AS&E Net Asset Operating Result
FY 2012 to FY 2019, $ in millions

• Operating Result reflects difference between revenue and expenses in given fiscal year, including school funds, grants, and gifts and endowments
Causes of the Budget Deficit

• Tuition increases are constrained by affordability concerns

• Total space-related costs have more than doubled since FY 2012
  • AS&E Operations and Maintenance costs grew $10 million from FY 2013 to FY 2017 as university invested in deferred maintenance
  • SEC debt service of $5 million annually starting in FY 2018
  • CLIC debt service of $2 million annually starting in FY 2015

• AS&E cost for university assessment (costs for central services) increased from $31 million on FY 2012 to $62 million in FY 2019

• Reduction in spending rate of endowment in FY 2018 resulted in decrease of ~$3.4 million in revenue for AS&E
Disproportionate Growth of Financial Aid

FY 2013 to FY 2018, $ in millions

- Un-sponsored aid as a percentage of tuition has increased from 27.2% in FY 2013 to 30.3% in FY 2018, a difference of $8.7 million.
A&S Tuition and Aid
FY 2011 to FY 2019, $ in millions

- Graduate aid, including health fees, has grown along with revenue, keeping net revenue flat
A&S Indirect Cost Recovery
FY 2014 to FY 2018, $ in millions

• Indirect costs are funds recovered from sponsors to offset research facilities and administrative costs

• ICR revenue from David Walt’s projects totaled $0.7m in FY 2017
The difference between the negotiated federal rate (56%) and the effective A&S rate of recovery in FY 2018 (30.9%) is $4.1 million.
## Faculty Departures and Hires

### Arts & Sciences

<table>
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<tr>
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<th>Hires</th>
<th>Resignations</th>
<th>Other Departures</th>
<th>Net Change</th>
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Proportional Expenses, FY 2011 v FY 2019
Arts & Sciences only

FY 2011, $92.9 million
FY 2018, $111.4 million
A&S Campaign Achievement - $236 million

As of 9/30/18
A&S Campaign Achievement – Annual Fund
As of 9/30/18

Goal $9.6M
A&S Campaign Achievement - $236 million

By Area of Need (Restriction), $ in millions

- $73
- $68
- $39
- $26
- $15
- $12
- $3

- Financial Aid
- Teaching & Research
- Unrestricted
- University Programs
- Building Projects
- Student Experience
- Designation Pending

9 New Professorships
Professorship Partnership Challenge

Donor contributes 60%, Tufts contributes 40%. Through June 30, 2019

$2M

$1.25M

Full Professorship  Junior Professorship

Donor Contributes  Tufts Contributes
Keys to Financial Sustainability

• Increased undergraduate enrollment

• Constrained growth of undergraduate financial aid

• Revenue generation through master’s and non-traditional educational programs

• Efficient space management and utilization

• Realization of campaign targets
Short-term deficit reduction actions

• Reduced discretionary and non-compensation spending

• Prioritization of resources for areas with increased enrollment

• One year pause in faculty searches*

• Negotiation with Central and Engineering regarding new assessment model
Change in Undergraduate Enrollment

• First year class size increased by ~100 in order to maintain overall growth of ~400 (financial FTEs) for entire undergrad population once population reaches targeted sized in FY 2021

• Additional resources allocated to departments affected by enrollment increases

• Further investments in dining and housing under development

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*Excludes study abroad
Cummings Building

• Anticipated that Economics, Math, Computer Science, and other occupants will move into building in 2021

• Donor funds will reduce AS&E debt service and fund portion of operating costs

• Estimated long term increased cost impact on AS&E is anticipated to be $5 million by FY 2026