

FY2012 OPERATING AND CAPITAL BUDGETS

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SOUTHERN ILLINOIS UNIVERSITY

Fiscal Overview

Introduction:

The Southern Illinois University is in an era of unprecedented opportunities and challenges. Higher education is changing dramatically in the State of Illinois and is being transformed by external forces. State appropriations for higher education continue to decline as a percentage of the state's budget. The State's spending priorities have shifted over time to reflect public concerns about K-12 education, medical assistance for the elderly, crime, and child welfare. In a time of increased competition, new technological innovations, shifting demographics, constrained resources and renewed demands for accountability, SIU must position itself to meet these opportunities and challenges. We strive to provide a level of excellence in our missions of teaching, research, and service that is nationally recognized.

To seize the opportunities and meet the challenges that lie before the University, priorities must be set that focus the entire University community on improving student learning and achievement, increasing research and scholarship opportunities, administrative productivity, ensuring program access and quality, and broadening fundraising and outreach capabilities. This budget outlines the goals, priorities, and resource allocation decisions necessary to achieve success in each of the critical priority areas.

SOUTHERN ILLINOIS UNIVERSITY CARBONDALE

Mission:

Southern Illinois University Carbondale, now in its second century, is a major public higher education institution dedicated to quality academic endeavors in teaching and research, to supportive programming for student needs and

development, to effective social and economic initiatives in community, regional, and statewide contexts, and to affirmative action and equal opportunity.



Enrolling students throughout Illinois and the United States and from a large number of foreign countries, SIUC actively promotes the intellectual and social benefits of cultural pluralism, encourages the

participation of non-traditional groups, and intentionally provides a cosmopolitan and general education context which expands student horizons and leads to superior undergraduate education.

Seeking to meet educational, vocational, social, and personal needs of its diverse population of students and helping them fully realize their potential is a central purpose of the University. Emphasis on accessibility and regional service which creates distinctive instructional, research, and public service programs also gives SIUC its special character among the nation's research universities, and underlies other academic developments, such as its extensive doctoral programs and the schools of medicine and law.

Committed to the concept that research and creative activity are inherently valuable, the University supports intellectual exploration at advanced levels in traditional disciplines and in numerous specialized research undertakings, some of which are related directly to the southern Illinois region. Research directions are



SOUTHERN ILLINOIS UNIVERSITY CARBONDALE

evolved from staff and facility strengths in keeping with long-term preparation and planning.

Even as the University constantly strives to perpetuate high quality in both instruction and research, it continues a long tradition of service to its community and region. Its unusual strengths in the creative and performing arts provide wide-ranging educational, entertainment, and cultural opportunities for its students, faculty, staff, and the public at large. Its programs of public service and its involvement in the civic and social development of the region are manifestations of a general commitment to enhance the quality of life through the exercise of academic skills and application of problem-solving techniques. The University seeks to help solve social, economic, educational, scientific, and technological problems and thereby to improve the well being of those whose lives come into contact with it.

Guiding Principles:

Southern Illinois University Carbondale will: provide excellence in educational opportunities; forge an environment of collective and individual responsibility and accountability; foster an intellectually challenging, yet supportive environment for students, faculty, and staff; rigorously assess programs and allocate resources in ways that are responsive to our strengths and weaknesses; provide leadership for higher education in the state; promote the concept that the institution's concern extends to the whole individual and that our decisions are driven by a desire to do what is in our students' best interests. By embracing these beliefs and by pursuing their corollary actions, Southern Illinois University Carbondale will graduate students who: are creative, productive, and responsible; are lifelong learners; understand the foundations of inquiry and knowledge; express themselves clearly and creatively; understand the value of and need for effective teamwork; are prepared to face the multitude of opportunities available in their pursuits and professions of life; and meet the workforce and societal needs of Illinois and the nation.

SOUTHERN ILLINOIS UNIVERSITY CARBONDALE

Long Term Goals:

Goal 1: Recruit, Retain, and Reward Critical Faculty and Staff: As a research university with a *student-responsive* learning environment, SIUC must recruit and retain nationally and internationally recognized faculty committed to teaching, research, scholarly and creative activity, and outreach in order to accomplish its mission. In addition, one important University priority includes strengthening our commitment to faculty and staff development and ensuring a closer link between productivity, workload, and reward systems. SIUC's compensation of faculty and staff must remain competitive to achieve these goals. Compensation must reward faculty and staff productivity and contribution toward achieving University priorities of: creating opportunity through accessibility; providing for student success through excellence in instruction; and expanding the University's contribution to scholarly research. While we have essential achieved parity with our IBHE public university peers, we must continue to invest in order to preserve our competitive edge.

Goal 2: Transportation Education Center: Construction on the Transportation Education Center is approximately 50% complete and is expected to be substantially complete in the Summer of 2012. The Transportation Education Center (TEC) is a student oriented educational facility located at Southern Illinois Airport to serve SIUC's Applied Transportation Degree programs. This facility will consolidate automotive and aviation degree programs, students, and faculty in one location. The total square footage is estimated to be 190,961 gross square feet consisting of a main facility (148,183 gsf), fleet storage (31,868 gsf), and an engine test facility (10,910 gsf). This project includes state funding for the Leadership in Energy and Environmental Design [LEEDS] certification.

Goal 3: Enhance Student Learning, Outcomes, and Experiences: One of the goals stated in the SIUC mission statement is to provide "supportive programming for student needs and development." The Saluki First Year experience program (SFY) began two years ago as a fledgling program that has matured into the newly approved University College with the goal of improving

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and broadening the delivery of academic and student support services for our new students. The University College is a significant component of the university's overall intentional plan to increase student success and retention by expanding successful programs, closing gaps in services, integrating more fully curricular and co-curricular experiences, coordinating support programs, and addressing shortfalls in our incoming students' academic preparation. The University College will function as a change agent on campus to reemphasize and underscore the importance of SIUC's teaching mission.

The establishment of the University College represents the University's commitment to ensuring student success and retention. Providing academic support programs, such as expanded supplemental instruction programs is also essential to improving student success. Thru the application of sophisticated computer and software technology and modern pedagogy SIUC is expanding its mastery math lab initiative and piloting a new program for at-risk students in English freshman composition.

The University prides itself upon providing undergraduate students with opportunities to participate in studio and performing arts programs, faculty-directed scholarship, and scientific research. Programs such as Research Rookies (experiences for freshmen), McNair Scholars, and Undergraduate Research Assistantships provide academic and financial support for student involvement in faculty- and student-initiated learning experiences that improve student performance and retention, and prepare students for future education and professions.

Goal 4: Enhance Sources of External Funding: SIUC has continued to experience success in obtaining external grants and contracts represented by a 43% increase in awards in the past decade. SIUC will continue its efforts to identify, pursue, and obtain new sources of external grant and contract funding by establishing relationships with granting organizations, private industry, and foundations and promote the University as a research institution of high quality.

In addition, Southern Illinois University Carbondale must complement state, tuition, and grant support with private fundraising. The \$100 million Opportunity

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Through Excellence Campaign was successfully concluded on June 30, 2008, with a total of \$106.2 million raised. The SIU Foundation continues its preliminary planning of a second comprehensive campaign with a preliminary goal in the \$300-\$500 million range as outlined in the 2009-2012 Strategic Plan.

Goal 5: Enhance the Quality of Undergraduate and Graduate Students:

As we strive to raise our program standards, we must also raise the standards for and expectations of incoming students. We must actively recruit and retain a diverse group of exceptional students for our undergraduate and graduate programs from throughout the region, the nation, and the international community. The University will ultimately benefit from raising our standards in terms of recruitment, retention, and a higher expected performance level of our students; thereby enhancing the academic reputation of the institution. The long term goal is to strengthen the admission requirements while continuing to strengthen the diversity of the student population. Our commitment to diversity, one of our core values, states that “our student body must reflect the human and ethnic diversity and intellectual pluralism of the world.”

Goal 6: Enrich Our Campus by Developing and Maintaining Campus

Buildings and Facilities: The entire learning and living environment that is experienced by students, faculty, staff and the local community is directly affected by the quality of all physical aspects of the campus. This environment is critical to the success of the University and the community. We must continue to enhance and maximize the productivity of our students, faculty, and staff. The University continues to use the 2006 Campus Master Plan as guidance for long-term planning needs of the campus facilities.

Morris Library is an important campus centerpiece and has recently undergone a significant renovation which has been completed on floors one through five as well as the basement. The Illinois Capital Bill includes funding to complete floors six and seven and relocate the collections from the McLafferty Annex to Morris Library.

Final design work and construction award for the new Student Services Building will be completed by December 2011 followed by an anticipated 18-24 month construction phase. Classroom initiatives projects will continue to focus on

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educational classrooms, laboratories, and studios to ensure that they are functional and adaptable to technological advances.

A comprehensive campus housing study will be completed in the Fall 2011 and will help guide the University's efforts to upgrade and expand its student and family housing inventory. An architectural firm has been selected to begin preliminary design work on a new Alumni/Foundation Building.

SOUTHERN ILLINOIS UNIVERSITY SCHOOL OF MEDICINE

Mission:

The mission of the SIU School of Medicine is to assist the people of central and southern Illinois in meeting their health care needs through education, patient care, research, and service to the community.

Vision/Focus:

SIU School of Medicine will be a preeminent medical school stressing excellence and compassion in its programs. The School's education programs will be among the finest in the world, leading in innovation and scholarship, and excelling in the preparation of physicians and biomedical scientists. The School's clinical programs will bring the highest quality medical care to central and southern Illinois, extending these services through effective community outreach programs. Through the application of cutting-edge methodologies and ideas, the School's research programs will provide new avenues of thought to improve health care and enhance synergy with the School's education and patient care programs. SIU School of Medicine's highest aim is to serve its community through the advancement of knowledge and its application for the common good.



The following organizational principles are integral to the School's mission and vision/focus, and provide important context for the medical school's programs:

- Innovation and Leadership: The School is committed to innovation and leadership in its academic, research and service programs. Individual faculty members acknowledge their roles to become leaders in their fields.
- Excellence and Continuous Improvement: The School is committed to excellence and continuous improvement in its programs, based upon

SOUTHERN ILLINOIS UNIVERSITY SCHOOL OF MEDICINE

rigorous assessment of outcomes and performance. The School is a “learning organization” and favors excellence over growth.

- Collaboration and Partnership: True to its roots as a public, community-based medical school, the School values collaboration and partnership with community health care providers, other institutions of higher learning, and other organizations who seek to improve health and enhance knowledge.
- Diversity and Inclusion: The School is committed to cultural and ethnic diversity. Individuals of varying backgrounds and interests will be encouraged to grow alongside one another in a secure, nurturing and professional atmosphere. The medical school will seek, appreciate, and respect individual diversity, and will mirror the community in which it exists.
- Compassion and Respect: Providing up-to-date care for the sick and injured, promoting wellness, and exploring new avenues to improve medical care in the future are our professional callings. Compassion and respect for the individual will be reflected in and advanced throughout the medical school’s programs.
- Integrity and Accountability: The School expects its faculty, staff, and students to understand, engage in critical dialogue about, and perform to the highest standards of professional and personal integrity.
- Regional and Community Focus: The School’s focus is upon central and southern Illinois – a diverse region, featuring rural areas, small towns and cities – with the mission of improving health care and advancing medical knowledge within its region and beyond.

Southern Illinois University (SIU) School of Medicine was founded in 1970 with a legislative mandate to help meet the health care needs of the people of central and southern Illinois. The School has maintained a firm commitment to that mandate, emphasizing innovative and high-quality medical education, patient care, clinical outreach, and research programs. Building upon its original primary care focus, the School has grown and matured to provide a wide array of primary and multi-specialty educational and patient care programs.

From *Southern Illinois University School of Medicine, Strategic Plan 2007 - 2011*.

SOUTHERN ILLINOIS UNIVERSITY SCHOOL OF MEDICINE

Long Term Goals:

Education

SIU School of Medicine is an internationally recognized innovator in the education of physicians and biomedical scientists. The School embraces this tradition and is committed to being the finest medical education institution in the world. The medical school's heritage of "being the best" is based upon the development and delivery of a medical curriculum that utilizes new methods, approaches, and models designed to transform the learner into a knowledgeable, skillful, and compassionate practicing physician. The School's educational programs instill in its graduates the ability to accurately evaluate and integrate new knowledge throughout their careers. The School's entire faculty shares a passion and a responsibility for teaching.

Goal 1: The School's medical education programs will continue to produce excellent physicians for the region. These programs will recognize and build upon the School's historic excellence in primary care.

Goal 2: The School will lead in the development and dissemination of new knowledge and practice in the field of medical education.

Goal 3: The School will enhance and reward the teaching skills of its faculty and other medical educators.

Patient Care

SIU School of Medicine is committed to providing excellent patient care designed to improve health care outcomes in the region. The School's primary and specialty patient care programs offer comprehensive services at the highest standards of care, grounded in basic and clinical research. These patient care programs afford educational and clinical research opportunities for medical students, resident physicians, and fellows. Patient care programs will be kept in balance with the medical school's educational and research missions.

SOUTHERN ILLINOIS UNIVERSITY SCHOOL OF MEDICINE

Goal 4: The School will provide excellent patient care for the region, serving as a referral center and supporting accessible and comprehensive care.

Goal 5: The School will develop and implement new approaches and models for patient care and safety, based on continuous assessment and improvement of the School's clinical practice, and in response to changes in the region's health care system.

Research

SIU School of Medicine's research programs will focus on research that is relevant to the health problems of the people of Illinois and in which the School's basic and clinical scientists may significantly contribute to the development of new knowledge. Biomedical research provides the scientific basis for advances in medical treatments and directly leads to improvements in the effectiveness and quality of patient care. The School's research programs are essential to innovation in medical education and the provision of high-quality medical care at SIU. To expand the impact of research, the medical school will support the research components of its Centers of Excellence and seek opportunities for collaboration with other university faculty, scientists in private research centers, and health professionals in the affiliated hospitals.

Goal 6: The School will expand research productivity through increasing numbers of research faculty, enhancing faculty development opportunities and the research infrastructure, and augmenting collaborative research programs.

Goal 7: The School will expand clinical, translational, and population health research.

Service to the Community

SIU School of Medicine will serve its community by focusing its resources on regional health needs, enhancing its infrastructure in support of critical programs, and engaging the community as an organization and as individuals concerned with its welfare and advancement.

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Goal 8: The School will encourage community service among its faculty, staff, and students, and seek opportunities for the medical school to participate in community service at the institutional level.

Goal 9: The School will focus on the areas of cancer/oncology, children's health, neuroscience, and medical education as Centers of Excellence.

The Simmons Cancer Institute at SIU is among the medical school's highest priority Centers of Excellence programs. The Cancer Institute augments SIU's present capabilities in basic science and clinical research in cancer, and makes sophisticated treatment resources and options available to local health care providers and the population of central and southern Illinois.

Goal 10: The School will develop a consistent, effective image within the community and region, and within the medical and scientific professions.

From *Southern Illinois University School of Medicine, Strategic Plan 2007 – 2011*; and the *FY2012 SIU Resource Allocation and Management Program (RAMP)*, SIU School of Medicine section.

SOUTHERN ILLINOIS UNIVERSITY EDWARDSVILLE

Mission:

Southern Illinois University Edwardsville is a public comprehensive university dedicated to the communication, expansion, and integration of knowledge through excellent undergraduate education as its first priority and complementary excellent graduate and professional academic programs; through the scholarly, creative and research activity of its faculty, staff and students; and through public service and cultural and arts programming in its region.

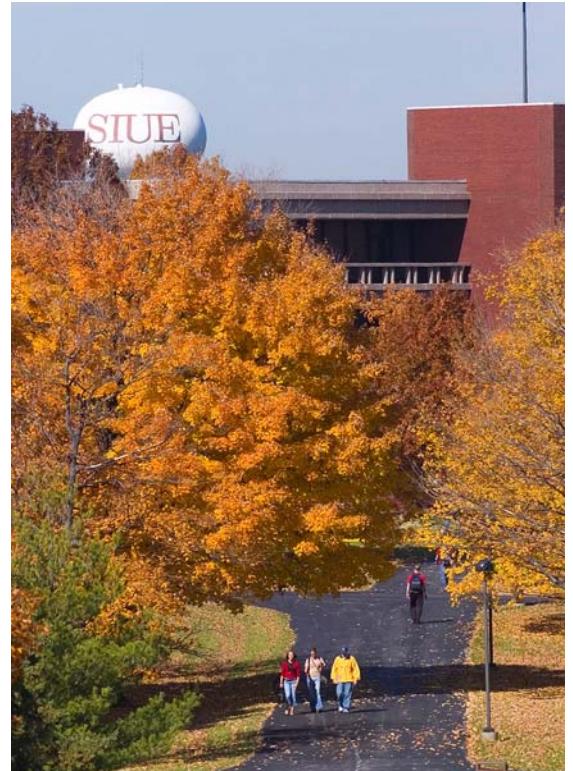
Vision:

Southern Illinois University Edwardsville, as a premier Metropolitan University, will be recognized nationally for the excellence of its programs and development of professional and community leaders.

Statement on Diversity:

All societies and peoples have contributed to the rich mix of contemporary humanity. In order to achieve domestic and international peace, social justice, and the development of full human potential, we must build on this diversity. SIUE nurtures an open, harmonious, and hospitable climate that facilitates learning and work. Each member of the University is responsible for contributing to such a campus environment.

SIUE is committed to education that explores the historic significance of diversity in order to understand the present and to better enable our community to engage the future. Integral to this commitment, SIUE strives for a student body and a workforce that manifests diversity.



SOUTHERN ILLINOIS UNIVERSITY EDWARDSVILLE

Focus:

Southern Illinois University Edwardsville serves traditional college-aged undergraduate students, with many commuting from the surrounding area, as well as older, part-time, and minority students. The campus offers a balance of instruction, research, and public service programs consonant with its role as the only public university in southwestern Illinois. Southern Illinois University Edwardsville also administers the School of Dental Medicine at Alton and operates a center in East St. Louis. In addition to pursuing statewide goals and priorities, Southern Illinois University Edwardsville:

- offers undergraduate programs and master's programs encompassing instruction in arts and sciences, education, social services, business, engineering, and the health professions in order to improve the quality of life, economy, health care, and environment in the greater St. Louis metropolitan area;
- emphasizes graduate-level programs that prepare practitioners and professionals in those fields that are particularly relevant to addressing the social, economic, and health-care needs of the region;
- focuses off-campus programs in southwestern Illinois, except in fields such as nursing in which the University is distinctly positioned to offer off-campus completion programs for the entire southern Illinois area;
- addresses the need for dentists in the central and southern regions of the state through its School of Dental Medicine; and
- addresses the need for pharmacists in the central and southern regions of the state through its School of Pharmacy.



SOUTHERN ILLINOIS UNIVERSITY EDWARDSVILLE

Statement of Values:

Recognizing public education as the cornerstone of a democracy, SIUE carries out its mission based on certain fundamental, shared values. *We value:*

Citizenship

- Social, civic and political responsibility, globally, nationally, locally, and within the University
- Active partnerships and a climate of collaboration and cooperation among faculty, staff, students and the larger community
- Environmental stewardship

Excellence

- High quality student learning
- Continuous improvement and innovation
- Outstanding scholarship and public service
- Standards consonant with the premier status to which we aspire

Integrity

- Accountability to those we serve and from whom we receive support
- Honesty in our communications and in our actions

Openness

- Inclusion of the rich diversity of humankind in all aspects of university life
- Respect for individual differences
- Intellectual freedom and diversity of thought
- Access for all who can benefit from our programs

Wisdom

- Creation, preservation, and sharing of knowledge
- Application of knowledge in a manner that promotes the common good
- Life-long learning

SOUTHERN ILLINOIS UNIVERSITY EDWARDSVILLE

Long Term Goals:

Goal 1: Engaged Students and Capable Graduates: Attract a diverse student body, including traditional, non-traditional, commuter, and residential scholars, and nurture, educate, and graduate students who achieve the objectives for baccalaureate, graduate, and professional degrees.

Goal 2: Innovative High Quality Programs: Develop, deliver, and continually improve high quality academic programs appropriate for a Metropolitan University.

Goal 3: Committed Faculty and Staff: Recruit and support a diverse faculty and staff known for providing the highest quality educational opportunity, scholarship, and service.

Goal 4: Harmonious Campus Climate: Foster a harmonious student-centered campus characterized by integrity, cooperation, open dialogue, and mutual respect among individuals with different backgrounds, cultures, and perspectives.

Goal 5: Active Community Engagement: Achieve an integral and indispensable relationship with Illinois and the St. Louis metropolitan area; work cooperatively within SIU to make the whole greater than the sum of its parts.

Goal 6: Sound Physical and Financial Assets: Develop, maintain, and protect the University's assets in a financially, aesthetically, and environmentally responsible manner.

Goal 7: Excellent Reputation: Participate and excel in actions that earn national recognition for quality.

SOUTHERN ILLINOIS UNIVERSITY CARBONDALE

FY 2012 Highest Priorities:

Priority 1: Recruit, Retain, & Reward Faculty and Staff \$500,000

The highest priority for SIUC in FY11 is to maintaining competitiveness in salary parity with our IBHE peer institutions. The University must enhance the level of faculty and staff compensation and hiring packages to achieve these goals. Merit recommendations must reward faculty productivity and faculty contribution towards achieving University and state priorities. The University plans to use \$500,000 in state appropriations reallocated for the purpose of awarding promotion.

Priority 2: Enhance Recruitment and Retention Initiatives \$2,033,323

For a modest investment (\$27,081) the University Honors program will double its former size, supporting over 80 high-achieving students. Reallocated state appropriations (\$300,000) will be used to expand the established computer-based math learning laboratory. This facility uses computer-based teaching platforms combined with a mastery training strategy to significantly improve math success rates for core math classes, thereby improving retention and graduations rates. In addition to the new math learning laboratory, the campus obtained matching funds from IBHE to launch a new pilot program to improve success for at-risk students in English (ENG 101 & 102) freshman composition for Fall 2012. Both of these initiatives are part of the campus to the Complete College America initiative and the Performance Funding component within that initiative specifically. An assessment of these strategies will lead to further improvements in subsequent semesters. Supplemental Instruction Program will be expanded to double the number of students served to 1,200 in FY12 (\$206,242).

Increased institutional aid and scholarships combined with significantly bolstered strategic marketing, branding, and recruitment efforts will be significantly bolstered by the reallocation of funding from three staff positions and reallocation of existing state funds (\$1,500,000).

SOUTHERN ILLINOIS UNIVERSITY CARBONDALE

Priority 3: Completion of Morris Library \$17,564,400

During the renovations of Morris Library, it was determined to delay the completion of floors six and seven and the relocation of most of the collections due to lack of funding. At the present time, floors six and seven await interior walls, final finishes, furniture, and equipment. The Illinois Capital Bill includes funding to finish the project (\$7,564,400) as well as the repayment of University funds disbursed for construction costs (\$9,000,000). Returning books from storage to the basement of the library is an important objective which is estimated to cost \$1,000,000.

Priority 4: Enhance the Learning and Living Environment of the Campus \$44,933,907

Started in FY11, construction continues on schedule for the new Transportation Education Center. This Center will provide state of the art education, training and research facilities for both the automotive and aviation degree programs. The facility, located at the Southern Illinois Airport, consists of nearly 191,961 square feet in three buildings and is funded by State Capital funds. FY12 construction expenditures are budgeted at \$33,626,538.

Planning for a new Student Services Building is expected to be completed during the Fall 2011 semester, with award of construction contracts anticipated in Spring 2012. Site preparation includes demolition of the deteriorating parking garage and associated expansion of nearby parking lots. Final architecture and engineering work for the new Student Services Building and parking garage demolition is estimated to cost \$5,525,522. The project will be funded by revenue collected from the Student Services Building Fee and a debt issue that will be repaid by the Fee. Expansion of nearby parking lots will be funded by the Parking Division and the Parking Facilities Replacement and Reserve Fund in the amount of \$1,000,000.

Construction of a new track and field complex should be completed by the end of 2011, totaling \$4,040,000. Funding for this project is from debt a debt issue, and internal load and the SIUC Student Intercollegiate Athletic fees.

SOUTHERN ILLINOIS UNIVERSITY CARBONDALE

In FY07, the SIU Board of Trustees authorized a student fee for facilities maintenance. This fee will be used for facilities and maintenance costs not supported by the Revenue Bond System. The Administration will formulate a plan to address a significant portion of SIUC's deferred maintenance through a major construction program that will include debt financing. The construction program will focus on health/life/safety issues; classroom and laboratory upgrades; piping and water line replacements; roof replacements; heating, ventilation and air conditioning upgrades; and electrical system upgrades.

SOUTHERN ILLINOIS UNIVERSITY

SCHOOL OF MEDICINE

FY 2012 Highest Priorities:

SIU School of Medicine's FY2012 highest priorities support its mission, focus, and long term goals. All amounts listed below are new, existing or internally reallocated funds.*

Priority 1: Civil Service Employees – Recruit and Retain \$ 1,698,200

As an academic medical center, the School must compete for support staff in extremely competitive labor markets in medical education and patient care. The medical school has experienced increasing difficulty in recruiting and retaining support staff, due in part to below-market salaries. This priority will fund market equity and local salary compression adjustments for civil service staff; funds will come from internal reallocation and new grants/contracts. If/as state appropriations are received for general salary increases or if further reallocation for this purpose occurs, general salary increases may also be considered. General salary increases, including those for represented units under negotiation, will be from reallocated funds and according to contract terms. Supports all medical school priorities. FY2012 Investment: Operating Funds – State (Reallocated): \$362,500; Operating Funds – Non-State (Reallocated): \$1,306,600; Grants and Contracts (New): \$29,100.

Priority 2: Simmons Cancer Institute Building O&M \$ 1,200,000

The Simmons Cancer Institute at SIU is one of the medical school's premier programs. In FY2012, SIU is seeking \$1,200,000 in permanent funding from the state to address the facility's operations and maintenance (O&M) needs. Temporary funding for this purpose was allocated by the state in FY2011. This priority will make this allocation permanent. Supports the medical school's centers of excellence, research, and patient care service priorities. FY2012 Investment: Operating Funds - State (New): \$1,200,000.

* Amounts and fund sources as of July 16, 2011, and are subject to change. Priorities may be revised or eliminated, depending upon the availability of funds.

SOUTHERN ILLINOIS UNIVERSITY

SCHOOL OF MEDICINE

Priority 3: Plastic and Reconstructive Surgery \$ 1,751,500

SIU School of Medicine and its Springfield-based affiliated hospitals, Memorial Medical Center and St. John's Hospital, continue to expand and improve cooperative patient care, educational, and research programs of benefit to the region's citizens. FY2012 investments will expand support for the School's Plastic and Reconstructive Surgery division. In the academic environment, plastic and reconstructive surgeons work closely with other surgeons, physicians, and health professionals in surgically repairing damage that has been done to the body by an accident, disease, abnormality, prior treatment or surgery. The School's Plastic and Reconstructive Surgery division is a national leader in this field. Supports the medical school's centers of excellence and patient care service goals. FY2012 Investment: Hospital Contracts (New/Committed): \$1,751,500.

Priority 4: Neurology \$ 1,751,000

With its Springfield-based affiliated hospitals, the medical school will continue improvements in the Department of Neurology. Neurologists diagnose and treat disorders of the nervous system, including those associated with the brain and spinal cord. In FY2012, hospital contract funding from Memorial Medical Center and St. John's Hospital will support recruitment of the new Chair of Neurology, several new neurology faculty members, and support staff; as well as ongoing educational and patient care programs in neurology. Supports the School's commitments for strong leadership in the medical school's programs. FY2012 Hospital Contracts (New/Committed): \$1,751,000.

SOUTHERN ILLINOIS UNIVERSITY

SCHOOL OF MEDICINE

Priority 5: Capital Improvements \$ 2,593,100

Several high-priority capital improvement projects are planned for FY2012, assuming availability of capital improvement funds and reserves. Collectively, these projects support the medical school's goals for continued leadership and innovation in medical education, patient care, research, and community service.

- 327 Calhoun Facility IT-CMO Renovation: \$762,100
This project renovates existing second floor space in the 327 Calhoun facility/Springfield campus now used for medical records and medical forms storage, to accommodate new office space for a consolidated SIU HealthCare Information Technology unit, the Chief Medical Officer, and other staff. FY2012 Investment: Operating Funds – Non-State (Reallocated): \$762,100.
- 327 Calhoun Facility Warehouse Renovation: \$622,000
Funds will be used to add a second floor to the current high bay warehouse area in the 327 Calhoun facility/Springfield to provide additional storage for medical records, forms, equipment, and supplies. FY2012 Investment: Operating Funds – Reserves (Reallocated): \$622,000.
- General Infrastructure – Campus Repair/Springfield: \$452,000
Funds will be used to address various projects, with funding coming from the medical school's share of capital renewal allocations by the State of Illinois. Projects will include equipment replacement and system repairs, wall and sidewalk repairs, and other small improvement projects throughout the Springfield campus. FY2012 Investment: Operating Funds – State (New): \$452,000.
- SIU Clinics (751 Rutledge) Roof Replacement/Springfield: \$440,000
This project will replace the existing roof of the medical school's outpatient clinics building located at 751 Rutledge, Springfield campus. FY2012 Investment: Operating Funds – Non-State (Reallocated): \$440,000.

SOUTHERN ILLINOIS UNIVERSITY

SCHOOL OF MEDICINE

- 911 Rutledge Building Roof Replacement: \$185,000
This project will replace the roof on the 911 Rutledge research laboratory facility, Springfield campus. FY2012 Investment: Operating Funds – Non-State (Reallocated): \$185,000.
- 801/911/913 Building Parking Lot Improvements/Springfield: \$132,000
Funds will be used to resurface the main employee parking lot behind the 801, 911, and 913 N. Rutledge buildings on the Springfield medical campus. FY2012 Investment: Operating Funds – Non-State (Reallocated): \$132,000.

Other important capital projects will be performed as funds allow.

SOUTHERN ILLINOIS UNIVERSITY EDWARDSVILLE

FY 2012 Highest Priorities:

The University Planning and Budget Council identified and employed the following assumptions when developing SIUE's FY12 operational budget:

1. SIUE's state appropriation will reflect a 1.1% decrease from FY11, exclusive of the loss of one-half of the School of Pharmacy appropriation from Other State Funds.
2. Enrollment in FY12 will be equal to that of FY11; no growth and no loss.

Priority 1: Recruiting and Retaining Critical Faculty and Staff/ Negotiated Mandatory Salary Increases \$3,497,400

This priority will permit the University to recruit and retain essential faculty in Dental Medicine, Education, Engineering and Business as well as meet staffing needs in critical areas of University support. Salary increases are planned for unrepresented faculty and staff and those covered by prevailing wage agreements. This amount includes a reserve for negotiated employees whose salary increases are determined through collective bargaining agreements (These estimates for negotiated employees are used for budgeting purposes; however, actual salary increases could be higher or lower based on collective bargaining results). Resources to fund this priority will come from the Income Fund. This priority meets SIUE's long-term goal of Committed Faculty and Staff.

Priority 2: School of Pharmacy Operations \$1,250,000

The FY11 and FY12 Other State Funds appropriation for the School of Pharmacy was reduced by 50%, or \$1.25 million, from the FY10 level. To continue the operation of the school, University resources will be used on an interim basis until the reduction of \$1.25M in state appropriation funding is restored for the School's administrative, faculty, and staff positions. The School of Pharmacy admitted its inaugural class of 82 students in Fall 2005 and as of Fall 2010, more than 315 students are enrolled in the School. Over 90% of the Pharmacy students come from Illinois. This is the highest academic program priority of SIUE and resources

SOUTHERN ILLINOIS UNIVERSITY EDWARDSVILLE

will come from the Income Fund. This priority meets SIUE's long-term goal of Innovative High Quality Programs.

Priority 3: Meeting Students' Needs: Enhancing Scholarships/Financial Aid Assistance \$630,875

The goals of this comprehensive institutional aid program are: 1) bridge the "gap" between escalating costs and an undergraduate student's ability to pay; 2) expand merit based programs targeting the top 5% to 10% of the admitted student pool while addressing an ever increasing level of unmet financial need; and 3) maintain a highly competitive scholarship program which targets the top 1% of the new freshman class each year. This comprehensive program is also designed to increase the overall percentage of minority students receiving institutional aid. Resources for this priority will come from the Income Fund. This priority meets SIUE's long-term goal of Engaged Students and Capable Graduates.

Priority 4: Meeting Students' Needs: Enhancing Retention \$223,500

The University is establishing a retention and student success model unique to SIUE by developing and implementing activities, programs, and events that contribute to student success. These campus-wide retention strategies will be developed with a focus on selected student cohorts. Resources to fund this priority will come from the Income Fund. This priority meets SIUE's long-term goals of Engaged Students and Capable Graduates and Innovative High Quality Programs.

Priority 5: Meeting Students' Needs: Enhancing Academic Programs and Curricula \$290,500

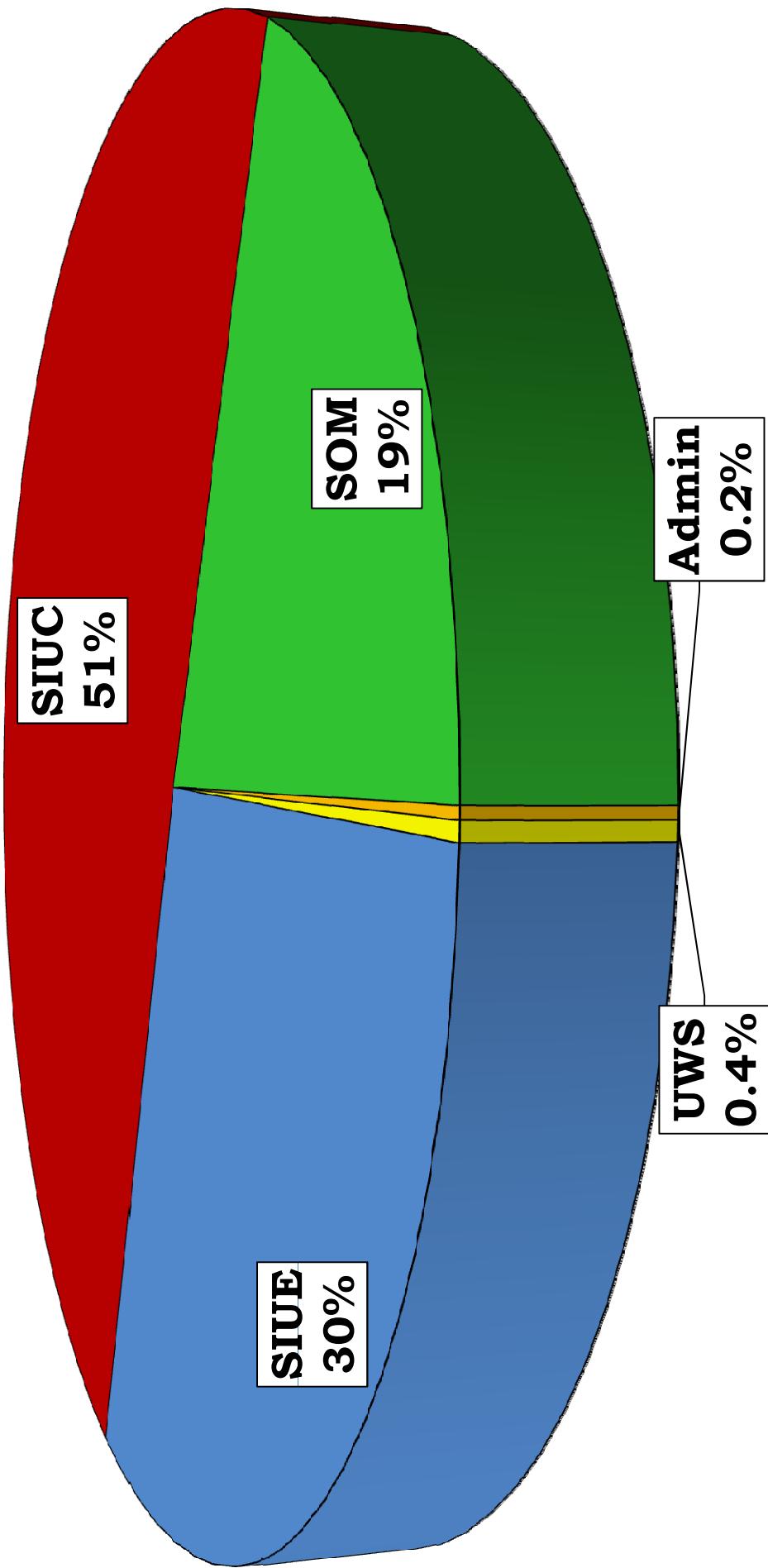
With academic excellence as a primary focus, the University is committed to offering high quality, cutting-edge academic programs. This priority will support the implementation of a convergent media program and new General Education and Transforming Teaching and Learning programs. It will also support the enhancement of online and international education and library services. Resources to fund this priority will come from the Income Fund. This priority meets SIUE's long-term goal of Innovative High Quality Programs.

SOUTHERN ILLINOIS UNIVERSITY EDWARDSVILLE

Priority 6: Meeting Students' Needs: Enhancing Campus Safety and Infrastructure \$499,000

The addition of four new residence halls, approximately 300,000 square feet of new buildings and new Greek housing requires an expansion of the police force. The force has not been increased since 1996 when enrollment was 11,151 and FTE was 8,217. As of Fall 2011, Enrollment had grown to 14,133 with an FTE of 12,003. The increasing enrollment also requires additional facilities related projects to ensure appropriate living and learning environments. Resources to fund this priority will come from the Income Fund. This priority meets SIUE's long-term goals of Harmonious Campus Climate and Sound Physical and Financial Assets.

Southern Illinois University FY 2012 Expenditure Budget by Major Budget Unit



Total = \$890,891,986



SOUTHERN ILLINOIS UNIVERSITY
FY 2012 OPERATING BUDGET
BY LINE ITEMS AND MAJOR FUND GROUPS

	Appropriated Funds (4)	Income Funds	Grants and Contracts (2)	Indirect Cost Recovery	Revenue Bond Operations	Self-Supporting Activities	All Funds 2012 Totals	Service (3) Departments
	\$0	\$394,600	\$0	\$28,150,391	\$24,142,152	\$44,815,824	\$97,502,967	\$7,983,337
Beginning Cash Balance (1)								
Revenue								
General Revenue (Tax Dollars)	\$219,501,500	\$0	\$0	\$0	\$0	\$0	\$219,501,500	\$0
Tuition / Student Fees	0	206,500,200	0	0	30,416,172	47,324,465	284,240,837	0
Interest Income	0	760,900	207,500	205,800	592,902	1,246,179	3,013,281	104,950
Sales & Services / Other Income	0	1,329,400	140,191,761	16,840,392	121,629,409	103,024,568	383,015,530	139,503,742
Total Revenue	\$219,501,500	\$208,590,500	\$140,399,261	\$17,046,192	\$152,638,483	\$151,595,212	\$889,71,148	\$139,608,692
Expenditures								
Personal Services	\$197,712,000	\$125,440,890	\$45,278,816	\$4,015,449	\$56,179,552	\$67,272,431	\$495,899,138	\$40,816,605
Travel	36,600	3,044,647	1,669,458	788,310	225,978	2,337,287	8,102,280	205,087
Equipment	1,006,200	11,089,745	4,260,314	2,796,500	1,633,819	3,401,066	24,187,644	2,406,565
Commodities	902,800	8,678,470	5,531,009	742,424	7,522,103	5,902,174	29,278,980	10,784,075
Contractual Services	9,826,700	41,419,815	20,282,639	6,486,927	44,485,242	48,295,600	170,796,923	56,046,431
Group Insurance	3,060,000	2,172,700	0	80,800	1,048,179	519,847	6,881,526	3,047,987
Operation of Automotive Equip	633,200	496,578	728,805	64,085	145,898	413,282	2,481,848	2,284,200
Telecommunication	1,507,300	1,175,674	350,831	98,643	1,638,692	1,354,169	6,125,309	3,616,615
Social Security/Medicare	2,346,700	2,866,938	177,418	200	514,850	661,388	6,567,494	23,700
Permanent Improvements	0	1,084,088	591,394	0	3,100	4,238,688	5,917,270	14,660,000
Other Expenses	2,470,000	249,000	15,514,029	863,602	7,326,372	10,622,274	37,045,277	3,390,747
Awards & Grants	0	10,882,555	46,014,548	30,000	12,356	4,650,251	61,589,710	25,948
Transfers to Debt Service & Reserves	0	0	0	0	33,907,987	2,110,600	36,018,587	1,467,600
Total Expenditures & Transfers	\$219,501,500	\$208,601,100	\$140,399,261	\$15,966,940	\$154,644,128	\$151,779,057	\$890,891,986	\$138,775,560
Planned Operating Results (+/-)	0	(10,600)	0	1,079,252	(2,005,645)	(183,845)	(1,120,838)	833,132
Estimated Ending Cash Balance	\$0	\$384,000	\$0	\$29,229,643	\$22,136,507	\$44,631,979	\$96,382,129	\$8,816,469

Notes:

- (1) Carryover cash balances are used for ongoing operational costs of support units and expenditures are restricted in accordance with bond covenants, Legislative Audit Commission guidelines and Illinois Statute.
- (2) Grants and Contracts - Revenues received from external sources match expenditures over the life of the grant, therefore the cash balance is reflected as zero.
- (3) Service Departments act as "flow through" accounts for services provided to University departments. In order to avoid double-counting of financial transactions, revenue and expenditures are not added to the University totals.
- (4) Direct payments by the State of Illinois to staff benefits on behalf of the University total about \$178 million per year.
- (5) Payments due to the SIU System from the State for FY11 of \$98,076,386 as of 8/15/11.

Table A-1

SOUTHERN ILLINOIS UNIVERSITY CARBONDALE
FY 2012 OPERATING BUDGET
BY LINE ITEMS AND MAJOR FUND GROUPS

	Beginning Cash Balance (1)					Service (3) Departments	\$5,134,100
	Appropriated Funds	Income Funds	\$0	Grants and Contracts (2)	\$0		
Revenue	\$0					All Funds 2012 Totals	\$40,129,600
General Revenue (Tax Dollars)	\$112,288,800	\$0	\$0	\$0	\$0	\$112,288,800	\$0
Tuition / Student Fees	0	116,558,900	0	0	22,288,350	166,667,100	0
Interest Income	0	541,400	207,500	80,000	471,150	2,036,900	104,950
Sales & Services / Other Income	0	25,000	83,165,500	6,000,000	43,965,350	169,359,350	87,297,050
Total Revenue	\$112,288,800	\$117,125,300	\$83,373,000	\$6,080,000	\$66,724,850	\$64,760,200	\$450,352,150
Expenditures							
Personal Services	\$103,367,100	\$68,388,000	\$26,412,600	\$1,755,900	\$21,186,650	\$17,788,750	\$238,899,000
Travel	0	1,760,900	1,260,000	448,000	132,400	1,555,100	5,156,400
Equipment	986,200	7,096,200	1,729,100	895,200	985,400	959,150	12,651,250
Commodities	768,700	5,433,800	2,245,700	329,900	5,299,950	2,940,050	9,103,050
Contractual Services	2,657,300	24,132,400	10,126,700	2,103,600	23,283,450	31,080,950	93,384,400
Group Insurance	2,076,000	855,200	0	80,800	444,950	99,300	3,556,250
Operation of Automotive Equip	444,400	300,700	564,000	25,700	74,200	284,650	1,753,650
Telecommunication	652,800	580,100	140,600	25,800	393,650	808,900	2,601,850
Social Security/Medicare	1,318,300	1,300,000	0	0	181,100	137,200	2,936,600
Permanent Improvement	0	47,000	0	0	3,100	0	50,100
Other Expenses	18,000	249,000	9,664,600	415,100	341,800	6,091,250	16,779,750
Awards & Grants	0	6,982,000	31,229,700	0	12,150	3,202,550	41,426,400
Transfers to Debt Service & Reserves	0	0	0	0	15,573,800	1,740,200	17,314,000
Total Expenditures & Transfers	\$112,288,800	\$117,125,300	\$83,373,000	\$6,080,000	\$67,912,600	\$66,688,050	\$453,467,750
Planned Operating Results (+/-)	0	0	0	0	(1,187,750)	(1,927,850)	(3,115,600)
Estimated Ending Cash Balance	\$0	\$0	\$0	\$9,300,300	\$14,308,950	\$13,404,750	\$37,014,000

Notes:

(1) Carryover cash balances are used for ongoing operational costs of support units and expenditures are restricted in accordance with bond covenants, Legislative Audit Commission guidelines and Illinois Statute.

(2) Grants and Contracts - Revenues received from external sources match expenditures over the life of the grant; therefore, the cash balance is reflected as zero.

(3) Service Departments act as "flow through" accounts for services provided to University departments. In order to avoid double-counting of financial transactions, revenue and expenditures are not added to the University totals.

SOUTHERN ILLINOIS UNIVERSITY SCHOOL OF MEDICINE
FY 2012 OPERATING BUDGET
BY LINE ITEMS AND MAJOR FUND GROUPS

	Appropriated Funds	Income Funds	Grants and Contracts (2)	Indirect Cost Recovery	Revenue Bond Operations	Self-Supporting Activities	All Funds 2012 Totals	Service (3) Departments
Beginning Cash Balance (1)	\$0	\$394,600	\$0	\$18,200,800	\$2,472,000	\$4,764,900	\$25,832,300	\$2,139,800
Revenue								
General Revenue (Tax Dollars)	\$40,018,700	\$0	\$0	\$0	\$0	\$0	\$40,018,700	\$0
Tuition / Student Fees	0	8,896,400	0	0	0	0	8,896,400	0
Interest Income	0	19,500	0	125,800	32,000	35,400	212,700	0
Sales & Services / Other Income	0	0	17,600,000	8,032,000	42,516,400	51,989,500	120,137,900	15,271,800
Total Revenue	\$40,018,700	\$8,915,900	\$17,600,000	\$8,157,800	\$42,548,400	\$52,024,900	\$169,265,700	\$15,271,800
Expenditures								
Personal Services	\$35,167,900	\$4,500,400	\$7,432,600	\$1,813,700	\$24,531,500	\$39,301,100	\$112,747,200	\$2,504,100
Travel	0	179,600	172,900	155,000	27,300	322,600	857,400	25,100
Equipment	0	579,600	1,309,000	1,656,900	277,900	627,400	4,450,800	90,500
Commodities	0	859,200	2,220,800	162,000	1,487,600	620,700	5,350,300	708,100
Contractual Services	2,329,700	1,861,700	4,242,000	3,393,400	13,388,000	8,764,400	33,979,200	9,562,100
Group Insurance	450,000	17,500	0	0	427,000	304,900	1,199,400	0
Operation of Automotive Equip	8,900	1,100	7,100	32,700	0	5,100	54,900	11,000
Telecommunication	320,600	31,000	13,100	62,300	395,200	188,600	1,010,800	618,600
Social Security/Medicare	541,600	400	0	0	333,300	508,000	1,383,300	0
Permanent Improvement	0	0	0	0	0	0	0	0
Other Expenses	1,200,000	0	2,202,500	251,700	0	148,900	3,803,100	1,199,000
Awards & Grants	0	896,000	0	0	0	70,000	966,000	0
Transfers to Debt Service & Reserves	0	0	0	0	1,916,500	18,000	1,934,500	460,600
Total Expenditures & Transfers	\$40,018,700	\$8,926,500	\$17,600,000	\$7,527,700	\$42,784,300	\$50,879,700	\$167,736,900	\$15,179,100
Planned Operating Results (+/-)	0	(10,600)	0	630,100	(235,900)	1,145,200	1,528,800	92,700
Estimated Ending Cash Balance	\$0	\$384,000	\$0	\$18,830,900	\$2,236,100	\$5,910,100	\$27,361,100	\$2,232,500

Notes:

(1) Carryover cash balances are used for ongoing operational costs of support units and expenditures are restricted in accordance with bond covenants, Legislative Audit Commission guidelines and Illinois Statute.

(2) Grants and Contracts - Revenues received from external sources match expenditures over the life of the grant; therefore, the cash balance is reflected as zero.

(3) Service Departments act as "flow through" accounts for services provided to University departments. In order to avoid double-counting of financial transactions, revenue and expenditures are not added to the University totals.

Table A-4

SOUTHERN ILLINOIS UNIVERSITY ADMINISTRATION
FY 2012 OPERATING BUDGET
BY LINE ITEMS AND MAJOR FUND GROUPS

								Service (3) Departments	
		Appropriated Funds	Income Funds	Grants and Contracts (2)	Indirect Cost Recovery	Revenue Bond Operations	Self-Supporting Activities	All Funds 2012 Totals	\$0
	Beginning Cash Balance (1)								
Revenue									
General Revenue (Tax Dollars)	\$1,967,100		\$0	\$0	\$0	\$0	\$0	\$1,967,100	\$0
Tuition / Student Fees	0	0	0	0	0	0	0	0	0
Interest Income	0	0	0	0	0	0	0	0	0
Sales & Services / Other Income	0	0	0	50,000	0	0	40,000	90,000	0
Total Revenue	\$1,967,100		\$0	\$0	\$50,000	\$0	\$40,000	\$2,057,100	\$0
Expenditures									
Personal Services	\$1,679,500		\$0	\$0	\$0	\$0	\$43,200	\$1,722,700	\$0
Travel	25,000	0	0	1,000	0	0	0	26,000	0
Equipment	14,000	0	0	1,000	0	0	0	15,000	0
Commodities	27,000	0	0	1,000	0	0	1,000	29,000	0
Contractual Services	133,700	0	0	44,000	0	0	10,000	187,700	0
Group Insurance	24,500	0	0	0	0	0	0	24,500	0
Operation of Automotive Equip	20,000	0	0	0	0	0	0	20,000	0
Telecommunication	20,000	0	0	3,000	0	0	0	23,000	0
Social Security/Medicare	23,400	0	0	0	0	0	0	23,400	0
Permanent Improvement	0	0	0	0	0	0	0	0	0
Other Expenses	0	0	0	0	0	0	0	0	0
Awards & Grants	0	0	0	0	0	0	0	0	0
Transfers to Debt Service & Reserves	0	0	0	0	0	0	0	0	0
Total Expenditures & Transfers	\$1,967,100		\$0	\$0	\$50,000	\$0	\$54,200	\$2,071,300	\$0
Planned Operating Results (+/-)	0	0	0	0	0	0	(14,200)	(14,200)	0
Estimated Ending Cash Balance	\$0		\$0	\$0	\$201,947	\$0	\$50,006	\$251,953	\$0

Notes:

(1) Carryover cash balances are used for ongoing operational costs of support units and expenditures are restricted in accordance with bond covenants, Legislative Audit Commission guidelines and Illinois Statute.

(2) Grants and Contracts - Revenues received from external sources match expenditures over the life of the grant; therefore, the cash balance is reflected as zero.

(3) Service Departments act as "flow through" accounts for services provided to University departments. In order to avoid double-counting of financial transactions, revenue and expenditures are not added to the University totals.

Table A-5

SOUTHERN ILLINOIS UNIVERSITY –
UNIVERSITY WIDE SERVICES
FY 2012 OPERATING BUDGET
BY LINE ITEMS AND MAJOR FUND GROUPS

	Appropriated Funds	Income Funds	Grants and Contracts (2)	Indirect Cost Recovery	Revenue Bond Operations	Self-Supporting Activities	All Funds 2012 Totals	Service (3) Departments	\$0
Beginning Cash Balance (1)									
Revenue									
General Revenue (Tax Dollars)	\$1,656,600	\$0	\$0	\$0	\$0	\$0	\$1,656,600	\$0	\$0
Tuition / Student Fees	0	0	0	0	0	0	0	0	0
Interest Income	0	0	0	0	0	0	211,911	211,911	0
Sales & Services / Other Income	0	0	0	0	0	0	1,295,518	1,295,518	0
Total Revenue	\$1,656,600	\$0	\$0	\$0	\$0	\$0	\$1,507,429	\$3,164,029	\$760,184
Expenditures									
Personal Services	\$1,531,700	\$0	\$0	\$0	\$0	\$0	\$711,975	\$2,243,675	\$668,625
Travel	11,600	0	0	0	0	0	20,600	32,200	7,167
Equipment	6,000	0	0	0	0	0	17,100	23,100	2,146
Commodities	7,100	0	0	0	0	0	7,700	14,800	1,600
Contractual Services	46,600	0	0	0	0	0	434,612	481,212	76,800
Group Insurance	9,500	0	0	0	0	0	7,617	17,117	2,146
Operation of Automotive Equip	1,800	0	0	0	0	0	1,425	3,225	0
Telecommunication	13,900	0	0	0	0	0	6,400	20,300	1,700
Social Security/Medicare	28,400	0	0	0	0	0	0	28,400	0
Permanent Improvement	0	0	0	0	0	0	0	0	0
Other Expenses	0	0	0	0	0	0	150,000	150,000	0
Awards & Grants	0	0	0	0	0	0	150,000	150,000	0
Transfers to Debt Service & Reserves	0	0	0	0	0	0	0	0	0
Total Expenditures & Transfers	\$1,656,600	\$0	\$0	\$0	\$0	\$0	\$1,507,429	\$3,164,029	\$760,184
Planned Operating Results (+/-)	0	0	0	0	0	0	0	0	0
Estimated Ending Cash Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$230,220	\$230,220	\$0

Notes:

(1) Carryover cash balances are used for ongoing operational costs of support units and expenditures are restricted in accordance with bond covenants, Legislative Audit Commission guidelines and Illinois Statute.

(2) Grants and Contracts - Revenues received from external sources match expenditures over the life of the grant; therefore, the cash balance is reflected as zero.

(3) Service Departments act as "flow through" accounts for services provided to University departments. In order to avoid double-counting of financial transactions, revenue and expenditures are not added to the University totals.

Table A1



SOUTHERN ILLINOIS UNIVERSITY

FY 2012 OPERATING BUDGET

TREND DATA: FY10 ACTUAL, FY11 ESTIMATED, AND FY12 BUDGET

	FY10 Actual	FY11 Estimated	FY12 Budget	% Change FY10 to FY11	% Change FY11 to FY12	% of Revenues
Beginning Cash Balance (1)	\$83,773,494	\$107,123,699	\$97,502,967	-9%	-9%	
Revenue						All Other
General Revenue (Tax Dollars)	\$236,659,730 *	\$221,833,762	\$219,501,500	-6%	-1%	
Tuition / Student Fees	261,501,172	270,735,700	284,240,837	4%	5%	
Interest Income	3,758,013	3,426,538	3,013,281	-9%	-12%	
Sales & Services / Other Income	357,675,712	367,482,356	383,015,530	3%	4%	
Total Revenue	\$859,594,627	\$863,478,356	\$889,771,148	0%	3%	General Revenue
						FY10
						FY11
						FY12

	FY10 Actual	FY11 Estimated	FY12 Budget	% Change FY10 to FY11	% Change FY11 to FY12	% of Revenues
Expenditures						All Other
Instruction	\$233,056,013	\$241,335,675	\$247,516,972	4%	3%	
Research	60,346,941	57,147,155	59,455,229	-5%	4%	
Public Service	59,135,137	56,768,718	58,724,754	-4%	3%	
Academic Support	117,169,770	129,455,877	144,997,002	10%	12%	
Student Support	55,265,942	56,697,268	58,393,327	3%	3%	
Institutional Support	61,366,126	62,223,717	59,589,825	1%	-4%	
Operation & Maintenance of Plant	87,129,315	85,170,776	73,685,401	-2%	-13%	
Independent Operations	107,010,597	121,215,080	124,782,494	13%	3%	
Scholarships and Fellowships	55,850,481	63,084,823	63,746,982	13%	1%	
Total Expenditures & Transfers	\$836,330,322	\$873,099,089	\$890,891,986	4%	2%	Primary (Inst/Res/Pub)
						FY10
						FY11
						FY12

	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10*	FY11	FY12
General Revenue Funds	234,715.7	217,203.7	217,429.6	217,653.7	223,159.2	227,192.3	235,817.0	220,153.7	220,813.5	219,501.5
\$ increase over prior year	(17,512.0)	-7%	225.9	224.1	5,505.5	4,033.1	8,624.7	(15,663.3)	659.8	(1,312.0)
% increase over prior year			0%	0%	3%	2%	4%	-7%	0%	-1%
Total Expenditures (All Funds)	618,071.7	618,401.6	636,026.9	663,509.1	701,620.5	748,470.8	796,642.0	830,874.3	847,632.4	890,892.0
\$ increase over prior year	329.9	17,625.3	27,482.2	38,111.4	46,850.3	48,171.2	34,322.3	16,758.1	43,259.6	
% increase over prior year	0%	3%	4%	6%	7%	6%	4%	2%	5%	

Notes:

- (1) Carryover cash balances are used for ongoing operational costs of support units and expenditures are restricted in accordance with bond covenants, Legislative Audit Commission guidelines and Illinois Statute.
- (2) Payments due to the SLU System from the State for FY11 of \$98,076,386 as of 8/15/11.

* Includes Federal Stimulus appropriation of \$15,913,300

SOUTHERN ILLINOIS UNIVERSITY SCHOOL OF MEDICINE
FY 2012 OPERATING BUDGET
TREND DATA: FY10 ACTUAL, FY11 ESTIMATED, AND FY12 BUDGET

			% of Revenues				% of Expenditures							
			FY10 Actual	FY11 Estimated	FY10 to FY11 54%	FY12 Budget	% Change FY11 to FY12					FY10	FY11	FY12
Beginning Cash Balance (1)	\$18,239,300	\$28,075,700				\$25,832,300	-8%	100%	90%	90%	90%			
Revenue								70%	All Other	All Other	All Other			
General Revenue (Tax Dollars)	\$42,483,500	*	\$40,570,300	-5%		\$40,018,700	-1%		60%					
Tuition / Student Fees	7,958,900		8,299,000	4%		8,896,400	7%		50%					
Interest Income	486,000		381,100	.22%		212,700	.44%		40%					
Sales & Services / Other Income	102,397,800		103,758,500	1%		120,137,900	16%		30%					
Total Revenue	\$153,326,200		\$153,008,900	0%		\$169,265,700	11%		20%					
								10%	General Revenue	General Revenue	General Revenue			

			Original GR Budget & Expenditure Budget										
			FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10*	FY11	FY12	
General Revenue Funds	39,402,4	37,986,5	37,872,4	37,872,4	39,697,3	40,415,6	41,513,6	38,061,6	39,271,6	40,018,7			
\$ Increase over prior year		(1,415.9)	(114.1)	-	1,824.9	718.3	1,098.0	(3,452.0)	1,210.0	747.1			
% Increase over prior year		-4%	0%	0%	5%	2%	3%	8%	3%	2%			
Total Expenditures (All Funds)	95,690,6	97,916,9	99,762,7	106,888,4	116,524,4	128,516,7	138,727,0	145,964,8	147,913,4	167,736,9			
\$ Increase over prior year		2,226.3	1,845.8	7,125.7	9,636.0	11,992.3	10,210.3	7,237.8	1,548.6	20,223.5			
% Increase over prior year		2%	2%	7%	9%	10%	8%	5%	4%	14%			

Notes:

(1) Carryover cash balances are used for ongoing operational costs of support units and expenditures are restricted in accordance with bond covenants, Legislatice Audit Commission guidelines and Illinois Statute.

* Includes Federal Stimulus appropriation of \$3,714,900.

SOUTHERN ILLINOIS UNIVERSITY ADMINISTRATION
FY 2012 OPERATING BUDGET
TREND DATA: FY10 ACTUAL, FY11 ESTIMATED, AND FY12 BUDGET

		% of Revenues					
		FY10 Actual	FY11 Estimated	FY11 % Change to FY10	FY12 Budget	FY11 to FY12 % Change	
Beginning Cash Balance (1)		\$253,168	\$246,668	-3%	\$266,153	8%	
Revenue							
General Revenue (Tax Dollars)	\$2,068,770 *	\$1,943,133	-6%	\$1,967,100	1%	95%	
Tuition / Student Fees	0	0	0%	0	0%	90%	
Interest Income	1,007	3,517	249%	0	-100%	85%	
Sales & Services / Other Income	90,000	110,000	22%	90,000	-18%	80%	
Total Revenue	\$2,159,777	\$2,056,650	-5%	\$2,057,100	0%	80%	
							FY10
							FY11
							FY12
*Note: The scale is truncated							
Expenditures							
Instruction	\$0	\$0	0%	\$0	0%	0%	
Research	0	0	0%	0	0%	0%	
Public Service	0	0	0%	0	0%	0%	
Academic Support	0	0	0%	0	0%	0%	
Student Support	0	0	0%	0	0%	0%	
Institutional Support	2,166,277	2,037,165	-6%	2,071,300	2%	0%	
Operation & Maintenance of Plant	0	0	0%	0	0%	0%	
Independent Operations	0	0	0%	0	0%	0%	
Scholarships and Fellowships	0	0	0%	0	0%	0%	
Total Expenditures & Transfers	\$2,166,277	\$2,037,165	-6%	\$2,071,300	2%	0%	
Planned Operating Results (+/-)	(6,500)	19,485	(14,200)				
Estimated Ending Cash Balance	\$246,668	\$266,153	8%	\$251,953	-5%	0%	

Original GR Budget & Expenditure Budget							
FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10
General Revenue Funds	2,156,0	1,975,3	1,920,8	1,919,6	1,965,9	2,035,8	2,113,4
\$ Increase over prior year		(174.7)	(54.5)	(1.2)	48.3	87.9	57.6
% Increase over prior year		8%	2%	0%	3%	4%	3%
Total Expenditures (All Funds)	2,225,9	2,070,3	1,995,8	2,025,4	2,060,8	2,155,8	2,213,4
\$ Increase over prior year		(155.6)	(74.5)	29.6	35.4	95.0	57.6
% Increase over prior year		7%	-4%	1%	2%	5%	3%

Notes:

(1) Carryover cash balances are used for ongoing operational costs of support units and expenditures are restricted in accordance with bond covenants, Legislative Audit Commission guidelines and Illinois Statute.
* includes Federal Stimulus appropriation of \$125,500.

Table A1-5

**SOUTHERN ILLINOIS UNIVERSITY –
UNIVERSITY WIDE SERVICES
FY 2012 OPERATING BUDGET
TREND DATA: FY10 ACTUAL, FY11 ESTIMATED, AND FY12 BUDGET**

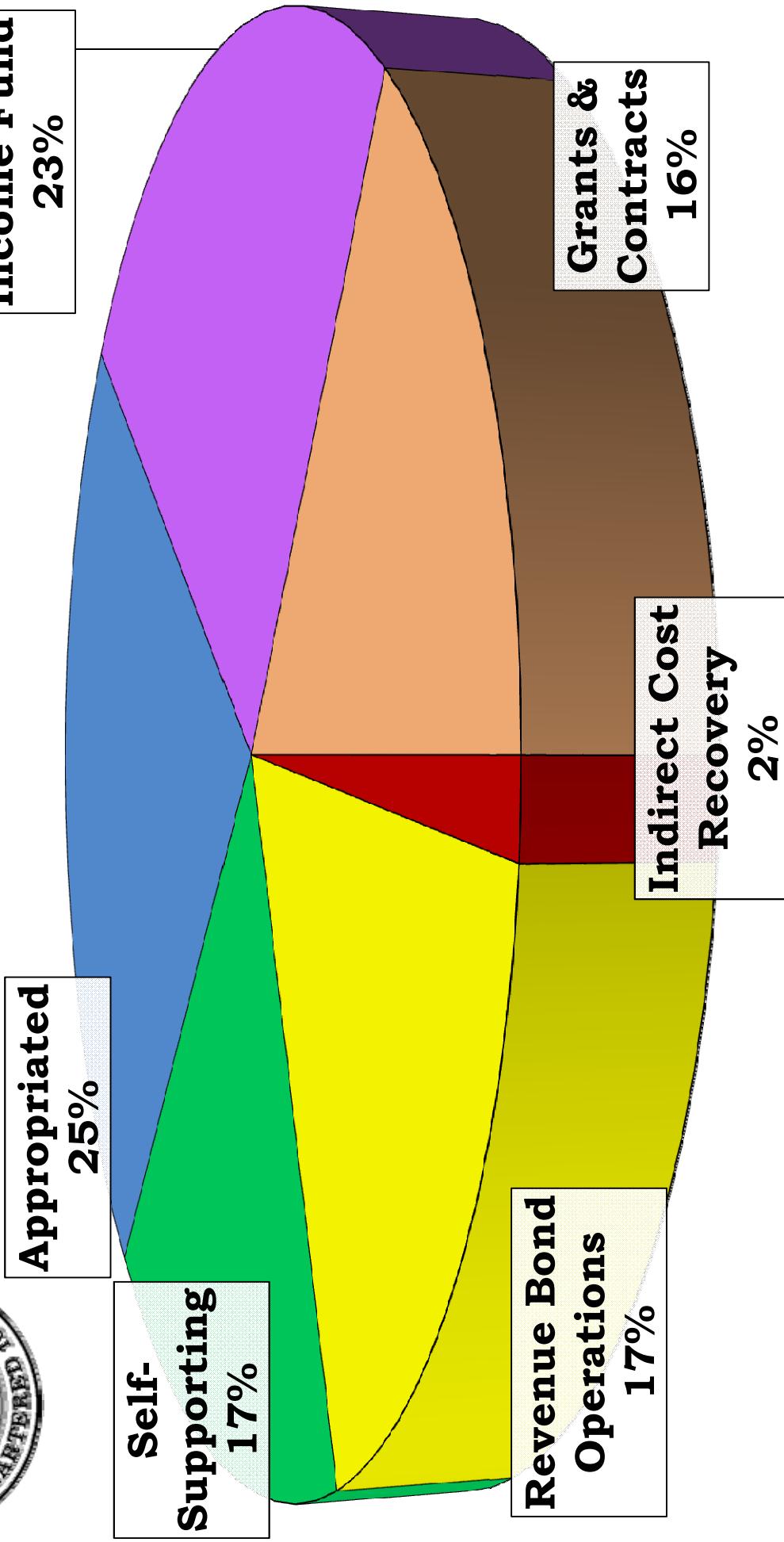
							% of Revenues						
				FY10 Actual	FY11 Estimated	FY10 to FY11 % Change	FY12 Budget	FY11 to FY12 % Change					FY10
Beginning Cash Balance (1)				\$237,172	\$219,540	-7%	\$230,220	5%					FY11
Revenue									All Other	All Other	All Other	All Other	FY12
General Revenue (Tax Dollars)	\$1,572,760	\$1,571,275	0%	\$1,656,600	5%				100%	90%	80%	70%	
Tuition / Student Fees	0	0	0%	0	0%				70%	60%	50%	40%	
Interest Income	189,312	189,263	0%	211,911	12%				30%	30%	20%	10%	
Sales & Services / Other Income	1,709,636	1,518,313	-11%	1,295,518	-15%				General Revenue	General Revenue	General Revenue	General Revenue	
Total Revenue	\$3,471,708	\$3,278,851	-6%	\$3,164,029	-4%								
Expenditures													
Instruction	\$0	\$0	0%	\$0	0%				0%	0%	0%	0%	
Research	0	0	0%	0	0%				0%	0%	0%	0%	
Public Service	0	0	0%	0	0%				0%	0%	0%	0%	
Academic Support	0	0	0%	0	0%				0%	0%	0%	0%	
Student Support	0	0	0%	0	0%				0%	0%	0%	0%	
Institutional Support	3,489,340	3,268,172	-6%	3,164,029	-3%								
Operation & Maintenance of Plant	0	0	0%	0	0%				0%	0%	0%	0%	
Independent Operations	0	0	0%	0	0%				0%	0%	0%	0%	
Scholarships and Fellowships	0	0	0%	0	0%				0%	0%	0%	0%	
Total Expenditures & Transfers	\$3,489,340	\$3,268,172	-6%	\$3,164,029	-3%								
Planned Operating Results (+/-)	(17,632)	10,680		0									
Estimated Ending Cash Balance	\$219,540	\$230,220	5%	\$230,220	0%								
General Revenue Funds	2,045.3	1,878.0	1,979.7	1,532.5	2,501.9				Original GR Budget & Expenditure Budget	FY03	FY04	FY05	FY06
\$ Increase over prior year	(16.3)	8%	(42.2)	949.4	396.4				FY07	FY08	FY09	FY10	FY11
% increase over prior year				22%	61%								
Total Expenditures (All Funds)	4,593.2	5,324.8	4,087.3	4,048.9	4,247.2								
\$ Increase over prior year	731.6	(237.5)	(38.4)	198.3	537.8								
% increase over prior year	16%	-23%	-1%	5%	13%								

Notes:
 (1) Carryover cash balances are used for ongoing operational costs of support units and expenditures are restricted in accordance with bond covenants, Legislative Audit Commission guidelines and Illinois Statute.



Southern Illinois University

FY 2012 Revenue Budget by Fund Group



Total = \$889,711,148

Table B1



SOUTHERN ILLINOIS UNIVERSITY

FY 2012 APPROPRIATED REVENUE BY LINE ITEMS

State appropriated funds include General Revenue Funds which come from Illinois tax dollars. General Revenue funds are appropriated by lump sum but budgeted by line.

	<u>SIUC</u>	<u>SIUC SOM</u>	<u>SIUE</u>	<u>Admin</u>	<u>UWS</u>	<u>Total University</u>
Personal Services	103,367,100	35,167,900	55,965,800	1,679,500	1,531,700	197,712,000
Social Security	1,318,300	541,600	435,000	23,400	28,400	2,346,700
Travel	0	0	0	25,000	11,600	36,600
Equipment	986,200	0	0	14,000	6,000	1,006,200
Commodities	768,700	0	100,000	27,000	7,100	902,800
Contractual Services	2,657,300	2,329,700	4,659,400	133,700	46,600	9,826,700
Group Insurance	2,076,000	450,000	500,000	24,500	9,500	3,060,000
Operation of Auto	444,400	8,900	158,100	20,000	1,800	633,200
Telecommunications	652,800	320,600	500,000	20,000	13,900	1,507,300
Awards and Grants	0	0	0	0	0	0
License Plate Scholarships	18,000	0	2,000	0	0	20,000
Simmons Cancer Institute	0	1,200,000	0	0	0	1,200,000
School of Pharmacy	0	0	1,250,000	0	0	1,250,000
Total	\$ 112,288,800	\$ 40,018,700	\$ 63,570,300	\$ 1,967,100	\$ 1,656,600	\$ 219,501,500

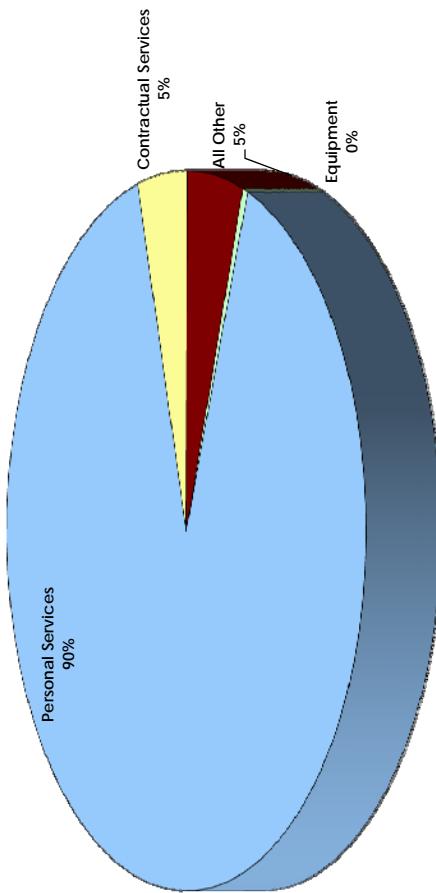


Table B2-a



SOUTHERN ILLINOIS UNIVERSITY FY 2012 TUITION & FEE WAIVERS BUDGET

The University recognizes that waivers represent an institutional resource that should be included in the University's budget plan, which outlines the allocation of all institutional resources. A waiver represents an agreement between the University and the student to reduce or eliminate the tuition and/or fees that normally would be charged to the student. Waivers granted by State statute are also included. Waivers budget is not reflected in University budget totals.

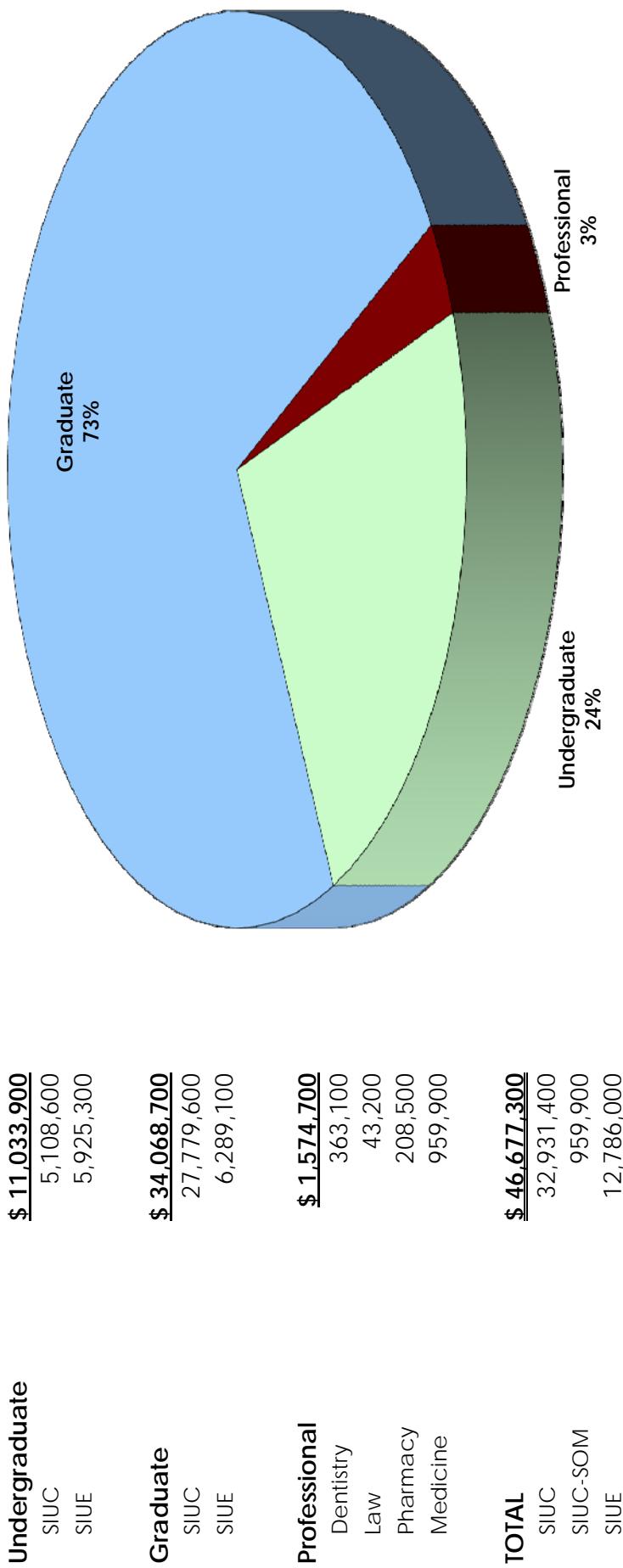


Table B2



SOUTHERN ILLINOIS UNIVERSITY

FY 2012 INCOME FUND REVENUE & ENROLLMENT PROJECTIONS

Income Fund revenue includes tuition revenue, off-campus program revenue, interest earnings, and certain miscellaneous fee revenue. Tuition revenue is a direct result of student enrollment, student residency, credit hours, and tuition rates. Enrollment projections are made two years in advance for budget purposes. Off-campus program revenue is based on charges sufficient to cover all instructional and administrative costs of the programs. Miscellaneous income includes interest earnings, application fees, course-specific fees, graduation fees, and other fees required by Legislative Audit Commission guidelines to be deposited into the Income Fund.

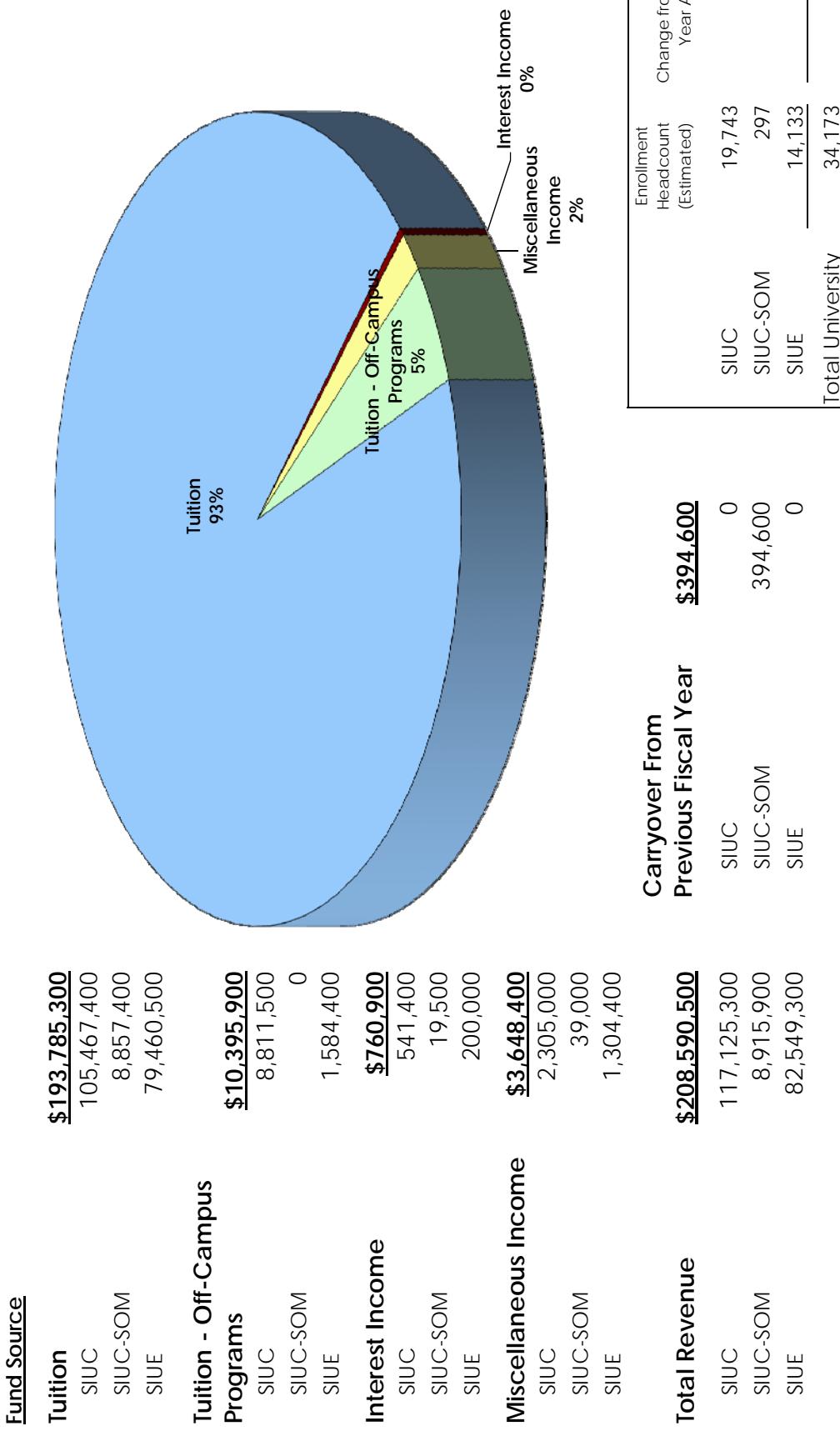


Table B3



SOUTHERN ILLINOIS UNIVERSITY FY 2012 GRANTS AND CONTRACTS REVENUE – RESTRICTED FUNDS

Grants and contracts include funds received from governmental entities and private foundations and corporations for the support of various research projects, special instructional programs, public service activities, student financial aid, and other programs. The specific use of these funds is restricted by contractual agreement with the sponsoring agency. Generally, revenues will equal expenditures over the life of the grant or contract.

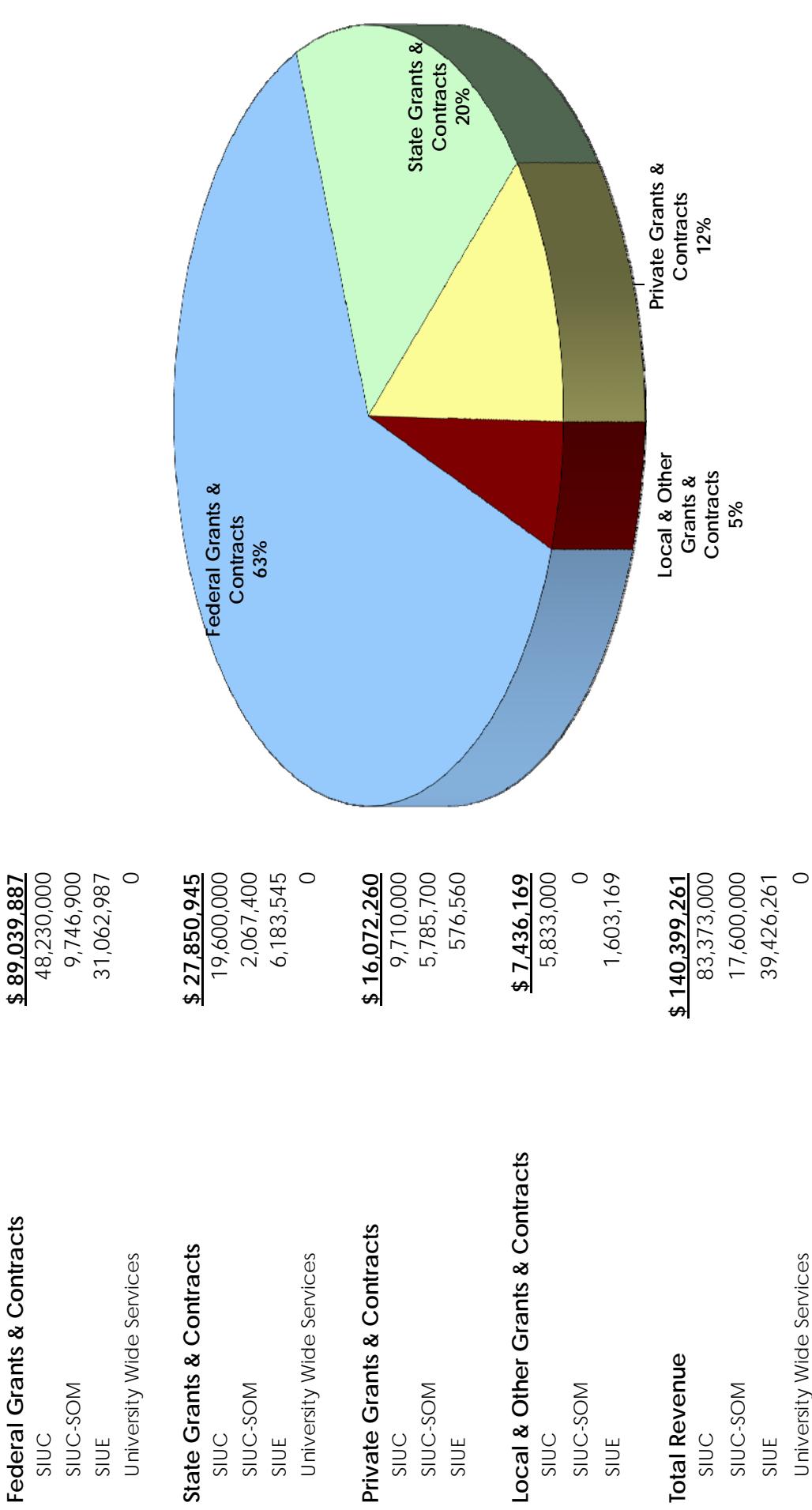


Table B4



SOUTHERN ILLINOIS UNIVERSITY FY 2012 INDIRECT COST RECOVERY REVENUE – UNRESTRICTED FUNDS

Indirect cost funds are recovered as overhead allowances on grants and contracts. They are used to help cover a share of expenses for such items as operation and maintenance, library services, sponsored project administration, and general administration.

Indirect Cost Recoveries	\$ 13,280,892
SIUC	6,000,000
SIUC-SOM	4,472,500
SIUE	2,758,392
Univ. Admin	50,000
Interest Income	\$ 205,800
SIUC	80,000
SIUC-SOM	125,800
SIUE	0
Univ. Admin	0
Clinical Practice Overhead	\$ 3,559,500
SIUC-SOM	3,559,500
Total Revenue	\$ 17,046,192
SIUC	6,080,000
SIUC-SOM	8,157,800
SIUE	2,758,392
Univ. Admin	50,000

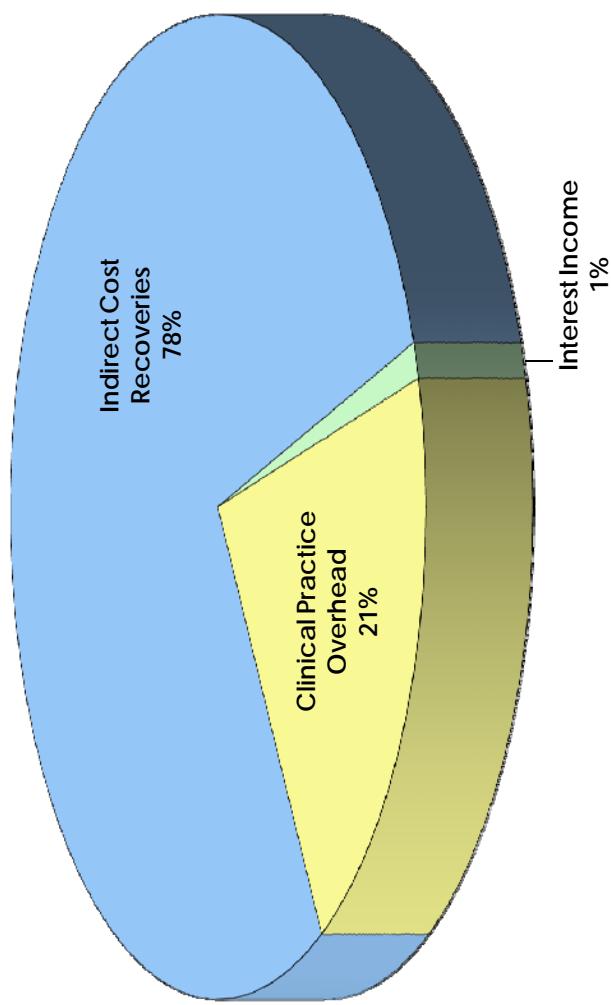


Table B5



SOUTHERN ILLINOIS UNIVERSITY FY 2012 REVENUE BOND OPERATIONS REVENUE

Operations of revenue bond financed facilities are reported in this fund group. Revenue Bond enterprises are funded primarily from student fees, operating charges, and sales and services of various activities.

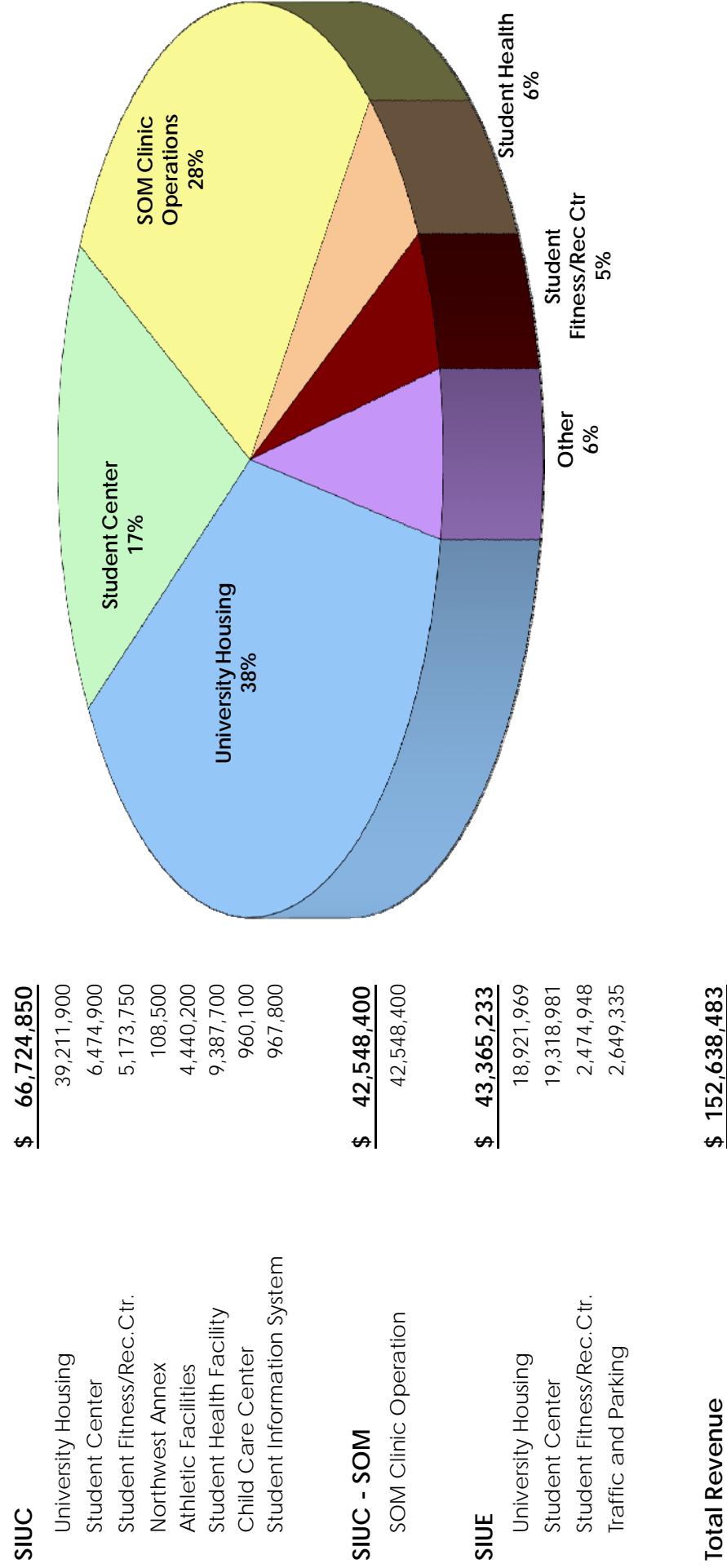
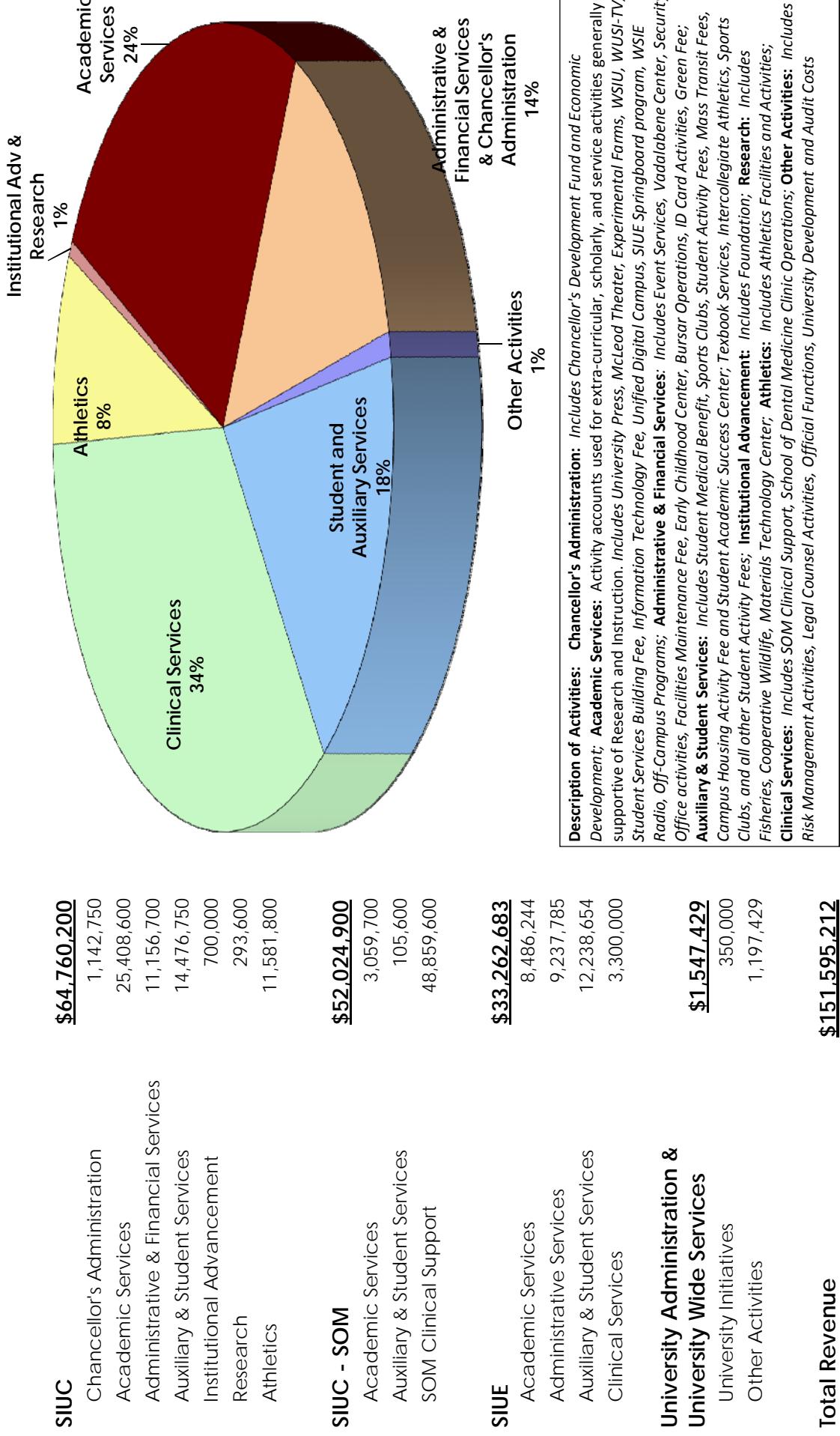


Table B6



SOUTHERN ILLINOIS UNIVERSITY FY 2012 SELF-SUPPORTING ACTIVITIES REVENUE

Self-Supporting Activities include a wide range of operations which are directly related to Instructional, Research, or Public Service units or support the overall objectives of the University. They may be Self-Supporting in whole or in part. Revenue is generally derived through student fees or sales of services.



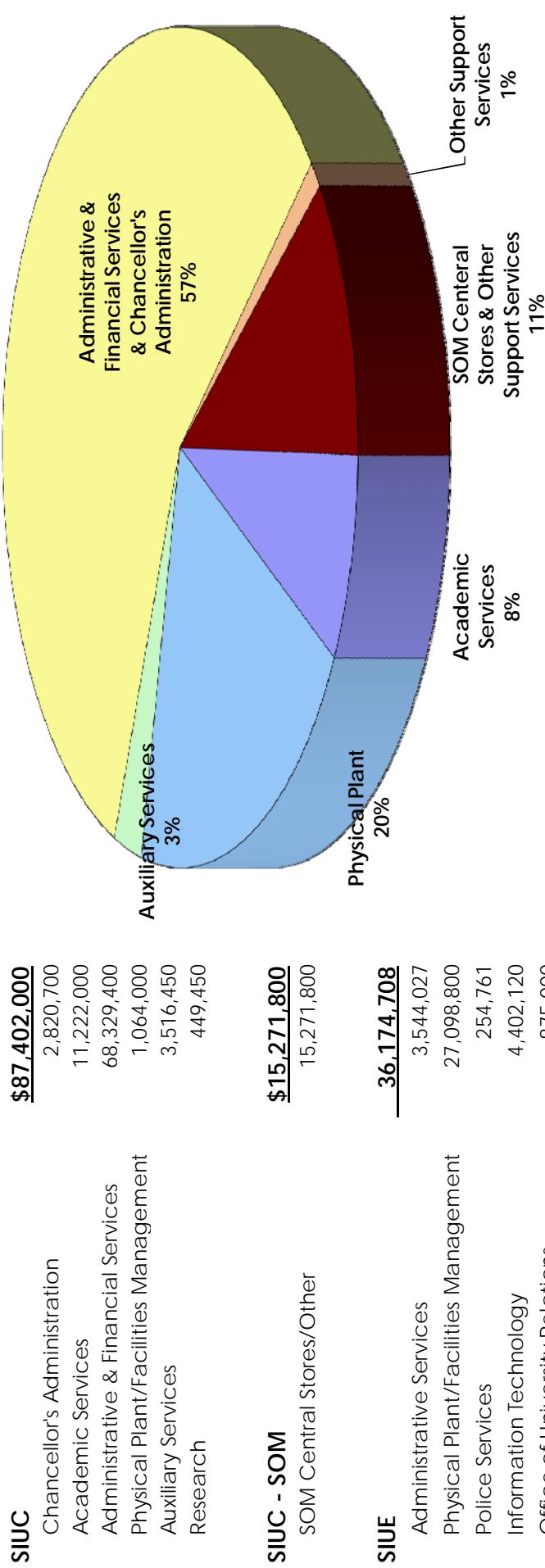
Description of Activities: Chancellor's Administration: Includes Chancellor's Development Fund and Economic Development; Academic Services: Activity accounts used for extra-curricular, scholarly, and service activities generally supportive of Research and Instruction. Includes University Press, McLeod Theater, Experimental Farms, WSU-TV, Student Services Building Fee, Information Technology Fee, Unified Digital Campus, SIUE Springboard program, WSIE Radio, Off-Campus Programs; Administrative & Financial Services: Includes Event Services, Vadalabene Center, Security Office activities, Facilities Maintenance Fee, Early Childhood Center, Bursar Operations, ID Card Activities, Green Fee; Auxiliary & Student Services: Includes Student Medical Benefit, Sports Clubs, Student Activity Fees, Mass Transit Fees, Campus Housing Activity Fee and Student Academic Success Center; Textbook Services, Intercollegiate Athletics, Sports Clubs, and all other Student Activity Fees; Institutional Advancement: Includes Foundation; Research: Includes Fisheries, Cooperative Wildlife, Materials Technology Center; Athletics: Includes Athletics Facilities and Activities; Other Activities: Includes SOM Clinical Operations; Other Activities: Includes Risk Management Activities, Legal Counsel Activities, Official Functions, University Development and Audit Costs

Table B7



SOUTHERN ILLINOIS UNIVERSITY FY 2012 SERVICE DEPARTMENTS REVENUE

Service departments provide specific types of services to University departments and are supported by internal charges to departments' operating budgets. Such services might be purchased from outside sources, but for reasons of convenience, cost, or control, are often provided more effectively by an in-house service department. Service Departments act as "flow through" accounts for services provided to University departments. In order to avoid double-counting of financial transactions, revenue and expenditures are not added to the University totals.



Description of Activities: **Chancellor's Administration:** Includes Group Insurance(SIUC); **Academic Services:** Includes Flight Services, Information Technology, Telecommunications (SIUC), AIS (SIUC); **Auxiliary Services:** Includes Vending Machine and Food Supply; **Administrative & Financial Services:** Includes Credit Sales Service, Post Office, Group Insurance (SIUE), Accounts Payable & Accounting Services, Human Resources, Purchasing, AIS (SIUE); **Physical Plant/Facilities Management:** Includes Facilities Management, Travel Service, Postage Service, Printing & Duplicating Services (SIUC), Utilities Purchased; **Research:** Includes Varium; **Information Technology:** Includes Telecommunications (SIUE), Banner Operations, Technology Leasing, Campus Network, Office of University Relations: Includes Printing & Copying Services (SIUE), Marketing and Advertising



Southern Illinois University

FY 2012 Expenditure Budget by Function

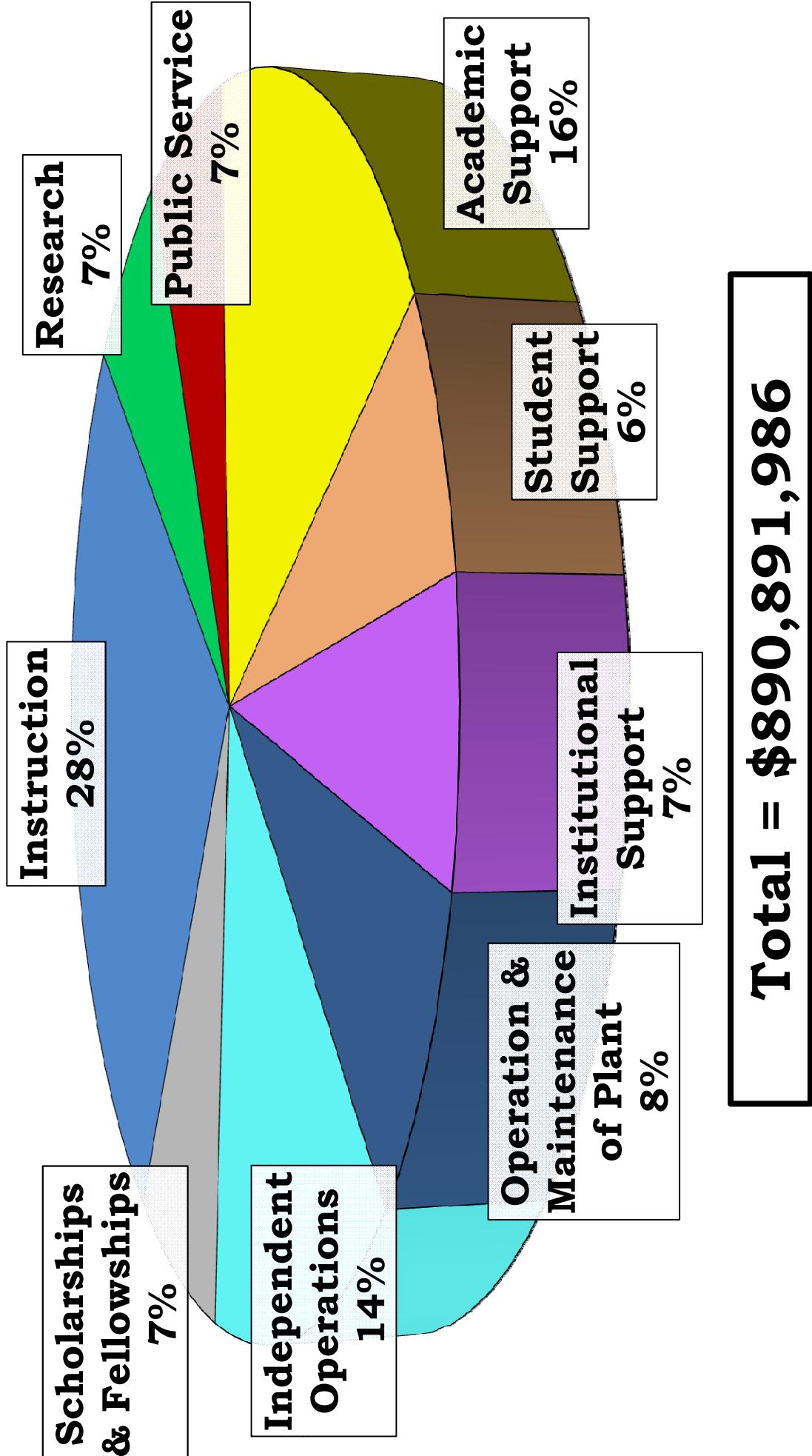


Table C



SOUTHERN ILLINOIS UNIVERSITY
FY 2012 OPERATING BUDGET
BY NACUBO FUNCTIONS AND MAJOR FUND GROUPS

	<u>Appropriated & Income Fund</u>	<u>Grants and Contracts</u>	<u>Indirect Cost Recovery</u>	<u>Revenue Bond Operations</u>	<u>Self-Supporting Activities</u>	<u>All Funds 2012 Totals</u>		<u>Service (1) Departments</u>
						<u>2012 Totals</u>	<u>2012 Totals</u>	
Instruction	\$225,294,538	\$6,327,560	\$618,409	\$0	\$15,276,465	\$247,516,972	\$14,250	
Research	12,156,575	38,732,561	5,407,216	0	3,158,877	59,455,229	231,700	
Public Service	8,624,301	43,483,841	241,570	0	6,375,042	58,724,754	37,200	
Academic Support	50,644,113	495,299	4,636,802	36,792,600	52,428,188	144,997,002	321,500	
Student Support	23,742,902	568,398	205,314	0	33,876,713	58,393,327	0	
Institutional Support	44,470,667	448,848	3,464,559	0	11,205,751	59,589,825	34,778,041	
Operation & Maintenance of Plant	51,611,664	0	1,393,070	5,991,700	14,688,967	73,685,401	103,392,869	
Independent Operations	0	700,000	0	111,859,828	12,222,666	124,782,494	0	
Scholarships and Fellowships	11,557,840	49,642,754	0	0	2,546,388	63,746,982	0	
Total Expenditures & Transfers	\$428,102,600	\$140,399,261	\$15,966,940	\$154,644,128	\$151,779,057	\$890,891,986	\$138,775,560	

(1) Service Departments act as "flow through" accounts for services provided to University departments. In order to avoid double-counting of financial transactions, revenue and expenditures are not added to the University totals.

Table C-1

SOUTHERN ILLINOIS UNIVERSITY CARBONDALE
FY 2012 OPERATING BUDGET
BY NACUBO FUNCTIONS AND MAJOR FUND GROUPS

<u>Appropriated & Income Fund</u>	<u>Grants and Contracts</u>	<u>Indirect Cost Recovery</u>	<u>Revenue Bond Operations</u>	<u>Self-Supporting Activities</u>	<u>All Funds 2012 Totals</u>	<u>Service (1) Departments</u>
Instruction	\$122,261,229	\$5,485,000	\$401,930	\$0	\$8,440,087	\$136,588,246
Research	6,458,419	17,143,000	4,761,066	0	2,473,677	30,836,162
Public Service	2,908,490	23,900,000	172,070	0	3,923,088	30,903,648
Academic Support	30,066,610	399,000	116,991	0	4,199,123	34,781,724
Student Support	11,991,333	480,000	38,314	0	24,995,683	37,505,330
Institutional Support	22,735,717	265,000	173,659	0	5,287,945	28,462,321
Operation & Maintenance of Plant	27,074,037	0	415,970	0	8,948,423	36,438,430
Independent Operations	0	700,000	0	67,912,600	7,736,937	76,349,537
Scholarships and Fellowships	5,918,265	35,001,000	0	0	683,087	41,602,352
Total Expenditures & Transfers	\$229,414,100	\$83,373,000	\$6,080,000	\$67,912,600	\$66,688,050	\$453,467,750
						\$86,836,850

(1) Service Departments act as "flow through" accounts for services provided to University departments. In order to avoid double-counting of financial transactions, revenue and expenditures are not added to the University totals.

Table C-2

SOUTHERN ILLINOIS UNIVERSITY SCHOOL OF MEDICINE
FY 2012 OPERATING BUDGET
BY NACUBO FUNCTIONS AND MAJOR FUND GROUPS

<u>Appropriated & Income Fund</u>	<u>Grants and Contracts</u>	<u>Indirect Cost Recovery</u>	<u>Revenue Bond Operations</u>	<u>Self-Supporting Activities</u>	<u>All Funds 2012 Totals</u>	<u>Service (1) Departments</u>
Instruction	\$23,620,800	\$412,700	\$0	\$0	\$288,300	\$24,321,800
Research	4,163,400	13,241,800	508,200	0	534,200	106,000
Public Service	2,626,200	3,945,500	0	0	1,143,500	7,720
Academic Support	6,115,800	0	3,182,500	36,792,600	47,746,600	93,837,500
Student Support	1,560,000	0	0	0	111,100	1,671,100
Institutional Support	5,515,700	0	2,859,900	0	904,100	9,279,700
Operation & Maintenance of Plant	4,869,100	0	977,100	5,991,700	151,900	11,989,800
Independent Operations	0	0	0	0	0	0
Scholarships and Fellowships	474,200	0	0	0	0	474,200
Total Expenditures & Transfers	\$48,945,200	\$17,600,000	\$7,527,700	\$42,784,300	\$50,879,700	\$167,736,900
						\$15,179,100

(1) Service Departments act as "flow through" accounts for services provided to University departments. In order to avoid double-counting of financial transactions, revenue and expenditures are not added to the University totals.

Table C-3

SOUTHERN ILLINOIS UNIVERSITY EDWARDSVILLE
FY 2012 OPERATING BUDGET
BY NACUBO FUNCTIONS AND MAJOR FUND GROUPS

<u>Appropriated & Income Fund</u>	<u>Grants and Contracts</u>	<u>Indirect Cost Recovery</u>	<u>Revenue Bond Operations</u>	<u>Self-Supporting Activities</u>	<u>All Funds 2012 Totals</u>	<u>Service (1) Departments</u>
Instruction	\$79,412,509	\$429,860	\$216,479	\$0	\$6,548,078	\$86,606,926
Research	1,534,756	8,347,761	137,950	0	151,000	10,171,467
Public Service	3,089,611	15,638,341	69,500	0	1,308,454	20,105,906
Academic Support	14,461,703	96,299	1,337,311	0	482,465	16,377,778
Student Support	10,191,569	88,398	167,000	0	8,769,930	19,216,897
Institutional Support	12,595,550	183,848	381,000	0	3,452,077	16,612,475
Operation & Maintenance of Plant	19,668,527	0	0	0	5,588,644	25,257,171
Independent Operations	0	0	0	43,947,228	4,485,729	48,432,957
Scholarships and Fellowships	5,165,375	14,641,754	0	0	1,863,301	21,670,430
Total Expenditures & Transfers	\$146,119,600	\$39,426,261	\$2,309,240	\$43,947,228	\$32,649,678	\$264,452,007
						\$35,999,426

(1) Service Departments act as "flow through" accounts for services provided to University departments. In order to avoid double-counting of financial transactions, revenue and expenditures are not added to the University totals.

SOUTHERN ILLINOIS UNIVERSITY ADMINISTRATION
FY 2012 OPERATING BUDGET
BY NACUBO FUNCTIONS AND MAJOR FUND GROUPS

	<u>Appropriated & Income Fund</u>	<u>Grants and Contracts</u>	<u>Indirect Cost Recovery</u>	<u>Revenue Bond Operations</u>	<u>Self-Supporting Activities</u>	<u>All Funds 2012 Totals</u>		<u>Service (1) Departments</u>
Instruction	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Research	0	0	0	0	0	0	0	0
Public Service	0	0	0	0	0	0	0	0
Academic Support	0	0	0	0	0	0	0	0
Student Support	0	0	0	0	0	0	0	0
Institutional Support	1,967,100	0	50,000	0	54,200	2,071,300	0	0
Operation & Maintenance of Plant	0	0	0	0	0	0	0	0
Independent Operations	0	0	0	0	0	0	0	0
Scholarships and Fellowships	0	0	0	0	0	0	0	0
Total Expenditures & Transfers	\$1,967,100	\$0	\$50,000	\$0	\$54,200	\$0	\$2,071,300	\$0

(1) Service Departments act as "flow through" accounts for services provided to University departments. In order to avoid double-counting of financial transactions, revenue and expenditures are not added to the University totals.

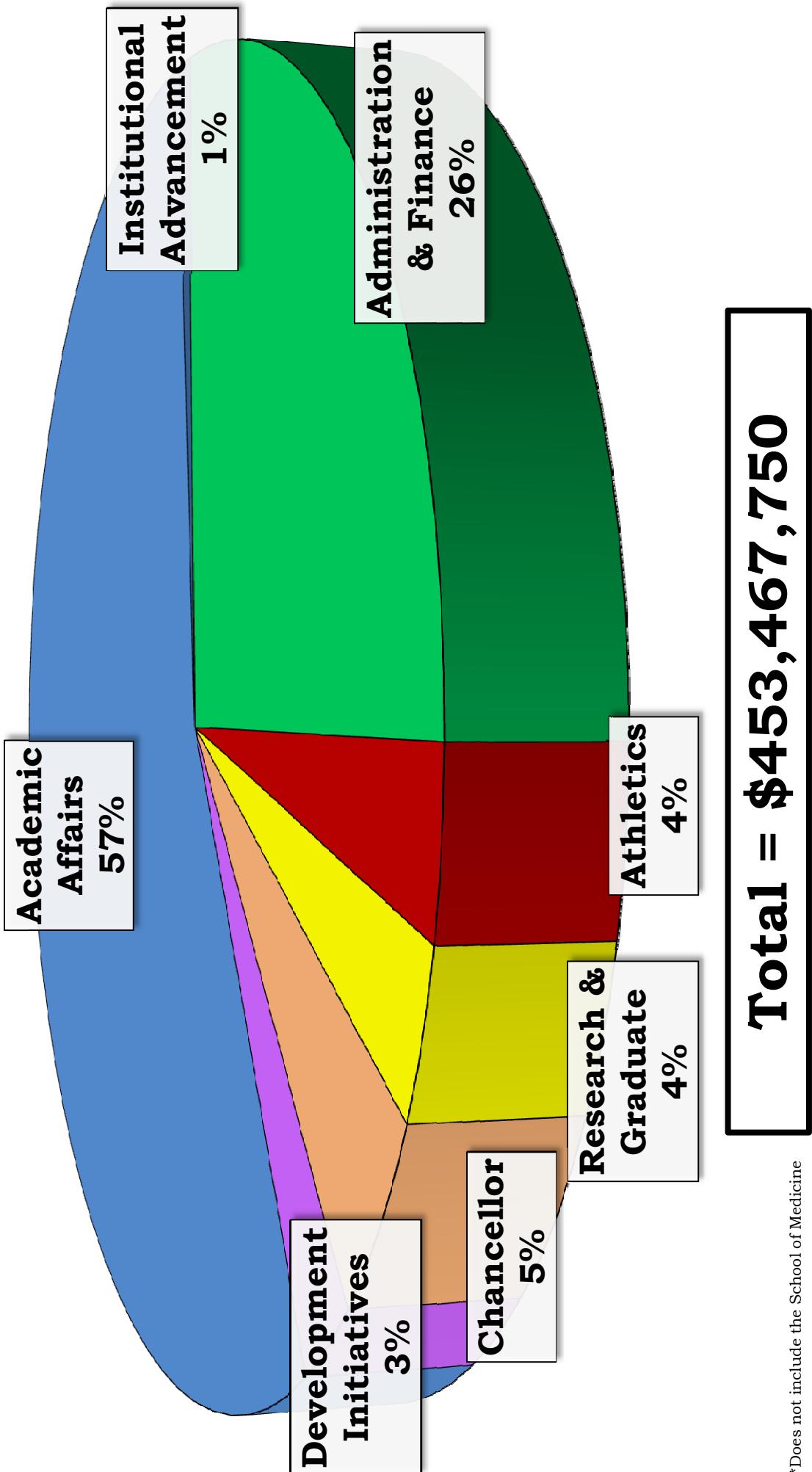
Table C-5

**SOUTHERN ILLINOIS UNIVERSITY –
UNIVERSITY WIDE SERVICES
FY 2012 OPERATING BUDGET
BY NACUBO FUNCTIONS AND MAJOR FUND GROUPS**

	<u>Appropriated & Income Fund</u>	<u>Grants and Contracts</u>	<u>Indirect Cost Recovery</u>	<u>Revenue Bond Operations</u>	<u>Self-Supporting Activities</u>	<u>All Funds 2012 Totals</u>	<u>Service (1) Departments</u>
Instruction	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Research	0	0	0	0	0	0	0
Public Service	0	0	0	0	0	0	0
Academic Support	0	0	0	0	0	0	0
Student Support	0	0	0	0	0	0	0
Institutional Support	1,656,600	0	0	0	1,507,429	3,164,029	760,184
Operation & Maintenance of Plant	0	0	0	0	0	0	0
Independent Operations	0	0	0	0	0	0	0
Scholarships and Fellowships	0	0	0	0	0	0	0
Total Expenditures & Transfers	\$1,656,600	\$0	\$0	\$0	\$1,507,429	\$3,164,029	\$760,184

(1) Service Departments act as "flow through" accounts for services provided to University departments. In order to avoid double-counting of financial transactions, revenue and expenditures are not added to the University totals.

SIU Carbondale* FY 2012 Expenditure Budget by Decision Center



*Does not include the School of Medicine

Table D-1

SOUTHERN ILLINOIS UNIVERSITY CARBONDALE
FY 2012 OPERATING BUDGET
BY RESPONSIBILITY AREA DECISION CENTERS

	Beginning Cash Balance	Revenue Estimates	Expenditure Estimates	Planned Operating Results (+/-)	Estimated Ending Cash Balance
Chancellor's Administration*	\$838,500	\$24,394,702	\$24,404,302	(\$9,600)	\$828,900
Provost and Vice Chancellor*	\$523,450	\$20,048,663	\$20,575,113	(\$526,450)	(\$3,000)
College of Agricultural Sciences*	1,240,700	12,022,536	11,916,886	105,650	1,346,350
College of Applied Sciences and Arts*	806,300	15,357,976	15,406,426	(48,450)	757,850
College of Business Administration	160,300	9,671,487	9,688,787	(17,300)	143,000
College of Education & Human Services	2,047,850	34,151,372	34,410,672	(259,300)	1,788,550
College of Engineering*	1,524,050	13,139,058	13,118,558	20,500	1,544,550
College of Liberal Arts	2,487,900	33,063,298	33,063,848	(550)	2,487,350
College of Mass Communication & Media Arts	(226,450)	9,683,283	10,036,283	(353,000)	(579,450)
College of Science*	1,008,600	21,241,929	21,265,929	(24,000)	984,600
Off-Campus Degree Programs	221,150	9,166,350	9,192,800	(26,450)	194,700
Library Affairs	493,300	10,699,983	10,658,033	41,950	535,250
School of Law	213,700	10,074,015	10,062,815	11,200	224,900
Enrollment Management*	1,946,700	45,276,246	45,487,946	(211,700)	1,735,000
Student Life & Intercultural Relations	461,250	2,751,531	2,688,281	63,250	524,500
University College	173,250	3,271,508	3,181,508	90,000	263,250
Information Technology/AIS*	587,250	7,782,620	7,714,620	68,000	655,250
Subtotal	\$13,669,300	\$257,401,855	\$258,468,505	(\$1,066,650)	\$12,602,650

* Note: Decision Center also has a Service Department component

Table D-1

SOUTHERN ILLINOIS UNIVERSITY CARBONDALE
FY 2012 OPERATING BUDGET
BY RESPONSIBILITY AREA DECISION CENTERS

	Beginning Cash Balance	Revenue Estimates	Expenditure Estimates	Planned Operating Results (+/-)	Estimated Ending Cash Balance
Vice Chancellor of Administration & Finance					
Administration & Finance*	\$25,850	\$1,381,581	\$1,247,381	\$134,200	\$160,050
Facilities Management/Physical Plant*	3,137,200	21,448,051	22,132,051	(684,000)	2,453,200
Administrative Support Services*	(250,750)	6,350,329	6,338,479	11,850	(238,900)
Public Safety*	1,717,150	5,432,426	5,564,126	(131,700)	1,585,450
Child Care Center	9,500	1,075,800	1,112,600	(36,800)	(27,300)
Student Center*	2,447,750	8,528,950	8,440,750	88,200	2,535,950
Student Medical Benefit	2,925,700	18,180,821	18,117,621	63,200	2,988,900
Student Recreation Center	1,131,100	5,643,748	5,746,448	(102,700)	1,028,400
University Housing*	9,967,350	43,314,150	44,638,550	(1,324,400)	8,642,950
Subtotal	\$21,110,850	\$111,355,856	\$113,338,006	(\$1,982,150)	\$19,128,700
Vice Chancellor for Institutional Advancement	\$15,850	\$3,946,577	\$3,946,577	\$0	\$15,850
Vice Chancellor for Research & Graduate Dean					
Vice Chancellor for Research	\$1,348,650	\$2,773,339	\$2,773,339	\$0	\$1,348,650
Graduate School*	637,900	14,649,895	14,691,095	(41,200)	596,700
Subtotal	\$1,986,550	\$17,423,234	\$17,464,434	(\$41,200)	\$1,945,350
Economic Development	\$251,650	\$3,393,895	\$3,378,195	\$15,700	\$267,350
Intercollegiate Athletics	(\$2,070,650)	\$17,810,056	\$17,779,306	\$30,750	(\$2,039,900)
Development Initiatives	\$4,327,550	\$14,625,975	\$14,688,425	(\$62,450)	\$4,265,100
Total FY 2012 Operating Budget	\$40,129,600	\$453,467,750	(\$3,115,600)	\$37,014,000	

* Note: Decision Center also has a Service Department component

Table D-1

SOUTHERN ILLINOIS UNIVERSITY CARBONDALE
FY 2012 OPERATING BUDGET
BY RESPONSIBILITY AREA DECISION CENTERS

Service Departments (1)	Beginning Cash Balance	Revenue Estimates	Expenditure Estimates	Planned Operating Results (+/-)	Estimated Ending Cash Balance
Chancellor's Administration	\$623,150	\$2,820,700	\$2,930,400	(109,700)	\$513,450
College of Agricultural Sciences	254,150	91,950	118,450	(26,500)	227,650
College of Applied Sciences & Arts	(13,700)	95,000	97,350	(2,350)	(16,050)
College of Education & Human Services	2,000	3,000	2,500	500	2,500
College of Engineering	97,650	22,000	31,350	(9,350)	88,300
College of Science	38,700	4,200	13,750	(9,550)	29,150
Enrollment Management	221,100	724,900	728,000	(3,100)	218,000
Information Technology/AIS	4,679,400	10,280,950	8,473,750	1,807,200	6,486,600
Administration & Finance	169,950	131,300	87,100	44,200	214,150
Facilities Management/Physical Plant	(2,095,000)	68,329,400	69,024,450	(695,050)	(2,790,050)
Administrative Support Services	912,000	642,950	999,900	(356,950)	555,050
Public Safety	73,300	289,750	301,350	(11,600)	61,700
Student Center	7,700	216,450	217,450	(1,000)	6,700
University Housing	0	3,300,000	3,297,150	2,850	2,850
Graduate School	<u>163,700</u>	<u>449,450</u>	<u>513,900</u>	<u>(64,450)</u>	<u>99,250</u>
Subtotal	\$5,134,100	\$87,402,000	\$86,836,850	\$565,150	\$5,699,250

(1) Service Departments act as "flow through" accounts for services provided to University departments. In order to avoid double-counting of financial transactions, revenue and expenditures are not added to the University totals.

SIUC - School of Medicine FY 2012 Expenditure Budget by Decision Center

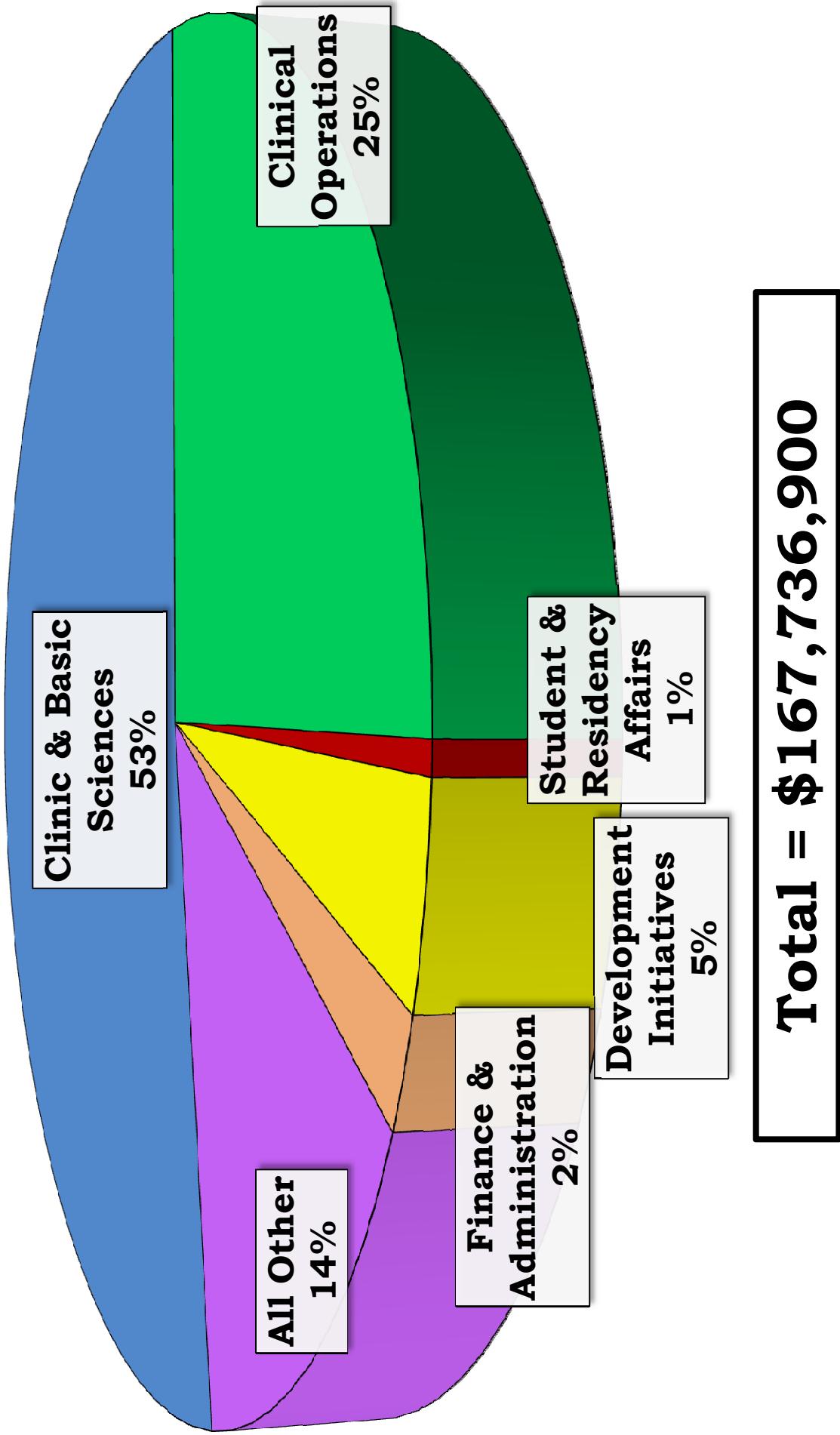


Table D-2

SOUTHERN ILLINOIS UNIVERSITY SCHOOL OF MEDICINE
FY 2012 OPERATING BUDGET
BY RESPONSIBILITY AREA DECISION CENTERS

	Beginning Cash Balance	Revenue Estimates	Expenditure Estimates	Planned Operating Results (+/-)	Estimated Ending Cash Balance
School of Medicine					
Clinic and Basic Sciences	\$5,524,200	\$88,570,500	\$88,190,100	\$380,400	\$5,904,600
Clinical Operations*	2,559,800	42,605,700	42,792,300	(186,600)	2,373,200
Dean and Provost	606,900	821,700	830,400	(8,700)	598,200
Education and Curriculum	160,200	2,511,100	2,513,400	(2,300)	157,900
External Affairs/Telehealth*	410,900	3,733,400	3,168,200	565,200	976,100
Facilities and Services*	(2,900)	6,167,700	6,144,600	23,100	20,200
Finance and Administration*	2,251,900	4,225,000	4,228,200	(3,200)	2,248,700
Library and Information Resources*	44,600	3,856,800	3,860,800	(4,000)	40,600
MEDPREP/Disadvantaged Students	0	1,068,400	1,068,400	0	0
Research and Faculty Affairs*	747,300	2,353,300	2,025,300	328,000	1,075,300
Student and Residency Affairs	175,200	1,172,600	1,177,500	(4,900)	170,300
Academic Support*	514,900	4,528,100	4,132,100	396,000	910,900
Development Initiatives	12,839,300	7,651,400	7,605,600	45,800	12,885,100
Total FY 2012 Operating Budget	\$25,832,300	\$169,265,700	\$167,736,900	\$1,528,800	\$27,361,100

* Note: Decision Center also has a Service Department component

Table D-2

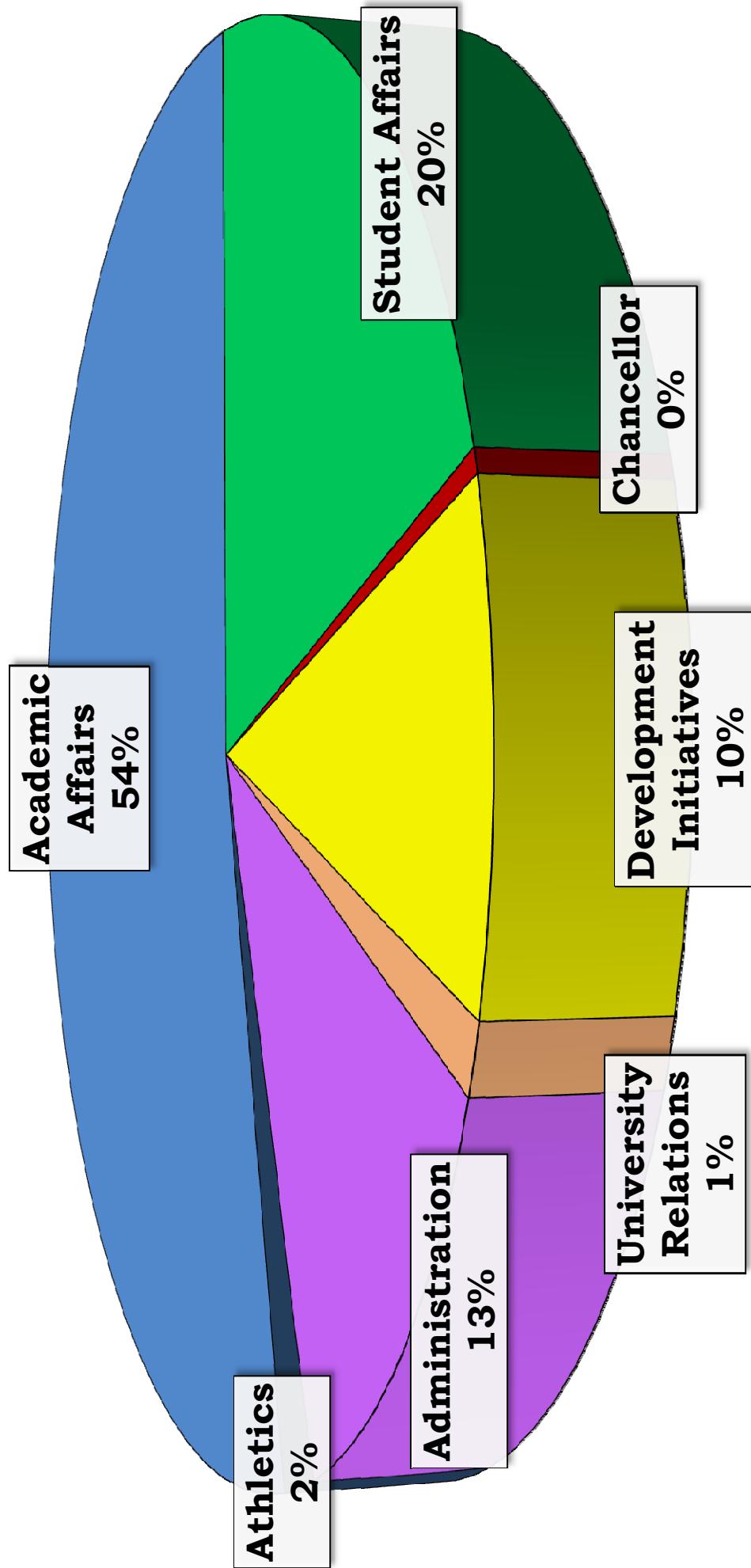
SOUTHERN ILLINOIS UNIVERSITY SCHOOL OF MEDICINE
FY 2012 OPERATING BUDGET
BY RESPONSIBILITY AREA DECISION CENTERS

	Beginning Cash Balance	Revenue Estimates	Expenditure Estimates	Planned Operating Results (+/-)	Estimated Ending Cash Balance
Service Departments (1)					
Academic Support	(\$3,600)	\$289,000	\$289,000	\$0	(\$3,600)
Clinical Operations	(8,500)	245,000	245,100	(100)	(8,600)
External Affairs/Telehealth	42,000	58,300	7,500	50,800	92,800
Facilities Management	726,200	10,927,900	11,057,600	(129,700)	596,500
Finance and Administration	433,400	1,776,400	1,771,400	5,000	438,400
Library Affairs and Information Resources	821,000	946,200	826,900	119,300	940,300
Research and Faculty Affairs	129,300	1,029,000	981,600	47,400	176,700
Subtotal	\$2,139,800	\$15,271,800	\$15,179,100	\$92,700	\$2,232,500

(1) Service Departments act as "flow through" accounts for services provided to University departments. In order to avoid double-counting of financial transactions, revenue and expenditures are not added to the University totals.

SIU Edwardsville

FY 2012 Expenditure Budget by Decision Center



Total = \$264,452,007

Table D-4

SOUTHERN ILLINOIS UNIVERSITY ADMINISTRATION
FY 2012 OPERATING BUDGET
BY RESPONSIBILITY AREA DECISION CENTERS

	Beginning Cash Balance	Revenue Estimates	Expenditure Estimates	Planned Operating Results (+/-)	Estimated Ending Cash Balance
General Administration					
Office of the President	\$266,153	\$2,057,100	\$2,071,300	(\$14,200)	\$251,953
Total FY 2012 Operating Budget	<u>\$266,153</u>	<u>\$2,057,100</u>	<u>\$2,071,300</u>	<u>(\$14,200)</u>	<u>\$251,953</u>

Table D-5

**SOUTHERN ILLINOIS UNIVERSITY –
UNIVERSITY WIDE SERVICES**

FY 2012 OPERATING BUDGET

BY RESPONSIBILITY AREA DECISION CENTERS

	Beginning Cash Balance	Revenue Estimates	Expenditure Estimates	Planned Operating Results (+/-)	Estimated Ending Cash Balance
General Administration					
Internal Audit	\$0	\$681,861	\$681,861	\$0	\$0
Legal Counsel*	0	806,834	806,834	0	0
Subtotal	\$0	\$1,488,695	\$1,488,695	\$0	\$0
Support Services					
Treasury Functions	\$0	\$216,396	\$216,396	\$0	\$0
Risk Mgmt & Compliance	0	574,234	574,234	0	0
Liaison & Special Projects	0	190,309	190,309	0	0
Development Initiatives	230,220	694,395	694,395	0	230,220
Subtotal	\$230,220	\$1,675,334	\$1,675,334	\$0	\$230,220
Total FY 2012 Operating Budget	<u>\$230,220</u>	<u>\$3,164,029</u>	<u>\$3,164,029</u>	<u>\$0</u>	<u>\$230,220</u>
Service Departments (1)					
Legal Counsel	\$0	\$498,173	\$498,173	\$0	\$0
Revenue Bond & COPS Administration	0	262,011	262,011	0	0
Subtotal	\$0	\$760,184	\$760,184	\$0	\$0

(1) Service Departments act as "flow through" accounts for services provided to University departments. In order to avoid double-counting of financial transactions, revenue and expenditures are not added to the University totals.

Table E-1

SOUTHERN ILLINOIS UNIVERSITY CARBONDALE CONTINGENCY PLAN – FY 2012

University Guideline: Major decisions about resource allocation should not be forced during the fiscal year by emergencies or unanticipated expenditures. Without a contingency reserve, the institution becomes vulnerable to negative shifts in resources. Therefore, at least 2 percent of FY 2012 appropriated and income funds will be reserved for contingencies. Each campus will develop a plan to expand these funds during the last two quarters of the fiscal year if they are not required for unanticipated expenditures.

Organizational Units	Amount Held	% of Total	Planned Usage If Available
Provost and Vice Chancellor	\$3,265,115	77%	Funds will be used to enhance undergraduate education, provide equipment and infrastructure for instructional and research labs, provide support for new faculty hires, and enhance recruitment activities.
Vice Chancellor for Administration and Finance	522,751	12%	Funds will be used to pay for other than salaries expenditures in the operating budget.
Vice Chancellor for Research and Graduate Dean	209,985	5%	Purchase new equipment and equipment upgrades for faculty to enhance research capabilities of the campus.
Chancellor	127,359	3%	Funds will be used to upgrade computer network (connectivity, hardware, software) for units reporting to the Chancellor and for equipment purchases for the Office of the Chancellor and AA/EO staff.
Vice Chancellor for Institutional Advancement	79,497	2%	Funds will be used to pay for other than salaries expenditures.
Intercollegiate Athletics	40,556	1%	Funds will be used to upgrade computer equipment.
TOTAL	\$4,245,263	100%	

Guideline: at least 2% of General Operating Funds (GRF/IF) = \$ 4,245,263.

Table E-2

SOUTHERN ILLINOIS UNIVERSITY SCHOOL OF MEDICINE CONTINGENCY PLAN – FY 2012

University Guideline: Major decisions about resource allocation should not be forced during the fiscal year by emergencies or unanticipated expenditures. Without a contingency reserve, the institution becomes vulnerable to negative shifts in resources. Therefore, at least 2 percent of FY 2012 appropriated and income funds will be reserved for contingencies. Each campus will develop a plan to expend these funds during the last two quarters of the fiscal year if they are not required for unanticipated expenditures.

Organizational Units	Amount Held	% of Total	Planned Usage If Available
			Deferred Maintenance projects, equipment purchases, facilities upgrades
SIU School of Medicine	\$978,904	100%	
TOTAL	\$978,904	100%	

Guideline: at least 2% of General Operating Funds (GRF/IF) = \$978,904

Table E-3

SOUTHERN ILLINOIS UNIVERSITY EDWARDSVILLE

CONTINGENCY PLAN – FY 2012

University Guideline: Major decisions about resource allocation should not be forced during the fiscal year by emergencies or unanticipated expenditures. Without a contingency reserve, the institution becomes vulnerable to negative shifts in resources. Therefore, at least 2 percent of FY 2012 appropriated and income funds will be reserved for contingencies. Each campus will develop a plan to expend these funds during the last two quarters of the fiscal year if they are not required for unanticipated expenditures.

Organizational Units	Amount Held	% of Total	Planned Usage If Available
Academic Affairs	\$1,583,373	54%	Funds used for the acquisition and replacement of academic equipment will be held. Funds used to purchase monographs, serials, and databases will be held. Funds used for support of special initiatives and requirements will be held. Funds used for support line funding will be held. Funds used to augment professional development of faculty will be held. Funds used for sick leave and retirement payouts will be held. Funds used to acquire hardware and software in academic computing labs will be held.
Instructional Equipment	540,000		
Library Acquisitions	225,000		
Provost Reallocation	318,623		
College/School Contributions	284,750		
Faculty Development Fund	100,000		
Vacation, Sick Leave & Retirement	90,000		
Computing Initiatives	25,000		
Administration	\$627,374	21%	
Deferred Maintenance	555,061		Funds used for deferred maintenance projects will be held.
Equipment	72,313		Funds used for acquisition and replacement of equipment will be held.
Student Affairs	\$35,623	1%	
VCSA General Account	35,623		Funds used for professional development, campus life student initiatives, and the acquisition and replacement of equipment will be held.
Office of University Relations	\$71,639	2%	
VC University Relations	71,639		Funds used for technology & equipment upgrades, conferences/training, and marketing/advertising programs will be held.
Office of the Chancellor	\$34,169	1%	
Office of the Chancellor	34,169		Funds used for travel to professional development meetings, office supplies and equipment, contractual services, and University receptions and events will be held.
Intercollegiate Athletics	\$7,467	0%	
Equipment	7,467		Funds used for deferred maintenance and the purchase of equipment will be held.
General Administration	\$562,747	19%	
General Administration	562,747		Funds used to offset non-recurring items including startup costs for new initiatives and supplements to units facing major acquisitions or temporary shortfalls will be held.
TOTAL	\$2,922,392	100%	

SOUTHERN ILLINOIS UNIVERSITY ADMINISTRATION CONTINGENCY PLAN – FY 2012

Table E-4

University Guideline: Major decisions about resource allocation should not be forced during the fiscal year by emergencies or unanticipated expenditures. Without a contingency reserve, the institution becomes vulnerable to negative shifts in resources. Therefore, at least 2 percent of FY 2012 appropriated and income funds will be reserved for contingencies. Each campus will develop a plan to expend these funds during the last two quarters of the fiscal year if they are not required for unanticipated expenditures.

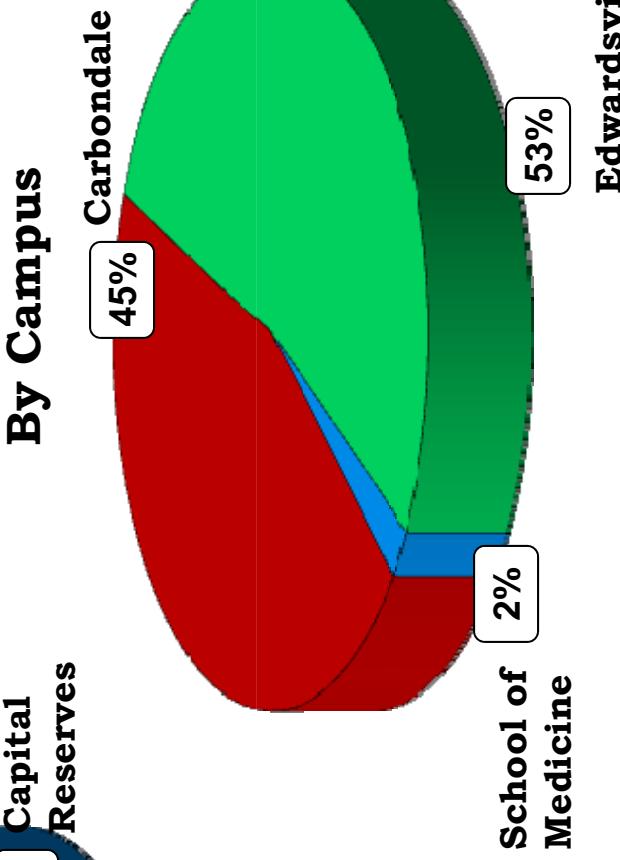
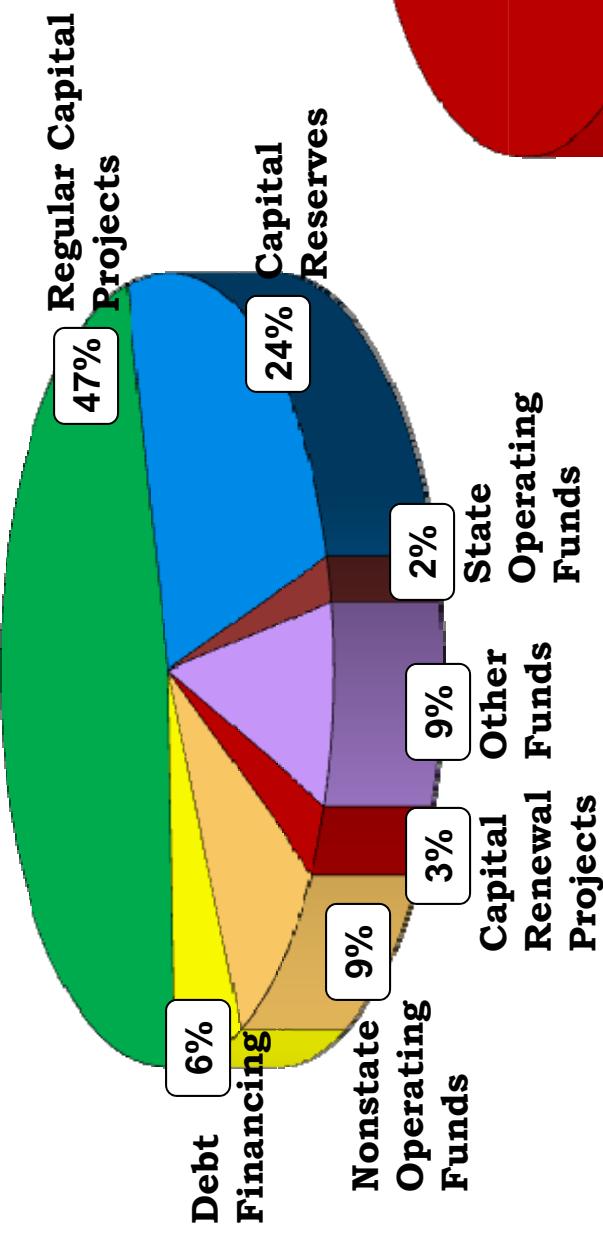
Organizational Units	Amount Held	% of Total	Planned Usage If Available
Office of the President	\$39,342	100%	Funds will be used to purchase equipment and for staff development.
TOTAL	\$39,342	100%	

Guideline: at least 2% of General Operating Funds (GRF/F) = \$39,342



Southern Illinois University FY2012 Capital Budget

By Source of Funds



Total = \$190,268,742

Table F



SOUTHERN ILLINOIS UNIVERSITY

FY 2012 CAPITAL BUDGETS (ALL FUNDING SOURCES)

	SIUC	SIUC - SOM	SIUE	Total University
Regular Capital Projects	\$ 35,635,038	\$ 0	\$ 53,088,000	\$ 88,723,038
New Facilities/Addition	33,626,538	0	53,088,000	86,714,538
Existing Facilities	2,008,500	0	0	2,008,500
Capital Renewal Projects	4,362,130	0	1,290,265	\$ 5,652,395
State Operating Funds	656,000	226,000	2,723,903	\$ 3,605,903
New Facilities/Addition	0	0	0	0
Existing Facilities	656,000	226,000	2,723,903	3,605,903
Nonstate Operating Funds	15,647,800	103,500	1,890,305	\$ 17,641,605
New Facilities/Addition	1,900,000	0	0	1,900,000
Existing Facilities	13,747,800	103,500	1,890,305	15,741,605
Debt Financing	12,165,522	0	0	\$ 12,165,522
New Facilities/Addition	8,665,522	0	0	8,665,522
Existing Facilities	3,500,000	0	0	3,500,000
Capital Reserves	15,644,122	1,992,000	28,214,400	\$ 45,850,522
New Facilities/Addition	0	1,360,000	22,930,000	24,290,000
Existing Facilities	15,644,122	632,000	5,284,400	21,560,522
Other Funds	906,757	2,009,000	13,714,000	\$ 16,629,757
New Facilities/Addition	741,847	0	5,344,000	6,085,847
Existing Facilities	164,910	2,009,000	8,370,000	10,543,910
Total Capital Budget	\$ 85,017,369	\$ 4,330,500	\$ 100,920,873	\$ 190,268,742
New Facilities/Addition	44,933,907	1,360,000	81,362,000	127,655,907
Existing Facilities	40,083,462	2,970,500	19,558,873	62,612,835
Annual Expenditure Guideline:	2% of replacement value of plant	\$ 3,509,300	\$ 23,125,211	

1) Table includes funding for all capital expenditures. For detail, see tables under New Buildings and Asset Maintenance of Existing Buildings tabs.



SOUTHERN ILLINOIS UNIVERSITY

Capital Definitions:

Regular Capital: Funds appropriated directly to the Capital Development Board on behalf of SIU. Regular Capital projects are new facilities, renovated and expanded facilities, and major remodeling projects designed to upgrade existing buildings and utility infrastructure to meet current use and code requirements and to provide site improvements.

Capital Renewal: Funds appropriated directly to the Capital Development Board on behalf of SIU. Capital Renewal projects are generally of lesser size and scope than Regular Capital projects and generally will reduce the backlog of deferred maintenance. These projects involve minor remodeling of facilities to repair buildings; to upgrade electrical, mechanical, roofing, and plumbing systems; and to address safety and accessibility code requirements.

State Operating: Funding from state appropriation for operations and university income funds controlled by the institution to address repair and maintenance and permanent improvement projects on campus.

Non-state Operating: Funding from locally held funds controlled by the institution to address repair and maintenance and permanent improvement projects on campus.

Debt Financing: Funds from the sale of revenue bonds, certificates of participations, internal loans, or IPHEC financing for capital projects. Debt Financed projects must be repaid over an amortized schedule and is recorded as an official debt of the university.

Capital Reserves: LAC guidelines permit the establishment of capital reserves for permanent improvements and repair and maintenance. Reserves are funded from transfers of operational revenues and allowed to accumulate over time to address long term capital improvement projects.

Other Funds: Funding comes from a variety of external sources, such as private gifts, special grant programs, federal or state agencies.

SOUTHERN ILLINOIS UNIVERSITY CARBONDALE LONG TERM CAPITAL GOALS FOR 2013-2016

	FY 2013	FY 2014	FY 2015	FY 2016
Regular Capital Projects				
Communication Bldg Renovation/Addition/Digitalization Total Project \$75,276,300 - includes \$11,922,600 equipment	\$ 58,777,600 (Const. & Observation)	\$ 11,922,600 (Equipment)		
Agricultural Sciences Building Addition/Renovation Total Project \$38,007,700 - includes \$3,080,800 equipment	\$ 2,945,100 (A&E Design)	\$ 31,981,800 (Const. & Observation)	\$ 3,080,800 (Equipment)	
Health Life Safety / Neckers Renovation-Addition Total Project \$83,317,100 - includes \$6,749,100 equipment	\$ 6,452,300 (A&E Design)	\$ 70,115,700 (Const. & Observation)	\$ 6,749,100 (Equipment)	
General Core Curriculum Classroom Building Total Project \$52,220,400 - includes \$4,236,300 equipment	\$ 4,049,900 (A&E Design)	\$ 43,934,200 (Const. & Observation)	\$ 4,236,300 (Equipment)	
Interdisciplinary Research Laboratory Total Project \$26,997,400 - includes \$2,186,500 equipment	\$ 2,090,300 (A&E Design)	\$ 22,720,600 (Const. & Observation)	\$ 2,186,500 (Equipment)	
Capital Renewal Projects				
Roof Renovations	\$2,211,500	\$2,211,500	\$2,211,500	\$2,211,500
Classroom/Laboratory Renovations				
Studio Arts (Glove Factory) Renovations				
Fire Alarm Replacement				
Steam Tunnel Structure Repairs				
Electrical Feeder Replacement/Conversion 12kV				
Water Line Replacement				
Energy Efficiency/Conservation				
Faner Hall HVAC Condensation Repair				
J.W. Neckers Building HVAC				
Coal Handling and Storage System				
Chilled Water Line Replacement				
Campus Sidewalks				
Parkinson Lab HVAC				
Steam Tunnel Structure Repairs				
Botany Research/Teaching Greenhouse				
Health Life Safety Improvements				
Life Science II Vivarium HVAC				
Pulliam Industrial Education Building Electrical Upgrades				
Engineering Complex HVAC				

Table F-1

SOUTHERN ILLINOIS UNIVERSITY CARBONDALE LONG TERM CAPITAL GOALS FOR 2013-2016

	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>
Debt Financing				
Facility Maintenance Projects - COPS Financing	\$ 11,750,000	\$ 4,125,000	\$ 2,765,000	\$ 4,250,000
Student Services Building - Saluki Way	\$ 16,666,667			
Capital Reserves				
Renovations/Repairs/Upgrades	\$ 3,040,000	\$ 3,000,000	\$ 3,000,000	
Renovations/Repairs/Upgrades	\$ 600,000	\$ 650,000	\$ 620,000	
Renovations/Repairs/Upgrades/	\$ 237,117	\$ 206,111		
Upgrades				
Other Funds				
Facility Maintenance Fee Projects - Student Fees	\$ 7,789,902	\$ 8,454,902	\$ 7,434,600	\$ 7,630,000
Student Services Building - Saluki Way	\$ 3,333,333	\$ 6,666,667		
Re-pave Portion of Lincoln Drive	\$ 700,000	\$ 700,000	\$ 700,000	
Re-pave Lot 94 (north of Student Recreation Center)				
New Legal Clinic for School of Law				
Classroom/Library Addition for School of Law				
College of Agricultural Sciences Undergraduate Teaching and				
Research Greenhouse Facility [Total Project \$4,500,000				
(soliciting funds from private funding campaign)]				
Institutional Advancement Building				
BioTech Research & Education Laboratories Modernization	\$ 8,800,000			
Facility				
Total Long Term Capital	\$ 133,943,719	\$ 238,689,080	\$ 34,983,800	\$ 19,241,500

**SOUTHERN ILLINOIS UNIVERSITY SCHOOL OF MEDICINE
LONG TERM CAPITAL GOALS FOR 2013-2016**

	FY 2013	FY 2014	FY 2015	FY 2016
Regular Capital Projects				
Education & Research Facility - Planning & Land Acquisition	\$ 45,700,600	\$ 45,700,600	\$ 28,990,000	
Replace Coils & Rebuild Air Handling Units at 801 N. Rutledge	\$ 1,632,200			
Laboratory Renovations - Neckers Building	\$ 1,973,200			
Capital Renewal Projects				
Multiple equipment repairs to cooling towers, boilers condensate receivers, replace chemical hoods in 801 Building	\$ 226,000			
Replace chemical hoods in 801 Building				
Debt Financing & Capital Reserves				
Other Funds				
Total Long Term Capital	\$ 49,532,000	\$ 45,700,600	\$ 28,990,000	\$ 0

**SOUTHERN ILLINOIS UNIVERSITY EDWARDSVILLE
LONG TERM CAPITAL GOALS FOR 2013-2016**

	FY 2013	FY 2014	FY 2015	FY 2016
Regular Capital Projects				
Science Equipment	\$ 4,500,000			
Science Renovation	\$ 28,665,715			
Capital Renewal Projects				
Founders Windows	\$ 1,100,000	\$ 1,100,000		
Alumni Windows				
Library Windows			\$ 1,100,000	
Debt Financing				
Capital Reserves				
University Housing (RRR/Non-approp Operating)	\$ 589,941	\$ 1,095,849	\$ 1,792,422	\$ 1,593,737
Campus recreation	\$ 143,000	\$ 185,858	\$ 196,461	\$ 112,387
Student Fitness Center (RRR/Non-approp Operating)	\$ 555,480	\$ 296,870	\$ 293,286	\$ 359,459
Morris University Center (RRR/Non-approp Operating)	\$ 1,665,000	\$ 975,000	\$ 775,000	\$ 780,250
Student Success Center (RRR/Non-approp Operating)	\$ 533,800	\$ 550,120	\$ 566,624	\$ 583,623
Parking (RRR)	\$ 124,000	\$ 133,900	\$ 96,000	\$ 479,000
Other Funds				
21st Century Buildings Project	\$ 521,000	\$ 1,975,000	\$ 5,255,000	\$ 1,752,000
Art & Design Renovation	\$ 4,123,000			
Engineering Renovation	\$ 768,000			
Total Long Term Capital	\$ 43,288,936	\$ 6,312,597	\$ 10,074,793	\$ 5,660,456

Table G-1

SOUTHERN ILLINOIS UNIVERSITY CARBONDALE

NEW BUILDINGS/ADDITIONS (FY 2012)

New Buildings/Additions	Description	FY 12 Budget	Source
Transportation Education Center	Construction and observation for a multi-year project for the Transportation Education Center.	\$ 33,626,538	State CDB (Regular Capital)
Student Services Building	Demo of existing parking structure. Design and construction for Student Services Building.	\$ 5,525,522	Bond Financing paid by Student Fees (Debt Financing)
Southern Illinois Research Park Roadway	Completion of construction for a new/additional road at SIRP.	\$ 599,347	Federal Highway Funds via IDOT and Debt Financing (Other Funds)
Southern Illinois Research Park Site Improvements	Completion of general site improvements and utility extension for future buildings.	\$ 142,500	SBA Grant (Other Funds)
Saluki Way Track & Field Relocation	Construction and observation of a track and field complex near the baseball field.	\$ 4,040,000	Debt Financing and Student Fees (Debt Financing & Non-State Operating Funds)
Parking Lot Expansion	Parking Lots 10A, 10B, and 13.	\$ 1,000,000	Non-State Operating Funds and Debt Financing (Debt Financing & Non-State Operating Funds)
Total		\$ 44,933,907	

SOUTHERN ILLINOIS UNIVERSITY CARBONDALE TRANSPORTATION EDUCATION CENTER



The Transportation Education Center (TEC), to be constructed at Southern Illinois Airport, will bring together Automotive and Aviation degree programs, students, and faculty in one location. The TEC facility will consist of a main facility, fleet storage and an engine test facility. On the completion of the TEC, the Carterville campus facilities (approximately 94,000 gsf) will be demolished. The total project cost of \$62,830,800 is fully funded with State dollars. Construction began in August 2010 with an anticipated completion date for summer 2012.

SOUTHERN ILLINOIS UNIVERSITY CARBONDALE

STUDENT SERVICES BUILDING



The Student Services building will be a student-oriented state-of-the-art facility to serve SIUC's students, parents and alumni. This facility will house the enrollment management functions of the University including the Office of Undergraduate Admissions, Office of the Registrar, Financial Aid Office, Bursar's Office and student services offices of the Graduate School. In addition, the building will house Saluki First Year and offices of University Housing. It is anticipated that construction will begin in March of 2012 and completion will be in the fall of 2013. The project cost is estimated at \$34,500,000 and will be funded by proceeds from the sale of Revenue Bonds, student fees and funds available to University Housing.

SOUTHERN ILLINOIS UNIVERSITY CARBONDALE SALUKI TRACK FACILITY



This project is part of the Saluki Way. The Saluki Track Facility will be located east of Abe Martin Field and will consist of an NCAA regulation track, a turf athletic field, throw areas and a locker room / restroom building. The building will be a 4,450 square foot masonry structure with a lobby, men's and women's restroom, locker rooms, an event room and a training room. It is anticipated that the new facility will be operational before the 2012 spring track season. The estimated cost is \$4,000,000 and will be financed by non-appropriated funds.

SOUTHERN ILLINOIS UNIVERSITY SCHOOL OF MEDICINE
NEW BUILDINGS/ADDITIONS (FY 2012)

Table G-2

New Buildings/Additions	Description	FY 12 Budget	Source
Property Acquisitions	Property purchases for academic and research expansion and storage facility construction.	\$ 1,360,000	Non-Appropriated Funds (Capital Reserves)
Total		\$ 1,360,000	

Table G-3

SOUTHERN ILLINOIS UNIVERSITY EDWARDSVILLE
NEW BUILDINGS/ADDITIONS (FY 2012)

New Buildings/Additions	Description	FY 12 Budget	Source
Science Building (825-030-067)	Construction of new building.	53,088,000	State CDB (Regular Capital)
Engineering Expansion	Construction of new addition.	12,600,000	Plant Funds (Capital Reserves)
Art & Design Building West	Construction of new building.	8,900,000	Plant Funds (Capital Reserves)
Vadalabene Center Expansion	Construction of new addition.	5,344,000	Donated Funds (Other Funds)
Metcalf Building Expansion	Construction of new addition for storage.	450,000	Plant Funds (Capital Reserves)
Softball Training Facility	Construction of new indoor hitting practice facility.	980,000	Plant Funds (Capital Reserves)
Total	\$ 81,362,000		

SOUTHERN ILLINOIS UNIVERSITY EDWARDSVILLE SCIENCE BUILDING WEST



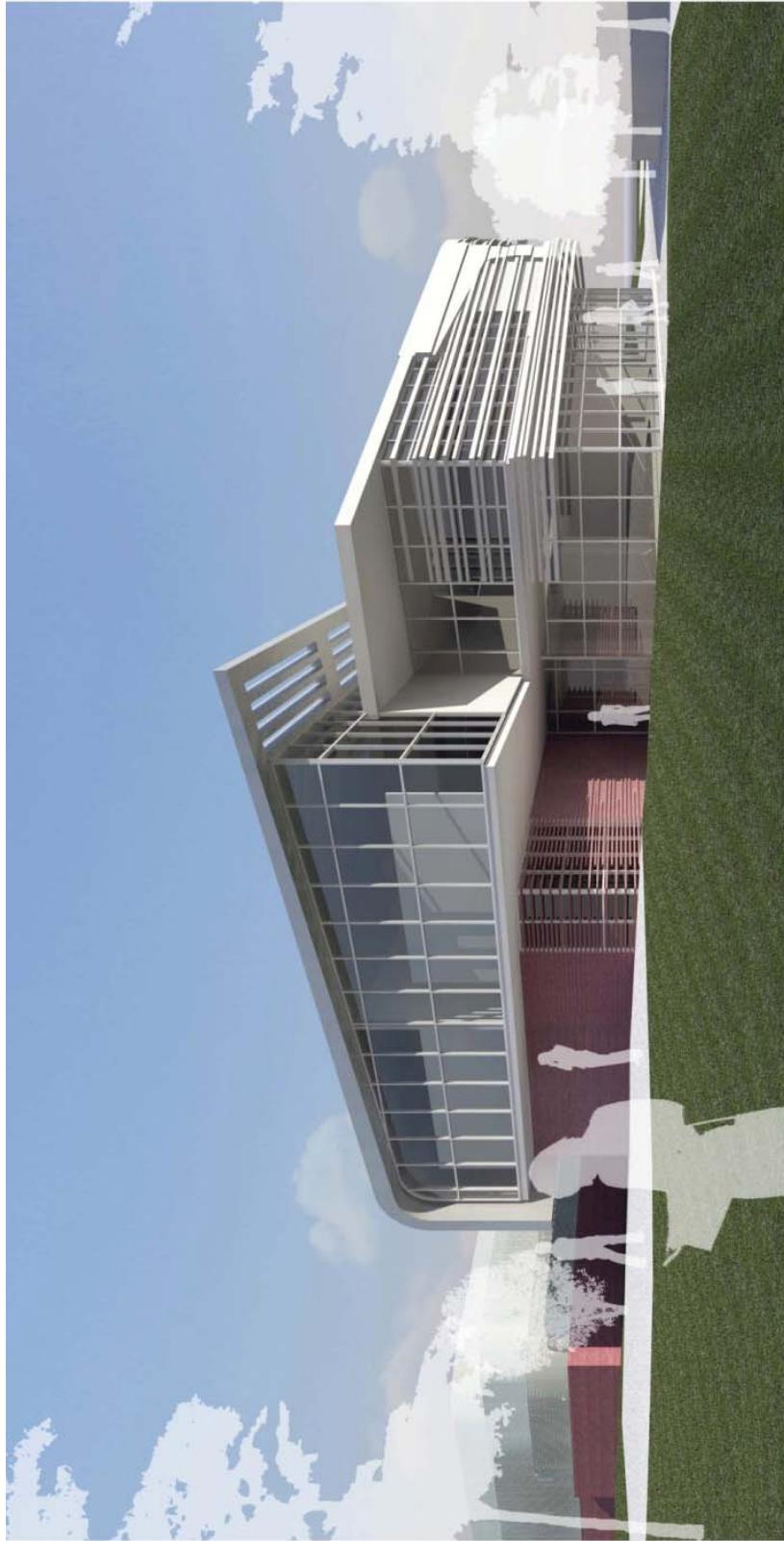
The 136,000 square foot four story building will include wet labs for teaching and research, offices for faculty and graduate researchers, and student study spaces. This building will be constructed to the west of the existing science building and connected to the existing building by an enclosed elevated bridge at the first floor. Once the new facilities are constructed and occupied, the second phase consisting of the renovation of a portion of the existing building, will begin. Total project cost is \$81.7 million and is funded by a State of Illinois capital appropriation. The new building was designed and is being constructed using green sustainability standards with a goal of achieving the Silver Level as certified by the U.S. Green Building Council's LEED program.

SOUTHERN ILLINOIS UNIVERSITY EDWARDSVILLE ENGINEERING BUILDING ADDITION



The 38,000 square foot addition to the Engineering building will include faculty offices, classrooms, student study spaces, and computer labs in order to accommodate growth in enrollment. This building will be constructed to the northwest of the existing building and connected by an enclosed elevated bridge at all levels. Once the new facilities are constructed and occupied, the second phase consisting of the renovation of a portion of the existing building, will begin. Total project cost is \$14.2 million. The new building will be funded by University Plant Funds and the renovation will be funded from Facilities Fee revenues. The new building is being designed using green sustainability standards with a goal of achieving the Certified Level as certified by the U.S. Green Building Council's LEED program.

SOUTHERN ILLINOIS UNIVERSITY EDWARDSVILLE ART & DESIGN BUILDING WEST



This new 29,000 square foot building will physically unite the Art & Design disciplines, provide a flexible gallery space, and correct existing studio deficiencies and safety concerns. It will include office, studio, and classroom spaces for Art History, Art Theory, Art Education, Painting, and Drawing as well as a multi-use gallery. The building will be constructed just to the west of the existing building and will connect to the existing building by an enclosed elevated bridge. The total cost of the project is \$14.3 million. The new building will be funded from University Plant Funds and the renovation will be funded from Facilities Fee revenues. The new building was designed and is being constructed using green sustainability standards with a goal of achieving the Silver Level as certified by the U.S. Green Building Council's LEED program.

SOUTHERN ILLINOIS UNIVERSITY EDWARDSVILLE VADALABENE CENTER ADDITION (LUKAS ANNEX)



The George and Mary Lukas Athletic Annex is a 29,100 square foot addition to the VadalaBene Center to accommodate Intercollegiate Athletics offices. The addition will attach to the north side of the existing Center. Total project cost is \$5.3 million and is funded by a \$4.2 million private gift and the balance from University Plant funds. The new building was designed and is being constructed using green sustainability standards with a goal of achieving the Certified Level as certified by the U.S. Green Building Council's LEED program.

SOUTHERN ILLINOIS UNIVERSITY CARBONDALE

ASSET MAINTENANCE – FACILITIES RENEWAL & RENOVATIONS (FY 2012)

-Table H-1

University Guideline: The assets critical to the success of the University include physical assets such as buildings and equipment but also curricula and human resources, which must be maintained. The five-year target is to invest an amount equaling an average of two percent of the replacement value of the plant on facilities renewal and renovation each year.

Regular Capital Projects	Description/ Scope Statement	FY 12 Budget	Responsible Unit
Morris Library Renovation	Completion of Morris Library Renovation Project (6th & 7th floors).	\$ 2,008,500	Capital Development Board
		Sub-Total \$ 2,008,500
Capital Renewal Projects			
FY10 Appropriation	Received \$2,211,500 FY11 - Upgrade Electrical System for Theatrical Lighting, Replace Roofs at Oquigley and Engineering D.	\$ 2,150,630	Capital Development Board, Administration
FY11 Appropriation	Anticipate Receipt in FY12 - Project Priority List Established by the Facility Advisory Committee.	\$ 2,211,500	Capital Development Board, Administration
		Sub-Total \$ 4,362,130
State Operating Funds			
Routine Repair & Maintenance	Routine Repair and Maintenance costs include expenditures required to maintain and repair all campus facilities and corresponding systems. General plumbing, electrical heating/ refrigeration and carpentry repairs (both scheduled and unscheduled) that are not part of a capital, capital renewal, or deferred maintenance project would fall into this category.	\$ 656,000	Administration
		Sub-Total \$ 656,000

SOUTHERN ILLINOIS UNIVERSITY – FACILITIES RENEWAL & RENOVATIONS (FY 2012)

ASSET MAINTENANCE

Non-State Operating Funds	Description/ Scope Statement	FY 12 Budget	Responsible Unit
Routine Repair & Maintenance	Routine Repair and Maintenance costs include expenditures required to maintain and repair all campus facilities and corresponding systems. General plumbing, electrical heating/ refrigeration and carpentry repairs (both scheduled and unscheduled) that are not part of a capital, capital renewal, or deferred maintenance project would fall into this category. (Facilities Maintenance Fee Funds.)	\$ 1,471,750	Administration and Finance
Departmental Specific Deferred Maintenance Projects	General Campus: Campus Roofs, Power Plant & Distribution Systems, Academic/Classroom/Lab Upgrades, HVAC repairs. Total budget includes \$770,492 for Communications Building Roof Replacement and is net of insurance proceeds for this project. (Facilities Maintenance Fee Funds.)	\$ 4,047,250	Administration and Finance
Deferred Maintenance	Small Deferred Maintenance Projects. (Facilities Maintenance Fee Funds.)	\$ 2,000,000	Administration and Finance
Routine Repair & Maintenance	Routine building repairs and maintenance (University Housing \$5,625,800; Student Center \$210,000; Student Recreation Center \$393,000).	\$ 6,228,800	University Housing, Student Center, Student Recreation Center
	Sub-Total	\$ 13,747,800	-----
Debt Financing			
Student Recreation Center HVAC Replacement	HVAC total equipment replacement, including controls, lighting systems, and associated cost for energy efficiency. Project carries a 12-year payback.	\$ 3,500,000	Student Recreation Center
	Sub-Total	\$3,500,000	-----

SOUTHERN ILLINOIS UNIVERSITY – FACILITIES RENEWAL & RENOVATIONS (FY 2012)

Capital Reserves	Description/ Scope Statement	FY 12 Budget	Responsible Unit
Student Center, University Housing, Student Recreation Center	<p><u>Student Center:</u> HVAC mechanical renovations, liver rooms ceiling/lighting replacement (partial-more in FY13), freight elevator modernization, investment in renovation (fast food space), chairs for ballrooms, investment in bookstore renovation (loading dock) and fire pump (\$508,000); <u>University Housing:</u> Replace hallway carpeting at Bowyer, Brown, Feltz and Kellogg, remove student room asbestos floor tile at Bailey, Baldwin and Smith, replace hot water tank at Neely Hall, replace carpeting at Neely Hall (floors 2,3,4,5,6,7,8,9), replace carpeting at University Hall 4th Floor student rooms, towers window washing scaffolding, and upgrade Evergreen HVAC (Phase III), new fire alarm systems and additional chiller capacity at Lentz, relocate Allen I Housekeeping office and Allen III Education & Outreach office, Thompson Point landscaping, Brush Towers basketball court, purchase of Thompson Point PTAC units, purchase mattresses, and earthquake study (\$2,370,000); <u>Student Recreation Center:</u> Repairs/replacements and upgrades (\$316,122).</p>	\$ 3,194,122	Student Center, University Housing, Student Recreation Center
Parking Division	Replace a portion of the parking spaces lost by construction of the Student Services building in the footprint of the existing parking garage (\$650,000). Repave parking lot 64 and roadway in vicinity of Dunn Richmond Center, south to East Pleasant Hill Road (\$200,000).	\$ 850,000	Administration and Finance (Parking Division)
Classroom Upgrades	Renovation and upgrade of classrooms, including technology improvements.	\$ 3,500,000	Administration and Finance
Academic Building Improvements	Roof replacements and other improvements to classroom buildings.	\$ 2,600,000	Administration and Finance
Academic Building Deferred Maintenance	Multiple deferred maintenance projects in classroom buildings and laboratories.	\$ 3,000,000	Administration and Finance
Infrastructure Improvements	Infrastructure improvements to include electrical system upgrades and the replacement of water lines.	\$ 2,500,000	Administration and Finance
	Sub-Total	\$ 15,644,122	
Other Funds			
Academic Building Renovations	Architectural design for new building addition and farm enhancements. [Estimated Range: \$80,000 - \$100,000.]	\$ 100,000	College of Agricultural Sciences (Private Funding)
University Farms Storm Damage Repairs	Replacement of buildings destroyed by May 8, 2009 derecho: Cow Loafing Shed #1183 (\$43,001); Farm Storage Building #1222 (\$39,001); Farm Hay Storage Building #1182 (\$41,000); Farm Hay Storage Building #1186 (\$41,001). [Total budget is net of \$99,093 FEMA funds.]	\$ 64,910	Provost (FEMA, Central Administration)
	Sub-Total	\$ 164,910	
Total (FY 2012)		\$ 40,083,462	

Guideline: (Invest amount equaling 2% of replacement value of plant) = \$43,347,160.

SOUTHERN ILLINOIS UNIVERSITY SCHOOL OF MEDICINE

ASSET MAINTENANCE – FACILITIES RENEWAL & RENOVATIONS (FY 2012)

University Guideline: The assets critical to the success of the University include physical assets such as buildings and equipment but also curricula and human resources, which must be maintained. The five-year target is to invest an amount equaling an average of two percent of the replacement value of the plant on facilities renewal and renovation each year.

Regular Capital Projects	Description/ Scope Statement	FY 12 Budget	Responsible Unit
None			
Capital Renewal Projects			
FY 12 Appropriation	Infrastructure repairs for several buildings, including items such as small roof repairs, sidewalk and curb repairs, screen wall repairs, and concrete steps and hand rail repairs.	\$ 226,000	Capital Development Board Administration
		Sub-Total \$ 226,000	
State Operating Funds			
None			
Non-State Operating Funds			
Laboratory Animal Medicine	Replacement of existing damaged floors in cage wash room and original cage rooms.	\$ 103,500	Capital Planning and Service Operations
		Sub-Total \$ 103,500	

SOUTHERN ILLINOIS UNIVERSITY SCHOOL OF MEDICINE
ASSET MAINTENANCE – FACILITIES RENEWAL & RENOVATIONS (FY 2012)

Debt Financing	Description/ Scope Statement	FY 12 Budget	Responsible Unit
None			
		Sub-Total \$ -	-
Capital Reserves			
Parking Lot Resurfacing	Resurface parking lots behind 911 and 913 N. Rutledge facilities to repair damage and improve drainage.	\$ 132,000	Capital Planning and Service Operations
Academic and Research Building Renovations and Acquisitions	Medical Instructional Facility repairs and replacements.	\$ 500,000	Capital Planning and Service Operations
		Sub-Total \$ 632,000	-
Other Funds			
Replacement of Moy Building Roof	Replace existing roof on 751 N. Rutledge building.	\$ 440,000	Capital Planning and Service Operations
Replace of 911 N. Rutledge Building Roof	Replace existing roof on 911 N. Rutledge building.	\$ 185,000	Capital Planning and Service Operations
327 W. Calhoun , 2nd Floor Information Technology Renovation	Renovate existing Medical Records, Records Management and Medical forms storage areas for office space for SIU Healthcare Information Technology Offices.	\$ 762,000	Capital Planning and Service Operations
327 W. Calhoun, Warehouse Renovation	Add a second floor to the existing warehouse high bay area.	\$ 622,000	Capital Planning and Service Operations
		Sub-Total \$ 2,009,000	-
Total (FY 2012)		\$ 2,970,500	

Guideline: (Invest amount equaling 2% of replacement value of plant) = \$3,509,300

SOUTHERN ILLINOIS UNIVERSITY EDWARDSVILLE

ASSET MAINTENANCE – FACILITIES RENEWAL & RENOVATIONS (FY 2012)

University Guideline: The assets critical to the success of the University include physical assets such as buildings and equipment but also curricula and human resources, which must be maintained. The five-year target is to invest an amount equaling an average of two percent of the replacement value of the plant on facilities renewal and renovation each year.

Regular Capital Projects	Description/ Scope Statement	FY 12 Budget	Responsible Unit
		Sub-Total \$ -
Capital Renewal Projects			
Replace Windows in Dunham Hall (825-030-068)	Provides new windows.	\$ 1,290,265	VCA
		Sub-Total \$ 1,290,265
State Operating Funds			
Deferred Maintenance	Complete deferred maintenance projects.	\$ 1,437,088	VCA
General Maintenance	Complete general maintenance projects.	\$ 1,286,815	VCA
		Sub-Total \$ 2,723,903
Non-State Operating Funds			
Student Fitness Center	Complete routine maintenance of facilities.	\$ 131,069	VCSA
Campus Recreation	Complete routine maintenance of facilities.	\$ 74,059	VCSA
University Housing	Complete routine maintenance of facilities.	\$ 440,741	VCSA
Morris University Center	Complete routine maintenance of facilities.	\$ 726,956	VCSA
Student Success Center	Complete routine maintenance of facilities.	\$ 517,480	VCSA
		Sub-Total \$ 1,890,305

Table H-3

SOUTHERN ILLINOIS UNIVERSITY EDWARDSVILLE

ASSET MAINTENANCE – FACILITIES RENEWAL & RENOVATIONS (FY 2012)

Debt Financing	Description/ Scope Statement	FY 12 Budget	Responsible Unit
None			
Capital Reserves			
Parking Lot Maintenance	Reclamite coating and crack filling.	\$ 128,000	VCA
Parking Lot Special Projects	Resurface ERTC and Reconstruct Lot F.	\$ 430,000	VCA
Parking Lot Special Projects	Repair Sidewalks in the Fan Shaped Lots.	\$ 263,000	VCA
Parking Lot Special Projects	Expand Parking Lot P-11.	\$ 400,000	VCA
Taco Bell / Pizza Hut Renovation	Renovates two eating areas for students.	\$ 550,000	VCA
Campus Recreation	Cougar Lake Pool renovations, Rec Plex Soccer field relamping, purchase replacement equipment.	\$ 95,350	VCSA
Student Fitness Center	Replace cardio equipment, cardio and weight room carpet and floor, TV's and wide screen.	\$ 170,500	VCSA
University Housing	Replace furniture, masonry repairs, CV 400 slide hallway carpet, CV commons building foundation repairs, CV 400 attic insulation, CV playground, VC 429 laundry room, CV firestopping.	\$ 1,247,550	VCSA
Morris University Center	2nd floor ceiling replaced, micros system upgrade, carpet/furniture replacement, dining service equipment, bookstore computer system, restroom upgrade, air handlers, Union Station/Info Desk upgrade.	\$ 2,000,000	VCSA
Other Funds			
Peck Hall Windows	Provides new windows.	\$ 2,790,000	Facilities Fee
Rendleman Hall Windows	Provides new windows.	\$ 3,300,000	Facilities Fee
Korte Track Resurface	Provides new surface for track.	\$ 1,200,000	Plant Funds
Morris Bike Trail Renovation, Phase 2	Completes renovation of bike trail.	\$ 500,000	Grants and Plant Funds
Cougar Business Development Center	Renovates existing space for a student business learning center.	\$ 580,000	Donations and Plant Funds
Total (FY 2012)		\$ 19,558,873	

Guideline: (Invest amount equaling 2% of replacement value of plant) = \$23,125,211

