

Financial State of the School

School of Dentistry

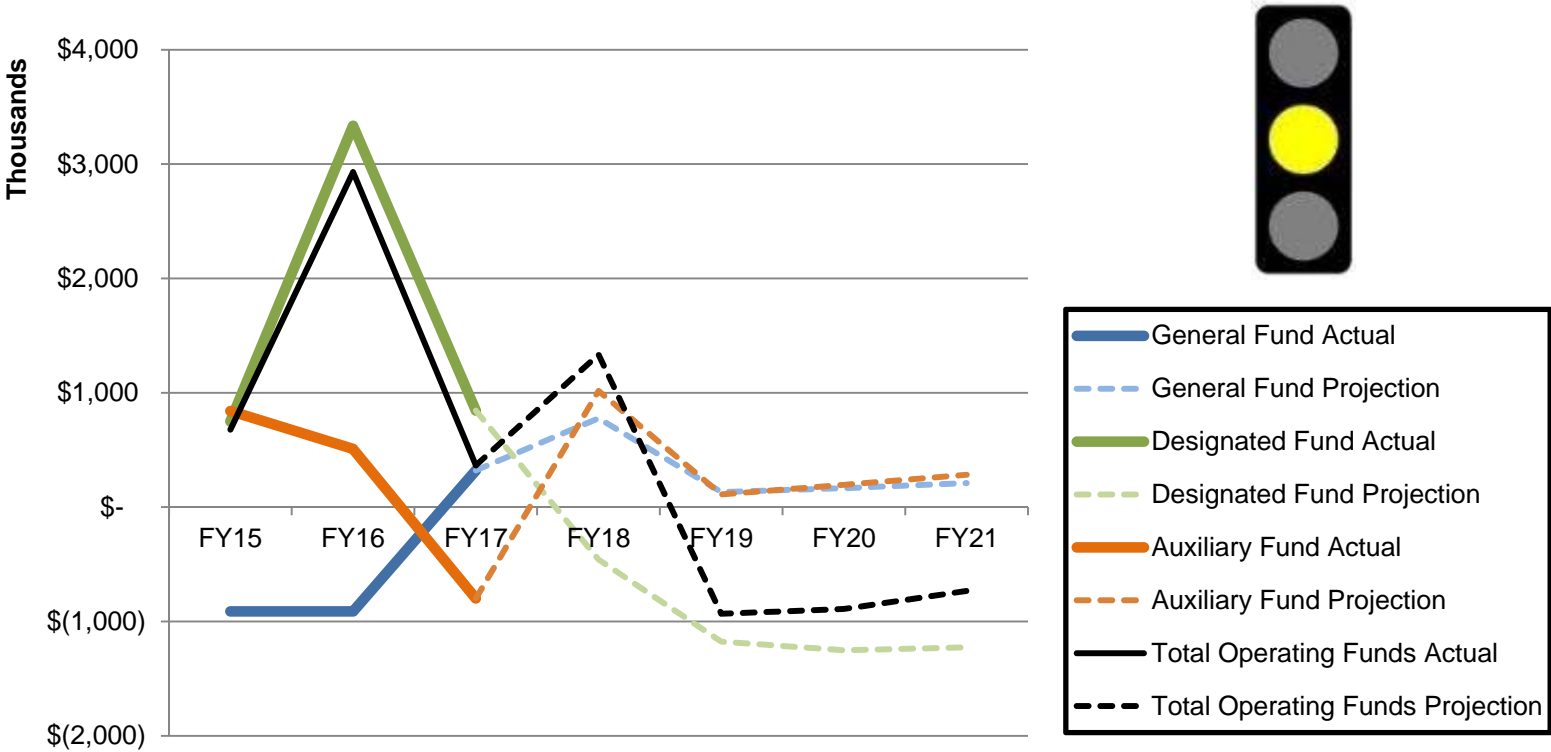
FY 2017



Key Messages




- Endowment and discretionary fund volumes continue to be a strength.
- We have almost \$2M in additional general fund revenue for FY18.
- There is steady progress in the overall financial plan, as well as in the faculty incentive model.
- Projections show our budget model is constrained for future growth and support the need to continue to be diligent to enhance revenues and control expenses.

Unrestricted operating funds results and projections



The goal is to evaluate our progress in maintaining positive yearly financial results in unrestricted operating funds.

Student Enrollment

Program	FY2015	FY2016	FY2017	FY2018 Goal
Hygiene - incoming	31	32	32 	32
Internationally trained dentists	16	20	20 	20
Oral Health Science PhD	2	2	1 	3

The School has a limited ability to increase the number of students attending. These three programs are helping to maximize capacity and raise tuition revenue.

Goals for Clinic Operations

	<u>FY 15 actual</u>	<u>FY 16 actual</u>	<u>FY 17 Goal</u>	<u>FY 17 actual</u>	
<u>POM - Graduate</u>					
Revenues	1,062,557	983,706	1,094,434	926,779	
Expenses	801,850	722,922	809,869	797,934	
Net revenues	260,707	260,784	284,565	128,845	●
<u>BMS - Graduate</u>					
Revenues	1,236,211	1,193,259	1,298,763	1,141,517	
Expenses	930,171	949,634	893,243	842,900	
Net revenues	306,040	243,625	405,520	298,617	●
<u>CRSE - Graduate</u>					
Revenues	2,052,419	2,045,943	2,107,322	2,002,550	
Expenses	1,798,082	1,864,713	1,920,654	1,778,984	
Net revenues	254,337	181,230	186,667	223,566	●
<u>OPD - Graduate</u>					
Revenues	2,160,110	2,210,848	2,232,956	2,277,530	
Expenses	1,394,523	1,411,472	1,485,587	1,376,620	
Net revenues	765,587	799,376	747,370	900,910	●
<u>OPD - Predoctoral</u>					
Revenues	258,324	269,257	271,949	318,711	
Expenses	511,541	521,396	526,610	603,563	
Net revenues	(253,217)	(252,139)	(254,660)	(284,852)	●
<u>OMSHD- Predoctoral</u>					
Revenues	695,484	662,938	716,348	652,344	
Expenses	526,651	508,885	531,918	521,715	
Net revenues	168,833	154,052	184,431	130,629	●
<u>Predoctoral clinics</u>					
Revenues	4,050,229	4,459,122	4,459,122	4,607,907	
Expenses	5,907,598	6,036,563	6,036,563	6,017,019	
Net revenues	(1,857,369)	(1,577,441)	(1,577,441)	(1,409,112)	●

Clinics have financial goals. They are working through best practices to become as efficient as possible.

Two main clinic exception reports

<u>Unapproved treatments</u>	<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>	
Graduate Prosthodontics	141	29	34	🟡
Pre-doctoral	105	82	87	🟡
Graduate Periodontics	38	30	124	🔴
Community Dental Clinic	0	1	4	🟡
Oral Surgery	23	0	6	🟡
Graduate Pediatrics	29	37	98	🔴
Graduate Endodontics	20	3	38	🔴
<u>Unapproved treatment notes</u>				
Graduate Periodontics	74	156	135	🟡
DFA Periodontics	29	26	26	🟡
Graduate Oral Surgery	70	1	0	🟢
Pre-doctoral	45	70	30	🟢
Graduate Endodontics	20	8	42	🔴
Graduate Prosthodontics	22	62	44	🟡

Clinics continue to meet monthly to review this and other exception reports. We look for and encourage best practices in following through on these matters.

Cash as % of net charges

FY 15 results	<u>Graduate</u>	<u>Faculty practice</u>	<u>Predoctoral</u>
BMS	90.0%	87.0%	
CRSE	96.0%	97.0%	
OPD	97.0%	90.0%	
POM	98.0%	94.0%	
OMSHD		66.0%	
Pre-doctoral			96.7%

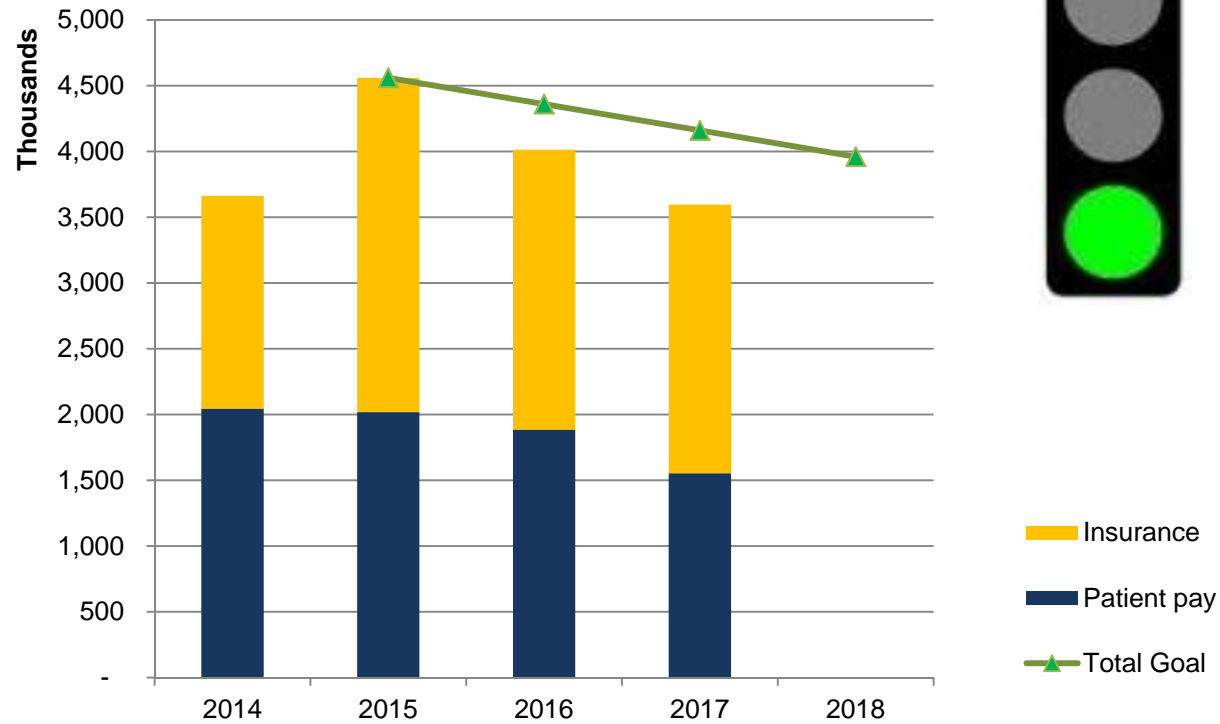
FY 16 results	<u>Graduate</u>	<u>Faculty practice</u>	<u>Predoctoral</u>
BMS	110.0%	104.0%	
CRSE	101.0%	101.0%	
OPD	96.0%	93.0%	
POM	103.0%	90.0%	
OMSHD		88.0%	
Pre-doctoral			100.0%

FY 17 results	<u>Graduate</u>	<u>Faculty practice</u>	<u>Predoctoral</u>
BMS	99.4% ●	100.8% ●	
CRSE	99.7% ●	101.0% ●	
OPD	97.3% ●	92.7% ●	
POM	98.0% ●	96.5% ●	
OMSHD		87.4% ●	
Pre-doctoral			98.6% ●

Clinic Billing Office (CBO) has been working steadily to adapt procedures that will move toward a challenging goal of collecting 97% of net charges.









FY17 goal is 97%.

Accounts Receivable



Receivables for the School to be \$200K lower each year. Even with higher levels of net charges, levels of uncollected accounts have been reduced.

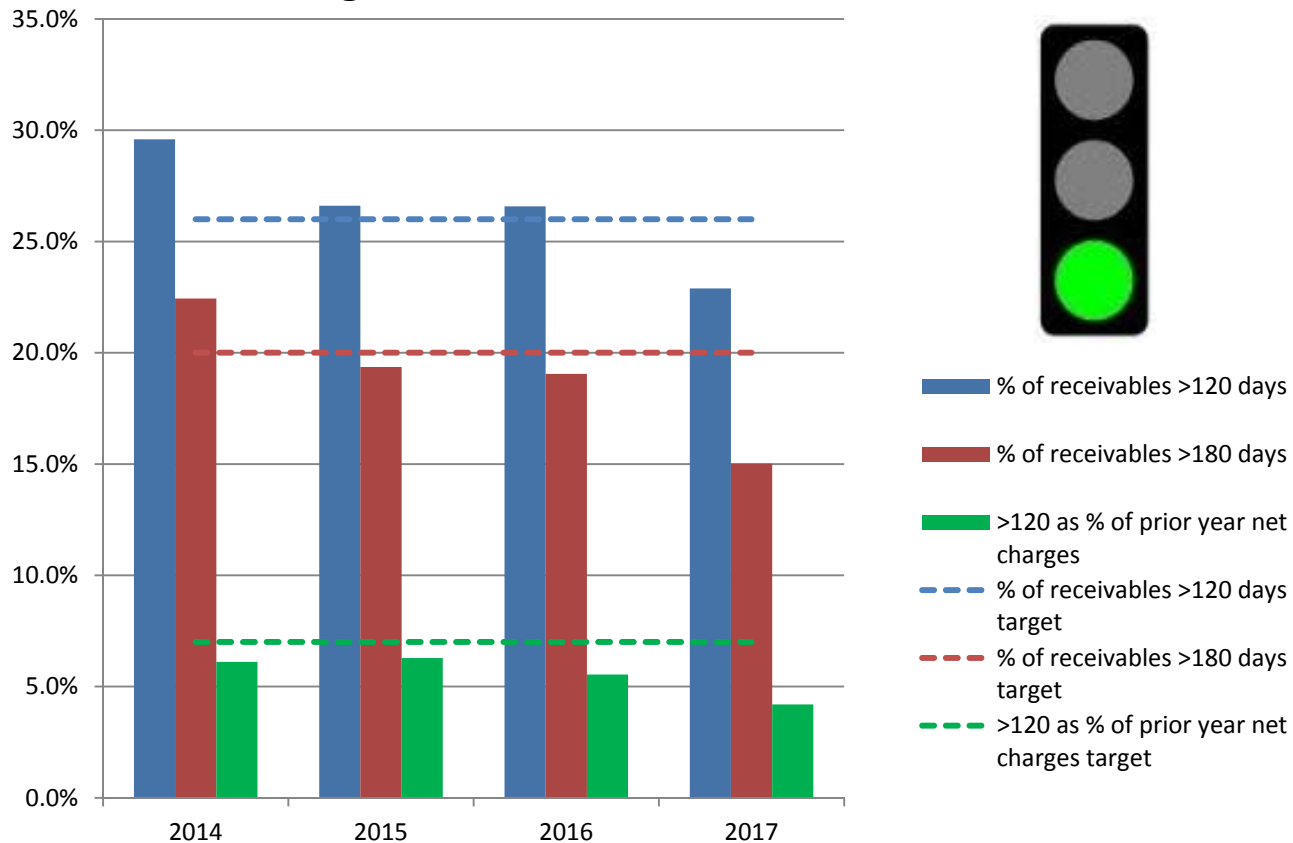
Charge-offs as % of net charges

	<u>Patient Goal</u>		<u>Insurance Goal</u>	
	Under 4%		Under 1.5%	
	<u>Patient</u>		<u>Insurance</u>	
2014	3.29%		1.62%	
2015	2.33%		2.69%	
2016	1.91%		3.11%	
2017	2.04%		4.15%	

*Note: Overall goal of 5.5% was not met.

The volume of write-offs is not declining, particular among insurance accounts. CBO is working to focus on older accounts to improve this trend.

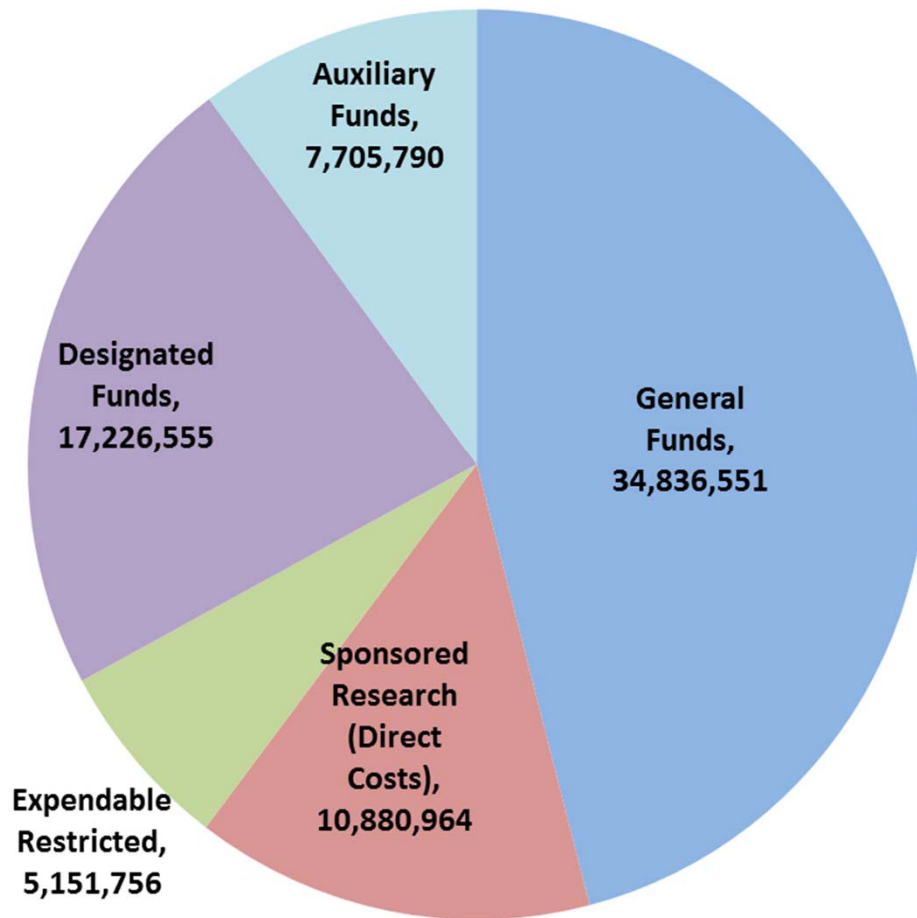
Aged Accounts Receivable



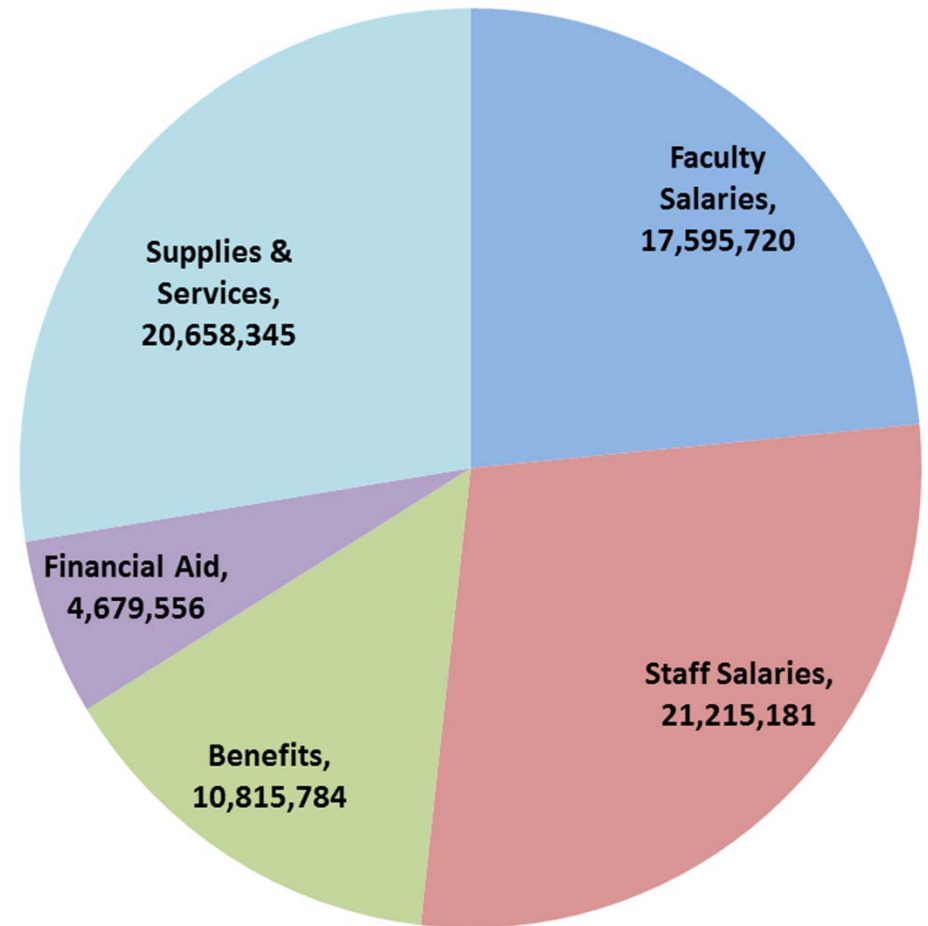
It is harder to collect accounts the older they get. They are also more likely to be charged off as they get older. The CBO has focused on these accounts and lowered aged accounts in the past few years.

Breakdown of Sources and Uses of Funds

FY17 Revenues



FY17 Expenses



The School spends almost 75% of it's funds for compensation and student aid.

**The University of Michigan
School of Dentistry
Sources/Uses Report FY17
Operating Funds**

	General	Federal	Non-Federal	ERF-Gifts	Designated	Auxiliary	Oper Funds Total
Fund Balance Beginning of Year	2,481,366	64,312	830,534	14,013,129	6,319,205	5,051,143	28,759,688
Sources							
General Fund Appropriations	32,766,852	-	-	-	-	-	32,766,852
General Fund Transfers	1,552,919	-	-	-	-	-	1,552,919
Federal Grants/Contracts	-	13,047,374	-	-	-	-	13,047,374
Non-federal Grants/Contracts	-	-	1,632,169	-	-	-	1,632,169
Cost Sharing Transfers	-	-	-	-	-	-	-
Gifts	-	-	-	1,086,834	-	-	1,086,834
Endowment Distribution	-	-	-	3,418,676	433,396	4,729	3,856,802
Investment Distribution	-	-	-	159,647	32,469	13,727	205,843
Adj Pooled Endowment to Market	-	-	-	-	-	-	-
External Department Revenue	516,781	-	-	2,277	17,226,555	7,462,544	25,208,157
Internal Departmental Rebill	-	-	-	-	-	243,246	243,246
Total Sources	34,836,551	13,047,374	1,632,169	4,667,433	17,692,421	7,724,246	79,600,196
Uses							
Faculty Salaries	12,519,382	1,422,536	276,945	506,266	654,788	1,417,311	16,797,227
Research Faculty	167,116	422,675	47,370	15,853	5,240	9,965	668,219
GSA Salaries	44,314	62,741	524	-	22,694	-	130,273
Staff Salaries	9,964,883	1,796,061	187,266	393,568	6,617,518	2,255,886	21,215,181
Fringe Benefits	5,879,411	1,136,808	142,491	188,059	2,373,486	1,095,529	10,815,784
Tuition Grants	24,276	25,874	-	-	7,649	-	57,799
Graduate Aid	1,029,088	910,493	21,000	1,654,912	999,989	-	4,615,482
Undergraduate Aid	150	-	1,200	3,125	1,800	-	6,275
Supplies	1,102,403	1,611,487	299,998	306,132	1,034,387	191,078	4,545,485
Travel/Transportation	448,566	129,860	50,707	408,084	818,349	154,297	2,009,863
Internal and External Services	625,066	159,426	68,641	532,951	460,736	169,099	2,015,919
Subcontracts Over 25K	-	1,573,305	75,651	-	-	-	1,648,956
Bad Debts	-	-	-	-	590,739	587,727	1,178,466
Lab/Medical/Clinic Supplies	349,645	102,972	74,897	33,352	2,973,055	407,979	3,941,900
Miscellaneous Expenses	2,185,854	114,969	48,845	311,570	1,748,331	696,226	5,105,795
Commercial Dental Lab	9,845	2,451	14,412	2,474	1,359,387	384,170	1,772,738
Memberships & Dues/License	166,904	1,334	150	24,240	101,967	34,438	329,034
Insurance Expenses	147,891	-	-	-	2,052	48,464	198,406
Communications/Computing	331,192	(27)	-	254	7,804	1,911	341,134
Maintenance/Renovation	793,134	8,245	-	67,765	71,310	139,468	1,079,923
Travel/Hosting	57,443	590	259	91,964	91,564	13,833	255,653
Other Expenses	679,446	102,376	34,024	124,872	114,246	73,943	1,128,907
Inventory Acquisitions	-	-	-	-	(1,016)	-	(1,016)
Equipment	82,752	16,142	29,260	-	84,032	790	212,977
Indirect Cost	-	3,594,688	203,891	-	-	-	3,798,579
Transfers to Construction	-	-	-	55,500	(6,775)	935,000	983,725
Net Transfers	92,780	(91,724)	8,040	(198,688)	(1,536,428)	602,394	(1,123,625)
Total Uses	34,515,685	12,988,313	1,536,724	4,210,684	16,848,576	8,523,282	78,623,265
Net Change	320,866	59,061	95,445	456,749	843,845	(799,036)	976,931
FUND BALANCE	\$2,802,232	\$123,373	\$925,979	\$14,469,878	\$7,163,050	\$4,252,107	\$29,736,618

Sources and uses of funds for FY17 show that the unrestricted operating funds (general, designated, and auxiliary) continue to generate margin for the School. The main sources of revenues are tuition, fees, and indirect cost recovery on grants (general), continuing education, student clinic charges and fees (designated), and faculty clinic charges (auxiliary).

The University of Michigan - School of Dentistry

All Funds Report, Including Sponsored Grants

	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17
Fund Balance, Start of Year	18,306,160	22,503,701	21,913,176	22,390,198	22,690,907	23,747,080	23,858,260	24,659,495	24,538,728	28,759,688
Sources										
General Fund Appropriations	27,858,639	27,568,061	29,459,164	30,191,734	29,957,046	30,626,505	31,524,830	31,247,292	31,803,628	32,766,852
General Fund Transfers	1,917,118	1,550,705	2,313,362	1,099,499	715,020	791,490	1,048,291	513,800	1,172,826	1,552,919
Federal Grants/Contracts	13,394,218	15,503,771	17,175,170	17,269,480	16,175,669	16,039,427	15,584,495	14,778,234	13,891,965	13,047,374
Non-federal Grants/Contracts	1,715,193	1,410,928	1,392,275	1,610,920	2,176,430	2,655,171	2,128,577	2,054,761	1,808,201	1,632,169
Cost Sharing Transfers	-	-	-	-	-	-	-	-	-	-
Gifts	1,833,241	1,463,380	936,831	1,394,285	1,210,113	917,646	1,851,487	1,435,918	1,443,159	1,086,834
Endowment Distribution	2,419,381	2,324,667	2,566,909	2,923,823	3,322,770	3,573,502	3,632,528	3,599,550	4,025,190	3,856,802
Investment Distribution	595,221	189,664	50,375	92,346	88,022	91,694	33,712	82,491	96,269	205,843
Adj Pooled Endowment to Market	-	-	-	-	-	-	-	-	-	-
External Department Revenue	21,588,798	21,623,320	23,264,224	22,843,148	22,964,257	22,363,540	23,692,653	24,434,391	24,924,257	25,208,157
Internal Departmental Rebill	359,076	389,051	419,096	442,479	307,189	284,061	318,196	358,093	288,676	243,246
Total Sources	71,680,887	72,023,547	77,577,405	77,867,715	76,916,516	77,343,036	79,814,769	78,504,529	79,454,171	79,600,196
Uses										
Faculty Salaries	15,002,784	15,647,186	16,247,302	16,135,922	17,170,932	17,175,313	17,902,141	17,915,881	17,663,423	16,797,227
Research Faculty	752,386	735,144	1,048,248	1,150,865	1,151,879	927,963	856,882	941,422	897,928	668,219
GSA Salaries	319,926	318,136	238,515	258,733	288,756	326,313	387,432	317,790	154,938	130,273
Staff Salaries	17,942,874	19,335,781	19,725,405	19,952,563	19,977,400	20,120,894	20,559,051	20,252,221	20,638,500	21,215,181
Fringe Benefits	9,144,386	9,771,372	10,280,137	10,204,814	10,378,836	10,601,439	10,765,938	10,685,081	10,811,259	10,815,784
Tuition Grants	175,116	204,854	157,767	263,514	205,778	231,063	224,173	144,233	59,047	57,799
Scholarships/Fellowships	3,829,469	4,201,096	4,360,688	5,399,679	4,794,852	3,954,003	4,243,579	4,079,411	4,215,761	4,621,757
Supplies	3,413,484	4,152,802	4,171,682	5,227,705	4,391,920	4,322,762	4,350,634	3,958,978	4,337,762	4,545,485
Travel/Transportation	1,233,590	1,370,933	1,253,572	1,722,927	1,787,146	1,896,986	1,891,852	1,767,498	1,988,186	2,009,863
Internal and External Services	2,027,599	2,045,933	2,530,204	1,806,631	1,833,175	2,042,105	2,035,953	1,807,476	1,582,172	2,015,919
Subcontracts Over 25K	416,470	418,951	134,104	439,487	160,473	525,552	1,116,314	1,996,174	1,241,360	1,648,956
Bad Debts	943,869	560,106	1,409,997	990,987	1,047,860	1,119,610	791,316	899,067	906,147	1,178,466
Clinic Expenses	3,328,167	3,339,243	3,492,038	3,750,125	3,803,986	3,722,344	4,252,830	4,116,179	3,630,269	3,941,900
Miscellaneous Expenses	3,962,590	4,373,144	4,696,409	4,223,557	3,991,580	4,617,621	4,323,696	4,426,679	4,859,956	5,105,795
<i>Commercial Dental Lab</i>	<i>1,617,301</i>	<i>1,669,246</i>	<i>1,706,855</i>	<i>1,440,986</i>	<i>1,511,331</i>	<i>1,551,933</i>	<i>1,562,286</i>	<i>1,611,898</i>	<i>1,976,685</i>	<i>1,772,738</i>
<i>Memberships & Dues/Licenses</i>	<i>258,056</i>	<i>251,879</i>	<i>243,660</i>	<i>208,486</i>	<i>253,806</i>	<i>214,920</i>	<i>242,894</i>	<i>240,502</i>	<i>282,497</i>	<i>329,034</i>
<i>Insurance Expenses</i>	<i>167,772</i>	<i>155,512</i>	<i>245,628</i>	<i>204,974</i>	<i>290,198</i>	<i>418,492</i>	<i>257,152</i>	<i>195,209</i>	<i>130,641</i>	<i>198,406</i>
<i>Communications/Computing</i>	<i>240,706</i>	<i>271,428</i>	<i>304,138</i>	<i>448,835</i>	<i>460,328</i>	<i>487,906</i>	<i>427,484</i>	<i>466,853</i>	<i>372,259</i>	<i>341,134</i>
<i>Maintenance/Renovation</i>	<i>535,046</i>	<i>542,821</i>	<i>601,710</i>	<i>567,685</i>	<i>512,010</i>	<i>676,459</i>	<i>824,925</i>	<i>835,285</i>	<i>887,861</i>	<i>1,079,923</i>
<i>Travel/Hosting</i>	<i>148,408</i>	<i>248,868</i>	<i>260,685</i>	<i>215,665</i>	<i>194,246</i>	<i>309,696</i>	<i>182,067</i>	<i>228,347</i>	<i>205,859</i>	<i>255,653</i>
<i>Other Expenses</i>	<i>995,302</i>	<i>1,233,390</i>	<i>1,333,732</i>	<i>1,136,927</i>	<i>769,661</i>	<i>958,215</i>	<i>826,888</i>	<i>848,585</i>	<i>1,004,154</i>	<i>1,128,907</i>
Inventory Acquisitions	(2,759)	8,012	2,939	1,641	21,303	(658)	(8,413)	3,642	(3,822)	(1,016)
Equipment	309,285	333,752	1,179,369	755,660	193,575	394,309	147,601	241,122	716,884	212,977
Operating Expenses Subtotal	62,799,237	66,816,445	70,928,377	72,284,811	71,199,450	71,977,619	73,840,978	73,552,854	73,699,770	74,964,586
Indirect Cost	4,086,573	4,715,239	5,602,795	5,277,835	4,879,983	5,291,003	4,810,718	4,489,849	4,264,010	3,798,579
Transfers to Construction	65,000	110,581	30,000	50,896	14,409	27,694	575,388	575,388	(195,295)	983,725
Net Transfers	532,536	971,806	539,211	(46,535)	(295,954)	(64,461)	103,048	7,206	(2,535,272)	(1,123,625)
Total Uses	67,483,346	72,614,071	77,100,384	77,567,007	75,797,888	77,231,856	79,013,533	78,625,297	75,233,212	78,623,265
Net Change	4,197,540	(590,524)	477,022	300,708	1,118,628	111,180	801,235	(120,768)	4,220,959	976,930
Fund Balance	22,503,701	21,913,177	22,390,198	22,690,906	23,809,535	23,858,260	24,659,495	24,538,728	28,759,687	29,736,618
Fund Balances by Fund Type										
General Funds	1,822,891	1,162,886	3,060,498	2,794,699	2,128,794	3,210,046	4,305,441	3,393,992	2,481,366	2,802,232
Federal Cont & Grants	278,896	565,700	(366,935)	(638,837)	(9,708)	73,702	335,218	167,199	64,312	123,373
Non-Fed Cont & Grants	811,762	574,011	318,740	565,619	898,373	987,634	590,254	553,244	830,534	925,979
Gifts, Endowed Distrib.	12,630,308	12,405,659	12,355,297	13,211,696	13,734,098	13,254,454	13,489,487	12,896,789	14,013,129	14,469,878
Designated Funds	2,989,883	2,716,327	2,616,989	2,223,084	2,026,145	1,715,682	2,236,413	2,984,831	6,319,205	7,163,050
Auxiliary, Fac Practice	3,969,962	4,488,593	4,405,608	4,534,646	4,969,377	4,616,743	3,702,682	4,542,673	5,051,143	4,252,107
Total	22,503,701	21,913,176	22,390,198	22,690,906	23,747,080	23,858,260	24,659,495	24,538,728	28,759,689	29,736,619

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

	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17
Fund Balance, Start of Year	14,063,886	16,319,064	14,391,589	12,955,073	12,567,770	13,242,046	12,934,234	12,323,104	9,984,550	13,906,615
Sources										
General Fund Appropriations	15,340,496	15,459,879	14,931,845	15,447,237	15,932,073	16,212,594	16,710,377	16,710,377	16,693,461	17,642,060
General Fund Transfers	(143,136)	(1,092,948)	373,707	2,885,886	2,817,173	1,034,429	1,418,881	1,307,277	3,210,878	1,035,295
Federal Grants/Contracts	12,578,927	13,506,178	15,794,724	15,681,511	15,116,925	15,072,002	14,718,419	14,122,213	13,247,896	12,184,398
Non-federal Grants/Contracts	1,439,106	893,516	1,442,673	1,619,445	2,141,264	2,587,336	2,069,158	2,060,746	1,737,144	1,528,447
Cost Sharing Transfers	-	-	-	-	-	-	-	-	-	-
Gifts	676,845	640,194	308,562	586,885	346,626	261,037	443,522	230,518	386,513	158,744
Endowment Distribution	676,416	706,055	763,578	780,663	608,658	637,499	661,307	663,250	887,612	882,608
Investment Distribution	475,715	393,531	108,455	17,009	1,175	26,543	10,504	5,290	6,506	20,872
Adj Pooled Endowment to Market	-	-	-	-	-	-	-	-	-	-
External Department Revenue	10,914,420	11,531,766	11,956,355	11,936,300	11,654,414	11,942,275	12,929,431	12,693,957	14,127,366	14,069,944
Internal Departmental Rebill	151,503	183,470	180,000	180,000	15,375	-	-	-	-	-
Total Sources	42,110,292	42,221,641	45,859,898	49,134,936	48,633,683	47,773,715	48,961,600	47,793,628	50,297,376	47,522,368
Uses										
Faculty Salaries	14,707,917	14,693,636	15,346,106	15,764,681	16,835,032	16,899,589	17,696,366	17,811,319	17,368,937	16,566,594
Research Faculty	735,480	665,693	927,701	1,062,423	1,071,673	927,963	856,882	941,422	897,928	668,219
GSA Salaries	300,927	294,167	217,788	258,733	288,756	326,313	387,432	317,790	154,938	110,572
Staff Salaries	8,750,498	9,423,070	9,749,836	9,102,823	8,184,736	8,064,886	8,156,266	7,843,975	7,953,569	8,210,642
Fringe Benefits	6,243,879	6,449,450	6,845,198	6,650,539	6,579,885	6,752,011	6,864,308	6,806,165	6,802,915	6,707,733
Tuition Grants	145,961	180,871	139,709	151,436	150,734	172,653	198,817	142,510	59,047	47,395
Scholarships/Fellowships	1,098,651	1,126,705	1,128,822	1,320,017	1,361,084	1,309,882	1,348,937	1,215,518	1,368,006	1,347,180
Supplies	2,727,141	3,168,796	3,310,508	4,041,952	3,632,049	3,479,374	3,417,974	3,238,903	3,289,181	3,510,100
Travel/Transportation	717,996	884,829	705,637	988,816	882,543	938,502	835,489	864,506	949,511	954,547
Internal and External Services	1,129,732	1,146,089	1,370,795	668,596	867,810	925,615	875,403	788,464	740,514	803,155
Subcontracts Over 25K	416,470	418,951	108,104	439,487	160,473	525,552	1,116,314	1,996,174	1,241,360	1,648,956
Bad Debts	-	-	-	-	-	-	-	-	-	-
Clinic Expenses	1,379,621	1,400,438	1,683,652	1,545,824	1,860,148	1,806,700	1,814,187	1,588,613	1,469,311	1,595,262
Miscellaneous Expenses	2,647,099	3,087,970	3,032,081	2,707,364	2,711,310	3,121,510	3,273,800	3,618,050	3,613,864	3,616,306
<i>Commercial Dental Lab</i>	<i>747,366</i>	<i>850,195</i>	<i>868,283</i>	<i>776,424</i>	<i>869,052</i>	<i>948,987</i>	<i>933,381</i>	<i>1,015,314</i>	<i>1,191,815</i>	<i>1,021,363</i>
<i>Memberships & Dues/Licenses</i>	<i>134,720</i>	<i>140,728</i>	<i>160,253</i>	<i>138,230</i>	<i>142,342</i>	<i>133,863</i>	<i>139,248</i>	<i>147,868</i>	<i>171,513</i>	<i>160,350</i>
<i>Insurance Expenses</i>	<i>(74)</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>(1,485)</i>	<i>-</i>	<i>-</i>	<i>500</i>	<i>-</i>	<i>-</i>
<i>Communications/Computing</i>	<i>102,758</i>	<i>110,073</i>	<i>137,777</i>	<i>(121,868)</i>	<i>4,531</i>	<i>4,393</i>	<i>4,980</i>	<i>6,489</i>	<i>8,046</i>	<i>4,511</i>
<i>Maintenance/Renovation</i>	<i>144,438</i>	<i>124,259</i>	<i>112,559</i>	<i>96,550</i>	<i>113,659</i>	<i>98,370</i>	<i>126,498</i>	<i>106,868</i>	<i>25,182</i>	<i>61,115</i>
<i>Travel/Hosting</i>	<i>57,946</i>	<i>127,327</i>	<i>136,496</i>	<i>124,592</i>	<i>62,446</i>	<i>135,906</i>	<i>60,731</i>	<i>128,802</i>	<i>91,594</i>	<i>137,814</i>
<i>Other Expenses</i>	<i>1,459,945</i>	<i>1,735,387</i>	<i>1,616,712</i>	<i>1,693,436</i>	<i>1,520,765</i>	<i>1,799,991</i>	<i>2,008,963</i>	<i>2,212,210</i>	<i>2,125,714</i>	<i>2,231,155</i>
Equipment	223,295	331,457	684,419	245,130	162,011	190,609	121,837	110,903	348,339	84,037
Operating Expenses Subtotal	41,224,666	43,272,120	45,250,356	44,947,820	44,748,244	45,441,159	46,964,013	47,284,314	46,257,419	45,870,698
Indirect Cost	4,076,638	4,553,797	5,351,804	5,210,984	4,821,839	5,231,178	4,767,103	4,449,399	4,232,516	3,758,833
Transfers to Construction	65,000	(2,419)	-	-	-	-	-	490,000	(183,333)	(6,775)
Net Transfers	(5,511,191)	(3,674,381)	(3,305,747)	(636,565)	(1,673,131)	(2,590,810)	(2,158,387)	(2,091,530)	(3,931,291)	(2,198,442)
Total Uses	39,855,113	44,149,116	47,296,413	49,522,238	47,896,952	48,081,528	49,572,729	50,132,183	46,375,311	47,424,314
Net Change	2,255,179	(1,927,475)	(1,436,515)	(387,303)	736,731	(307,812)	(611,129)	(2,338,555)	3,922,065	98,054
Fund Balance	16,319,064	14,391,589	12,955,073	12,567,770	13,304,501	12,934,234	12,323,104	9,984,550	13,906,615	14,004,669
Fund Balances by Fund Type										
General Funds	2,959,159	1,488,660	703,480	434,540	401,341	287,161	(203,964)	(859,917)	(125,533)	(8,499)
Federal Cont & Grants	327,787	(225,907)	(366,935)	(638,837)	(498)	73,702	335,218	167,199	104,067	123,373
Non-Fed Cont & Grants	673,002	220,353	226,338	562,147	881,446	952,816	531,598	553,363	805,984	856,081
Gifts, Endow. Distrib.	6,162,398	6,623,519	6,014,961	6,044,265	5,464,249	5,091,292	4,982,800	4,288,363	4,567,268	5,426,186
Designated Funds	4,332,381	4,351,074	4,504,637	4,016,116	4,442,015	4,672,892	5,351,521	3,821,417	6,182,511	5,153,720
Auxiliary, Fac Practice	1,864,336	1,933,889	1,872,592	2,149,540	2,053,493	1,856,371	1,325,930	2,014,125	2,372,319	2,453,807
Total	16,319,064	14,391,589	12,955,073	12,567,771	13,242,046	12,934,234	12,323,104	9,984,550	13,906,616	14,004,668

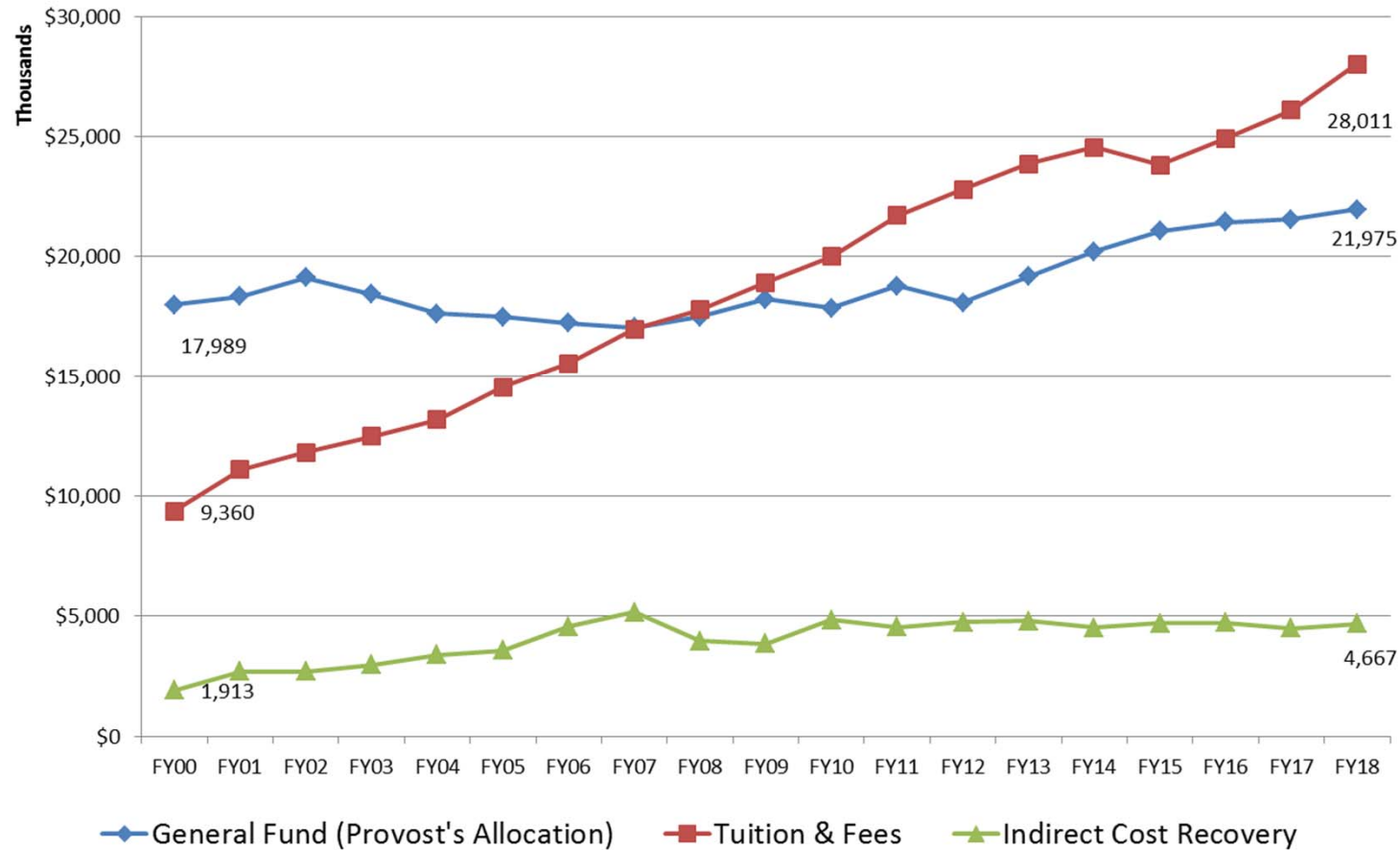
School of Dentistry academic departments are Biologic and Materials Sciences, Cariology Restorative Sciences & Endodontics, Orthodontics & Pediatrics, Oral & Maxillofacial Surgery and Hospital Dentistry, and Periodontics and Oral Medicine. Sources and uses are presented with ending fund balances for all academic operating funds.

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

	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17
Fund Balance, Start of Year	4,242,275	6,184,637	7,521,588	9,435,125	10,123,136	10,505,034	10,924,027	12,336,391	14,554,178	14,853,073
Sources										
General Fund Appropriations	12,518,143	12,108,182	14,527,319	14,744,497	14,024,973	14,413,911	14,814,453	14,536,915	15,110,167	15,124,792
General Fund Transfers	2,060,254	2,643,653	1,939,655	(1,786,387)	(2,102,153)	(242,940)	(370,590)	(793,477)	(2,038,052)	517,623
Federal Grants/Contracts	815,291	1,997,592	1,380,447	1,587,969	1,058,745	967,426	866,076	656,020	644,068	862,977
Non-federal Grants/Contracts	276,088	517,412	(50,398)	(8,525)	35,166	67,835	59,418	59,418	71,057	103,723
Gifts	1,156,396	823,186	628,269	807,400	863,487	656,608	1,407,965	1,205,400	1,056,646	928,090
Endowment Distribution	1,742,966	1,618,613	1,803,331	2,143,160	2,714,112	2,936,003	2,971,221	2,936,301	3,137,578	2,974,194
Investment Distribution	119,506	(203,867)	(58,080)	75,337	86,847	65,151	23,209	77,201	89,764	184,971
External Department Revenue	10,674,378	10,091,554	11,307,869	10,906,849	11,309,842	10,421,266	10,763,222	11,740,434	10,796,891	11,138,213
Internal Departmental Rebill	207,574	205,581	239,096	262,479	291,814	284,061	318,196	358,093	288,676	243,246
Total Sources	29,570,595	29,801,905	31,717,508	28,732,779	28,282,833	29,569,321	30,853,169	30,710,901	29,156,795	32,077,829
Uses										
Faculty Salaries	294,867	953,551	901,197	371,241	335,899	275,724	205,775	104,562	294,486	230,633
Research Faculty	16,906	69,451	120,546	88,442	80,206	-	-	-	-	-
GSA Salaries	18,999	23,969	20,728	-	-	-	-	-	-	19,702
Staff Salaries	9,192,376	9,912,711	9,975,569	10,849,741	11,792,663	12,056,008	12,402,785	12,408,246	12,684,931	13,004,539
Fringe Benefits	2,900,507	3,321,923	3,434,939	3,554,275	3,798,951	3,849,428	3,901,630	3,878,916	4,008,344	4,108,051
Tuition Grants	29,155	23,983	18,058	112,078	55,044	58,411	25,356	1,723	-	10,404
Scholarships/Fellowships	2,730,818	3,074,391	3,231,866	4,079,662	3,433,768	2,644,121	2,894,641	2,863,893	2,847,755	3,274,577
Supplies	686,343	984,006	861,174	1,185,753	759,870	843,388	932,660	720,076	1,048,581	1,035,385
Travel/Transportation	515,594	486,105	547,935	734,111	904,603	958,484	1,056,363	902,992	1,038,675	1,055,316
Internal and External Services	897,867	899,844	1,185,410	1,138,035	965,365	1,116,490	1,160,551	1,019,012	841,658	1,212,764
Bad Debts	943,869	560,106	1,409,997	990,987	1,047,860	1,119,610	791,316	899,067	906,147	1,178,466
Clinic Expenses	1,948,509	1,938,805	1,808,386	2,204,301	1,943,838	1,915,644	2,438,642	2,527,565	2,160,958	2,346,639
Miscellaneous Expenses	1,315,491	1,285,174	1,664,328	1,516,193	1,280,270	1,496,111	1,049,895	808,628	1,246,093	1,489,489
<i>Commercial Dental Lab</i>	<i>869,935</i>	<i>819,050</i>	<i>838,572</i>	<i>664,562</i>	<i>642,279</i>	<i>602,946</i>	<i>628,906</i>	<i>596,585</i>	<i>784,870</i>	<i>751,375</i>
<i>Memberships & Dues/Licenses</i>	<i>123,336</i>	<i>111,151</i>	<i>83,407</i>	<i>70,256</i>	<i>111,464</i>	<i>81,057</i>	<i>103,647</i>	<i>92,633</i>	<i>110,984</i>	<i>168,684</i>
<i>Insurance Expenses</i>	<i>167,845</i>	<i>155,512</i>	<i>245,628</i>	<i>204,974</i>	<i>291,683</i>	<i>418,492</i>	<i>257,152</i>	<i>194,709</i>	<i>130,641</i>	<i>198,406</i>
<i>Communications/Computing</i>	<i>137,948</i>	<i>161,355</i>	<i>166,361</i>	<i>570,703</i>	<i>455,797</i>	<i>483,513</i>	<i>422,504</i>	<i>460,364</i>	<i>364,213</i>	<i>336,623</i>
<i>Maintenance/Renovation</i>	<i>390,608</i>	<i>418,562</i>	<i>489,151</i>	<i>471,135</i>	<i>398,350</i>	<i>578,088</i>	<i>698,426</i>	<i>728,417</i>	<i>862,679</i>	<i>1,018,808</i>
<i>Travel/Hosting</i>	<i>90,462</i>	<i>121,541</i>	<i>124,189</i>	<i>91,073</i>	<i>131,800</i>	<i>173,790</i>	<i>121,335</i>	<i>99,545</i>	<i>114,265</i>	<i>117,839</i>
<i>Other Expenses</i>	<i>(464,644)</i>	<i>(501,997)</i>	<i>(282,980)</i>	<i>(556,509)</i>	<i>(751,104)</i>	<i>(841,776)</i>	<i>(1,182,075)</i>	<i>(1,363,625)</i>	<i>(1,121,560)</i>	<i>(1,102,248)</i>
Inventory Acquisitions	(2,722)	8,012	2,939	1,641	21,303	(658)	(8,413)	3,642	(3,822)	(1,016)
Equipment	85,990	2,295	494,950	510,530	31,564	203,700	25,764	130,219	368,546	128,939
Operating Expenses Subtotal	21,574,571	23,544,325	25,678,022	27,336,990	26,451,206	26,536,460	26,876,965	26,268,540	27,442,351	29,093,888
Indirect Cost	9,935	161,443	250,991	66,851	58,143	59,825	43,615	40,450	31,493	39,746
Transfers to Construction	-	113,000	30,000	50,896	14,409	27,694	258,790	85,388	(11,962)	990,500
Net Transfers	6,043,728	4,646,187	3,844,958	590,030	1,377,178	2,526,349	2,261,435	2,098,737	1,396,019	1,074,817
Total Uses	27,628,233	28,464,955	29,803,971	28,044,768	27,900,936	29,150,328	29,440,804	28,493,115	28,857,901	31,198,951
Net Change	1,942,362	1,336,951	1,913,537	688,011	381,897	418,993	1,412,364	2,217,786	298,894	878,878
Fund Balance	6,184,637	7,521,588	9,435,125	10,123,136	10,505,034	10,924,026	12,336,391	14,554,177	14,853,072	15,731,951
Fund Balances by Fund Type										
General Funds	(1,136,268)	(325,775)	2,357,018	2,360,160	1,727,453	2,922,885	4,509,405	4,253,909	2,606,899	2,810,731
Federal Cont & Grants	(48,891)	791,607	-	-	(9,210)	(0)	0	0	(39,755)	-
Non-Fed Cont & Grants	138,759	353,658	92,402	3,472	16,927	34,818	58,655	(119)	24,550	69,897
Gifts, Endow. Distrib.	6,467,909	5,782,140	6,340,337	7,167,430	8,269,849	8,163,162	8,506,687	8,608,426	9,445,861	9,043,692
Designated Funds	(1,342,498)	(1,634,747)	(1,887,648)	(1,793,032)	(2,415,870)	(2,957,210)	(3,115,108)	(836,586)	136,694	2,009,330
Auxiliary, Fac Practice	2,105,625	2,554,704	2,533,016	2,385,106	2,915,884	2,760,372	2,376,752	2,528,548	2,678,824	1,798,299
Total	6,184,637	7,521,587	9,435,124	10,123,136	10,505,034	10,924,026	12,336,391	14,554,178	14,853,073	15,731,949

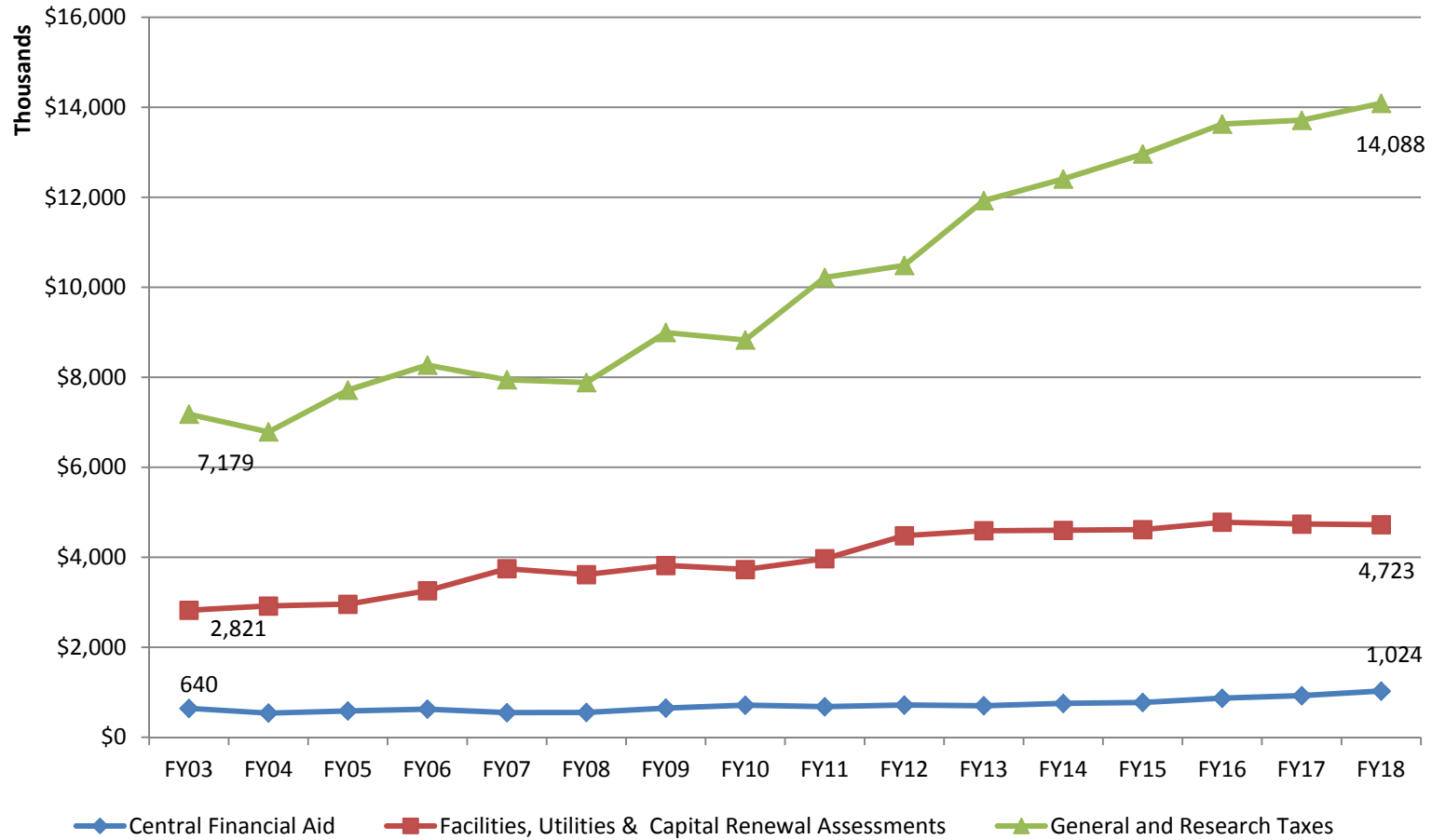
School of Dentistry administrative departments include Patient Services, Academic Affairs, Informatics, Alumni Relations, Continuing Education, Research, Dean's Office, Finance, and Clinic Billing Office.

Sources of General Funds



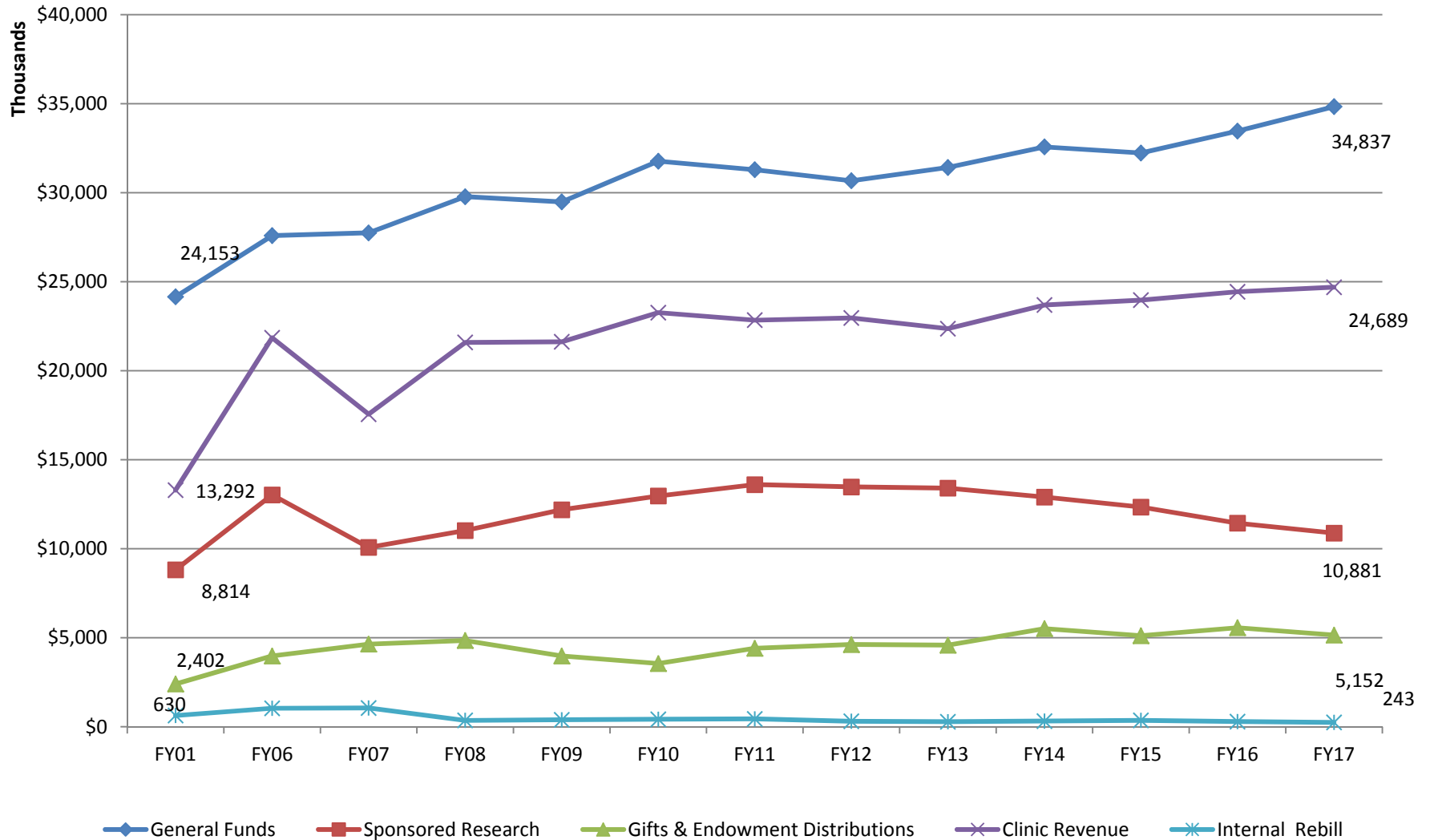
Three sources of revenues for FY18 (\$54.6M) above are netted to three assessments (\$20M), equaling \$35M. This is what we receive from the Administration to use for our general operations.

General Funds Assessments



Long term trends are reflected for all major sources of revenues. The red line includes plant operations and the contribution to the University fund that finances renovation of the facility.

Sources of Operating Funds



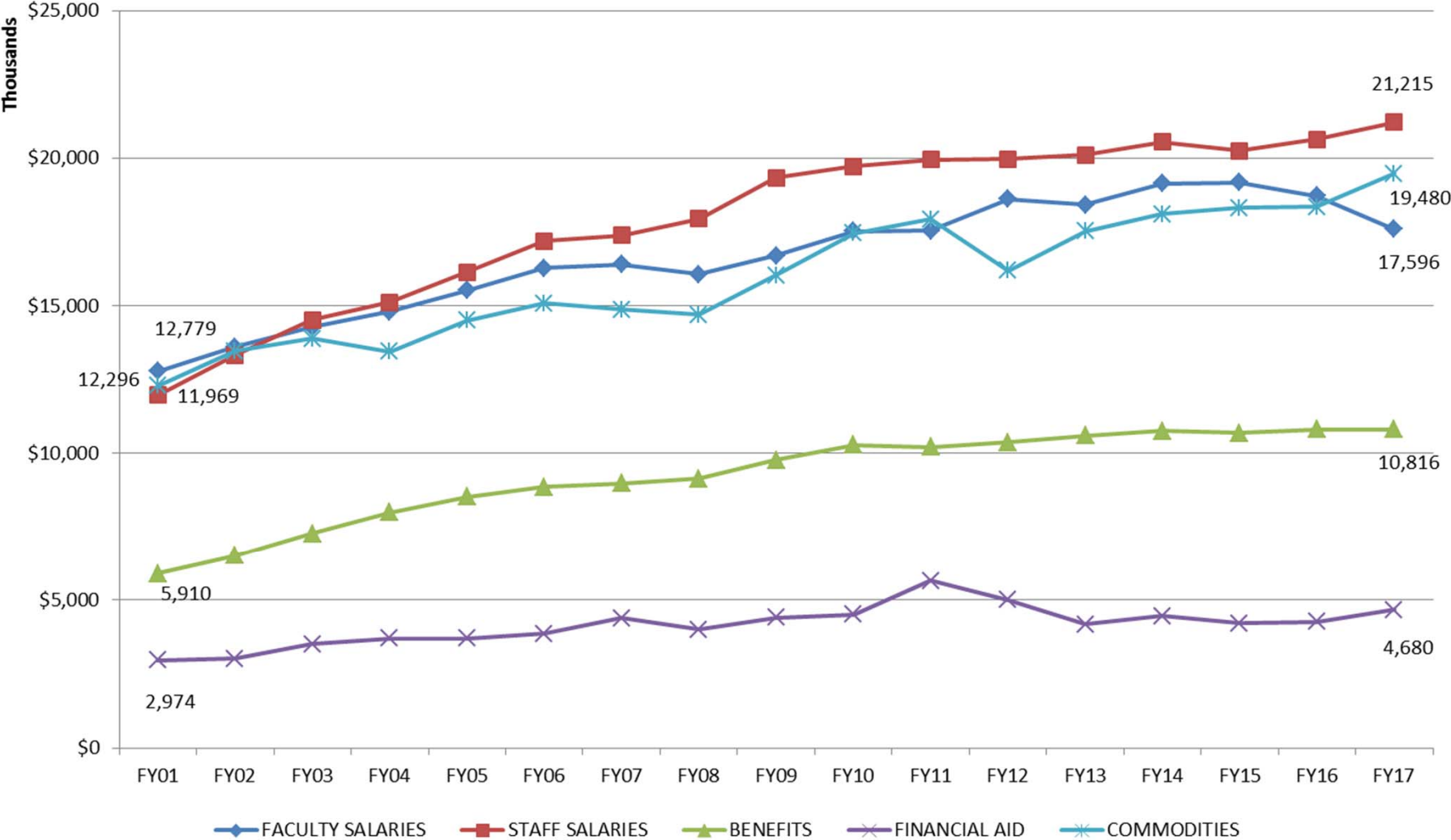
The School is starting to see additional funds from tuition and fees as specific programs (internationally trained dentists, hygiene) are able to expand. Clinic revenues remain relatively constant.

School of Dentistry
GENERAL FUND APPROPRIATION

	Actual				Projected			
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
General Fund Supplement	20,211,049	21,067,180	21,440,325	21,556,368	21,975,076	21,975,076	21,975,076	21,975,076
Tuition and Fee Revenue								
Undergraduate Tuition	1,943,135	991,364	1,938,477	2,327,283	2,581,294	2,700,085	2,808,939	2,920,514
Graduate Tuition	2,793,623	3,132,465	3,354,726	3,001,027	3,270,470	3,368,584	3,452,799	3,539,119
Graduate/Professional Tuition	19,516,701	18,669,141	19,322,161	20,738,220	21,985,079	22,644,631	23,210,747	23,791,016
Registration Fees	139,286	137,826	141,891	141,891		153,360	153,360	153,360
Application Fees	167,394	198,906	155,200	257,110	174,362	174,362	174,362	174,362
Recovered Indirect Costs	4,507,592	4,489,849	4,722,334	3,795,451	4,369,184	4,543,951	4,725,709	4,914,738
Interest to be paid on Balances		2,303		30,607				
OFA/Rackham Financial Aid								
OFA Financial Aid	(348,823)	(363,985)	(390,839)	(557,764)	(498,447)	(531,589)	(565,732)	(601,549)
Rackham Financial Aid	(401,207)	(440,148)	(475,295)	(455,568)	(525,783)	(538,928)	(552,401)	(566,211)
Facilities Costs								
Utilities	(2,036,511)	(1,887,508)	(2,162,772)	(1,944,341)	(2,019,671)	(2,085,163)	(2,152,292)	(2,221,099)
Plant Operations	(1,926,165)	(1,948,878)	(1,969,650)	(1,989,718)	(2,029,512)	(2,070,103)	(2,111,505)	(2,153,735)
Capital Renewal	(635,234)	(649,176)	(646,252)	(660,495)	(673,705)	(687,179)	(700,923)	(714,941)
Taxes	(12,406,010)	(12,961,394)	(13,626,678)	(13,710,849)	(14,088,287)	(14,229,170)	(14,371,461)	(14,515,176)
Net funding (Appropriation):	31,524,830	30,437,945	31,803,628	32,529,221	34,520,060	35,417,919	36,046,678	36,695,474

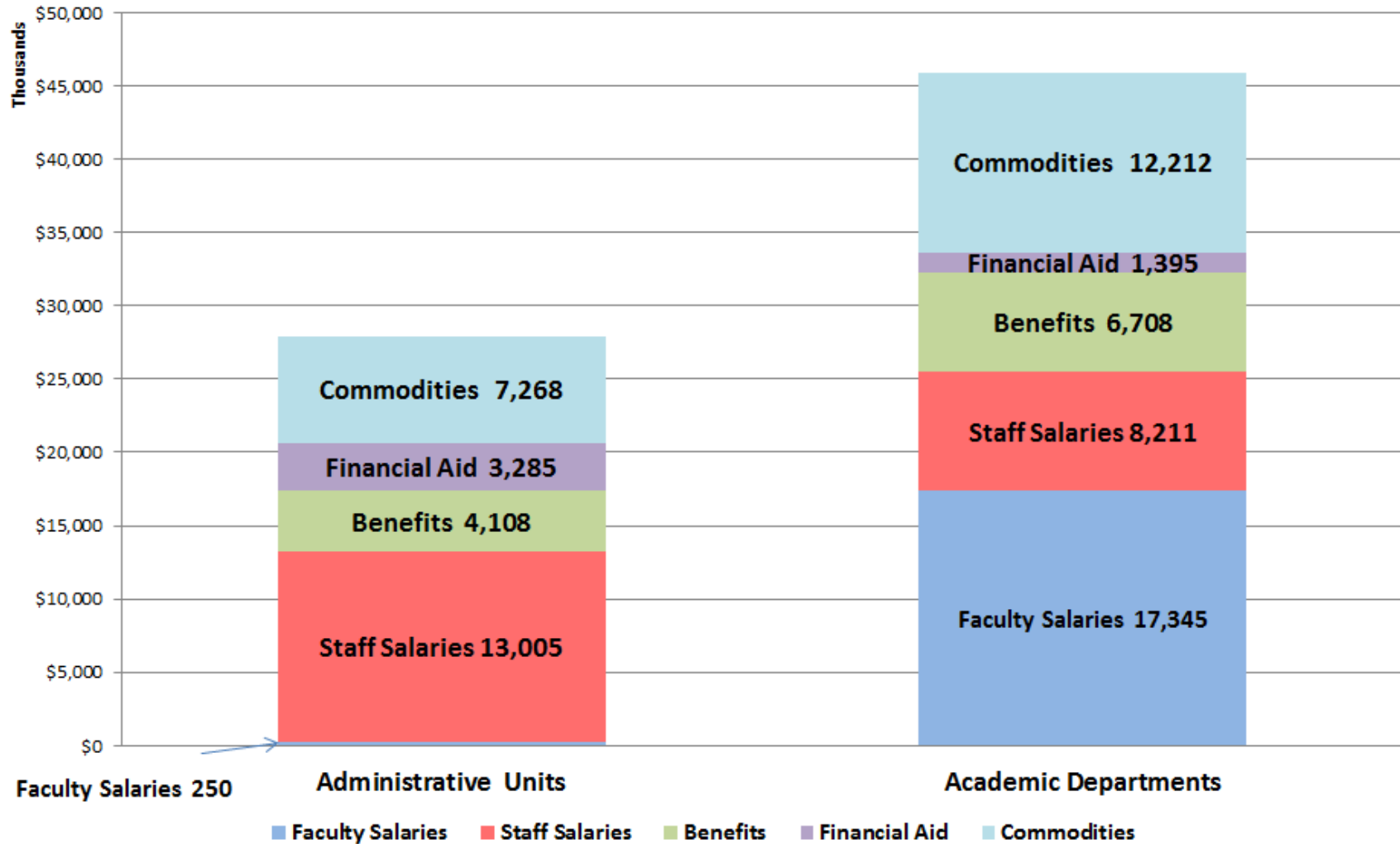
The data shows the individual elements that make up the general fund dollars from the Administration to the School. The slow pace of tuition growth, flattening level of indirect cost recovery, and the increase in taxes over time have had a negative impact.

Major Expense Categories, Operating Funds



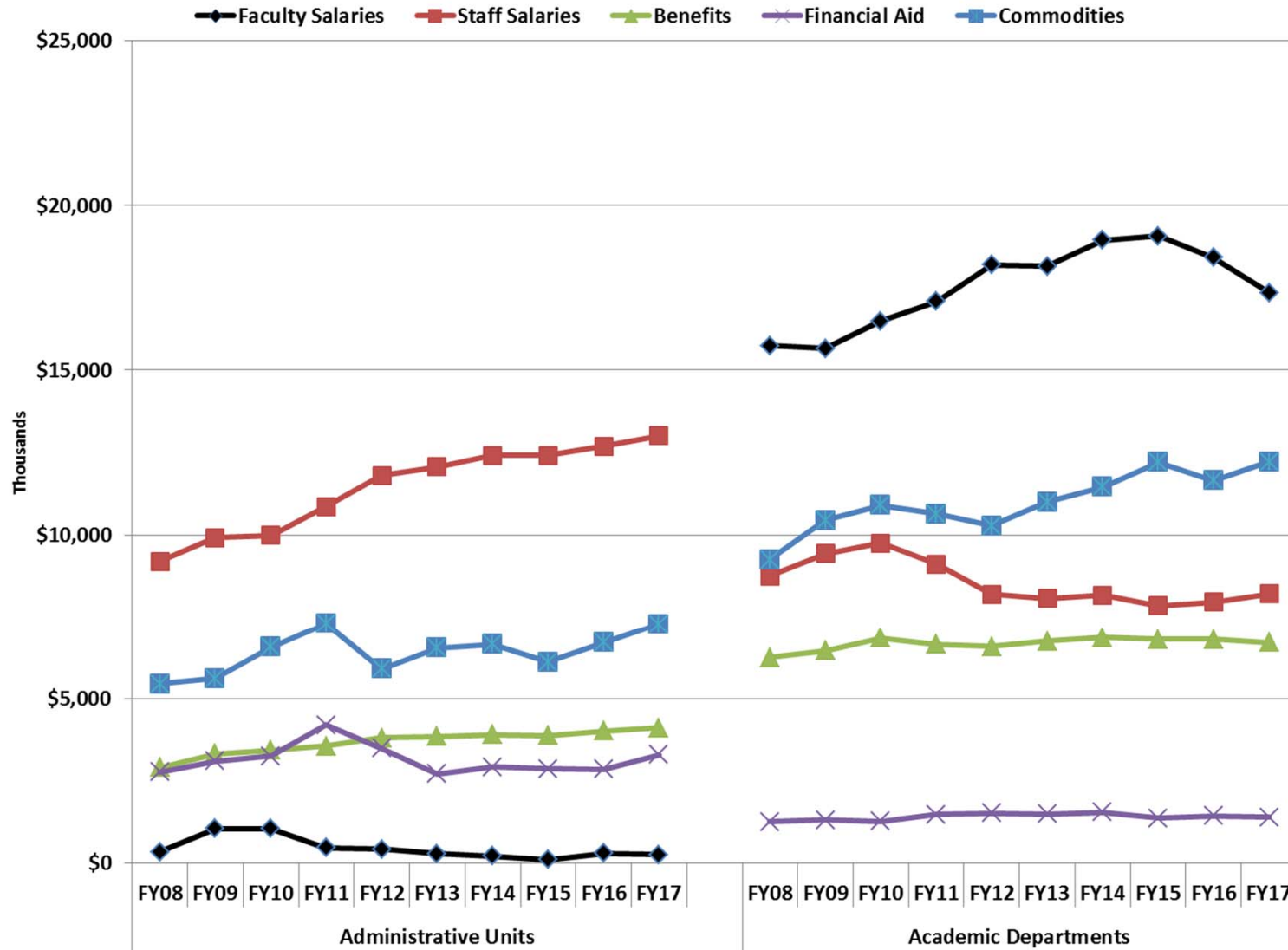
Faculty salaries are expected to grow as searches replace those who have left or retired.

FY17 Operating Expenses



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.

Expenditure Trends, Operating Funds



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.

School of Dentistry

ALL OPERATING FUNDS ACTIVITY (Includes General, Auxiliary, Designated, Gift, Federal Sponsored, and Non-Federal Sponsored Funds)

	Actual				Projected			
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Beginning Balance	23,858,259	24,659,490	24,538,716	28,759,677	29,736,613	31,057,456	30,109,908	29,204,603
Sources:								
Appropriations	31,524,830	31,247,292	31,803,628	32,766,852	34,520,060	35,417,919	36,046,678	36,695,474
General Fund Transfers	1,048,291	513,800	1,172,826	1,552,919	2,900,640	1,540,525	1,044,584	970,586
Federal Grants/Contracts	15,584,495	14,778,234	13,891,965	13,047,374	13,177,848	13,704,962	14,253,160	14,823,287
Non-Federal Grants/Contracts	2,128,577	2,054,761	1,808,201	1,632,169	1,648,491	1,714,430	1,783,008	1,854,328
Gifts	1,851,487	1,435,918	1,443,159	1,086,834	1,108,571	1,130,742	1,153,357	1,176,424
Endowment Distribution	3,632,527	3,599,550	4,025,191	3,856,802	3,972,505	4,091,680	4,214,431	4,340,864
Investment Distribution	33,712	82,364	96,260	205,844	207,901	209,980	212,080	214,201
External Department Revenue	23,692,653	24,434,517	24,924,267	25,208,157	25,834,947	26,601,280	27,303,684	28,025,110
Recharge Revenue	318,196	358,093	288,676	243,246	243,246	243,246	243,246	243,246
Total Sources:	79,814,768	78,504,529	79,454,173	79,600,197	83,614,208	84,654,766	86,254,228	88,343,519
Uses:								
Faculty Salaries	17,902,141	17,915,882	17,663,422	16,797,227	18,344,478	18,589,477	19,154,150	19,525,854
Research Faculty	856,882	941,421	897,929	668,219	609,514	633,894	659,250	685,620
GSA Salaries	387,433	317,790	154,937	130,273	237,200	246,689	256,556	266,818
Staff Salaries	20,559,052	20,252,221	20,638,500	21,215,181	21,316,398	21,881,029	21,876,484	22,306,260
Fringe Benefits	10,765,939	10,685,082	10,811,259	10,815,784	11,423,501	11,690,814	11,832,756	12,081,920
Tuition Grants	224,173	144,233	59,047	57,799	131,384	135,668	140,124	144,758
Graduate Aid	4,162,289	4,077,593	4,213,954	4,615,482	4,513,328	4,616,829	4,718,218	4,777,838
Undergraduate Aid	81,290	1,817	1,806	6,275	-	-	-	-
Supplies	4,350,634	3,958,977	4,337,762	4,545,485	4,723,005	4,858,192	4,997,711	5,135,218
Travel/Transportation	1,891,852	1,767,500	1,988,185	2,009,863	2,005,001	2,047,883	2,091,734	2,127,917
Internal and External Services	2,035,953	1,807,476	1,582,171	2,015,919	2,127,789	2,176,428	2,226,284	2,266,078
Subcontracts Over 25K	1,116,314	1,996,175	1,241,360	1,648,956	1,184,672	1,232,059	1,281,342	1,332,595
Miscellaneous Expenses	9,367,840	9,441,927	9,396,376	10,230,555	11,122,360	11,367,865	11,621,927	11,953,290
Inventory Acquisitions	(8,413)	3,642	(3,822)	(1,016)	-	-	-	-
Equipment	147,601	241,122	716,884	208,582	246,712	253,236	259,955	266,875
Indirect Cost	4,810,718	4,489,849	4,264,010	3,798,579	4,369,184	4,543,951	4,725,709	4,914,738
Transfers to Construction	258,790	575,388	(195,295)	983,725	-	-	-	-
Net Transfers	103,049	7,208	(2,535,273)	(1,123,625)	(61,160)	1,328,298	1,317,334	1,305,931
Total Uses:	79,013,537	78,625,303	75,233,212	78,623,263	82,293,366	85,602,313	87,159,533	89,091,710
Net Change in Balance:	801,231	(120,774)	4,220,961	976,934	1,320,843	(947,548)	(905,305)	(748,191)
Ending Balance	24,659,490	24,538,716	28,759,677	29,736,611	31,057,456	30,109,908	29,204,603	28,456,412
Ending Balance (June 30) by Fund:								77.5%
General	4,305,441	3,393,991	2,481,365	2,802,230	3,578,580	3,710,341	3,875,851	4,086,729
Designated	2,236,410	2,984,826	6,319,200	7,163,051	6,704,872	5,529,037	4,277,576	3,050,248
Auxiliary	3,702,681	4,542,671	5,051,141	4,252,106	5,268,113	5,378,509	5,573,577	5,856,837
Gift	13,489,488	12,896,787	14,013,127	14,469,877	14,469,877	14,469,877	14,469,877	14,469,877

The net change line for projections moves into the negative within the 5-year period.

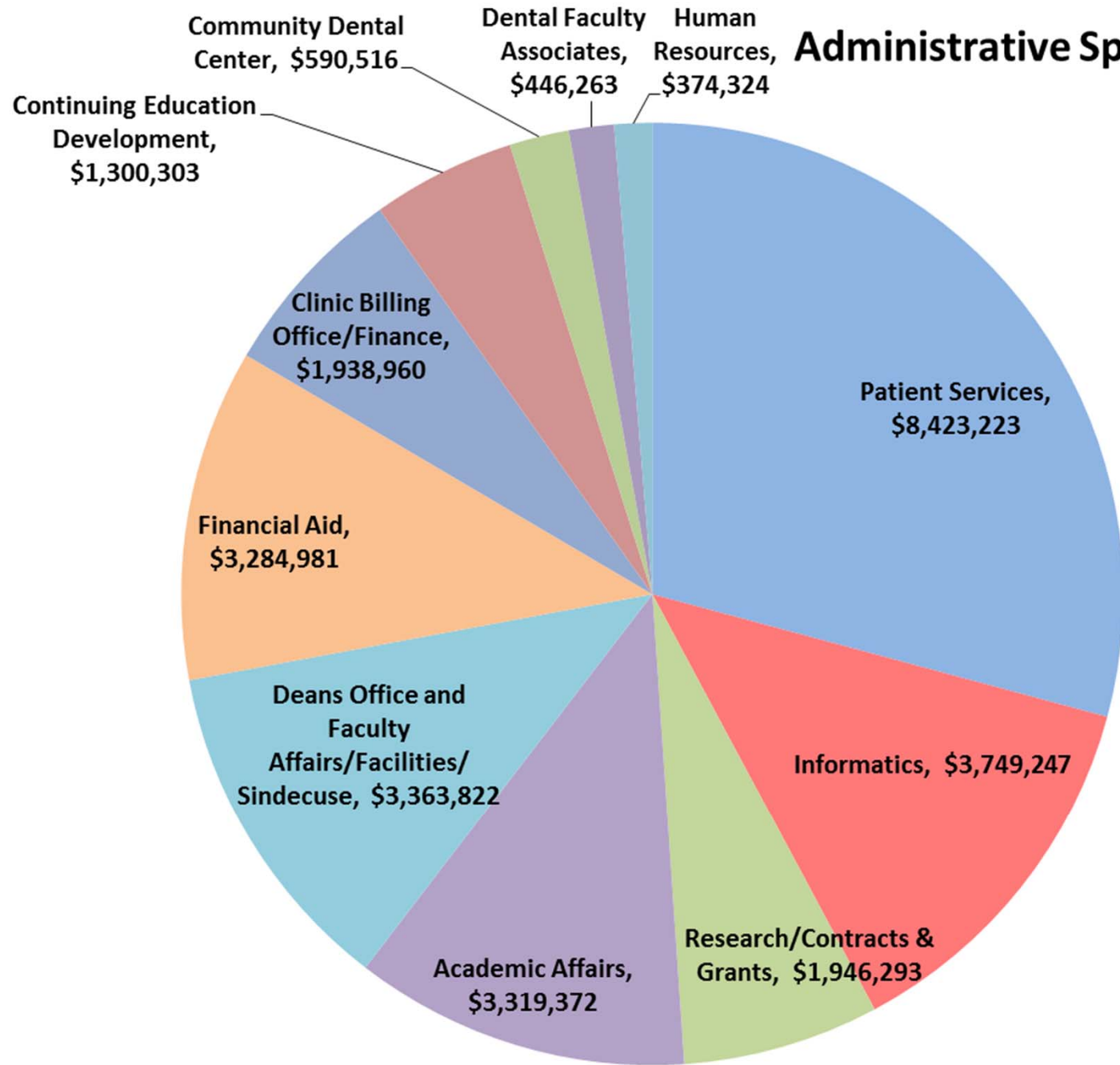
School of Dentistry

GENERAL FUND ACTIVITY

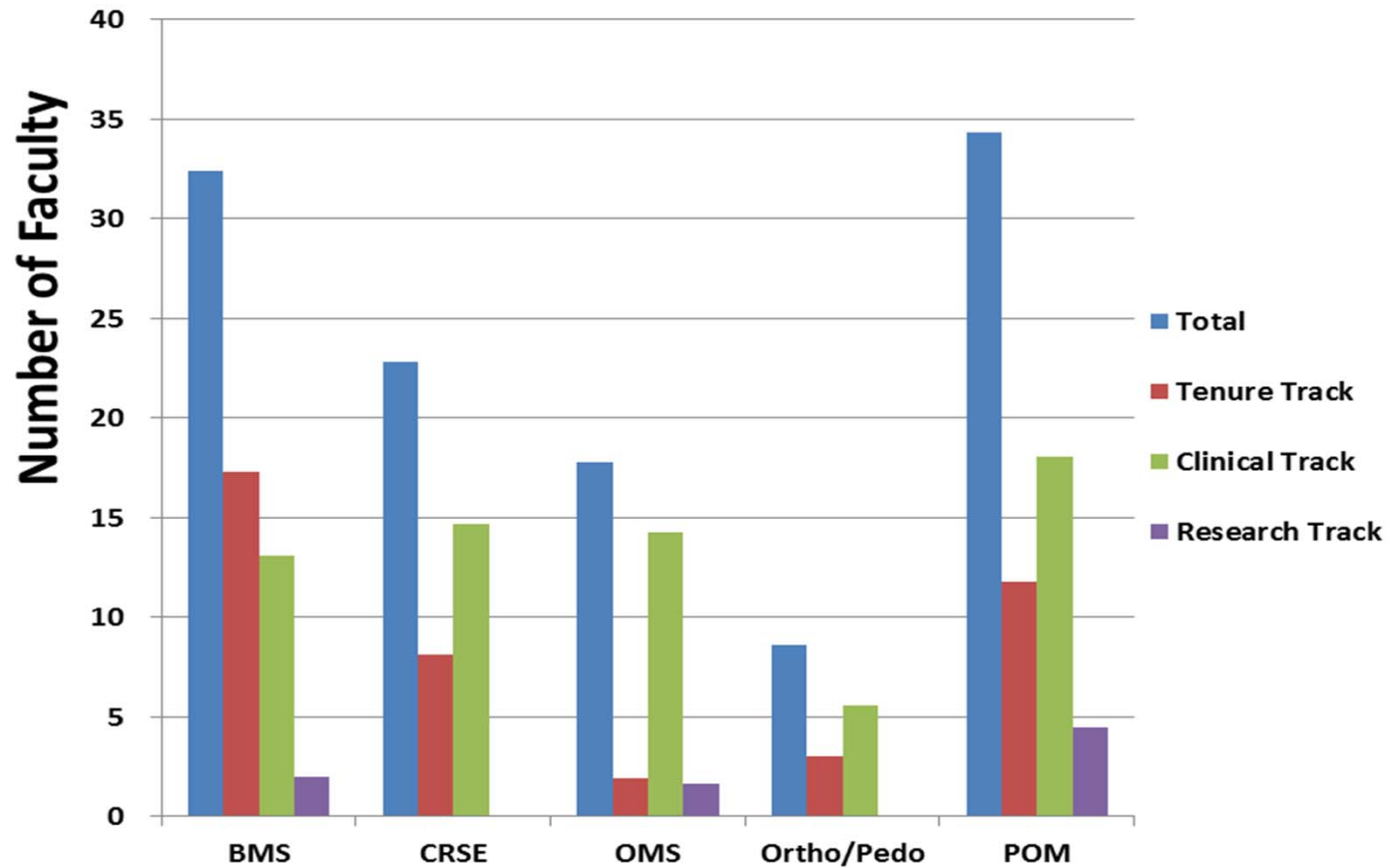
	Actual				Projected			
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Beginning Balance	3,210,046	4,305,441	3,393,991	2,481,365	2,802,230	3,578,580	3,710,341	3,875,851
Sources:								
Appropriations	31,524,830	31,247,292	31,803,628	32,766,851	34,520,060	35,417,919	36,046,678	36,695,474
General Fund Transfers	1,048,291	513,800	1,172,826	1,552,919	2,900,640	1,540,525	1,044,584	970,586
Federal Grants/Contracts								
Non-Federal Grants/Contracts								
Gifts								
Endowment Distribution								
Investment Distribution								
External Department Revenue	469,255	469,252	486,852	516,781	516,781	516,781	516,781	516,781
Recharge Revenue								
Total Sources:	33,042,376	32,230,344	33,463,306	34,836,551	37,937,481	37,475,225	37,608,044	38,182,841
Uses:								
Faculty Salaries	12,469,671	12,803,762	13,003,334	12,519,382	14,028,721	14,089,637	14,515,878	14,744,652
Research Faculty	69,420	91,098	81,972	167,116				
GSA Salaries	48,586	26,027	26,365	44,314				
Staff Salaries	9,371,866	9,288,167	9,757,899	9,964,883	10,556,234	10,820,140	10,508,190	10,621,641
Fringe Benefits	5,590,327	5,628,558	5,866,596	5,879,411	6,539,860	6,649,568	6,641,586	6,736,176
Tuition Grants	57,589	4,451	5,518	24,276	24,276	24,276	24,276	24,276
Graduate Aid	799,022	806,732	842,599	1,029,088	1,029,088	1,029,088	1,029,088	1,029,088
Undergraduate Aid	150	740	1,103	150				
Supplies	994,666	973,186	1,289,992	1,102,403	1,124,451	1,146,940	1,169,879	1,193,276
Travel/Transportation	270,586	422,511	413,101	448,566	457,537	466,688	476,022	485,542
Internal and External Services	580,983	762,217	614,813	625,066	637,567	650,319	663,325	676,592
Subcontracts Over 25K								
Miscellaneous Expenses	1,618,002	2,160,108	2,277,362	2,539,893	2,590,691	2,292,505	2,238,355	2,283,122
Inventory Acquisitions								
Equipment	59,656	139,796	188,511	78,358	79,925	81,524	83,154	84,817
Indirect Cost								
Transfers to Construction		40,388	(36)					
Net Transfers	16,457	(5,947)	6,803	92,780	92,780	92,780	92,780	92,780
Total Uses:	31,946,981	33,141,794	34,375,932	34,515,686	37,161,131	37,343,465	37,442,533	37,971,963
Net Change in Balance:	1,095,395	(911,450)	(912,626)	320,865	776,350	131,761	165,510	210,878
Ending Balance	4,305,441	3,393,991	2,481,365	2,802,230	3,578,580	3,710,341	3,875,851	4,086,729
Ending Balance as a % of Appropriation	13.7%	10.9%	7.8%	7.5%		7.5%	10.8%	11.1%
Ending Balance as a % of Total Sources	13.0%	10.5%	7.4%	7.1%		7.1%	10.3%	10.7%

The four years of projection for the General Fund also reflect positive results. General Funds are applied to most faculty salaries (not the at-risk portions) and support most administrative units.

Administrative Spending FY17

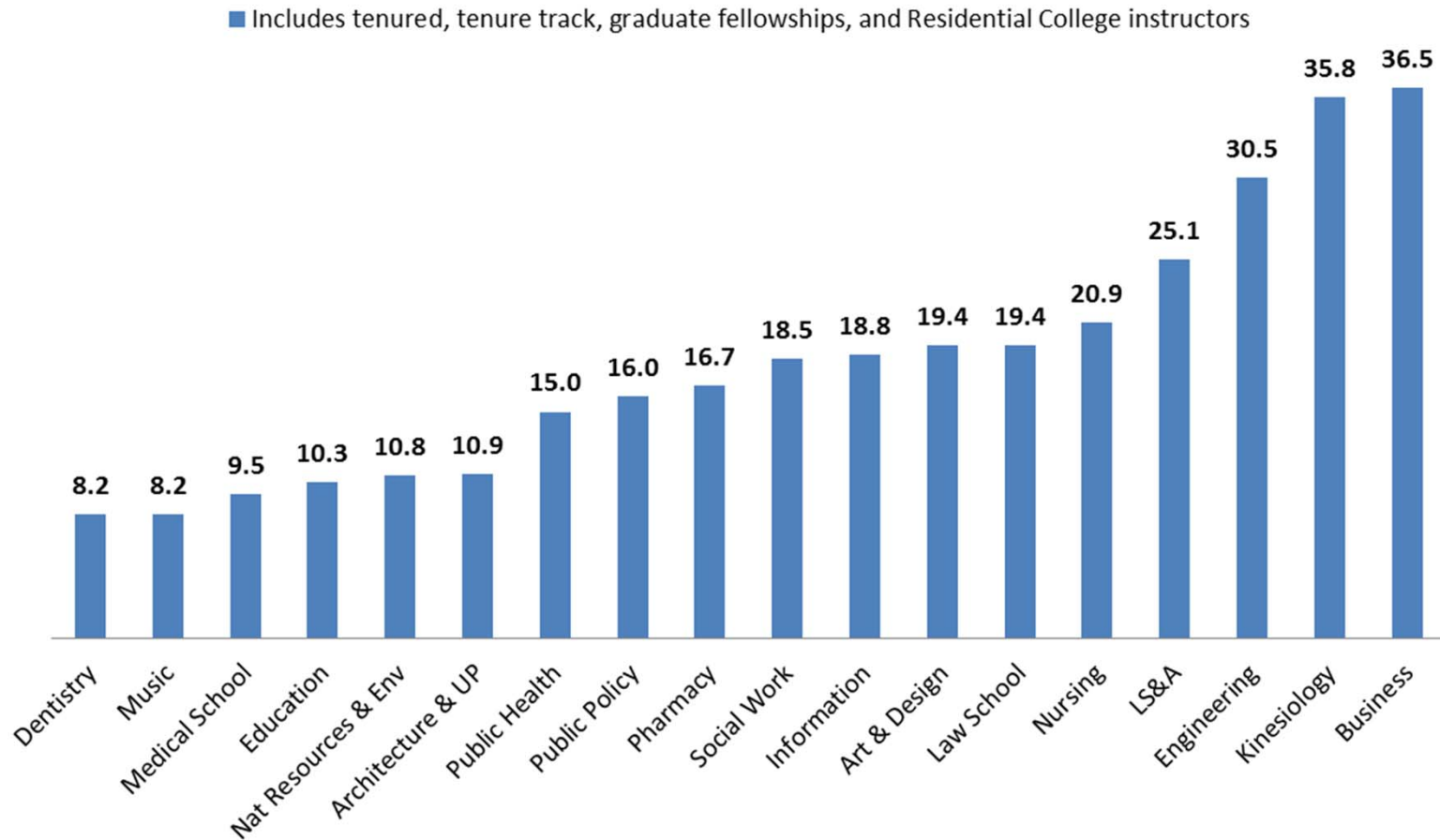


School of Dentistry Faculty by Department



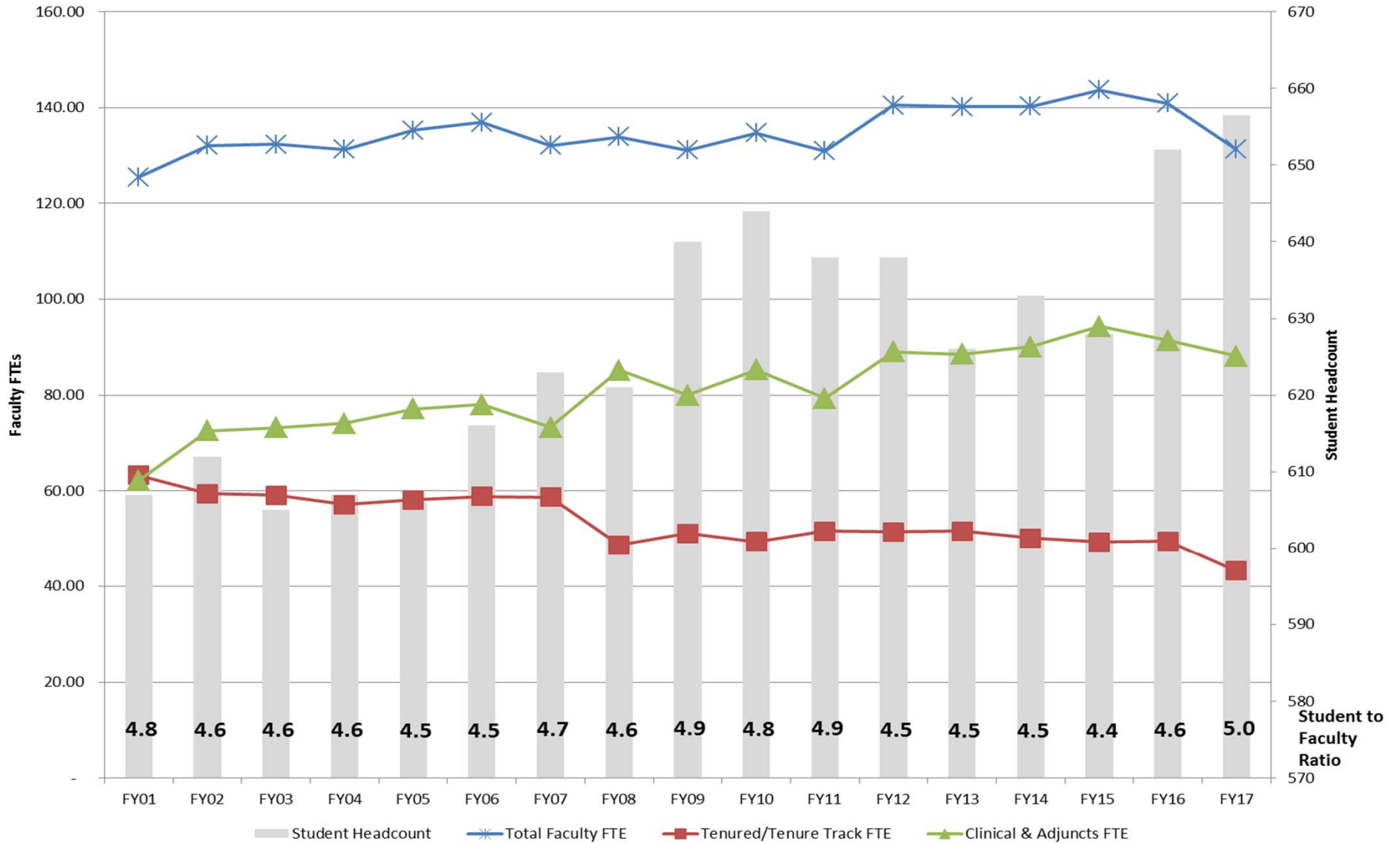
Full-time faculty by department is shown for tenure, clinical, and research track categories.

Enrollment per Faculty Member by School or College (Fall 2016)



In FY16, the School of Dentistry is tied for the lowest student to faculty ratio of all University schools and colleges.

Instructional Faculty including Adjunct & Student Head Count



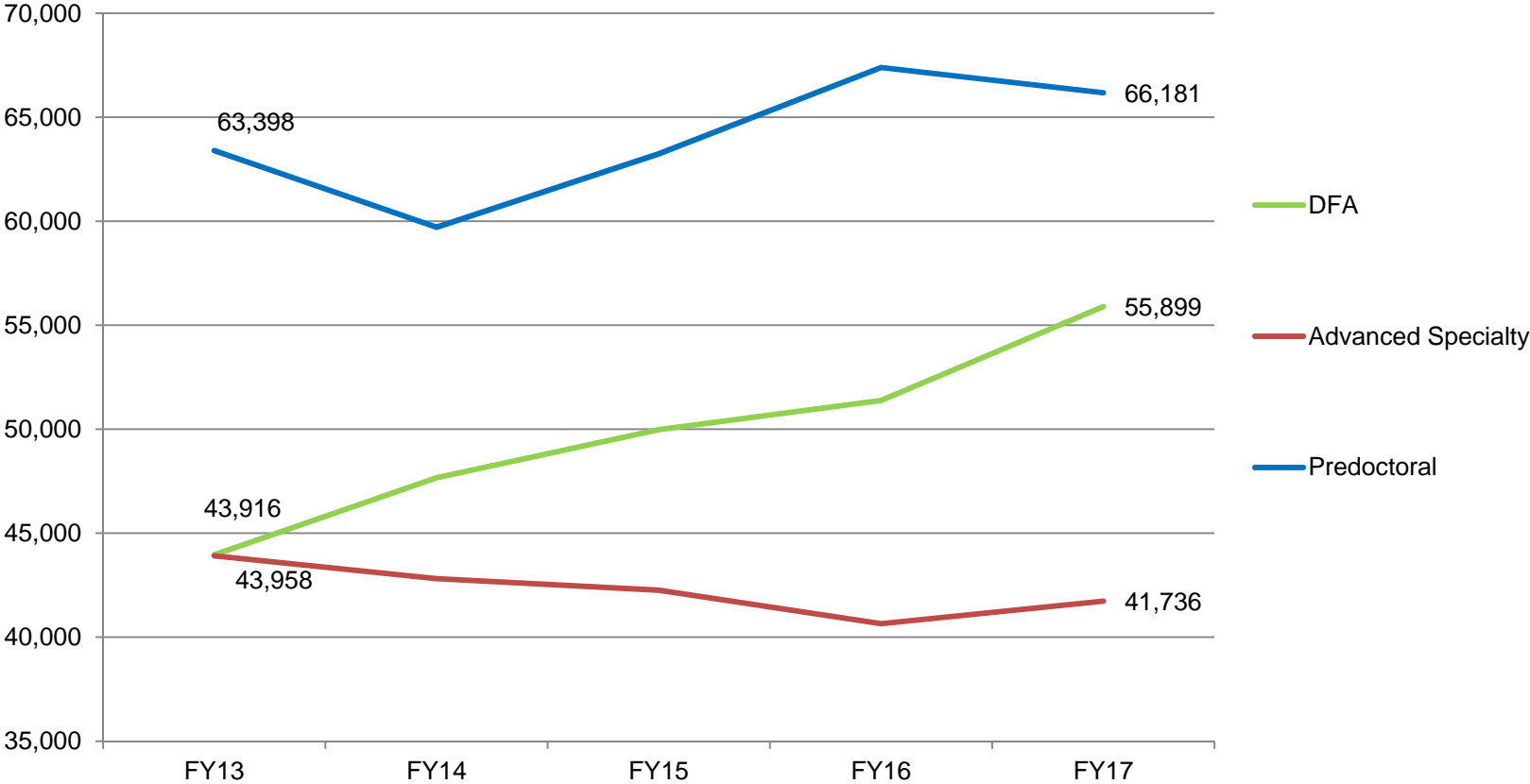
The student to faculty ratio shows a very costly educational delivery for the School of Dentistry. Internationally trained and hygiene student program growth is reflected in the FY17 headcount.

School of Dentistry
Discretionary Balances with Quasi Endowments
For the period July 1, 2016 to June 30, 2017

	31-Dec-2014	30-Jun-2015	31-Dec-2015	30-Jun-2016	31-Dec-2016	30-Jun-2017
	Ending	Ending	Ending	Ending	Ending	Ending
	Balance	Balance	Balance	Balance	Balance	Balance
Discretionary Managed by Chair/Dean						
ADMIN	7,873,893	8,406,300	4,545,586	6,350,330	6,850,840	8,510,753
BMS	5,938,500	6,129,984	5,350,197	4,018,481	3,359,828	3,952,526
CRSE	910,728	876,223	454,079	912,354	133,516	812,347
OMSHD	2,367,322	2,369,082	1,969,233	2,591,014	1,774,597	2,500,407
OPD	3,548,508	4,014,190	3,072,956	3,632,804	2,802,307	3,666,623
POM	4,996,410	5,271,750	4,702,405	5,440,843	5,172,298	5,512,998
Total Discretionary Managed by Chair/Dean	25,635,360	27,067,529	20,094,456	22,945,826	20,093,387	24,955,654

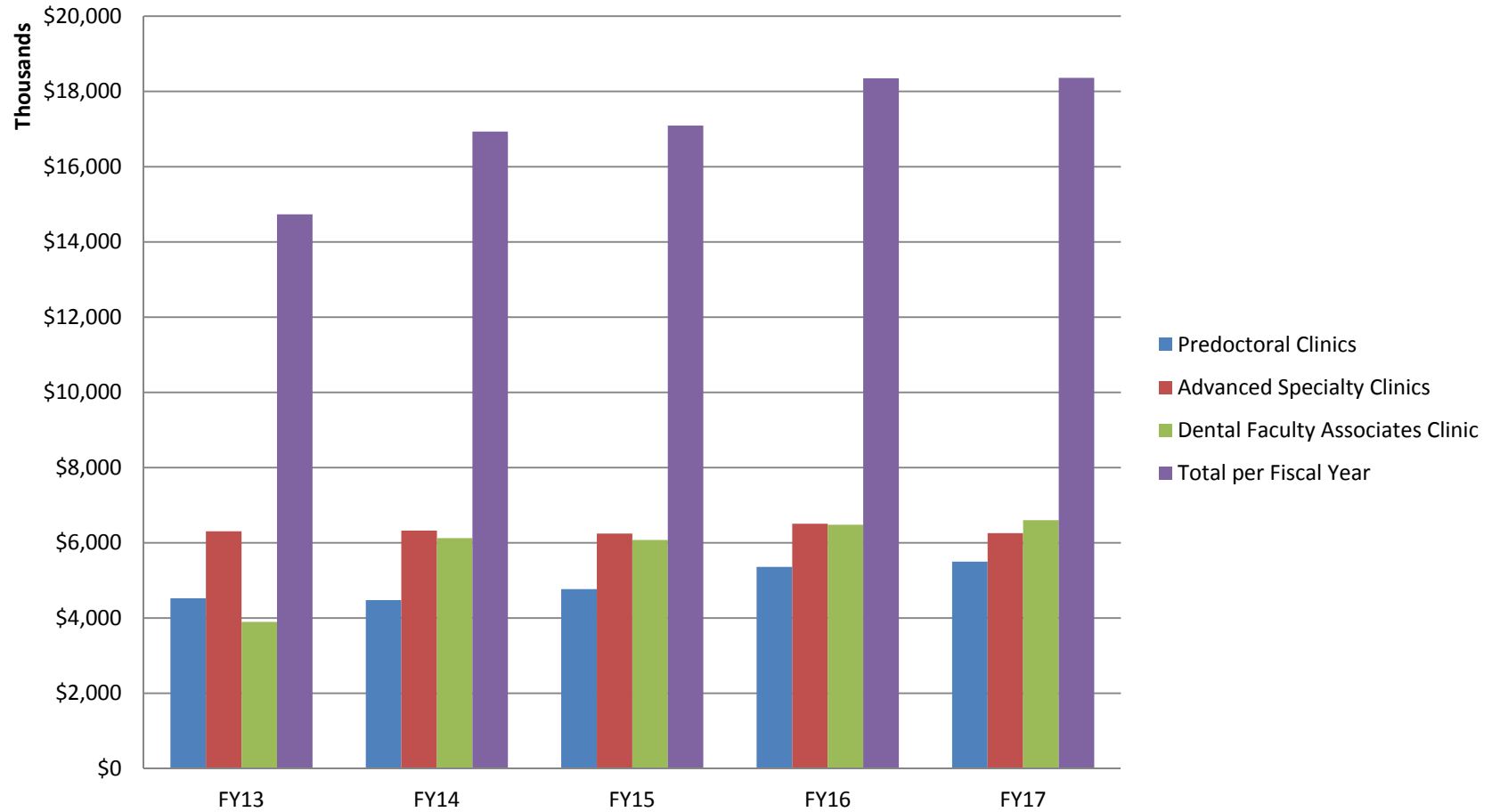
The School has used a volume of discretionary funds for strategic purposes (i.e., research development). Almost \$25M in balances remain for future use. Combined with \$120M in endowed gifts, this is a strength for the School.

Patient Visits by Clinic



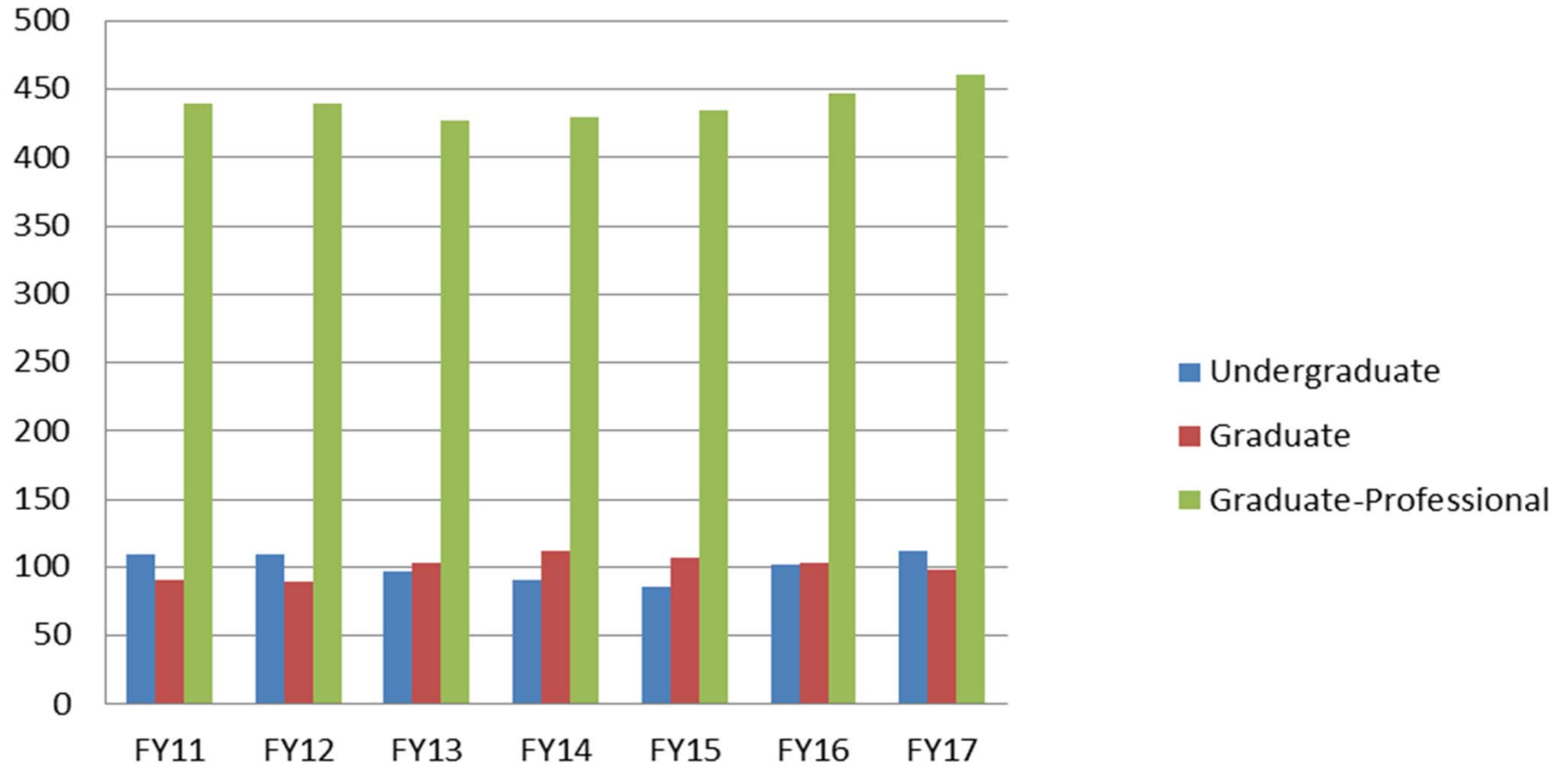
The faculty practice has grown, while Advanced Specialty clinic patient visits have declined.

Clinic Cash Collections



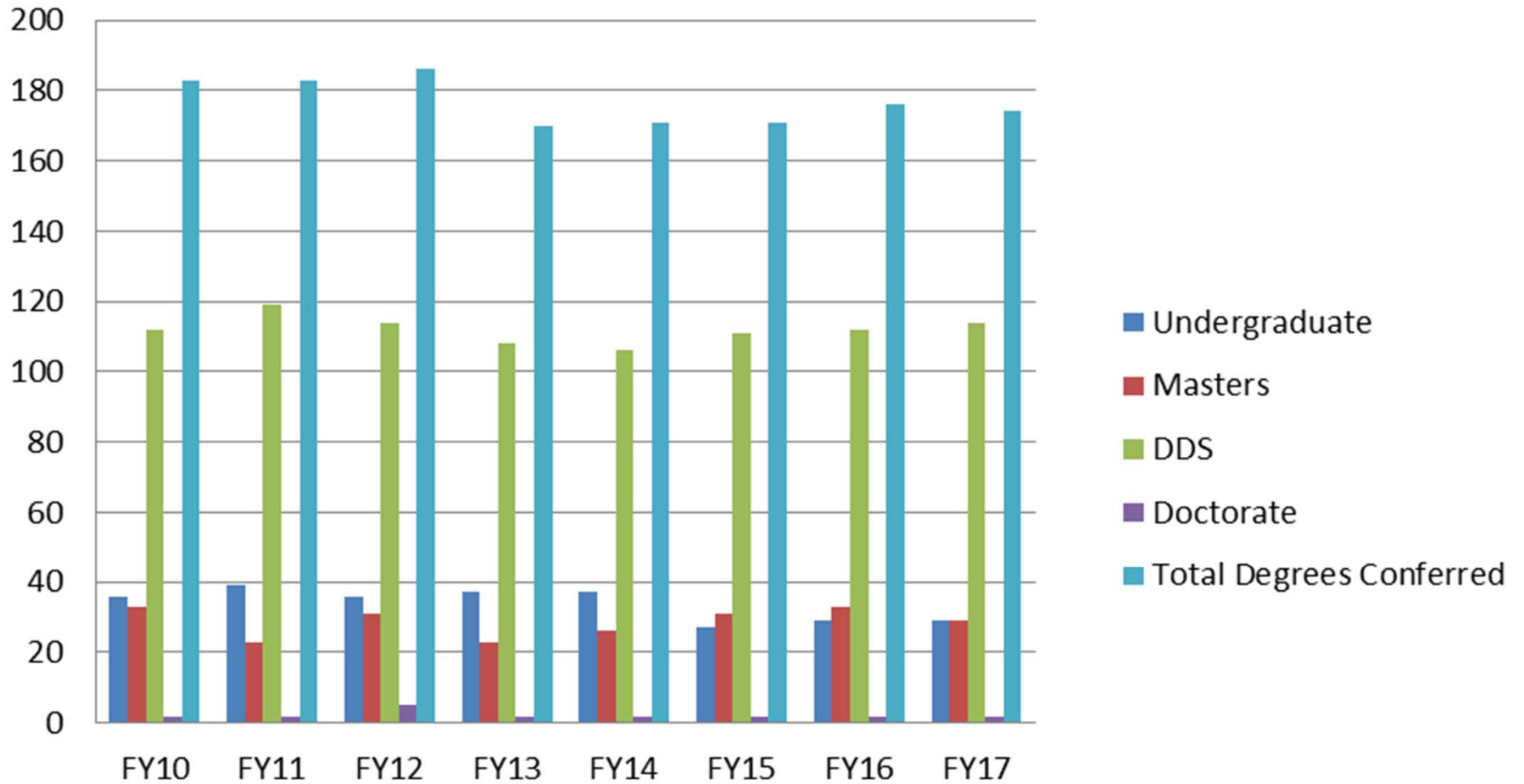
All three clinics have contributed to a conservative degree of growth in cash collected over 5 years.

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. Recent growth has been seen in undergraduate hygiene and in internationally trained students.

Fiscal Year Degrees Conferred



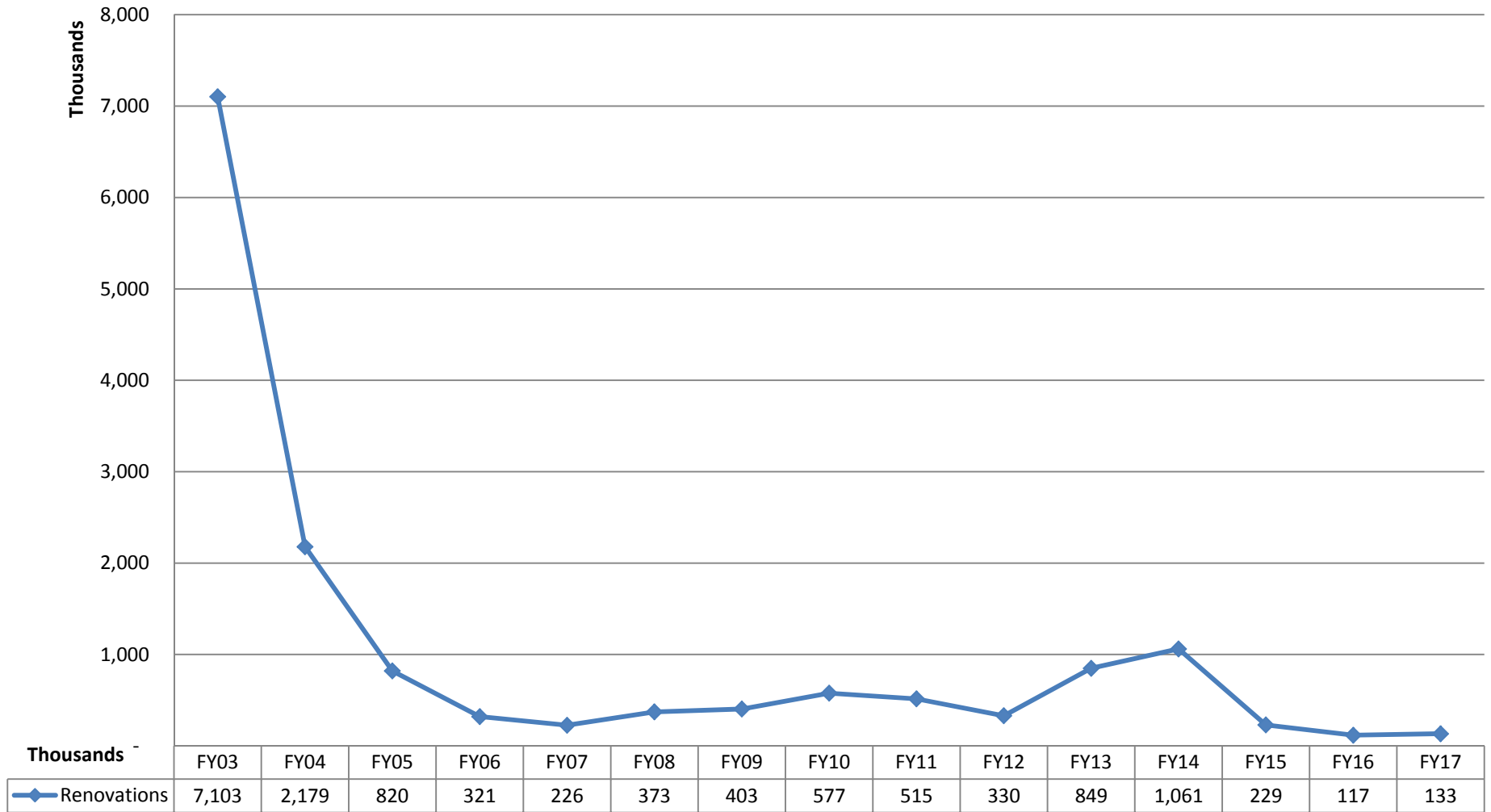
The Undergraduate group members are dental hygiene students. Masters students are those in the various advanced specialty programs. Graduate professionals are DDS students. Doctorate degrees are awarded to the Oral Health Sciences students.

Tuition Revenue by Program

Programs	FY13	FY14	FY15	FY16	FY17
Dental Hygiene	1,918,174	1,843,457	1,918,827	2,414,894	2,742,679
Dentistry DDS	18,162,777	18,618,025	18,253,594	19,417,126	20,667,216
Oral Health Sciences Doctoral	203,764	299,790	342,507	288,288	223,608
Masters Programs					
Endodontics	383,331	410,116	383,527	369,709	361,567
Orthodontics	501,862	509,618	524,789	557,751	570,883
Pediatric Dentistry	331,079	401,230	323,888	398,632	310,218
Periodontics	432,265	380,201	405,020	354,923	407,073
Prosthodontics	393,006	383,358	344,594	350,289	385,802
Oral & Maxillofacial Pathology	31,139	20,781	25,544		
Restorative Dentistry	316,231	314,499	329,344	384,528	543,631
Dental Hygiene	133,380	126,121	137,571	100,702	80,387
Total Masters Programs	2,522,294	2,545,924	2,474,277	2,516,534	2,659,561
Total Tuition Revenue	22,807,008	23,307,196	22,989,206	24,636,842	26,293,064

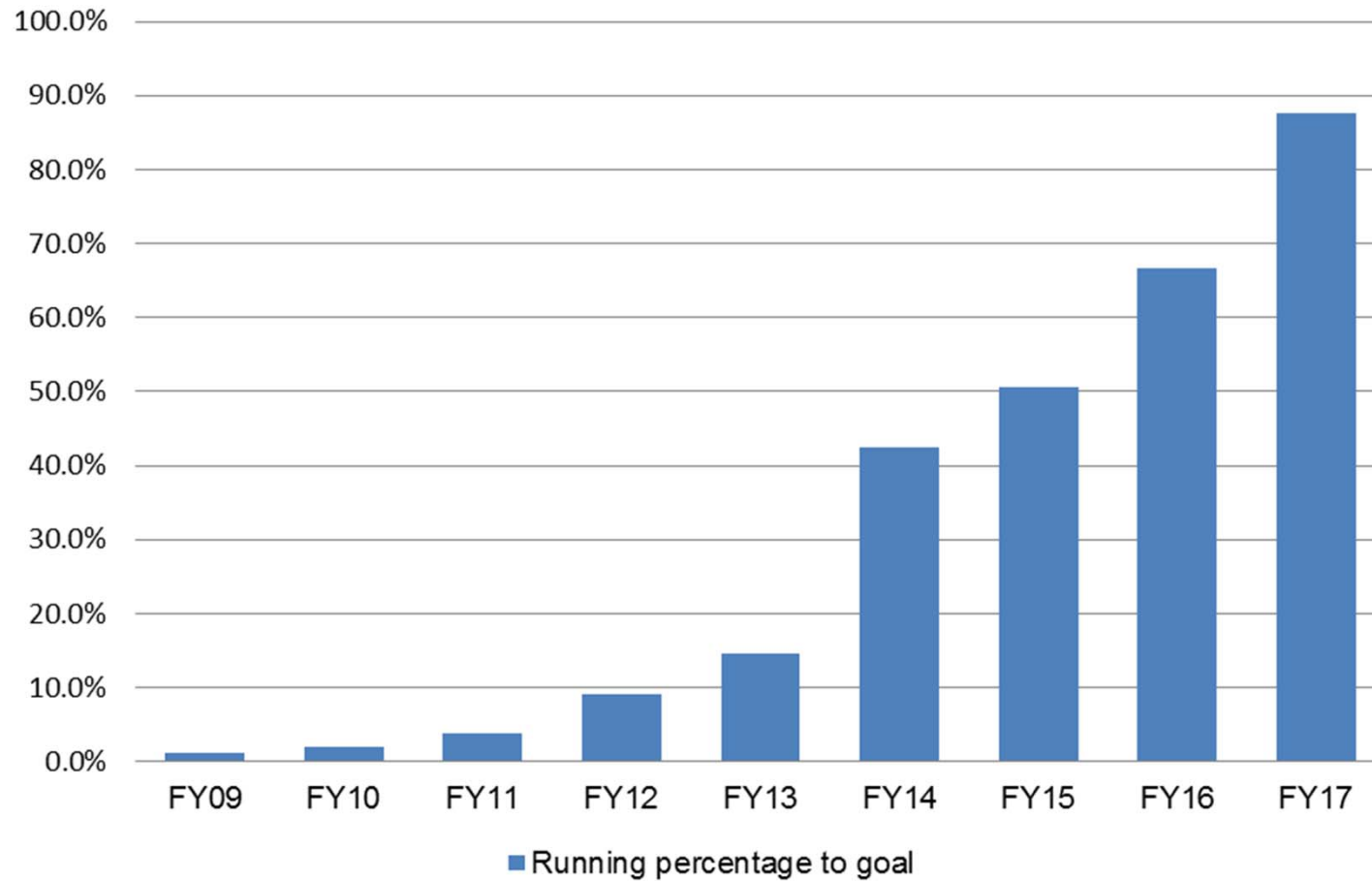
Tuition revenue has remained relatively constant until the past couple years, as hygiene and ITDP enrollments have grown.

Renovations at the School of Dentistry



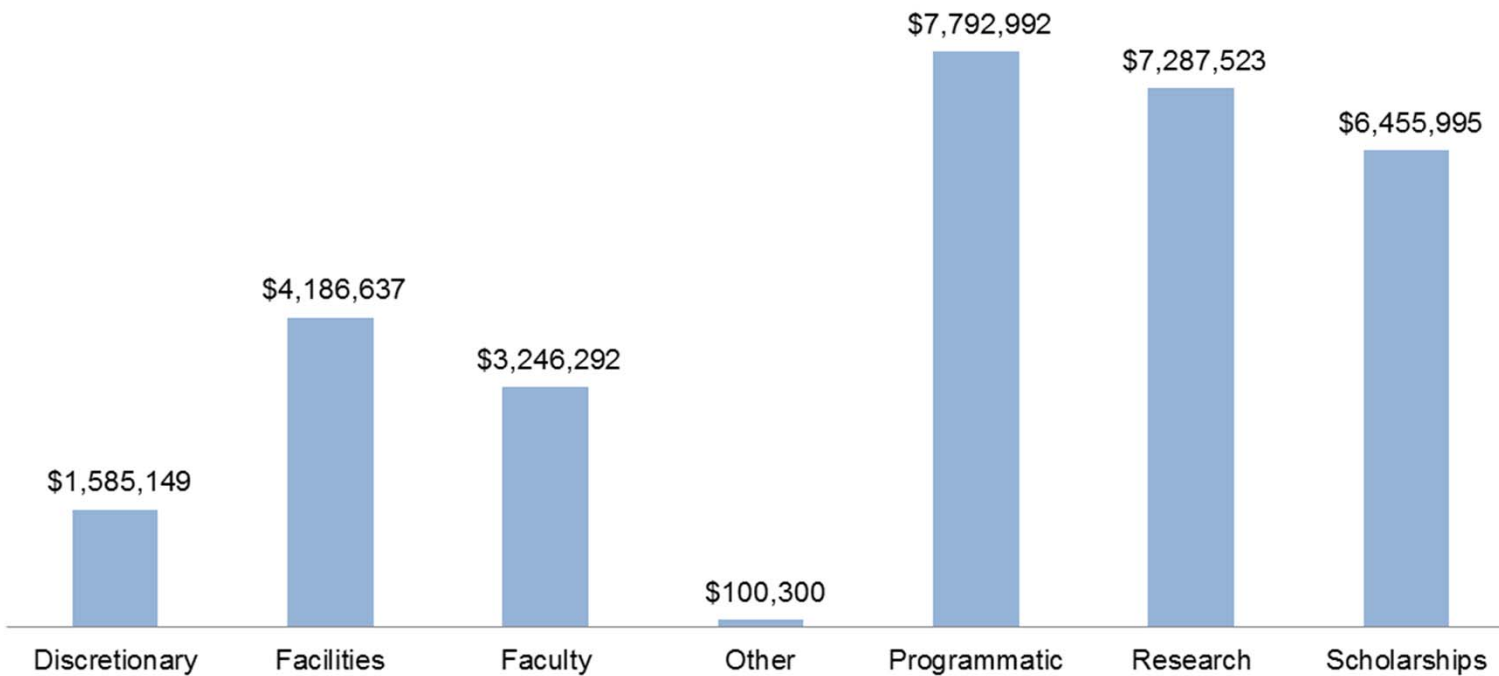
Most renovation projects at the School of Dentistry are centrally funded. Occasionally, projects are funded by an academic department. These are centrally funded projects only. Since FY05, the average renovations per fiscal year has been just under \$500,000. Renovation volumes have been kept low in recent years, anticipating the major renovation.

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.

Victors for Michigan Campaign Results by Purpose FY17



Facilities and students' financial aid are the two greatest needs for the School of Dentistry.

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
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 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
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, 2017

	Market Value			Book Value		
	True Endowment	Quasi- Endowment	Total	True Endowment	Quasi- Endowment	Total
Scholarships & Fellowships	22,102,686	13,442,442	35,545,128	14,222,586	5,812,099	20,034,685
Faculty Support (Professorships)	30,450,343	16,269,590	46,719,933	14,031,293	9,191,331	23,222,624
Research Support	1,119,510	57,672	1,177,182	625,877	46,369	672,246
Discretionary		19,073,242	19,073,242		9,206,835	9,206,835
Other Designated	1,862,971	13,579,844	15,442,815	447,996	4,811,656	5,259,652
Total	55,535,510	62,422,790	117,958,300	29,327,752	29,068,290	58,396,042

The current market value of School of Dentistry endowments is almost \$118M. It provides over \$4M annually for various uses at the School.