Counseling and Psychological Services

FY15

Prepared By:
CAPS Advisory Board
and Jacqueline Alvarez,
Director of CAPS
I. Budget Summary

Date: January 23, 2014  
Name of Organization: Counseling and Psychological Services  
Contact Person: Jacqueline Alvarez  
Position: Director  
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Phone: 541.737.2131  

Summary  
I. Number of people actively involved in the department  
   a. Unclassified Professional Faculty: 20  
   b. Classified staff: 3  
   c. Student employees: 7  
   d. Clinical Fellows/Interns (full-time): 4  
   e. Practicum students: 4  
   f. Psychiatry Residents: 1  

II. Amount Requested  

CAPS FY15 Base Budget  
Fee Per Student Per Term: $35.23, a 0% change from FY14  
Fall, Winter, Spring, and Summer Revenue: $2,666,030  
Additional revenue: $28,701  
Additional contributions from working capital: $177,194 paid from our Fund Balance  
TOTAL Budget: $2,871,925  

CAPS FY15 Base Budget with 3 Decision Packages  
Fee Per Student Per Term: $35.23, a 0% change  
Fall, Winter, Spring, and Summer Revenue: $2,666,030  
Additional revenue: $28,701  
Additional contributions from working capital: $275,897 paid from our Fund Balance  
TOTAL Budget: $2,970,628  

COST of MANDATORY INCREASES: $46,296  

TOTAL COST OF THREE DECISION PACKAGES: $98,703  
   A. Active Minds: $10,000  
   B. Equity Adjustments to salaries: $55,160 (salaries) + $15,677 (OPE) = $70,837  
   C. Information Technology Consultant: $13,872 (salary) + $3,994 (OPE) = $17,866  

Introduction  
Counseling and Psychological Services provides counseling, consultation, outreach and education to OSU students, faculty and staff. We do this in order to (1) facilitate students’ academic success, mental health, and personal development and (2) promote a culture of positive mental health at OSU.

We are staffed by psychologists, social workers, marriage and family counselors, doctoral interns, practicum students, and a psychiatry resident, all of whom specialize in college student mental health. We also employ 7 OSU students in a variety of capacities, which will be detailed in our materials. We provide psychotherapy to enrolled OSU students, educational presentations to student groups, classes, and organizations, and provide consultation to faculty, staff, students, and family members regarding the mental health and well-being of OSU students.
Enrollment Projections
CAPS revenue projections are based upon projected enrollment figures that are consistent with actual trends over the last several years. In consultation with the Student Incidental Fees Committee (SIFC) and the AABC, CAPS has based our budget on the projected figure for headcount of fee-paying students: 69,100 students for Fall, Winter, Spring and 6,575 for Summer. We believe this will enable us to meet encumbrances despite unanticipated enrollment fluctuations. CAPS does not have access to the SIFC contingency fund, so we must carry our own reserves to accommodate any revenue loss or unanticipated increases in expense, and we generally estimate enrollment slightly conservatively for this reason.

Overall Budget
The FY15 budget was prepared using the guidelines provided by the SIFC. The CAPS Advisory Board approved the Base Budget with Decision Packages.

We recommend a total base budget amount of $2,871,925 (+1% from FY14), which was achieved by using (1) the headcount projection of 69,100 for Fall, Winter and Spring, and 6,575 for Summer and a fee of $35.23, a 0% change from last year’s fee plus (2) $177,195 from our working capital fund balance.

We also recommend three decision packages at a cost of $98,703 for a total budget of $2,970,628. The overall requested base budget with decision packages is an increase of 2.7% over last year’s budget. These costs will be covered by our working capital and will not result in an increase in the student fee.

Base Budget
- 75,675 students x $35.23 = $2,666,030
- Plus Working Capital = + $177,195
- Total = $2,871,925

Base Budget Plus Decision Packages
- Base Budget = $2,871,925
- Decision Packages = + $98,703
- TOTAL = $2,970,628

Working Capital
CAPS needs to hold in reserve $386,925 in working capital for emergencies, and we currently have a fund balance of $1,853,872, giving us an average of $1,466,947. We developed these reserves in order to cover the cost of renovating a new space, in anticipation that CAPS would be moved from Snell Hall at some point in the future. However, we were informed by the AABC that CAPS is not responsible for the renovation of a new space, as it is their understanding that the University is to provide a space that is equal to or better than the one we are currently using. As a result, CAPS has worked to develop a fiscally responsible, multi-year plan to reduce our fund balance and use it in ways to better serve our students. These plans have been approved by the SIFC and ASOSU for the last two years, and we have implemented several measures to reduce the reserves, with plans to implement more this year.

Our budget preparations have been complicated as a result of this. While we understand that the SIFC wants offices to keep their budgets flat, and reduce their fees if possible, CAPS is in a unique place of trying to spend more than is budgeted, in order to reduce our fund balance. As you will see in our proposals, we are planning to overspend our base budget — but we plan to do this in a responsible way so as not to request a significant increase in our fee in a few years. While we could decrease our overall fee this year, we are aware that we would then spend our fund balance much faster — which would likely result in a request for an increase in our fee in a few years. We have been advised by the AABC to keep our fee steady, rather than decrease it, again to avoid having to make a request for a large increase in our fee in a few years.
Decision Packages
The CAPS advisory Board wishes to propose 3 decision packages, as follows:

**DECISION PACKAGE 1: ACTIVE MINDS**
Cost: $10,000/year
Funded by additional enrollment and/or excess working capital, if the SIFC approves this package.

**DECISION PACKAGE 2: EQUITY ADJUSTMENTS TO SALARIES**
Cost: $70,837 = $55,160 (salaries) + $15,677 (OPE)
Funded by additional enrollment and/or our excess working capital, if the SIFC approves this package.

**DECISION PACKAGE 3: INFORMATION TECHNOLOGY CONSULTANT, 0.50 FTE**
Cost: $17,866 = $13,872 (salary) + $3,994 (OPE)
The cost could vary depending on the step at which they enter employment, and it would be funded by our excess working capital if the SIFC approves the package.

**TOTAL COST OF THREE DECISION PACKAGES: $98,703**

Justification for Summer Fee
The CAPS summer fee that we are requesting is at the same rate as our regular Fall, Winter, and Spring fee. This year we are budgeting for 6,575 students at $35.23 each for a total of $231,637.

While we see fewer students, summer is not a “slow” time at CAPS. Most of our staff are on full-time contracts because we are closing our files, writing reports, conducting our assessment activities for the year and planning them for the next, finishing with our training program for the year, gearing up for our new trainees who arrive in August, completing any searches we might conduct, training and orienting new staff, engaging in strategic planning, planning and attending our retreat, and preparing for programs for the new year. Because 92% of our budget is salaries and OPE, and because we remain at nearly full-staff, we depend on the fee to pay our employees.

II. Overall Budget Change Matrix:

<table>
<thead>
<tr>
<th></th>
<th>2013-2014 Cost per student per term</th>
<th>2014-2015 Base Budget Cost per student per term</th>
<th>% Increase from</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall, Winter Spring</td>
<td>$35.23</td>
<td>$35.23</td>
<td>0%</td>
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<tr>
<td>Summer FY15 – FY14</td>
<td>$35.23</td>
<td>$35.23</td>
<td>0%</td>
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</tbody>
</table>
III. Questions from SIFC

Counseling and Psychological Services

FY15 Responses to SIFC Questions

Below you will find CAPS responses to the questions posed by the SIFC. The numbered items are the questions that are common to all fee-funded offices, and the lettered items are those questions posed only to CAPS.

1. How many students do you serve through your programs/events/employment?

   CAPS served 1732 unique students in individual, group and couples counseling. We provided education and outreach services to 16,051 students, faculty, staff, and parents.

   **INDIVIDUAL AND GROUP COUNSELING**

   **Number of Appointments**

   - Total Number of Student Served: 1732
   - Total number of appointments: 7365
   - Individual counseling appointments: 6733
   - Total number of groups: 28
   - Group appointments: 632

   **Average Number of Appointments**

   - Average number of individual counseling appointments: 4.48
   - 74% of students are seen 1-5 times
   - 90% of students are seen 1-10 times
   - This data supports our brief therapy model

   **OUTREACH SERVICES**

   CAPS provided 256 workshops, classes, or outreach activities to 16,051 individuals in 2012-2013. The most common presentations we conducted were related to suicide prevention, mental health/illness, mindfulness, sexual assault, diversity, and wellness.

2. How many students do you employ, and what percent do they make up of the total staff and total wages?

   CAPS employs 7 students for a total of 2.55 FTE in various part-time positions. Their employment makes up about 8% of our FTE, and less than 1% of the wages. The positions we have include:

   - 1 - 0.40 FTE Public Health Specialist
   - 1 - 0.40 FTE Lead Writer
   - 1 - 0.25 FTE Graduate Research Assistant
   - 1 - 0.30 FTE Graphic designer
   - 3 - 0.40 FTE Mental Health Promotion support
Counseling and Psychological Services

FY15 2014-2015

3. What did you try new last year and how well did that work out?

CAPS determined that there was a need for providing after-hours counseling, consultation and emergency services for our students, and we have had exceptional success with this new service. While CAPS could not provide that service in a cost effective way using our own staff, we identified an outstanding company with whom we contracted to provide these services at an affordable cost. We have worked with ProtoCall, a Portland-based company, to develop after-hours mental health resources for our OSU students.

Students can call our regular CAPS number 24/7 and speak with a licensed mental health provider, who can provide emergency counseling. The after-hours providers write up a summary of the call, and send the report to CAPS. The next day, CAPS can then follow up with all the callers as needed to assure that they receive necessary services. About 30 callers use this service every month, and we believe that the resource is far superior to our previous method of referring students to national hotlines. Our Assessment Committee will be designing a method of evaluating this aspect of our program, so that we can better understand its impact and effectiveness.

4. How effectively did your organization, your staff, and your budget respond to last years’ increased enrollment?

Some areas of CAPS have managed the increases in enrollment well, while others have struggled. We are doing well administratively and have worked to build infrastructure to better meet our mission. However, we still struggle to meet demand for clinical service, and this will be addressed below.

Administrative Support
One area of success has been the re-organization of our support staff team, with the addition of an Assistant to the Director and a new OS2 position. Each of the directors—Clinical, Mental Health Promotion, and Training—now receives support from one of the OS2 staff, which has eased some of the administrative burden. As a result, the leadership team is better able to focus on the tasks related to their areas of responsibility. In addition, the OS2 position has added support for the clinical staff, allowing them to spend less time on tasks such as faxing, shredding, making copies, scheduling meetings, etc., and more on counseling and consultation.

Demand for Counseling
That said, CAPS has continued to struggle to meet our demand for counseling services. While we welcome students seeking our services, and are glad that higher percentages are aware of and utilizing counseling, the increase has caused our system to be stretched.

The primary problem stems from simply having more requests for counseling appointments than we can manage. Two years ago, we restructured the way in which we delivered services to be better able to serve students in a timely way. Most students can now be seen for their first appointment the same day they call. This has resolved a previous problem of having to wait up to 4 weeks for a first appointment, but it has created another problem. We are not able to meet the demand for same day appointments, without eroding our ability to offer follow up appointments for students who are already receiving counseling. We offer about 10 first-time appointments per day, and we have been turning away 5-7 students who can’t get in because all the appointments are taken. (We do offer every student the opportunity to talk with a counselor that day on-call if they can’t wait until the next day to be seen.) The average number of appointments at CAPS is 4.48, in keeping with our short-term therapy model—and thus the problem is not that we are only seeing a few students for long-term counseling. We have assessed those who are turned away the first time they call, and found that about 75% persevere and get an appointment in the next day or two. However, this means that 25% do not persevere and call us again. We are working to design (1) an assessment tool and methodology to determine why students don’t call again, and (2) a solution to that problem.

Regardless, because we have so many more students requesting services, we are trying to find a variety of ways to meet their ongoing needs. First, as mentioned above, we restructured the way in which we delivered services to be better able to serve students in a timely way. Most students can now be seen for their first appointment the same day they call. Second, we have increased our group therapy program and that allows us to serve many students’ needs in cost-effective ways. Last year, we offered 28 different groups, which allowed us to see many more students per hour. Third, we are referring more students out to community resources for counseling if (1) their concerns are beyond the scope of what a short-term counseling model can support or (2) the student wishes to be seen in on-going individual counseling more quickly or more regularly than we can provide that service. Fourth, we are re-vamping our on-call system to allow students who don’t get an appointment the first time they call to see a counselor if
their concerns are urgent. In the past, on-call was used only for emergent issues like psychosis, suicidal or homicidal threats, or a recent trauma. Finally we are working with our campus partners to train them to support students’ mental health needs that do not require professional intervention (e.g. residential education staff re: stress management).

We recognize that our solutions do not completely resolve the problem, and consequently we have been faced with challenging dilemmas: Do we provide highest quality care to fewer students than request it, or do we provide “good enough” care to all who come in? Do we see as many students as need to be seen for same-day appointments and hold fewer follow up appointments? Do we primarily offer group counseling for follow up, or do we continue to provide most students with short-term individual counseling since most prefer this? Do we refer students with insurance off-campus so they can be seen quickly in the community, although they will still likely incur some additional financial costs? Do we put more resources into prevention efforts and train others across campus to assist students in the ways that they can?

5. What events/activities/programs are you putting on for students?

CAPS has four primary areas of mental health promotion that provide services to students — Suicide Prevention, Sexual Assault Support Services (SASS), Stress Management, and the Mental Health Initiative.

**Suicide Prevention.** The Suicide Prevention program continues to conduct Gatekeeper trainings for students, faculty and staff to learn about ways to recognize people at risk of committing suicide, respond in helpful ways, and refer to resources across campus. *This past year we hosted 13 Gatekeeper trainings for 558 people.*

**Sexual Assault Support Services (SASS).** SASS provides both counseling support for survivors of sexual violence and educational outreach to raise awareness and prevent sexual violence from occurring. This year, during CONNECT Week, a very successful educational initiative entitled “It Starts Now” reached over 500 entering first-year students. In addition, SASS, in collaboration with SHS’s Health Promotion Department, conducted Sexual Assault Awareness month in April, hosting several events to raise awareness about sexual assault.

**Stress Management Initiative.** The Stress Management Initiative hosts our Mind Spa and the SUCCEED program. In the Mind Spa, students, faculty and staff, can learn mindfulness, biofeedback, and meditation. We took our mobile Mind Spa to do 13 trainings with groups across campus reaching 195 individuals. The Mind Spa, which served 670 students and 243 faculty and staff for a total of 913 appointments, is regularly booked all day, and it has been so successful that we have found ways to expand the program using the Library, Cultural Centers, Disability Access Services, and Veterinary Medicine as satellites.

The SUCCEED program has been invited into the HHS 231 class to teach about stress management beyond the usual “Eat right, exercise, and get enough sleep” to include psychological strategies and the use of creativity to manage stress. We present at 24 classes and this has allowed us to reach over 1000 students, as HHS 231 is part of the baccalaureate core and all students must enroll in it. During the eight START programs, 649 first-year students participated in sessions that gave them an overview of the SUCCEED program.

**Mental Health Initiative.** The Mental Health Initiative is a campus-wide coalition that works to explore issues most central to mental health and mental illness on campus, and has been working to bring strategies to our student body that will allow them to flourish. We are specifically working to infuse the First-Year Experience program, including advising, U-Engage, and residential education programs with activities that will increase students’ sense of flourishing. This year, the Mental Health Initiative also conducted the national Healthy Minds Survey to learn about students’ mental health and areas for intervention. The data were very helpful in identifying at-risk student populations, and we have begun targeting our services to them in more intentional ways.

**Liaisons.** Our liaison relationships with student groups and departments are both increasing and deepening. We have liaisons to Cultural Centers, Residential Education, Athletics, Veterinary Medicine, International Students, and Veteran Students.
6. Which line items will increase, and which will decrease, with increased enrollment?

Line Items that Increase

• Other Revenues (+100%)
• Total Revenue (+.08%)
• Salaries- Unclassified Staff (+5.2%)
• Total Salaries (+3.1)
• Total Salaries and OPE (+1.2%)
• Assessments: TORT liability (+54%)
• Assessments: OSU General Admin (+3.3%)
• Total Expenses (+1.0%)

Line Items that Decrease

• Investments (-15%)
• Salaries – Classified staff (-6.4%)
• OPE (-2.6%)
• Assessment: Centralized Activities (-100%)
• Total Other Expenses: (-0.05%)

7. What ways are you looking at to reduce the student fee per term? Does it involve increased efficiency, cutting/reducing line items, or a combination of the two?

CAPS budget is primarily used for salaries and OPE (92% of our budget), assessments (3%), and general operating and programming costs (5%). While we work to create more efficiency in our clinical services by serving more students in group counseling, using trainees (whom we pay little or no salary), training faculty and staff to recognize and respond to students’ mental health concerns, and assigning more administrative tasks to OS2’s rather than having professional staff do them, we are about at the limit of how we can reduce costs without reducing staff and or services. Some of the specific ways we have sought efficiencies include:

• CAPS has revamped its model for service provision and has increased the group therapy program considerably, running 28 groups last year, as group treatment is much more cost effective than individual therapy.
• CAPS has hired student employees to assist with a number of activities that are essential to our office, but do not need to be conducted by a professional faculty member.
• CAPS is working to develop primary prevention interventions that may prevent mental health problems from developing in those who come to OSU with no history of mental illness.
• CAPS has increased it’s training program, and now hosts 9 trainees annually. These positions are low cost, free, or generate revenue. Our trainees provide 2,500-3000 hours of clinical service to OSU students annually.

8. Please describe any collaboration that your organization has with other student fee-funded organizations. Explain how that has affected your budget.

We have several collaborative relationships across the university with both fee-funded and non-fee-funded departments.
Therapy groups: We conduct some therapy groups in tandem with other offices (both fee- and non-fee- funded), including DAS (Social Skills group) Academic Success (ADHD group), SHS (Bi-polar support group) Pride center (Bites with Beth). These collaborations do not affect our budget.

Healthy Campus Initiative: Our work with the Healthy Campus Initiative (HCI) team, which consists of both fee-funded and non-fee-funded staff, is robust. We have worked with that group to develop a Stress Management program, and have received grant money to help defray some of the costs associated with the program. In total, we have received $8,200 in grant money from HCI over the last two years.

Student Health Services: We continue to work collaboratively with SHS on mental health treatment for OSU students, and have weekly consultation with their psychiatrists. Additionally, there is a close working relationship between our Sexual Assault Support Services program and SHS’s health promotion and SANE nurse programs. SHS, CAPS and Athletics work together on a treatment team to address the treatment needs of students with eating disorders. None of these collaborations have an impact on our budget.

Student Care Team: We participate in the Student Care Team weekly, which is staffed by both student fee-funded and non-fee funded offices. Providing consultation on mental health issues is a regular part of our work, thus not affecting our budget.

Diversity Initiatives: We have liaison relationships with most of the Cultural Centers, providing presence, consultation and support services on a bi-weekly basis. We assisted in facilitating Mi Familia and Si Se Pueda, sponsored by ISS. We also assist in facilitating Racial Aikido and Exploring White Identity (EWI) retreats, sponsored by UHDS and SLI, and serve on the National Coalition Builders group. We advise Active Minds, a group that is committed to raising awareness about mental health as a point of difference, decreasing stigma and increasing access to services. We lead and conduct Diversity Dialogues with a number of other campus partners. We frequently co-sponsor these events, and offer financial support for them with other offices.

9. Please explain any outside funding sources (not Student Fee dollars). Please differentiate between revenue derived from OSU sources (students, other OSU departments, general funds) and outside sources (grants, general community).

CAPS receives outside funding from three sources:

- $24,200 — anticipated interest income from our fund balance/working capital
- 4,200 — a stipend of $750/month ($4500/year) from Good Samaritan Hospital and Clinics for training one of their psychiatry residents in winter and spring terms
- $1000 — Healthy Campus Initiative grants for the SUCCEED Program. This money was granted in FY14 and is in our Foundation account, and therefore is not listed as revenue for our index MSA030.

TOTAL = $29,700

10. Feel free to include other information in your budget submission that you believe would help the committee understand your budget and organization better.

A. Have you filled your empty positions?

CAPS currently has two vacancies, and we will advertise to fill them permanently in the next month or so. We have not hired currently because of the timing of the openings, as they were not in sync with the usual academic hiring cycle. Openings in university counseling centers are generally advertised in winter to hire in summer, or in spring to hire just before school starts. We would like to have these positions filled so that we can orient the new staff over the summer.

B. How well is the staff that has moved within CAPS performing? i.e. Are they permanently in this position?
There were three changes made to the Mental Health Promotion (MHP) structure earlier this year: an Interim Director was appointed, a Mental Health Promotion Coordinator was appointed, and we hired a temporary academic wage position to cover the clinical hours previously provided by the Asst. Director for Mental Health Promotion. Overall, CAPS has been very pleased with the changes in the mental health promotion program.

Removing the clinical responsibilities from the Interim Director of MHP position has allowed her to focus more exclusively on the work related to the Mental Health Initiative and on intentional collaboration with Recreational Sports and SHS’s Health Promotion department. We have found the MHP Coordinator position, primarily responsible for supervising student employees and working on specific project for the Mental Health Initiative, has been very helpful to the organization. Our student employees have been under-utilized and this has allowed us to tap into their expertise. In addition, this position has oriented the Interim Director to the previous work done by the Mental Health Initiative, and would now be free to take on leadership of programs that come out of that coalition. Finally, it has been helpful to replace the clinical hours in a position that is dedicated to counseling, as it has allowed us to better meet the student counseling needs (see C below for more information).

We hope to make all the changes in these positions permanent. Because we did a waiver of search for the MHP Coordinator and the Academic Wage appointment to the Counselor position, we will have to do searches in order to fill them permanently. We are currently exploring the possibility of making the Interim Director permanent without a search, and are working with OEI, HR and the AABC on this.

C. With moving the staff in different positions, a loss of 20 hours of service has been stated. What are you doing to make up for those 20 hours?

We hired a temporary academic wage counselor position to fill these hours. Because this was part of the re-organization of the mental health promotion area and we’ve been pleased with the outcome of the re-organization, we are planning to keep the position permanently and will conduct a search to fill it this spring.

D. CAPS offices have been moving around within Snell Hall – Does this affect your budget?

To date, the costs associated with acquiring space within Snell have been manageable, and generally involve updating the newly acquired spaces with paint, carpet, and furnishings. There can be other costs associated with phone and computer lines if an office is to be used by a staff member on a regular basis (as opposed to a group room that doesn’t need those amenities). Generally, we’ve found that the average cost to update a single room is about $1,500-$2,000, depending on needs.

There are other non-financial costs that come with the changes in space. While we understand that others on campus have space needs and have been provided space in Snell, we are concerned about CAPS clients’ privacy and confidentiality being compromised. We have rooms for group therapy on the 3rd floor of Snell, and this has worked well. However, recently, Facilities has moved others into the third floor in the same wing as the group rooms, and this allows them to see our clients entering and exiting from our space. Since the CAPS rooms are used exclusively for therapy and psycho-educational groups, it is easy to identify our clients if they are observed coming or going from these specific spaces.

E. Have you found new space for all your offices?

Current Space in Snell

To date, most of our space needs are met, but we are short in a couple of spaces. Currently, we have 4 practicum students sharing 2 offices, but because we can stagger their hours to see students we are making it work. If we were to add any more trainees, or gain an additional professional faculty member we would not have enough office space.

In addition, we no longer have a small conference room, which we often need since the large conference room (301 Snell) is used by others housed on the 3rd floor. A space on the 3rd floor would suffice.

We’ve requested a couple of additional rooms on the 3rd floor of Snell, but have not been granted the space as of yet. We will continue to advocate for our needs with Facilities.
New Space for CAPS

CAPS has been in conversation with DRS about the possibility of being housed together. Programmatically, this option is far better than being a stand-alone agency. It would benefit the CAPS program and students because we would be co-located with partners who are also invested in issues of student well-being, and the possibilities for collaboration would be tremendous.

The DRS has conducted a feasibility study for expanding their facility because of the growth of the student body. Their current facility is at capacity, and as more students join the university, there is a struggle to meet their needs. Hence, DRS is hoping to expand. DRS has generously included space for CAPS — as well as Healthy Campus Initiative and specific programs in SHS — in their feasibility study for expansion. This term we are working with a consulting firm, Brailsford and Dunlavey, to determine if this expansion is in alignment with students’ needs and desires. If so, then we will bring the plan to the student body via a referendum this Spring, asking them to financially support the proposal in order to bring it to fruition.

If the expansion of Dixon does not go forward, then CAPS will resume conversations with University Facilities to identify another location for the CAPS program.

F. What is the current staff to student ratio for this year?

We appreciate your interest in our ratio of counselors to students, because we have worked to get to appropriate levels of staffing. Our accrediting body, the International Association for Counseling Services (IACS), recommends a ratio of professional staff to students ranging from 1:1000 to 1:1500. Their recommended ratio is dependent on (1) the services the unit provides, and (2) if there are other mental health providers on campus and (3) the size of the college/university. Given that we are a unit that provides clinical services, consultation, outreach/programming/mental health promotion, and training (otherwise known as a full-service unit), there are no other mental health providers on campus, and we’re an institution of about 25,000 a healthy ratio to be at would be 1:1250.

The ratio for CAPS staff to students can be figured in four ways. The first variable is the number of positions we consider as “counselors.” We can calculate the number of counselors to include all positions that see students in counseling. Alternatively, we can exclude the Director and Asst. Director of Mental Health Promotion because their work is primarily administrative and they only see 1-2 students a week, thus not contributing significantly to client contacts. If all positions are counted we have 18 clinicians, and if the two directors are excluded from the count, we have 16.

The second variable to consider is how we calculate the number of students. Specifically, we can calculate the ratio based (1) on headcount or (2) on the number of students eligible for services. We think that the best ratio to use is the last one presented: Counselors (excluding the two directors) to Eligible Students

HEAD COUNT: 27,925
E-CAMPUS ONLY ENROLLMENT (Students ineligible for services): 3767
ELIGIBLE STUDENTS: 24,158

RATIOS OF COUNSELORS TO STUDENTS, BASED ON HEADCOUNT
18 : 27,925 = 1 : 1,551
16 : 27,925 = 1 : 1,745

RATIOS OF COUNSELORS TO STUDENTS, BASED ON THE NUMBER OF STUDENTS ELIGIBLE FOR CAPS SERVICES
18 : 24,128 = 1 : 1,342
16 : 24,128 = 1 : 1,508

G. What is the estimated staff to student ratio for the 2014-2015 year?

Headcount is anticipated to grow by 1,200 students next year, for a total of 29,125 students for fall term. Unfortunately, we don’t have a way of estimating the number of eligible students, as e-campus-only counts have not been projected yet. Therefore, based on headcount, we anticipate that our ratio would be:
### RATIOS OF COUNSELORS TO STUDENTS, BASED ON HEADCOUNT

- $18 : 24,128 = 1 : 1,318$
- $16 : 24,128 = 1 : 1,508$
IV. Summary for FY15 CAPS

<table>
<thead>
<tr>
<th>Increase in Enrollment</th>
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<tbody>
<tr>
<td>FY14</td>
<td>FY15</td>
<td>Student Pop. Increase (%)</td>
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<tr>
<td>73,800 (F/W/S/Su)</td>
<td>75,675 (F/W/S/Su)</td>
<td>2.5%</td>
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A. Incidental Fees

| Total FY14 Incidental Fees | $ 2,599,974 |
| Total FY15 Incidental Fees | $ 2,666,030 |
| Total FY15 Dollars to Allocate | $ 66,056 |

B. Mandatory Costs

| Utilities | $ 0 |
| Total Utilities | $ 0 |
| Salaries + OPE + Min. Wage Incr. | $ 46,296 |
| Total Mandatory Costs | $ 46,296 |

C. Non-Mandatory Costs

| Decision Package #1 | Active Minds | $10,000 |
| Decision Package #2 | Equity Adjustments to Salaries | $70,837 |
| Decision Package #3 | 0.5 FTE Information Technology Consultant | $17,866 |
| Total Non-Mandatory Costs | $98,703 |
| Total Mandatory & Non-Mandatory Costs | $144,999 |
V. Summary of Revenues and Expenses

A. Revenue:

Student Fee Revenue $2,666,030

B. Expenses:

Student Payroll $27,437 (Base Budget)

Classified Salaries $89,242 (Base Budget)

Unclassified salaries $1,526,576 + $103,373 = $1,629,949 (Salaries + previously approved undistributed equity)

Other Payroll Expense $794,880 + $29,565 = $824,445 (OPE + previously approved undistributed OPE equity)

C. Other Expenses:

Operating supplies expense $18,416

Minor Equipment $13,932.

Utilities 0

Maintenance & Repairs $20,000

Assessment and overhead expenses $91,531.

Other Expenses $156,973.

Depreciation & Reserves 0
VI. CAPS Budget detail for Index MSA030

Base Budget Line Items that Increase more than 1%

Other Revenues (+100%). This item increased because we will be training a psychiatry resident from Good Samaritan Hospitals and Clinics (GSHC). GSHC pays CAPS and SHS a stipend of $750/month (or $4500/year) to provide supervision and clinical opportunities to one of their psychiatry residents in winter and spring terms.

Salaries-Unclassified Staff (+5.2%). The salaries of unclassified staff are increasing because of the mandatory 3% raise given in January 2014, and the 3% merit pool to be distributed in July 2014.

Total Salaries (3.1%). This increase is due to the increases in the salaries of unclassified staff.

Total Salaries & OPE (+1.2%). Again, the increase is due to increases in unclassified staff salaries.

Assessments: TORT liability (+54%). OSU insurance costs have increased, and this increase gets passed onto CAPS and other departments.

Assessments: OSU General Admin (+3.3%). This assessment is based on 3% of net expenses for the previous year, and since our expenses increased, the general administrative assessments.

Total Expenses (+1.0%). Caps Overall expenses increased by 1%, largely due to increases in salaries.

Line Items that Decrease more than 1%

Investments (-15%). Fluctuations in the market account for these decreases, as well as the fact that we anticipate spending down the principle in our fund balance on which the interest would accumulate.

Salaries – Classified staff (-6.4%). This line has decreased because one of our OS2 staff has moved to a 9 month position, as our administrative support needs decrease significantly in those months. In addition, we recently moved same individual to a 0.6 FTE contract because of family needs. We will assess how the decrease in the hours affects our ability to meet student and staff needs, and if this is sustainable.

OPE (-2.6%). For all of OSU, the rate of variable OPE has decreased from 33% to 28.4%, and fixed OPE went up from $14,886 to $15,586. The decrease in the variable rate caused our overall OPE to decrease 2.6%.

Assessment: Centralized Activities (-100%). CAPS will no longer be charged this assessment.
VII. CAPS Working Capital Report
For SIFC Submission: Winter Term 2014

Projections for June 30, 2014 (End of FY14)

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working Capital FY14:</td>
<td>$1,853,872</td>
</tr>
<tr>
<td>Recommended OSU IMD FY14:</td>
<td>$386,925</td>
</tr>
<tr>
<td>Excess Working Capital for FY14:</td>
<td>$1,251,898 (Projected)</td>
</tr>
</tbody>
</table>

VIII. Reallocation of Excess Working Capital

PLEASE SEE THE ATTACHED 5-YEAR PLAN FOR CAPS WORKING CAPITAL.

IX. Explanation of Extraordinary Variances in Percent Changes for Index Line Items

CAPS did not experience any extraordinary variances in line items.
X. Decision Packages

Preamble
CAPS puts forward these decision packages with the understanding that students will not incur additional student fees if we are granted funds from additional enrollment and we can use our reserves to support these projects.

CAPS' working capital reserves grew significantly over the course of several years, largely due to using FTE instead of headcount when preparing our budget. We now budget based on head-count, and developed a proposal last year to spend the working capital responsibly over several years, since without this kind of plan we anticipate the reserves will continue to grow. While we implemented several decision packages that were passed, we have not been able to implement one related to equity adjustments for our professional faculty. Specifically, because the University has been involved in a process of reviewing job categories and compensation for all professional faculty salaries, CAPS has been asked to wait until the review process was complete before implementing the decision package to make equity adjustments to our professional faculty salaries. The consultation process is finished and the University is now ready to move on the recommendations.

As a result, however, our projections for working capital reserves have not played out as expected, and thus we are providing new ones with each of our proposed decision packages included, as well as combinations of them. As you’ll see from our projections, when our working capital reserves reach a more appropriate, reduced level, we anticipate that additional enrollment will cover many of the costs proposed, as student enrollment is projected to continue to grow.

We believe that these decision packages will support the CAPS program in ways that, in turn, will better serve students. We hope that the SIFC and ASOSU agree.

DECISION PACKAGE 1: REQUEST TO FUND ACTIVE MINDS
Cost: $10,000/year
Increase in fee: $0.00 as $5000 of the funds would be covered by additional enrollment and $5000 would be taken from our fund balance should we be granted this decision package.

The Issue and Justifications
Active Minds is a student organization whose mission is to decrease stigma about mental health and increase students’ access to mental health services. OSU hosts an award-winning chapter of this national organization, and it has previously been funded by the Vice Provost for Student Affairs. Because the mission of the organization so clearly aligns with that of CAPS, our staff serve as the faculty advisor, and we offer housing and administrative support to Active Minds, the VPSA has asked that CAPS take on financial support of the organization so that the organization has a clear, stable home. We believe this arrangement will allow our student mental health promotion staff to work more collaboratively with Active Minds, and that we will be better positioned to reach more students as a result.

Recommendations
CAPS Advisory Board recommends providing consistent financial, administrative and supervisory support for Active Minds to ensure that the organization is able to work towards its mission most effectively.

Benefits to Students
While it’s important for CAPS to serve as a hub for mental health service and education at OSU, we realize that often students can reach populations we cannot. Hearing messages from peers about the importance of being able to access mental health services works to decrease stigma about receiving treatment; and the work Active Minds does to raise awareness about the frequency of mental health struggles, suicide risk reduction, and other related issues is essential if we want to reach students as broadly as we can. Active Minds is a wonderful arm of mental health promotion, and we believe that students benefit from their presence on campus. If they are not having to spend a great deal of time fundraising, it allows them to spend more on the actual educational initiatives that will benefit students.

DECISION PACKAGE 2: REQUEST TO FUND EQUITY ADJUSTMENTS TO SALARIES AND OPE
Cost: $70,837 ($55,160 in salary + $15,677 in OPE)
Increase in fee: $0.00 as funds would be covered by our fund balance, should we be granted this decision package.

The Issue and Justifications
Active Minds is a student organization whose mission is to decrease stigma about mental health and increase students’ access to mental health services. OSU hosts an award-winning chapter of this national organization, and it has previously been funded by the Vice Provost for Student Affairs. Because the mission of the organization so clearly aligns with that of CAPS, our staff serve as the faculty advisor, and we offer housing and administrative support to Active Minds, the VPSA has asked that CAPS take on financial support of the organization so that the organization has a clear, stable home. We believe this arrangement will allow our student mental health promotion staff to work more collaboratively with Active Minds, and that we will be better positioned to reach more students as a result.

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CAPS Advisory Board recommends providing consistent financial, administrative and supervisory support for Active Minds to ensure that the organization is able to work towards its mission most effectively.

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CAPS has been engaged with SIFC and ASOSU for several years in attempts to bring professional faculty wages to parity, and SIFC has been generous in granting funds to work toward that goal. We have been holding $103,373 for salary adjustments and $29,565 for OPE, with hopes of distributing the funds once salaries were unfrozen. However, in the interim, OSU embarked on an assessment of all professional faculty salaries, and CAPS was asked to hold off on implementing the equity adjustments until the assessment was complete.

The University engaged Sibson Consulting, to assist OSU with “Job Grouping, Categorization, and Compensation.” The firm has assisted OSU in examining equity issues within and outside OSU, and professional faculty salaries at CAPS were included in the evaluation. The salary ranges that they provided for our professional faculty indicate that many CAPS staff will still be below parity even after distributing the funds previously allocated for equity adjustment in FY13. We find that we are about $55,160 below in salary and $15,677 in OPE to get CAPS salaries to the levels recommended by Sibson Consulting and OSU’s HR team.

Recommendations
The CAPS Advisory Board recommends that CAPS professional faculty salaries be adjusted to parity, based on the recommendations from Sibson Consulting and OSU’s HR team. We would take additional funds from our working capital to fund these adjustments, and we would be able to use those funds through 2019.

Benefits to Students
It is likely that turnover due to low salaries would decrease, and students would receive better care if a counselor is on staff all the years of a student’s tenure at OSU, as continuity of care could be provided. Students would not have to “start over” with a new therapist because their therapist has left. Additionally, if the CAPS agency in not turning over, the staff are able to focus on their own work with students, rather than having to search for and train new colleagues, and pick up slack before new staff are hired.

Students will also save money in the long run. The financial costs of turnover are passed on to students through their fees and tuition. If we minimize this turnover, students will save money, as they are paying both for the cost of staff salaries plus the cost of the turnover. If students approve the salary increase, in 2-3 years they may also see the benefit of another counselor on CAPS staff if we can use money used for turnover in other ways.

DECISION PACKAGE 3: REQUEST FOR ONE 0.5 FTE INFORMATION TECHNOLOGY CONSULTANT

Cost: $17,866 ($13,872 Salary + $3,994 OPE) This could vary depending on the step at which the position is hired.

Increase in fee: $0.00 as the funds would be covered by our fund balance, should we be granted this decision package.

The Issue and Justifications
CAPS reorganized its administrative support team last year, and generally has had great success in meeting the needs of the staff, students and department as a whole. One of the things that occurred in the reorganization was that Community Network (CN) agreed to take on the bulk of IT support for CAPS. We’ve found however, that while they do an excellent job with our hardware and software needs, they do not support a number of IT needs we have, including: support of our Electronic Medical Record and Mind Spa software packages, website development and upkeep, our web-based programs to assess clinical progress, managing social media outlets like the CAPS Facebook accounts, manage purchasing and equipment inventory. While our administrative support team has been attempting to manage these aspects of our program, we find that we need a person with more expertise than we have on our staff.

Recommendation
The CAPS Advisory Board recommends that CAPS hire a half-time information technology consultant to provide the additional support needed to have the department function effectively. Please see the attached position description.

Benefits to Students
We recognize that CAPS is still a low-user of technology since people provide most of our services. However, because we’re not utilizing technology as well as we could, we’re missing opportunities to reach students and to be as efficient as possible in our work. Students will benefit from having CAPS be effective in using current technologies to reach them, serve them, and increase awareness about mental health.
Information Technology Consultant Position Description
Class 1462, Competency Level 1

Position Responsibilities

Brief Position Description
The Information Technology Consultant (ITC) has a varying level of responsibility for direct consultative support and training to students, staff, and faculty on information technology-based systems primarily in the areas of applications software, multimedia, database resources, and network support, but may include a moderate degree of hardware consultation and support.

Position Summary
Counseling and Psychological Services (CAPS) provides mental health care services and mental health education to the students of OSU. This position provides Information Technology support services to the employees of CAPS.

The ITC will support Counseling and Psychological Services (CAPS) by installing, configuring and maintaining desktop computer systems and related software. The position will coordinate user support activities through the diagnosis of software problems and the repair of hardware.

This position will act as a liaison between (1) CAPS staff and the Electronic Medical Record (EMR) software vendor (Titanium), (2) CAPS and Kansas State University, who provides CAPS’ web-based clinical assessment tool (KPIRS), and (3) between CAPS staff and Oregon State University Community Network (CN).

The position is also responsible for the development and upkeep of the CAPS website, and will assist the department in better utilizing social media outlets such as Facebook.

The ITC will keep the Associate Director of Clinical Services and the Assistant to the Director informed of problems encountered and coordinate with each as necessary to provide support services when necessary.

Decision Making/Guidelines
This position will provide support services to the Information Technology Systems at Counseling and Psychological Services. This position will support CAPS by installing, configuring and maintaining workstations, EMR and network systems & software, and coordinate user support activities for CAPS. Decisions and coordination of services are made in conjunction with the Associate Director of Clinical Services and the Assistant to the Director.

This position requires a clear and unambiguous commitment to compliance of all National Collegiate Athletic Association (NCAA) regulations for Division I (FBS) universities.

Lead Work or Supervisory Responsibilities
This position will be the position primarily responsible for supporting CAPS information systems. It will also lead CAPS website development and upkeep.

Percent of time on lead work or supervision Employees directly supervised

Position Duties
70% Support the CAPS information systems workstation, EMR, web-based clinical assessment tools, and Network Systems:
- Provide maintenance and user support for departmental desktop and laptop computers and related peripherals.
- Installation, maintenance, integration and user support for departmental laptop and desktop computer operating systems and environments including Windows & Mac, Windows & UNIX servers as well as other common desktop systems.
- Installation, configuration, maintenance, support and upgrade of desktop and laptop operating systems and user software.
- Provide support for portable computer users and remote access.
- Assist users on a daily basis both at the desktop and via email, or phone.
- Provide user training and technical support for faculty, staff and students.
- Provide support in account and user management, system security, system backups, software and hardware purchase recommendations and strategy development.
- Provide support and maintenance on all clinical systems including, but not limited to, the clinic's Electronic Medical Records system, and web-based clinical assessment tools, and software used in mental health promotion activities.
- Provide support for the telecommunications connectivity and endpoints.
- Responsible for the development of statistical and other reports for clinic staff and management.

10% — Website and social media
- In collaboration with other CAPS writing and mental health promotion staff, develop content for webpage
- Maintain and update the CAPS website
- Develop material to increase CAPS social media presence to OSU students

20% -- Work with other support personnel in a team environment:
- Pursue the capture and maintenance of common troubleshooting documentation to foster department service efficiency.
- Display exceptional Customer Service skill to the non-technical user in the delivery of routine technical clinical and application support.

Position Duties (continued):
- Document problems and solutions for use by other team members.
- Maintain and improve office organization.

Qualifications

Minimum Qualifications
- This classification requires a basic foundation of knowledge and skills of technology and information systems generally obtained through an AA degree in computer science, information systems, educational technology, communications, or related fields, or similar certified course work in applicable fields of study.
- At least one year of related work experience.
- Experience with intermediate web page development (Drupal).
- Demonstrated ability to communicate technical information to audiences of varied levels of technical knowledge and to provide quality service.

Additional Qualifications
- Experience supporting various PC hardware platforms and basic Windows applications (MS Windows, Office, Publisher, etc) in a large networked Windows environment.
- Experience installing PC hardware components and diagnosing related problems.
- Experience deploying large numbers of PCs.
- Experience providing basic operating system and application support to users.
- Excellent communication and interpersonal skills.
- This position is designated as a critical or security-sensitive position; therefore, the incumbent must successfully complete a Criminal History Check and be determined to be position qualified as per OAR 576-055-0000 et seq. Incumbents are required to self-report convictions and those in Youth Programs may have additional Criminal History Checks every 24 months.

Preferred (Special) Qualifications
- Bachelor’s degree in computer science, information systems, or a related field.
- A demonstrable commitment to promoting and enhancing diversity.
- Willingness to work flexible hours occasionally.
- Demonstrated organizational prioritizing skills.
- Ability to work independently.
- Ability to understand and learn new software applications.
- Current experience with SCT Banner.

This position is designated as a critical, security-sensitive position; therefore, the incumbent must successfully complete a Criminal Background Check and be deemed fit for duty at placement and while serving in the position.
Yes
This position must possess and maintain a current, valid Driver License and maintain a satisfactory driving record while serving in the position.

**Diversity Initiative**
For leadership positions, a demonstrable commitment to promoting and enhancing diversity is a required qualification. For all other positions, it is a preferred qualification.

**Working Conditions / Work Schedule**
Generally, work is completed during the regular workweek, 8:00 AM to 5:00 PM, Monday through Friday. Occasionally work will be required outside these hours.
### Revenue

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<tr>
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</thead>
<tbody>
<tr>
<td>Health &amp; Summer Fees</td>
<td>2,501,330</td>
<td>11,398</td>
<td>0</td>
<td>0</td>
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<td>05100 - 05299 Investments</td>
<td>11,000</td>
<td>22,216</td>
<td>28,474</td>
<td>24,201</td>
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<tr>
<td>Other Revenues</td>
<td>0</td>
<td>0</td>
<td>4,500</td>
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</table>

**Total Revenue**: 2,516,530

### Expenses - Salaries - Wages

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<tbody>
<tr>
<td>St Staff Unclassified</td>
<td>1,493,346</td>
<td>1,377,340</td>
<td>1,451,780</td>
<td>1,526,576</td>
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<tr>
<td>St Staff Classified / Temp</td>
<td>64,464</td>
<td>64,985</td>
<td>95,390</td>
<td>89,242</td>
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<tr>
<td>10501 - Student Pay &amp; Temporary</td>
<td>21,677</td>
<td>20,033</td>
<td>43,677</td>
<td>27,437</td>
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<td>Undistributed Equity Adjustments -</td>
<td>1,579,487</td>
<td>1,412,350</td>
<td>1,694,220</td>
<td>1,746,628</td>
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**Total Salaries**: 1,579,487

### Expenses - OPE

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</thead>
<tbody>
<tr>
<td>109x - Other Payroll Expenses</td>
<td>764,209</td>
<td>616,808</td>
<td>817,231</td>
<td>794,880</td>
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<tr>
<td>Undistributed Equity Adjustments -</td>
<td>764,209</td>
<td>616,808</td>
<td>846,796</td>
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**Total OPE**: 764,209

### Other Expenses

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<td>Other Expenses</td>
<td>38,000</td>
<td>26,262</td>
<td>18,416</td>
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<tr>
<td>Undistributed Equity Adjustments -</td>
<td>32,217</td>
<td>1,229</td>
<td>860</td>
<td>860</td>
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<tr>
<td>Misc. Services</td>
<td>11,725</td>
<td>23,200</td>
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<tr>
<td>Undistributed Equity Adjustments -</td>
<td>2,314,232</td>
<td>2,173,720</td>
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**Total Other Expenses**: 2,314,232

### Assessments

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<tbody>
<tr>
<td>28003 - Sec of State Audit</td>
<td>705</td>
<td>856</td>
<td>856</td>
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<tr>
<td>28200-20 - State Government</td>
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<tr>
<td>Centralized Activities</td>
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<td>0</td>
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<tr>
<td>28100 - Debt Liability</td>
<td>9,403</td>
<td>3,403</td>
<td>5,241</td>
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<tr>
<td>28200 - OSU General Admin</td>
<td>87,557</td>
<td>59,544</td>
<td>77,496</td>
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<td>28200 - Centralized Activities</td>
<td>12,424</td>
<td>8,000</td>
<td>8,000</td>
<td>8,000</td>
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<tr>
<td>28500 - Refresher / Hosting Guests</td>
<td>6,306</td>
<td>7,881</td>
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<tr>
<td>27111 - Bad Debt Expense</td>
<td>(1,356)</td>
<td>0</td>
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<tr>
<td>289xx - Fees &amp; Membership</td>
<td>(9,600)</td>
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<tr>
<td>Travel</td>
<td>37,623</td>
<td>21,563</td>
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**Total Other Expenses**: 271,089

### Total Expenses

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<tbody>
<tr>
<td>Total Expenses</td>
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<td>2,314,232</td>
<td>2,843,496</td>
<td>2,871,925</td>
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**Total Expenses**: 2,614,705

### Revenues - Expenses +/- Transfers

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<tbody>
<tr>
<td>Transfers In From Student Fees</td>
<td>0</td>
<td>2,483,715</td>
<td>2,599,974</td>
<td>2,666,030</td>
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**Total Transfers In From Student Fees**: 2,666,030

### REVENUES - EXPENSES +/- Transfers

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<tbody>
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<td>Revenues</td>
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<td>2,293,473</td>
<td>2,434,393</td>
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<td>Expenses</td>
<td>2,293,473</td>
<td>2,392,117</td>
<td>2,434,393</td>
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<td>Revenues - Expenses</td>
<td>286,144</td>
<td>101,356</td>
<td>137,102</td>
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**Total Revenues - Expenses**: 286,144

### Student Fees

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<tr>
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<tbody>
<tr>
<td>Fall, Winter, Spring</td>
<td>2,293,473</td>
<td>2,392,117</td>
<td>2,434,393</td>
<td>2,434,393</td>
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<tr>
<td>Summer</td>
<td>190,242</td>
<td>207,857</td>
<td>231,637</td>
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**Total Student Fees**: 2,484,715

### Enrollment

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<tbody>
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<td>Fall Winter Spring</td>
<td>65,100</td>
<td>65,100</td>
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<tr>
<td>Summer</td>
<td>5,400</td>
<td>5,400</td>
<td>5,900</td>
<td>6,575</td>
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**Total Enrollment**: 75,900

### Cost per Student per Term

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<tbody>
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<td>Fall, Winter, Spring</td>
<td>35.23</td>
<td>35.23</td>
<td>35.23</td>
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<tr>
<td>Summer</td>
<td>35.23</td>
<td>35.23</td>
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</tbody>
</table>

**Total Cost per Student per Term**: 35.23

---

**Note 1**: Health fees are now collected in clearing fund 199993

**Note 2**: Includes unclassified and four clinical fellows at $30,040. OPE is $3,367,407 (29.7% of salary + $3,932 fixed + $811 * 4 terms health insurance premium). Also includes student OPE at 3%

**Note 3**: Includes students and one Grad student for summer work at $24/hr * 20hrs per week for 12 weeks

**Note 4**: Equity approved by SFC in FY13 has not been distributed due to campus wide compensation consulting

**Note 5**: Combined two line items 289xx - 29xxx with 28903

**Note 6**: Combines undistributed equity approved in FY14 budget with additional request of $55,160 in salaries equity and $15,677 in OPE

**Note 7**: $10,000 added for active minds
## Fund Balance Scenarios

### Working Capital Fund 130002 on 6/30/13

- **actual** $1,853,872
- **recommended per OUS IMD** $386,925

### Assumptions
- Income Growth: 3.0%
- Expense Growth: 3.0%

### BUDGET: Base Budget ONLY

#### Fund Balance 5-YR Plan

<table>
<thead>
<tr>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Fee Funding</td>
<td>2,599,974</td>
<td>2,666,030</td>
<td>2,746,011</td>
<td>2,828,391</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>28,474</td>
<td>28,701</td>
<td>29,562</td>
<td>30,449</td>
</tr>
<tr>
<td>Total Revenue &amp; Student Fee Transfers</td>
<td>2,628,448</td>
<td>2,694,731</td>
<td>2,775,573</td>
<td>2,858,841</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>2,843,496</td>
<td>2,871,925</td>
<td>2,958,083</td>
<td>3,046,826</td>
</tr>
<tr>
<td>From Fund Balance</td>
<td>(215,049)</td>
<td>(177,194)</td>
<td>(182,510)</td>
<td>(187,985)</td>
</tr>
<tr>
<td>Cumulative</td>
<td>(215,049)</td>
<td>(392,243)</td>
<td>(574,752)</td>
<td>(762,737)</td>
</tr>
</tbody>
</table>

#### Projected Ending Fund Balance as of 6/30/201x

<table>
<thead>
<tr>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,466,947</td>
<td>1,251,898</td>
<td>1,074,704</td>
<td>892,195</td>
<td>704,210</td>
</tr>
<tr>
<td>386,925</td>
<td>478,750</td>
<td>493,112</td>
<td>507,906</td>
<td>523,143</td>
</tr>
</tbody>
</table>

### Projected Working Capital Requirement

<table>
<thead>
<tr>
<th>FY14</th>
<th>FY15</th>
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<td>523,143</td>
</tr>
</tbody>
</table>

### Difference to Recommended Level (Projected ending less requirement)

<table>
<thead>
<tr>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>864,973</td>
<td>595,954</td>
<td>399,082</td>
<td>196,304</td>
<td>(12,558)</td>
</tr>
</tbody>
</table>

### BUDGET: With Decision Packages No Fee Increase

#### Fund Balance 5-YR Plan

<table>
<thead>
<tr>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
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#### Projected Ending Fund Balance as of 6/30/201x

<table>
<thead>
<tr>
<th>FY14</th>
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<tbody>
<tr>
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<td>993,867</td>
<td>728,096</td>
<td>545,350</td>
</tr>
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<td>386,925</td>
<td>492,226</td>
<td>506,992</td>
<td>522,202</td>
<td>537,868</td>
</tr>
</tbody>
</table>

### Projected Working Capital Requirement

<table>
<thead>
<tr>
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<tr>
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<tbody>
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<td>864,973</td>
<td>501,842</td>
<td>221,103</td>
<td>(67,852)</td>
<td>(365,475)</td>
</tr>
</tbody>
</table>

### BUDGET: With New Position Impact No Fee Increase

#### Fund Balance 5-YR Plan

<table>
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<tr>
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<td>1,251,898</td>
<td>976,002</td>
<td>728,096</td>
<td>599,129</td>
</tr>
<tr>
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<td>492,226</td>
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<td>(365,475)</td>
</tr>
</tbody>
</table>

### BUDGET: With New Position Impact No Fee Increase
### Exhibit E

**FY 15 Projected Salary & OPE Costs**

**Dept: Counseling Center**

<table>
<thead>
<tr>
<th>Unclassified</th>
<th>Percentage By Index</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Title</strong></td>
<td><strong>Current Rate</strong></td>
</tr>
<tr>
<td>Counselor</td>
<td>$5,667.00</td>
</tr>
<tr>
<td>Director-Counseling/Psych Svcs</td>
<td>$8,814.00</td>
</tr>
<tr>
<td>Assoc. Dir - Clinical Services</td>
<td>$6,934.00</td>
</tr>
<tr>
<td>Counselor</td>
<td>$4,584.00</td>
</tr>
<tr>
<td>Psychologist</td>
<td>$6,495.00</td>
</tr>
<tr>
<td>Counselor</td>
<td>$6,449.00</td>
</tr>
<tr>
<td>Psychologist</td>
<td>$4,584.00</td>
</tr>
<tr>
<td>SASS/Staff Psychologist</td>
<td>$5,834.00</td>
</tr>
<tr>
<td>Psychologist</td>
<td>$5,850.00</td>
</tr>
<tr>
<td>Int-Asst Dir-MentalHlthPromPro</td>
<td>$6,750.00</td>
</tr>
<tr>
<td>Assist to Director</td>
<td>$5,250.00</td>
</tr>
<tr>
<td>Psychologist Resident</td>
<td>$4,750.00</td>
</tr>
<tr>
<td>Coord-Mental Health Promotion</td>
<td>$4,166.92</td>
</tr>
<tr>
<td>Academic Wage Appt - Salaried</td>
<td>$4,584.00</td>
</tr>
<tr>
<td>Mgr-Case &amp; Crisis Care Coord</td>
<td>$5,000.00</td>
</tr>
<tr>
<td>Dir-Training</td>
<td>$6,698.61</td>
</tr>
<tr>
<td>Coord-Practicum/Psychologist</td>
<td>$5,000.00</td>
</tr>
<tr>
<td>Psychologist</td>
<td>$5,834.00</td>
</tr>
<tr>
<td>Psychologist</td>
<td>$5,250.00</td>
</tr>
<tr>
<td>Psychologist</td>
<td>$5,250.00</td>
</tr>
<tr>
<td>Clinical Fellow</td>
<td>$2,720.00</td>
</tr>
<tr>
<td>Clinical Fellow</td>
<td>$2,720.00</td>
</tr>
<tr>
<td>Clinical Fellow</td>
<td>$2,720.00</td>
</tr>
<tr>
<td>Clinical Fellow</td>
<td>$2,720.00</td>
</tr>
</tbody>
</table>

**Unclassified Subtotals** | $124,624.53 | $127,126.82 | 24.0 | $1,487,517.91 | $710,835.44 | $2,198,353.35 |

**3% Unclassified Salary Pool** | $39,058.50 | $11,100.42 | $50,158.92 |

**Unclassified Totals** | $127,126.82 | 24.0 | $1,526,576.41 | $721,935.86 | $2,248,512.27 |

**Notes:**

* FY15 Unclassified rates include a 3% increase for employees with a start date prior to July 1, 2013.
### FY 15 Projected Salary & OPE Costs

#### Dept: Counseling Center

<table>
<thead>
<tr>
<th>Title</th>
<th>** FY15 Rate</th>
<th>FTE</th>
<th>Months</th>
<th>** Annual</th>
<th>OPE</th>
<th>Total</th>
<th>Percentage By Index/10301</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office Specialist 2 (9 Month .6FTE)</td>
<td>$1,476.60</td>
<td>0.6</td>
<td>9</td>
<td>$13,451.83</td>
<td>$19,409.01</td>
<td>$32,860.83</td>
<td>MSA030 100%</td>
</tr>
<tr>
<td>Office Specialist 2</td>
<td>$3,048.00</td>
<td>1.0</td>
<td>12</td>
<td>$37,002.72</td>
<td>$26,102.17</td>
<td>$63,104.89</td>
<td>MSA030 100%</td>
</tr>
<tr>
<td>Office Specialist 2</td>
<td>$3,195.00</td>
<td>1.0</td>
<td>12</td>
<td>$38,787.30</td>
<td>$26,609.35</td>
<td>$65,396.65</td>
<td>MSA030 100%</td>
</tr>
<tr>
<td></td>
<td><strong>2.6</strong></td>
<td></td>
<td></td>
<td><strong>89,241.85</strong></td>
<td><strong>72,120.53</strong></td>
<td><strong>161,362.38</strong></td>
<td></td>
</tr>
</tbody>
</table>

**Notes:**

** FY15 Classified rates include 1 step increase. Employees who received their increase pre-maturely (between July13-Oct13) have been delayed accordingly.

*** Classified annual salaries include monthly rates that have been adjusted to compensate for each employee's step increase and the 2.0% Increase at Dec 1, 2014.
<table>
<thead>
<tr>
<th>Revenue</th>
<th>014xx - Health &amp; Summer Fees</th>
<th>2,501,330</th>
<th>11,388</th>
<th>0</th>
<th>0</th>
<th>Note 1</th>
<th>0.0%</th>
<th>0</th>
<th>0.0%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>05100 - 05299 Investments</td>
<td>11,000</td>
<td>22,216</td>
<td>28,474</td>
<td>24,201</td>
<td>-15.0%</td>
<td>24,201</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>06xx - 09xx Other Revenues</td>
<td>4,200</td>
<td>5,000</td>
<td>0</td>
<td>4,500</td>
<td>100.0%</td>
<td>4,500</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total Revenue</td>
<td>2,516,530</td>
<td>39,804</td>
<td>28,474</td>
<td>28,701</td>
<td>0.8%</td>
<td>28,701</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td>Expenses - Salaries - Wages</td>
<td>101xx - 102xx - Staff Unclassified</td>
<td>1,493,346</td>
<td>1,327,340</td>
<td>1,451,780</td>
<td>1,526,576</td>
<td>Note 2</td>
<td>5.5%</td>
<td>1,526,576</td>
<td>0.0%</td>
</tr>
<tr>
<td></td>
<td>103xx - 104xx - Staff Classified / Temp</td>
<td>64,464</td>
<td>54,956</td>
<td>95,390</td>
<td>89,242</td>
<td>-6.4%</td>
<td>89,242</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>10501 - Student Pay &amp; Temporary</td>
<td>21,877</td>
<td>23,033</td>
<td>43,577</td>
<td>27,437</td>
<td>-37.6%</td>
<td>27,437</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Undistributed Equity Adjustments - Salaries</td>
<td>0</td>
<td>0</td>
<td>103,373</td>
<td>103,373</td>
<td>0.0%</td>
<td>103,373</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total Salaries</td>
<td>1,579,458</td>
<td>1,412,358</td>
<td>1,694,220</td>
<td>1,746,628</td>
<td>3.1%</td>
<td>1,746,628</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td>Expenses - OPE</td>
<td>109xx - Other Payroll Expenses</td>
<td>764,209</td>
<td>616,808</td>
<td>817,231</td>
<td>794,880</td>
<td>Note 2</td>
<td>-2.7%</td>
<td>794,880</td>
<td>0.0%</td>
</tr>
<tr>
<td></td>
<td>Undistributed Equity Adjustments - OPE</td>
<td>0</td>
<td>20,565</td>
<td>20,565</td>
<td>20,565</td>
<td>0.0%</td>
<td>20,565</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total OPE</td>
<td>764,209</td>
<td>616,808</td>
<td>836,796</td>
<td>824,445</td>
<td>-2.8%</td>
<td>824,445</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total Salaries &amp; OPE</td>
<td>2,343,666</td>
<td>2,039,166</td>
<td>2,541,016</td>
<td>2,571,073</td>
<td>1.2%</td>
<td>2,571,073</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td>Other Expenses</td>
<td>201xx - Office / Operating Supplies</td>
<td>38,000</td>
<td>26,362</td>
<td>18,416</td>
<td>18,416</td>
<td>0.0%</td>
<td>18,416</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>202xx - Micro Equipment</td>
<td>37,358</td>
<td>13,933</td>
<td>13,933</td>
<td>0.0%</td>
<td>0.0%</td>
<td>13,933</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>220xx - Communications / Telecomm / Postage &amp; Shipping</td>
<td>35,612</td>
<td>41,587</td>
<td>35,160</td>
<td>31,160</td>
<td>0.0%</td>
<td>31,160</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>230xx - Building / Equip. Maint. &amp; Repair / Custodial</td>
<td>25,000</td>
<td>13,297</td>
<td>20,000</td>
<td>20,000</td>
<td>0.0%</td>
<td>0.0%</td>
<td>20,000</td>
<td>0.0%</td>
</tr>
<tr>
<td></td>
<td>241xx - Equipment / Build/Misc. Rental</td>
<td>32,217</td>
<td>1,228</td>
<td>890</td>
<td>890</td>
<td>0.0%</td>
<td>890</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>242xx - 24599 - Lease Costs &amp; Profess. Services</td>
<td>11,725</td>
<td>23,200</td>
<td>23,200</td>
<td>23,200</td>
<td>0.0%</td>
<td>23,200</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>246xx - Printing &amp; Copy / Advertising</td>
<td>30,179</td>
<td>17,180</td>
<td>17,180</td>
<td>17,180</td>
<td>0.0%</td>
<td>17,180</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>24999 - Misc. Services</td>
<td>2,887</td>
<td>7,492</td>
<td>7,492</td>
<td>5,200</td>
<td>Note 5</td>
<td>12,092</td>
<td>41.0%</td>
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</tr>
<tr>
<td></td>
<td>250xx - Other Services</td>
<td>18,715</td>
<td>15,000</td>
<td>15,000</td>
<td>15,000</td>
<td>0.0%</td>
<td>15,000</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Assessments</td>
<td>705</td>
<td>856</td>
<td>856</td>
<td>856</td>
<td>0.0%</td>
<td>856</td>
<td>0.0%</td>
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</tr>
<tr>
<td></td>
<td>28003 - Sec of State Audit</td>
<td>7,435</td>
<td>7,435</td>
<td>7,435</td>
<td>7,435</td>
<td>0.0%</td>
<td>7,435</td>
<td>0.0%</td>
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<tr>
<td></td>
<td>28020 - State Government</td>
<td>5,968</td>
<td>5,968</td>
<td>0</td>
<td>-100.0%</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
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<tr>
<td></td>
<td>28101 - Centralized Activities</td>
<td>3,403</td>
<td>3,403</td>
<td>3,403</td>
<td>3,403</td>
<td>0.0%</td>
<td>3,403</td>
<td>0.0%</td>
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</tr>
<tr>
<td></td>
<td>28180 - Tort Liability</td>
<td>3,403</td>
<td>3,403</td>
<td>3,403</td>
<td>3,403</td>
<td>0.0%</td>
<td>3,403</td>
<td>0.0%</td>
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<tr>
<td></td>
<td>28204 - OSU General Admin</td>
<td>87,557</td>
<td>75,496</td>
<td>77,999</td>
<td>77,999</td>
<td>3.3%</td>
<td>77,999</td>
<td>0.0%</td>
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</tr>
<tr>
<td></td>
<td>28601 - Conference Regist</td>
<td>12,424</td>
<td>8,000</td>
<td>8,000</td>
<td>8,000</td>
<td>0.0%</td>
<td>8,000</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2861x - Refreshments / Hosting Guests / Public Relations</td>
<td>15,000</td>
<td>6,306</td>
<td>7,981</td>
<td>7,981</td>
<td>0.0%</td>
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<tr>
<td></td>
<td>28711 - Std Debt Expense</td>
<td>(13,656)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
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<tr>
<td></td>
<td>289xx - 290xx - Dues &amp; Memb. / Accreditation Fees</td>
<td>4,043</td>
<td>4,043</td>
<td>4,043</td>
<td>9,400</td>
<td>Note 5</td>
<td>33,800</td>
<td>10.6%</td>
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<tr>
<td></td>
<td>390xx - Travel</td>
<td>37,623</td>
<td>21,583</td>
<td>30,000</td>
<td>30,000</td>
<td>0.0%</td>
<td>3,800</td>
<td>11.2%</td>
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<tr>
<td></td>
<td>Total Other Expenses</td>
<td>271,099</td>
<td>285,065</td>
<td>302,480</td>
<td>300,853</td>
<td>-0.5%</td>
<td>300,853</td>
<td>3.2%</td>
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</tr>
<tr>
<td></td>
<td>Total Expenses</td>
<td>2,814,705</td>
<td>2,314,232</td>
<td>2,843,496</td>
<td>2,871,925</td>
<td>1.0%</td>
<td>2,871,925</td>
<td>0.3%</td>
<td></td>
</tr>
<tr>
<td>Transfers In From Student Fees</td>
<td>0</td>
<td>0</td>
<td>2,483,715</td>
<td>2,599,974</td>
<td>2,886,030</td>
<td>2,886,030</td>
<td>0.0%</td>
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<td></td>
</tr>
<tr>
<td>Revenues - Expenses +/- Transfers</td>
<td>(98,175)</td>
<td>209,088</td>
<td>(215,049)</td>
<td>(177,194)</td>
<td>(177,194)</td>
<td>(177,194)</td>
<td>0.0%</td>
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<td></td>
</tr>
<tr>
<td>Student Fees</td>
<td>Fall, Winter, Spring</td>
<td>$2,293,473</td>
<td>$2,293,473</td>
<td>$2,392,117</td>
<td>$2,434,393</td>
<td>$2,434,393</td>
<td>$2,434,393</td>
<td>$2,434,393</td>
<td>0.0%</td>
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<tr>
<td></td>
<td>Summer</td>
<td>$190,242</td>
<td>$190,242</td>
<td>$207,857</td>
<td>$231,637</td>
<td>$231,637</td>
<td>$231,637</td>
<td>$231,637</td>
<td>0.0%</td>
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<tr>
<td>Enrollment</td>
<td>Fall Winter Spring</td>
<td>65,100</td>
<td>65,100</td>
<td>67,500</td>
<td>69,100</td>
<td>69,100</td>
<td>69,100</td>
<td>69,100</td>
<td>0.0%</td>
</tr>
<tr>
<td></td>
<td>Summer</td>
<td>5,400</td>
<td>5,400</td>
<td>5,900</td>
<td>6,575</td>
<td>6,575</td>
<td>6,575</td>
<td>6,575</td>
<td>0.0%</td>
</tr>
<tr>
<td>Cost Per Student Per Term:</td>
<td>Fall, Winter, Spring</td>
<td>$35.23</td>
<td>$35.23</td>
<td>$35.23</td>
<td>$35.23</td>
<td>$35.23</td>
<td>$35.23</td>
<td>$35.23</td>
<td>0.0%</td>
</tr>
<tr>
<td></td>
<td>Summer</td>
<td>$35.23</td>
<td>$35.23</td>
<td>$35.23</td>
<td>$35.23</td>
<td>$35.23</td>
<td>$35.23</td>
<td>$35.23</td>
<td>0.0%</td>
</tr>
<tr>
<td>Note 1</td>
<td>Health fees are now collected in clearing fund 199993</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<td></td>
</tr>
<tr>
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<td>---------------------------------------------------</td>
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<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Note 2</td>
<td>Includes unclassified and four clinical fellows at $32,840. OPE is $3,367 (0.27% of salary + 34.32 fixed +811.4 terms health insurance premium). Also includes student OPE at 3%</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Note 3</td>
<td>Includes students and one Grad student for summer work at $2/hrs * 20hrs per week for 12 weeks</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Note 4</td>
<td>Combined past line items 29book - 29xxx with 28903</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Note 5</td>
<td>$10,000 added for active minds decision package</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>
## 5-Year Plan

**Fund Balance Scenarios**

**Working Capital Fund 130002 on 6/30/13**

<table>
<thead>
<tr>
<th>Actual Working Capital</th>
<th>$1,853,872</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recommended per OUS IMD</td>
<td>$386,925</td>
</tr>
<tr>
<td>Excess Working Capital</td>
<td>379% $1,466,947</td>
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<tr>
<td>Additional Amount: Up to 5%</td>
<td>$19,345</td>
</tr>
<tr>
<td>Amount Over/(Under) 5% Max</td>
<td>$1,447,601</td>
</tr>
</tbody>
</table>

**Assumptions**

- Income Growth: 2.5%
- Expense Growth: 2.5%

### BUDGET: Base Budget & Decision Packages

<table>
<thead>
<tr>
<th>Fund Balance 5-YR Plan</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Fee Funding</td>
<td>2,599,974</td>
<td>2,666,030</td>
<td>2,732,881</td>
<td>2,800,998</td>
<td>2,871,023</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>28,474</td>
<td>28,701</td>
<td>29,419</td>
<td>30,154</td>
<td>30,908</td>
</tr>
<tr>
<td>Total Revenue &amp; Student Fee Transfers</td>
<td>2,628,448</td>
<td>2,694,731</td>
<td>2,762,300</td>
<td>2,831,152</td>
<td>2,901,931</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>2,754,871</td>
<td>2,970,628</td>
<td>3,044,894</td>
<td>3,121,016</td>
<td>3,199,042</td>
</tr>
<tr>
<td>From Fund Balance</td>
<td>(126,423)</td>
<td>(275,897)</td>
<td>(282,794)</td>
<td>(289,864)</td>
<td>(297,111)</td>
</tr>
<tr>
<td>Cumulative</td>
<td>(126,423)</td>
<td>(402,320)</td>
<td>(685,114)</td>
<td>(974,978)</td>
<td>(1,272,089)</td>
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</table>

**FY15 Additional Equity Adjustments (4 months)**

- From Fund Balance: 23,612
- (150,036)

### Projected Fund Balance 6/30/201x

<table>
<thead>
<tr>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>*FY16</th>
<th>FY17</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,853,872</td>
<td>1,703,836</td>
<td>1,553,800</td>
<td>1,277,904</td>
<td>995,109</td>
<td>705,245</td>
</tr>
<tr>
<td>(150,036)</td>
<td>(275,897)</td>
<td>(282,794)</td>
<td>(289,864)</td>
<td>(297,111)</td>
<td></td>
</tr>
<tr>
<td>1,553,800</td>
<td>1,277,904</td>
<td>995,109</td>
<td>705,245</td>
<td>408,135</td>
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</tbody>
</table>

### Recommended WC Amount

<table>
<thead>
<tr>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>*FY16</th>
<th>FY17</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>386,925</td>
<td>459,237</td>
<td>495,204</td>
<td>507,584</td>
<td>520,273</td>
<td>533,280</td>
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<tr>
<td>1,094,563</td>
<td>782,700</td>
<td>487,526</td>
<td>184,972</td>
<td>(125,145)</td>
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