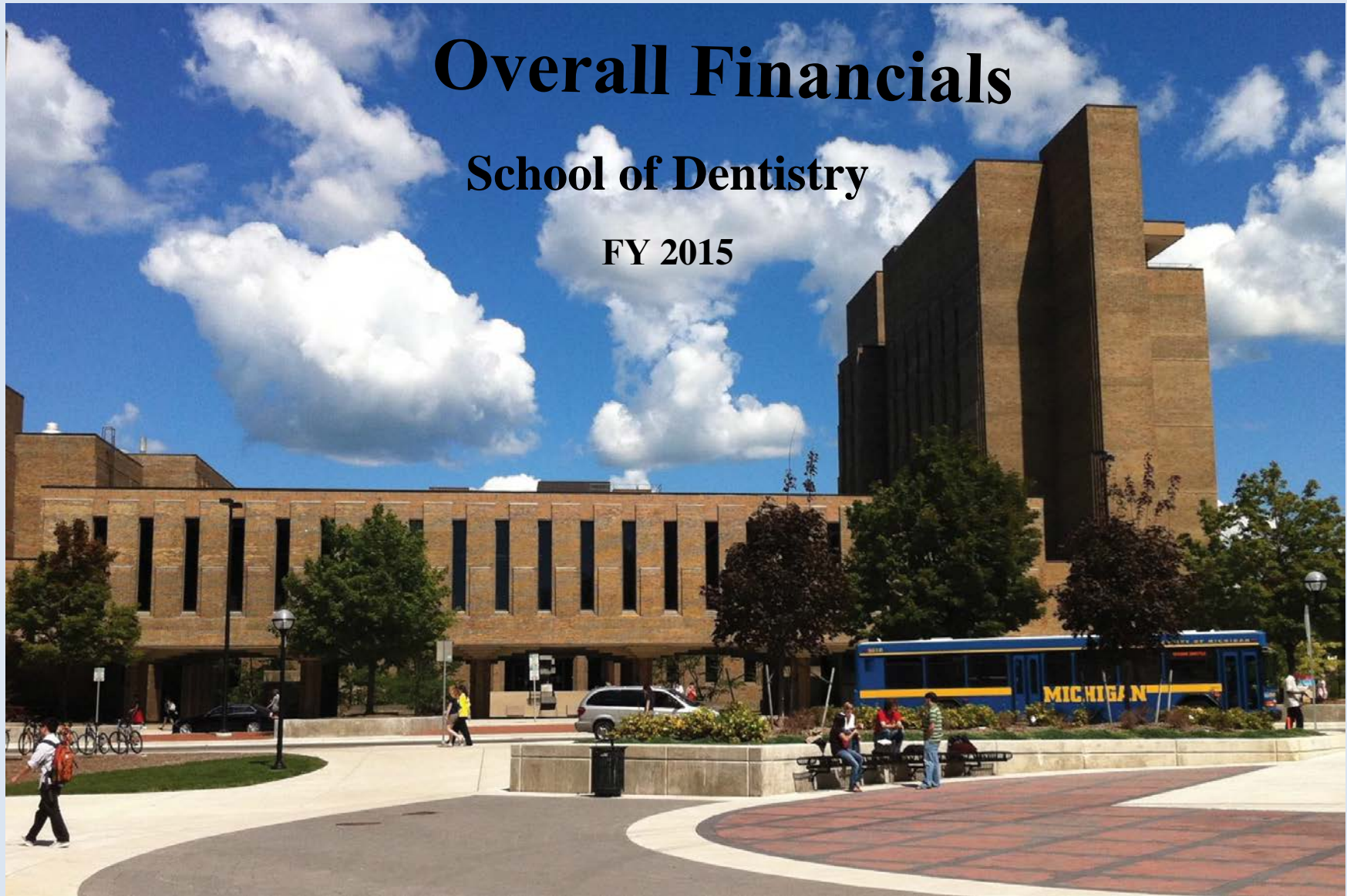


# Overall Financials

## School of Dentistry

FY 2015



**The University of Michigan  
School of Dentistry  
Sources/Uses Report FY15  
Operating Funds**

	General	Federal	Non-Federal	ERF-Gifts	Designated	Auxiliary	Oper Funds Total
<b>Fund Balance Beginning of Year</b>	4,305,441	335,218	590,254	13,489,487	2,236,413	3,702,682	24,659,495
<b>Sources</b>							
General Fund Appropriations	31,247,292	-	-	-	-	-	31,247,292
General Fund Transfers	513,800	-	-	-	-	-	513,800
Federal Grants/Contracts	-	14,778,234	-	-	-	-	14,778,234
Non-federal Grants/Contracts	-	-	2,054,761	-	-	-	2,054,761
Cost Sharing Transfers	-	-	-	-	-	-	-
Gifts	-	-	-	1,435,918	-	-	1,435,918
Endowment Distribution	-	-	-	3,256,142	338,897	4,511	3,599,550
Investment Distribution	127	-	-	80,906	560	898	82,491
Adj Pooled Endowment to Market	-	-	-	-	-	-	-
External Department Revenue	469,125	-	-	85	17,187,370	6,777,810	24,434,391
Internal Departmental Rebill	-	-	-	-	-	358,093	358,093
<b>Total Sources</b>	<b>32,230,344</b>	<b>14,778,234</b>	<b>2,054,761</b>	<b>4,773,051</b>	<b>17,526,827</b>	<b>7,141,312</b>	<b>78,504,529</b>
<b>Uses</b>							
Faculty Salaries	12,803,762	1,496,189	443,873	985,542	891,719	1,294,797	17,915,881
Research Faculty	91,098	767,782	9,907	66,591	6,043	-	941,422
GSA Salaries	26,027	259,694	-	23,947	8,122	-	317,790
Staff Salaries	9,288,167	1,853,067	423,199	850,354	6,020,371	1,817,063	20,252,221
Fringe Benefits	5,628,558	1,274,865	206,020	434,395	2,197,786	943,458	10,685,081
Tuition Grants	4,451	111,785	-	27,997	-	-	144,233
Graduate Aid	806,732	643,214	29,558	1,763,016	835,073	-	4,077,594
Undergraduate Aid	740	-	-	1,077	-	-	1,817
Supplies	973,186	1,898,330	379,959	221,661	383,346	102,495	3,958,978
Travel/Transportation	422,511	103,810	35,626	284,049	793,334	128,170	1,767,498
Internal and External Services	762,217	236,314	80,140	250,803	359,858	118,144	1,807,476
Subcontracts Over 25K	-	1,990,409	5,766	-	-	-	1,996,174
Bad Debts	-	-	-	-	193,527	705,540	899,067
Lab/Medical/Clinic Supplies	531,835	65,030	76,085	14,027	3,082,356	346,846	4,116,179
Miscellaneous Expenses	1,628,272	227,500	29,544	308,870	1,603,213	629,281	4,426,679
<i>Commercial Dental Lab</i>	<i>7,116</i>	<i>694</i>	<i>93</i>	<i>-</i>	<i>1,319,389</i>	<i>284,606</i>	<i>1,611,898</i>
<i>Memberships &amp; Dues/Licenses</i>	<i>109,255</i>	<i>1,038</i>	<i>1,790</i>	<i>18,884</i>	<i>62,830</i>	<i>46,705</i>	<i>240,502</i>
<i>Insurance Expenses</i>	<i>36,131</i>	<i>-</i>	<i>-</i>	<i>500</i>	<i>130,214</i>	<i>28,364</i>	<i>195,209</i>
<i>Communications/Computing</i>	<i>448,768</i>	<i>2,376</i>	<i>-</i>	<i>444</i>	<i>13,100</i>	<i>2,165</i>	<i>466,853</i>
<i>Maintenance/Renovation</i>	<i>601,137</i>	<i>6,974</i>	<i>2</i>	<i>42,381</i>	<i>61,933</i>	<i>122,858</i>	<i>835,285</i>
<i>Travel/Hosting</i>	<i>44,991</i>	<i>1,627</i>	<i>-</i>	<i>71,748</i>	<i>100,839</i>	<i>9,142</i>	<i>228,347</i>
<i>Other Expenses</i>	<i>380,873</i>	<i>214,791</i>	<i>27,659</i>	<i>174,912</i>	<i>(85,091)</i>	<i>135,441</i>	<i>848,585</i>
Inventory Acquisitions	-	-	-	-	3,642	-	3,642
Equipment	139,796	78,385	-	15,904	5,268	1,769	241,122
<b>Operating Subtotal</b>	<b>33,107,352</b>	<b>11,006,374</b>	<b>1,719,677</b>	<b>5,248,232</b>	<b>16,383,657</b>	<b>6,087,563</b>	<b>73,552,854</b>
Indirect Cost	-	4,098,808	391,041	-	-	-	4,489,849
Transfers to Construction	40,388	-	-	45,000	490,000	-	575,388
Net Transfers	(5,947)	(158,929)	(18,947)	72,519	(95,247)	213,759	7,206
<b>Total Uses</b>	<b>33,141,793</b>	<b>14,946,253</b>	<b>2,091,770</b>	<b>5,365,750</b>	<b>16,778,409</b>	<b>6,301,321</b>	<b>78,625,297</b>
<b>Net Change</b>	<b>(911,449)</b>	<b>(168,019)</b>	<b>(37,010)</b>	<b>(592,699)</b>	<b>748,418</b>	<b>839,991</b>	<b>(120,768)</b>
<b>FUND BALANCE</b>	<b>\$3,393,992</b>	<b>\$167,199</b>	<b>\$553,244</b>	<b>\$12,896,789</b>	<b>\$2,984,831</b>	<b>\$4,542,673</b>	<b>\$24,538,728</b>

This report shows the sources and uses of the School of Dentistry operating funds for FY15. Operating funds include restricted Federal and Non-Federal sponsored funds and Gift funds. Unrestricted operating funds are made up of three other funds. General fund revenue sources are tuition and fees, indirect cost recovery, and Provost's allocation. The sources of revenue in the Designated fund are student clinics and student instrument and course fees. The source of revenue for the Auxiliary fund is the faculty clinic. Miscellaneous expenses is identified in the internal SOD reporting process in this extra level of detail.

**The University of Michigan - School of Dentistry**  
**All Funds Report, Including Sponsored Grants**

	FY01	FY02	FY03 **	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
<b>Fund Balance, Start of Year</b>	<b>9,093,745</b>	<b>9,865,593</b>	<b>5,601,152</b>	<b>12,380,885</b>	<b>10,061,315</b>	<b>13,964,355</b>	<b>18,905,198</b>	<b>18,306,160</b>	<b>22,503,701</b>	<b>21,913,176</b>	<b>22,390,198</b>	<b>22,690,907</b>	<b>23,747,080</b>	<b>23,858,260</b>	<b>24,659,495</b>
<b>Sources</b>															
General Fund Appropriations	23,111,457	23,174,281	23,341,459	23,594,805	24,465,884	25,486,836	26,448,028	27,858,639	27,568,061	29,459,164	30,191,734	29,957,046	30,626,505	31,524,830	31,247,292
General Fund Transfers	1,041,580	(148,978)	557,304	1,845,656	2,132,879	2,100,481	1,296,483	1,917,118	1,550,705	2,313,362	1,099,499	715,020	791,490	1,048,291	513,800
Federal Grants/Contracts	8,215,518	9,549,364	14,439,012	14,313,443	17,522,503	17,240,292	13,586,183	13,394,218	15,503,771	17,175,170	17,269,480	16,175,669	16,039,427	15,584,495	14,778,234
Non-federal Grants/Contracts	598,655	664,492	757,641	870,666	1,433,481	996,046	1,092,866	1,715,193	1,410,928	1,392,275	1,610,920	2,176,430	2,655,171	2,128,577	2,054,761
Cost Sharing Transfers	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gifts	1,329,927	1,528,290	1,430,766	1,286,076	1,744,051	1,685,198	1,793,640	1,833,241	1,463,380	936,831	1,394,285	1,210,113	917,646	1,851,487	1,435,918
Endowment Distribution	687,241	997,245	1,494,478	1,687,363	1,717,335	1,839,892	2,046,105	2,419,381	2,324,667	2,566,909	2,923,823	3,322,770	3,573,502	3,632,528	3,599,550
Investment Distribution	385,209	215,221	227,438	117,386	185,013	454,097	804,925	595,221	189,664	50,375	92,346	88,022	91,694	33,712	82,491
Adj Pooled Endowment to Market	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
External Department Revenue	13,291,683	16,698,651	14,021,550	15,504,742	18,256,517	21,850,795	17,557,184	21,588,798	21,623,320	23,264,224	22,843,148	22,964,257	22,363,540	23,692,653	24,434,391
Internal Departmental Rebill	630,450	918,203	984,926	890,690	935,817	1,040,383	1,051,827	359,076	389,051	419,096	442,479	307,189	284,061	318,196	358,093
<b>Total Sources</b>	<b>49,291,720</b>	<b>53,596,770</b>	<b>57,254,574</b>	<b>60,110,827</b>	<b>68,393,481</b>	<b>72,694,020</b>	<b>65,677,240</b>	<b>71,680,887</b>	<b>72,023,547</b>	<b>77,577,405</b>	<b>77,867,715</b>	<b>76,916,516</b>	<b>77,343,036</b>	<b>79,814,769</b>	<b>78,504,529</b>
<b>Uses</b>															
Faculty Salaries	12,462,067	13,143,302	13,567,148	13,753,715	14,495,447	15,226,448	15,226,971	15,002,784	15,647,186	16,247,302	16,135,922	17,170,932	17,175,313	17,902,141	17,915,881
Research Faculty	249,402	338,678	550,931	742,053	767,940	777,811	823,507	752,386	735,144	1,048,248	1,150,865	1,151,879	927,963	856,882	941,422
GSA Salaries	67,114	125,883	165,392	300,988	253,474	268,415	344,600	319,926	318,136	238,515	258,733	288,756	326,313	387,432	317,790
Staff Salaries	11,969,138	13,317,757	14,524,335	15,124,677	16,136,995	17,202,452	17,395,638	17,942,874	19,335,781	19,725,405	19,952,563	19,977,400	20,120,894	20,559,051	20,252,221
Fringe Benefits	5,909,772	6,513,949	7,272,286	7,995,333	8,517,648	8,865,089	8,983,183	9,144,386	9,771,372	10,280,137	10,204,814	10,378,836	10,601,439	10,765,938	10,685,081
Tuition Grants	32,916	78,430	154,966	251,475	158,744	169,249	211,078	175,116	204,854	157,767	263,514	205,778	231,063	224,173	144,233
Scholarships/Fellowships	2,940,870	2,938,530	3,355,307	3,449,621	3,545,516	3,700,794	4,182,520	3,829,469	4,201,096	4,360,688	5,399,679	4,794,852	3,954,003	4,243,579	4,079,411
Supplies	2,869,210	2,843,311	3,005,597	3,434,200	3,528,652	3,474,935	3,465,155	3,413,484	4,152,802	4,171,682	5,227,705	4,391,920	4,322,762	4,350,634	3,958,978
Travel/Transportation	876,178	911,558	1,124,249	1,121,709	1,148,235	1,230,429	1,216,277	1,233,590	1,370,933	1,253,572	1,722,927	1,787,146	1,896,986	1,891,852	1,767,498
Internal and External Services	1,435,401	1,573,930	1,970,854	1,762,212	2,351,941	2,246,367	2,327,986	2,027,599	2,045,933	2,530,204	1,806,631	1,833,175	2,042,105	2,035,953	1,807,476
Subcontracts Over 25K	334,323	283,371	285,128	255,527	309,330	159,542	334,709	416,470	418,951	134,104	439,487	160,473	525,552	1,116,314	1,996,174
Bad Debts	1,118,277	1,336,006	1,305,554	2,888,112	1,384,011	1,873,907	(287,301)	943,869	560,106	1,409,997	990,987	1,047,860	1,119,610	791,316	899,067
Clinic Expenses	3,753,299	4,161,278	4,375,955	3,891,303	3,129,307	3,985,151	3,855,091	3,328,167	3,339,243	3,492,038	3,750,125	3,803,986	3,722,344	4,252,830	4,116,179
Miscellaneous Expenses	2,493,022	3,205,809	2,731,564	2,623,367	3,666,699	3,643,316	3,518,860	3,962,590	4,373,144	4,696,409	4,223,557	3,991,580	4,617,621	4,323,696	4,426,679
<i>Commercial Dental Lab</i>	-	-	-	-	1,147,340	943,767	1,036,892	1,617,301	1,669,246	1,706,855	1,440,986	1,511,331	1,551,933	1,562,286	1,611,898
<i>Memberships &amp; Dues/Licenses</i>	-	-	-	-	172,249	214,455	266,305	258,056	251,879	243,660	208,486	253,806	214,920	242,894	240,502
<i>Insurance Expenses</i>	-	-	-	-	68,053	166,023	143,688	167,772	155,512	245,628	204,974	290,198	418,492	257,152	195,209
<i>Communications/Computing</i>	-	-	-	-	178,747	239,222	233,078	240,706	271,428	304,138	448,835	460,328	487,906	427,484	466,853
<i>Maintenance/Renovation</i>	-	-	-	-	636,881	711,344	532,877	535,046	542,821	601,710	567,685	512,010	676,459	824,925	835,285
<i>Travel/Hosting</i>	-	-	-	-	201,319	168,435	207,822	148,408	248,868	260,685	215,665	194,246	309,696	182,067	228,347
<i>Other Expenses</i>	-	-	-	-	1,262,109	1,200,070	1,098,199	995,302	1,233,390	1,333,732	1,136,927	769,661	958,215	826,888	848,585
Inventory Acquisitions	-	-	-	-	-	-	19,423	(2,759)	8,012	2,939	1,641	21,303	(658)	(8,413)	3,642
Equipment	534,397	478,706	402,383	367,701	361,679	344,849	129,822	309,285	333,752	1,179,369	755,660	193,575	394,309	147,601	241,122
<b>Operating Expenses Subtotal</b>	<b>47,045,386</b>	<b>51,250,497</b>	<b>54,791,651</b>	<b>57,961,992</b>	<b>59,755,617</b>	<b>63,168,754</b>	<b>61,747,518</b>	<b>62,799,237</b>	<b>66,816,445</b>	<b>70,928,377</b>	<b>72,284,811</b>	<b>71,199,450</b>	<b>71,977,619</b>	<b>73,840,978</b>	<b>73,552,854</b>
Indirect Cost	2,409,273	2,835,737	3,596,261	3,682,000	4,753,642	5,208,567	4,604,476	4,086,573	4,715,239	5,602,795	5,277,835	4,879,983	5,291,003	4,810,718	4,489,849
Transfers to Construction	(1,298,095)	3,301,303	3,423,829	1,002,737	371,085	(4,973)	(412,685)	65,000	110,581	30,000	50,896	14,409	27,694	258,790	575,388
Net Transfers	363,309	(55,256)	(11,336,900)	(216,333)	(389,903)	(619,171)	336,968	532,536	971,806	539,211	(46,535)	(295,954)	(64,461)	103,048	7,206
<b>Total Uses</b>	<b>48,519,872</b>	<b>57,332,281</b>	<b>50,474,841</b>	<b>62,430,396</b>	<b>64,490,441</b>	<b>67,753,177</b>	<b>66,276,278</b>	<b>67,483,346</b>	<b>72,614,071</b>	<b>77,100,384</b>	<b>77,567,007</b>	<b>75,797,888</b>	<b>77,231,856</b>	<b>79,013,533</b>	<b>78,625,297</b>
<b>Net Change</b>	<b>771,848</b>	<b>(3,735,510)</b>	<b>6,779,733</b>	<b>(2,319,570)</b>	<b>3,903,040</b>	<b>4,940,842</b>	<b>(599,037)</b>	<b>4,197,540</b>	<b>(590,524)</b>	<b>477,022</b>	<b>300,708</b>	<b>1,118,628</b>	<b>111,180</b>	<b>801,235</b>	<b>(120,768)</b>
<b>Fund Balance</b>	<b>9,865,593</b>	<b>6,130,083</b>	<b>12,380,885</b>	<b>10,061,315</b>	<b>13,964,355</b>	<b>18,905,198</b>	<b>18,306,160</b>	<b>22,503,701</b>	<b>21,913,177</b>	<b>22,390,198</b>	<b>22,690,906</b>	<b>23,809,535</b>	<b>23,858,260</b>	<b>24,659,495</b>	<b>24,538,728</b>
<b>Fund Balances by Fund Type</b>															
General Funds	485,092	(1,388,047)	348,052	(307,210)	902,255	2,311,880	1,017,372	1,822,891	1,162,886	3,060,498	2,794,699	2,128,794	3,210,046	4,305,441	3,393,992
Federal Cont & Grants	(67,323)	(284,987)	(395,936)	176,843	945,956	161,974	187,418	278,896	565,700	(366,935)	(638,837)	(9,708)	73,702	335,218	167,199
Non-Fed Cont & Grants	460,235	351,179	(42,733)	270,770	835,685	719,843	441,798	811,762	574,011	318,740	565,619	898,373	987,634	590,254	553,244
Gifts, Endowed Distrib.	4,512,771	586,094	6,560,520	6,728,830	7,256,185	8,926,983	10,186,159	12,630,308	12,405,659	12,355,297	13,211,696	13,734,098	13,254,454	13,489,487	12,896,789
Designated Funds	3,237,252	4,842,095	3,158,025	578,872	1,568,168	2,854,248	3,295,241	2,989,883	2,716,327	2,616,989	2,223,084	2,026,145	1,715,682	2,236,413	2,984,831
Auxiliary, Fac Practice	1,237,566	2,023,749	2,752,958	2,613,210	2,456,107	3,930,270	3,178,172	3,969,962	4,488,593	4,405,608	4,534,646	4,969,377	4,616,743	3,702,682	4,542,673
<b>Total</b>	<b>9,865,593</b>	<b>6,130,084</b>	<b>12,380,885</b>	<b>10,061,315</b>	<b>13,964,355</b>	<b>18,905,198</b>	<b>18,306,161</b>	<b>22,503,701</b>	<b>21,913,176</b>	<b>22,390,198</b>	<b>22,690,906</b>	<b>23,747,080</b>	<b>23,858,260</b>	<b>24,659,495</b>	<b>24,538,728</b>

This table presents sources and uses of funds for all operating funds over an extended period of time. Each fund's fiscal year-ending balance is included in the table at the bottom. Uses are separated into Operating Expenses and transfers and indirect cost. A negative net change can result from the intentional use of accumulated funds for their intended purpose.

The University of Michigan - School of Dentistry															
All Funds within Academic Departments															
	FY01	FY02	FY03 **	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
Fund Balance, Start of Year	4,953,378	6,392,532	6,446,281	7,308,984	8,683,947	11,703,926	13,012,848	14,063,886	16,319,064	14,391,589	12,955,073	12,567,770	13,242,046	12,934,234	12,323,104
Sources															
General Fund Appropriations	9,995,733	10,523,934	10,966,130	13,252,738	13,383,549	13,836,494	15,150,445	15,340,496	15,459,879	14,931,845	15,447,237	15,932,073	16,212,594	16,710,377	16,710,377
General Fund Transfers	6,454,591	6,000,297	7,067,053	4,022,683	4,182,809	4,751,232	482,923	(143,136)	(1,092,948)	373,707	2,885,886	2,817,173	1,034,429	1,418,881	1,307,277
Federal Grants/Contracts	7,978,887	9,440,971	12,087,426	12,554,037	15,234,069	14,475,840	13,695,900	12,578,927	13,506,178	15,794,724	15,681,511	15,116,925	15,072,002	14,718,419	14,122,213
Non-federal Grants/Contracts	538,267	597,289	717,112	717,867	1,194,055	747,020	858,484	1,439,106	893,516	1,442,673	1,619,445	2,141,264	2,587,336	2,069,158	2,060,746
Cost Sharing Transfers	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gifts	743,757	867,083	884,461	849,995	963,878	953,720	1,017,223	676,845	640,194	308,562	586,885	346,626	261,037	443,522	230,518
Endowment Distribution	94,076	122,201	463,824	582,259	631,017	667,904	663,820	676,416	706,055	763,578	780,663	608,658	637,499	661,307	663,250
Investment Distribution	258,256	159,322	71,805	62,002	53,928	114,096	270,154	475,715	393,531	108,455	17,009	1,175	26,543	10,504	5,290
Adj Pooled Endowment to Market	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
External Department Revenue	3,849,878	4,672,938	718,140	8,507,199	9,329,329	10,321,856	10,902,406	10,914,420	11,531,766	11,956,355	11,936,300	11,654,414	11,942,275	12,929,431	12,693,957
Internal Departmental Rebill	127,786	140,427	358,396	238,577	254,171	172,324	146,400	151,503	182,471	180,000	180,000	15,375	-	-	-
Total Sources	30,041,230	32,524,462	33,334,347	40,787,358	45,226,805	46,040,485	43,187,756	42,110,292	42,221,641	45,859,898	49,134,936	48,633,683	47,773,715	48,961,600	47,793,628
Uses															
Faculty Salaries	11,712,443	12,618,228	13,029,924	12,907,404	13,556,342	14,641,156	14,798,593	14,707,917	14,693,636	15,346,106	15,764,681	16,835,032	16,899,589	17,696,366	17,811,319
Research Faculty	235,402	324,012	535,988	711,424	721,182	730,117	807,093	735,480	665,693	927,701	1,062,423	1,071,673	927,963	856,882	941,422
GSA Salaries	67,114	125,883	165,392	284,588	250,194	268,415	340,734	300,927	294,167	217,788	258,733	288,756	326,313	387,432	317,790
Staff Salaries	5,605,134	6,533,427	7,412,859	7,742,095	8,387,772	8,809,732	8,617,811	8,750,498	9,423,070	9,749,836	9,102,823	8,184,736	8,064,886	8,156,266	7,843,975
Fringe Benefits	3,971,648	4,475,659	5,034,979	5,451,286	5,817,775	6,169,615	6,187,792	6,243,879	6,449,450	6,845,198	6,650,539	6,579,885	6,752,011	6,864,308	6,806,165
Tuition Grants	26,842	59,311	98,334	140,793	118,451	133,198	178,440	145,961	180,871	139,709	151,436	150,734	172,653	198,817	142,510
Scholarships/Fellowships	988,672	938,805	1,173,263	999,653	971,941	1,058,308	1,108,985	1,098,651	1,126,705	1,128,822	1,320,017	1,361,084	1,309,882	1,348,937	1,215,518
Supplies	1,968,574	2,074,723	2,619,182	2,750,324	3,032,327	2,838,246	2,641,741	2,727,141	3,168,796	3,310,508	4,041,952	3,632,049	3,479,374	3,417,974	3,238,903
Travel/Transportation	543,922	513,435	716,526	698,208	720,660	798,328	798,418	717,996	884,829	705,637	988,816	882,543	938,502	835,489	864,506
Internal and External Services	600,313	615,177	828,160	978,992	1,290,440	1,252,700	1,481,513	1,129,732	1,146,089	1,370,795	668,596	867,810	925,615	875,403	788,464
Subcontracts Over 25K	334,323	283,371	285,128	255,527	309,330	159,542	334,709	416,470	418,951	108,104	439,487	160,473	525,552	1,116,314	1,996,174
Bad Debts	536,915	713,590	-	-	-	(75,807)	(101)	-	-	-	-	-	-	-	-
Clinic Expenses	1,437,869	1,502,844	1,793,162	1,437,822	1,229,416	1,441,016	1,459,321	1,379,621	1,400,438	1,683,652	1,545,824	1,860,148	1,806,700	1,814,187	1,588,613
Miscellaneous Expenses	975,257	949,058	1,489,756	1,449,049	1,764,214	1,801,415	1,857,094	2,647,099	3,087,970	3,032,081	2,707,364	2,711,310	3,121,510	3,273,800	3,618,050
Commercial Dental Lab	-	-	-	-	448,787	376,829	478,409	747,366	850,195	868,283	776,424	869,052	948,987	933,381	1,015,314
Memberships & Dues/Licenses	-	-	-	-	111,077	118,503	127,718	134,720	140,728	160,253	138,230	142,342	133,863	139,248	147,868
Insurance Expenses	-	-	-	-	(2,850)	-	500	(74)	-	-	-	(1,485)	-	-	500
Communications/Computing	-	-	-	-	65,727	76,185	78,160	102,758	110,073	137,777	(121,868)	4,531	4,393	4,980	6,489
Maintenance/Renovation	-	-	-	-	77,010	148,551	77,281	144,438	124,259	112,559	96,550	113,659	98,370	126,498	106,868
Travel/Hosting	-	-	-	-	106,445	33,940	115,811	57,946	127,327	136,496	124,592	62,446	135,906	60,731	128,802
Other Expenses	-	-	-	-	958,018	1,047,407	979,216	1,459,945	1,735,387	1,616,712	1,693,436	1,520,765	1,799,991	2,008,963	2,212,210
Equipment	357,628	478,706	402,058	321,042	361,203	337,995	76,045	223,295	331,457	684,419	245,130	162,011	190,609	121,837	110,903
Operating Expenses Subtotal	29,362,055	32,206,229	35,584,713	36,128,206	38,531,248	40,363,977	40,688,187	41,224,666	43,272,120	45,250,356	44,947,820	44,748,244	45,441,159	46,964,013	47,284,314
Indirect Cost	2,401,178	2,808,824	3,576,464	3,626,519	4,670,586	5,012,391	4,473,264	4,076,638	4,553,797	5,351,804	5,210,984	4,821,839	5,231,178	4,767,103	4,449,399
Transfers to Construction	5,950	30,000	207,278	10,958	(43,045)	-	-	65,000	(2,419)	-	-	-	-	-	490,000
Net Transfers	(3,167,108)	(3,089,063)	(6,896,811)	(353,288)	(951,962)	(644,804)	(3,024,733)	(5,511,191)	(3,674,381)	(3,305,747)	(636,565)	(1,673,131)	(2,590,810)	(2,158,387)	(2,091,530)
Total Uses	28,602,076	31,955,990	32,471,643	39,412,395	42,206,826	44,731,564	42,136,718	39,855,113	44,149,116	47,296,413	49,522,238	47,896,952	48,081,528	49,572,729	50,132,183
Net Change	1,439,154	568,472	862,703	1,374,963	3,019,979	1,308,922	1,051,038	2,255,179	(1,927,475)	(1,436,515)	(387,303)	736,731	(307,812)	(611,129)	(2,338,555)
Fund Balance	6,392,532	6,961,004	7,308,984	8,683,947	11,703,926	13,012,848	14,063,886	16,319,064	14,391,589	12,955,073	12,567,770	13,304,501	12,934,234	12,323,104	9,984,550
Fund Balances by Fund Type															
General Funds	883,333	1,142,250	2,063,884	1,637,001	2,690,991	3,604,528	3,331,077	2,959,159	1,488,660	703,480	434,540	401,341	287,161	(203,964)	(859,917)
Federal Cont & Grants	(67,146)	(44,321)	(98,591)	540,077	954,439	170,552	349,053	327,787	(225,907)	(366,935)	(638,837)	(498)	73,702	335,218	167,199
Non-Fed Cont & Grants	443,428	347,459	(42,733)	155,684	683,635	663,160	428,944	673,002	220,353	226,338	562,147	881,446	952,816	531,598	553,363
Gifts, Endow. Distrib.	1,598,444	1,835,670	3,769,231	3,805,615	4,022,941	4,055,967	4,742,755	6,162,398	6,623,519	6,014,961	6,044,265	5,464,249	5,091,292	4,982,800	4,288,363
Designated Funds	641,928	885,991	616,107	1,419,547	2,450,077	3,137,042	3,562,208	4,332,381	4,351,074	4,504,637	4,016,116	4,442,015	4,672,892	5,351,521	3,821,417
Auxiliary, Fac Practice	2,892,544	2,793,955	1,001,085	1,126,023	901,843	1,381,599	1,649,849	1,864,336	1,933,889	1,872,592	2,149,540	2,053,493	1,856,371	1,325,930	2,014,125
Total	6,392,532	6,961,004	7,308,984	8,683,947	11,703,926	13,012,848	14,063,886	16,319,064	14,391,589	12,955,073	12,567,771	13,242,046	12,934,234	12,323,104	9,984,550

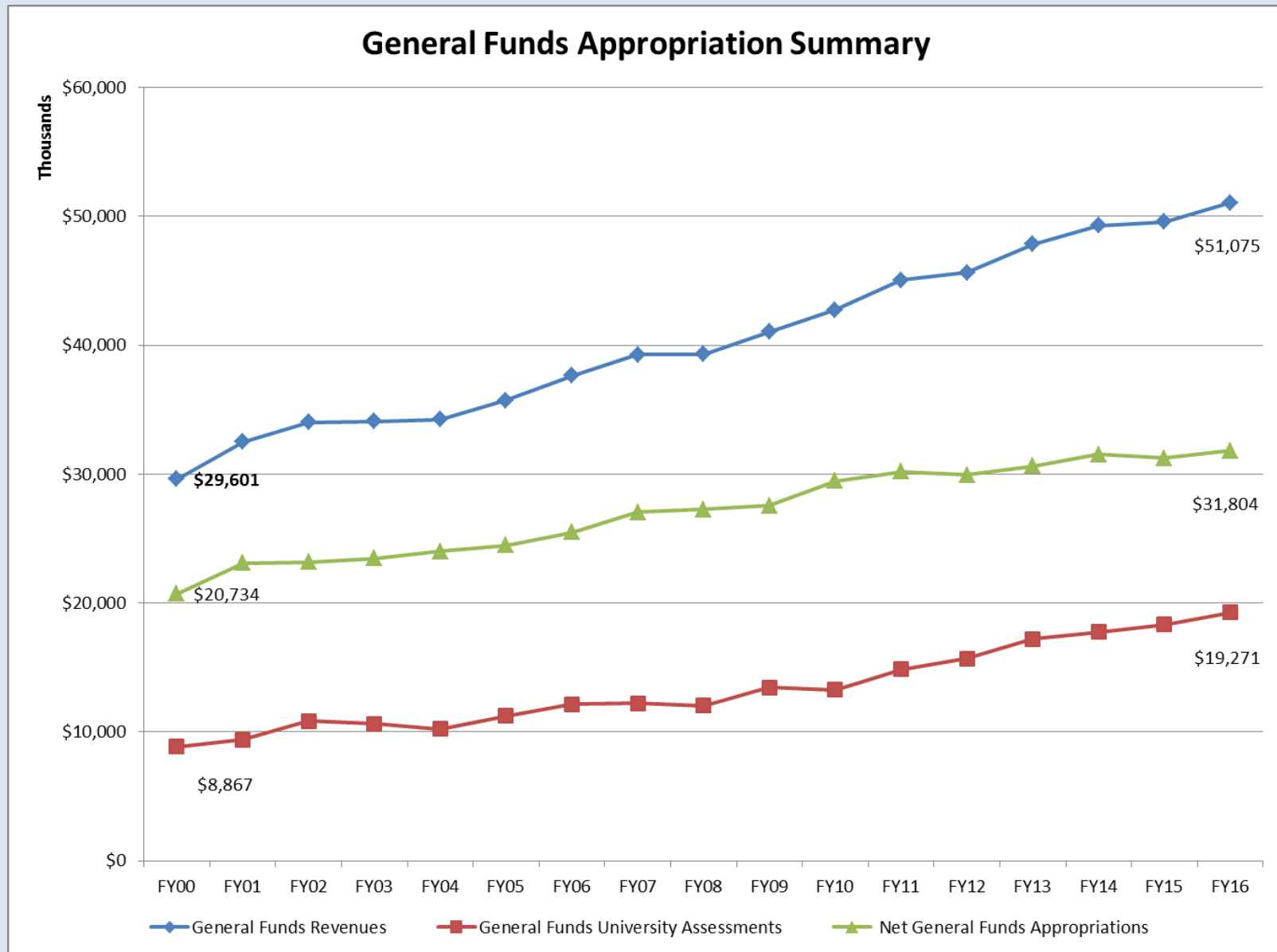
School of Dentistry academic departments are Biologic and Materials Sciences, Cariology Restorative Sciences & Endodontics, Orthodontics & Pediatrics, Oral & Maxillofacial Surgery and Hospital Dentistry, and Periodontics and Oral Medicine. This slide presents the sources and uses and ending fund balances of all operating funds for these units.



**The University of Michigan - School of Dentistry**  
**All Funds within Administrative Departments**

	FY01	FY02	FY03 **	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
<b>Fund Balance, Start of Year</b>	4,140,368	3,473,062	(845,129)	5,071,901	1,377,368	2,260,429	5,892,350	4,242,275	6,184,637	7,521,588	9,435,125	10,123,136	10,505,034	10,924,027	12,336,391
<b>Sources</b>															
General Fund Appropriations	13,115,724	12,650,347	12,375,329	10,342,067	11,082,335	11,650,342	11,297,583	12,518,143	12,108,182	14,527,319	14,744,497	14,024,973	14,413,911	14,814,453	14,536,915
General Fund Transfers	(5,413,011)	(6,149,275)	(6,509,749)	(2,177,026)	(2,049,930)	(2,650,751)	813,560	2,060,254	2,643,653	1,939,655	(1,786,387)	(2,102,153)	(242,940)	(370,590)	(793,477)
Federal Grants/Contracts	236,631	108,394	2,351,586	1,759,406	2,288,434	2,764,452	(109,718)	815,291	1,997,592	1,380,447	1,587,969	1,058,745	967,426	866,076	656,020
Non-federal Grants/Contracts	60,388	67,202	40,529	152,799	239,426	249,026	234,382	276,088	517,412	(50,398)	(8,525)	35,166	67,835	59,418	(5,985)
Gifts	586,171	661,208	546,305	436,080	780,173	731,478	776,417	1,156,396	823,186	628,269	807,400	863,487	656,608	1,407,965	1,205,400
Endowment Distribution	593,165	875,044	1,030,654	1,105,103	1,086,318	1,171,989	1,382,285	1,742,966	1,618,613	1,803,331	2,143,160	2,714,112	2,936,003	2,971,221	2,936,301
Investment Distribution	126,953	55,899	155,633	55,383	131,085	340,001	534,770	119,506	(203,867)	(58,080)	75,337	86,847	65,151	23,209	77,201
External Department Revenue	9,441,805	12,025,714	13,303,410	6,997,543	8,927,188	11,528,939	6,654,777	10,674,378	10,091,554	11,307,869	10,906,849	11,309,842	10,421,266	10,763,222	11,740,434
Internal Departmental Rebill	502,664	777,776	626,530	652,113	681,646	868,059	905,427	207,574	205,581	239,096	262,479	291,814	284,061	318,196	358,093
<b>Total Sources</b>	<b>19,250,490</b>	<b>21,072,308</b>	<b>23,920,228</b>	<b>19,323,469</b>	<b>23,166,676</b>	<b>26,653,534</b>	<b>22,489,484</b>	<b>29,570,595</b>	<b>29,801,905</b>	<b>31,717,508</b>	<b>28,732,779</b>	<b>28,282,833</b>	<b>29,569,321</b>	<b>30,853,169</b>	<b>30,710,901</b>
<b>Uses</b>															
Faculty Salaries	749,624	525,074	537,223	846,311	939,105	585,291	428,378	294,867	953,551	901,197	371,241	335,899	275,724	205,775	104,562
Research Faculty	14,000	14,666	14,943	30,629	46,758	47,694	16,414	16,906	69,451	120,546	88,442	80,206	-	-	-
GSA Salaries	-	-	-	16,400	3,280	-	3,866	18,999	23,969	20,728	-	-	-	-	-
Staff Salaries	6,364,004	6,784,330	7,111,476	7,382,581	7,749,222	8,392,719	8,777,826	9,192,376	9,912,711	9,975,569	10,849,741	11,792,663	12,056,008	12,402,785	12,408,246
Fringe Benefits	1,938,124	2,038,290	2,237,307	2,544,048	2,699,872	2,695,474	2,795,390	2,900,507	3,321,923	3,434,939	3,554,275	3,798,951	3,849,428	3,901,630	3,878,916
Tuition Grants	6,074	19,119	56,632	110,681	40,293	36,051	32,638	29,155	23,983	18,058	55,411	55,044	58,411	25,356	1,723
Scholarships/Fellowships	1,952,199	1,999,725	2,182,044	2,449,968	2,573,576	2,642,486	3,073,535	2,730,818	3,074,391	3,231,866	4,079,662	3,433,768	2,644,121	2,894,641	2,863,893
Supplies	900,636	768,588	386,415	683,877	496,325	636,690	823,414	686,343	984,006	861,174	1,185,753	759,870	843,388	932,660	720,076
Travel/Transportation	332,256	398,123	407,723	423,501	427,575	432,101	417,859	515,594	486,105	547,935	734,111	904,603	958,484	1,056,363	902,992
Internal and External Services	835,087	958,753	1,142,694	783,220	1,061,501	993,667	846,473	897,867	899,844	1,185,410	1,138,035	965,365	1,116,490	1,160,551	1,019,012
Bad Debts	581,362	622,416	1,305,554	2,888,112	1,384,011	1,949,714	(287,199)	943,869	560,106	1,409,997	990,987	1,047,860	1,119,610	791,316	899,067
Clinic Expenses	2,315,431	2,658,434	2,582,794	2,453,481	1,899,891	2,544,135	2,395,770	1,948,509	1,938,805	1,808,386	2,204,301	1,943,838	1,915,644	2,438,642	2,527,565
Miscellaneous Expenses	1,517,764	2,256,751	1,241,808	1,174,318	1,902,485	1,841,902	1,661,767	1,315,491	1,285,174	1,664,328	1,516,193	1,280,270	1,496,111	1,049,895	808,628
<i>Commercial Dental Lab</i>	-	-	-	-	698,554	566,938	558,484	869,935	819,050	838,572	664,562	642,279	602,946	628,906	596,585
<i>Memberships &amp; Dues/Licenses</i>	-	-	-	-	61,173	95,952	138,586	123,336	111,151	83,407	70,256	111,464	81,057	103,647	92,633
<i>Insurance Expenses</i>	-	-	-	-	70,903	166,023	143,188	167,845	155,512	245,628	204,974	291,683	418,492	257,152	194,709
<i>Communications/Computing</i>	-	-	-	-	113,020	163,037	154,918	137,948	161,355	166,361	570,703	455,797	483,513	422,504	460,364
<i>Maintenance/Renovation</i>	-	-	-	-	559,871	562,793	455,596	390,608	418,562	489,151	471,135	398,350	578,088	698,426	728,417
<i>Travel/Hosting</i>	-	-	-	-	94,874	134,495	92,012	90,462	121,541	124,189	91,073	131,800	173,790	121,335	99,545
<i>Other Expenses</i>	-	-	-	-	304,091	152,664	118,983	(464,644)	(501,997)	(282,980)	(556,509)	(751,104)	(841,776)	(1,182,075)	(1,363,625)
Inventory Acquisitions	-	-	-	-	-	-	19,423	(2,722)	8,012	2,939	1,641	21,303	(658)	(8,413)	3,642
Equipment	176,769	-	325	46,659	476	6,854	53,777	85,990	2,295	494,950	510,530	31,564	203,700	25,764	130,219
<b>Operating Expenses Subtotal</b>	<b>17,683,331</b>	<b>19,044,268</b>	<b>19,206,938</b>	<b>21,833,786</b>	<b>21,224,369</b>	<b>22,804,777</b>	<b>21,059,331</b>	<b>21,574,571</b>	<b>23,544,325</b>	<b>25,678,022</b>	<b>27,336,990</b>	<b>26,451,206</b>	<b>26,536,460</b>	<b>26,876,965</b>	<b>26,268,540</b>
Indirect Cost	8,094	26,913	19,797	55,481	83,057	196,176	131,212	9,935	161,443	250,991	66,851	58,143	59,825	43,615	40,450
Transfers to Construction	(1,304,045)	3,271,303	3,216,551	991,779	414,130	(4,973)	(412,685)	-	113,000	30,000	50,896	14,409	27,694	258,790	85,388
Net Transfers	3,530,416	3,033,806	(4,440,089)	136,955	562,059	25,633	3,361,702	6,043,728	4,646,187	3,844,958	590,030	1,377,178	2,526,349	2,261,435	2,098,737
<b>Total Uses</b>	<b>19,917,796</b>	<b>25,376,290</b>	<b>18,003,198</b>	<b>23,018,002</b>	<b>22,283,615</b>	<b>23,021,614</b>	<b>24,139,559</b>	<b>27,628,233</b>	<b>28,464,955</b>	<b>29,803,971</b>	<b>28,044,768</b>	<b>27,900,936</b>	<b>29,150,328</b>	<b>29,440,804</b>	<b>28,493,115</b>
<b>Net Change</b>	<b>(667,306)</b>	<b>(4,303,982)</b>	<b>5,917,030</b>	<b>(3,694,533)</b>	<b>883,061</b>	<b>3,631,921</b>	<b>(1,650,075)</b>	<b>1,942,362</b>	<b>1,336,951</b>	<b>1,913,537</b>	<b>688,011</b>	<b>381,897</b>	<b>418,993</b>	<b>1,412,364</b>	<b>2,217,786</b>
<b>Fund Balance</b>	<b>3,473,062</b>	<b>(830,921)</b>	<b>5,071,901</b>	<b>1,377,368</b>	<b>2,260,429</b>	<b>5,892,350</b>	<b>4,242,275</b>	<b>6,184,637</b>	<b>7,521,588</b>	<b>9,435,125</b>	<b>10,123,136</b>	<b>10,505,034</b>	<b>10,924,026</b>	<b>12,336,391</b>	<b>14,554,177</b>
<b>Fund Balances by Fund Type</b>															
General Funds	(398,241)	(2,530,297)	(1,715,832)	(1,944,211)	(1,788,736)	(1,292,648)	(2,313,705)	(1,136,268)	(325,775)	2,357,018	2,360,160	1,727,453	2,922,885	4,509,405	4,253,909
Federal Cont & Grants	(177)	(240,666)	(297,345)	(363,234)	(8,483)	(8,577)	(161,635)	(48,891)	791,607	-	-	(9,210)	(0)	0	0
Non-Fed Cont & Grants	16,807	3,721	0	115,086	152,050	56,683	12,855	138,759	353,658	92,402	3,472	16,927	34,818	58,655	(119)
Gifts, Endow. Distrib.	2,914,327	(1,249,576)	2,791,288	2,923,215	3,233,244	4,871,016	5,443,404	6,467,909	5,782,140	6,340,337	7,167,430	8,269,849	8,163,162	8,506,687	8,608,426
Designated Funds	2,595,323	3,956,104	2,541,917	(840,675)	(881,909)	(282,794)	(266,966)	(1,342,498)	(1,634,747)	(1,887,648)	(1,793,032)	(2,415,870)	(2,957,210)	(3,115,108)	(836,586)
Auxiliary, Fac Practice	(1,654,978)	(770,205)	1,751,872	1,487,187	1,554,264	2,548,671	1,528,323	2,105,625	2,554,704	2,533,016	2,385,106	2,915,884	2,760,372	2,376,752	2,528,548
<b>Total</b>	<b>3,473,061</b>	<b>(830,920)</b>	<b>5,071,901</b>	<b>1,377,368</b>	<b>2,260,430</b>	<b>5,892,351</b>	<b>4,242,275</b>	<b>6,184,637</b>	<b>7,521,587</b>	<b>9,435,124</b>	<b>10,123,136</b>	<b>10,505,034</b>	<b>10,924,026</b>	<b>12,336,391</b>	<b>14,554,178</b>

School of Dentistry administrative departments include Patient Services, Academic Affairs, Informatics, Alumni Relations, Continuing Education, Research, Dean's Office, Finance, and Clinic Billing Office. The long-term trend for administrative costs around the School can be seen in this presentation.



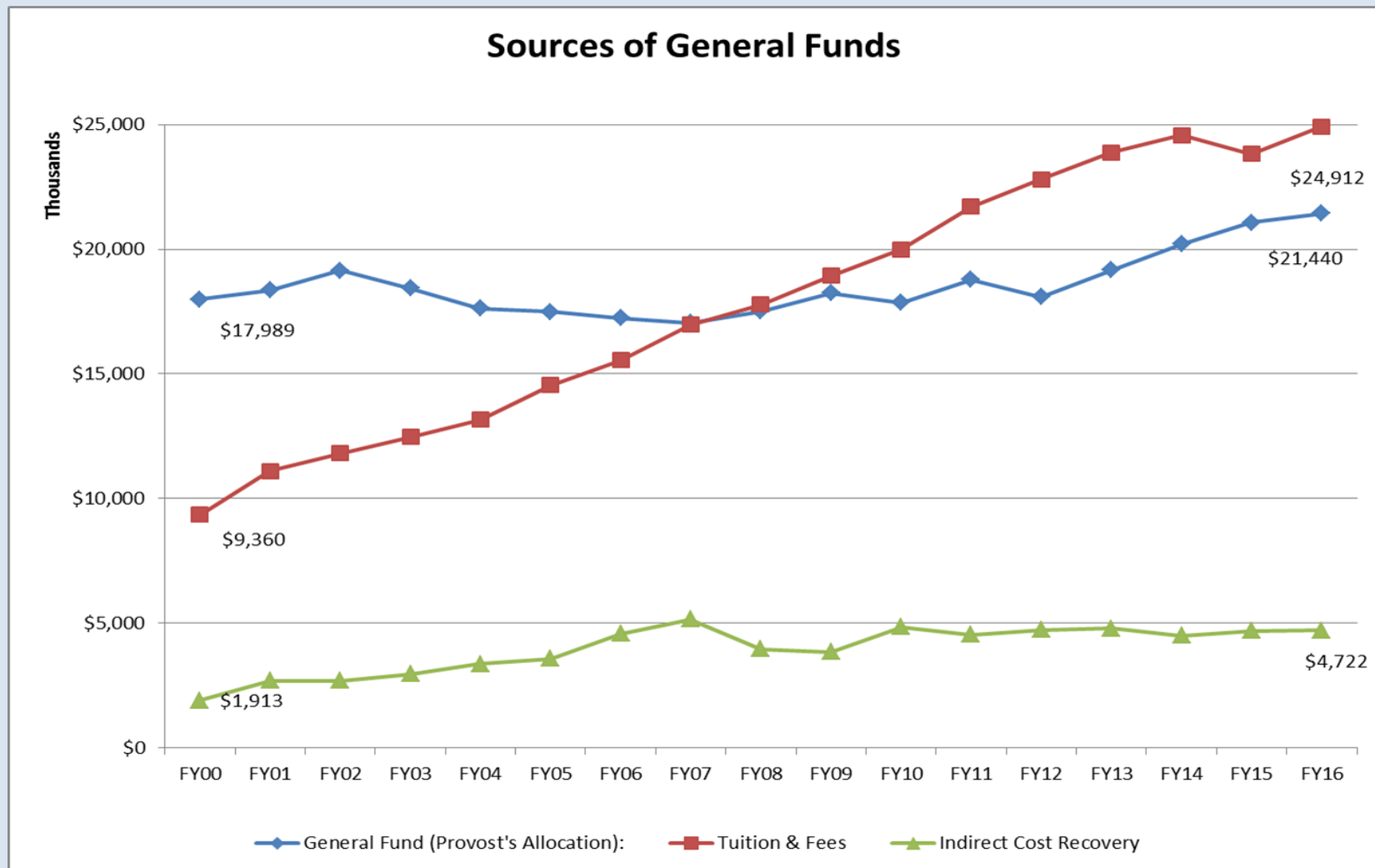
General fund sources of revenue (tuition, Provost’s allocation, indirect cost recovery) are netted against assessments for facilities, financial aid, and University central unit funding. The net of the revenues and assessments is available for use by the School of Dentistry for general fund purposes.

# General Funds

General Funds Appropriation to the School is based on a formula according to the University's budget model.

## Revenue components

- Tuition, registration fees, application fees
- Indirect Cost Recovery
- Provost's allocation



The Provost allocates money annually for the School's general fund as part of Responsibility Center Management-the University accounting system. Three sources of revenues (about \$51M in FY16) are netted to three expenses (assessments or taxes - about \$19M this fiscal year); \$31.8M for FY 16. The chart shows the trend for the three sources of revenue over the past 16 years.

The "Provost Allocation" line represents the total of academic funding requests over the years. Indirect cost recovery is paid to the School as part of recovering the facility and administrative costs that we incur in support of research activity. The amounts within each grant are determined by negotiated rates applied to direct costs within the grant budgets. All tuition and fees flow to the School.



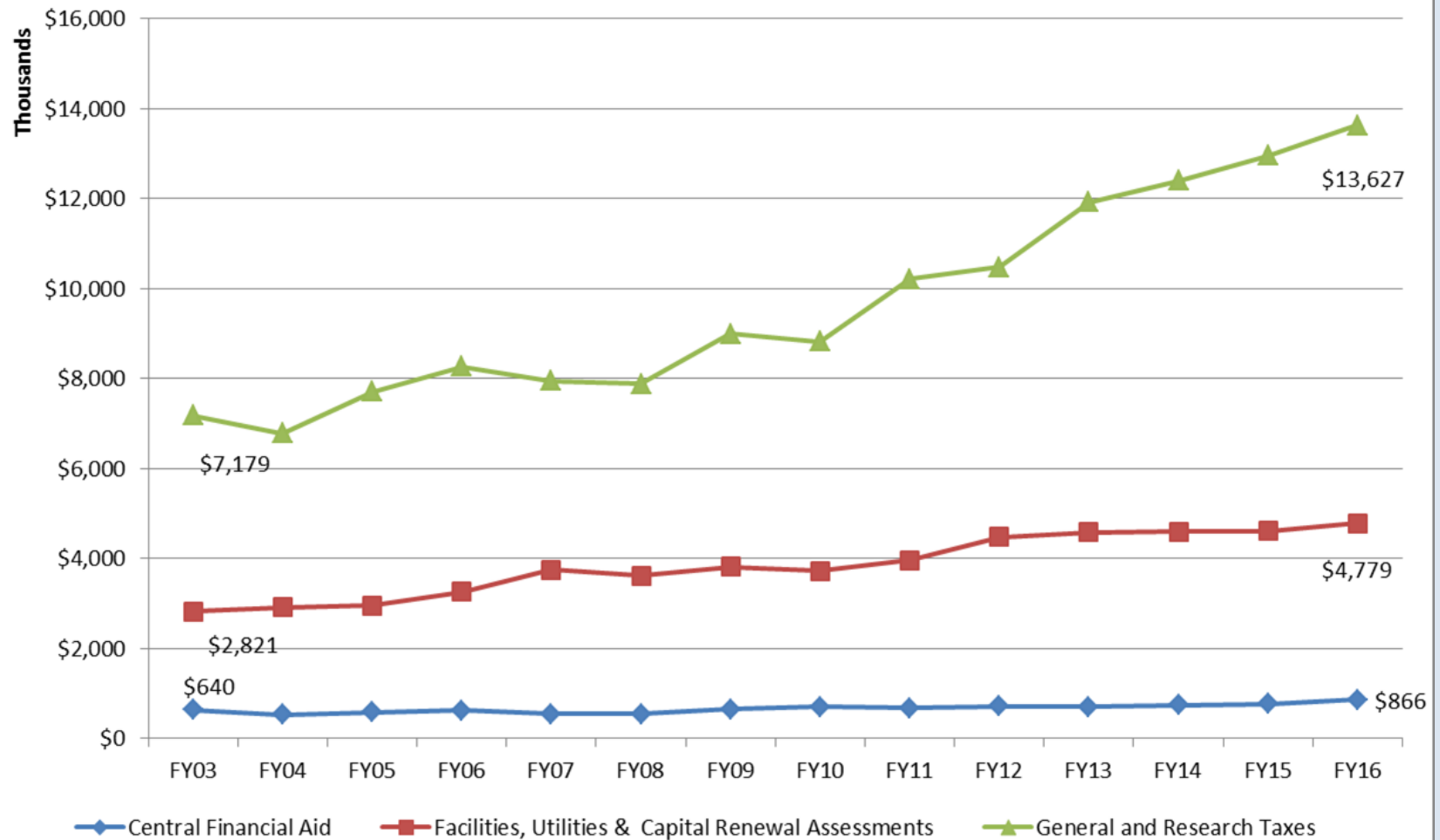
# General Funds Assessments

## Assessment components

- General and research taxes (based on expenditures that occurred in the fiscal year two years prior, e.g. FY16 taxes based on FY14 expenditures)
- Facilities costs (actual utilities, maintenance per square foot)
- Capital renewal
- Central financial aid (undergraduate and Rackham)

General and research taxes were 11% on sponsored research, 4% on clinic, 24% on all other activity. Currently, a flat tax method is in place. The rate is 19.3% this year, increasing to 21.4% in FY18. Financial aid/scholarship and construction expenses are excluded from the tax calculation.

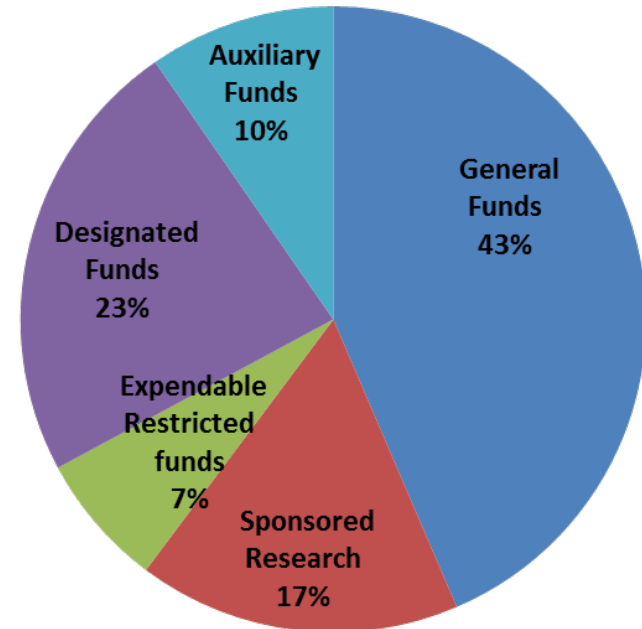
## General Funds Assessments



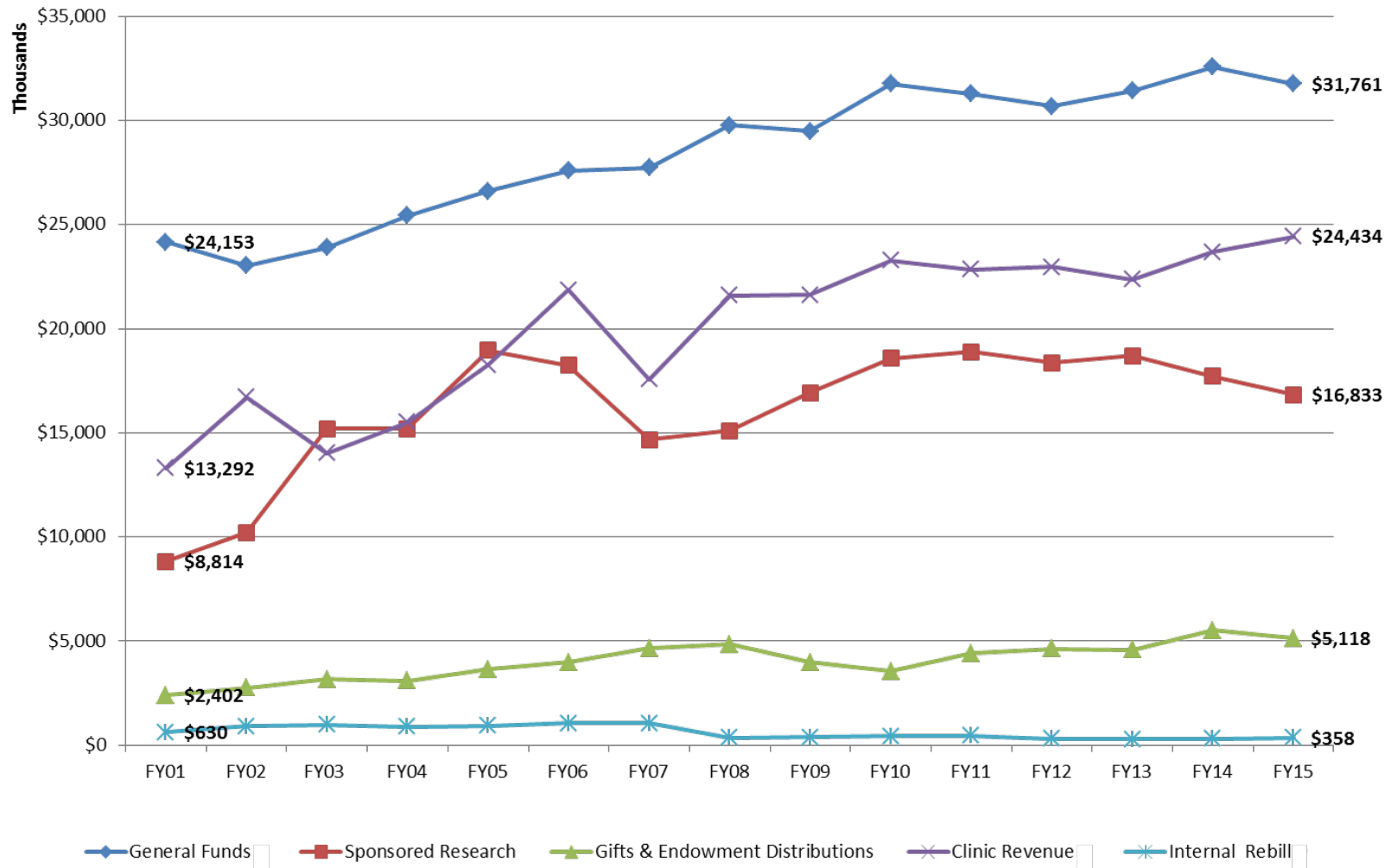
General fund assessments are reflected over time. Significant growth has been experienced in general taxes since 2009. This will continue to be the case until at least 2019. The increase in overall assessments means that the School receives fewer dollars for general fund use toward academic needs.

# Operating Budget

- Total operating budget for FY15 was ~\$74 million
- Five major sources of Operating Funds:
  - **General Funds**
    - Student tuition and fees
    - Provost's allocation
    - Indirect cost recovery
  - **Sponsored Research**
    - Research grants, contracts
    - Net of indirect cost
  - **Expendable Restricted Funds**
    - Endowment distributions
    - Gifts
  - **Designated Funds**
    - Pre-doctoral, graduate clinic revenue
    - Outreach revenue
    - Continuing education
  - **Auxiliary Funds**
    - Faculty practice
    - Cores



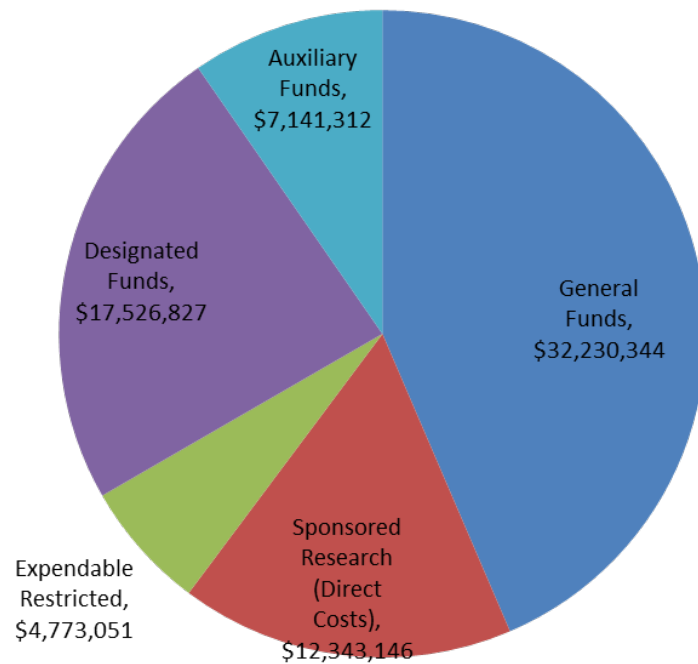
## Sources of Operating Funds



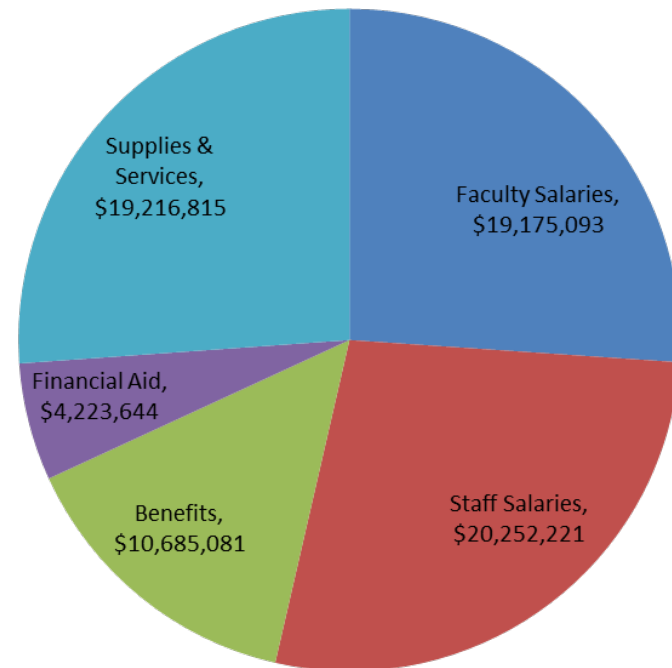
General funds and clinical revenue have increased over the past 15 years. Sponsored research revenue has nearly doubled since FY01; it is currently decreasing. Gifts and endowment distributions have doubled between FY2000 and FY2015.

# FY15 Operating Funds

**Revenues**

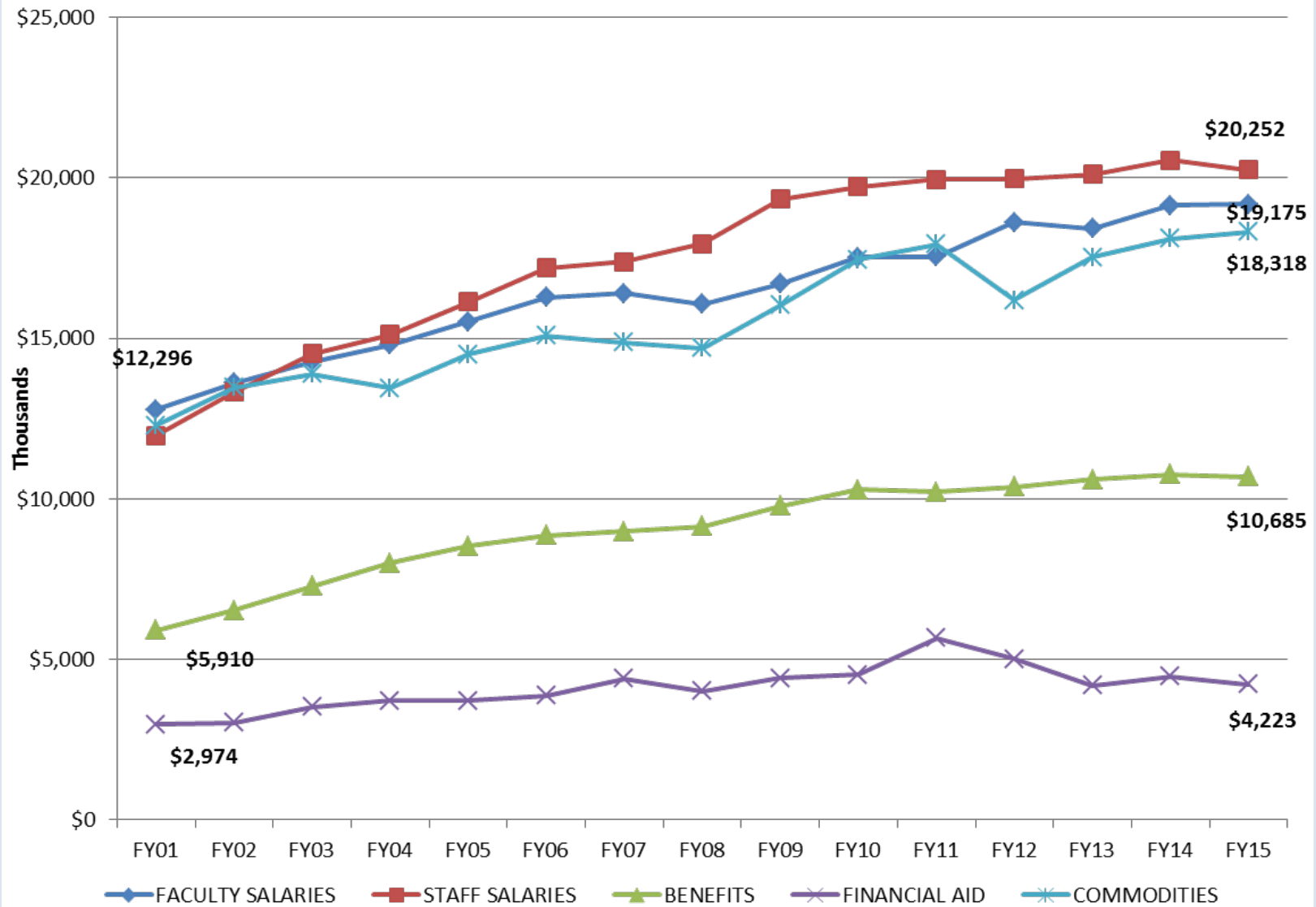


**Expenses**



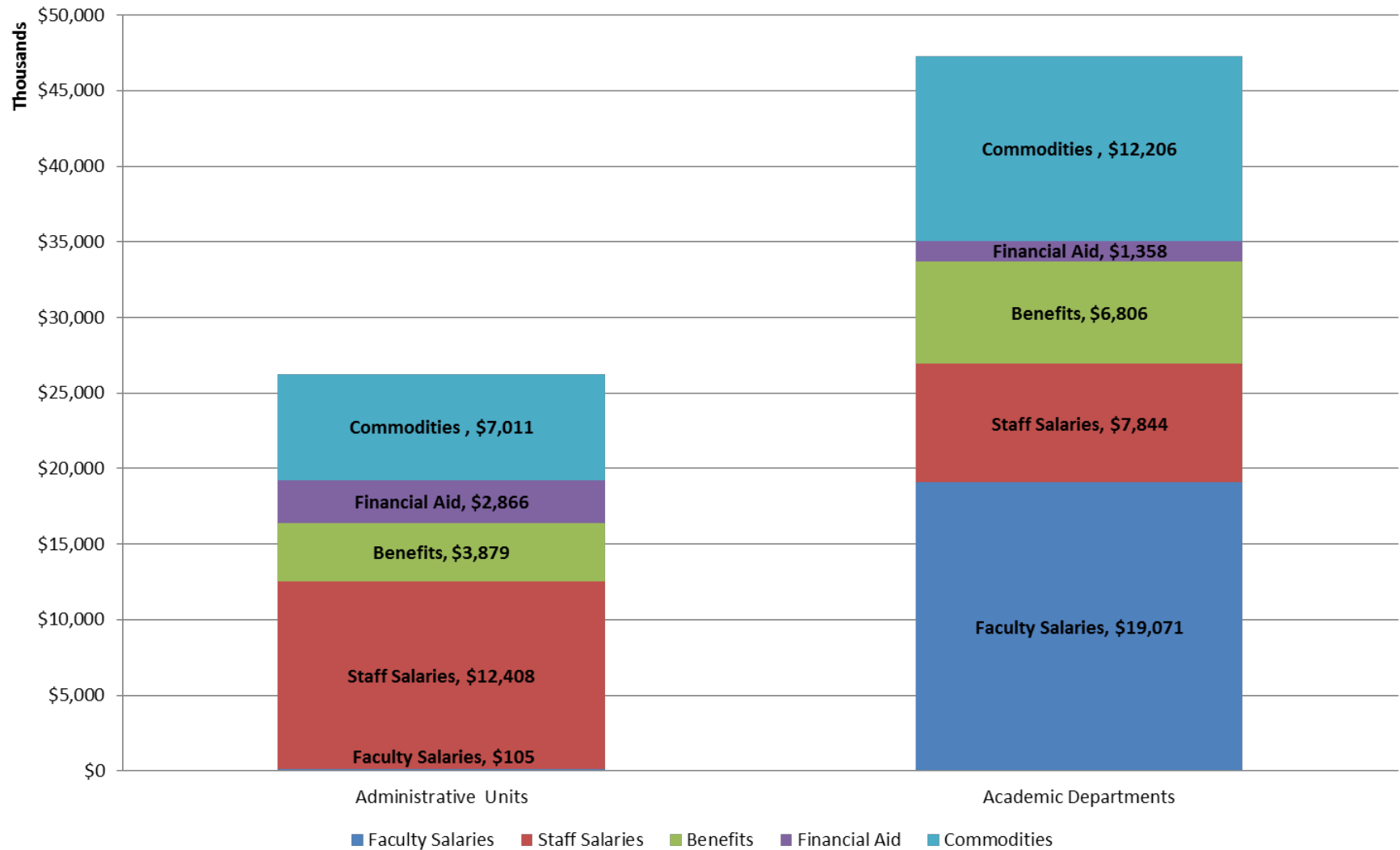
Sources and uses of funds are broken down for FY 15. About two-thirds of the expenses of the School are for salary and benefits.

## Major Expense Categories Operating Funds

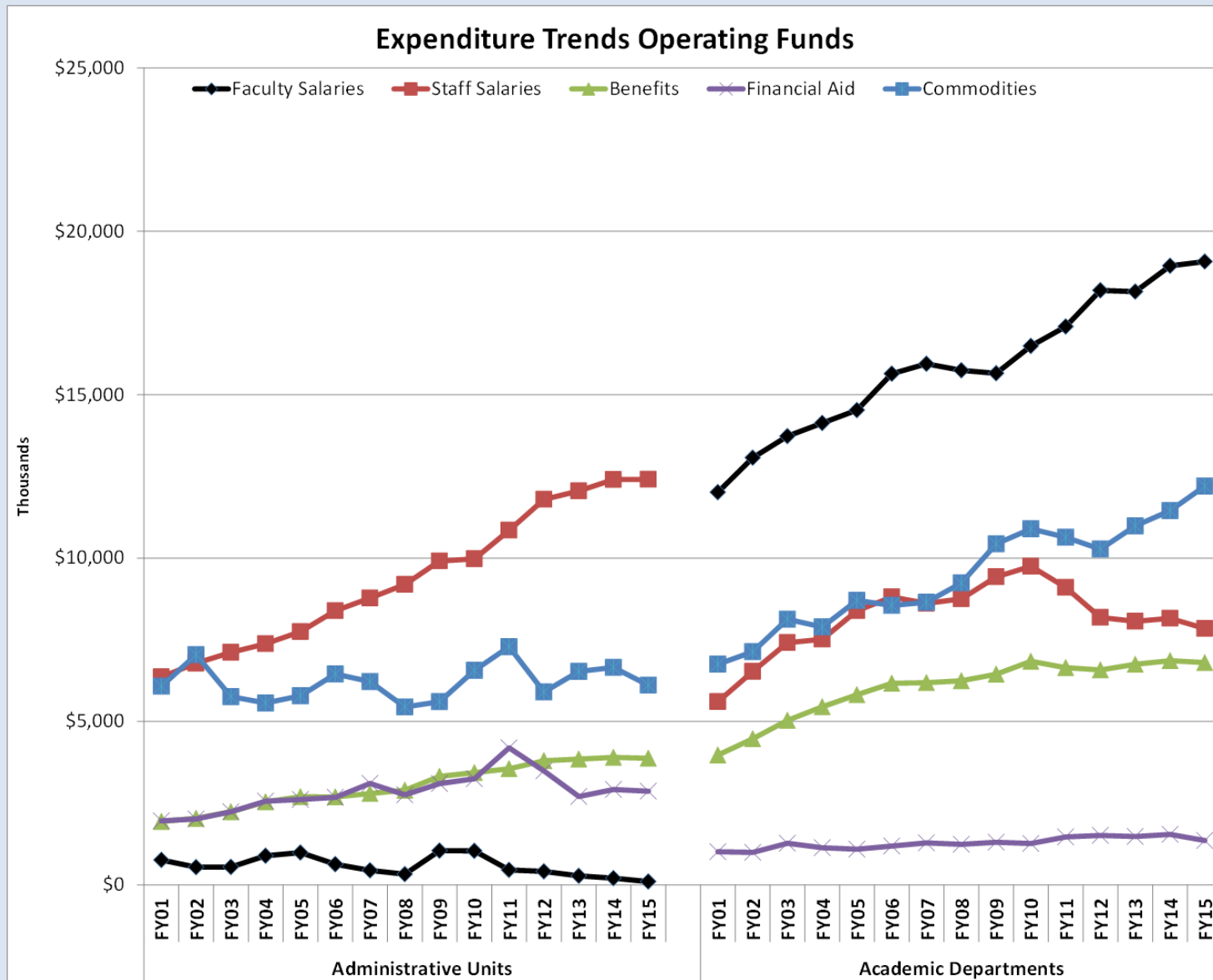




## FY15 Operating Expenses



The breakdown for the kinds of costs by academic and administrative purposes is shown. The vast majority of the School's resources are invested for academic purposes, particularly when staff salaries in administrative costs include a large number of patient services personnel. Faculty salaries in administrative units are, in most cases, included in staff salaries. This is the University's method of categorizing the portion of faculty appointments for faculty members' administrative duties.



Total academic related costs are shown beside the School's administrative costs over an extended period. We spend a large proportion of our resources directly on the educational mission of the School. Salaries and benefits are increasing steadily over time, while financial aid has increased only slightly in 15 years. Commodities have increased sharply from FY12 to FY15.

School of Dentistry								
ALL OPERATING FUNDS ACTIVITY (Includes General, Auxiliary, Designated, Gift, Federal Sponsored, and Non-Federal Sponsored Funds)								
	Actual				Projected			
	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19
Beginning Balance	22,690,906	23,747,080	23,858,260	24,659,495	24,538,721	23,781,065	22,777,844	21,647,008
Sources:								
Appropriations	29,957,046	30,626,505	31,524,830	31,247,292	31,803,628	32,635,714	33,209,303	33,901,842
General Fund Transfers	715,020	791,490	1,048,291	513,800	1,770,950	1,330,950	1,330,950	-
Federal Grants/Contracts	16,175,669	16,039,427	15,584,495	14,778,234	15,011,346	14,936,289	14,936,289	15,010,971
Non-Federal Grants/Contracts	2,176,430	2,655,171	2,128,577	2,054,761	2,231,254	2,220,097	2,220,097	2,231,198
Gifts	1,210,113	917,646	1,851,487	1,435,918	1,346,311	1,366,506	1,387,004	1,407,809
Endowment Distribution	3,322,770	3,573,502	3,632,528	3,599,550	3,753,831	3,791,369	3,829,283	3,867,575
Investment Distribution	88,023	91,694	33,712	82,491	45,442	45,896	46,355	46,819
External Department Revenue	22,964,257	22,363,540	23,692,653	24,434,390	25,811,205	26,410,018	27,032,624	27,606,683
Recharge Revenue	307,189	284,061	318,196	358,093	300,000	300,000	300,000	300,000
Total Sources:	76,916,517	77,343,036	79,814,769	78,504,529	82,073,967	83,036,840	84,291,905	84,372,897
Uses:								
Faculty Salaries	17,170,932	17,175,313	17,902,141	17,915,882	17,135,165	17,356,545	17,717,773	18,099,019
Research Faculty	1,151,879	927,963	856,882	941,421	708,835	705,291	705,291	708,817
GSA Salaries	288,756	326,313	387,432	317,790	278,734	277,341	277,341	278,727
Staff Salaries	19,977,400	20,120,894	20,559,051	20,252,221	22,401,286	22,888,055	23,399,510	23,935,900
Fringe Benefits	10,378,836	10,601,439	10,765,938	10,685,082	11,796,090	12,029,902	12,324,547	12,619,202
Tuition Grants	205,778	231,063	224,173	144,233	199,255	198,559	198,559	199,251
Undergraduate Financial Aid	304,476	319,486	81,290	1,817	80,000	80,000	80,000	80,000
Graduate Student Fellowships	4,490,376	3,634,517	4,162,289	4,077,593	4,304,551	4,366,747	4,434,413	4,507,572
Supplies	4,391,920	4,322,762	4,350,634	3,958,977	4,323,138	4,339,972	4,369,242	4,410,894
Travel/Transportation	1,787,146	1,896,986	1,891,852	1,767,500	1,985,524	2,012,245	2,040,143	2,069,222
Internal and External Services	1,833,175	2,042,105	2,035,953	1,807,476	2,149,543	2,173,382	2,199,711	2,228,525
Subcontracts Over 25K	160,473	525,552	1,116,314	1,996,175	914,142	909,571	909,571	914,119
Miscellaneous Expenses	8,843,426	9,459,575	9,367,841	9,441,927	11,726,054	11,893,568	11,955,164	12,032,569
Inventory Acquisitions	21,303	(658)	(8,413)	3,642	-	-	-	-
Equipment	193,575	394,309	147,601	241,122	255,864	258,059	260,651	263,641
Indirect Cost	4,879,983	5,291,003	4,810,718	4,489,849	4,671,702	4,648,343	4,648,343	4,671,585
Transfers to Construction	14,409	27,694	258,790	575,388	-	-	-	-
Net Transfers	(233,498)	(64,461)	103,048	7,208	(98,259)	(97,518)	(97,518)	(98,255)
Total Uses:	75,860,343	77,231,856	79,013,533	78,625,303	82,831,623	84,040,061	85,422,741	86,920,789
Net Change in Balance:	1,056,173	111,181	801,235	(120,774)	(757,657)	(1,003,221)	(1,130,836)	(2,547,892)
Ending Balance	23,747,080	23,858,260	24,659,495	24,538,721	23,781,065	22,777,844	21,647,008	19,099,116
Ending Balance (June 30) by Fund:								
General	2,128,794	3,210,046	4,305,441	3,393,991	3,296,228	2,881,086	2,231,827	130,334
Designated	2,026,146	1,715,682	2,236,413	2,984,829	2,220,072	1,491,242	805,474	101,399
Auxiliary	4,969,376	4,616,743	3,702,682	4,542,672	4,388,728	4,271,967	4,218,644	4,217,521
Gift	13,734,098	13,254,454	13,489,487	12,896,786	12,896,786	12,896,786	12,896,786	12,896,786

The first four columns reflect actual costs for operating funds; the last four columns are projected data. The projections for total operating funds show that, using the current assumptions, the finances of the School are not positive. The Net Change in Balance is negative in FY15 and continues the downward trend through the projection for FY19. The projections indicate a need for a financial plan for long-term sustainability.

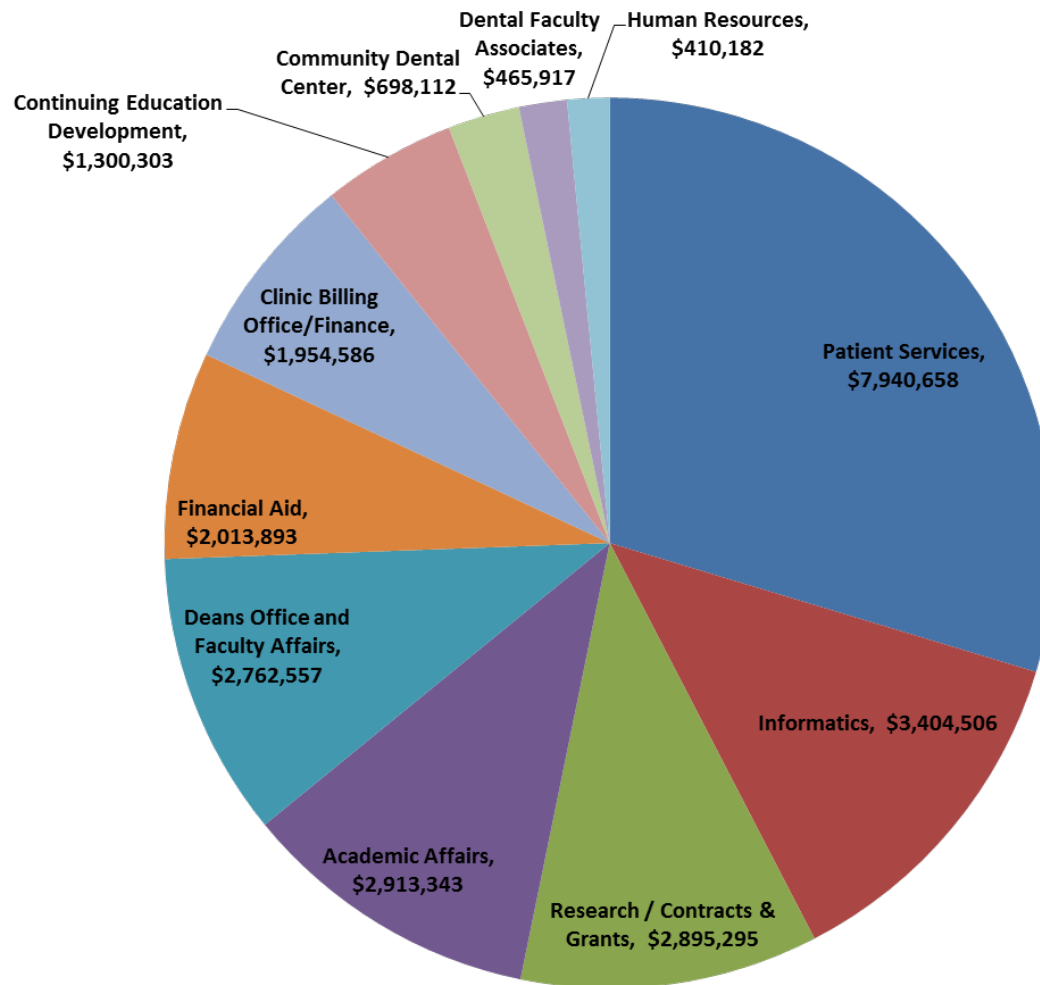
School of Dentistry								
GENERAL FUND ACTIVITY								
	Actual				Projected			
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Beginning Balance	2,794,699	2,128,794	3,210,046	4,305,441	3,393,991	3,296,228	2,881,086	2,231,827
Sources:								
Appropriations	29,957,046	30,626,505	31,524,830	31,247,292	31,803,628	32,635,714	33,209,303	33,901,842
General Fund Transfers	715,020	791,490	1,048,291	513,800	1,770,950	1,330,950	1,330,950	-
Investment Distribution	-	(5,277)	-	127				
External Department Revenue	470,343	470,665	469,255	469,125	478,508	492,863	507,649	522,878
Recharge Revenue								
Total Sources:	31,142,409	31,883,383	33,042,376	32,230,344	34,053,085	34,459,527	35,047,902	34,424,720
Uses:								
Faculty Salaries	12,357,028	11,465,785	12,469,671	12,803,762	12,995,359	13,202,365	13,532,424	13,870,735
Research Faculty	262,214	136,911	69,420	91,098				
GSA Salaries	4,417	16,117	48,586	26,027				
Staff Salaries	9,237,483	9,259,290	9,371,866	9,288,167	9,355,238	9,589,119	9,828,847	10,074,568
Fringe Benefits	5,513,928	5,456,461	5,590,327	5,628,558	6,185,566	6,324,430	6,505,902	6,678,624
Tuition Grants	55,044	70,617	57,589	4,451	60,000	60,000	60,000	60,000
Undergraduate Grants/Scholarships			150	740				
Graduate Stipends/Fellowships	1,131,304	839,065	799,022	806,732	900,000	900,000	900,000	900,000
Supplies	805,666	812,816	994,666	973,186	987,784	1,002,601	1,017,640	1,032,904
Travel/Transportation	324,932	389,368	270,586	422,511	428,849	435,281	441,811	448,438
Internal and External Services	494,025	614,475	580,983	762,217	773,650	785,255	797,034	808,989
Miscellaneous Expenses	1,491,331	1,481,487	1,618,002	2,160,108	2,272,510	2,381,597	2,417,321	2,453,581
Equipment	68,967	207,693	59,656	139,796	141,893	144,021	146,182	148,374
Transfers to Construction	-	20,194	-	40,388				
Net Transfers	61,973	31,852	16,457	(5,947)	50,000	50,000	50,000	50,000
Total Uses:	31,808,314	30,802,132	31,946,980	33,141,794	34,150,849	34,874,669	35,697,160	36,526,214
Net Change in Balance:	(665,905)	1,081,251	1,095,396	(911,450)	(97,763)	(415,142)	(649,258)	(2,101,494)
Ending Balance	2,128,794	3,210,046	4,305,441	3,393,991	3,296,228	2,881,086	2,231,827	130,334
Ending Balance as a % of Appropriation	7.1%	10.5%	13.7%	10.9%	10.4%	8.8%	6.7%	0.4%
Ending Balance as a % of Total Sources	6.8%	10.1%	13.0%	10.5%	9.7%	8.4%	6.4%	0.4%

Given the assumptions for General Funds, uses will continue to be greater than the General Fund allocation in the projected years. General Funds are applied to most faculty salaries (not the at-risk portions) and support most administrative units.

<b>School of Dentistry</b> GENERAL FUND APPROPRIATION							
	Actual				Projected		
	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
General Fund Supplement	17,979,812	20,211,049	21,067,180	21,440,325	21,740,325	22,040,325	22,340,325
Tuition and Fee Revenue	2,037,918	1,943,135	1,738,995	1,938,477	2,020,616	2,140,169	2,240,849
Undergraduate Tuition							
Graduate Tuition	2,479,708	2,793,623	3,132,465	3,354,726	3,438,594	3,524,559	3,612,673
Graduate/Professional Tuition	19,082,788	19,516,701	18,669,141	19,322,161	20,022,855	20,746,507	21,265,170
Registration Fees	126,468	139,286	137,826	141,891	145,438	149,074	152,801
Application Fees	146,021	167,394	147,082	155,200	159,080	163,057	167,133
Recovered Indirect Costs	4,796,417	4,507,592	4,700,000	4,722,334	4,648,343	4,648,343	4,671,585
Interest Paid on Balances	-	-	-	-	-	-	-
OFA/Rackham Financial Aid							
OFA Financial Aid	(342,531)	(348,823)	(331,336)	(390,839)	(436,567)	(487,646)	(544,700)
Rackham Financial Aid	(356,275)	(401,207)	(440,148)	(475,295)	(502,862)	(532,028)	(562,886)
Facilities Costs							
Utilities	(2,269,120)	(2,036,511)	(2,014,465)	(2,162,772)	(2,227,655)	(2,294,485)	(2,363,319)
Plant Operations	(1,887,124)	(1,926,165)	(1,948,878)	(1,969,650)	(1,999,195)	(2,029,183)	(2,059,620)
Capital Renewal	(433,241)	(635,234)	(649,176)	(646,252)	(662,408)	(678,969)	(695,943)
Taxes	(10,734,336)	(12,406,010)	(12,961,394)	(13,626,678)	(13,710,849)	(14,180,421)	(14,322,226)
Net funding (Appropriation):	30,626,505	31,524,830	31,247,292	31,803,628	32,635,714	33,209,303	33,901,842

The appropriation is the main revenue source for the general fund presented on the previous slide. The increases in taxes serve to constrain our ability to grow our economic engine mainly because our student body is limited by clinic space and accreditation requirements.

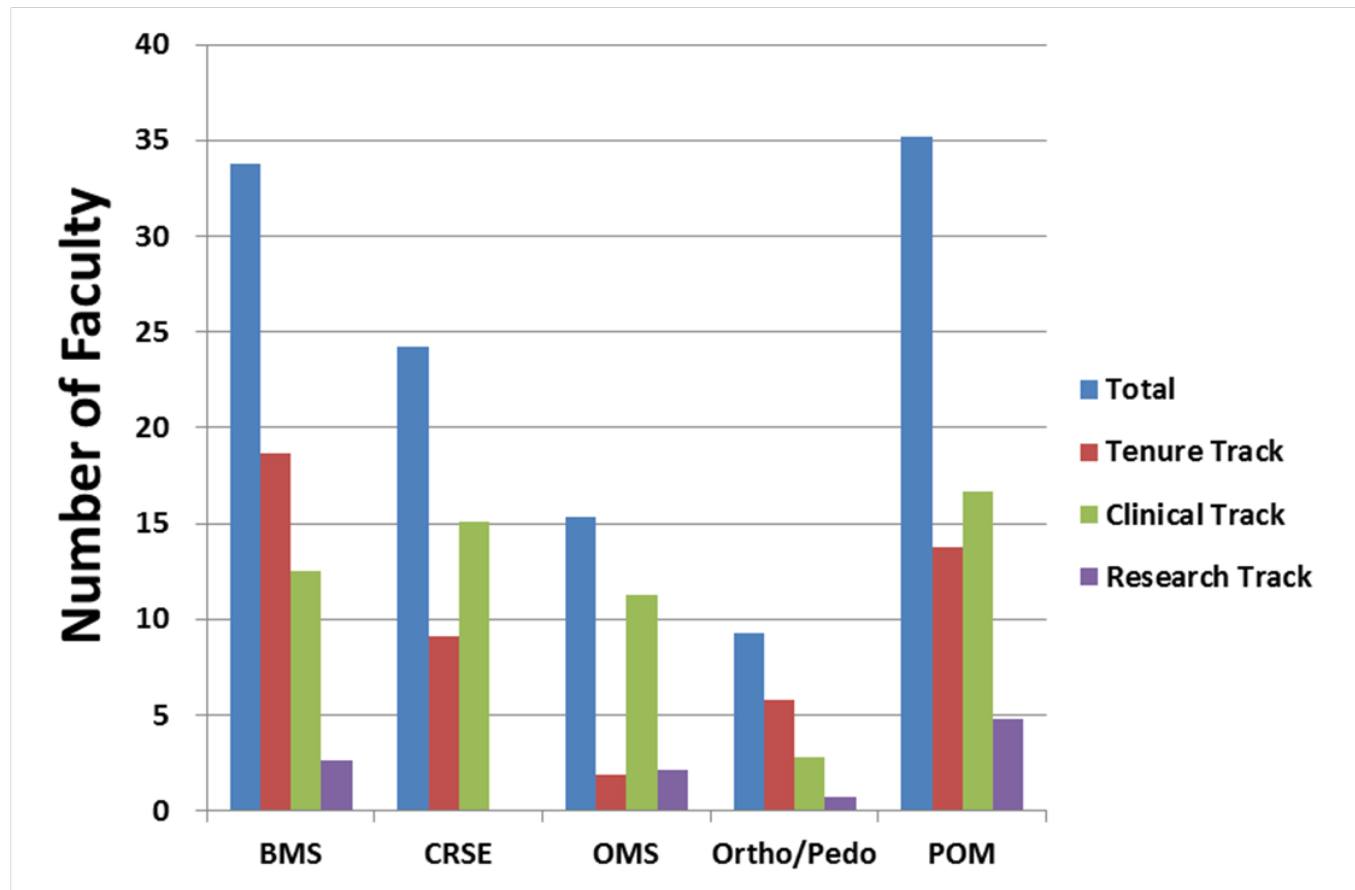
## Administrative Spending by Unit FY15



A large part of the educational process involves serving the needs of patients. Patient services costs provide quality service to pre-doctoral level clinics, faculty practice, and Advanced Specialty Clinics. Informational technology is woven into a great deal of the teaching and care paradigms around the school, from classroom instruction and way finding to research support, HIPAA compliance, and digital patient record keeping systems.



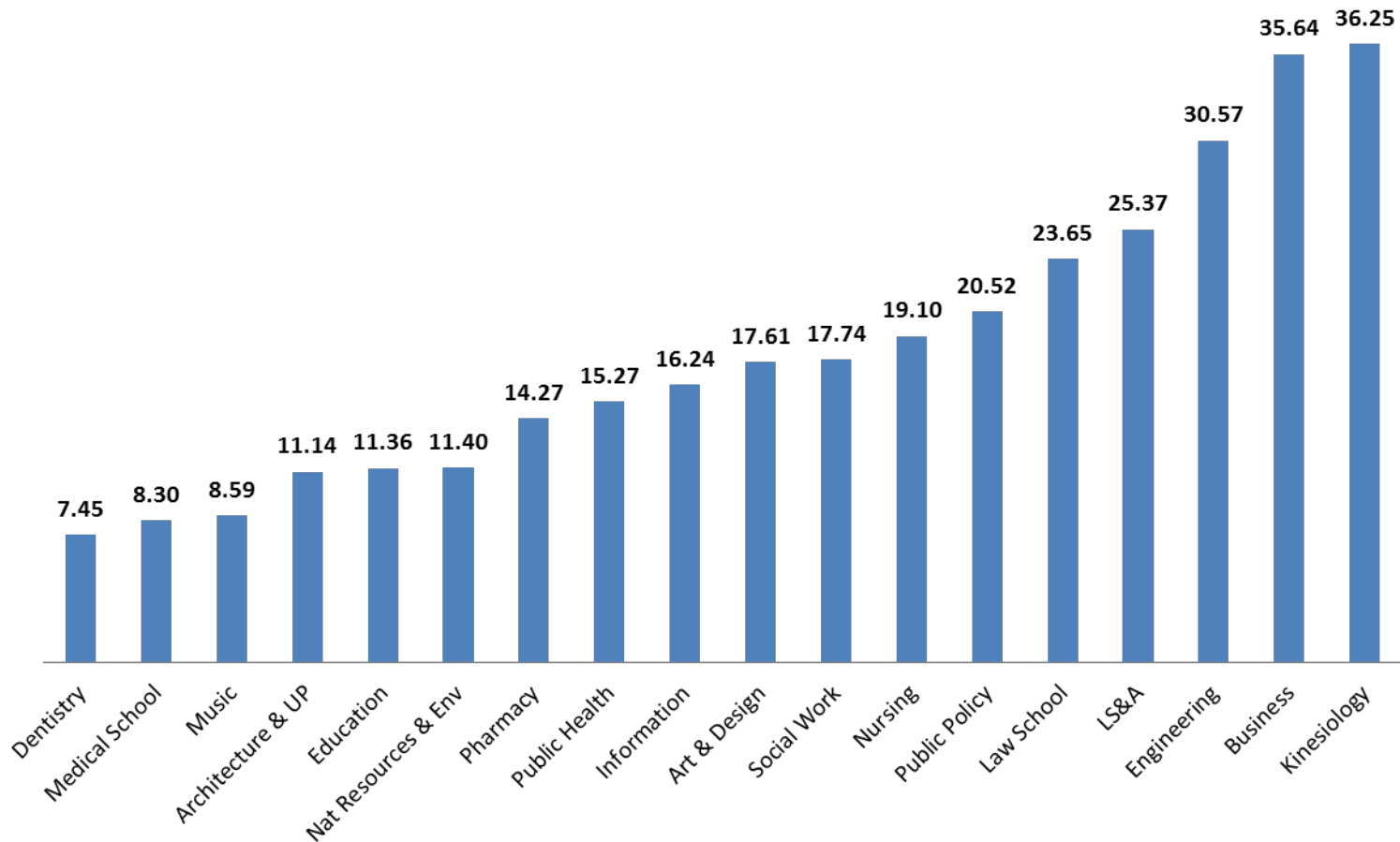
# School of Dentistry Faculty by Department FY15 (excluding adjuncts)



Full-time faculty by department is shown for tenure, clinical, and research track categories.

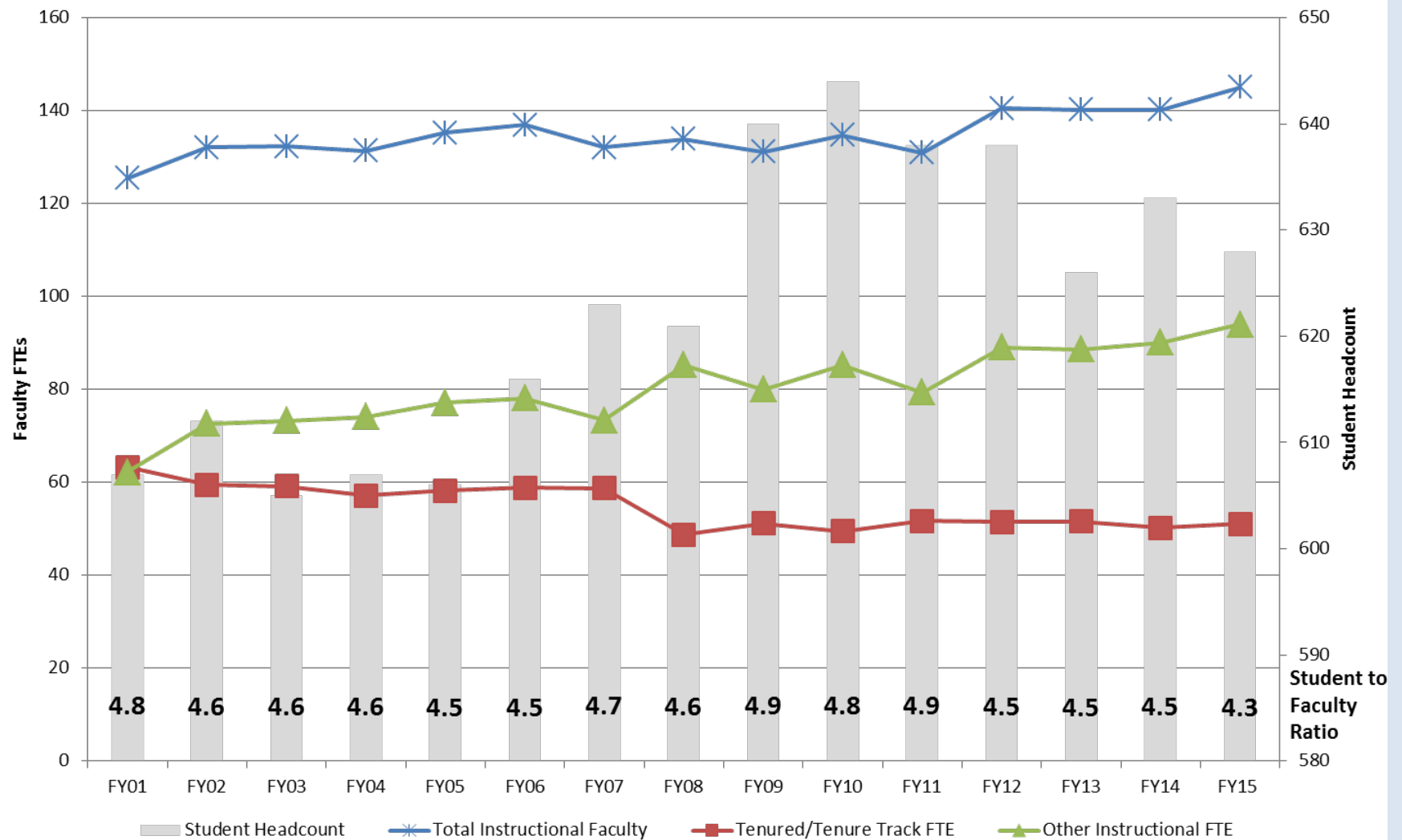
## Enrollment per Faculty Member by School or College

■ Includes tenured, tenure track, graduate fellowships, and Residential College instructors



In FY15, the School of Dentistry has the highest student to faculty ratio of all University schools and colleges. This data shows the importance of faculty to our students' success but also is a key reason for the high cost of dental education.

## Instructional Faculty including Adjunct & Student Head Count



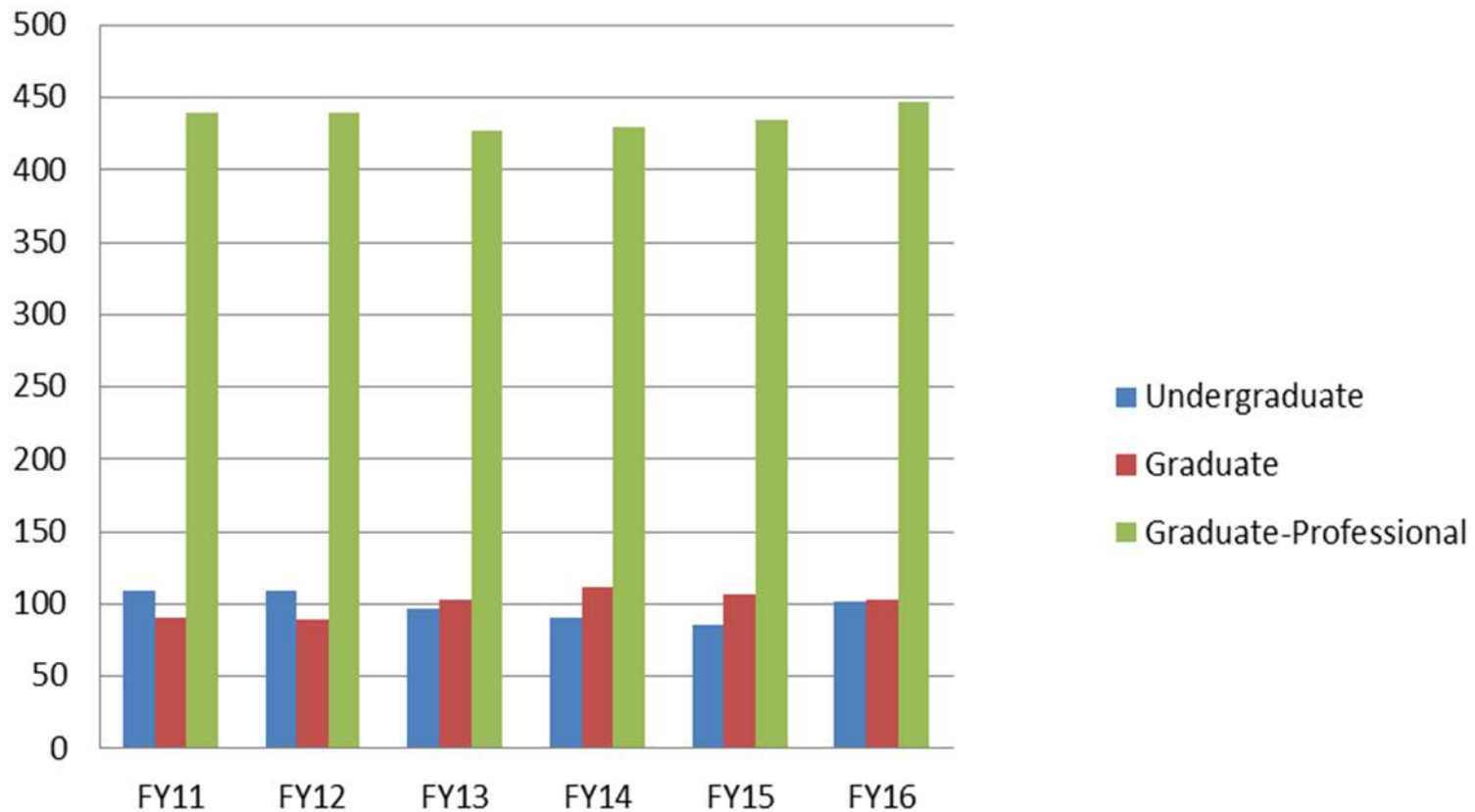
The total instructional faculty equivalent headcount has increased slightly over the past 15 years. It has grown as student headcount equivalent (gray bars) has declined in the past few years. The resulting student to faculty ratio shows a very costly educational delivery for the School of Dentistry.

**School of Dentistry**  
**Discretionary Balances with Quasi Endowments**  
**For the period July 1, 2014 to June 30, 2015**

	Beginning Balance	YTD Revenue	YTD Expenses	YTD Transfers	Ending Balance
<b>Discretionary Managed by Chair/Dean</b>					
Administration	6,679,250	8,016,206	(1,426,048)	7,715,203	8,406,300
Biologic & Materials Sciences	6,244,109	358,234	475,744	(3,385)	6,129,984
Cariology, Restorative Sciences, and Endodontics	1,222,358	92,194	671,379	(233,050)	876,223
Oral & Maxillofacial Surgery / Hospital Dentistry	2,581,193	155,651	620,583	(252,822)	2,369,082
Orthodontics and Pediatric Dentistry	4,098,200	414,192	1,415,350	(917,148)	4,014,190
Periodontics and Oral Medicine	5,132,788	399,231	457,710	(197,441)	5,271,750
<b>Total Discretionary Managed by Chair/Dean</b>	<b>25,957,897</b>	<b>9,435,708</b>	<b>2,214,719</b>	<b>6,111,357</b>	<b>27,067,529</b>
<b>Non-Discretionary Managed by Chair/Dean</b>					
Administration	26,644,575	8,135,887	9,128,503	(1,600,326)	27,252,285
Biologic & Materials Sciences	274,896	4,029,059	4,121,827	4,842	177,285
Cariology, Restorative Sciences, and Endodontics	(1,607,726)	3,608,752	3,609,005	(63,010)	(1,544,969)
Oral & Maxillofacial Surgery / Hospital Dentistry	(153,992)	1,358,611	1,275,513	(122,384)	51,489
Orthodontics and Pediatric Dentistry	324,658	780,356	808,927	1,614	294,472
Periodontics and Oral Medicine	(1,879,630)	3,659,940	4,111,162	(92,832)	(2,238,020)
<b>Total Non-Discretionary Managed by Chair/Dean</b>	<b>23,602,780</b>	<b>21,572,605</b>	<b>23,054,938</b>	<b>(1,872,096)</b>	<b>23,992,543</b>
<b>Financial Aid Funds</b>					
Administration	13,485,480	2,647,406	2,319,397	(142,855)	13,956,343
Biologic & Materials Sciences	343,342	35,880	12,559	8,066	358,597
Cariology, Restorative Sciences, and Endodontics	8,214	883	1,050	-	8,047
Oral & Maxillofacial Surgery / Hospital Dentistry	(89)	-	-	-	(89)
Orthodontics and Pediatric Dentistry	712,135	698,278	655,471	16,374	738,568
Periodontics and Oral Medicine	273,905	37,875	23,484	6,280	282,016
<b>Total Financial Aid</b>	<b>14,822,987</b>	<b>3,420,322</b>	<b>3,011,962</b>	<b>(112,134)</b>	<b>15,343,482</b>
<b>Individual Faculty Funds</b>					
Administration	1,210,335	1,064,322	729	1,680,544	593,385
Biologic & Materials Sciences	2,754,372	336,151	1,083,681	(179,602)	2,186,444
Cariology, Restorative Sciences, and Endodontics	385,353	29,025	194,935	(270,470)	489,913
Oral & Maxillofacial Surgery / Hospital Dentistry	430,230	25,140	168,068	(132,817)	420,120
Orthodontics and Pediatric Dentistry	1,261,554	38,182	397,562	(252,168)	1,154,341
Periodontics and Oral Medicine	1,527,269	420,016	611,296	(225,771)	1,561,759
<b>Total Individual Faculty</b>	<b>7,569,113</b>	<b>1,912,837</b>	<b>2,456,271</b>	<b>619,716</b>	<b>6,405,962</b>
<b>Dedicated Purpose, Restricted Gifts</b>					
Administration	11,124,583	12,430,689	15,531,379	(3,605,108)	11,629,001
Biologic & Materials Sciences	18,977	1,761,926	1,923,000	(21,487)	(120,610)
Cariology, Restorative Sciences, and Endodontics	288,026	4,267,109	3,687,265	549,295	318,575
Oral & Maxillofacial Surgery / Hospital Dentistry	(14,438)	2,914,663	2,057,664	785,190	57,370
Orthodontics and Pediatric Dentistry	505,925	3,828,829	3,143,260	657,396	534,097
Periodontics and Oral Medicine	126,133	2,553,340	2,906,588	10,976	(238,092)
<b>Total Dedicated Purpose, Restricted Gifts</b>	<b>12,049,205</b>	<b>27,756,555</b>	<b>29,249,156</b>	<b>(1,623,738)</b>	<b>12,180,342</b>

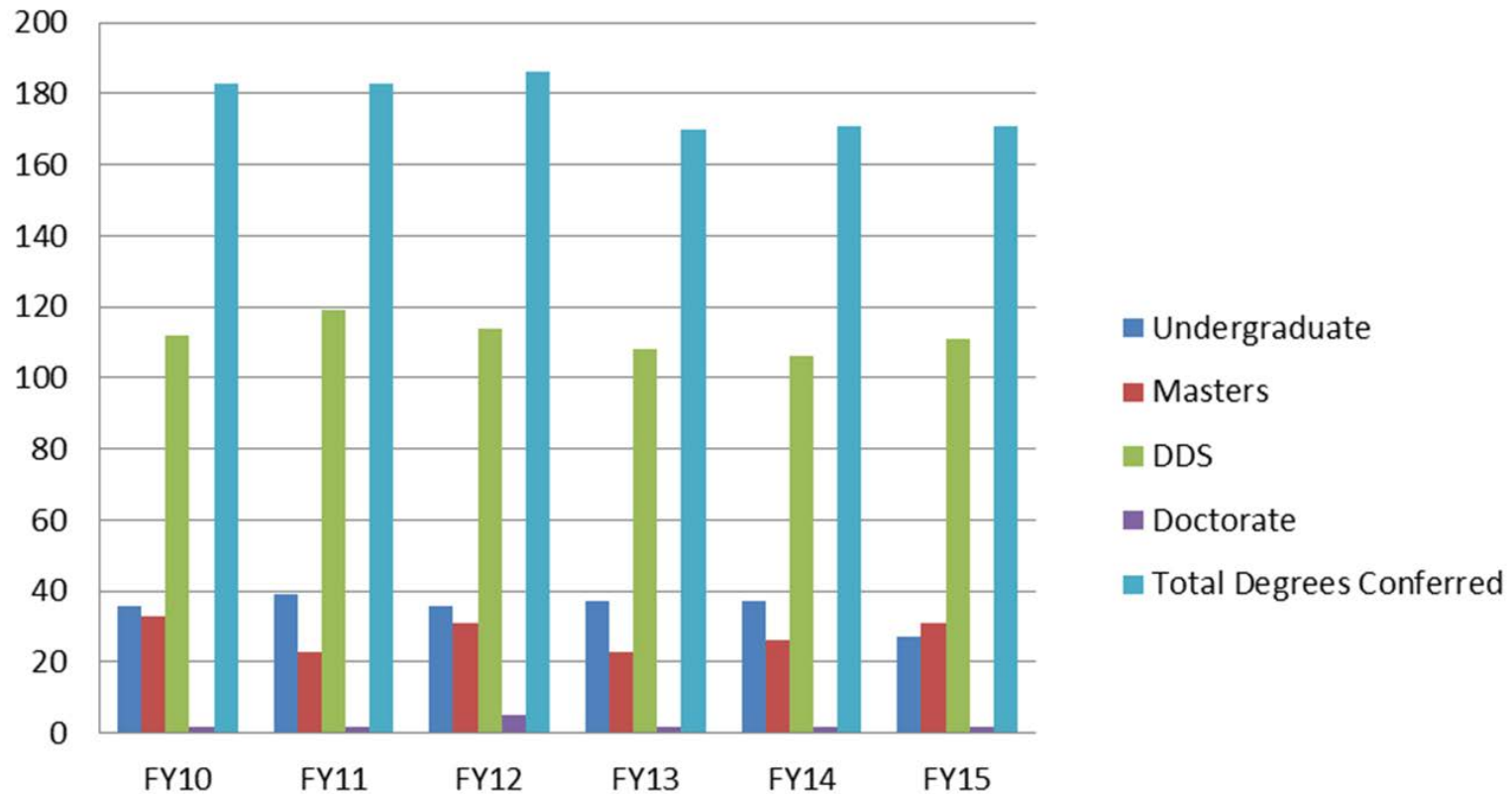
The discretionary balances for all operating funds are reflected, including quasi endowments. The top section of the report indicates by department what funds are available for future initiatives. The other sections indicate summaries for balances that are not available for discretionary spending. The reasons funds are not available may be due to the prior commitment of the funds to faculty, donor restrictions, or student fees that are held for future restricted use. The School also has over \$110M in endowed funds to support key initiatives as we target strategic efforts.

## Fall Term Student Headcount



School of Dentistry student headcount does not vary much from year to year. The DDS students are by far the largest group.

## Fiscal Year Degrees Conferred



The Undergraduate group members are dental hygiene students. Masters students are those in the various advanced specialty programs. Graduate professionals are DDS students. Doctorate degrees are awarded to the Oral Health Sciences students.

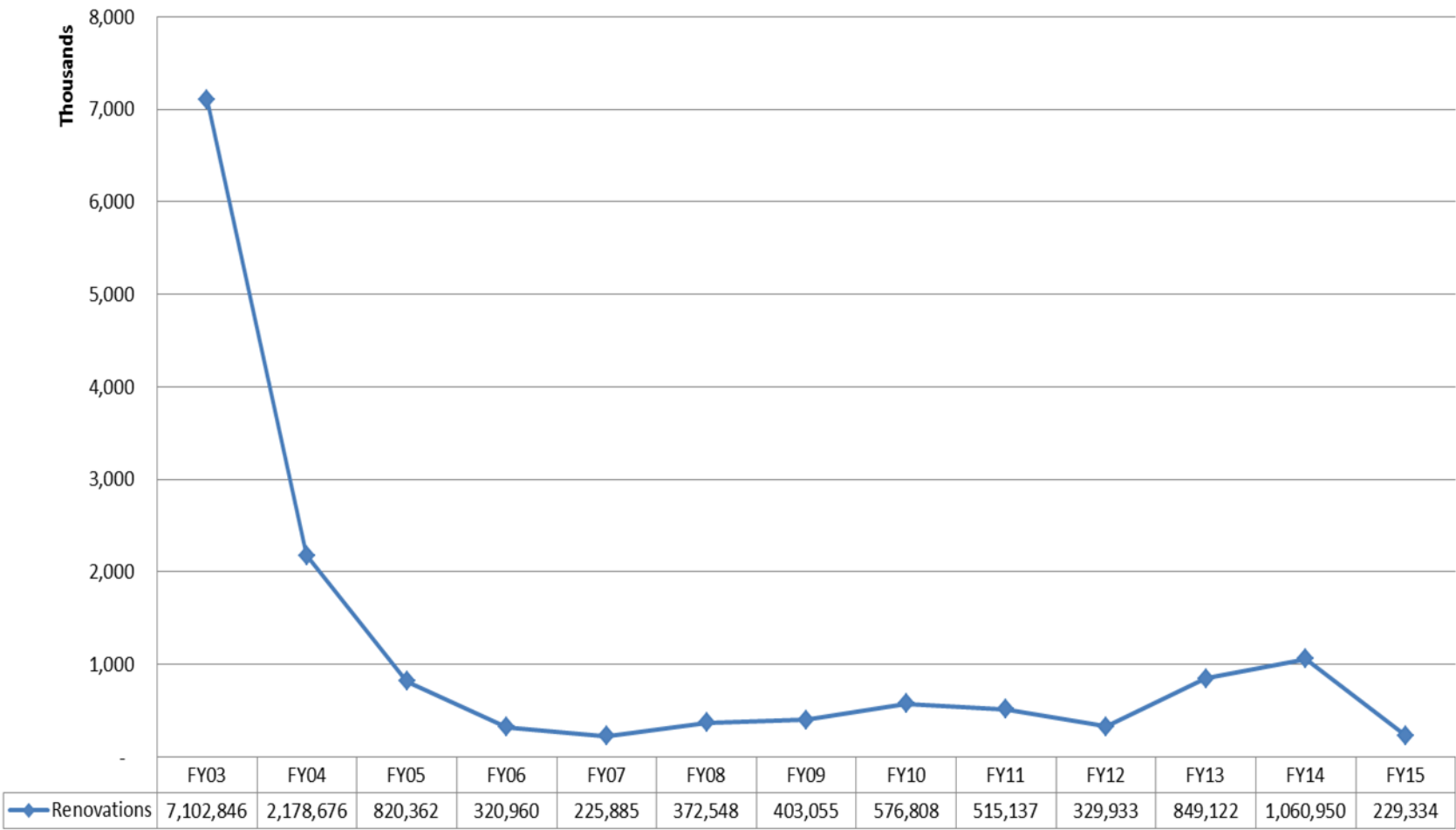


# Tuition Revenue by Program

<b>Programs</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>
Dental Hygiene	1,886,330	2,000,448	1,918,174	1,843,457	1,918,827
Dentistry DDS	17,403,388	17,844,596	18,162,777	18,618,025	18,253,594
Oral Health Sciences Doctoral	273,748	205,583	203,764	299,790	342,507
<b>Masters Programs</b>					
Endodontics	324,959	352,647	383,331	410,116	383,527
Orthodontics	462,353	487,991	501,862	509,618	524,789
Pediatric Dentistry	351,521	333,915	331,079	401,230	323,888
Periodontics	315,075	353,988	432,265	380,201	405,020
Prosthodontics	300,349	411,790	393,006	383,358	344,594
Oral & Maxillofacial Path	-	10,452	31,139	20,781	25,544
Restorative Dentistry	266,861	323,014	316,231	314,499	329,344
Dental Hygiene	-	21,024	133,380	126,121	137,571
<b>Total Masters Programs</b>	<b>2,021,118</b>	<b>2,294,821</b>	<b>2,522,294</b>	<b>2,545,924</b>	<b>2,474,277</b>
<b>Total Tuition Revenue</b>	<b>21,584,584</b>	<b>22,345,448</b>	<b>22,807,008</b>	<b>23,307,196</b>	<b>22,989,206</b>

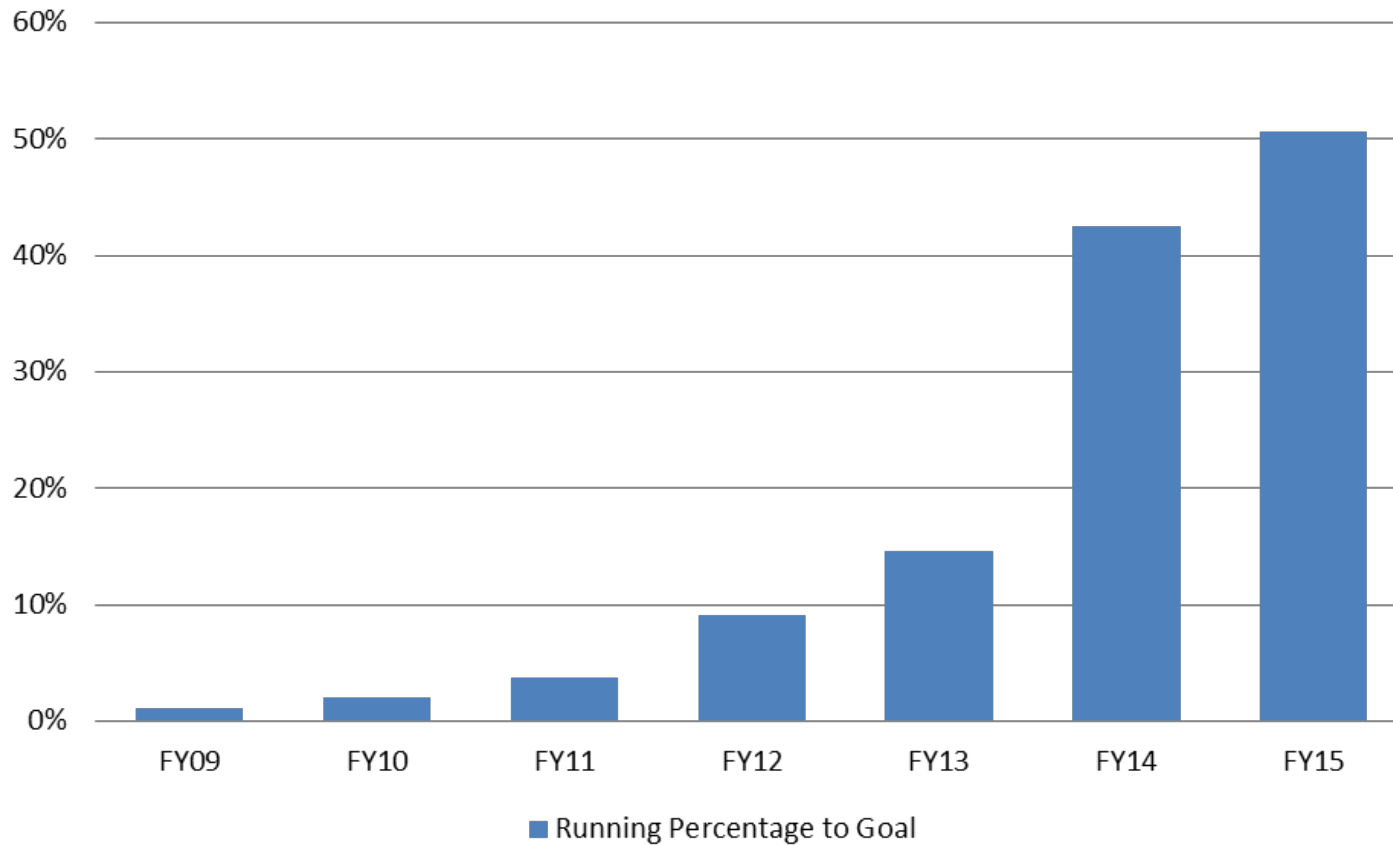
Tuition revenue has stayed very constant over the years. These revenues represent the economic engine for the school, and show the impact of a capped enrollment for our student body. It is difficult to absorb increasing personnel and clinic costs with this stable revenue engine.

# Renovations at the School of Dentistry



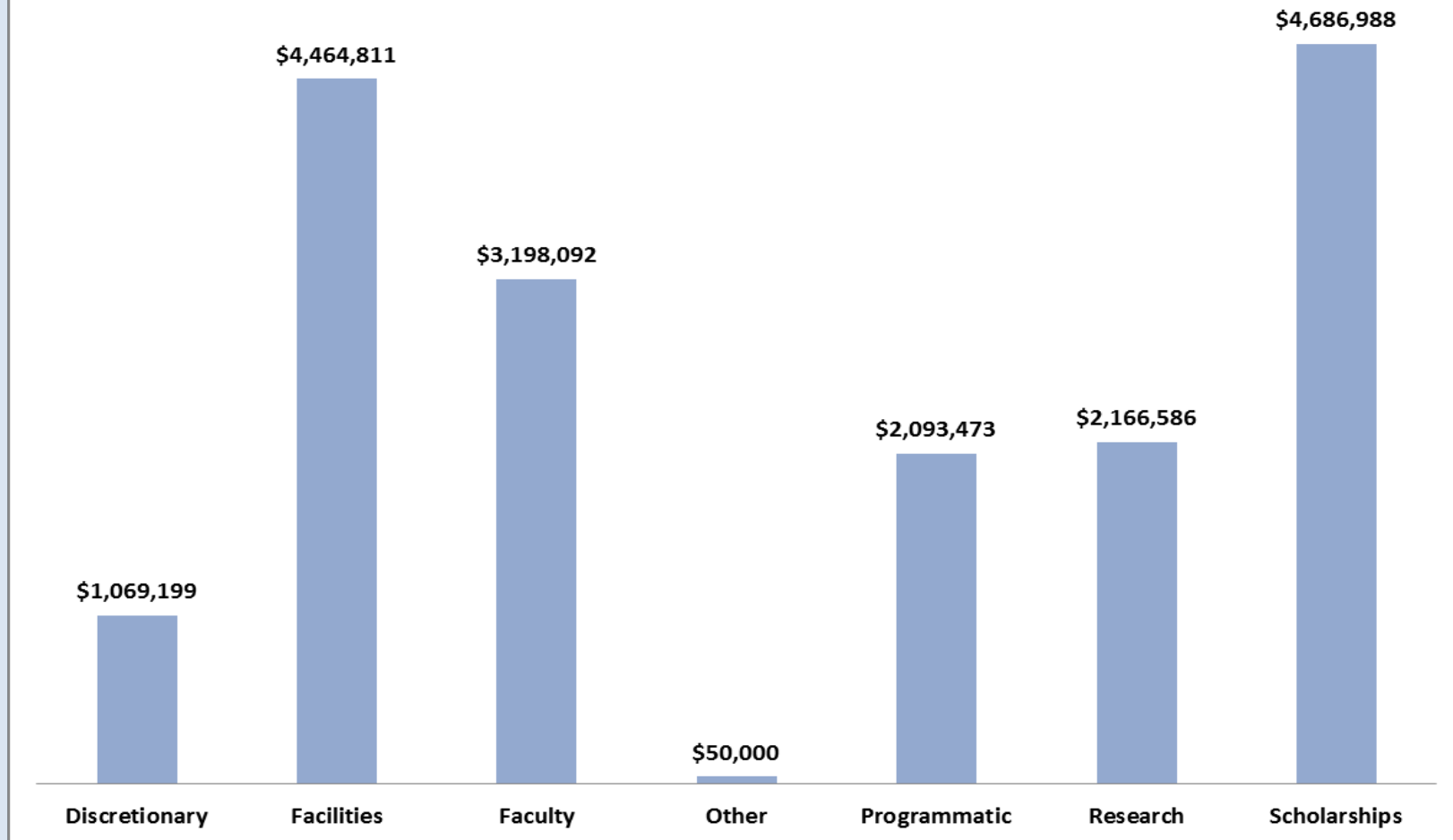
Most renovation projects at the School of Dentistry are centrally funded. Occasionally, projects are funded by an academic department. These are centrally funded projects only. Since FY05, the average renovations per fiscal year has been just under \$500,000. Renovations were greatly reduced in FY15 in anticipation of a major building

## School of Dentistry Victors for Michigan Percentage to Goal



The Victors for Michigan campaign goal is \$35million. The campaign began in FY2009 and will be concluded in FY2019. As of July 2015, a total of \$17.7M, or 50.7%, has been raised toward that goal.

## Victors for Michigan Campaign Report by Purpose



Facilities and students' financial aid are the two greatest needs for the School of Dentistry that are being met by the campaign.

### Endowment Funds as of June 30, 2008

	Market Value			Book Value		
	True Endowment	Quasi- Endowment	Total	True Endowment	Quasi- Endowment	Total
Scholarships & Fellowships	13,521,952	10,505,521	24,027,473	7,461,647	3,886,270	11,347,917
Faculty Support (Professorships)	24,475,298	10,682,191	35,157,489	9,942,353	5,706,703	15,649,056
Research Support	962,138	16,606	978,744	540,966	11,614	552,580
Discretionary		20,048,582	20,048,582		8,890,005	8,890,005
Other Designated	1,688,202	11,298,015	12,986,217	380,781	4,018,390	4,399,171
<b>Total</b>	<b>40,647,590</b>	<b>52,550,915</b>	<b>93,198,505</b>	<b>18,325,747</b>	<b>22,512,982</b>	<b>40,838,729</b>

### Endowment Funds as of June 30, 2014

	Market Value			Book Value		
	True Endowment	Quasi- Endowment	Total	True Endowment	Quasi- Endowment	Total
Scholarships & Fellowships	17,508,649	11,608,954	29,117,603	10,510,606	4,671,784	15,182,390
Faculty Support (Professorships)	27,274,662	12,637,878	39,912,540	12,008,543	7,639,197	19,647,740
Research Support	1,046,216	45,136	1,091,352	594,777	36,087	630,864
Discretionary		22,988,418	22,988,418		11,051,577	11,051,577
Other Designated	1,722,652	13,025,438	14,748,090	380,781	4,768,890	5,149,671
<b>Total</b>	<b>47,552,179</b>	<b>60,305,824</b>	<b>107,858,003</b>	<b>23,494,707</b>	<b>28,167,535</b>	<b>51,662,242</b>

### Endowment Funds as of June 30, 2015

	Market Value			Book Value		
	True Endowment	Quasi- Endowment	Total	True Endowment	Quasi- Endowment	Total
Scholarships & Fellowships	18,068,202	11,607,569	29,675,771	11,028,740	4,661,445	15,690,185
Faculty Support (Professorships)	28,775,651	12,816,819	41,592,470	13,460,469	7,790,898	21,251,367
Research Support	1,053,568	48,461	1,102,029	599,877	39,313	639,190
Discretionary		23,392,958	23,392,958		11,406,563	11,406,563
Other Designated	1,734,844	13,081,711	14,816,555	389,278	4,797,248	5,186,526
<b>Total</b>	<b>49,632,265</b>	<b>60,947,518</b>	<b>110,579,783</b>	<b>25,478,364</b>	<b>28,695,467</b>	<b>54,173,831</b>

The current market value of School of Dentistry endowments is over \$110 million. In FY15, endowment distributions were \$3.6 million. The size of the School of Dentistry's endowment is one of its strengths and a testament to its alumni.

# **University of Michigan, School of Dentistry**

## **Positives**

**Fund balances have been built in the School / \$110M endowment**

**High student demand / quality reputation as part of U of M**

**Able to attract quality faculty**

**Strategic Plan is in place and will serve to focus efforts and resource allocation**

**Research emphasis**

**Welcome collaborative efforts with industry and other U of M units**

**Opportunities to modernize clinic operations (including the DFA paradigm) are part of the campaign plan**

**Improving relationship with Provost's Office**

**More than half way to \$35M fundraising goal**

**Ahead of goals to realign designated fund balances in the Dean's area**



# University of Michigan, School of Dentistry

## Challenges

Level of student debt & state funding

Ability to determine reasonable faculty teaching loads

Maintaining our ranking in research among dental schools

Funding availability for research

Research funding per faculty has declined

Balance instruction with patient care and research activities

Pressure in costs from University tax, wages, benefits, increasing regulatory burden, IT, and shared services

Capacity issues in the number of students across all programs

Funding and process for facility renovation

Dental school financial model that is hard to sustain

Our ability to adapt to changing landscape; shared services, dentistry needs 20-30 years from now