for Student Affairs and Enrollment Management



John W. Beaghan
Vice President for Finance and Administration
and Treasurer to the Board of Trustees

Recommended on 7/29, 2012
to the Board for approval by



Gary D. Russi
President

Department of Campus Recreation

Description of Program

The Department of Campus Recreation is responsible for recreational sports, the Recreation Center, Upper Pioneer Fields, including the Grizzly Oaks Disc Golf Course and running trails. Our mission is to enhance the quality of life in the community through programs, services and facilities that support healthy lifestyle choices.

Program highlights of the current fiscal year include:

- Participation in the Presidential Debate as site for CNBC production crew and the Media Center in the Rec Gym
- Incorporation of employee benefit allowing free employee facility use
- 1,000 students and employees registered for the inaugural offering of the Group Ex pass
- Mini-grant from the Brooksie Way Half Marathon Foundation to support "OU Walks" walking program involving over 150 students and employees
- Installation of hydration station water fountain

Key Performance Indicators

	<u>FY2010</u>	<u>FY2011</u>	<u>FY2012</u>
Building entries	310,965	309,373	258,609*
Student visits	151,853	154,193	148,710*
Intramural participations	14,515	14,830	14,746
Club Sports	24	24	23
Days of operation	351	351	351

*year to date

Explanation of Major Changes

- Operating income variance due to reduction in group rentals due to NCAA rules limiting boy's basketball activity and employee access benefit.
- Student Tuition Allocation increase due to support for employee access benefit.
- Compensation decrease due to elimination of a vacant office position due to retirement.
- Utilities reduction due to efficiencies and mild weather.
- Other transfers represent planned budget reduction.
- Capital cost variance due to activity center flood that required total floor replacement.

Department of Campus Recreation

Budget Assumptions

- Operating revenue decrease due to employee access benefit and elimination of Pioneer Room rentals.
- Student Tuition Allocation reflects anticipated enrollment growth (including School of Medicine) and employee access benefit.
- Compensation increase reflects the net of a new wellness professional position to work with employee and student wellness initiatives, elimination of a graduate assistant position, and proposed increases for existing staff.
- Supplies and Services increase includes Aramark base contract expense, technology, marketing initiatives, and student employee training and development.
- Other transfers represent Campus Recreation's portion of Divisional FY12 & FY13 planned budget reductions
- Capital expense includes the Pioneer Room floor replacement project.

Oakland University
Ancillary Activities Operating Budget
Campus Recreation
Proposed Budget - All Funds
FY2013

	FY2012 BUDGET	FY2012 ESTIMATED ACTUAL	FY2013 PROPOSED BUDGET
REVENUE:			
Operating Revenue	\$ 514,000	\$ 463,000	\$ 399,000
Retail Sales	1,200	1,658	1,200
Student Tuition Allocation	3,695,889	3,709,209	3,806,575
Gifts and Grants	-	-	-
Investment Income	800	174	100
General Fund Support	-	-	-
Total Revenue	<u>\$ 4,211,889</u>	<u>\$ 4,174,041</u>	<u>\$ 4,206,875</u>
EXPENDITURES:			
Compensation	\$ 1,395,697	\$ 1,354,621	\$ 1,408,227
Supplies and Services	403,000	403,000	433,520
Repairs and Maintenance	231,619	231,619	231,619
Cost of Retail Sales	1,000	1,718	1,000
Equipment	60,000	58,731	60,000
Insurance	27,404	26,798	28,050
Utilities	491,000	354,000	405,000
Debt Service	1,506,573	1,506,573	1,506,498
University Overhead	59,460	59,460	54,491
Other Transfers	-	52,900	75,000
Total Expenditures	<u>\$ 4,175,753</u>	<u>\$ 4,049,420</u>	<u>\$ 4,203,405</u>
Net Revenue	<u>\$ 36,136</u>	<u>\$ 124,621</u>	<u>\$ 3,470</u>
Ending Balances prior to Major Cap.Expenditures:			
Restricted Fund Balance *	\$ -	\$ -	\$ -
Unrestricted Fund Balance	980,304	980,304	1,019,211
Less: Major Capital Expenditures	55,000	89,184	30,000
Total Fund Balance	<u>\$ 925,304</u>	<u>\$ 1,015,741</u>	<u>\$ 989,211</u>
Restriction 1		\$ -	
Restriction 2		-	
Restriction 3		-	
Restricted Fund Balance *		<u>\$ -</u>	

Oakland University
Department of Campus Recreation
Proposed Major Capital Expenditures
FY 2013

<u>Item Description</u>	<u>Estimated Cost</u>
Pioneer Room floor replacement	\$ 30,000

FY 2013 Total

\$ 30,000

Graham Health Center

Description of Program

The Graham Health Center provides acute care for Oakland University students and staff members. The primary users of the center are residence hall students, student health insurance participants and female students who utilize the center for their women's health care issues.

Service delivery at the Graham Health Center is a nurse practitioner/physician assistant model utilizing a consultative relationship with two area physicians. One physician is on site four hours each week and available by phone for consultation during the remainder of the hours that the health center is open. The physicians also provide delegated prescriptive authority to the nurse practitioner/physician assistants. In addition, a consulting psychiatrist is on site weekly to conduct student psychiatric evaluations and/or medication reviews.

Key Performance Indicators

	<u>FY2010</u>	<u>FY2011</u>	<u>Projected FY2012</u>
Patient Visits	4,080	3,740	4,000
Participants in Student Health Insurance Program	338	346	254

Budget Assumptions

1. Operating Revenue is estimated to increase by approximately 2% to reflect FY 12 experience and student use.
2. Student Tuition Allocation reflects anticipated enrollment growth.
3. Compensation includes market adjustments for nurse practitioners and physician assistants.

Oakland University
Ancillary Activities Operating Budget
Graham Health Center
Proposed Budget - All Funds
FY2013

	FY2012 BUDGET	FY2012 ESTIMATED ACTUAL	FY2013 PROPOSED BUDGET
REVENUE:			
Operating Revenue	\$ 212,100	\$ 236,000	\$ 240,800
Retail Sales	59,400	42,000	31,200
Student Tuition Allocation	354,743	354,857	361,954
Gifts and Grants	-	-	-
Investment Income	-	-	-
General Fund Support	-	-	-
Total Revenue	<u>\$ 626,243</u>	<u>\$ 632,857</u>	<u>\$ 633,954</u>
EXPENDITURES:			
Compensation	\$ 394,014	\$ 394,014	\$ 424,561
Supplies and Services	124,440	123,000	127,000
Repairs and Maintenance	13,500	10,660	10,660
Cost of Retail Sales	54,000	35,000	26,000
Equipment	2,500	4,018	2,500
Insurance	5,794	5,757	6,043
Utilities	5,500	5,500	6,000
Debt Service	-	-	-
University Overhead	25,129	25,129	28,819
Other Transfers	-	-	-
Total Expenditures	<u>\$ 624,877</u>	<u>\$ 603,078</u>	<u>\$ 631,583</u>
Net Revenue	<u>\$ 1,366</u>	<u>\$ 29,779</u>	<u>\$ 2,371</u>
Ending Balances prior to Major Cap.Expenditures:			
Restricted Fund Balance *	\$ -	\$ -	\$ -
Unrestricted Fund Balance	178,714	208,493	210,864
Less: Major Capital Expenditures	-	-	10,500
Total Fund Balance	<u>\$ 178,714</u>	<u>\$ 208,493</u>	<u>\$ 200,364</u>
Restriction 1		\$ -	
Restriction 2		-	
Restriction 3		-	
Restricted Fund Balance *		<u>\$ -</u>	

Oakland University
Graham Health Center
Proposed Major Capital Expenditures
FY 2013

Item Description	Estimated Cost
Electronic Medical Record (EMR) set-up and annual maintenance. EMR's will be required by 2014 under new federal medical billing requirements (ICD-10).	\$ 10,500

FY 2013 Total

\$ 10,500

Department of Intercollegiate Athletics

Description of Program

The Oakland University (OU) Department of Intercollegiate Athletics has been fully participating in Division I athletics since 1999-2000. In thirteen years the Golden Grizzlies have won 22 regular-season conference championships, 46 conference tournament titles and have had 31 NCAA tournament appearances.

Oakland University is a member of The Summit League. The Summit League is comprised of 9 institutions – Indiana University Purdue University – Fort Wayne, Indiana University Purdue University - Indianapolis, University of Missouri – Kansas City, University of Nebraska – Omaha, North Dakota State, South Dakota State, South Dakota and Western Illinois.

OU has 18 varsity sports - baseball, men's basketball, women's basketball, men's cross country, women's cross country, men's golf, women's golf, men's soccer, women's soccer, softball, men's swimming & diving, women's swimming & diving, women's tennis, men's indoor & outdoor track, women's indoor & outdoor track and volleyball.

The Golden Grizzlies play their court sports (volleyball and men's and women's basketball) at the Athletics Center (O'rena) which has a capacity of 3,000, with baseball, softball and soccer games played at the OU Athletic Fields. OU swimming and diving competes in the OU Aquatics Center, which has a capacity of 1,000, and OU's Katke-Cousins golf course is the home course for the men's and women's golf teams. The cross country programs have a temporary on-campus facility, and our track & field and tennis programs do not have on-campus facilities.

<u>Key Performance Indicators</u>	<u>FY2010</u>	<u>FY2011</u>	<u>FY2012</u>
RPI Tier 1 Athletic Teams			
Men's Basketball	53	53	135
Women's Basketball	195	158	240
Men's Soccer	93	129	185
Women's Soccer	236	107	177
Men's Swimming/Diving	16*	7*/38#	12*
Women's Swimming/Diving	13*	10*	11*

* Mid-Major Ranking

National Ranking

RPI (Ratings Percentage Index) is a rating system utilizing three factors: Division I winning percentage; schedule strength; and opponents' schedule strength.

Number of Student Athletes	376	361	357
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**Please note that beginning in the 2012/13 academic year The University of Nebraska – Omaha will be a full participant, and Oral Roberts University and Southern Utah University will no longer be members of The Summit League.

Department of Intercollegiate Athletics

<u>Key Performance Indicators</u> (continued)	<u>FY2010</u>	<u>FY2011</u>	<u>FY2012</u>
Graduation Rates-All Students/Student Athletes	44% / 63%	41% / 54%	40% / 54 %
Graduation Success Rate – Student Athletes	82%	85%	85%

Freshman-Cohort 2002/2003, 2003/2004 & 2004/2005 Graduation Rates: These are the most recent graduating classes for which the required six years of information is available. "All Students" represents all undergraduate students who were enrolled in a full-time program of studies for a degree. "Student Athletes" represents those student athletes who received athletics aid from the university for any period of time during their entering year.

The main difference between the two rates is the Graduation Success Rate takes into account the successful completion of graduation requirements for transfer students.

FY2012 Explanation of Changes

Operating revenues are reflective of increased efforts to raise external funds, inclusive of men's basketball team guarantee revenue and outside support.

General fund support decreases are mainly due to open positions for a portion of FY2012

Increases in supplies and services, and transfers are due to increases in team operations, team support services, student / grizz gang support, and general equipment repairs and replacement.

Insurance increases are due to an increased premium cost.

The majority of funds for major capital expenditures, the soccer lighting project, were transferred prior to the end of FY11.

FY2013 Budget Assumptions

The Oakland University Department of Intercollegiate Athletics' budget reflects the revenues and expenditures of its continuing participation in NCAA Division I and The Summit League. Budget assumptions for Fiscal Year 2013 are as follows:

1. External revenues are expected to increase, and are reflective of a change in structure for sponsorships and advertising.
2. Student Tuition Allocation reflects anticipated enrollment growth.
3. The General Fund Support increase (1%) is due mainly to offsetting projected operating cost increases.
4. Compensation increases are due to a proposed salary increase, and the necessity of a position for the oversight of sponsorship and advertising. This new position is the result of the expiration of the third party contract for sponsorships.

Oakland University
Ancillary Activities Operating Budget
Department of Athletics
Proposed Budget - All Funds
FY2013

	FY2012 BUDGET	FY2012 ESTIMATED ACTUAL	FY2013 PROPOSED BUDGET
REVENUE:			
Operating Revenue:			
Ticket Sales	\$ 150,000	\$ 155,230	\$ 125,000
Team Guarantees	250,000	320,000	250,000
NCAA Revenues	410,000	410,000	465,000
Other	578,313	573,083	670,000
Total Operating Revenue	\$ 1,388,313	\$ 1,458,313	\$ 1,510,000
Retail Sales	27,000	17,750	27,000
Student Tuition Allocation	863,283	863,283	880,549
Gifts and Grants	600,000	535,000	550,000
Investment Income	2,000	2,000	2,000
General Fund Support	3,439,531	3,410,570	3,478,808
Total Revenue	\$ 6,320,127	\$ 6,286,916	\$ 6,448,357
EXPENDITURES:			
Compensation	\$ 3,669,057	\$ 3,692,930	\$ 3,853,119
Supplies and Services	1,134,256	1,359,223	1,237,529
Travel	1,210,000	1,177,433	1,150,000
Repairs and Maintenance	-	-	-
Cost of Retail Sales	17,000	11,951	12,000
Equipment	-	-	-
Insurance	73,550	84,720	92,750
Utilities	-	-	-
Debt Service	-	-	-
University Overhead	-	-	-
Other Transfers	-	(108,800)	-
Total Expenditures	\$ 6,103,863	\$ 6,217,457	\$ 6,345,398
Net Revenue	\$ 216,264	\$ 69,459	\$ 102,959
Ending Balances prior to Major Cap.Expenditures:			
Restricted Fund Balance *	\$ 300,000	\$ 501,326	\$ 500,000
Unrestricted Fund Balance	1,660,043	\$ 992,070	1,029,448
Less: Major Capital Expenditures	450,000	66,907	50,000
Total Fund Balance	\$ 1,510,043	\$ 1,426,489	\$ 1,479,448
Athletic Programs		\$ 377,088	
Endowments / Scholarships		62,764	
Facility Development		51,935	
Student Athlete Funds		9,539	
Restricted Fund Balance *		\$ 501,326	

Oakland University
Department of Athletics
Proposed Major Capital Expenditures
FY 2013

<u>Item Description</u>	<u>Estimated Cost</u>
Lower Fields Project	50,000
FY 2013 Total	<u><u>\$ 50,000</u></u>

Lowry Center for Early Childhood Education

Description of Program

The vision of the Lowry Center for Early Childhood Education is to cultivate and maintain an environment where faculty, students, staff and parents collaborate to provide a model center which exhibits best practice in the field of early childhood education and development. It has three related components, described below, with purposes that are congruent with the goals of the School of Education and Human Services (SEHS) and the mission of Oakland University:

- To provide high quality, developmentally appropriate early childhood experiences for young children and families.
- To provide learning and teaching environments for students and practitioners in Education, Human Services and related fields.
- To expand knowledge in Education, Human Service and related fields through research and service.

These components are based on the belief that learners of all ages should have meaningful, interesting and challenging experiences. Child and adult development are fostered by active participation of the learner.

Developmentally Appropriate Practice. The Lowry Center offers an exemplary program for young children 18 months through 5 years of age, extended to 6 years of age in the summer camp program. The curriculum is based on sound child development theory and practice, incorporating a variety of approaches and techniques consistent with standards for developmentally appropriate practice provided by the National Association for the Education of Young Children (NAEYC) and the Division for Early Childhood (DEC) of the national Council for Exceptional Children (CEC). Key elements include a holistic approach to learning and development, learning through play and exploration, fostering independence and choice, and involvement of family

Lowry Center for Early Childhood Education

members and community for all children, including those with disabilities. The daily routine structure is based on the High/Scope Curriculum model and consists of large group, small group, and individual activities incorporating content across curricular domains. Project-based learning and extensive documentation of children's work and progress allows children the opportunity to challenge their minds by exploring various topics and questions. As children are involved in projects experiences, they become familiar with, and competent in the processes of planning, exploring, and expanding their interests. The program strives to provide an environment which develops strong self-esteem, provokes curiosity, and increases the desire to learn.

Learning and Teaching Environment. The Lowry Center provides an ideal setting for the professional development of students and practitioners in Education, Human Services, and related fields. Students learn about and practice teaching, curriculum development and program management. Lowry is a setting where faculty and Lowry staff can provide a "guided apprenticeship" to foster active roles in the education and care of young children. The Lowry Center is utilized for graduate Early Childhood Education courses, thus providing immediate and direct opportunities for observation and interaction with young children. Lowry serves as the placement site for the practicum required by the Michigan Department of Education for certified teachers seeking their Early Childhood Endorsement. Undergraduate classes in SEHS make frequent visits to the Lowry Center for observations, assessment and modeling. Several other academic departments, such as linguistics, music, communications and physical therapy, utilize the Lowry Center to meet their specific educational purposes. Many undergraduate students serve in classroom assistant roles throughout their time at Oakland University. In addition, students from area community colleges complete their practicum experiences at the Lowry Center, and teachers and administrators from local early childhood programs observe at Lowry to learn about early childhood curriculum and program management practices.

Lowry Center for Early Childhood Education

During the 2010-2011 academic year, Lowry served as the *demonstration site* for the Oakland County *Teacher Exchange Program (T.E.P.)*, a program sponsored by the Intermediate School District to provide 18 teachers with an opportunity to spend 2-5 days at Lowry observing and interacting with children and Lowry teachers. This program was discontinued for the 2011-2012 academic year.

A national emphasis on the inclusion of children with disabilities in general education programs has required that publically and privately funded early childhood programs strengthen their efforts to support all children with appropriate curricular modifications and accommodations. Approximately 10% of the children at the Lowry Center each year qualify for special education services. This percentage increases during our summer camps when school district services end and families seek enrichment and recreation opportunities for their children. Continuing to ensure that Lowry is an inclusive early childhood setting is important since the Michigan Standards for Early Childhood Endorsement now include a significant focus on instruction of children with disabilities in inclusive general education settings. Students who are completing their Early Childhood Endorsement courses must complete their field placements in inclusive settings. The Lowry Center received a grant from the National Inclusion Project during 2010-2011 and 2011-2012 which supported the summer camp program by providing tuition stipends for families of children with disabilities, by providing work experiences for young adults with disabilities and by providing an early childhood special education coach to support teachers and graduate students in implementing strategies so that all children can be fully included.

Expanding knowledge through research and service. Faculty and students utilize the Lowry Center as a site for research in child development, early childhood curriculum areas, and teacher learning and practice. Participation in studies contributes to and shapes the ongoing development of teaching and learning practices at the Lowry Center.

Lowry Center for Early Childhood Education

From 2005 to 2011, the Lowry Center successfully competed for funding for the Great Start Readiness Program (GSRP) from the Michigan Department of Education. This program allowed Lowry to offer a pre-kindergarten program to children who were identified with risk factors contributing to academic challenges, thereby contributing to Lowry's goals of serving a diverse community. GSRP's focus on documentation and program outcomes strengthened the Lowry Center's efforts to provide a model program. Based on a reconfiguration of the GSRP program management at the state level, along with ongoing discussion in legislature of cuts to the state aid budget and tenuous predictions of program length, the Lowry Center will not be competing for GSRP monies for the 2012-2013 fiscal year.

Through the Child Care Access Means Parents in School (CCAMPIS) federal grant funding, the Lowry Center also strives to serve and support Oakland University student parents by providing a high quality program for their young children as they work to achieve educational goals.

During the 2010-2011 academic year, Lowry served as a pilot site for Great Start Collaborative -Oakland County's project to increase the number of children identified for early intervention services by providing on-line access to the Ages and Stages Questionnaire (ASQ) for parents and teachers. As a result of this pilot work, during the 2011-2012 school year, the number of children assessed with the ASQ and referred for additional assessment and services increased. Further enhancement of this developmental screening effort, which is also a criteria for NAEYC Accreditation, will take place during the 2012-2013 school year, with the implementation of home visits in the Lowry toddler and young preschool classrooms, and the implementation of screening using the ASQ in all Lowry classrooms.

Overview of Budget Considerations

The primary focus of the Lowry Center is to maintain a quality learning environment and lab experience for the enrolled children and Oakland University students. The

Lowry Center for Early Childhood Education

Lowry Center strives to cover its operational costs, including utilities and cleaning, which are not allocated to other academic units or laboratories. The Center remains persistent in its effort to manage its operational costs by operating as lean and efficiently as possible. For example, Lowry implemented an online enrollment process in 2010. Family feedback about this streamlined process for sharing family and child information has been positive. Additionally, each classroom now has an online daily or weekly e-newsletter, insuring that family members get timely information about classroom and center happenings, without the cost of printing.

Efforts to explore and enhance opportunities to strengthen the Center's revenue are actively pursued. For example, with most school districts now offering full-day kindergarten, we have experienced an increase in requests for full-day pre-kindergarten spaces. We are currently exploring the option of expanding the number of pre-kindergarten spaces with additional scheduling options.

In order to continue providing support for families during the inclusive summer camp program, Lowry will apply for a third year of funding from the National Inclusion Project when the request for proposals is distributed in September, 2012.

Since Lowry is a demonstration site for innovative practices in early childhood education, we also apply for funding that supports the development and implementation of contemporary practices. To this end, Lowry will be applying for a grant from the PNC foundation in August to revamp existing outdoor areas to include gardening, art, sensory and dramatic play areas.

During the 2012-2013 school year, the Lowry Center will implement a "Teacher Liaison" program to enhance the leadership skills of Lowry teachers and to provide coordination of program components that are required for NAEYC Accreditation. Similar to Teacher Leadership models currently being implemented in many K-12 educational settings, the Teacher Liaison program provides an innovative and cost-effective means to enhancing the Center's quality and encouraging shared leadership by administration and teaching staff. Each academic year (for the 10 months from mid-August to mid-June), a Lowry

Lowry Center for Early Childhood Education

teacher will be assigned to the Teacher Liaison position and will be responsible for the coordination of developmental screening of children, classroom and center evaluation, and family involvement activities. The Teacher Liaison will also attend a workshop focused on developing leadership and/or collaboration skills. A long-term substitute teacher will be assigned to the Lowry classroom and the Teacher Liaison will receive a modest stipend for the additional administrative tasks.

Key Performance Indicators

Overall Center Enrollment

March 30, 2008	March 30, 2009	March 30, 2010	March 30, 2011	March 30, 2012
66%	69%	55%	72%	79%

Enrollment by Category

	Winter 2008 Participants	Winter 2009 Participants	Winter 2010 Participants	Winter 2011 Participants	Winter 2012 Participants
Community	109	117	98	102	116
Students	38	21	28	27	28
Faculty & Staff	27	25	20	25	21

Daily Rates

Age Group	FY2009	FY2010	FY2011	FY2012	FY 2013
Toddlers and Young Preschool	\$55 9am-4pm	\$55 9am-4pm	\$55 9am-4pm	\$57.50	\$57.50
	\$45 9am-2pm	\$45 9am-2pm	\$45 9am-2pm	9am-4pm	9am-4pm
	\$26 2-4 pm	\$26 2-4 pm	\$31 9am-12pm	\$47.50	\$47.50
	\$31 9-12am	\$31 9-12am		9am-2 pm	9am-2pm
	\$38 12-4pm	\$38 12-4pm		\$33.50 9am-12pm	\$33.50 9am-12pm

Lowry Center for Early Childhood Education

Preschool	\$46 9am-4pm	\$46 9am-4pm	\$46 9am-4pm	\$48.50 9am-4pm	\$48.50 9am-4pm
	\$26 9am-12pm	\$26 9am-12pm	\$26 9am-12pm	\$28.50 9am-12pm	\$28.50 9am-12pm
Pre-K	\$46 9am-4pm	\$46 9am-4pm	\$46 9am-4pm	\$48.50 9am-4pm	\$48.50 9am-4pm
	\$26 9am-12pm	\$26 9am-12pm	\$26 9am-12pm	\$28.50 9am-12pm	\$28.50 9am-12pm

All Age Groups

Before Care 7:30 -9:00 am	\$5.00 per ½ hour Community	\$5.00 per ½ hour Community	\$5.00 per ½ hour Community	\$5.00 per ½ hour Community	\$5.00 per ½ hour Community
After Care 4:00-5:30 pm	\$3.00 per ½ hour OU	\$3.00 per ½ hour OU	\$3.00 per ½ hour OU	\$3.00 per ½ hour OU	\$3.00 per ½ hour OU

- Registration/Deposits for community members will be \$200 per year; \$150 will be deducted from the final payment (\$50 non-refundable)
- Registration charges for OU affiliates will be \$75 per year, \$25 will be deducted from the final payment of the school year (\$50 non-refundable per school year)
- Schedule change charges of \$25.00 per occurrence will be applied to families with frequent schedule changes.
- A late charge of \$25.00 will be applied to families who have not paid their monthly tuition by the 10th of the month.

Explanation of Major Changes

- In September, 2009, Dr. Julie Ricks-Doneen took over as the faculty director of Lowry Early Childhood Center, consistent with the goal of the SEHS to bring the

Lowry Center for Early Childhood Education

Lowry Center into the Human Development and Child Studies department. Upcoming proposed additions to academic programming will require continued integration of the Lowry Center as a “lab school”. An education specialist program in Early Education and Intervention was approved by the Oakland University Board of Trustees at their March 30, 2011 meeting. Program implementation is planned for Fall 2012. An undergraduate Early Childhood Education major in Teacher Development and Educational Studies (TDES) was approved by the Michigan Department of Education, and will begin in Fall 2012. Both of these programs will bring additional Oakland undergraduate and graduate students to Lowry for student teaching, internships and research. A portion of the director’s salary (compared to the entire salary of the previous director) is being charged to the Lowry budget. The remainder is distributed to various Human Development and Child Studies (HDCS) funds. The director’s full-time faculty position is for work performed during the Fall/Winter semesters. During those time periods she performs the duties of Lowry Center Director. In order to compensate for her time as the Director in the summer months she will receive \$2,500/month.

Budget Assumptions

Revenue –

Operating Revenue \$754, 826

- Based on 81% registered as of 4-12-12.
- Tuition was increased \$2.50 per day across the classrooms during the 2011-2012 academic year. The last time that tuition was increased at Lowry was in the 2007-2008 school year. Families will be offered a 5% discount on the oldest sibling when enrolling two or more children. This discount is common practice among preschools.

Lowry Center for Early Childhood Education

Gifts and Grants

- \$54,745 for CCAMPIS grant award for the period 10/1/12-9/30/13. This is the third year in a four-year cycle.
- \$6,405 for National Inclusion Project. This is the second year Lowry has received funding.
- \$5,075 in projected gifts and investment income from endowments

General Fund Budget Support - \$16,133

- Based number of practicum students enrolled for Summer 2012 as of March, 2012

Compensation –

- Includes recommended salary increases for staff and student employees.
- Includes liaison teacher stipend and full-time temporary substitute teacher.
- Faculty Director - full-time faculty position is for work performed during the Fall/Winter semesters. During those time periods she performs the duties of Lowry Center Director. In order to compensate for her time as the Director in the summer months she will receive \$2,500/month.
- Includes replacement of a full-time Clerk III, whose position became vacant in January, 2012.
- Includes an increase in cost for student staff. During FY 2012, the Lowry Center used volunteers whenever possible instead of paid student staff. An increase in the number of children with special needs attending Lowry's inclusive setting requires a more consistent and reliable support staff.

Lowry Center for Early Childhood Education

Other Activities – During FY2012 the Lowry Center anticipated returning a portion (\$13,600) of the Great Start Readiness Program (GSRP) grant monies received in FY2011, since fewer pre-kindergarten children were served in the PM classroom than were originally estimated during the 2010-2011 school year. Correspondence from Michigan Department of Education (MDE) in May, 2012 indicates that Lowry is not required to return these funds.

Repairs and Maintenance – cleaning services contract based on current trend

Utilities – based on current trend

Net – Lowry is projecting a fund balance increase of \$26,831 for FY2013. This is due in part to the tuition increase that was implemented during the 2011-2012 school year, and in part to a slow but steady growth in enrollment. Additionally, the Lowry Center currently has 5 teachers who are working reduced hours (20-30 hours per week instead of 40).

Oakland University
Ancillary Activities Operating Budget
Lowry Center for Early Childhood Education
Proposed Budget - All Funds

	FY2012 BUDGET	FY2012 ESTIMATED ACTUAL	FY2013 PROPOSED BUDGET
REVENUE:			
Operating Revenue	\$ 663,557	\$ 693,695	\$ 754,826
Retail Sales	-	-	-
Student Tuition Allocation	-	-	-
Gifts and Grants	54,621	64,422	62,150
Investment Income	2,400	4,150	4,075
General Fund Support	20,107	31,302	16,133
Total Revenue	<u>\$ 740,685</u>	<u>\$ 793,569</u>	<u>\$ 837,184</u>
EXPENDITURES:			
Compensation	\$ 672,494	\$ 634,274	\$ 740,278
Supplies and Services	35,000	35,000	39,925
Repairs and Maintenance	28,700	28,656	28,700
Cost of Retail Sales	-	-	-
Equipment	1,000	1,000	-
Insurance	-	-	-
Utilities	1,360	1,360	1,450
Debt Service	-	-	-
University Overhead	-	-	-
Other Transfers	-	-	-
Total Expenditures	<u>\$ 738,554</u>	<u>\$ 700,290</u>	<u>\$ 810,353</u>
Net Revenue	<u>\$ 2,131</u>	<u>\$ 93,279</u>	<u>\$ 26,831</u>
Ending Balances prior to Major Cap.Expenditures:			
Restricted Fund Balance *	\$ -	\$ -	\$ -
Unrestricted Fund Balance	160,989	306,434	333,265
Less: Major Capital Expenditures	-	-	-
Total Fund Balance	<u>\$ 160,989</u>	<u>\$ 306,434</u>	<u>\$ 333,265</u>
Restriction 1		\$ -	
Restriction 2		-	
Restriction 3		-	
Restricted Fund Balance *		<u>\$ -</u>	

Meadow Brook Music Festival

Description of Program

Oakland University's ten-year agreement with Palace Sports and Entertainment (PSE) to operate and manage the Meadow Brook Music Festival (Festival) ended following the 2006 season.

In November 2006, PSE exercised its option to extend the Agreement for five-years, through the 2011 season.

In September 2010, PSE exercised its option to extend the Agreement for an additional two-years through the 2013 season. PSE will have the option to extend the lease term for an additional one-year through the 2014 season by notifying OU in writing by July 1, 2013 of its intent to exercise the option. All terms and conditions of the Agreement will remain in full force and effect during the extended Agreement. The extension provides for an annual guaranteed payment of \$135,000, plus 6% of gross box office revenues over \$3.5 million.

The Festival's events included rock, jazz, country, comedy, adult contemporary and family entertainment.

Key Performance Indicators

	<u>FY2010</u>	<u>FY2011</u>	<u>Projected FY2012</u>
Attendance	95,348	81,104	83,000
Gross Revenue	\$1,459,822	\$1,672,140	\$1,700,000
Number of Events	36	34	37

Budget Assumptions

The FY2013 budgeted revenue is consistent with the extended agreement and historical investment income. The budgeted expenses include insurance, supplies and services, and compensation.

Oakland University
Ancillary Activities Operating Budget
Meadow Brook Music Festival
Proposed Budget - All Funds
FY2013

	FY2012 BUDGET	FY2012 ESTIMATED ACTUAL	FY2013 PROPOSED BUDGET
REVENUE:			
Operating Revenue	\$ 135,000	\$ 135,000	\$ 135,000
Retail Sales	-	-	-
Student Tuition Allocation	-	-	-
Gifts and Grants	-	-	-
Investment Income	7,500	10,250	10,000
General Fund Support	-	-	-
Total Revenue	<u>\$ 142,500</u>	<u>\$ 145,250</u>	<u>\$ 145,000</u>
EXPENDITURES:			
Compensation	\$ 7,350	\$ 6,000	\$ 6,000
Supplies and Services	2,500	2,500	2,500
Repairs and Maintenance	-	-	-
Cost of Retail Sales	-	-	-
Equipment	-	-	-
Insurance	4,461	4,597	4,816
Utilities	-	-	-
Debt Service	-	-	-
University Overhead	-	-	-
Other Transfers	-	-	-
Total Expenditures	<u>\$ 14,311</u>	<u>\$ 13,097</u>	<u>\$ 13,316</u>
Net Revenue	<u>\$ 128,189</u>	<u>\$ 132,153</u>	<u>\$ 131,684</u>
Ending Balances prior to Major Cap.Expenditures:			
Restricted Fund Balance *	\$ -	\$ -	\$ -
Unrestricted Fund Balance	899,410	777,764	909,917
Less: Major Capital Expenditures	-	-	-
Total Fund Balance	<u>\$ 899,410</u>	<u>\$ 909,917</u>	<u>\$ 1,041,601</u>

Meadow Brook Theatre

Description of Program

Oakland University (University) entered into an Agreement with The Theatre Ensemble (Ensemble), a non-profit corporation, to lease Meadow Brook Theatre (MBT) facilities in 2002. The Agreement expired in 2008, at which time the Ensemble began a month-to-month tenancy. In March 2012, the University Board of Trustees approved a renewal of the original Agreement through June 30, 2016, which will allow the Ensemble to continue in the MBT facilities through the MBT Fiftieth Anniversary season (2015-2016). Highlights of the Agreement include the following:

- Continued professional theatre productions and related events at Meadow Brook Theatre, including a full-season of plays.
- Guaranteed weekly fixed rent payments each production season, with a guaranteed number of weeks each year.
- Additional rent payments based on tickets sold.
- Opportunities for a strong relationship between the Ensemble and the University's students, particularly those in the academic theatre program.

The Ensemble's financial situation continues to improve and all contractual payments to the University from the Ensemble continue to be paid in a timely manner.

The Ensemble is committed to presenting high quality productions, geared to inspire, educate and entertain a diverse audience base. This year, the season included three musicals, three dramas and a comedy. The Ensemble continues to share its resources with the University's Department of Music, Theatre and Dance in professional and artistic avenues and a number of students are employed by the Ensemble in a variety of professional and operational positions.

Key Performance Indicators

	<u>FY2010</u>	<u>FY2011</u>	Projected <u>FY2012</u>
Total Attendance	63,345	64,461	69,265

Explanation of Major Changes

The Ensemble successfully raised over \$100,000 for the repair and restoration of MBT seats, which included a \$50,000 matching commitment from the University paid in May 2011. Additionally, the Ensemble and the University shared the \$12,000 expense of the new MBT hand rails. The refurbishing of the MBT was completed in August of 2011. Both the new seats and the hand rails have received rave reviews from theater patrons and contributed to the increase in attendance over the prior year.

Meadow Brook Theatre

Budget Assumptions

Under the current agreement, rent will be \$1,800 per week for the 37 week season. Rent revenue covers expenses for repairs; maintenance; insurance and utilities to maintain the auxiliary operation and provides net revenue for major capital expenditures.

For FY2013, \$50,000 has been allocated for potential repairs and improvements to the Theatre.

Oakland University
Ancillary Activities Operating Budget
Meadow Brook Theatre
Proposed Budget - All Funds
FY2013

	FY 2012 BUDGET	FY 2012 ESTIMATED ACTUAL	FY2013 PROPOSED BUDGET
REVENUE:			
Operating Revenue	\$ 90,000	\$ 95,000	\$ 95,000
Retail Sales	-	-	-
Student Tuition Allocation	-	-	-
Gifts and Grants	-	-	-
Investment Income	-	-	-
General Fund Support	-	-	-
Total Revenue	<u>\$ 90,000</u>	<u>\$ 95,000</u>	<u>\$ 95,000</u>
EXPENDITURES:			
Compensation	\$ -	\$ -	\$ -
Supplies and Services	1,000	1,000	1,000
Repairs and Maintenance	2,500	2,500	2,500
Cost of Retail Sales	-	-	-
Equipment	-	-	-
Insurance	3,503	3,503	2,708
Utilities	48,000	48,000	43,000
Debt Service	-	-	-
University Overhead	-	-	-
Other Transfers	-	-	-
Total Expenditures	<u>\$ 55,003</u>	<u>\$ 55,003</u>	<u>\$ 49,208</u>
Net Revenue	<u>\$ 34,997</u>	<u>\$ 39,997</u>	<u>\$ 45,792</u>
Ending Balances prior to Major Cap.Expenditures:			
Restricted Fund Balance *	\$ -	\$ -	\$ -
Unrestricted Fund Balance	281,723	220,052	253,954
Less: Major Capital Expenditures	50,000	6,095	50,000
Total Fund Balance	<u>\$ 231,723</u>	<u>\$ 253,954</u>	<u>\$ 249,746</u>

Oakland University
Meadow Brook Theatre
Proposed Major Capital Expenditures
FY 2013

<u>Item Description</u>	<u>Estimated Cost</u>
Potential repairs and improvements	\$ 50,000

FY 2013 Total

\$ 50,000

Oakland Center

Description of Program

The Oakland Center serves as a community center for students, faculty, staff and university guests. It offers a wide-range of services and amenities such as: campus-wide food service, university bookstore, credit union, meeting and conference room facilities, departmental and student organization offices. The Oakland Center continues to experience strong and growing student utilization and to attract a diversity of campus and community programs.

Key Performance Indicators

	<u>FY2010</u>	<u>FY2011</u>	<u>Projected FY2012</u>
Number of meeting room reservations	6,075	5,800	6,250
Number of meeting attendees	268,702	276,543	287,183

- 216,137 pedestrian entries were recorded during September 2011 with a total of 1,259,918 entries from July 2011 through April 11, 2012.
- 273 Banquet Room events were held with 62,777 attendees.

The following capital projects were completed:

- West entry and facade repairs
- Southeast entry improvements

Explanation of Major Changes

- Reduced utility consumption resulted in energy cost reductions.
- Salary savings were realized due to a vacant full-time position.
- Revenue projections reflect a decrease in annual bookstore commissions due to trend of declining textbook sales.
- Transfers increased due to unexpected elevator maintenance, security system upgrades and building repairs.

Budget Assumptions

1. Student tuition allocation reflects anticipated enrollment growth.
2. The budget reflects \$250,000 plant renewal projects as detailed in the proposed major capital expenditures attachment.
3. Compensation increases reflect a proposed salary increase.
4. Total transfer activity \$242,823 includes:
 - a. \$153,423 general fund portion of bookstore commission
 - b. \$ 89,400 foodservice amortization

Oakland University
Ancillary Activities Operating Budget
Oakland Center
Proposed Budget - All Funds
FY2013

	FY2012 BUDGET	FY2012 ESTIMATED ACTUAL	FY2013 PROPOSED BUDGET
REVENUE:			
Operating Revenue:			
Bookstore Commissions	\$ 667,800	\$ 647,739	\$ 628,300
Conferences	203,110	200,500	200,000
Food Service	341,350	339,089	339,000
Other	184,672	175,000	175,500
Total Operating Revenue	<u>\$ 1,396,932</u>	<u>\$ 1,362,328</u>	<u>\$ 1,342,800</u>
Retail Sales	-		
Student Tuition Allocation	1,052,845	1,052,845	1,073,902
Gifts and Grants		300	300
Investment Income	620	200	200
General Fund Support	-	-	-
Total Revenue	<u>\$ 2,450,397</u>	<u>\$ 2,415,673</u>	<u>\$ 2,417,202</u>
EXPENDITURES:			
Compensation	\$ 1,050,979	\$ 973,500	\$ 1,051,628
Supplies and Services	262,800	248,000	233,500
Travel	5,200	6,300	6,500
Repairs and Maintenance	231,639	200,470	270,000
Cost of Retail Sales	-	-	-
Equipment	39,753	22,000	25,900
Insurance	24,753	23,303	24,400
Utilities	463,200	380,000	420,000
Debt Service	80,866	80,866	80,866
University Overhead	46,182	46,182	58,882
Other Transfers	242,823	307,354	242,823
Total Expenditures	<u>\$ 2,448,195</u>	<u>\$ 2,287,975</u>	<u>\$ 2,414,499</u>
Net Revenue	<u>\$ 2,202</u>	<u>\$ 127,698</u>	<u>\$ 2,703</u>
Ending Balances prior to Major Cap.Expenditures:			
Restricted Fund Balance *	\$ -	\$ -	\$ -
Unrestricted Fund Balance	777,363	777,363	905,061
Less: Major Capital Expenditures	-	-	(250,000)
Total Fund Balance	<u>\$ 777,363</u>	<u>\$ 905,061</u>	<u>\$ 657,764</u>
Restriction 1		\$ -	
Restriction 2		-	
Restriction 3		-	
Restricted Fund Balance *		<u>\$ -</u>	

Oakland University
OAKLAND CENTER
Proposed Major Capital Expenditures
FY 2013

<u>Item Description</u>	<u>Estimated Cost</u>
Four meeting rooms: lighting changes, technology and projector installation, carpet replacement and ADA upgrades	\$ 250,000
FY 2013 Total	<u><u>\$ 250,000</u></u>

Department of University Housing

Description of Program

The Department of University Housing has administrative oversight for on-campus housing operations including budget, facility operations, maintenance, programming, support services and personnel. The department also has property management responsibilities for the Meadow Brook Subdivision.

Key Performance Indicators

	<u>FY2010</u>	<u>FY2011</u>	<u>FY2012</u>
Opening Occupancy	1,932	1,985	2,068
Renovation and Refurbishing Projects	\$1,638,142	\$2,451,639	\$1,667,372
Chartwell's Board Rate Increase	4.5%	3.5%	3.5%

Capital projects in FY2012 include:

- Hamlin window replacement
- Vandenberg hard wiring as well as system wide wireless upgrade
- Greek cottage roadway as well as George T. Matthews parking lot replacement
- Ann V. Nicholson Apartments heating and domestic hot water
- Fire alarm synchronization and voice upgrade
- Student room lock security upgrades
- Vandenberg dining oven replacement

FY2012 Explanation of Major Changes

The increase in operating revenue over the Board approved FY2012 budget is due to a conservative estimated occupancy for FY2012 and higher than budgeted actual occupancy.

The increase in food service expense is due to higher occupancy.

The increase in equipment and transfers is due to funding provided to expand the Bear Bus program with two shuttle buses.

The decrease in major capital expenditures is due to shifting Hamlin Hall plumbing renewal to FY2013.

Department of University Housing

FY2013 Budget Assumptions

- 1). The **Residence Hall** budget reflects a 3.0 percent double room rate increase in room and board. The proposed room rates position Oakland University Housing at the lower end among other Michigan Universities. The recommended rates are as follows:

Year	FY2011	FY2012	FY2013
Academic Year Rate (double room)	\$7,680	\$7,968	\$8,207
Academic Year Rate (single room)	\$8,350	\$8,663	\$8,922
Summer Semester – Base Rate (double room)	\$2,400	\$2,505	\$2,580
Summer Semester – Base Rate (single room)	\$2,610	\$2,705	\$2,785
Percentage Increase (Acad. Yr – double)	4.5%	3.75%	3.0%

- 2). The **University Student Apartments** budget reflects a 3.0 percent rate increase. The recommended rates are as follows:

Year	FY2011	FY2012	FY2013
Academic Year Rate (3 and 4 Bedrooms)	\$6,090	\$6,318	\$6,507
Academic Year Rate (2 Bedrooms)	\$6,400	\$6,640	\$6,839
Summer Semester Rate (3 and 4 Bedrooms)	\$2,890	\$2,998	\$3,088
Summer Semester Rate (2 Bedrooms)	\$3,210	\$3,330	\$3,430
Percentage Increase (Acad. Yr– 3&4 BR)	4.5%	3.75%	3.0%

- 3). The **George T. Matthews Apartments** budget reflects a 3.0 percent rate increase. The recommended rate is as follows:

Year	FY2011	FY2012	FY2013
Single student annual rate	\$6,400	\$6,640	\$6,839
Percentage Increase	4.5%	3.75%	3.0%

Department of University Housing

FY2013 Budget Assumptions (continued)

- 4). The increase in operating revenue is due to our anticipated increase in room and board rates and occupancy.
- 5). Compensation increases are due to a proposed salary increase.
- 6). Food service increase is due to a 3.7 percent increase in Chartwells rates.
- 7). Reduction in repairs and maintenance is due to an anticipated reduction of plumbing repairs due to plant renewal.
- 8). Increase in Major Capital Expenditures reflects a \$4.325 million Hamlin Hall plumbing renewal project as described in the attachment.

Oakland University
Ancillary Activities Operating Budget
University Housing
Proposed Budget - All Funds
FY2013

	FY2012 BUDGET	FY2012 ESTIMATED ACTUAL	FY2013 PROPOSED BUDGET
REVENUE:			
Operating Revenue:			
Room & Board	\$ 13,294,822	\$ 15,202,315	\$ 15,293,435
Conferences	275,000	310,000	300,000
Other	276,361	349,390	335,860
Total Operating Revenue	<u>\$ 13,846,183</u>	<u>\$ 15,861,705</u>	<u>\$ 15,929,295</u>
Retail Sales	-	-	-
Student Tuition Allocation	-	-	-
Gifts and Grants	-	-	-
Investment Income	7,500	254	2,000
General Fund Support	-	-	-
Total Revenue	<u>\$ 13,853,683</u>	<u>\$ 15,861,959</u>	<u>\$ 15,931,295</u>
EXPENDITURES:			
Compensation	\$ 3,007,494	\$ 3,007,494	\$ 3,056,356
Supplies and Services	586,942	555,964	441,366
Student Programming & Retention	322,442	313,412	322,352
Food Service	3,033,000	3,320,408	3,361,066
Travel	15,914	15,914	15,914
Repairs and Maintenance	1,092,500	1,167,500	867,850
Cost of Retail Sales	-	-	-
Equipment	250,000	250,000	415,800
Insurance	102,348	103,363	99,879
Utilities	1,339,000	1,176,405	1,197,225
Debt Service	1,493,500	1,493,500	1,502,393
University Overhead	369,254	369,254	348,737
Other Transfers	66,450	102,025	(99,350)
Total Expenditures	<u>\$ 11,678,844</u>	<u>\$ 11,875,239</u>	<u>\$ 11,529,588</u>
Net Revenue	<u>\$ 2,174,839</u>	<u>\$ 3,986,721</u>	<u>\$ 4,401,708</u>
Ending Balances prior to Major Cap.Expenditures:			
Restricted Fund Balance *	\$ -	\$ -	\$ -
Unrestricted Fund Balance	3,830,579	6,277,868	9,012,213
Less: Major Capital Expenditures	2,148,000	1,667,362	4,325,600
Total Fund Balance	<u>\$ 1,682,579</u>	<u>\$ 4,610,506</u>	<u>\$ 4,686,613</u>
Restriction 1		\$ -	
Restriction 2		-	
Restriction 3		-	
Restricted Fund Balance *		<u>\$ -</u>	

**Oakland University
University Housing
Proposed Major Capital Expenditures
FY 2013**

Item Description	Estimated Cost
Hamlin Hall (South Tower) Domestic Water System/Fire Suppression and Student Bathroom Replacement as the first phase of Hamlin Hall plant renewal as prioritized by consultants Harley, Ellis, Devereaux.	\$ 4,325,600

FY 2013 Total

\$ 4,325,600