

University Faculty Council Financial Report

December 7, 2006

Background

Historically, the University's operating expenses exceeded tuition revenues by varying amounts up to \$29 million. Gifts, government grants, endowment income, other revenue sources, and operating improvements were used to the gap. The soaring stock market of the late 1990's and successful fund-raising substantially increased the University's endowment. From 1997 to 2000, the endowment increased from \$122M to \$205M. The Pritzker/Galvin match campaign raised an additional \$250M. The endowment gains and campaign funds were used to fund the revenue shortage. The University withdrew about \$24 million from endowment each year from 1998 to 2002. These withdrawals ranged from 12 to 19% of the value of the endowment. (Table 20 on p. 15)

The stock market decline that began in 2000 reduced the endowment value and made future growth uncertain. Large operating deficits continued and the administration knew it could not continue to withdraw such large sums from endowment to subsidize operations. The administration formulated a strategic operating plan ("2004 Plan") to fund the \$29M operating deficit. The Plan called for reducing endowment withdrawals to 5% of the value each year. The balance of the deficit through FY07 was to be made up by "performance improvement" (increased revenue and expense control) and \$52.4M of proceeds from the sale of IITRI. From 2003-2006, endowment withdrawals have ranged from 4.6% to 5.2% of the endowment value. (Table 20)

The operating deficit was about \$8.5 million in FY06. The Board of Trustees adopted a new financial plan for the next four years ("2010 Plan"). The objective of the 2010 Financial Plan is to eliminate the deficit and achieve a \$3 million surplus by 2010. The University will accomplish this through a combination of revenue increases and cost control. The operating deficits until FY10 will be funded with Alion proceeds, gifts, grants, and unrestricted funds received by the University.

Financial Information (pages 4-6)

In FY06, the operating deficit was \$8.4M million compared with a \$2.7M surplus in FY05. Nonoperating income declined from \$30.8M to \$14.4M. The University issued \$160M in new bonds, which received historically high investment ratings. The proceeds were used to refinance existing debt and will provide \$53M to finance the costs of constructing, renovating and equipping educational facilities.

Tuition Revenue and Discounts (pages 6-7)

Tuition revenue increased by \$6.4M (9.8%) and \$5.3M (7.4%) in FY05 and FY06 respectively. Increased enrollment and reduced tuition discounts contributed to the improvement. In FY06, undergraduate tuition revenue increased 13.1%, main campus graduate tuition increased 14.2%, Stuart increased 7.2%, but Chicago-Kent tuition revenue declined 2.6%. Freshmen tuition discounts increased from 53.8% to 60.2%, undergraduate discounts declined from 47.2% to 45%, and graduate tuition discounts declined from 18.5% to 16.5%.

Enrollment (pages 8-10)

Total enrollment was 6,795 students in Fall 2006, an increase of 323 students (5%) from last year. Credit hours increased from 68,730 to 72,667 (5.7%). Total enrollment was 16 fewer students than budgeted; in FY05, there were 254 more students than budgeted.

International student enrollment increased 13.3% in FY06. The Office of Admissions believes the following factors contributed to the increase: (1) increased availability of visa appointments in India; (2) increased collaboration between Graduate Enrollment and the Office of International Affairs to help increase the enrollment yield; (3) implementation of an extensive communications plan by Graduate Enrollment initiated at the prospective student level and continuing until the student has enrolled; (4) decreased time to admission decision due to a revision of internal processes in Graduate Admissions.

Retention (page 11)

After reaching a high retention percentage of 89% from the first to the second year in 1999, retention declined steadily until 2006. Only 81% of students who began in Fall 2004 enrolled in 2005, but 85% of the students who began in Fall 2005 enrolled in Fall 2006.

Admissions (pages 11-12)

Undergraduate full-time applications for 2006 increased 97% from 2,514 to 4,965. The number of students admitted jumped 68% from 1,588 to 2,661. Final freshman enrollment increased by 69 students (17%). Graduate applications increased 16.7% from a year earlier and 19.1% more students were admitted. Graduate enrollment increased by 68 students (7.8%).

The statistics for Fall 2007 admissions are extremely low when compared with last year at this time. As of December 5, 2006, the year-to-date number of applications has declined by 1,226 (33%) and the number of students admitted has declined by 74.6%, from 1,713 to 435.

The Office of Admissions explained the increase in last year's undergraduate applications and admissions and the decline in year-to date applications as follows:

In 2005-06, the Office of Admission sought to increase the size of the applicant pool. The Office developed an online application that waived the application fee, allowed students to submit an application without an essay responding to a question, promised automatic consideration for merit scholarships and offered a three-week response on decisions. The process generated significant increases in applications and admits. The student investment in the admission process was less than in the past and this translated into an overall lower yield rate for this set of students.

With the previous comments in mind, our focus has been to improve attention and the attachment of the applicant pool to IIT. The Office of Admission has made some changes to the application including allowing students to submit a brief response to a question regarding their interest in IIT. We anticipate that these changes will produce a smaller but certainly sufficient applicant pool to meet our enrollment target. We are also rearranging yield activities to regain ground lost last year.

The Office of Admission instituted a new admission review process that resulted in additional staff training and the calibration of admission standards among IIT faculty. The schedule of admits to date is on par with our planned delivery of this new reading process. We anticipate that admission decisions will begin to be on pace with last year by mid-December.

Test Scores (page 13)

The mean SAT Composite scores declined in every category in FY06; the mean declined from 1314 to 1285 for all freshmen. The ACT scores have remained about the same for the last three years. The mean GRE verbal score declined and the quantitative scores increased from the prior year. GMAT scores increased slightly, the TOFEL score was unchanged, the LSAT score declined slightly.

Faculty and Staff (page 14)

Total faculty salaries increased by 5.7%; the full-time faculty grew by 19 (5.5%) in FY06. Faculty salaries comprise 23.3% of operating expenses; administrative and staff salaries are 19.5% of operating expenses. There were 65 more employees on May 31, 2006 than on May 31, 2005, an increase of 7%. Administrative employees declined by 13 (4.5%) and staff employees increased by 59 (19.8%). The administration reclassified some employees from administrative to staff.

Endowment (page) (page 15)

The value of the endowment, including the Alion notes and warrants, increased by \$19.5 million to \$271.7M on May 31, 2006, after the redemption of \$13 million of Alion securities in FY06. Endowment withdrawals of \$12.6M was 5% of the \$252.2 value on May 31, 2005.

Government Grants and Private Gifts (pages 16)

Government grants declined from \$29.2M to \$28.7M in FY06 and private gifts declined by \$1.3M from \$12.8M to \$11.5M. The gifts received in FY05 and FY06 gifts were substantially more than the \$5.7M to \$6.7M received in the three prior years.

FINANCIAL INFORMATION

A. Results of Operations

Table 1 Financial Summary (in Millions)

		FY02	FY03	FY04	FY05	FY06	Var	
1	Operating Revenues (details on Table 2)	\$132.3	\$142.3	\$139.1	\$169.3	\$165.4	(\$3.9)	-2.3%
2	Operating Expenses (details on Table 2)	146.6	157.4	159.5	166.6	173.8	7.2	4.3%
3	Operating Surplus (deficit)	(14.3)	(15.1)	(20.4)	2.7	(8.4)	(11.1)	-411.1%
4	Nonoperating Revenue	(7.5)	54.3	49.6	30.8	14.4	(16.4)	-53.2%
5	Accounting Changes*					(9.9)		
6	Change in Net Assets	(21.8)	39.2	29.2	33.5	(3.9)		
7	Significant components of nonoperating revenue							
8	Sale of IITRI		68.9					
9	Gain on sale of investments			30.7	24.2	17.1		

In FY06, operating revenues declined by \$3.9M while operating expenses increased by \$7.2M, causing an operating deficit of \$8.4 million compared with a \$2.7 million surplus in FY05 (line 3). Nonoperating activities generated a \$14.4M surplus that would have resulted in a \$6M surplus for the year. However, a one-time accounting change for certain liabilities required by the Financial Accounting Standards Board resulted in \$9.9M expense, resulting in a \$3.9M overall deficit for the year.

B. Significant Financing Activities

In FY06, the University issued \$160 million in bonds. The proceeds were used to refinance existing bonds and provided \$53M to finance the costs of construction, renovation and equipping educational facilities. In addition, \$13M was received from the redemption of the outstanding Alion mezzanine warrants. The \$8.5M gain on this transaction is included on line 9 above.

C. Operating Revenues and Expenses

Table 2 Operating Revenues and Expenses (in Millions)

	Operating Revenues	FY02	FY03	FY04	FY05	FY06	Var	
1	Tuition and Fees, net of scholarships	58.2	60.5	65.3	71.7	77.0	5.3	7.4%
2	Government grants and contracts	27.6	30.2	27.0	29.2	28.8	(0.4)	-1.4
3	Private grants and contracts	5.0	6.0	4.5	4.1	2.5	(1.6)	-39.0
4	Private gifts	6.7	5.7	6.1	12.8	11.5		0.0%
5	Endowment spending distribution	5.5	3.1	3.8	11.7	12.6	0.9	7.7%
6	Interest from ALION investments		1.9	2.5	2.4	2.4	0.0	0.0%
7	Sales and services of education activities	1.8	1.9	1.6	*	*		
8	Sales and services of auxiliary enterprises	9.2	9.6	10.1	11.4	11.4	0.0	0.0%
9	Other sources	8.1	10.0	7.9	12.9	13.0	0.1	0.8%
10	Net assets released from restrictions	10.1	13.5	10.3	13.2	6.2	(7.0)	-53.0
11	Total operating revenue	132.2	142.4	139.1	169.4	165.4	(4.0)	-2.4
	Operating Expenses							
12	Faculty Salaries	32.5	34.6	36.2	38.3	40.5	2.2	5.7%
13	Administrative Salaries	28.6	30.1	31.7	32.5	34.0	1.5	4.6%
14	Part-time Salaries	8.1	9.7	10.2	10.1	10.9	0.8	7.9%
15	Employee Benefits	12.0	13.0	13.9	14.4	14.6	0.2	1.4%
16	Operations and Maintenance	14.9	15.0	15.5	15.8	19.5	3.7	23.4
17	Supplies and Services	29.1	31.9	28.6	34.5	34.6	0.1	0.3%
18	Travel and Conferences	2.8	3.0	2.8	*	*		
19	Professional Fees and advertising	8.6	10.3	9.9	10.1	9.0	(1.1)	-10.9
20	Depreciation	10.0	9.9	10.7	10.9	10.8	(0.1)	-0.9
21	Total operating expenses	146.6	157.5	159.5	166.6	173.9	7.4	4.4%
22	Increase (decrease) from operating activities	(14.4)	(15.1)	(20.4)	2.8	(8.5)	(11.4)	

*Sales and services of education activities and travel and conferences are no longer listed separately.

Although tuition revenue increased by \$5.3 million (line 1), total operating revenues declined by \$4M (line 11). The decline was primarily attributable to a \$7M reduction in net assets released from restrictions (line 10). When the University receives a gift for a specific purpose, the funds are “restricted” until they are used for that purpose. Restricted funds are transferred to operating revenue as they are spent for the purpose.

Operating expenses increased by \$7.4M (line 21), of which \$3.7M was attributable to operations and maintenance expense (line 16). Utilities increased about \$2 million and the university scheduled some extra maintenance projects in the year. Faculty salaries increased \$2.2M (line 12); the number of full-time faculty increased by 19. (Table 18).

D. Measure of Operating Performance

The financial information on the previous pages incorporates all sources of revenue and expenses. The University feels that a more meaningful way to measure its financial performance is to calculate cash operating income. This figure is EBIDNAR, which is Earnings Before Interest, Depreciation and Net Assets Released. The objective of the 2010 Financial Plan is to reach a positive EBIDNAR by FY10. The following table shows the results for FY06, the FY07 projections, and target for FY10.

Table 3 Computation of EBIDNAR (in Thousands)

	FY04 Actual	FY05 Actual	FY06 Plan	FY06 Actual	Var from Plan		FY07 Plan	FY07 Projected	FY10 Plan	FY10 % of FY06
Net Tuition	65,279	71,667	81,357	77,035	(4,322)	-5.3%	86,137	86,513	113,141	46.9%
All Other	56,710	62,823	75,575	67,070	(8,505)	-11.3%	71,393	71,393	85,262	27.1%
Total Revenues	121,989	134,490	156,932	144,105	(12,827)	-8.2%	157,530	157,906	198,403	37.7%
Expenses	139,418	145,334	163,961	152,959	(11,002)	-6.7%	166,280	166,573	195,349	27.7%
Net EBIDNAR*	(17,429)	(10,844)	(7,029)	(8,854)	(1,825)	-26.0%	(8,750)	(8,667)	3,054	

*Cash operating income (deficit)

In FY06, the net EBIDNAR deficit was \$8.9M, which was 26% more than the FY06 Plan projections. The FY07 projected figures are very close to the FY07 Plan. The projected FY07 is based on September 30 enrollment and expenses and is subject to change as the year progresses.

The FY10 Plan calls for a 6.2% increase in undergraduate heads by 2010, from 2,353 currently enrolled to 2,500. The plan expects a 46.9% increase in tuition revenue over FY06 revenue, which translates to a 10.1% annual growth. The University increased tuition by 5% this year. Expenses are in FY10 are expected to be 27.7% higher than FY06 expenses.

E. Tuition Revenue and Discounts

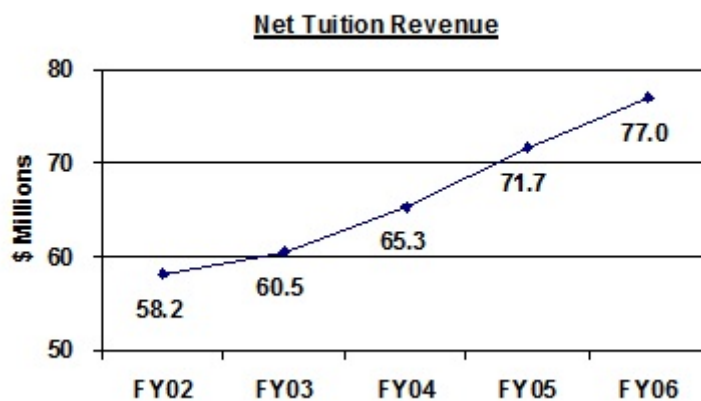


Table 4 Source of Tuition Revenue (in Millions)

	FY03	FY04	FY05	FY06	Var	
Stuart	7.8	8.4	6.9	7.4	0.5	7.2%
Undergraduate	\$15.2	\$16.7	\$19.9	\$22.5	\$2.6	13.1%
Main Campus graduate	17.6	19.0	21.2	24.2	3.0	14.2%
Chicago-Kent	20.0	21.1	23.5	22.9	(0.6)	-2.6%
Total	60.5	65.3	71.7	77.0	5.3	7.4%
Graduate percent	75.0%	74%	72%	71%		
Undergraduate percent	25.0%	26%	28%	29%		

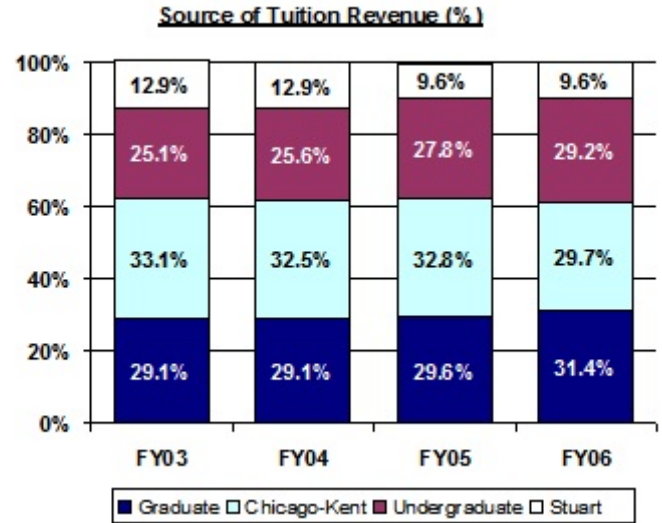
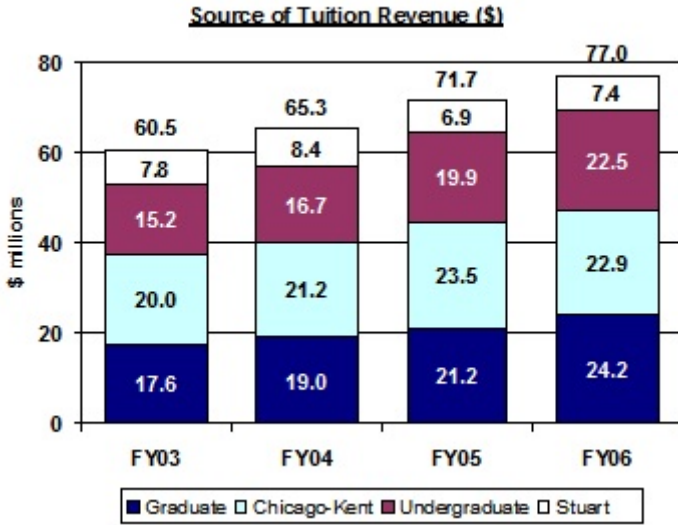


Table 5 Tuition Discounts

	Freshmen	Undergraduate	Graduate
FY04 Actual	59.5%	51.5%	17.0%
FY05 Actual	57.8%	49.5%	19.1%
FY06 Actual	53.8%	47.2%*	18.5%
FY07 Actual	60.2%	45.0%*	16.5%

ENROLLMENT

Table 6 University Enrollment

	1999	2000	2001	2002	2003	2004	2005	2006	Var	
Undergraduate										
full-time heads	1,278	1,401	1,466	1,544	1,670	1,825	1,988	2,124	136	6.8%
part-time heads	428	335	376	361	271	264	228	229	1	0.4%
total heads	1,706	1,736	1,842	1,905	1,941	2,089	2,216	2,353	137	6.2%
credit hours	22,450	24,061	25,302	26,281	27,568	29,869	32,384	34,766	2,382	7.4%
Main Campus Graduate										
full-time heads	911	1,055	1,060	1,333	1,392	1,292	1,516	1,618	102	6.7%
part-time heads	1,564	1,416	1,501	1,313	1,182	1,344	1,175	1,205	30	2.6%
total heads	2,475	2,471	2,561	2,646	2,574	2,636	2,691	2,823	132	4.9%
credit hours	14,762	16,038	16,851	17,213	17,359	18,402	18,971	20,328	1,357	7.2%
Stuart										
full-time heads	144	168	163	194	259	250	226	293	67	29.6%
part-time heads	349	355	315	234	162	229	195	187	(8)	-4.1%
total heads	493	523	478	428	421	479	421	480	59	14.0%
credit hours (sem)	2,314	2,529	2,401	2,248	2,392	2,588	2,197	2,562	365	16.6%
Chicago-Kent										
full-time heads	821	766	733	762	782	856	848	827	(21)	-2.5%
part-time heads	417	377	316	292	280	318	296	312	16	5.4%
total heads	1,238	1,143	1,049	1,054	1,062	1,174	1,144	1,139	(5)	-0.4%
credit hours	15,831	14,625	13,702	13,966	14,045	15,669	15,178	15,011	(167)	-1.1%
CLFM										
full-time heads	26	21	24	56	56	CLFM students became Stuart students in 2004				
part-time heads	124	109	96	110	113					
total heads	150	130	120	166	169					
credit hours	604	509	476	778	808					
Total										
full-time heads	3,180	3,411	3,446	3,889	4,159	4,223	4,578	4,862	284	6.2%
part-time heads	2,882	2,592	2,604	2,310	2,008	2,155	1,894	1,933	39	2.1%
total heads	6,062	6,003	6,050	6,199	6,167	6,378	6,472	6,795	323	5.0%
total credit hours	55,296	55,962	58,733	60,480	62,112	66,528	68,730	72,667	3,937	5.7%

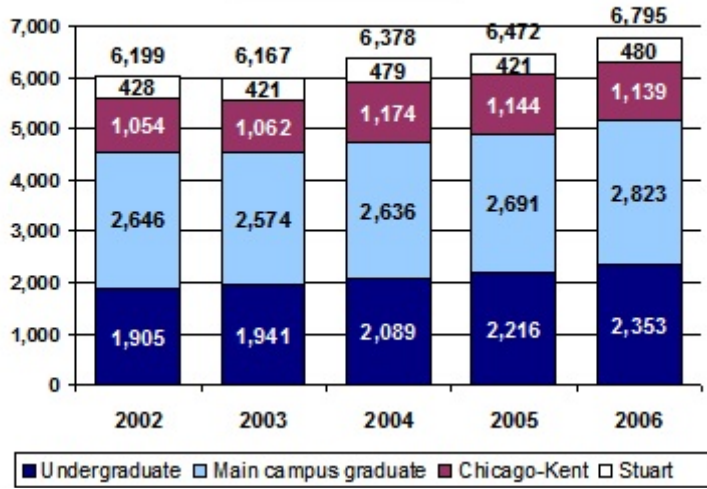
Table 7 Budgeted Enrollment

	2004 Budget	2004 Actual	Actual/Budget	2005 Budget	2005 Actual	Actual/Budget	2006 Budget	2006 Actual	Actual/Budget
Undergraduate FT	450	464	103.1%	480	414	86.3%	500	484	97%
FT transfers	140	151	107.9%	180	186	103.3%	200	144	72%
Continuing FT	1,196	1,210	101.2%	1,365	1,388	101.7%	1,515	1,496	99%
Total FT undergraduates	1,786	1,825	102.2%	2,025	1,988	98.2%	2,215	2,124	96%
Undergraduate PT hours	1,268	1,355	106.9%	1,440	1,193	82.8%	1,440	1,193	83%
Main Campus Graduate	17,922	18,401	102.7%	18,448	17,356	94.1%	19,631	20,328	104%
Stuart Graduate School	2,866	2,588	90.3%	2,749	2,197	79.9%	2,420	2,562	106%
Chicago-Kent heads	1,100	1,174	106.7%	1,159	1,144	98.7%	1,159	1,144	99%
Total Heads	6,386	6,378	99.9%	6,218	6,472	104.1%	6,811	6,795	100%

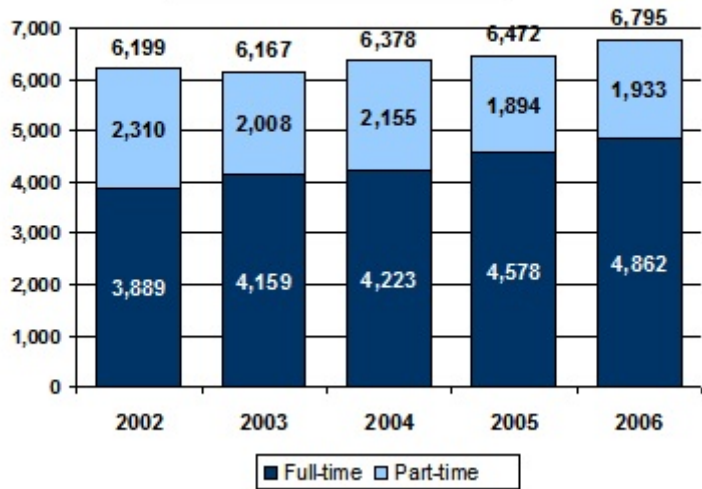
Table 8 International Enrollment

1998	1999	2000	2001	2002	2003	2004	2005	2006	2006	Var
1,110	1,541	1,804	2,005	2,164	2,027	1,991	2,027	2,296	269	13.3

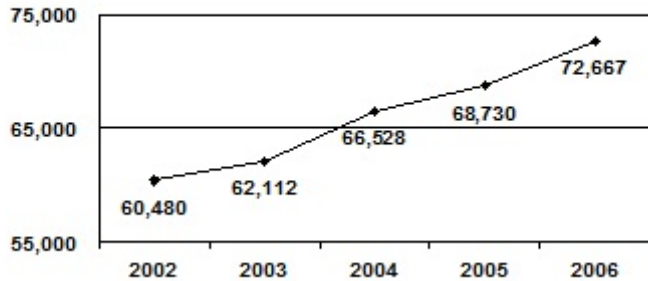
Enrollment (Campus)



Enrollment (Full-time/Part-time)



Total Credit Hours



International Students

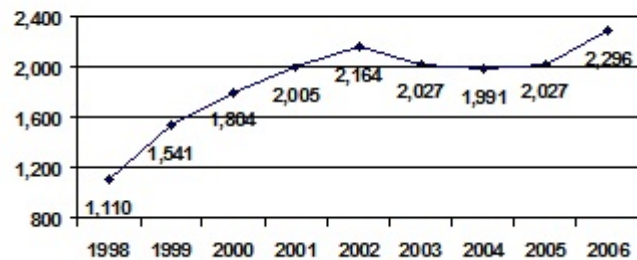


Table 9 Enrollment by College

	2001	2002	2003	2004	2005	2006	Var	
Armour College	2,033	2,065	2,035	2,048	2,087	2,249	162	7.8%
College of Sciences & Letters	1,681	1,633	1,493	1,473	1,482	1,444	(38)	-2.6%
Center for Professional Dev.		143	182	230	241	289	48	19.9%
College of Architecture	417	407	476	591	681	744	63	9.3%
Institute of Business				40	79	86	7	8.9%
Institute of Design	85	97	121	123	113	124	11	9.7%
Institute of Psychology	187	206	208	220	224	240	16	7.1%
CLFM	120	166	169	*	*	*		
Chicago-Kent	1,049	1,054	1,062	1,174	1,144	1,139	(5)	-0.4%
Stuart Graduate School	478	428	421	479	421	480	59	14.0%
Total Enrollment	6,050	6,199	6,167	6,378	6,472	6,795	323	5.0%

** CLFM students became Stuart students in 2004.

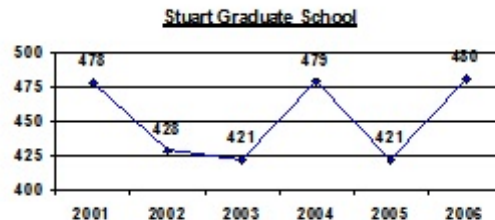
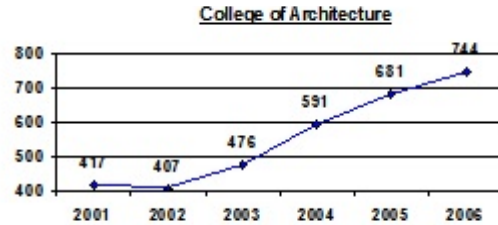
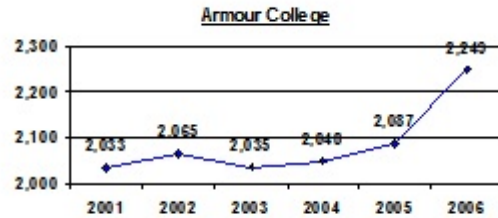
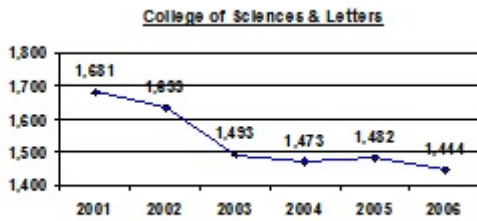


Table 10 Freshmen Retention Rates

Fall	Students	Cumulative Enrolled and Graduated					
		2 nd year	3 rd year	4 th year	5 th year	6 th year	7 th year
1997	265	81%	71%	68%	65%	68%	68%
1998	283	83%	67%	65%	65%	67%	n/a
1999	275	89%	77%	74%	72%	71%	69%
2000	401	85%	74%	72%	70%	69%	67%
2001	292	85%	75%	72%	68%	67%	
2002	360	81%	71%	68%	67%		
2003	392	82%	74%	70%			
2004	461	81%	72%				
2005	408	85%					

89% of the students who started in 1999 enrolled the following year and 77% of that class enrolled as juniors. Since 1999, retention after the first year declined steadily to 81% for freshmen that enrolled in 2004. However, retention increased to 85% for students who entered in 2005.

ADMISSIONS

Table 11 Final Data for Undergraduate Freshmen

	2003	2004	2005	2006	Var	
Undergraduate Full-Time						
Applications	2,539	2,609	2,514	4,965	2,451	97%
Admits	1,502	1,603	1,588	2,661	1,073	68%
Final enrollment	397	464	415	484	69	17%
Enroll/admits	26.4%	28.9%	26.1%	18.2%		
Undergraduate Transfers						
Applications	539	521	540	515	(25)	-5%
Admits	214	283	288	262	(26)	-9%
Final enrollment	114	151	186	144	(42)	-23%
Enroll/admits	53.3%	53.4%	64.6%	55.0%		
Total Full-Time Undergraduate						
Applications	3,078	3,130	3,054	5,480	2,426	79%
Admits	1,716	1,886	1,876	2,923	1,047	56%
Final enrollment	511	615	601	628	27	4%
Enroll/admits	29.8%	32.6%	32.0%	21.5%		
Undergraduate Part-Time						
Admits	84	74	66	55	(11)	-17%
Final enrollment	70	51	56	41	(15)	-27%
Enroll/admits	83.3%	68.9%	84.8%	74.5%		

Table 12 Full-time Freshmen Admissions as of December 5, 2006

	2005	2006	2007	Var	
Inquiries	20,577	30,088	35,691	5,603	18.6%
Applications	1,417	3,719	2,493	(1,226)	-33.0%
Admitted	746	1,713	435	(1,278)	-74.6%

Table 13 Graduate Admissions

MAIN CAMPUS						
Total						
	2003	2004	2005	2006	Var	
Applications	6,454	5,013	4,856	5,669	813	16.7
Admits	3,483	2,899	2,808	3,343	535	19.1
Admits (Dom & Int.	2,345	2,375	2,541	2,868	327	12.9
Final enrollment	748	842	869	937	68	7.8%
Admit/Enrollment	31.9%	35.5%	34.2%	32.7%		
Armour College						
Applications	3,455	2,440	2,312	2,841	529	22.9
Admits	1,866	1,426	1,285	1,634	349	27.2
Admits (Dom & Int.	1,092	1,050	1,113	1,325	212	19.0
Final enrollment	281	322	333	390	57	17.1
Admit/Enrollment	25.7%	30.7%	29.9%	29.4%		
Center for Professional Development						
Applications	125	144	126	196	70	55.6
Admits (Dom & Int.	72	84	87	140	53	60.9
Final enrollment	51	62	36	63	27	75.0
Admit/Enrollment	70.8%	73.8%	41.4%	45.0%		
College of Architecture						
Applications	273	277	334	338	4	1.2%
Admits (Dom & Int.	169	187	238	246	8	3.4%
Final enrollment	52	66	78	73	(5)	-6.4%
Admit/Enrollment	30.8%	35.3%	32.8%	29.7%		
College of Sciences and Letters						
Applications	2,251	1,787	1,737	1,850	113	6.5%
Admits	1,168	1,014	1,011	1,089	78	7.7%
Admits (Dom & Int.	808	873	926	940	14	1.5%
Final enrollment	282	318	337	307	(30)	-8.9%
Admit/Enrollment	34.9%	36.4%	36.4%	32.7%		
Institute of Design						
Applications	151	130	106	121	15	14.2
Admits (Dom & Int.	106	94	81	88	7	8.6%
Final enrollment	47	41	38	53	15	39.5
Admit/Enrollment	44.3%	43.6%	46.9%	60.2%		
Institute of Psychology						
Applications	199	235	241	290	49	20.3
Admits (Dom & Int.	98	87	96	106	10	10.4
Final enrollment	35	34	47	49	2	4.3%
Admit/Enrollment	35.7%	39.1%	49.0%	46.2%		
DOWNTOWN CAMPUS						
	2003	2004	2005	2006	Var	
Chicago-Kent College of Law						
Applications	3,774	4,228	3,799	3,690	(109)	-2.9%
Admits (Dom & Int.	1,058	1,212	1,038	1,106	68	6.6%
Final enrollment	318	379	330	306	(24)	-7.3%
Admit/Enrollment	30.1%	31.3%	31.8%	27.7%		
Stuart Graduate School of Business						
	2003	2004	2005	2006	Var	
Applications	656	657	577	760	183	31.7
Admits (Dom & Int.	505	483	371	538	167	45.0
Final enrollment	191	152	137	189	52	38.0
Admit/Enrollment	37.8%	31.5%	36.9%	35.1%		

TEST SCORES

Table 14 Final Full-time Freshman Admission Test Scores

SAT Composite	Means			25 th - 75 th Percentiles		
	2004	2005	2006	2004	2005	2006
All Freshmen	1303	1314	1285	1220 - 1390	1230 - 1400	1220 - 1380
Camras	1417	1433	1406	1380 - 1460	1390 - 1470	1363 - 1480
Without Camras	1292	1303	1273	1210 - 1380	1220 - 1390	1200 - 1370
Other full tuition	1220	1326	1290	1205 - 1235	1220 - 1460	1270 - 1350
ROTC	1225	1370	1227	1150 - 1285	1330 - 1425	1180 - 1303
ACT Composite						
All Freshmen	28	28	28	26 - 30	26 - 30	26 - 30
Camras	32	32	32	31 - 33	31 - 34	31 - 33
Without Camras	28	28	28	25 - 30	26 - 30	26 - 30
Other full tuition	28	29	27	27 - 28	28 - 31	31 - 31
ROTC	26	26	26	23 - 27	24 - 29	26 - 29

Table 15 Test Scores of Admitted Freshmen To Date as of November 21, 2006

	Means			25 th - 75 th Percentiles		
	2005	2006	2007	2005	2006	2007
SAT Composite	1298	1293	1325	1210 - 1380	1220 - 1370	1230 - 1420
ACT Composite	28	28	30	26 - 31	26 - 30	27 - 32

Table 16 Graduate Student Test Scores

	2003	2004	2005	2006
GRE				
Verbal	464	456	444	433
Quantitative	713	720	720	723
Total Verbal & Quant.	1,177	1,176	1,164	1,156
Analytical Writing	629	645	638	654
GREWA (writing analysis)	4.0	3.9	3.8	3.7
GMAT				
Verbal	24	26	27	27
Math	44	43	46	48
Total	561	586	604	608
Analytical Writing	3.82	4.12	4.26	4.27
TOEFL	246	253	247	247
LSAT	158	159	160	159

The maximum score in each category is used for each student except LSAT scores, where multiple scores are averaged. New full-time graduate students are included in this table; only JD applicants are included in the LSAT score.

FACULTY and STAFF

Table 17 Salaries (in Millions)

	FY02	FY03	FY04	FY05	FY06	Var	
Faculty salaries	\$32.6	\$34.6	\$36.2	\$38.3	\$40.5	\$2.2	5.7%
Administrative and staff salaries	28.6	30.1	31.7	32.5	33.9	1.4	4.3%
Part-time salaries, incl RA/TA	8.2	9.7	10.2	10.1	10.9	0.8	7.9%
Total salaries	69.4	74.4	78.1	80.9	85.3	4.4	5.4%
Employee benefits	12.0	13.0	13.9	14.4	14.6	0.2	1.4%
Total salaries and benefits	81.4	87.4	92.0	95.3	99.9	4.6	4.8%
Total Operating Expenses	146.6	157.4	159.5	166.6	173.8	7.2	4.3%
Ratios							
Salaries and benefits / operating expenses	55.5%	55.5%	57.7%	57.2%	57.5%		.3%
Faculty salaries / operating expenses	22.2%	22.0%	22.7%	23.0%	23.3%		.3%
Administrative & staff salaries / operating expenses	19.5%	19.1%	19.9%	19.5%	19.5%		0
Administrative & staff/ faculty salaries	87.7%	87.0%	87.6%	84.9%	83.7%		- 2%

Table 18 Number of Employees on May 31

	2002	2003	2004	2005	2006	Var	
Faculty	330	325	344	345	364	19	5.5%
Administration	288	291	298	287	274*	(13)	-4.5%
Staff	291	322	284	298	357*	59	19.8%
Total	909	938	926	930	995	65	7.0%
Administration/faculty ratio	87.3%	89.5%	86.6%	83.2%	75.3%	-7.9%	-9.5%

*Some administration employees were reclassified as staff employees in FY06.

Table 19 Non-Faculty Employees by Department on May 31

	2004	2005	2006	Var	
University academic staff	213	200	233	33	16.5%
Business and Finance	126	126	131	5	4.0%
Office of Provost*	38	73*	78	5	6.8%
Office of Technology Services	47	48	55	7	14.6%
Institutional Advancement	24	29	35	6	20.7%
Graduate College	27	27	30	3	11.1%
Enrollment *	63	23*	20	-3	-13.0%
Graduate Enrollment	8	16	16	0	0.0%
Communications & Marketing*		13	15	2	15.4%
Undergraduate College	10	10	0	-10	-100.0%
Office of International Affairs	7	7	6	-1	-14.3%
Office of External Affairs	5	5	6	1	20.0%
Office of President	4	4	2	-2	-50.0%
General Counsel	4	4	4	0	0.0%
Total Staff	576	585	631	46	7.3%

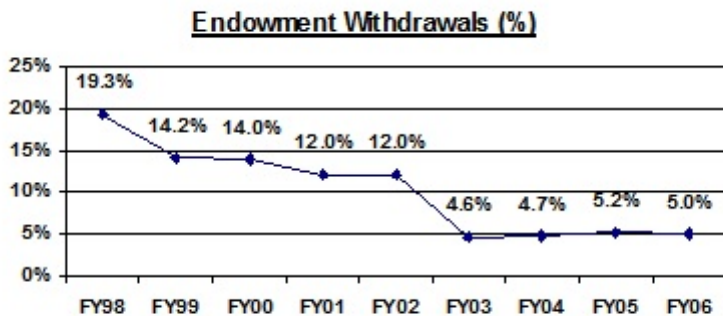
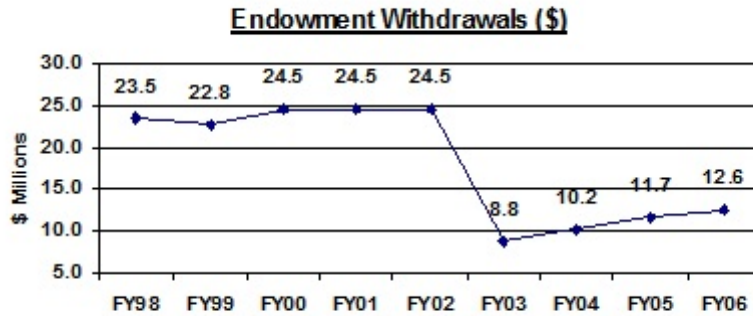
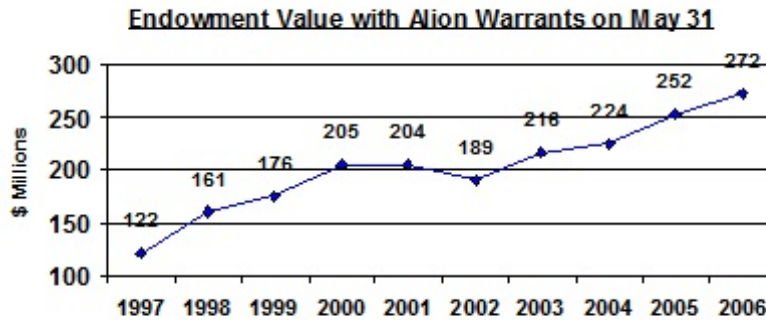
*The Communication and Marketing staff was moved out of the Provost's office and 45 staff members moved from Enrollment to the Provost's office.

ENDOWMENT

Table 20 Endowment Value on May 31 (in millions)

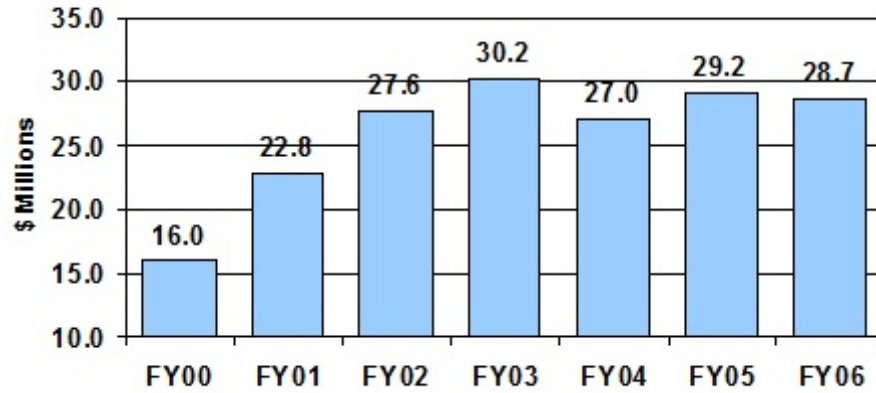
Fiscal Year	Value	Value of Alion Securities	Value with Alion Securities	Return	Withdrawals	
					Amount Withdrawn	Withdrawn/previous year's value
1997	122.0		122.0			
1998	160.8		160.8	19.3%	23.5	19.3%
1999	175.5		175.5	4.2%	22.8	14.2%
2000	204.6		204.6	15.1%	24.5	14.0%
2001	204.4		204.4	-2.4%	24.5	12.0%
2002	189.4		189.4	-4.1%	24.5	12.0%
2003	179.0	37.4	216.4	-5.3%	8.8	4.6%
2004	186.6	37.4	224.0	18.6%	10.2	4.7%
2005	192.1	60.1	252.2	9.9%	11.7	5.2%
2006	212.8	58.9*	271.7	9.1%	12.6	5.0%

*May 31, 2006 value of Alion securities after the redemption of \$13 million of the mezzanine warrants.



GOVERNMENT GRANTS AND GIFTS

Government Grants



Private Gifts

