

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

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Fund Balance Beginning of Year	General 4,305,441	Federal 335,218	Non-Federal 590,254	ERF-Gifts 13,489,487	Designated 2,236,413	Auxiliary 3,702,682	Oper Funds Total 24,659,495
Sources	4,303,441	333,216	390,234	13,409,407	2,230,413	3,702,062	24,039,493
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
Total Sources	32,230,344	14,778,234	2,054,761	4,773,051	17,526,827	7,141,312	78,504,529
<u>Uses</u>							
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
Commercial Dental Lab	7,116	694	93	-	1,319,389	284,606	1,611,898
Memberships & Dues/Licenses	109,255	1,038	<i>1,790</i>	18,884	62,830	<i>46,705</i>	240,502
Insurance Expenses	36,131	-	-	500	130,214	28,364	195,209
Communications/Computing	448,768	2,376	-	444	13,100	2,165	466,853
Maintenance/Renovation	601,137	6,974	2	42,381	61,933	122,858	835,285
Travel/Hosting	44,991	1,627		71,748	100,839	9,142	228,347
Other Expenses	380,873	214,791	27,659	174,912	(85,091)	135,441	848,585
Inventory Acquisitions	-	-	-	-	3,642	-	3,642
Equipment	139,796	78,385		15,904	5,268	1,769	241,122
Operating Subtotal	33,107,352	11,006,374	1,719,677	5,248,232	16,383,657	6,087,563	73,552,854
Indirect Cost	40.300	4,098,808	391,041	45.000	400.000	-	4,489,849
Transfers to Construction	40,388	- (450.030)	- (10.047)	45,000	490,000	- 242.750	575,388
Net Transfers Total Uses	(5,947)	(158,929)	(18,947)	72,519	(95,247)	213,759	7,206
i otai Uses	33,141,793	14,946,253	2,091,770	5,365,750	16,778,409	6,301,321	78,625,297
Net Change	(911,449)	(168,019)	(37,010)	(592,699)	748.418	839,991	(120,768)
Net Change	(311,443)	(100,019)	(37,010)	(332,033)	770,710	033,331	(120,708)
FUND BALANCE	\$3,393,992	\$167,199	\$553,244	\$12,896,789	\$2,984,831	\$4,542,673	\$24,538,728

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 ** FY09 FY10 FY11 FY12 FY13 FY14 FY15 Fund Balance, Start of Yea 9,093,745 9,865,593 5,601,152 12,380,885 10,061,315 13,964,355 18,905,198 18,306,160 22,503,701 21,913,176 22,390,198 22,690,90 23,747,080 23,858,260 24,659,495 Sources **General Fund Appropriations** 23,111,457 23,174,281 23,341,459 23,594,805 25,486,836 26,448,028 29,957,046 30,626,505 31,524,830 31,247,292 24.465.884 27.858.63 27.568.06 29,459,164 30.191.73 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 1.435.918 687.241 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 **Endowment Distribution** 997,245 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 Adi Pooled Endowment to Marke 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 24.434.391 389,051 630,450 984,920 419,096 358,093 Internal Departmental Rebill 918,203 890.690 935,817 1,040,383 1,051,827 359,070 442.479 307,189 284.061 318,196 **Total Sources** 49,291,720 72,694,020 77,577,405 76,916,516 53,596,770 57,254,574 60,110,827 68,393,481 65,677,240 71,680,887 72.023.54 77.867.715 77,343,036 79.814.769 78.504.529 **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 17.915.881 249 402 550.931 767 940 735 144 1.048.248 1 150 865 1 151 879 941 422 Research Faculty 338 678 742 053 777 811 823 507 752 386 927 963 856 882 **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 7.395.638 17.942.87 19.335.781 19,725,405 19.952.56 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 10,685,081 211,078 263,514 144,233 Tuition Grants 32 916 78 430 154.966 251 479 158 744 169.249 175.116 204.854 157,767 205.778 231.063 224.173 2,938,530 2.940.870 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 Scholarships/Fellowships Supplies 2,869,210 2,843,311 3.005.59 3,434,200 3,528,652 3,474,935 3,465,155 3,413,48 4,152,802 4,171,682 5.227.70 4,391,920 4.322.762 4.350.634 3.958.97 876,178 911,558 1,124,249 1,148,235 1,230,429 1,216,277 1,233,590 1,370,933 1,253,572 1,891,852 1,767,498 Travel/Transportation 1.121.70 1.722.92 1.787.140 1.896.986 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 1.806.633 1.833.175 2.042.105 2.035.953 1.807.476 334.323 283,371 285,128 255,52 309,330 159,542 334.709 418,951 134,104 439.487 160,473 525,552 1,996,174 Subcontracts Over 25K 416,470 1,116,314 **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 1.147.340 1.036.89 1,669,246 1,440,98 1.511.33 1.562,286 1.611.89 Commercial Dental Lab 943.76 1.617.30 1,706,855 1.551.933 Memberships & Dues/Licenses 172,249 214,45 266,305 258,05 251,879 243,660 208,48 253,806 214,920 242,894 240,502 155,512 257,152 Insurance Expenses 68,053 166,023 143,68 167,77 245,628 204,97 290,19 418,492 195,20 Communications/Computing 178,747 239,222 233.078 240,70 271,428 304, 138 448.83 460.328 487.90 427,484 466.85 711 344 532.87 542 82 567 68 512 01 824 925 Maintenance/Renovation 636.88 535.04 601 710 676 459 835 28 Travel/Hosting 201.319 168,435 207,822 148,408 248,868 260,685 215,665 194,24 309,696 182,067 228,347 Other Expenses 1,262,109 1,200,070 1,098,199 995,30 1,233,390 1,333,732 1,136,927 769,66 826,888 848,585 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 1.179.369 755 660 193 579 394 300 147 601 241 122 47,045,386 51,250,497 54,791,651 57,961,992 59,755,617 63,168,754 1,747,518 52,799,237 66,816,445 70,928,377 72,284,811 71,199,450 71,977,619 73,840,978 73,552,854 Operating Expenses Subtotal 2 409 273 2 835 737 3 596 261 3 682 000 4 753 642 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 Indirect Cost 5 208 567 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 50.89 14,409 27,694 258,790 575,388 **Net Transfers** 363,309 (55,256 (11,336,900 (216,33 (389,903 (619,171 336,968 532,530 971,806 539,211 (46,53) (295,954 (64,461 103,048 7,206 Total Uses 48,519,872 57,332,281 50.474.84 52,430,39 64.490.441 67,753,17 66.276.27 67.483.34 72.614.07 77.100.384 77.567.00 75,797,888 7.231.85 79,013,533 78,625,297 771.848 (3.735.510 6.779.733 (2.319.570 3,903,040 4.940.842 (599.037 4.197.540 (590.524 477.022 300 70 1.118.628 111.180 801.235 (120,768) Net Change **Fund Balance Fund Balances by Fund Type** 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) (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 (284.987) Non-Fed Cont & Grants 460,235 351,179 (42,733)270,770 835,685 719,843 441,798 811,762 574,011 318,740 565,619 898,373 987,634 553,244 586,094 Gifts, Endowed Distrib. 6,560,520 8,926,983 10,186,159 12,630,308 12,405,659 12,355,297 13,211,696 13,734,098 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 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 Auxiliary, Fac Practice 4 616 743 3 702 682 12,380,885 10,061,315 13,964,355 18,905,198 18,306,161 22,503,701 21,913,176 22,390,198

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.

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	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
·	4,333,376	0,332,332	0,440,201	7,300,304	0,003,347	11,703,320	13,012,646	14,003,880	10,313,004	14,331,363	12,333,073	12,307,770	13,242,040	12,334,234	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	183,470	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	600,313 334,323	615,177 283,371	828,160 285,128	978,992 255,527	1,290,440 309,330	1,252,700 159,542	1,481,513 334,709	1,129,732 416,470	1,146,089 418,951	1,370,795 108,104	668,596 439,487	867,810 160,473	925,615 525,552	875,403	788,464 1,996,174
Subcontracts Over 25K Bad Debts	536,915	713,590	205,120	255,527	309,330	(75,807)	334,709	410,470	416,951	106,104	439,467	100,473	525,552	1,116,314	1,990,174
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	-	-	-, 103,730		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	2	_	(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
	0,392,332	6,961,004	7,308,984	8,083,947	11,703,920	13,012,646	14,003,000	10,319,004	14,391,389	12,955,075	12,507,770	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)		(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 Auxiliary,Fac Practice	641,928 2,892,544	885,991 2,793,955	616,107 1,001,085	1,419,547 1,126,023	2,450,077 901,843	3,137,042 1,381,599	3,562,208 1,649,849	4,332,381 1,864,336	4,351,074 1,933,889	4,504,637 1,872,592	4,016,116 2,149,540	4,442,015 2,053,493	4,672,892 1,856,371	5,351,521 1,325,930	3,821,417 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	1,933,889	12,955,073	12,567,771	13,242,046	12,934,234	1,325,930	9,984,550
iUlai	0,332,332	0,301,004	7,300,384	0,000,547	11,705,920	13,012,048	14,000,000	10,313,004	14,371,389	14,500,073	12,307,771	13,242,040	12,734,234	14,343,104	J,304,JJU

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 FY09 FY10 FY11 FY12 FY13 FY14 FY15 3,473,06 (845,129) 5,071,90 1,377,368 2,260,429 5,892,350 4,242,27 6,184,63 7,521,58 9,435,12 10,123,13 10,505,034 10,924,02 12,336,39 4,140,36 Fund Balance, Start of Year Sources General Fund Appropriations 13,115,72 12,650,34 12,375,329 10,342,06 11,082,335 11,650,342 11,297,583 12,518,14 12,108,18 14,527,31 14,744,49 14,024,973 14,413,911 14,814,45 14,536,91 General Fund Transfers (5,413,011 (6,149,275 (6,509,749) (2,177,026 (2,049,930) (2,650,751) 813,560 2,060,25 2,643,65 1,939,65 (1,786,387 (2,102,153 (242,940)(370,590 (793,477 108,39 2,351,586 2,288,434 (109.718 815,29 1,997,593 1.380.44 1.587.96 967.426 Federal Grants/Contracts 236,63 1,759,40 2.764.452 1.058.74 866.07 656.02 Non-federal Grants/Contracts 60.38 67,20 40,52 152,79 239,426 249.026 234,382 276,08 517,41 (50,398 (8,525 35,16 67.83 59,41 (5.98 586,17 661,20 546,30 436,08 780,173 731,478 1,156,39 823,18 628,26 807,40 863,48 656,608 1,407,96 1,205,40 776.41 1,030,654 1,742,966 Endowment Distribution 593.16 875.04 1,105,103 1.086.318 1.171.989 1.382.28 1.618.61 1.803.33 2.143.16 2.714.112 2.936.003 2.971.22 2.936.30 Investment Distribution 126.95 55.89 155.633 55.38 131.085 340.001 534.77 119.500 (203.867 (58,080 75.33 86.84 65.15 23.20 77.20 External Department Revenue 9,441,80 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 11,740,43 Internal Departmental Rebill 502,66 777,77 626,530 652,11 681,646 868,059 905,427 207,57 205,58 239,096 262,47 291,81 284,061 318,19 358,09 19,250,490 21,072,308 23,920,228 19,323,469 23,166,676 26,653,534 22,489,484 29,570,595 31,717,508 28,732,779 28,282,833 29,569,321 30,853,169 30,710,901 **Total Sources** 29,801,905 Uses 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 16.400 3.280 3.866 18.999 23,969 20.728 GSA Salaries 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 12.408.240 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 3,878,916 Fringe Benefits 3.901.630 **Tuition Grants** 6.07 19.119 56,632 110.681 40.293 36.051 32.638 29.155 23.983 18.058 112.078 55.044 58,411 25.356 1.723 2,449,968 2,642,486 3,074,391 3,231,866 4,079,662 2,644,121 Scholarships/Fellowships 1.952.199 1.999.725 2.182.044 2.573.576 3.073.535 2.730.818 3.433.768 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 1,056,363 902,992 835,087 958,753 1,142,694 783,220 1,061,501 993,667 846,473 897,867 899,844 1,185,410 1,138,035 1,116,490 1,019,012 Internal and External Services 965,365 1,160,551 1.305.554 2.888.112 943.869 1,409,997 1.047.860 Bad Debts 581.362 622,410 1.384.011 1.949.714 (287.199 560.106 990.987 1.119.610 791.316 899.06 2,582,794 2,453,481 2,204,301 Clinic Expenses 2.315.43 2.658.43 1.899.893 2.544.135 2.395.770 1.948.509 1.938.80 1.808.386 1.943.83 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 Commercial Dental Lab 698.554 566,938 558.48 869,93 819,05 838,572 664,562 642,279 602,946 628,906 596,589 Memberships & Dues/Licenses 61,173 95,952 138,58 123,336 111,15 83,407 70,256 111,46 81,057 103,647 92,633 Insurance Expenses 70,903 166,023 143,188 167,845 155,512 245,628 204,974 291,68. 418,492 257,152 194,709 Communications/Computing 113.020 163.037 154.918 137,948 161.355 166,361 570,703 455, 797 483,513 422 504 460,364 Maintenance/Renovation 559.87 562 793 455 59 390 608 418 563 489 151 471 134 398 350 578 088 698 426 728 41 Travel/Hosting 94.87 134,495 92.01. 90,462 121,54 124,189 91,073 131,800 173,790 121.335 99.545 Other Expenses 304,091 152,664 118,983 (464,644 (501,99 (282,98 (556,50 (751, 10 (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 3,642 176,769 325 46,659 476 6,854 53,777 85.990 2.295 494.950 510.530 31.564 203.700 25.764 130.219 Fauinment **Operating Expenses Subtotal** 17,683,331 21,833,786 22,804,777 21,059,331 21,574,571 23,544,325 25,678,022 27,336,990 26,536,460 26,268,540 19.044.268 19.206.938 21.224.369 26.451.206 26.876.965 Indirect Cost 8.09 19,797 55,481 83.057 131.212 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 85,388 136,955 562,059 3,361,702 6,043,728 590,030 1,377,178 2.526.349 2,098,737 Net Transfers 3,530,416 3,033,806 (4,440,089) 25,633 4,646,187 3,844,958 2,261,435 19,917,796 25,376,290 18.003.198 23,018,002 22,283,615 23,021,614 24,139,559 27,628,233 28.464.95 29.803.97 28,044,768 27,900,936 29,150,328 29,440,804 28,493,115 Total Uses 1.913.537 688.011 418.993 2.217.786 Net Change (667,306 (4.303.98) 5.917.03 (3.694.53) 883.063 3.631.921 (1.650.07 1.942.362 1.336.953 381.89 1.412.364 **Fund Balance** 1.377.368 10.123.136 10.505.034 10.924.026 Fund Balances by Fund Type

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.

(1.292.648)

(8,577)

56,683

4,871,016

(282,794)

(2,313,705)

(161,635)

12,855

5,443,404

(266,966)

4,242,275

(1,136,268)

(48,891)

138,759

6,467,909

(1.342.498)

2.105.625

6,184,637

2,357,018

6,340,337

(1,887,648)

2.533.016

92,402

(325,775)

791,607

353,658

5,782,140

(1.634.747)

2.554.704

7,521,587

2,360,160

7,167,430

(1.793.032)

3,472

1,727,453

(9,210)

16,927

8,269,849

(2.415.870)

10,505,034

2.922.885

34,818

8,163,162

(2.957.210)

(0)

4,509,405

58,655

8,506,687

(3.115.108)

0

4,253,909

8,608,426

(836,586)

(119)

(1,715,832)

2,791,288

2,541,917

1.751.872

5,071,901

(297,345)

0

(1.944.211)

(363, 234)

115,086

2.923.215

(840.675)

1,377,368

(1,788,736)

(8,483)

152,050

3,233,244

(881,909)

1.554.264

2,260,430

(398, 241)

(177)

16,807

2,914,327

2.595.323

(1.654.978)

3,473,061

(2,530,297)

(1,249,576)

3.956.104

(830,920)

(240,666)

3,721

General Funds

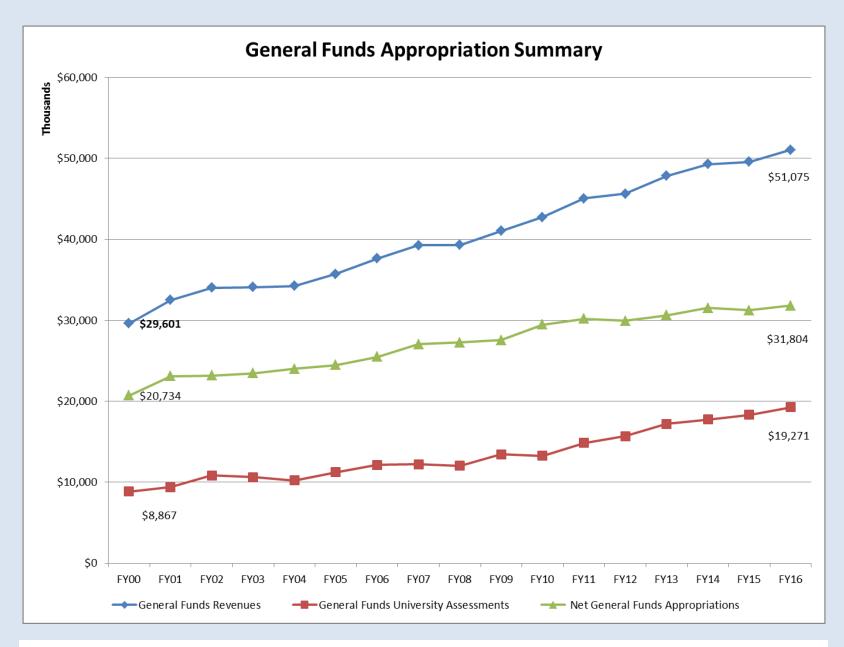
Federal Cont & Grants

Non-Fed Cont & Grants

Gifts, Endow, Distrib.

Auxiliary, Fac Practice

Designated Funds



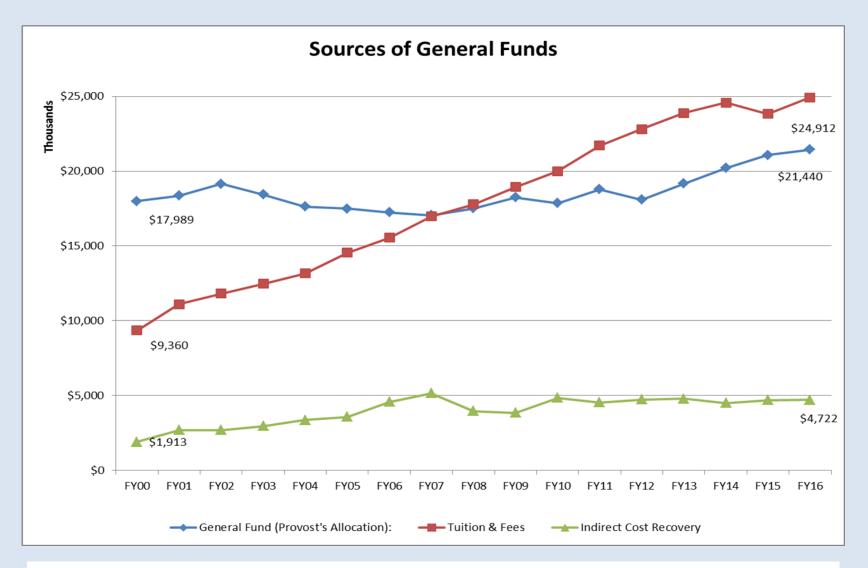
General fund sources of revenue (tuition, Provost's allocation, indirect cost recovery) are netted against assessments for facilities, financial aid, and University central unit funding. The net of the revenues and assessments is available for use by the School of Dentistry for general fund purposes.

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.

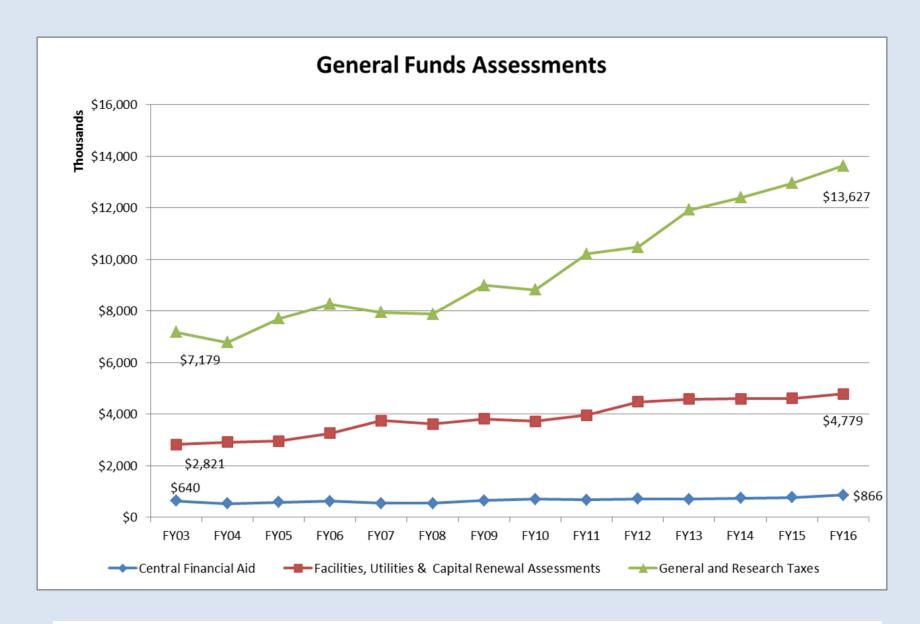
The "Provost Allocation" line represents the total of academic funding requests over the years. Indirect cost recovery is paid to the School as part of recovering the facility and administrative costs that we incur in support of research activity. The amounts within each grant are determined by negotiated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

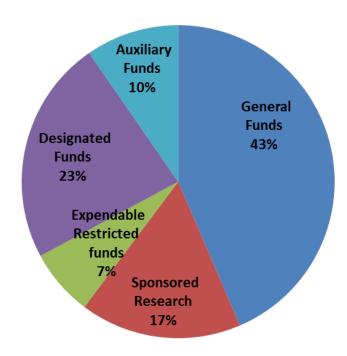
General and research taxes were 11% on sponsored research, 4% on clinic, 24% on all other activity. Currently, a flat tax method is in place. The rate is 19.3% this year, increasing to 21.4% in FY18. Financial aid/scholarship and construction expenses are excluded from the tax calculation.

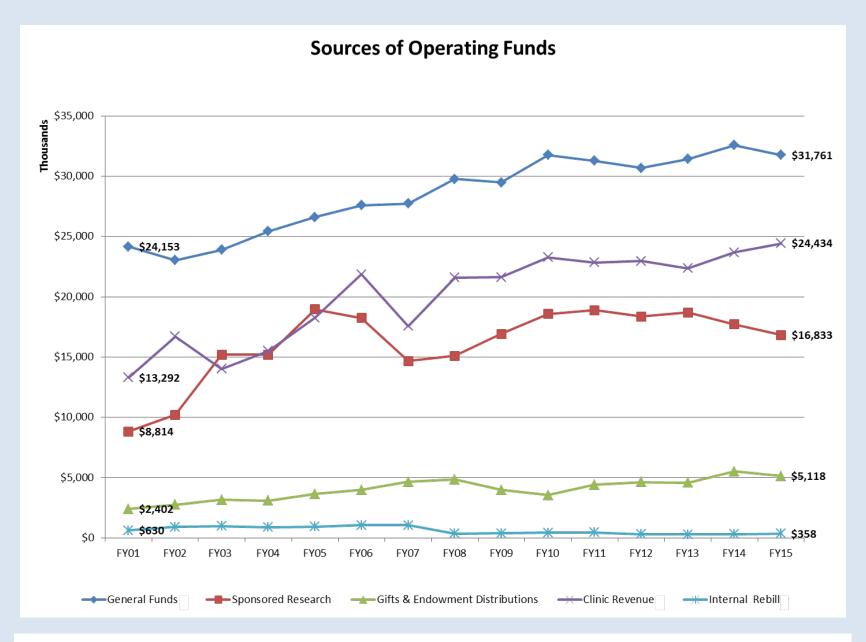


General fund assessments are reflected over time. Significant growth has been experienced in general taxes since 2009. This will continue to be the case until at least 2019. The increase in overall assessments means that the School receives fewer dollars for general fund use toward academic needs.

Operating Budget

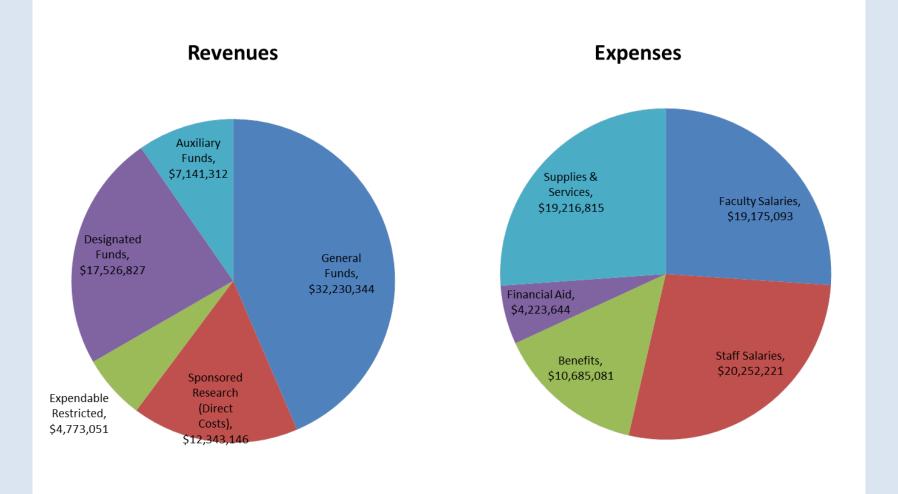
- Total operating budget for FY15 was ~\$74 million
- Five major sources of Operating Funds:
 - General Funds
 - Student tuition and fees
 - Provost's allocation
 - Indirect cost recovery
 - Sponsored Research
 - Research grants, contracts
 - Net of indirect cost
 - Expendable Restricted Funds
 - Endowment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



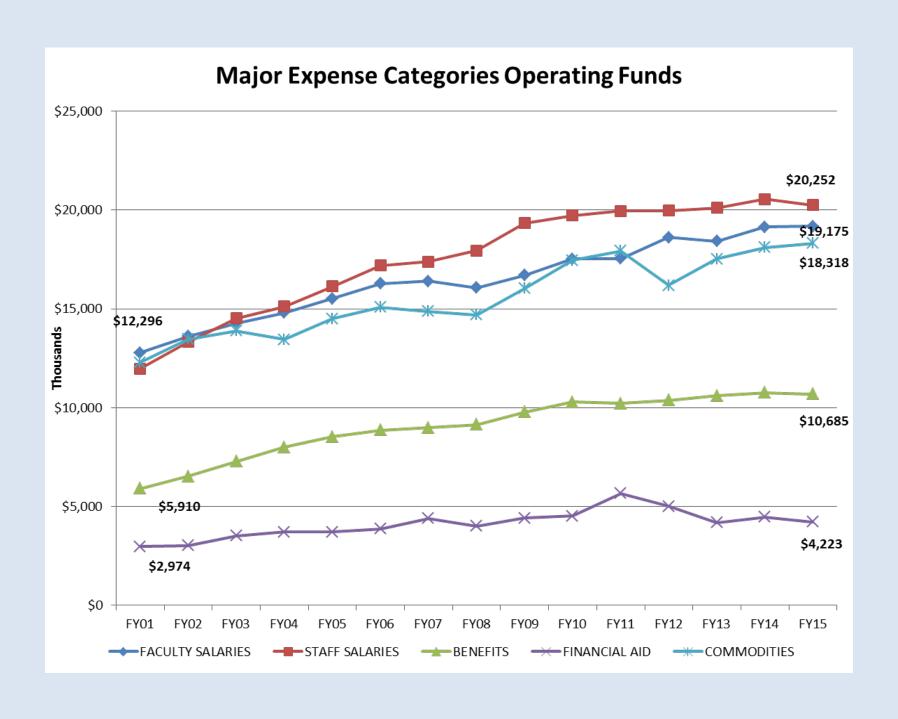


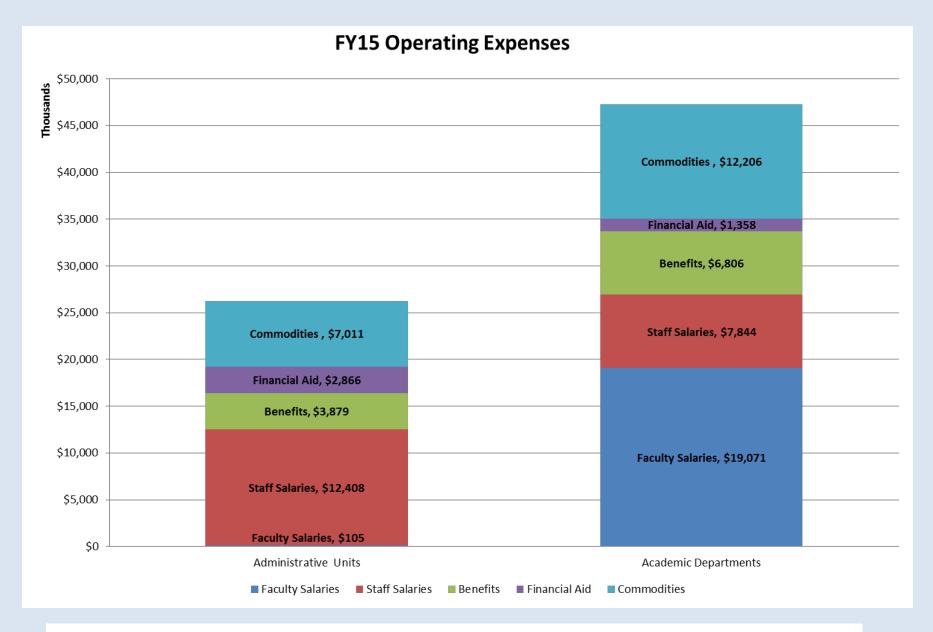
General funds and clinical revenue have increased over the past 15 years. Sponsored research revenue has nearly doubled since FY01; it is currently decreasing. Gifts and endowment distributions have doubled between FY2000 and FY2015.

FY15 Operating Funds

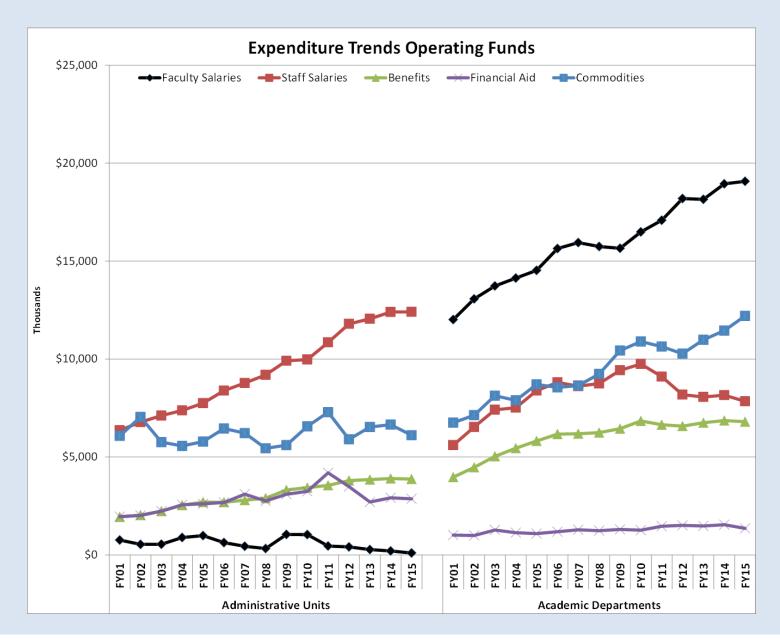


Sources and uses of funds are broken down for FY 15. About two-thirds of the expenses of the School are for salary and benefits.





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 OPERAT	TING FUNDS ACTIVIT	•		ited, Gift, Federal Sp	onsored, and Non-Fe	ederal Sponsored F	,			
		Actua	al				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

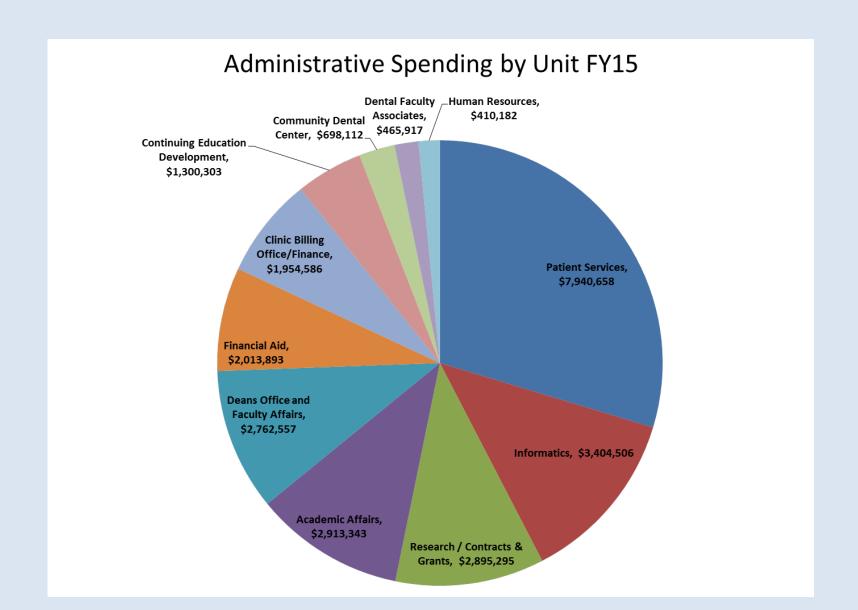
Projected

_								
_	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 atrisk portions) and support most administrative units.

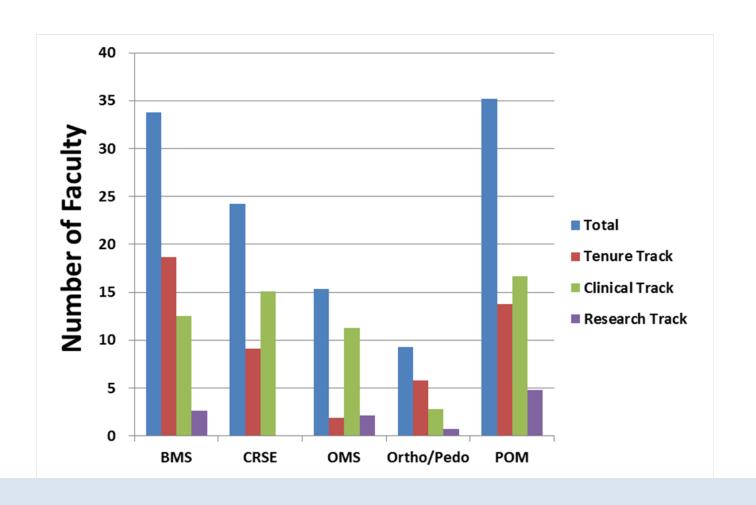
			hool of Dentistr AL FUND APPROPRI	-				
		Actua	al		Projected			
	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	
General Fund Supplement	17,979,812	20,211,049	21,067,180	21,440,325	21,740,325	22,040,325	22,340,325	
Tuition and Fee Revenue Undergraduate Tuition	2,037,918	1,943,135	1,738,995	1,938,477	2,020,616	2,140,169	2,240,849	
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.

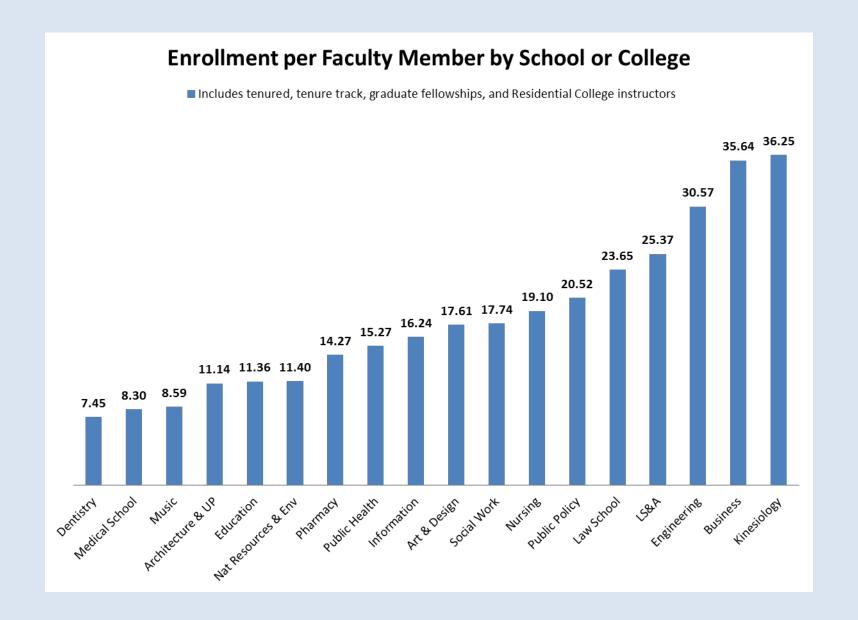


A large part of the educational process involves serving the needs of patients. Patient services costs provide quality service to pre-doctoral level clinics, faculty practice, and Advanced Specialty Clinics. Informational technology is woven into a great deal of the teaching and care paradigms around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

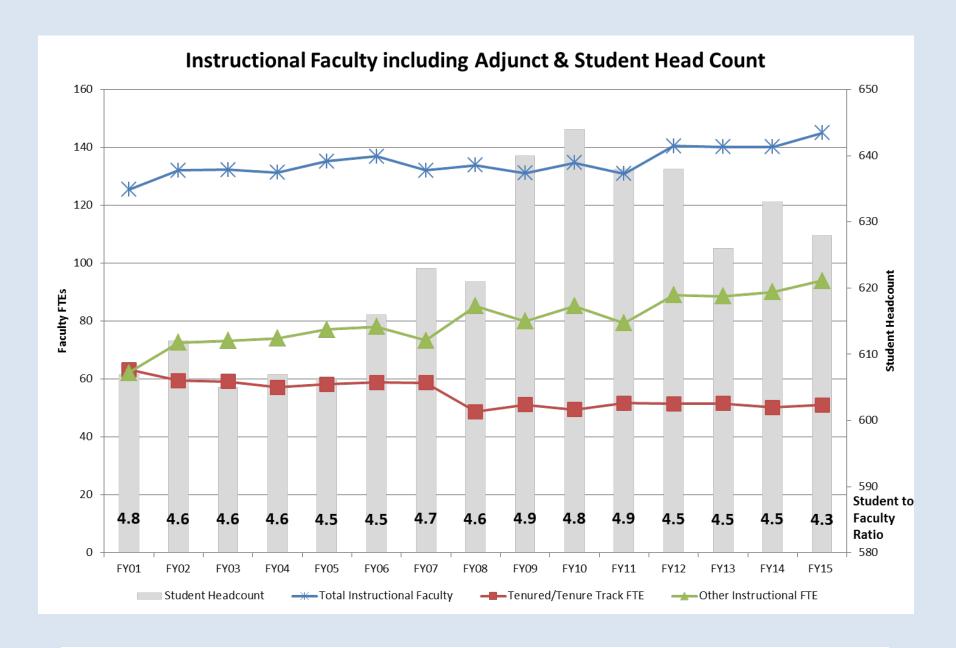
School of Dentistry Faculty by Department FY15 (excluding adjuncts)



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



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.

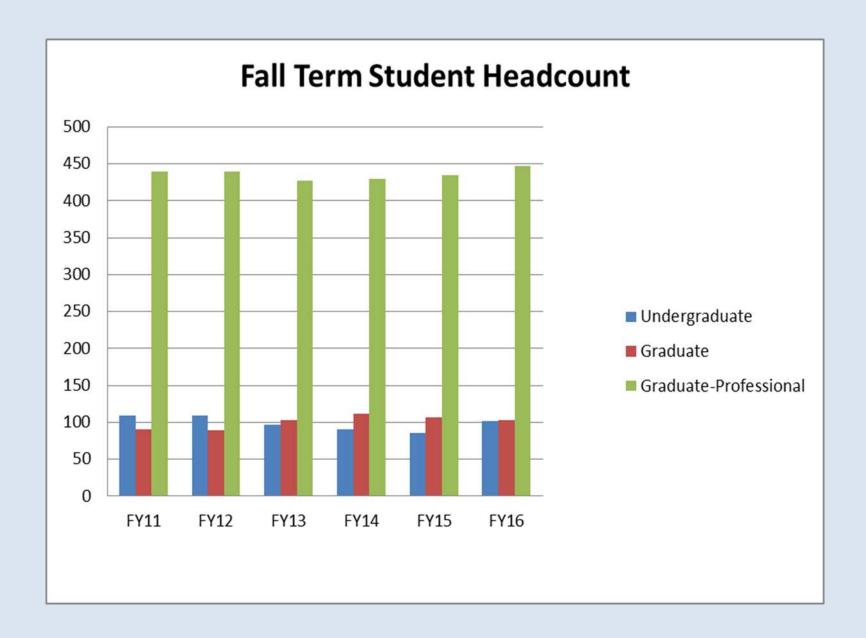


The total instructional faculty equivalent headcount has increased slightly over the past 15 years. It has grown as student headcount equivalent (gray bars) has declined in the past few years. The resulting student to faculty ratio shows a very costly educational delivery for the School of Dentistry.

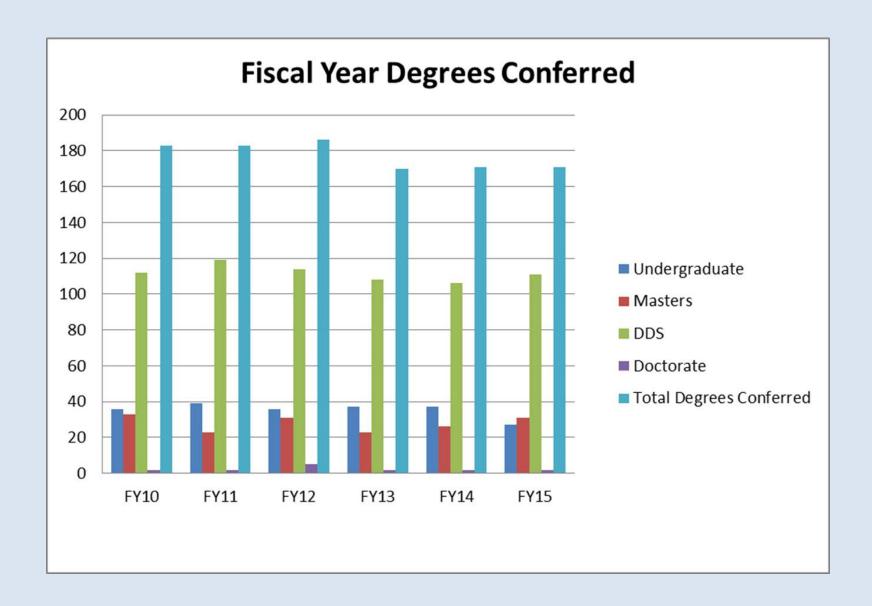
School of Dentistry Discretionary Balances with Quasi Endowments For the period July 1, 2014 to June 30, 2015

	Beginning Balance	YTD Revenue	YTD Expenses	YTD Transfers	Ending Balance
Discretionary Managed by Chair/Dean					
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
Total Discretionary Managed by Chair/Dean	25,957,897	9,435,708	2,214,719	6,111,357	27,067,529
Non-Discretionary Managed by Chair/Dean					
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)
Total Non-Discretionary Managed by Chair/Dean	23,602,780	21,572,605	23,054,938	(1,872,096)	23,992,543
Financial Aid Funds					
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
Total Financial Aid	14,822,987	3,420,322	3,011,962	(112,134)	15,343,482
Individual Faculty Funds					
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
Total Individual Faculty	7,569,113	1,912,837	2,456,271	619,716	6,405,962
Dedicated Purpose, Restricted Gifts					
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)
Total Dedicated Purpose, Restricted Gifts	12,049,205	27,756,555	29,249,156	(1,623,738)	12,180,342

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.



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



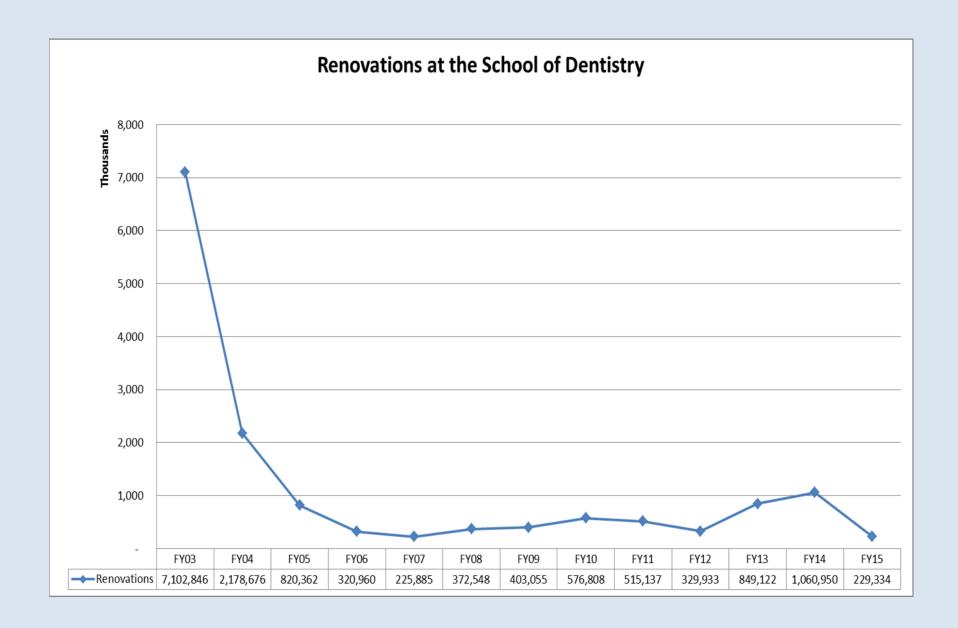
The Undergraduate group members are dental hygiene students. Masters students are those in the various advanced specialty programs. Graduate professionals are DDS students. Doctorate degrees are awarded to the Oral Health Sciences students.

Tuition Revenue by Program

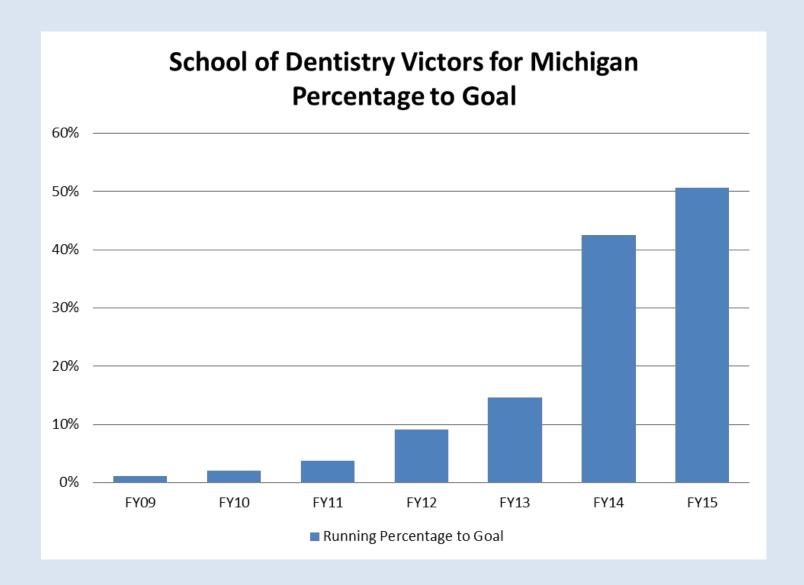
Programs	FY11	FY12	FY13	FY14	FY15
Dental Hygiene	1,886,330	2,000,448	1,918,174	1,843,457	1,918,827
Dentistry DDS	17,403,388	17,844,596	18,162,777	18,618,025	18,253,594
Oral Health Sciences Doctoral	273,748	205,583	203,764	299,790	342,507
Masters Programs					
Endodontics	324,959	352,647	383,331	410,116	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
Total Masters Programs	2,021,118	2,294,821	2,522,294	2,545,924	2,474,277

Total Tuition Revenue	21,584,584	22,345,448	22,807,008	23,307,196	22,989,206

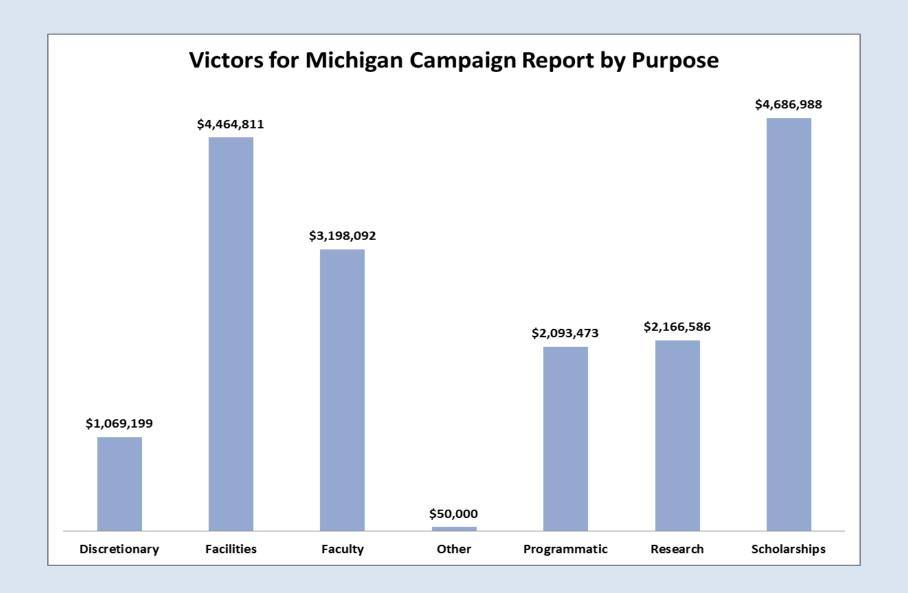
Tuition revenue has stayed very constant over the years. These revenues represent the economic engine for the school, and show the impact of a capped enrollment for our student body. It is difficult to absorb increasing personnel and clinic costs with this stable revenue engine.



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



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.



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

	True	Market Value Quasi-			Book Value Quasi-	
	Endowment	Endowment	Total	True Endowment	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
Total	40,647,590	52,550,915	93,198,505	18,325,747	22,512,982	40,838,729

Endowment Funds as of June 30, 2014

		Market Value			Book Value	
	True	Quasi-			Quasi-	
	Endowment	Endowment	Total	True Endowment	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
Total	47,552,179	60,305,824	107,858,003	23,494,707	28,167,535	51,662,242

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	
Total	49,632,265	60,947,518	110,579,783	25,478,364	28,695,467	54,173,831	

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