

AMERICAN UNIVERSITY BUDGET REPORT FROM THE PRESIDENT

FISCAL YEARS 2018 AND 2019
MAY 1, 2017–APRIL 30, 2019

Adopted by the Board of Trustees
March 3, 2017



AMERICAN UNIVERSITY BUDGET REPORT FROM THE PRESIDENT

FISCAL YEARS 2018 AND 2019

CONTENTS

| | |
|--|----|
| Report from President Kerwin | 2 |
| Fiscal Years 2018 and 2019 Budget Highlights | 4 |
| Fiscal Year 2018 Revenue and Expenditure Budget | 6 |
| Fiscal Year 2019 Revenue and Expenditure Budget | 7 |
| Fiscal Year 2018 Revenue and Expenditure Budget (Graphs) | 8 |
| Fiscal Year 2019 Revenue and Expenditure Budget (Graphs) | 9 |
| Fiscal Year 2018 Divisional Expenditure Budget | 10 |
| Fiscal Year 2019 Divisional Expenditure Budget | 12 |
| Fiscal Years 2018–2019 Highlights of Funding for Strategic Plan Goals | 14 |
| Fiscal Years 2010–2019 Summary of Funding for Strategic Plan Goals | 16 |
| Faculty and Staff Merit Increase and Market Adjustments | 17 |
| Fall Full-Time Equivalent Enrollment | 18 |
| Tuition, Housing, and Meal Plan Rates | 19 |
| Market Comparison: Average Undergraduate Tuition and Mandatory Fee Increases | 20 |
| Market Comparison: Full-Time Undergraduate Tuition and Mandatory Fees | 21 |
| Tuition Discount Rate (Financial Aid as a Percent of Tuition Revenue) | 22 |
| Percentage of Financial Aid Expenditures on Need vs. Merit | 23 |
| Average Student Debt for Graduates | 23 |
| Operating Budget History | 24 |
| Endowment Funds | 25 |



REPORT FROM PRESIDENT KERWIN

Fiscal years 2018 and 2019 conclude the ninth and tenth years of implementation of the university's strategic plan, *American University and the Next Decade: Leadership for a Changing World*.

The AU Board of Trustees approved an operating budget for fiscal years 2018 and 2019 totaling \$1.4 billion. The two-year operating budget is a product of balancing the following critical factors:

- Carrying the momentum on our strategic priorities to conclude the Strategic Plan
- Making significant progress on advancing diversity and inclusion
- Implementing Reinventing the Student Experience (RiSE) initiative, which calls for the institution's cultural transformation and a holistic approach to improving student and employee experiences
- Acting on the Middle States re-accreditation site visit team's recommendations
- Responding to regulatory changes and other external factors
- Preparing for the next chapter of the university, including a new comprehensive fundraising campaign

Fiscal years 2018 and 2019 conclude the ninth and tenth years of implementation of the university's strategic plan, *American University and the Next Decade: Leadership for a Changing World*. The additional investment of \$36 million in the next two years will fund strategic objectives and courses of action considered to be an utmost priority to the institution or related to compliance with new regulatory requirements.

As in the past years, student affordability was at the forefront of deliberations on pricing for the next two years. Undergraduate and graduate tuition rate increases are 4.0 percent in FY18 and 4.0 percent in FY19. A 3.5 percent increase each year for law tuition is implemented to follow the national trend in law enrollment. Lower increases for room and board will keep increases in total cost of attendance at 3.3 percent in FY18 and 3.3 percent in FY19. Importantly, we will eliminate our long-standing practice of assessing course and lab fees, with the exception of study abroad and private lesson courses, to allow students to take required and elective courses of their choice without paying any additional fees.

Financial aid will continue to be a critical priority in FY18 and FY19. We will continue our efforts to support student diversity and to maintain the current mix of 80 percent of financial aid funds toward need-based awards and the remaining 20 percent toward merit awards. We will also increase stipends for PhD students to be more competitive as a research institution.

This budget continues our strategic investments in human resources to recruit and retain the best faculty and staff, and to provide on-campus employment opportunities for students. Funding pools are budgeted in FY18 to provide a 3.0 percent performance-based salary increase to faculty and staff in September 2017. FY19 funding pools are budgeted at 2.5 percent in September 2018. We will enhance instructional resources and increase compensation rates for term faculty. Funding is also provided for increased costs related to faculty and staff benefits including compliance with the Fair Labor Standards Act and DC minimum wage increases.

We plan to use cash funding supplements to fund two major initiatives—the RiSE initiative and the new fundraising campaign. Return on these investments will be significant, increasing the reputation of the university in the long run with stronger outcomes in retention, student and employee satisfaction, and fundraising income.

This report provides an overview of the major elements of the budget for fiscal years 2018 and 2019, and includes the following:

- Fiscal years 2018 and 2019 budget highlights
- Revenue and expense budget schedules with supporting graphic presentations
- Tuition, residence hall, and meal plan rates for FY18 and FY19
- Highlights of funding for strategic plan goals
- Historical data on AU’s enrollment, faculty and staff salary increases, operating budget, and endowment funds
- Market comparison data on AU’s tuition rates and fees
- Financial aid and affordability summary

I am grateful to all who participated in this year’s budget process including the University Budget Committee, the Finance and Investment Committee of the AU Board of Trustees, and the university community.



Cornelius M. Kerwin

We will implement the RiSE initiative, which calls for a holistic approach to improving student and employee experiences, and will prepare for the next chapter of the university, including a new fundraising campaign.

FISCAL YEARS 2018 AND 2019 BUDGET HIGHLIGHTS

| | |
|--|--|
| Tuition for All Enrollment Categories | 4.0% increase for FY18 and 4.0% increase for FY19 in undergraduate and graduate categories. Law tuition is set at a 3.5% increase each year |
| Residence Halls | Increases at 1.0% percent for traditional-style housing, 2.5% percent for Centennial and East Campus suites, and 3.0% percent for apartment and suite housing each year |
| Meal Plan | 2.0% increase each year |
| Total Tuition, Mandatory Fees, Residence Hall and Meal Plan Rates | 3.3% increase for FY18 and 3.3% increase for FY19. All course and lab fees will be eliminated effective in the fall 2017 semester, with the exception of study abroad and private lesson courses |
| Parking | No increase for FY18 and FY19 |
| Investment Income | Increased \$250,000 to a total of \$6.75 million in FY18-FY19 |
| Indirect Cost Recovery | Maintain a budget of \$2.0 million |
| Faculty and Staff Salaries | \$5.2 million for a 3.0% funding pool to provide performance-based salary increase for faculty and staff in September 2017. An additional \$4.7 million for a 2.5% performance-based salary increase in September 2018 |
| Full-Time Faculty | \$400,000 in FY18 and another \$400,000 in FY19 as a tenure/tenure track faculty retention pool to be market competitive. \$1.0 million to support the continued growth of tenure/tenure track faculty |
| Term Faculty | \$500,000 in FY18 and another \$500,000 base increase to bring term faculty salaries close to the market |
| Staff | \$2.6 million over two years for new and continuing staff positions, including support of student services (e.g., Title IX coordinator, case managers, Student Health Center medical staff, student conduct coordinator, residential education staff, etc.); marketing and communications—external and internal; on-boarding and mentoring for new employees; and the operations of the newly expanded facilities (e.g., the Spring Valley Building and the new East Campus) |
| Faculty and Staff Benefits | \$2.4 million over two years to provide competitive benefit offerings to attract and retain high-quality faculty and staff. \$100,000 centralized temporary leave replacement fund each year to help small departments backfill for a staff member on paid family or medical leave. In addition, funding has been set aside to cover estimated costs if the new DC Universal Leave Act is passed by the DC government. |
| DC Minimum Wage Increases | \$350,000 base increase in FY18 and another \$350,000 in FY19 to fund compensation adjustments in accordance with DC minimum wage increases |
| Fair Labor Standards Act | \$300,000 base increase to implement overtime wages in compliance with the Fair Labor Standards Act (FLSA) |

Financial Aid

\$13.0 million over two years to match enrollment changes and index to the tuition increase. In addition, a \$1.2 million pool will be set aside to increase stipends for PhD students over two years, to be more competitive in recruiting such students and enhance the quality of our doctoral programs.

Supplies and Expenses

A wide range of initiatives to improve the quality of programs and respond to external environmental factors, including: funding to fully operationalize East Campus; increase funding for Berkshire Apartment Operations; support the elimination of course and lab fees; support diversity and inclusion recommendations by the newly established President's Council on Diversity and Inclusion; increase funding for athletics teams and recruiting travel; and provide funding support to Empower AU and Title IX peer training for AU undergraduates

Technology Capital Funding

In addition to an annual \$1.9 million built into the operating budget to continuously update enterprise systems, a total investment of \$2.2 million over two years is earmarked to fund new initiatives, including Ellucian Recruit and Analytics to better serve students and monitor enrollment; a new communication platform for RiSE; a CRM application for fundraising, enhanced security and reliability of technology infrastructure; increased Internet capacity; licenses for new system implementation; and technology lifecycle replacement.

Library Acquisitions

Increased \$800,000 over two years to keep up with cost increases that exceed the rate of inflation for the current library collection and electronic databases, and to increase collections to support the research and teaching goals of our faculty and new academic programs, including RiSE pilots

Transfer to Quasi-Endowment Funds

The annual transfer to quasi-endowment funds is budgeted at one percent of the total operating budget, or \$6.836 million in FY18 and \$7.18 million in FY19.

Reinventing the Student Experience (RiSE) Initiatives

New net cash investment of \$1.5 million in FY18 and \$2.6 million in FY19 for the following initiatives: design and deliver new core curriculum—AUx (American U Experience) 1 and 2 with Guide for all first-year students; deliver a new model of integrated advising by consolidating select academic support functions involving Campus Life and Academic Affairs; pilot a Design Lab; create an Office of Student Experience; develop a new communication platform to help students navigate their success throughout their college life by leveraging technology and coordinating internal communications

New Comprehensive Fundraising Campaign

A total investment of \$6.5 million over two years to address planning and early-phase implementation of a \$500 million fundraising campaign

Supplemental Cash Funding

Transfer of \$5.4 million in FY18 and \$8.35 million in FY19 to fund the RiSE pilot program and the new comprehensive fundraising campaign on a cash basis. Funding will come from the Strategic Initiative Reserve and other internal reserve accounts.

FISCAL YEAR 2018 REVENUE AND EXPENDITURE BUDGET

| | FY17 Budget | Budget Changes | FY18 Budget | % Change |
|--|------------------|-----------------|------------------|-------------|
| REVENUE (\$000s omitted) | | | | |
| Student Tuition and Fees | \$516,418 | \$39,433 | \$555,851 | 7.6% |
| Residence Halls | 47,163 | 3,126 | 50,289 | 6.6% |
| Auxiliary Enterprises | 40,219 | (1,759) | 38,459 | (4.4%) |
| Investment Income | 6,500 | 250 | 6,750 | 3.8% |
| Unrestricted Gifts | 750 | 0 | 750 | 0.0% |
| Indirect Cost Recovery | 2,000 | 0 | 2,000 | 0.0% |
| Endowment Income | 4,450 | 50 | 4,500 | 1.1% |
| WAMU-FM Revenue | 23,000 | 2,000 | 25,000 | 8.7% |
| Total Revenue | \$640,500 | \$43,100 | \$683,600 | 6.7% |
| EXPENDITURES (\$000s omitted) | | | | |
| Faculty and Staff Salaries | \$204,337 | \$3,564 | \$207,901 | 1.7% |
| Adjunct Faculty Salaries | 8,702 | 0 | 8,702 | 0.0% |
| Part-time Staff | 18,052 | 627 | 18,679 | 3.5% |
| Employee Benefits | 63,125 | 1,658 | 64,782 | 2.6% |
| Transfer to Fund Sept. 2017 Salary Increase | (2,700) | (2,500) | (5,200) | 92.6% |
| Transfer to Pre-Fund Sept. 2018 Salary Increase | 4,400 | 300 | 4,700 | 6.8% |
| Salaries and Benefits | \$295,916 | \$3,648 | \$299,564 | 1.2% |
| Financial Aid | \$130,700 | \$8,258 | \$138,958 | 6.3% |
| Supplies and Expenses, etc. | 104,371 | 8,207 | 112,578 | 7.9% |
| Online Partnership Programs and Instructional Revenue Centers (IRCs) | 25,128 | 17,595 | 42,723 | 70.0% |
| Library Acquisitions | 5,972 | 734 | 6,707 | 12.3% |
| Utilities | 11,497 | 0 | 11,497 | 0.0% |
| Technology Capital Funding | 14,440 | 1,415 | 15,855 | 9.8% |
| Deferred Maintenance (including residence halls) | 13,669 | 0 | 13,669 | 0.0% |
| Furnishings and Equipment Fund | 1,900 | 0 | 1,900 | 0.0% |
| Facilities Modernization Fund | 6,600 | 0 | 6,600 | 0.0% |
| Debt Service | 31,158 | 0 | 31,158 | 0.0% |
| Responsibility Center Management (RCM) Units | 0 | 976 | 976 | n/a |
| Transfer to Quasi-Endowment Funds | 6,150 | 686 | 6,836 | 11.2% |
| Transfer to fund RiSE Initiatives | 0 | (1,484) | (1,484) | n/a |
| Transfer to fund Fundraising Campaign | 0 | (3,935) | (3,935) | n/a |
| Transfer to fund Strategic Plan Initiatives | (7,000) | 7,000 | 0 | (100.0%) |
| Total Expenditures | \$640,500 | \$43,100 | \$683,600 | 6.7% |
| Net Surplus/(Deficit) | \$0 | \$0 | \$0 | |

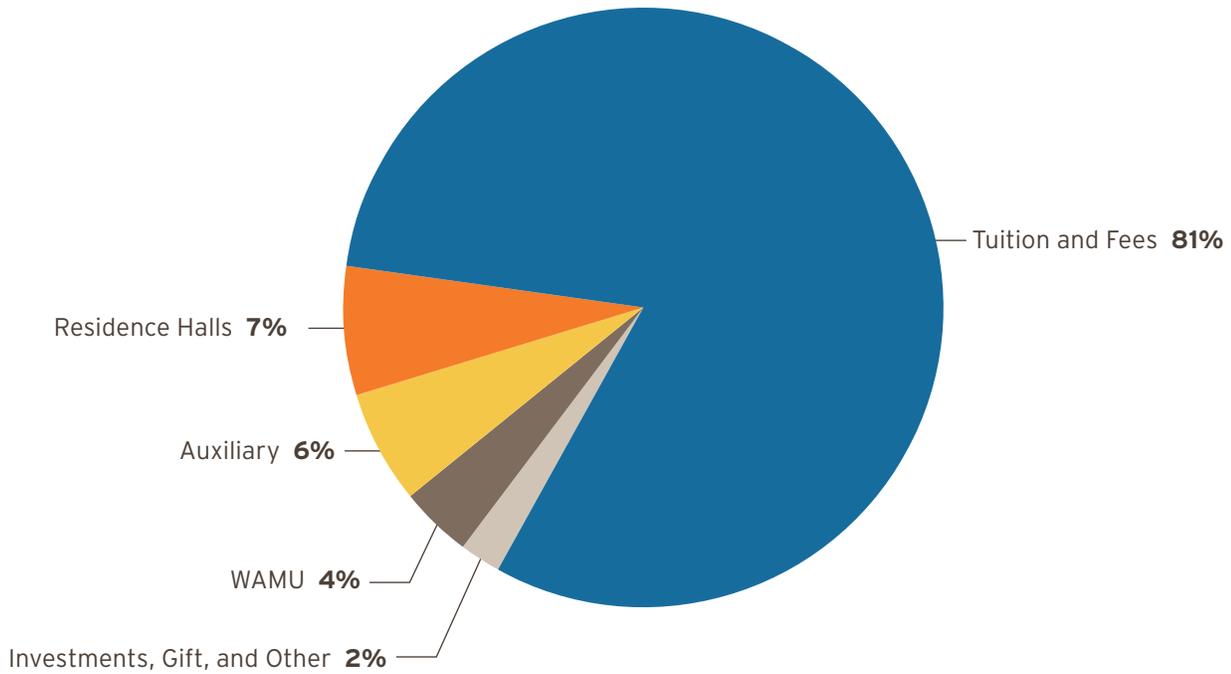
FISCAL YEAR 2019 REVENUE AND EXPENDITURE BUDGET

| | FY18 Budget | Budget Changes | FY19 Budget | % Change |
|--|------------------|-----------------|------------------|-------------|
| REVENUE (\$000s omitted) | | | | |
| Student Tuition and Fees | \$555,851 | \$32,230 | \$588,082 | 5.8% |
| Residence Halls | 50,289 | 812 | 51,101 | 1.6% |
| Auxiliary Enterprises | 38,459 | (142) | 38,317 | (0.4%) |
| Investment Income | 6,750 | 0 | 6,750 | 0.0% |
| Unrestricted Gifts | 750 | 0 | 750 | 0.0% |
| Indirect Cost Recovery | 2,000 | 0 | 2,000 | 0.0% |
| Endowment Income | 4,500 | 0 | 4,500 | 0.0% |
| WAMU-FM Revenue | 25,000 | 1,500 | 26,500 | 6.0% |
| Total Revenue | \$683,600 | \$34,400 | \$718,000 | 5.0% |
| EXPENDITURES (\$000s omitted) | | | | |
| Faculty and Staff Salaries | \$207,901 | \$1,970 | \$209,871 | 0.9% |
| Adjunct Faculty Salaries | 8,702 | 0 | 8,702 | 0.0% |
| Part-time Staff | 18,679 | 449 | 19,128 | 2.4% |
| Employee Benefits | 64,782 | 2,297 | 67,079 | 3.5% |
| Transfer to Fund Sept. 2018 Salary Increase | (5,200) | 500 | (4,700) | (9.6%) |
| Transfer to Pre-Fund Sept. 2019 Salary Increase | 4,700 | 300 | 5,000 | 6.4% |
| Salaries and Benefits | \$299,564 | \$5,515 | \$305,079 | 1.8% |
| Financial Aid | \$138,958 | \$5,906 | \$144,864 | 4.3% |
| Supplies and Expenses, etc. | 112,578 | 11,235 | 123,813 | 10.0% |
| Online Partnership Programs and Instructional Revenue Centers (IRCs) | 42,723 | 7,391 | 50,114 | 17.3% |
| Library Acquisitions | 6,707 | 61 | 6,768 | 0.9% |
| Utilities | 11,497 | 0 | 11,497 | 0.0% |
| Technology Capital Funding | 15,855 | 663 | 16,518 | 4.2% |
| Deferred Maintenance (including residence halls) | 13,669 | 0 | 13,669 | 0.0% |
| Furnishings and Equipment Fund | 1,900 | 0 | 1,900 | 0.0% |
| Facilities Modernization Fund | 6,600 | 0 | 6,600 | 0.0% |
| Debt Service | 31,158 | 0 | 31,158 | 0.0% |
| Responsibility Center Management (RCM) Units | 976 | 6,218 | 7,193 | 637.3% |
| Transfer to Quasi-Endowment Funds | 6,836 | 344 | 7,180 | 5.0% |
| Transfer to fund RiSE Initiatives | (1,484) | (1,132) | (2,617) | 76.3% |
| Transfer to fund Fundraising Campaign | (3,935) | (1,800) | (5,735) | 45.8% |
| Transfer to fund Strategic Plan Initiatives | 0 | 0 | 0 | n/a |
| Total Expenditures | \$683,600 | \$34,400 | \$718,000 | 5.0% |
| Net Surplus/(Deficit) | \$0 | \$0 | \$0 | |

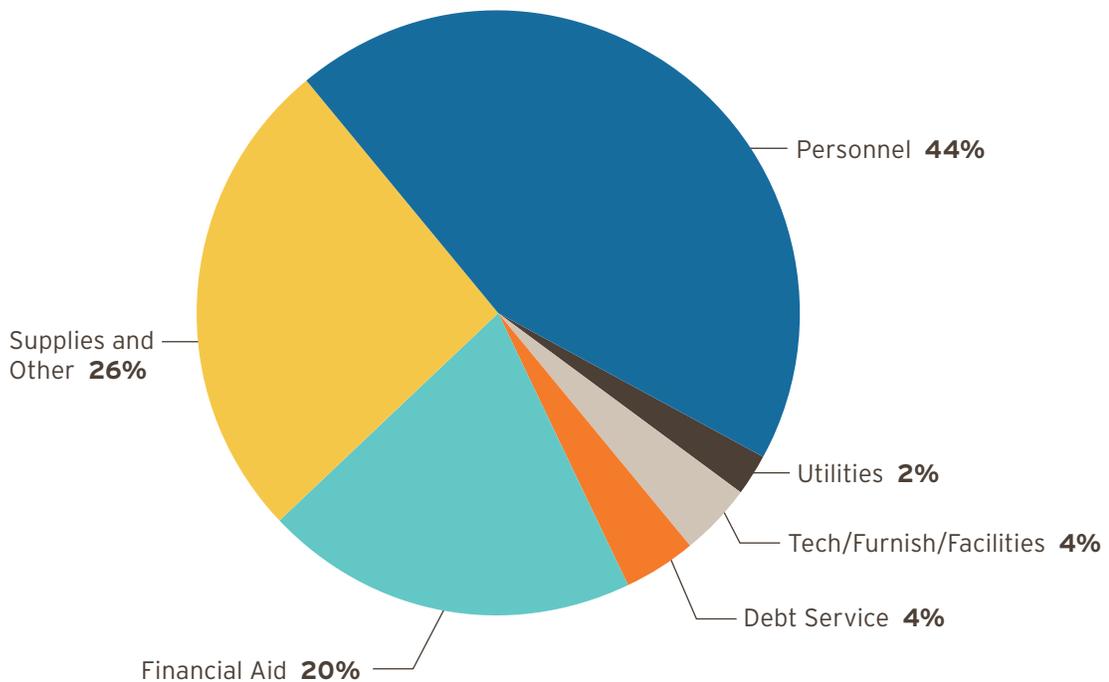
FISCAL YEAR 2018 REVENUE AND EXPENDITURE BUDGET

\$683.6 million

REVENUE



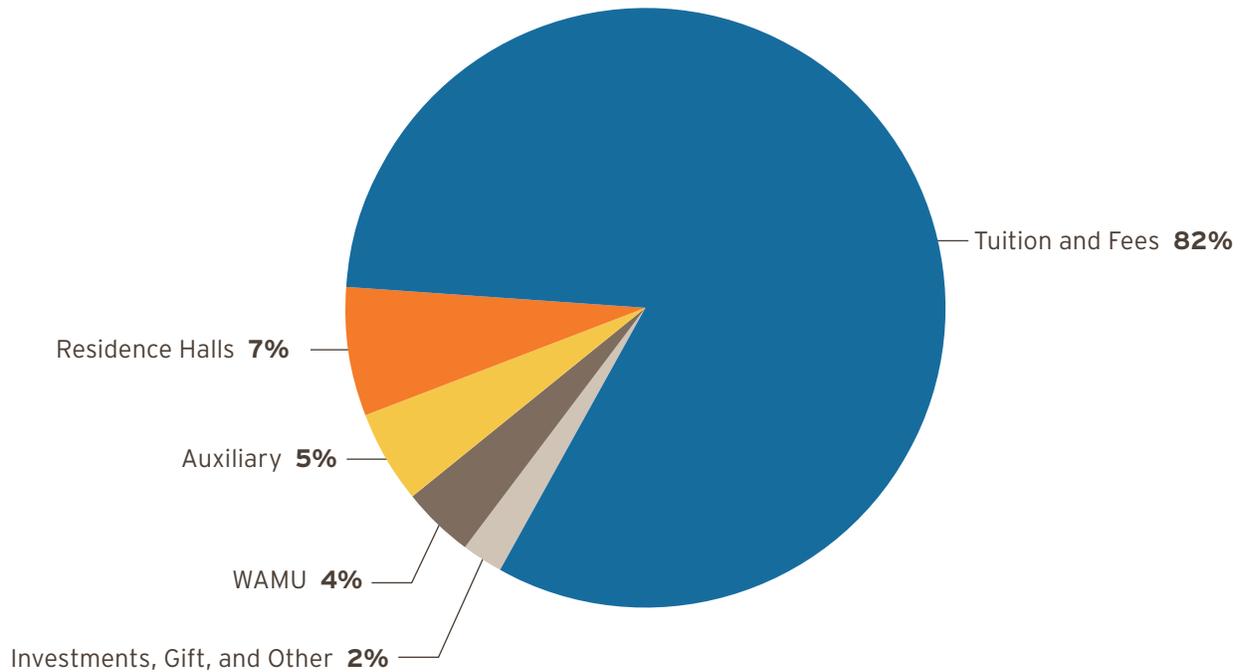
EXPENDITURES



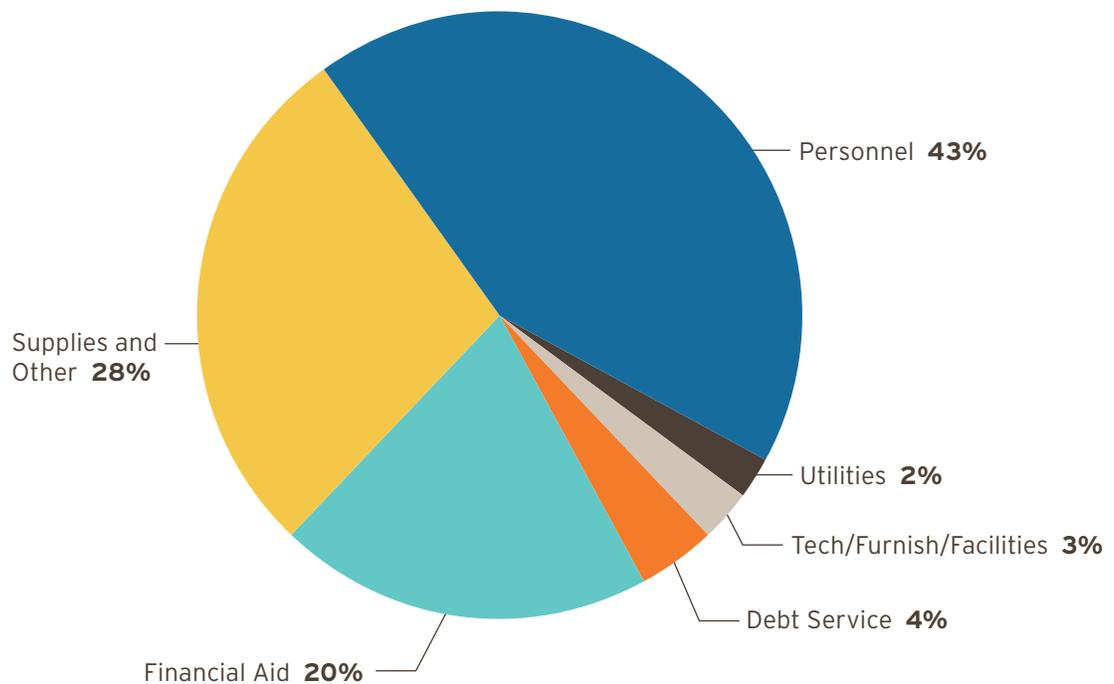
FISCAL YEAR 2019 REVENUE AND EXPENDITURE BUDGET

\$718 million

REVENUE



EXPENDITURES



FISCAL YEAR 2018 DIVISIONAL EXPENDITURE BUDGET

| (\$000s omitted) | Operating Accounts | Institutional Accounts | Total FY18 Budget | % of University Total |
|---|-----------------------|---------------------------|----------------------|--------------------------|
| President | \$3,019 | \$0 | \$3,019 | 0.4% |
| Office of Information Technology | \$24,996 | \$0 | \$24,996 | 3.7% |
| University Communications and Marketing | \$4,904 | \$0 | \$4,904 | 0.7% |
| Office of General Counsel | \$1,581 | \$1,096 | \$2,677 | 0.4% |
| Human Resources, Child Development Center | \$5,250 | \$0 | \$5,250 | 0.8% |
| Athletics/Recreational Sports and Fitness | \$9,078 | \$5,616 | \$14,694 | 2.1% |
| WAMU-FM | \$25,000 | \$0 | \$25,000 | 3.7% |
| Academic Affairs | | | | |
| Provost's Office | \$10,367 | \$0 | \$10,367 | |
| Academic Initiatives—for distribution to colleges/schools | 3,010 | 0 | 3,010 | |
| College of Arts and Sciences (CAS) | 50,414 | 164 | 50,578 | |
| Kogod School of Business (KSB)—RCM | 22,691 | 750 | 23,441 | |
| School of International Service (SIS) | 17,406 | 29 | 17,435 | |
| School of Communication (SOC) | 12,009 | 0 | 12,009 | |
| School of Public Affairs (SPA) | 16,424 | 0 | 16,424 | |
| School of Professional & Extended Studies (SPEX)—RCM | 5,520 | 1,430 | 6,949 | |
| AU Abroad/Abroad at AU | 12,042 | 214 | 12,256 | |
| Online Partnership Programs and Instructional Revenue Centers (IRCs)—for distribution | 42,723 | 0 | 42,723 | |
| Washington College of Law (WCL)—RCM | 50,274 | 14,804 | 65,078 | |
| Dean of Academic Affairs and Sr. Vice Provost | 4,561 | 0 | 4,561 | |
| Vice Provost—Research and Graduate Studies | 2,422 | 0 | 2,422 | |
| Graduate Financial Aid | 0 | 19,857 | 19,857 | |
| Vice Provost Undergraduate Studies | 2,157 | 56 | 2,212 | |
| Office of Enrollment/Admissions | 8,939 | 0 | 8,939 | |
| Undergraduate Financial Aid | 0 | 94,805 | 94,805 | |
| Vice Provost Academic Administration | 1,944 | 0 | 1,944 | |
| Office of the Registrar | 2,446 | 133 | 2,579 | |
| Library | 15,912 | 175 | 16,087 | |
| Total | \$281,259 | \$132,417 | \$413,676 | 60.5% |

| (\$000s omitted) | Operating Accounts | Institutional Accounts | Total FY18 Budget | % of University Total |
|--|-----------------------|---------------------------|----------------------|--------------------------|
| Vice President of Finance and Treasurer | | | | |
| Vice President's Central Accounts | \$6,040 | \$0 | \$6,040 | |
| Financial Management/Treasury | 5,466 | 1,466 | 6,931 | |
| Debt Service | 0 | 24,012 | 24,012 | |
| University Benefits | 0 | 63,827 | 63,827 | |
| University Benefits Offset | 0 | (63,827) | (63,827) | |
| University Budget Office and Finance Resource Center | 2,171 | 0 | 2,171 | |
| Risk and Safety Services | 5,764 | 5,192 | 10,956 | |
| Facilities Management | 19,182 | 11,526 | 30,708 | |
| Utilities | 0 | 11,497 | 11,497 | |
| Capital Renewal and Deferred Maintenance (CRDM) | 0 | 12,151 | 12,151 | |
| Planning and Project Management | 1,868 | 0 | 1,868 | |
| Auxiliary Services and Enterprises | 1,584 | 12,922 | 14,506 | |
| Investment Properties | 0 | 8,433 | 8,433 | |
| Total | \$42,075 | \$87,198 | \$129,273 | 18.9% |
| Vice President of Campus Life | | | | |
| Campus Life Operations | \$16,171 | \$885 | \$17,056 | |
| Housing and Dining Programs | 8,363 | 0 | 8,363 | |
| Residence Hall CRDM | 0 | 1,518 | 1,518 | |
| Total | \$24,534 | \$2,403 | \$26,937 | 3.9% |
| Vice President of Development and Alumni Relations | \$8,475 | \$0 | \$8,475 | 1.2% |
| Central Reserves | | | | |
| New Staff Position Pool—for distribution | \$0 | \$1,417 | \$1,417 | |
| Faculty and Staff Performance-based Salary Increase—for distribution | 0 | 5,200 | 5,200 | |
| Furnishings and Equipment Fund | 0 | 1,900 | 1,900 | |
| Facilities Modernization Fund | 0 | 6,600 | 6,600 | |
| Technology/Capital Funding—for distribution | 0 | 3,307 | 3,307 | |
| Transfer to Quasi-Endowment Funds | 0 | 6,836 | 6,836 | |
| Transfer from Tuition Management Reserve | 0 | 0 | 0 | |
| RiSE Initiative Funding | 0 | 1,484 | 1,484 | |
| Fundraising Campaign Funding | 0 | 3,935 | 3,935 | |
| Transfer to Fund Strategic Initiatives | 0 | (5,419) | (5,419) | |
| Other Central Reserves—for distribution | 0 | (561) | (561) | |
| Total | \$0 | \$24,699 | \$24,699 | 3.6% |
| Total Expenditures | \$430,172 | \$253,428 | \$683,600 | 100.0% |

FISCAL YEAR 2019 DIVISIONAL EXPENDITURE BUDGET

| (\$000s omitted) | Operating Accounts | Institutional Accounts | Total FY18 Budget | % of University Total |
|---|-----------------------|---------------------------|----------------------|--------------------------|
| President | \$3,026 | \$0 | \$3,026 | 0.4% |
| Office of Information Technology | \$25,406 | \$0 | \$25,406 | 3.5% |
| University Communications and Marketing | \$5,215 | \$0 | \$5,215 | 0.7% |
| Office of General Counsel | \$1,581 | \$1,096 | \$2,677 | 0.4% |
| Human Resources, Child Development Center | \$5,085 | \$0 | \$5,085 | 0.7% |
| Athletics/Recreational Sports and Fitness | \$9,078 | \$5,616 | \$14,694 | 2.0% |
| WAMU-FM | \$26,500 | \$0 | \$26,500 | 3.7% |
| Academic Affairs | | | | |
| Provost's Office | \$10,367 | \$0 | \$10,367 | |
| Academic Initiatives—for distribution to colleges/schools | 3,010 | 0 | 3,010 | |
| College of Arts and Sciences (CAS) | 50,414 | 164 | 50,578 | |
| Kogod School of Business (KSB)—RCM | 24,168 | 750 | 24,918 | |
| School of International Service (SIS) | 17,406 | 29 | 17,435 | |
| School of Communication (SOC) | 12,009 | 0 | 12,009 | |
| School of Public Affairs (SPA) | 16,424 | 0 | 16,424 | |
| School of Professional & Extended Studies (SPEX)—RCM | 5,305 | 1,430 | 6,734 | |
| AU Abroad/Abroad at AU | 12,216 | 214 | 12,430 | |
| Online Partnership Programs and Instructional Revenue Centers (IRCs)—for distribution | 50,114 | 0 | 50,114 | |
| Washington College of Law (WCL)—RCM | 53,780 | 14,804 | 68,584 | |
| Dean of Academic Affairs and Sr. Vice Provost | 4,561 | 0 | 4,561 | |
| Vice Provost—Research and Graduate Studies | 2,422 | 0 | 2,422 | |
| Graduate Financial Aid | 0 | 21,373 | 21,373 | |
| Vice Provost Undergraduate Studies | 2,157 | 56 | 2,212 | |
| Office of Enrollment/Admissions | 8,939 | 0 | 8,939 | |
| Undergraduate Financial Aid | 0 | 100,465 | 100,465 | |
| Vice Provost Academic Administration | 1,965 | 0 | 1,965 | |
| Office of the Registrar | 2,446 | 133 | 2,579 | |
| Library | 16,031 | 175 | 16,206 | |
| Total | \$293,732 | \$139,592 | \$433,325 | 60.4% |

| (\$000s omitted) | Operating Accounts | Institutional Accounts | Total FY18 Budget | % of University Total |
|--|-----------------------|---------------------------|----------------------|--------------------------|
| Vice President of Finance and Treasurer | | | | |
| Vice President's Central Accounts | \$6,040 | \$0 | \$6,040 | |
| Financial Management/Treasury | 5,466 | 1,466 | 6,931 | |
| Debt Service | 0 | 24,012 | 24,012 | |
| University Benefits | 0 | 65,801 | 65,801 | |
| University Benefits Offset | 0 | (65,801) | (65,801) | |
| University Budget Office and Finance Resource Center | 2,171 | 0 | 2,171 | |
| Risk and Safety Services | 5,789 | 5,192 | 10,981 | |
| Facilities Management | 19,182 | 11,793 | 30,976 | |
| Utilities | 0 | 11,497 | 11,497 | |
| Capital Renewal and Deferred Maintenance (CRDM) | 0 | 12,151 | 12,151 | |
| Planning and Project Management | 1,868 | 0 | 1,868 | |
| Auxiliary Services and Enterprises | 1,584 | 13,251 | 14,835 | |
| Investment Properties | 0 | 8,656 | 8,656 | |
| Total | \$42,100 | \$88,018 | \$130,118 | 18.1% |
| Vice President of Campus Life | | | | |
| Campus Life Operations | \$16,184 | \$885 | \$17,069 | |
| Housing and Dining Programs | 8,503 | 0 | 8,503 | |
| Residence Hall CRDM | 0 | 1,518 | 1,518 | |
| Total | \$24,687 | \$2,403 | \$27,090 | 3.8% |
| Vice President of Development and Alumni Relations | \$8,475 | \$0 | \$8,475 | 1.2% |
| Central Reserves | | | | |
| New Staff Position Pool—for distribution | \$0 | \$2,225 | \$2,225 | |
| Faculty and Staff Performance-based Salary Increase—for distribution | 0 | 4,700 | 4,700 | |
| Furnishings and Equipment Fund | 0 | 1,900 | 1,900 | |
| Facilities Modernization Fund | 0 | 6,600 | 6,600 | |
| Technology/Capital Funding—for distribution | 0 | 3,632 | 3,632 | |
| Transfer to Quasi-Endowment Funds | 0 | 7,180 | 7,180 | |
| Transfer from Tuition Management Reserve | 0 | 0 | 0 | |
| RiSE Initiative Funding | 0 | 2,617 | 2,617 | |
| Fundraising Campaign Funding | 0 | 5,735 | 5,735 | |
| Transfer to Fund Strategic Initiatives | 0 | (8,352) | (8,352) | |
| Other Central Reserves—for distribution | 0 | 10,153 | 10,153 | |
| Total | \$0 | \$36,389 | \$36,389 | 5.1% |
| Total Expenditures | \$444,886 | \$273,114 | \$718,000 | 100.0% |

FISCAL YEARS 2018-2019

HIGHLIGHTS OF FUNDING FOR STRATEGIC PLAN GOALS

| (\$000s omitted) | Budget Allocations | |
|---|--------------------|----------------|
| | FY18 | FY19 |
| STRATEGIC GOALS | | |
| SP1 Epitomize the Scholar-Teacher Ideal | | |
| Increase full-time tenure-track faculty | \$1,000 | \$1,000 |
| Enhance faculty retention initiatives | 400 | 800 |
| Adjust term salaries to meet market demands | 620 | 1,230 |
| | \$2,020 | \$3,030 |
| SP2 Provide an Unsurpassed Undergraduate Experience | | |
| Increase funding for implementation and advancement of RiSE initiatives | \$792 | \$1,896 |
| Increase funding for athletics, including club sports | 253 | 253 |
| Fund Title IX staffing and peer training for AU undergraduate students | 123 | 135 |
| Increase funding for student health center and counseling staff | 433 | 520 |
| Increase funding for residence hall student staff | 299 | 322 |
| | \$1,899 | \$3,126 |
| SP3 Demonstrate Distinction in Graduate, Professional, and Legal Studies | | |
| Increase support for PhD students | \$600 | \$400 |
| Increase funding for graduate enrollment management | 260 | 260 |
| | \$860 | \$660 |
| SP4 Engage in Great Ideas and Issues through Research, Centers, and Institutes | Existing Budget | |
| SP5 Reflect and Value Diversity | | |
| Increase funding to support diversity and inclusion initiatives | \$250 | \$250 |
| Increase funding for disability accommodations | 100 | 100 |
| | \$350 | \$350 |
| SP6 Bring the World to AU and AU to the World | Existing Budget | |
| SP7 Act on Values through Social Responsibility and Service | | |
| Increase support for WAMU | \$750 | \$700 |
| SP8 Engage Alumni in the Life of the University, On and Off Campus | Existing Budget | |
| SP9 Encourage Innovation and High Performance | | |
| Provide funding to support innovation efforts, including Design Lab and staffing | \$693 | \$721 |
| Increase funding for legal services for the university | 400 | 400 |
| Increase funding for Workforce Development initiatives, including onboarding | 549 | 449 |
| Enhance Public Safety staffing level to provide a safer campus | 115 | 584 |
| | \$1,757 | \$2,154 |
| SP10 Win Recognition and Distinction | | |
| Enhance the university's recruitment strategy | \$351 | \$651 |

| (\$000s omitted) | Budget Allocations | |
|--|--------------------|-----------------|
| | FY18 | FY19 |
| ENABLING GOALS | | |
| EG1 Diversify Revenue Sources | | |
| Provide funding to support implementation of a comprehensive fundraising campaign | \$3,935 | \$5,735 |
| EG2 Employ Technology to Empower Excellence | | |
| Implement OIT Enterprise system enhancements | \$634 | \$929 |
| Increase funding to support OIT staffing and infrastructure capacity increases | 728 | 1,138 |
| Increase funding for academic technology support for e-learning programs and initiatives | 91 | 148 |
| Provide funding for staffing increase to support academic technology in the Spring Valley building | 174 | 174 |
| Increase funding for public safety equipment and technology | 100 | 0 |
| | \$1,727 | \$2,389 |
| EG3 Improve the University Library and Research Infrastructure | | |
| Increase funding for library collection, electronic databases, and WRLC | \$734 | \$795 |
| EG4 Forge Partnerships by Leveraging our Capital Location | Existing Budget | |
| EG5 Continue as a Model for Civil Discourse | Existing Budget | |
| EG6 Align Facilities Planning with Strategic Goals | | |
| Provide funding for technology maintenance at Spring Valley building | \$22 | \$23 |
| Provide funding for staffing support at East Campus | 103 | 155 |
| Fully fund operations and maintenance at East Campus | 1,000 | 1,000 |
| | \$1,125 | \$1,178 |
| TOTAL FUNDING | \$15,507 | \$20,767 |

Expenditures for long-standing policies that support multiple goals of the strategic plan:

| | | |
|--|-----------------|-----------------|
| Increase financial aid to match tuition and enrollment changes | \$8,510 | \$14,170 |
| Implement performance-based salary increase for faculty and staff | 5,200 | 4,700 |
| Provide market-competitive health and benefit packages for faculty and staff | 830 | 2,380 |
| | \$14,540 | \$21,250 |

FISCAL YEARS 2010–2019

SUMMARY OF FUNDING FOR STRATEGIC PLAN GOALS

| (\$000s omitted) | FYs10-17 Subtotal | FY18 | FY19 | FYs10-19 Total | |
|------------------------|---|------------------|-----------------|-------------------|------------------|
| STRATEGIC GOALS | | | | | |
| SP1 | Epitomize the Scholar-Teacher Ideal | \$34,578 | \$2,020 | \$3,030 | \$39,628 |
| SP2 | Provide an Unsurpassed Undergraduate Experience | \$23,720 | \$1,899 | \$3,126 | \$28,745 |
| SP3 | Demonstrate Distinction in Graduate, Professional, and Legal Studies | \$6,888 | \$860 | \$660 | \$8,407 |
| SP4 | Engage in Great Ideas and Issues through Research, Centers, and Institutes | \$5,422 | Existing Budget | | \$5,422 |
| SP5 | Reflect and Value Diversity | \$6,469 | \$350 | \$350 | \$7,169 |
| SP6 | Bring the World to AU and AU to the World | \$7,344 | Existing Budget | | \$7,344 |
| SP7 | Act on Values through Social Responsibility and Service | \$1,939 | \$750 | \$700 | \$3,389 |
| SP8 | Engage Alumni in the Life of the University, On and Off Campus | \$3,393 | Existing Budget | | \$3,393 |
| SP9 | Encourage Innovation and High Performance | \$18,393 | \$1,757 | \$2,154 | \$22,303 |
| SP10 | Win Recognition and Distinction | \$5,701 | \$351 | \$651 | \$6,703 |
| ENABLING GOALS | | | | | |
| EG1 | Diversify Revenue Sources | \$28,232 | \$3,935 | \$5,735 | \$37,902 |
| EG2 | Employ Technology to Empower Excellence | \$20,413 | \$1,727 | \$2,389 | \$24,528 |
| EG3 | Improve the University Library and Research Infrastructure | \$5,660 | \$734 | \$795 | \$7,190 |
| EG4 | Forge Partnerships by Leveraging our Capital Location | \$1,268 | Existing Budget | | \$1,268 |
| EG5 | Continue as a Model for Civil Discourse | \$10 | Existing Budget | | \$10 |
| EG6 | Align Facilities Planning with Strategic Goals | \$47,015 | \$1,125 | \$1,178 | \$49,318 |
| TOTAL FUNDING | | \$216,445 | \$15,507 | \$20,767 | \$252,719 |

Expenditures for long-standing policies that support multiple goals of the strategic plan:

| | | | | |
|--|------------------|-----------------|-----------------|------------------|
| Increase financial aid to match tuition and enrollment changes | \$63,016 | \$8,510 | \$14,170 | \$85,696 |
| Implement performance-based salary increase for faculty and staff | \$33,675 | \$5,200 | \$4,700 | \$43,575 |
| Provide market-competitive health and benefit packages for faculty and staff | \$26,773 | \$830 | \$2,380 | \$29,983 |
| | <u>\$123,464</u> | <u>\$14,540</u> | <u>\$21,250</u> | <u>\$159,254</u> |

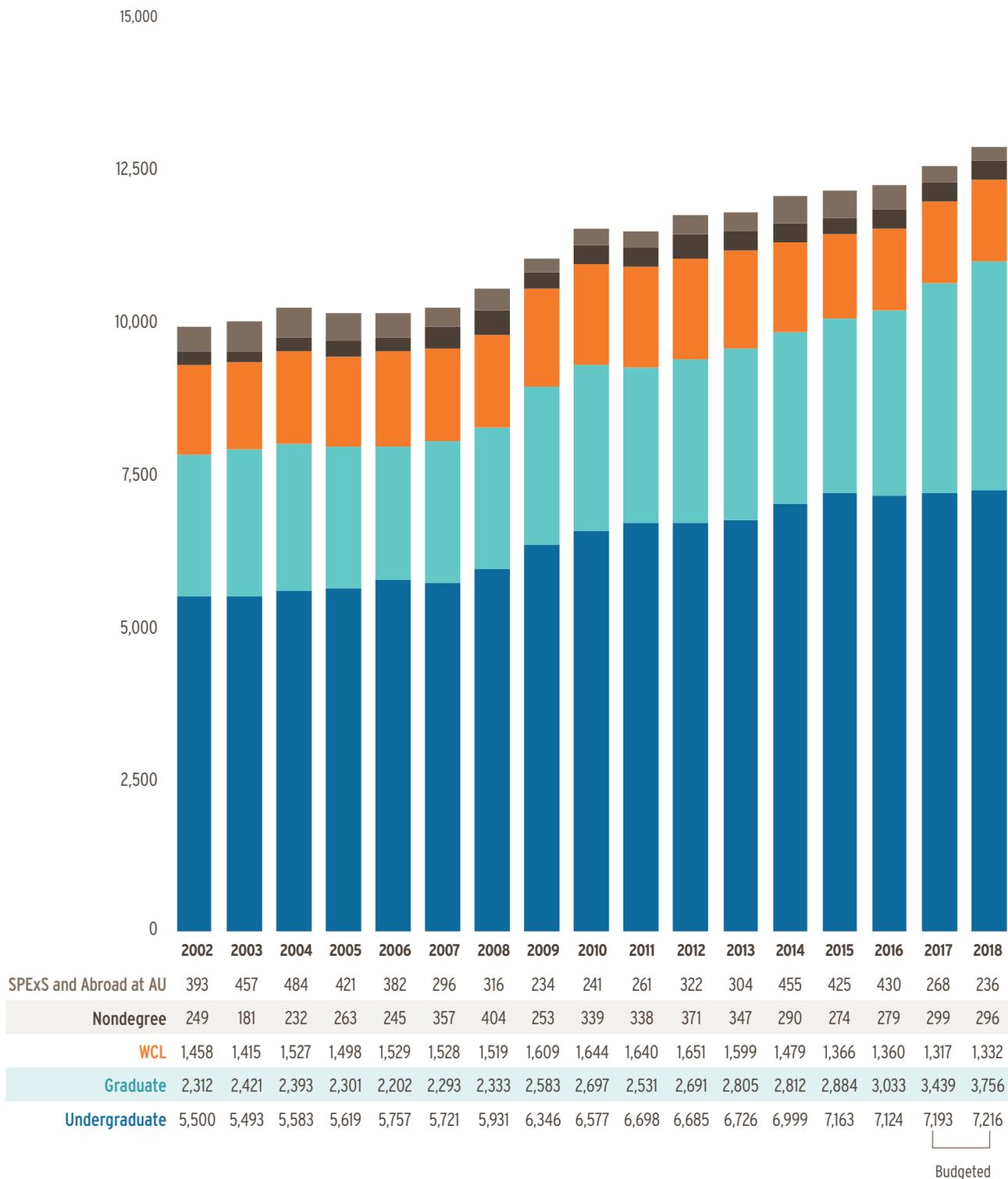
FACULTY AND STAFF MERIT INCREASE AND MARKET ADJUSTMENTS

| | Merit % | Staff Market | Faculty Market |
|--------------|---------|--------------------|--------------------|
| FY02 | 4.00% | 1,700,000 | 943,000 |
| FY03 | 4.00% | 0 | 0 |
| FY04 | 4.00% | 0 | 0 |
| FY05 | 4.00% | 0 | 0 |
| FY06 | 3.75% | 150,000 | 100,000 |
| FY07 | 3.50% | 0 | 0 |
| FY08 | 3.70% | 0 | 110,000 |
| FY09 | 3.70% | 0 | 120,000 |
| FY10 | 3.00% | 0 | 100,000 |
| FY11 | 3.00% | 0 | 100,000 |
| FY12 | 3.00% | 0 | 400,000 |
| FY13 | 3.00% | 0 | 400,000 |
| FY14 | 2.50% | 0 | 400,000 |
| FY15 | 2.50% | 0 | 400,000 |
| FY16 | 1.50% | 0 | 400,000 |
| FY17 | 1.50% | 0 | 400,000 |
| FY18 | 3.00% | 0 | 500,000 |
| FY19 | 2.50% | 0 | 500,000 |
| TOTAL | | \$1,850,000 | \$4,873,000 |

Notes

- Adjustments to the staff salary compensation bands are implemented each year.
- The FY16 merit pool was implemented as one-time payments.
- Faculty market funding in FY16-19 is for term faculty.

FALL FULL-TIME EQUIVALENT ENROLLMENT



Source: Office of Institutional Research and Assessment. Data as of the fifth week of the semester.

TUITION, HOUSING, AND MEAL PLAN RATES

| OVERALL TUITION, FEES, ROOM, AND BOARD (TFRB) | FY15 | FY16 | FY17 | FY18** | FY19 |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|
| Undergraduate Tuition | \$41,316 | \$42,556 | \$44,046 | \$45,808 | \$47,640 |
| Mandatory Fees* | 517 | 547 | 807 | 807 | 807 |
| Housing—Double Room (including RHA Fee) | 9,608 | 9,704 | 9,800 | 9,898 | 9,996 |
| 175 Block Meal Plan | 4,574 | 4,650 | 4,726 | 4,804 | 4,884 |
| Total Academic Year Cost | \$56,015 | \$57,457 | \$59,379 | \$61,317 | \$63,327 |
| % Change from Previous Academic Year | 2.2% | 2.6% | 3.3% | 3.3% | 3.3% |

| TUITION RATES: FALL AND SPRING SEMESTERS | FY17 | FY18 | FY19 | FY17-18 Change | FY18-19 Change |
|--|----------|----------|----------|----------------|----------------|
| Full-time Undergraduate (semester) | \$22,023 | \$22,904 | \$23,820 | 4.0% | 4.0% |
| Part-time Undergraduate (credit hour) | 1,467 | 1,526 | 1,587 | 4.0% | 4.0% |
| Graduate (credit hour) | 1,579 | 1,642 | 1,708 | 4.0% | 4.0% |
| Washington College of Law (semester) | 25,938 | 26,846 | 27,786 | 3.5% | 3.5% |
| Washington College of Law (credit hour) | 1,921 | 1,988 | 2,058 | 3.5% | 3.5% |
| Nondegree Undergraduate (credit hour) | 1,467 | 1,526 | 1,587 | 4.0% | 4.0% |
| Nondegree Graduate (credit hour) | 1,579 | 1,642 | 1,708 | 4.0% | 4.0% |
| Part-time Off-Campus (credit hour) | 1,331 | 1,384 | 1,439 | 4.0% | 4.0% |

| TUITION RATES: SUMMER SEMESTERS (PER CREDIT HOUR) | FY17 | FY18 | FY19 | FY17-18 Change | FY18-19 Change |
|---|---------|---------|---------|----------------|----------------|
| Undergraduate | \$1,417 | \$1,467 | \$1,526 | 3.5% | 4.0% |
| Graduate | 1,526 | 1,579 | 1,642 | 3.5% | 4.0% |
| Washington College of Law | 1,856 | 1,921 | 1,988 | 3.5% | 3.5% |
| Nondegree Undergraduate | 1,417 | 1,467 | 1,526 | 3.5% | 4.0% |
| Nondegree Graduate | 1,526 | 1,579 | 1,642 | 3.5% | 4.0% |
| Part-time Off-Campus | 1,286 | 1,331 | 1,384 | 3.5% | 4.0% |

| STUDENT HOUSING (PER SEMESTER) | FY17 | FY18 | FY19 | FY17-18 Change | FY18-19 Change |
|---|---------|---------|---------|----------------|----------------|
| Single Occupancy | \$6,263 | \$6,325 | \$6,388 | 1.0% | 1.0% |
| Double Occupancy | 4,900 | 4,949 | 4,998 | 1.0% | 1.0% |
| Triple Occupancy | 3,657 | 3,693 | 3,730 | 1.0% | 1.0% |
| Nebraska Hall & Cassell Hall Single Occupancy | 6,771 | 6,974 | 7,183 | 3.0% | 3.0% |
| Nebraska Hall & Cassell Hall Double Occupancy | 5,606 | 5,774 | 5,947 | 3.0% | 3.0% |
| Centennial Hall Single Occupancy | 6,705 | 6,872 | 7,043 | 2.5% | 2.5% |
| Centennial Hall Double Occupancy | 5,350 | 5,483 | 5,620 | 2.5% | 2.5% |
| East Campus Single Occupancy | 6,771 | 6,940 | 7,113 | 2.5% | 2.5% |
| East Campus Double Occupancy | 5,523 | 5,661 | 5,802 | 2.5% | 2.5% |

| MEAL PLAN RATES | FY17 | FY18 | FY19 | FY17-18 Change | FY18-19 Change |
|-----------------|---------|---------|---------|----------------|----------------|
| 250 Block Plan | \$2,949 | \$3,000 | \$3,052 | 2.0% | 2.0% |
| 200 Block Plan | 2,622 | 2,666 | 2,711 | 2.0% | 2.0% |
| 175 Block Plan | 2,363 | 2,402 | 2,442 | 2.0% | 2.0% |
| 100 Block Plan | 1,542 | 1,565 | 1,588 | 2.0% | 2.0% |

* U-Pass fee included in FY17–19 Mandatory Fees

** Course and lab fees will be eliminated in FY18. Exceptions include study abroad, private lessons, and certification courses.

Notes

Student housing rates include the \$18 per semester Residence Hall Association fee.

Meal plan rates shown include \$200 EagleBucks and \$200 Dining Dollars. Additional meal plan options are available.

MARKET COMPARISON: AVERAGE UNDERGRADUATE TUITION AND MANDATORY FEE INCREASES

| | American University | AU Competitors Average* | Private Institutions** |
|--------------------|---------------------|-------------------------|------------------------|
| AY96-97 to AY97-98 | 4.6% | 4.7% | 5.0% |
| AY97-98 to AY98-99 | 4.7% | 5.6% | 5.0% |
| AY98-99 to AY99-00 | 4.8% | 4.8% | 4.7% |
| AY99-00 to AY00-01 | 5.0% | 4.5% | 5.2% |
| AY00-01 to AY01-02 | 5.1% | 5.2% | 5.5% |
| AY01-02 to AY02-03 | 4.3% | 6.3% | 5.8% |
| AY02-03 to AY03-04 | 5.9% | 7.3% | 6.0% |
| AY03-04 to AY04-05 | 5.9% | 6.4% | 6.0% |
| AY04-05 to AY05-06 | 6.5% | 6.3% | 5.9% |
| AY05-06 to AY06-07 | 5.9% | 6.0% | 5.9% |
| AY06-07 to AY07-08 | 5.9% | 5.6% | 6.3% |
| AY07-08 to AY08-09 | 5.9% | 5.5% | 5.9% |
| AY08-09 to AY09-10 | 5.1% | 4.8% | 4.4% |
| AY09-10 to AY10-11 | 4.9% | 4.5% | 4.5% |
| AY10-11 to AY11-12 | 3.7% | 4.3% | 4.5% |
| AY11-12 to AY12-13 | 3.8% | 4.0% | 4.2% |
| AY12-13 to AY13-14 | 2.9% | 3.6% | 3.8% |
| AY13-14 to AY14-15 | 2.9% | 3.5% | 3.7% |
| AY14-15 to AY15-16 | 3.0% | 3.3% | 3.6% |
| AY15-16 to AY16-17 | 3.5% | 3.5% | 3.6% |
| AVERAGE | 4.7% | 5.0% | 5.0% |

Notes

* AU's competitors (private and public) identified by Office of Enrollment

** Annually reported by the College Board

MARKET COMPARISON: FULL-TIME UNDERGRADUATE TUITION AND MANDATORY FEES

| | School | FY16 | FY17 | Increase FY16 to FY17 | |
|---|--|-----------------|-----------------|-----------------------|-------------|
| | | | | \$ | Percent |
| 1 | Tufts University | \$50,604 | \$52,430 | \$1,826 | 3.6% |
| 2 | Carnegie Mellon University | \$50,665 | \$52,310 | \$1,645 | 3.2% |
| 3 | Bucknell University | \$50,152 | \$51,960 | \$1,808 | 3.6% |
| 4 | Colgate University | \$49,970 | \$51,955 | \$1,985 | 4.0% |
| 5 | George Washington University | \$50,435 | \$51,950 | \$1,515 | 3.0% |
| 6 | Brandeis University | \$49,598 | \$51,548 | \$1,950 | 3.9% |
| 7 | Boston College | \$49,324 | \$51,296 | \$1,972 | 4.0% |
| 8 | Tulane University | \$49,638 | \$51,010 | \$1,372 | 2.8% |
| 9 | Johns Hopkins University | \$49,210 | \$50,910 | \$1,700 | 3.5% |
| 10 | Georgetown University | \$48,661 | \$50,547 | \$1,886 | 3.9% |
| 11 | Boston University | \$48,436 | \$50,240 | \$1,804 | 3.7% |
| 12 | University of Rochester | \$48,290 | \$50,142 | \$1,852 | 3.8% |
| 13 | Washington University in St. Louis | \$48,093 | \$49,770 | \$1,677 | 3.5% |
| 14 | Fordham University | \$46,932 | \$49,073 | \$2,141 | 4.6% |
| 15 | New York University | \$47,750 | \$49,062 | \$1,312 | 2.7% |
| 16 | College of the Holy Cross | \$47,176 | \$48,940 | \$1,764 | 3.7% |
| 17 | Lafayette College | \$47,010 | \$48,885 | \$1,875 | 4.0% |
| 18 | Lehigh University | \$46,230 | \$48,320 | \$2,090 | 4.5% |
| 19 | Emory University | \$46,314 | \$47,954 | \$1,640 | 3.5% |
| 20 | Northeastern University | \$45,530 | \$47,655 | \$2,125 | 4.7% |
| 21 | University of Miami | \$45,724 | \$47,004 | \$1,280 | 2.8% |
| 22 | Vanderbilt University | \$44,712 | \$46,110 | \$1,398 | 3.1% |
| 23 | Case Western Reserve University | \$44,550 | \$46,006 | \$1,456 | 3.3% |
| 24 | Syracuse University | \$43,318 | \$45,022 | \$1,704 | 3.9% |
| 25 | American University* | \$43,103 | \$44,593 | \$1,490 | 3.5% |
| 26 | College of William and Mary** | \$40,516 | \$41,718 | \$1,202 | 3.0% |
| 27 | University of California - Berkeley** | \$38,139 | \$40,167 | \$2,028 | 5.3% |
| 28 | University of North Carolina–Chapel Hill** | \$33,673 | \$33,648 | (\$25) | (0.1%) |
| 29 | University of Delaware** | \$31,420 | \$32,250 | \$830 | 2.6% |
| 30 | University of Maryland–College Park** | \$31,144 | \$32,045 | \$901 | 2.9% |
| Median (private institutions only) | | \$48,093 | \$49,770 | \$1,677 | 3.5% |
| American University vs. Median | | (\$4,990) | (\$5,177) | | |
| As % of American University tuition | | 11.6% | 11.6% | | |

* In addition, AU instituted a new U-Pass fee (\$260 a year) in AY2016-7.

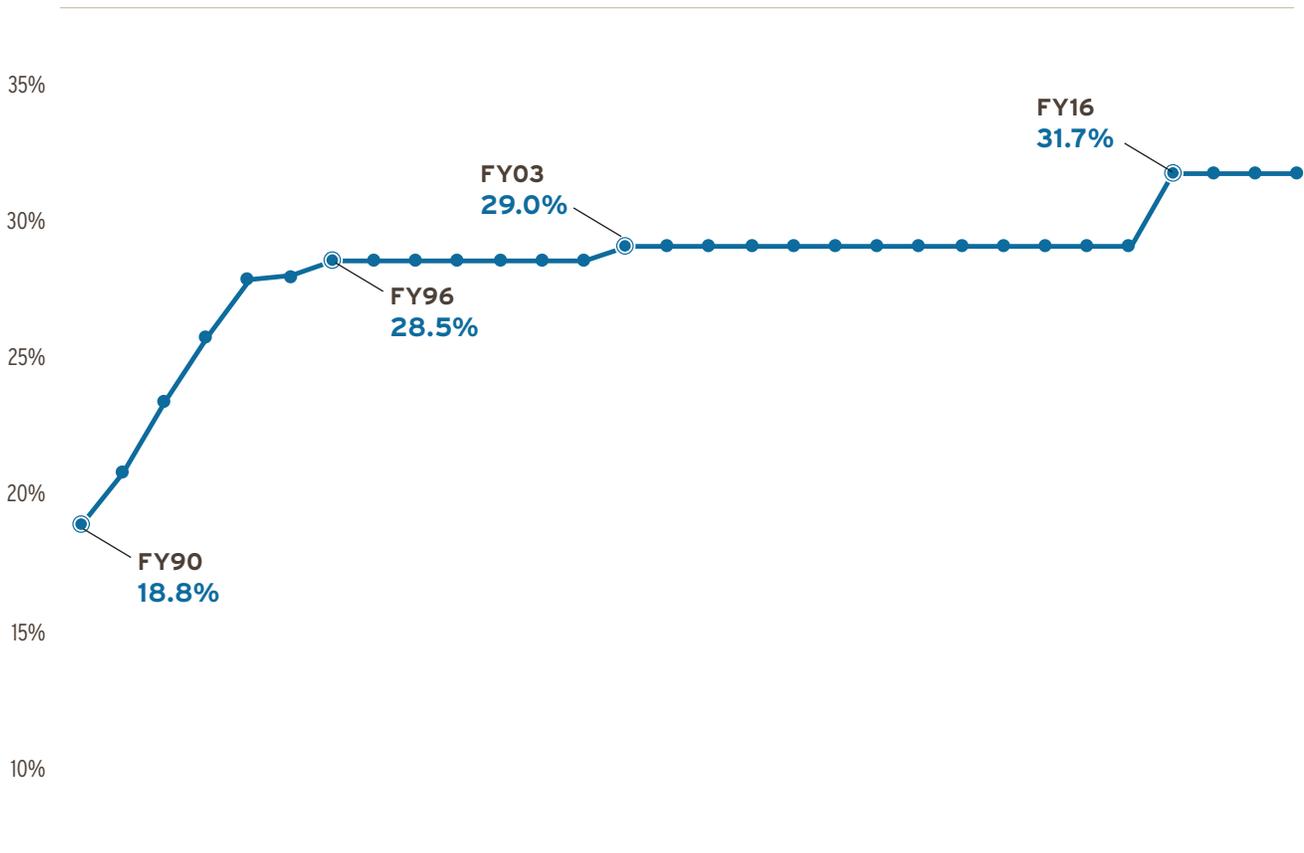
** State institutions indicate out-of-state tuition rates.

Notes

According to the College Board's annual tuition survey, tuition and fees at private, four-year colleges increased 3.6% from 2015-16 to 2016-17.

Sources: American University Competition Profile, Fall 2016; The Chronicle of Higher Education 10/26/2016 issue.

TUITION DISCOUNT RATE (FINANCIAL AID AS A PERCENT OF TUITION REVENUE)



Notes

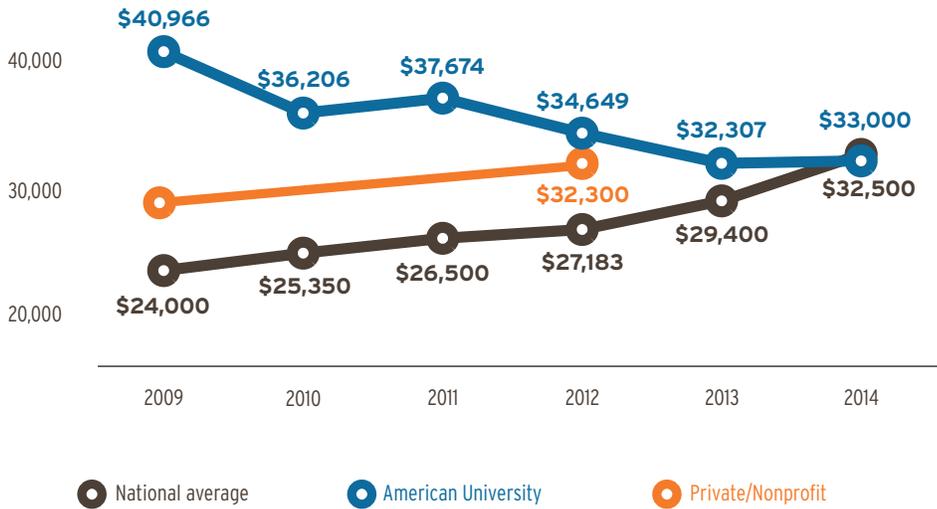
Excludes employee remitted tuition

The tuition discount formula was recalibrated effective FY16 to reflect special allocations that had not previously been factored into the calculation (e.g., Frederick Douglass Distinguished Scholarships, grants-in-aid, and AU enrichment grants).

PERCENTAGE OF FINANCIAL AID EXPENDITURES ON NEED VS. MERIT

| | NEED | MERIT |
|---------|------|-------|
| AY15-16 | 80% | 20% |
| AY14-15 | 71% | 29% |
| AY13-14 | 71% | 29% |
| AY12-13 | 56% | 44% |
| AY11-12 | 45% | 55% |
| AY10-11 | 36% | 64% |
| AY09-10 | 34% | 66% |

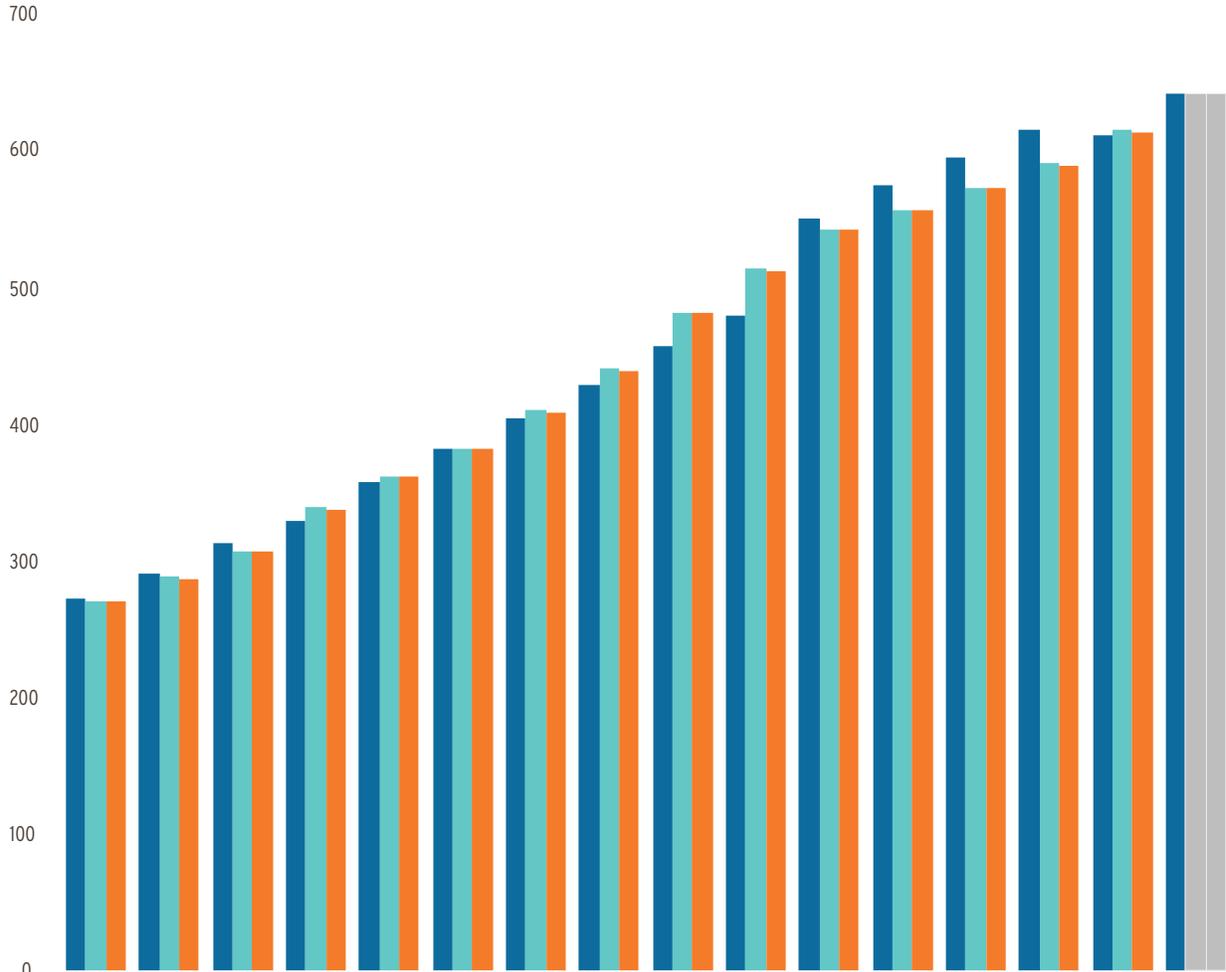
AVERAGE STUDENT DEBT FOR GRADUATES



Note
Numbers for 2014 are projected.

OPERATING BUDGET HISTORY

Millions of Dollars

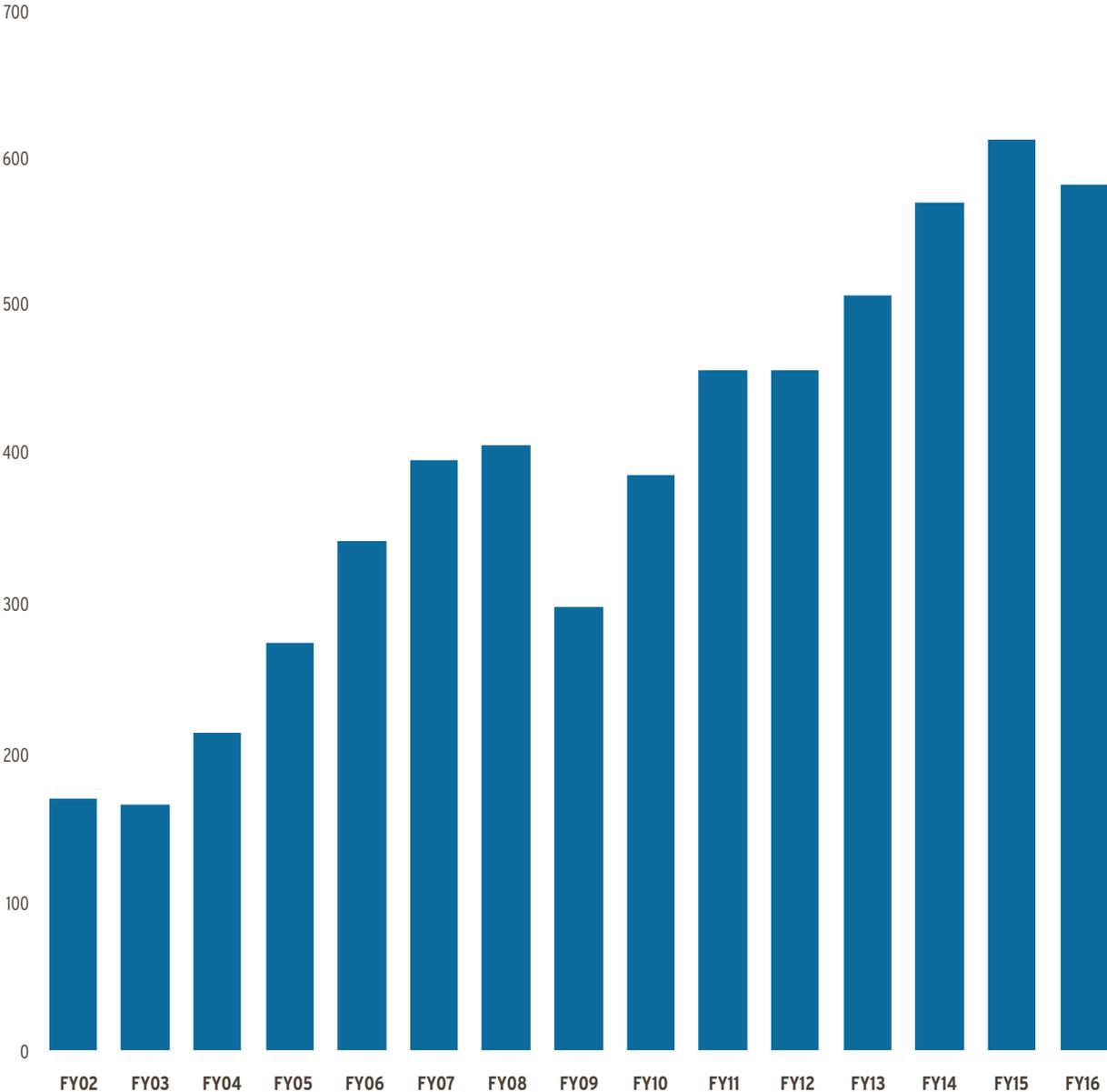


| | FY02 | FY03 | FY04 | FY05 | FY06 | FY07 | FY08 | FY09 | FY10 | FY11 | FY12 | FY13 | FY14 | FY15 | FY16 | FY17* |
|----------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Budget | 272.6 | 290.5 | 312.1 | 329.2 | 357.6 | 380.7 | 402.6 | 427.7 | 456.7 | 479.2 | 548.8 | 572.8 | 593.4 | 615.1 | 610.0 | 640.5 |
| Actual revenue | 269.9 | 287.1 | 305.7 | 337.8 | 361.6 | 382.2 | 408.7 | 439.3 | 481.0 | 512.6 | 541.0 | 556.3 | 572.3 | 589.5 | 615.2 | 640.5 |
| Actual expense | 269.8 | 286.8 | 305.6 | 337.6 | 361.4 | 382.0 | 408.3 | 438.9 | 480.1 | 511.8 | 541.0 | 555.9 | 571.7 | 588.7 | 612.7 | 640.5 |

*FY17 projected

ENDOWMENT FUNDS

Millions of Dollars





AMERICAN UNIVERSITY

WASHINGTON, DC

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