



Computer Financial Modeling Workshops

Five Year Budget Model[®]

Development Information

2012

**Computer Financial Modeling Workshops
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Introduction

The following is a listing of information that is required, or optional, for development of the Five Year Budget Model. Once the model is developed additional

information and procedures may be built into the model. After reviewing this information the institution representatives are encouraged to contact the developer for further clarification.

Revenue

Logic for Five-Year Budget Model Expenditure Projections

The five-year budget projections are cumulative calculations. The budget for Year One of the five-year budget projection is calculated by applying the percentage increase to the base budget. The budget for Year Two of the five-year budget projection is calculated by applying the percentage increase to Year One. Years Three, Four and Five are calculated in a similar fashion. The five-year budget projections in the Revenue worksheet roll up into the Budget Summary.

The individual models for Admissions, Enrollment, Financial Aid and others are usually customized to meet the specific requirements of the institution. Some institutions elect not to develop Revenue models, such as the Admissions, Enrollment, and Financial Aid. In this case Revenue Assumptions are created that flow directly into the Revenue worksheet.

1. Revenue Account (Object) Structure – Required (Excel worksheet)

- Department Number
- Department Description
- Account Number
- Account Description
- Additional account structure codes as needed, such as: program; location; college; or fund
- Current Budget

2. Revenue Assumptions - Required

Five year percent increases are projected for tuition, room, board and fees. Increases for other revenues can be inserted on the Revenue Assumption worksheet or included on the Revenue worksheet. The percent increase for tuition is used for calculating tuition budgets on the Revenue worksheet. Room and board percent increases are used to calculate increases on the Auxiliary Enterprises worksheet.

3. Admissions Model Customization - Optional

The Admissions model is optional. The institution implementing the Five Year Budget Model may create its own custom Admissions model(s) . Some institutions, such

as community colleges may not utilize an Admissions model. Other institutions may make use of many Admissions models. For example, Admissions models may be created for Undergraduates, Programs, and Schools within the institution. The net enrolled number on the sample Admissions model (Form 1) will carry forward to the Enrollment Model.

4. Enrollment Model Customization - Optional

The institution implementing the Five Year Budget Model may create its own custom Enrollment model(s). Institutions usually create more than one Enrollment model (Form 2). For example, Enrollment models may be created for Undergraduates, Programs, and Schools within the institution. In addition, Enrollment Models may be created for each semesters or quarter. The freshman class enrollment usually comes from the Admission model. The attrition rates will automatically change the enrollments for subsequent years and classes. The total enrollment numbers for the five-year period are used to calculate the respective tuition budget on the Revenue worksheet.

5. Financial Aid Model Customization - Optional

Financial Aid models vary greatly from institution to institution. Many institutions with minor modifications have utilized the Financial Aid model (Form 3) that was created for the Five Year Budget Model.

6. Room and Board Model Customization - Optional

Room and Board models (Form 4) need to be developed for those institutions that have residence students. In some cases, rather that creating an individual model for Room and Board, it may be more practical for institutions to simply include assumptions for room and board directly on the Revenue Assumption worksheet.

7. Endowment Model Customization – Optional

Institutions may create an Endowment model that utilizes rates of return, spending rates, and asset allocations already in place. Alternatively, revenue and expense assumptions may be developed for a less sophisticated approach.

8. Fee Schedule Customization – Optional

Many institutions create a separate worksheet for their Fee schedule. In addition, the Revenue Assumption worksheet may include percent increases for the various fees.

9. Other Excel Worksheets - Optional

Institutions may create additional revenue worksheets with the Five Year Budget Model. Customarily these worksheets already exist but have to be inserted into the Five Year Budget Model.

10. Reports - Required

There are many reports that an institution requires to be generated from the model. Example of these reports are found the institutions Annual Budget document including Budget Summary, Revenue Summary, Expense Summary, Expense Summary by Function (Division), Expense Summary by Account (object). Samples of these reports need to be provided in order to create and link the various worksheets in the model, create the print routines and develop the Excel User Form (with VBA coding) for the respective reports.

Expenses

Logic for Five-Year Budget Model Expenditure Projections

The five-year budget projections are cumulative calculations. The budget for Year One of the five-year budget projection is calculated by applying the percentage increase to the base budget. The budget for Year Two of the five-year budget projection is calculated by applying the percentage increase to Year One. Years Three, Four and Five are calculated in similar fashion. The percent increase for each non-salary object code on the Department Detail worksheet is taken from the Expense Assumption Worksheet. If the object code on the Department Detail worksheet does not exist on the Expense Assumption worksheet, then the percent increase defaults to the inflation rates. The inflation rates are located on the bottom of the Expense Assumption worksheet following the object codes. Columns may be added to the Department Detail worksheet to include the previous year's actual expense, budgets, or a different account number structure. Likewise, rows may be added to include additional object codes.

The salary object codes come from the Position Budget worksheets. If the institution chooses not to build the Position Budget worksheet, the formula for the non-salary object codes on the Department Detail worksheet can be copied into the cells for the salary object codes.

The five year budget projections in the Department Detail worksheet roll up into a Department Summary, then to an Educational and General Summary, then to a Budget Summary. There is also an Auxiliary Enterprise worksheet that rolls up into the Budget Summary.

The Budget Import worksheet is used to facilitate importing the budget into the model and linking the data to the respective Departments and Accounts on the Department Detail Sheet.

The Prior Year Actual Import worksheet is used to facilitate importing the prior year actual into the model and linking the data to the respective Departments and Accounts on the Department Detail Sheet.

If an institution includes restricted funds in the Five Year Budget Model, a separate Restricted Department Detail sheet is created. The five-year projections for the restricted funds are normally entered on an individual basis.

The Five Year Budget Model has many pivot tables. A pivot table creates an interactive view of the model's data. A pivot table can quickly group data into meaningful information. For example, the Department Detail worksheet of the model can be collapsed by account (object), division, or vice president. Another pivot table example is to group the Position Budget worksheet by FTE, or Head Count, or position code. The pivot table feature can also be used to create Budget Summary reports. Pivot tables are extremely helpful in the reconciliation process of the Five Year Budget Model. Pivot tables also have a drill down feature to view the detail behind the groupings. Pivot tables create fast and accurate reports allowing the user to drag and drop fields within your report.

Information needed to build the Budget Import and the Department Detail worksheets:

1. Expense Account Structure - Required (Excel worksheet)

- Department Number
- Department Description
- Account (Object) Number
- Account (Object) Description
- Additional account structure codes as needed, such as: program; location; college; or fund.
- Current Budget for each Department and Account

2. Financial Data - Optional

- Prior Budgets
- Prior year(s) actual
- Position budget
- Restricted Funds
- Capital Expenditures
- Other information including: balance sheet, cash flow, interim financial statements, debt service, etc.

3. Expense Assumptions – Created by Developer

The expense assumptions are built into the model immediately following the creation of the Department Detail worksheet. The account (object) codes in the Expense Assumption worksheet correspond to the account codes in the Department Detail worksheet. If a new object is added to the Department Detail worksheet it should be added to the Expense Assumption worksheet. If the new object code is not added, then the base budget for that line is increased by inflation.

4. Positions Budget Worksheet – Optional Excel Worksheet

An Excel worksheet that includes a detailed list of positions by department is required. The totals for each department are linked to the department detail sheet. The percent increase for each object code on the Position Budget worksheet is taken from the Expense Assumption Worksheet. If the object code on the Position Budget worksheet does not exist on the Expense Assumption worksheet, then the percent increase defaults to the inflation rates. The inflation rates are located on the bottom of the Expense Assumption worksheet following the object codes. Columns may be added to the Position Budget worksheet to include previous year's actual expense, budgets, or a different account number structure. Likewise, rows may be added to include additional object codes. The Position Table includes the Position Codes. Typical Position Codes are: Full-Time; Part-Time, Adjunct, On-Leave, Sabbatical, Staff, etc.

- Name
- Department Name
- Department Number
- Account name
- Account Number
- Position Code
- Position Number
- Budget

5. Pivot Table codes – Optional

- Vice President Code
- Divisions
- Other pivot table groupings

6. Other Excel Worksheets - Optional

Institutions may create additional expense worksheets with the Five Year Budget Model. Customarily these worksheets already exist but have to be inserted into the Five Year Budget Model.

7. Reports - Required

There are many reports that an institution requires to be generated from the model. Examples of these reports are: Budget Summary, Revenue Summary, Expense Summary, Expense Summary by Function (Division), Expense Summary by Account (object). Samples of these reports need to be provided in order to create and link the various worksheets in the model, create the print routines and develop the Excel user form for the respective reports.

Supporting Documents

The institution is encouraged to provide the developer with any budget documents and financial reports that will assist in the development of the Five Year Budget Model. These documents may be critical to developing the many reports that the model will generate. In addition the documents will assist with the reconciliation and validation of the Five Year Budget Model's data and projections. When available, the institution should provide the developer with the reports in an electronic format such as a word document or an excel worksheet.

Admissions Model

Admissions Model - Undergraduate						
1/2/2012 12:30 Admissions Model Undergraduate	2012 Budget	Five Year Projection				
		2013 Year 1	2014 Year 2	2015 Year 3	2016 Year 4	2017 Year 5
Inquiries	17,316	17,825	16,892	16,194	15,699	15,385
Applied	1,905	1,961	2,027	2,105	2,198	2,308
Accepted	1,714	1,667	1,622	1,579	1,538	1,500
Inquiry Rate	11%	11%	12%	13%	14%	15%
Accepted rate	90%	85%	80%	75%	70%	65%
Enrollment rate	35%	36%	37%	38%	39%	40%
Freshmen Enrollment	<u>600</u>	<u>600</u>	<u>600</u>	<u>600</u>	<u>600</u>	<u>600</u>

Form 1

Enrollment Model

Enrollment Model Semester I						
1/2/12 12:30 PM Enrollment Model Semester I	2012 Budget	Five Year Projection				
		2013 Year 1	2014 Year 2	2015 Year 3	2016 Year 4	2017 Year 5
Enrollment Retention Rates						
Freshmen Retention	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%
Sophomores retention	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%
Juniors Retention	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%
Enrollments Semester I						
Freshmen	600	600	600	600	600	600
Sophomores	480	480	480	480	480	480
Juniors	432	432	432	432	432	432
Seniors	410	410	410	410	410	410
	1,922	1,922	1,922	1,922	1,922	1,922
Transfers	150	150	150	150	150	150
Total Semester I	<u>2,072</u>	<u>2,072</u>	<u>2,072</u>	<u>2,072</u>	<u>2,072</u>	<u>2,072</u>

Form 2

Financial Aid Model

1/2/12 12:30 PM Institutional Grant-in-Aid	2012 Budget	Five Year Projection				
		2013 Year 1	2014 Year 2	2015 Year 3	2016 Year 4	2017 Year 5
Institutional Scholarships - General						
Enrollments						
Freshmen	600	600	600	600	600	600
Sophomores	480	480	480	480	480	480
Juniors	432	432	432	432	432	432
Seniors	410	410	410	410	410	410
Transfers	150	150	150	150	150	150
Total	<u>2,072</u>	<u>2,072</u>	<u>2,072</u>	<u>2,072</u>	<u>2,072</u>	<u>2,072</u>
Percent of Students Receiving Financial Aid						
Freshmen	80%	80%	80%	80%	80%	80%
Sophomores	70%	70%	70%	70%	70%	70%
Juniors	65%	65%	65%	65%	65%	65%
Seniors	60%	60%	60%	60%	60%	60%
Transfers	75%	75%	75%	75%	75%	75%
Average	<u>70%</u>	<u>70%</u>	<u>70%</u>	<u>70%</u>	<u>70%</u>	<u>70%</u>
Average Aid per Student						
Freshmen	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Sophomores	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
Juniors	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Seniors	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Transfers	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Average	<u>\$11,400</u>	<u>\$11,400</u>	<u>\$11,400</u>	<u>\$11,400</u>	<u>\$11,400</u>	<u>\$11,400</u>
Total Institutional Financial Aid Budget for Each Class						
Freshmen	\$7,200,000	\$7,200,000	\$7,200,000	\$7,200,000	\$7,200,000	\$7,200,000
Sophomores	4,032,000	4,032,000	4,032,000	4,032,000	4,032,000	4,032,000
Juniors	2,808,000	2,808,000	2,808,000	2,808,000	2,808,000	2,808,000
Seniors	2,460,000	2,462,400	2,462,400	2,462,400	2,462,400	2,462,400
Transfers	1,125,000	1,125,000	1,125,000	1,125,000	1,125,000	1,125,000
Total Inst Sch.	<u>\$17,625,000</u>	<u>\$17,627,400</u>	<u>\$17,627,400</u>	<u>\$17,627,400</u>	<u>\$17,627,400</u>	<u>\$17,627,400</u>

Form 3

Financial Aid Model (Continued)

Institutional Scholarships - Specific							
019200	Academic	\$550,000	\$577,500	\$606,375	\$636,694	\$668,528	\$701,955
019210	Presidential	\$330,000	\$346,500	\$363,825	\$382,016	\$401,117	\$421,173
019230	Music	\$110,000	\$115,500	\$121,275	\$127,339	\$133,706	\$140,391
019240	High School	\$440,000	\$462,000	\$485,100	\$509,355	\$534,823	\$561,564
019250	Men's' Athletic	\$330,000	\$346,500	\$363,825	\$382,016	\$401,117	\$421,173
019260	Women's' Athletic	\$330,000	\$346,500	\$363,825	\$382,016	\$401,117	\$421,173
	Total	\$2,090,000	\$2,194,500	\$2,304,225	\$2,419,436	\$2,540,408	\$2,667,428

Object	Federal and State Financial Aid	2012 Budget	Five Year Projection				
			2013 Year 1	2014 Year 2	2015 Year 3	2016 Year 4	2017 Year 5
Federal and State Financial Aid							
Federal Aid							
019400	CWSP	\$400,000	\$404,000	\$408,040	\$412,120	\$416,242	\$420,404
019410	SEOG	\$120,000	\$121,200	\$122,412	\$123,636	\$124,872	\$126,121
019420	Perkins	\$250,000	\$252,500	\$255,025	\$257,575	\$260,151	\$262,753
019430	PELL	\$375,000	\$378,750	\$382,538	\$386,363	\$390,227	\$394,129
019440	Other	\$155,000	\$156,550	\$158,116	\$159,697	\$161,294	\$162,907
019450	State Aid	\$450,000	\$454,500	\$459,045	\$463,635	\$468,272	\$472,955
	Total	\$1,750,000	\$1,767,500	\$1,785,175	\$1,803,027	\$1,821,057	\$1,839,268
Total Financial Aid Summary							
019100	Institutional Sch. -	\$17,625,000	\$17,627,490	\$17,627,490	\$17,627,490	\$17,627,490	\$17,627,490
Institutional Sch. - Specific							
019200	Academic	\$550,000	\$577,500	\$606,375	\$636,694	\$668,528	\$701,955
019210	Presidential	330,000	346,500	363,825	382,016	401,117	421,173
019230	Music	110,000	115,500	121,275	127,339	133,706	140,391
019240	High School	440,000	462,000	485,100	509,355	534,823	561,564
019250	Mens' Athletic	330,000	346,500	363,825	382,016	401,117	421,173
019260	Womens' Athletic	330,000	346,500	363,825	382,016	401,117	421,173
	Total Specific Sch	2,090,000	2,194,500	2,304,225	2,419,436	2,540,408	2,667,428
019300	Endowment	2,588,567	2,761,086	2,945,682	3,143,200	3,314,544	3,500,682
	Total	\$2,090,000	\$2,194,500	\$2,304,225	\$2,419,436	\$2,540,408	\$2,667,428
	Federal and State Financ	\$1,750,000	\$1,767,500	\$1,785,175	\$1,803,027	\$1,821,057	\$1,839,268
	Total Aid	\$24,053,567	\$24,350,486	\$24,662,482	\$24,933,063	\$25,303,403	\$25,634,778

Form 3 (continued)

Room and Board Model

1/2/12 12:30 PM	2012	2013	2014	2015	2016	2017
Room and Board Revenue Detail	Budget	Projection Year 1	Projection Year 2	Projection Year 3	Projection Year 4	Projection Year 5
Residence Halls Income						
Washington Hall Singles	50,000	52,500	55,125	57,881	60,775	63,814
Washington Hall Doubles	1,711,710	1,797,296	1,887,160	1,981,518	2,080,594	2,184,624
Washington Hall Triples	27,000	28,350	29,768	31,256	32,819	34,460
Total Washington Hall	1,788,710	1,878,146	1,972,053	2,070,655	2,174,188	2,282,898
Jefferson Hall Singles	60,000	63,000	66,150	69,458	72,930	76,577
Jefferson Hall Doubles	2,370,060	2,750,257	2,887,770	3,032,158	3,183,766	3,342,955
Jefferson Hall Triples	13,500	14,175	14,884	15,628	16,409	17,230
Total Jefferson Hall	2,443,560	2,827,432	2,968,804	3,117,244	3,273,106	3,436,761
Adams Hall Singles	105,000	110,250	115,763	121,551	127,628	134,010
Adams Hall Doubles	1,006,335	987,525	1,036,901	1,088,746	1,143,184	1,200,343
Adams Hall Triples	1,039,500	1,091,475	1,146,049	1,203,351	1,263,519	1,326,695
Total Adams Hall	2,150,835	2,189,250	2,298,713	2,413,648	2,534,331	2,661,047
Madison Hall Singles	150,000	157,500	165,375	173,644	182,326	191,442
Madison Hall Doubles	1,711,710	1,797,296	1,887,160	1,981,518	2,080,594	2,184,624
Madison Hall Triples	270,000	283,500	297,675	312,559	328,187	344,596
Total Madison Hall	2,131,710	2,238,296	2,350,210	2,467,721	2,591,107	2,720,662
Total Residence Halls Revenue	8,514,815	9,133,123	9,589,779	10,069,268	10,572,732	11,101,368
Meal Plan Rate Changes						
5 Meal Plan	400,000	420,000	441,000	463,050	486,203	510,513
10 Meal Plan	1,200,000	1,400,000	1,470,000	1,543,500	1,620,675	1,701,709
14 Meal Plan	1,575,000	1,653,750	1,736,438	1,823,259	1,914,422	2,010,143
19 Meal Plan	4,200,000	4,410,000	4,630,500	4,862,025	5,105,126	5,360,383
Total Meal Plan Revenue	7,375,000	7,883,750	8,277,938	8,691,834	9,126,426	9,582,747

Form 4

Department Detail Worksheet

Department Detail					Five Year Projection									
					2011	2012	2012	2013	2013	2014	2015	2016	2017	
Fund	Dept.	Object	Dept. Name	Object Name	Prior Year Actual	YTD Actual	Current Budget	Budget Request	Year 1	Year 2	Year 3	Year 4	Year 5	
01	11100	5110	English	Faculty Salaries	1,158,924	518,000	1,187,897	0	898,166	925,111	952,864	981,450	1,010,894	
01	11100	5520	English	Student Work Progra	5,700	2,550	5,843	1,000	1,030	1,061	1,093	1,125	1,159	
01	11100	6702	English	Supplies - Instructor	75,290	33,683	77,173	79,253	81,631	84,080	86,602	89,200	91,876	
01	11100	7500	English	Equipment	37,645	16,841	38,586	39,626	40,815	42,039	43,300	44,599	45,937	
			English Total		1,277,559	571,074	1,309,498	119,879	1,021,641	1,052,291	1,083,859	1,116,375	1,149,866	
01	11110	5110	Classical Langu	Faculty Salaries	380,000	0	389,500	0	412,000	424,360	437,090	450,203	463,709	
01	11110	5520	Classical Langu	Student Work Progra	21,157	9,465	21,686	22,271	22,939	23,627	24,336	25,066	25,818	
01	11110	6702	Classical Langu	Supplies - Instructor	26,447	11,832	27,108	27,839	28,674	29,534	30,420	31,333	32,273	
01	11110	7500	Classical Langu	Equipment	13,223	5,916	13,554	13,919	14,337	14,767	15,210	15,666	16,136	
			Classical Languages Total		440,828	27,212	451,848	64,029	477,949	492,288	507,057	522,268	537,936	
01	11120	5110	Modern Languag	Faculty Salaries	745,060	333,316	763,687	0	807,803	832,037	856,998	882,708	909,189	
01	11120	5520	Modern Languag	Student Work Progra	41,484	18,558	42,521	43,667	44,977	46,326	47,716	49,148	50,622	
01	11120	6201	Modern Languag	Travel	25,927	11,599	26,576	27,292	28,111	28,954	29,823	30,717	31,639	
01	11120	6702	Modern Languag	Supplies - Instructor	51,854	23,198	53,150	54,583	56,220	57,907	59,644	61,434	63,277	
01	11120	7500	Modern Languag	Equipment	25,927	11,599	26,576	27,292	28,111	28,954	29,823	30,717	31,639	
			Modern Languages Total		890,253	398,271	912,509	152,834	965,222	994,178	1,024,004	1,054,724	1,086,365	
01	11130	5110	Theology	Faculty Salaries	903,160	404,045	925,739	0	979,216	1,008,593	1,038,850	1,070,016	1,102,116	
01	11130	5520	Theology	Student Work Progra	50,285	22,496	51,543	52,932	54,520	56,156	57,840	59,575	61,363	
01	11130	6702	Theology	Supplies - Instructor	62,858	28,121	64,429	66,166	68,151	70,196	72,301	74,470	76,705	
01	11130	7500	Theology	Equipment	31,429	14,060	32,215	33,083	34,075	35,098	36,151	37,235	38,352	
			Philosophy Total		1,095,028	489,881	1,122,404	159,050	1,187,241	1,222,858	1,259,544	1,297,330	1,336,250	
01	11150	5110	History	Faculty Salaries	761,867	340,835	780,913	0	826,024	850,804	876,329	902,618	929,697	
01	11150	5520	History	Student Work Progra	42,419	18,977	43,480	44,652	45,992	47,371	48,792	50,256	51,764	
01	11150	6702	History	Supplies - Instructor	53,023	23,721	54,349	55,814	57,488	59,213	60,989	62,819	64,704	
01	11150	7500	History	Equipment	26,512	11,860	27,174	27,907	28,744	29,607	30,495	31,410	32,352	
			History Total		883,821	395,394	905,917	128,373	958,248	986,995	1,016,605	1,047,103	1,078,516	

Form 5

Expense Assumption Worksheet

1/2/12 12:30 PM		Five Year Projection				
Expense Assumptions Percent		2013 Year 1	2014 Year 2	2015 Year 3	2016 Year 4	2017 Year 5
Inflation		2%	2%	2%	2%	2%
Object	Salaries and Wages					
5110	Faculty Salaries	3.00%	3.00%	3.00%	3.00%	3.00%
5199	Faculty Salaries Strategic Pl	3.00%	3.00%	3.00%	3.00%	3.00%
5220	Admin. & Managerial	3.00%	3.00%	3.00%	3.00%	3.00%
5299	Staff Salaries Strategic Plan	3.00%	3.00%	3.00%	3.00%	3.00%
5310	Office Staff	3.00%	3.00%	3.00%	3.00%	3.00%
5420	Trades, Workmen	3.00%	3.00%	3.00%	3.00%	3.00%
5430	Housekeepers	3.00%	3.00%	3.00%	3.00%	3.00%
5499	Workmen Salaries Strategic	3.00%	3.00%	3.00%	3.00%	3.00%
5520	Student Work Program	3.00%	3.00%	3.00%	3.00%	3.00%
Object	Benefits					
5910	Retirement, Professionals	3.00%	3.00%	3.00%	3.00%	3.00%
5920	Retirement, Hourly	3.00%	3.00%	3.00%	3.00%	3.00%
5926	Insurance Group Life	3.00%	3.00%	3.00%	3.00%	3.00%
5930	Health	3.00%	3.00%	3.00%	3.00%	3.00%
5940	Workmens' Comp	3.00%	3.00%	3.00%	3.00%	3.00%
5980	Social Security	3.00%	3.00%	3.00%	3.00%	3.00%
5991	Tuition Remission Prof	3.00%	3.00%	3.00%	3.00%	3.00%
5992	Tuition Remission Hourly	3.00%	3.00%	3.00%	3.00%	3.00%
5999	Benefits Strategic Plan	3.00%	3.00%	3.00%	3.00%	3.00%
Object	Non-Salary and Benefits					
6001	Postage	3.00%	3.00%	3.00%	3.00%	3.00%
6002	Advertising/Public Rel.	3.00%	3.00%	3.00%	3.00%	3.00%
6003	Pamphlets & Periodicals	3.00%	3.00%	3.00%	3.00%	3.00%
6005	Memberships	3.00%	3.00%	3.00%	3.00%	3.00%

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