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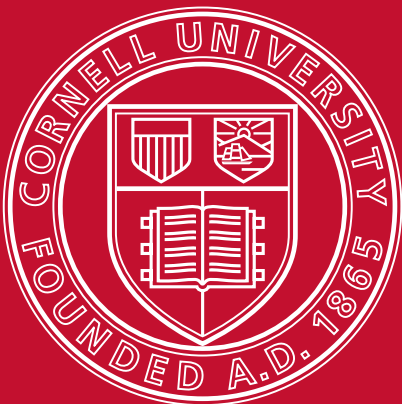
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Financial Plan

Planning Assumptions

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Planning Assumptions

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ACADEMIC-YEAR TUITIONS

	<u>06-07</u>	<u>07-08</u>	<u>08-09</u>	<u>09-10</u>	Change from 08-09
Endowed Ithaca					
1. Undergraduate	\$32,800	\$34,600	\$36,300	\$37,750	4.0%
2. Graduate School (research degrees)	32,800	32,800	29,500	29,500	
3. Graduate School (professional degrees)	32,800	34,600	36,300	37,750	4.0%
4. Hotel Administration (Mgt. Intern Pgm. – per term)	13,106	13,826	14,520	15,100	4.0%
5. Johnson School (entering MBA students)	38,800	42,700	44,950	47,150	4.9%
6. Johnson School (continuing MBA students)	38,800	40,700	44,950	46,700	3.9%
7. Johnson School (accelerated MBA program – summer)	23,800	25,000	26,400	27,700	4.9%
8. Johnson School (Cornell-Queen’s EMBA – 17 month)	92,000	95,000	98,000	99,800	1.8%
9. Johnson School (executive MBA program – two-year)	116,800	122,400	127,800	133,600	4.5%
10. Law School (entering students)	40,580	43,620	46,670	48,950	4.9%
11. Law School (2nd-year students)	39,640	42,710	45,800	48,950	6.9%
12. Law School (3rd-year students)	38,850	41,720	44,850	48,050	7.1%
13. Law School (LL.M 1-year Program)	42,500	45,690	49,120	51,530	4.9%
14. Cornell Abroad (Bologna I – per term)	15,240	15,150	16,200	16,345	0.9%
15. Cornell Abroad (Bologna II – spring term)	17,830	17,600	18,850	18,995	0.8%
16. Cornell Abroad (Denmark – per term)	19,120	20,600	21,985	23,490	6.8%
17. Cornell Abroad (Europe & Nepal – per term)	19,400	20,200	21,100	21,950	4.0%
18. Cornell Abroad (Kyoto – per term)	26,000	26,500	27,500	28,325	3.0%
19. Cornell Abroad (External General – per term) ‡	4,440	4,640	4,850	4,995	3.0%
20. Cornell Abroad (External Israel & UK – per term) ‡	4,800	5,000	5,250	5,410	3.0%
Contract Colleges					
21. Undergraduate – Resident §	18,060	19,110	20,160	21,610	7.2%
22. Undergraduate – Nonresident **	31,700	33,500	35,200	37,750	7.2%
23. SEA Semester (Oceans & Climate – per term)	15,900	16,570	17,230	16,730	(2.9%)
24. SEA Semester (Change in the Caribbean – per term)	15,900	16,570	17,230	16,730	(2.9%)
25. SEA Semester (Ocean Exploration – per term)	15,900	16,570	17,230	15,730	(8.7%)
26. Environmental Science (per term)	15,155	15,761	16,391	17,046	4.0%
27. Graduate School (non-veterinary research degrees)	20,800	20,800	20,800	20,800	
28. Graduate School (non-veterinary professional degrees)	20,800	22,600	23,750	24,700	4.0%
29. Veterinary Medicine – Resident DVM	23,000	24,000	25,100	26,500	5.6%
30. Veterinary Medicine – Nonresident DVM	33,000	35,000	37,100	39,500	6.5%
31. Veterinary Medicine – Graduate School	20,800	20,800	20,800	20,800	
Medical Campus					
32. Medical College (entering students)	33,775	39,180	41,730	44,650	7.0%
33. Medical College (continuing students)	33,775	35,465	37,240	39,100	5.0%
34. Graduate School of Medical Sciences	24,660	26,089	26,872	27,830	3.6%

- Notes:
- Research degrees include: MA, MS, MS/PhD, PhD, MFA, DMA programs and non-degree students.
 - Professional degrees include: CIPA (MPA), FALCON, MARCH I, MARCH II, MAT, MEng, MFS, MHA, MILR, MLA MPS, MPS Africana Studies, MPS Applied Statistics, MPS Real Estate, and MRP.
 - From 2003-04 through 2006-07, nonresident tuition was greater for entering undergraduate students in the contract colleges. As of 2007-08, all non-resident undergraduate students paid the same tuition.
- ‡ Excludes the tuition costs of the host university, which the student pays directly.
§ Also used for master of professional studies programs in existence before 1999-2000.
** Also used for master of professional studies programs created in 1999-2000 and thereafter.

STUDENT FEES AND OTHER TUITION RATES

	06-07	07-08	08-09	09-10	Change from 08-09
Ithaca Campus					
1. Acceptance Deposit – Undergraduate *	\$400	\$400	\$400	\$400	
2. Active File Fee – Graduate (per term)	200	200	200	200	
3. Activity Fee – Undergraduate (mandatory)	181	181	204	204	
4. Activity Fee – Graduate (mandatory)	68	68	70	70	
5. Administrative/Special Fee †	6,450	6,805	7,140	7,425	4.0%
6. Application Fee – Undergraduate ‡	70	70	70	70	
7. Application Fee – Graduate §	70	70	70	70	
8. Application Fee – Johnson School (U.S.)	180	180	200	200	
9. Application Fee – Johnson School (international)	180	180	200	200	
10. Application Fee – Law School (JD degree)	70	70	75	75	
11. Application Fee – Law School (PhD degree)	75	75	75	75	
12. Application Fee – Veterinary Medicine **	40	40	60	60	
13. Candidate for Degree Only Fee – Graduate	35	35	35	35	
14. Cornell Card Annual Fee	10	10	10	10	
15. Doctoral Thesis Fee – Graduate	125	125	125	135	8.0%
16. Extramural Study Course Tuition (per credit)	875	925	970	1,010	4.1%
17. Extramural Study Military Science (per course) ¶	15	15	15	15	
18. I.D. Replacement Fee	35	35	35	40	14.3%
19. In-Absentia Fee – Graduate (per term)	200	200	200	200	
20. In-Absentia Fee – Johnson School (per term)	75	75	75	75	
21. In-Absentia Fee – Law School (per term)	75	75	75	75	
22. Late Registration Fee – General ◇	350	350	350	350	
23. Late Thesis Filing Fee – Graduate	100	100	100	100	
24. Summer Session Course Tuition (per credit) ∞	835	875	925	970	4.9%
25. Shoals Marine Lab (per credit, includes board) ∞	723	800	942	1,043	10.7%
26. SEA Semester Summer Session	10,900	11,570	12,230	12,120	(0.9%)
27. Summer Session Registration Δ	50	50	50	100	100.0%
Medical Campus					
28. Application Fee – Medical College	75	85	85	85	
29. Application Fee – Medical Sciences	60	60	60	60	
30. Health Service Fee – Medical Campus (mandatory)	650	750	1,250	1,300	4.0%

Notes: * The undergraduate acceptance deposit is a one-time payment made by newly accepted students that is reimbursed as a tuition credit during the first semester of enrollment.

† The administrative/special fee covers administrative and support costs for the pre-1983 CCTS program.

** The College of Veterinary Medicine uses the Veterinary Medicine College Application Service (VMCAS) to process applications. This fee is supplemental to the VMCAS fee of \$144.

¶ The Military Science course rate shown here is for non-Cornellians only.

◇ The late registration fee is \$350 after the third week, then \$25 per additional week over six weeks. No charge is made prior to the third week.

∞ The summer session course tuition and Shoals Marine Lab fee for 2009-10 are applicable for the summer of 2009 instructional period. (Each course has an additional fee of \$200.)

Δ The summer session registration fee, due after the applicable early enrollment deadline, is \$50. Students who enroll after the registration deadline for any session may also be assessed late fees of \$50 per week.

ENROLLMENT ASSUMPTIONS

	Fall 08	09-10	Fall 09	09-10 Projected		
	Actual Registrar Enrollments	Overall Enrollment Targets	Projected Registrar Enrollments	Full-Time Equivalent (FTE) Tuition-Paying Enrollments *		Total
				Resident	Nonres.	
Undergraduate – On-Campus						
1. Agriculture & Life Sciences	3,242	3,140	3,235	1,760	1,344	3,104
2. Architecture, Art & Planning	437	444	448	444		444
3. Arts & Sciences	3,998	3,948	4,077	3,921		3,921
4. Engineering	2,786	2,799	2,808	2,860		2,860
5. Hotel Administration	879	856	911	848		848
6. Human Ecology	1,214	1,179	1,233	652	534	1,186
7. Industrial & Labor Relations	819	849	871	408	387	795
8. Internal Transfer Division	39	48	39	48		48
9. Subtotal On-Campus	13,414	13,263	13,622	10,941	2,265	13,206
Undergraduate – Off-Campus †						
10. Cornell Abroad	155	255	125	255		255
11. Cornell-in-Washington	44	38	39	38		38
12. Field Study/Other Programs	103	112	105	112		112
13. Rome Program	53	47	42	47		47
14. New York City Program	13	24	21	24		24
15. Subtotal Off-Campus	368	476	332	476		476
16. Total Undergraduate	13,782	13,739	13,954	11,417	2,265	13,682
Professional						
17. Johnson School (MBA)	935	876	876	788		788
18. Law School (JD)	648	655	665	655		655
19. Medical College (MD)	394	411	411	411		411
20. Veterinary Medicine (DVM)	343	350	350	213	137	350
21. Total Professional	2,320	2,292	2,302	2,067	137	2,204
Graduate						
22. Agriculture & Life Sciences	859	818	818	818		818
23. Architecture, Art & Planning §	374	378	378	378		378
24. Arts & Sciences	1,212	1,193	1,193	1,193		1,193
25. Engineering	1,392	1,273	1,273	1,273		1,273
26. Hotel Administration	83	59	59	59		59
27. Human Ecology	176	174	174	174		174
28. Industrial & Labor Relations	174	165	165	165		165
29. Johnson School	47	39	39	39		39
30. Law School	8	6	6	6		6
31. Graduate School of Medical Sciences	310	397	397	397		397
32. Veterinary Medicine	128	130	130	130		130
33. Total Graduate	4,763	4,632	4,632	4,632		4,632
34. Total Enrollment	20,865	20,663	20,888			20,518

Notes: * Tuition revenues are based on FTE enrollments, which account for fall-to-spring enrollment differences, tuition prorations for students attending less than a full semester, and Johnson School enrollees in the Queens EMBA program who pay tuition to Queens University rather than Cornell University.

† The difference between fall registrar and FTE paying enrollments for off-campus programs reflects higher enrollments in these programs during the spring semester, especially in Cornell Abroad.

§ All Cornell Institute for Public Affairs enrollments have been consolidated on line 23 in this schedule.

UNDERGRADUATE TUITION, FEES, ROOM, AND BOARD IVY LEAGUE, PEER, AND COMMON ACCEPTANCE INSTITUTIONS

Tuition & Mandatory Fees				Tuition, Fees, Room & Board			
<u>Institution</u>	<u>07-08</u>	<u>08-09</u>	<u>%</u>	<u>Institution</u>	<u>07-08</u>	<u>08-09</u>	<u>%</u>
Carnegie Mellon	\$37,354	\$39,564	5.9	Georgetown	\$48,286	\$50,875	5.4
Columbia	37,223	39,326	5.6	NYU	47,490	50,282	5.9
Tufts	36,700	38,840	5.8	Johns Hopkins	47,492	49,778	4.8
Johns Hopkins	36,400	38,200	4.9	Carnegie Mellon	47,014	49,614	5.5
Georgetown	36,140	38,122	5.5	Tufts	46,860	49,358	5.3
RPI	35,885	37,990	5.9	Chicago	47,007	49,329	4.9
U. Pennsylvania	36,242	37,926	4.6	Columbia	47,160	49,306	4.6
Brown	36,342	37,718	3.8	Washington U.	46,776	49,274	5.3
Chicago	35,868	37,632	4.9	RPI	46,305	48,720	5.2
Duke	35,620	37,630	5.6	U. Pennsylvania	46,450	48,547	4.5
NYU	35,290	37,372	5.9	Boston U.	46,368	48,468	4.5
Rochester	35,190	37,250	5.9	Northwestern	46,205	48,420	4.8
Washington U.	35,524	37,248	4.9	Cornell (Endowed)	46,021	48,194	4.7
Northwestern	35,429	37,125	4.8	Rochester	45,830	48,060	4.9
Boston U.	35,418	37,050	4.6	Duke	45,400	47,810	5.3
Dartmouth	35,178	36,915	4.9	Brown	45,948	47,740	3.9
Cornell (Endowed)	34,781	36,504	5.0	Dartmouth	45,483	47,694	4.9
MIT	34,986	36,390	4.0	Stanford	45,897	47,542	3.6
Stanford	35,089	36,360	3.6	MIT	45,386	47,250	4.1
Harvard	34,998	36,173	3.4	Harvard	45,620	47,215	3.5
Cornell (Contract-nonres.)	33,681	35,404	5.1	Cornell (Contract-nonres.)	44,921	47,094	4.8
Yale	34,530	35,300	2.2	Princeton	44,760	46,575	4.1
Princeton	33,780	35,170	4.1	Yale	45,000	46,000	2.2
U. Michigan (nonres.)	31,301	33,069	5.6	UC-Berkeley (nonres.)	40,633	42,758	5.2
U. Virginia (nonres.)	27,940	29,845	6.8	U. Michigan (nonres.)	39,491	41,659	5.5
UC-Berkeley (nonres.)	26,785	28,264	5.5	U. Virginia (nonres.)	35,375	37,665	6.5
Michigan State (nonres.)	23,699	25,722	8.5	Pennsylvania State (nonres.)	31,452	33,202	5.6
Pennsylvania State (nonres.)	23,712	24,940	5.2	Michigan State (nonres.)	30,425	32,798	7.8
Rutgers (nonres.)	19,783	21,488	8.6	Rutgers (nonres.)	29,545	32,127	8.7
Cornell (Contract-res.)	19,291	20,364	5.6	Cornell (Contract-res.)	30,531	32,054	5.0
SUNY-Buffalo (nonres.)	12,478	12,545	0.5	SUNY-Binghamton (nonres.)	21,460	22,106	3.0
SUNY-Binghamton (nonres.)	12,272	12,332	0.5	SUNY-Buffalo (nonres.)	21,098	22,097	4.7
SUNY-Buffalo (res.)	6,218	6,285	1.1	SUNY-Binghamton (res.)	15,200	15,846	4.3
SUNY-Binghamton (res.)	6,012	6,072	1.0	SUNY-Buffalo (res.)	14,838	15,837	6.7

Notes: • Institutions are ranked in descending order of rates for 2008-09.
 • Institutions with different resident and nonresident tuitions are indicated *res.* and *nonres.* respectively.
 • *Common acceptance* refers to institutions that had significant overlap with Cornell in the common acceptance of students who eventually matriculated at Cornell rather than those other institutions.

UNDERGRADUATE TUITION AND FEES SELECTED PUBLIC AND LAND-GRANT INSTITUTIONS

<u>Institution</u>	<u>Resident</u>			<u>Institution</u>	<u>Nonresident</u>		
	<u>07-08</u>	<u>08-09</u>	<u>%</u>		<u>07-08</u>	<u>08-09</u>	<u>%</u>
Cornell (Contract)	\$19,291	\$20,364	5.6	Cornell (Contract)	\$33,681	\$35,404	5.1
Pennsylvania State	12,844	13,706	6.7	U. Vermont	27,938	29,682	6.2
U. Vermont	12,054	12,844	6.6	UC-Davis	27,144	29,243	7.7
U. Illinois (Urbana)	11,130	12,106	8.8	U. Texas (Austin)	25,772	27,760	7.7
U. Minn. (Twin Cities)	9,598	10,756	12.1	U. Illinois (Urbana)	25,216	25,890	2.7
U. Mass. (Amherst)	9,921	10,232	3.1	Michigan State	23,699	25,722	8.5
Michigan State	9,690	10,214	5.4	Pennsylvania State	23,712	24,940	5.2
U. Connecticut (Storrs)	8,852	9,338	5.5	Indiana U. (Bloomington)	22,316	24,769	11.0
Ohio State (Columbus)	8,676	8,679	0.0	U. Connecticut (Storrs)	22,796	24,050	5.5
UC-Davis	8,124	8,635	6.3	Purdue	22,224	23,224	4.5
U. Texas (Austin)	8,130	8,532	4.9	Texas A & M	15,675	22,184	41.5
Indiana U. (Bloomington)	7,837	8,231	5.0	Ohio State (Columbus)	21,285	21,918	3.0
Texas A & M	7,335	7,844	6.9	U. Wisconsin (Madison)	21,435	21,814	1.8
Purdue	7,416	7,750	4.5	U. Mass. (Amherst)	20,499	21,729	6.0
U. Wisconsin (Madison)	7,185	7,564	5.3	Iowa State (Ames)	16,919	17,350	2.5
Iowa State (Ames)	6,161	6,360	3.2	U. Minn. (Twin Cities)	21,228	14,756	(30.5)
SUNY-Buffalo	6,218	6,285	1.1	SUNY-Buffalo	12,478	12,545	0.5
SUNY-Albany	6,018	6,078	1.0	SUNY-Albany	12,278	12,338	0.5
SUNY-Binghamton	6,012	6,072	1.0	SUNY-Binghamton	12,272	12,332	0.5

Note: • Institutions are ranked in descending order of rates for 2008-09.

TUITION AND FEES SELECTED MEDICAL COLLEGES

<u>Institution</u>	<u>Tuition</u>			<u>Institution</u>	<u>Tuition and Fees *</u>		
	<u>07-08</u>	<u>08-09</u>	<u>%</u>		<u>07-08</u>	<u>08-09</u>	<u>%</u>
Washington U.	\$43,380	\$45,550	5.0	Cornell	\$45,343	\$48,418	6.8
Case Western	41,500	43,500	4.8	Columbia	45,213	47,092	4.2
Stanford	41,619	43,389	4.3	U. Pennsylvania	45,473	46,851	3.0
Columbia	41,478	43,140	4.0	Stanford	43,902	45,888	4.5
Yale	40,720	42,350	4.0	Washington U.	43,380	45,550	5.0
Cornell	39,180	41,730	6.5	Duke	43,403	45,549	4.9
Duke	38,982	41,126	5.5	Case Western	43,206	45,286	4.8
U. Pennsylvania	39,648	41,036	3.5	Yale	43,060	44,740	3.9
U. Pittsburgh (nonres.)	39,206	40,772	4.0	U. Pittsburgh (nonres.)	42,622	43,506	2.1
Harvard	38,600	39,900	3.4	Harvard	41,861	43,223	3.3
Rochester	37,200	38,700	4.0	Johns Hopkins	40,099	41,760	4.1
Johns Hopkins	36,500	38,000	4.1	Rochester	39,799	41,397	4.0
Chicago - Pritzker	35,305	37,293	5.6	Chicago - Pritzker	37,758	40,497	7.3

Notes: • Institutions are ranked in descending order of rates for 2008-09.
* Includes health fees and the cost of health insurance, whether waivable or not.

AVERAGE NINE-MONTH FACULTY SALARIES SELECTED RESEARCH INSTITUTIONS

<u>Institution</u>	<u>88-89</u>	<u>Institution</u>	<u>98-99</u>	<u>Institution</u>	<u>08-09</u>
Cal Tech	\$64,509	Harvard	\$98,263	Harvard	\$151,678
Stanford	62,789	Stanford	97,793	Stanford	149,861
Harvard	62,786	Cal Tech	96,887	Cal Tech	145,591
MIT	60,439	Chicago	93,512	Chicago	142,628
U. Pennsylvania	58,055	Princeton	92,166	Princeton	142,173
Yale	57,953	U. Pennsylvania	91,466	Columbia	139,773
Princeton	57,581	NYU	91,371	U. Pennsylvania	139,243
Columbia	56,825	MIT	90,463	NYU	136,302
Carnegie Mellon	56,752	Yale	89,682	Yale	135,695
UC–Berkeley	56,659	Columbia	89,237	MIT	133,437
Chicago	56,156	Northwestern	88,996	Northwestern	132,057
NYU	55,746	Duke	87,104	Duke	131,805
UCLA	55,698	UC–Berkeley	86,154	Cornell (Endowed)	129,264
Rutgers	55,398	UCLA	83,766	Dartmouth	125,609
Duke	55,022	Carnegie Mellon	82,524	Georgetown	124,923
USC	54,957	U. Michigan	81,738	USC	119,370
UC–San Diego	54,841	Georgetown	81,725	UC–Berkeley	117,421
U. Virginia	54,501	USC	81,174	Brown	116,855
Georgetown	54,431	Cornell (Endowed)	80,568	U. North Carolina	116,668
Northwestern	54,332	UC–San Diego	80,539	UCLA	116,558
U. Michigan	54,312	U. Virginia	80,220	Carnegie Mellon	116,045
Johns Hopkins	53,723	Rutgers	79,937	U. Michigan	116,014
Cornell (Endowed)	53,145	Dartmouth	78,295	Cornell (Contract)	114,391
Brown	52,587	U. North Carolina	75,845	Johns Hopkins	†
UC–Davis	51,934	Johns Hopkins	74,786	Rutgers	112,775
Dartmouth	51,904	Brown	74,631	U. Maryland	112,338
Ohio State	51,821	UC–Davis	74,629	U. Virginia	109,542
U. Texas	51,548	U. Illinois	73,868	U. Texas	109,010
U. Maryland	51,083	U. Minnesota	73,262	UC–San Diego	108,900
U. North Carolina	49,824	Pennsylvania State	71,905	Pennsylvania State	106,820
Cornell (Contract)	49,279	U. Maryland	71,703	U. Illinois	105,890
Pennsylvania State	49,262	Ohio State	71,498	U. Minnesota	105,115
U. Illinois	49,022	Purdue	71,250	Ohio State	104,096
Purdue	48,802	U. Texas	70,734	U. Washington	103,055
Texas A&M	47,741	U. Wisconsin	68,154	UC–Davis	102,100
U. Minnesota	46,845	Michigan State	67,047	Michigan State	100,310
Michigan State	46,297	Cornell (Contract)	65,665	Texas A&M	97,588
U. Wisconsin	45,930	Texas A&M	65,579	Purdue	96,535
U. Washington	45,218	U. Washington	65,385	U. Wisconsin	94,896

Notes: • The average salary (excluding extra pay and summer compensation) for each institution (including Cornell's contract college subset) was computed by weighting the mean salary by academic rank for the number of endowed Ithaca faculty in those ranks. Twelve-month salaries were converted to a nine-month appointment basis.

† Did not participate in the 2008-09 salary survey that was published in *Academe*, March-April 2009.

UNDERGRADUATE FINANCIAL AID

Sources of Funding for Undergraduate Financial Aid						Change from Forecast to Plan	Annual Growth Rate from 87-88
(dollars in thousands)							
	87-88 Actual	07-08 Actual	08-09 Plan	08-09 Forecast	09-10 Plan		
Family Contribution							
1. Parental	\$22,189	\$75,500	\$78,520	\$82,354	\$77,413	(6.0%)	5.8%
2. Student	7,819	16,677	17,511	18,233	18,780	3.0%	4.1%
3. Subtotal	30,008	92,177	96,031	100,587	96,193	(4.4%)	5.4%
Federal Government							
4. Grants	5,143	10,386	11,106	10,133	10,399	2.6%	3.3%
5. Loans	11,192	26,197	27,061	15,520	16,096	3.7%	1.7%
6. Work/Study	2,769	4,050	4,200	3,808	3,808		1.5%
7. Subtotal	19,104	40,633	42,367	29,461	30,303	2.9%	2.1%
State Government							
8. Grants	4,903	4,968	4,968	5,322	5,322		0.4%
9. Work/Study	692						
10. Subtotal	5,595	4,968	4,968	5,322	5,322		(0.2%)
Other External							
11. Grants	2,663	7,337	7,382	7,480	7,526	0.6%	4.8%
12. Subtotal	2,663	7,337	7,382	7,480	7,526	0.6%	4.8%
Cornell							
13. Unrestricted Grants	12,751	81,052	101,002	106,732	141,723	32.8%	11.6%
14. Restricted Grants	7,770	28,946	33,380	34,188	29,437	(13.9%)	6.2%
15. Loans	130	3,016	300	746	746		8.3%
16. Work/Study	1,846	4,050	4,200	3,808	3,808		3.3%
17. Subtotal	22,497	117,064	138,882	145,474	175,714	20.8%	9.8%
18. Total	79,867	262,179	289,630	288,324	315,058	9.3%	6.4%

Financial-Aid Population

(on- and off-campus)

	1987 Actual	2007 Actual	2008 Plan	2008 Actual	2009 Plan		
Undergraduate Student Counts							
1. Total Enrollment	12,958	13,510	13,641	13,846	13,954	0.8%	0.3%
2. Overall Financial-Aid Population	N/A	8,292	8,291	8,299	8,372	0.9%	
3. Percent of Total Enrollment		61.4%	60.8%	59.9%	60.0%		
4. Need-Based Financial-Aid Population	5,173	5,947	5,956	7,220	7,256	0.5%	1.5%
5. Percent of Total Enrollment	39.9%	44.0%	43.7%	52.1%	52.0%		
6. Cornell-Grant Recipients	3,815	5,345	5,347	5,637	5,721	1.5%	1.9%
7. Percent of Total Enrollment	29.4%	39.6%	39.2%	40.7%	41.0%		
8. Pell-Grant Recipients †	1,820	1,863	1,850	1,765	1,814	2.8%	(0.0%)
9. Percent of Total Enrollment	14.0%	13.8%	13.6%	12.7%	13.0%		

Notes: • Family contribution amounts are for students who demonstrate a financial need according to Cornell's methodology. Financial-aid amounts are shown as computed and as awarded.

• Enrollments exclude *in-absentia* and extramural students.

* Cornell-grant recipients are those U.S. citizens and permanent residents (excluding international students) who receive need-based grant aid from Cornell resources.

† The number of Pell Grant recipients for fall 1987 is estimated based on the total funding received by Cornell in that year and the national average of Pell Grant awards.

NEW YORK STATE APPROPRIATIONS

Sources of Funding

(dollars in thousands)

	07-08	08-09	08-09	09-10
Ithaca Campus	Actual	Plan	Forecast	Plan
1. Original Base Appropriation Through SUNY	\$147,889	\$158,075	\$158,075	\$151,853
SUNY/Cornell Negotiated/Planned Increases				
2. For inflation and fixed costs	<u>10,186</u>	<u>6,388</u>	<u>6,388</u>	<u>(219)</u>
3. Subtotal Base (prior to legislative actions)	158,075	164,463	164,463	151,634
4. SUNY-Initiated Adjustments		(6,579)	(12,610)*	3,516
5. Other Adjustments/Reclassifications				<u>173</u>
6. Subtotal Base Enacted Budget	158,075	157,884	151,853	155,323
7. Empire Innovation	1,144	1,894	1,894	1,610
8. Subtotal Revised Base Appropriation	159,219	159,778	153,747	156,933
Additional Planned State Funding Through SUNY				
9. Cooperative Extension (support for County Associations)	4,170	4,170	3,920	3,920
10. Institute for Community College (ICCD)	300	291	280	280
11. SUNY Program Support (academic equipment/fellowships)	1,776	1,728	1,244	1,712
12. SUCF Critical Maintenance In-Year Funds	<u>3,073</u>	<u>1,951</u>	<u>1,951</u>	<u>2,420</u>
13. Subtotal of Additional State Funding	9,319	8,140	7,395	8,332
14. Total State Appropriations Through SUNY	168,538	167,918	161,142	165,265
Other State Appropriations				
15. Bundy Aid (based on degrees granted)	<u>1,702</u>	<u>1,805</u>	<u>1,727</u>	<u>1,581</u>
16. Total Ithaca Campus	170,240	169,723	162,869	166,846
Medical College				
17. Bundy Aid (based on degrees granted)	<u>178</u>	<u>194</u>	<u>186</u>	<u>175</u>
18. Total Medical College	178	194	186	175
19. Total State Appropriations	170,418	169,917	163,055	167,021

Notes: • Cornell receives New York State appropriations through the State University of New York (SUNY) and directly from the state. Most appropriations flow through SUNY.
 • Not represented in this schedule are certain student financial-aid funds, grants and contracts from state agencies, and appropriations for capital acquisitions. The schedule also excludes the value of employee benefits provided by New York State and debt service on facilities provided through SUNY, neither of which is recorded by Cornell.
 * Mandated, in-year budget reduction.

FACILITIES AND ADMINISTRATIVE COST AND EMPLOYEE BENEFITS BILLING RATES

Facilities and Administrative Cost Rates	<u>03-04</u>	<u>04-05</u>	<u>05-06</u>	<u>06-07</u>	<u>07-08</u>	<u>08-09</u>	<u>09-10</u>
Endowed Ithaca							
1. On-Campus	58.00	58.00	58.00	58.00	59.00	59.00	59.00
2. Off-Campus	26.00	26.00	26.00	26.00	26.00	26.00	26.00
3. Off-Campus – Arcibo Observatory	9.50	9.50	9.50	11.00	11.00	11.00	11.00
4. Other Restricted Funds	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Contract Colleges							
5. On-Campus – Research	58.00	58.00	53.50	53.50	53.50	54.00	54.00
6. Off-Campus – Research	26.00	26.00	26.00	26.00	26.00	26.00	26.00
7. On-Campus – Educational Services	60.00	60.00	56.70	56.70	56.70	56.70	56.70
8. Off-Campus – Educational Services	26.00	26.00	26.00	26.00	26.00	26.00	26.00
9. On-Campus – Research – Geneva	54.00	54.00	56.50	53.50	53.50	54.00	54.00
10. Off-Campus – Research – Geneva	26.00	26.00	26.00	26.00	26.00	26.00	26.00
11. New York State	18.00	18.00	18.00	18.00	18.00	18.00	18.00
12. Other Restricted Funds	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Medical Campus							
13. On-Campus	65.00	68.00	68.00	68.00	68.00	68.00	69.00
14. Westchester	43.00	38.00	38.00	38.00	38.00	42.00	42.00
15. Clinical Research Center	36.00	42.00	42.00	42.00	42.00	44.00	44.00
16. Other Sponsored Research					30.00	30.00	30.00
17. Off-Campus	26.00	26.00	26.00	26.00	26.00	26.00	26.00
18. Other Restricted Funds	25.00	25.00	25.00	25.00	25.00	25.00	25.00
19. Industrial Agreements – Clinical Trials	33.00	33.00	33.00	33.00	33.00	33.00	33.00
20. Industrial Agreements – Research	65.00	68.00	68.00	68.00	68.00	68.00	69.00
Employee Benefits Rates							
Endowed Ithaca							
1. Full	31.00	31.00	32.00	33.00	33.00	33.00	34.00
2. Minimum Plus							
3. Minimum	10.25	10.25	10.00	10.00	10.00	10.00	10.00
4. Zero	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Contract Colleges *							
5. Federally Reimbursed (restricted funds)	38.30	42.67	47.50	45.60	47.60	45.10	44.30
6. All Other Funds (where applicable)	41.05	46.68	49.86	50.27	51.44	50.73	48.96
Medical Campus							
7. General	28.00	29.40	29.40	29.40	29.60	29.60	29.60
8. Postdoctoral Fellow	20.00	20.00	20.00	20.00	20.00	21.00	21.00
9. NRSA Postdoctoral Fellow	0.00	0.00	0.00	0.00	0.00	0.00	0.00
10. Temporary Employee and Student	8.50	8.50	8.50	8.50	8.50	9.00	9.00

Notes:

- Shown are the billing rates, expressed as percentages, used in each fiscal year; actual cost rates vary.
- Endowed Ithaca has three employee benefit rates: (a) the *full* rate is used for most benefit-eligible employees; (b) a *minimum* rate is used when only mandated benefits are provided or when tips or pension-ineligible bonus payments are made; and (c) a *zero* rate is applied in limited situations, such as in the case of academic-year student wage payments, where the cost of any benefits provided is negligible.
- * The 2009-10 contract college benefits rates have been submitted to the Department of Health and Human Services for approval. The 2008-09 values shown are actual rates.

INVESTMENT ASSETS, RETURNS, AND PAYOUTS

Investments at Fair Value

(dollars in thousands at year end)

	6/30/07	Percent	6/30/08	Percent	Change
	Total	of Total	Total	of Total	from
					6/30/07
1. Working Capital	\$3,807	0.1%	\$32,704	0.5%	\$28,897
2. Intermediate-Term (PBIF)	609,353	9.6%	571,174	8.7%	(38,179)
3. Long-Term Investment Pool (LTIP)	5,197,503	81.5%	5,378,096	82.1%	180,593
4. Separately Invested Portfolio	478,902	7.5%	411,614	6.3%	(67,288)
5. Pooled Life Income Funds	16,935	0.3%	13,909	0.2%	(3,026)
6. Other *	62,725	1.0%	141,791	2.2%	79,066
7. Total	6,369,225	100.0%	6,549,288	100.0%	180,063

Note: * A major portion of *other investments* are DASNY (Dormitory Authority of the State of New York) holdings, which include bond proceeds held at custodial banks and certain debt service reserves.

Endowment – Net Assets

(dollars in thousands at year end)

	06-07	07-08	Change	Percent
				Change
1 True Endowment	3,460,881	3,535,217	74,336	2.1%
2 Funds Functioning as Endowment	1,652,213	1,712,792	60,579	3.7%
3 Subtotal Under Cornell Management	5,113,094	5,248,009	134,915	2.6%
5 Funds Held by Others *	134,003	137,473	3,470	2.6%
7 Total University Endowment	5,247,097	5,385,482	138,385	2.6%

Note: * Funds that the university neither possesses nor controls but which provide Cornell income or in which the university has a residual interest in the assets.

Long-Term Investment Pool

	6/30/03	6/30/04	6/30/05	6/30/06	6/30/07	6/30/08
	Actual	Actual	Actual	Actual	Actual	Actual
1. Market Value (per share)	\$42.65	\$46.51	\$50.11	\$55.42	\$66.62	\$65.37
2. Annualized Total Gross Return †	2.1%	16.3%	13.9%	16.4%	26.2%	3.0%
3. Number of Shares (in millions)	63.8	66.0	72.3	75.4	78.0	82.3
4. Payout per Share	\$2.70	\$2.43	\$2.25	\$2.30	\$2.42	\$2.66
5. Shareholder Payout (in millions)	\$167.55	\$157.09	\$153.46	\$168.95	\$185.51	\$213.05
6. Payout as a % of 6/30 Market Value	6.3%	5.2%	4.5%	4.1%	3.6%	4.1%
7. Total Spending per Share	\$3.01	\$2.77	\$2.52	\$2.68	\$2.85	\$3.16
8. Total Spending (in millions)	\$192.01	\$183.00	\$181.87	\$201.88	\$222.32	\$259.61
9. Spending as a % of 6/30 Market Value	7.1%	6.0%	5.0%	4.8%	4.3%	4.8%

Note: † Total returns net of investment management fees for 2002-03, 2003-04, 2004-05, 2005-06, 2006-07, and 2007-08 were 1.9%, 16.12%, 13.6%, 16.1%, 25.9%, and 2.7% respectively.

K

ENDOWMENT PER FULL-TIME STUDENT SELECTED INSTITUTIONS

<u>Institution</u>	<u>84-85</u>	<u>Institution</u>	<u>06-07</u>	<u>Institution</u>	<u>07-08</u>
Princeton	\$255,600	Princeton	\$2,228,257	Princeton	\$2,255,391
Harvard	166,000	Yale	1,983,641	Yale	2,020,827
Rice	145,000	Harvard	1,774,875	Harvard	1,880,854
Yale	125,300	Stanford	1,152,776	Stanford	1,155,138
Stanford	86,800	MIT	973,699	MIT	985,205
Dartmouth	85,800	Rice	946,785	Rice	910,380
MIT	84,700	Dartmouth	664,705	Dartmouth	579,506
Washington U.	77,200	Duke	475,868	Chicago	491,391
Rochester	77,000	Washington U.	473,738	Duke	480,633
Chicago	74,700	Chicago	469,765	Washington U.	452,433
Columbia	62,900	Emory	458,511	Northwestern	429,755
Emory	62,800	Northwestern	397,390	Emory	429,050
Johns Hopkins	55,900	Brown	350,226	Brown	348,671
Northwestern	39,900	Columbia	337,398	Columbia	333,713
Vanderbilt	34,900	U. of Pennsylvania	317,336	Vanderbilt	297,488
U. of Texas System	34,600	Vanderbilt	300,647	U. of Pennsylvania	293,967
Carnegie Mellon	33,600	Cornell	276,222	Cornell	271,994
Brown	31,800	Rochester	219,522	Rochester	209,182
Cornell	29,900	Johns Hopkins	195,434	Johns Hopkins	172,503
Duke	26,900	Tufts	156,861	Tufts	154,534
U. of Pennsylvania	23,100	RPI	127,329	U. of Texas System	113,786
RPI	20,900	Carnegie Mellon	119,933	Carnegie Mellon	110,933
Tufts	12,800	U. of Texas System	111,775	RPI	108,689
Boston U.	5,000	Boston U.	44,223	Boston U.	45,975
† Cornell (+ NYS support)	99,581	Cornell (+ NYS support)	442,018	Cornell (+ NYS support)	445,016

- Notes:
- Institutions are ranked in descending order of endowment per full-time student (undergraduate, graduate, and professional) for each year.
 - Endowment per student calculated based on endowment value as of June 30th of the fiscal year divided by the full-time equivalent enrollment for the previous fall semester.
 - Endowments include true endowments, funds functioning as endowment, and (beginning in 1995-96) funds held in trust by others. Endowments exclude living trusts and pledges.
 - Cornell's figures include full-time enrollments for the Ithaca campus and Weill Cornell Medical College.
- † Cornell's endowment per student has been recast for illustrative purposes to include the imputed endowment principal (based on a 4.4 percent payout) that would be needed to provide annual support equal to the level of New York State (NYS) appropriations for Cornell's contract colleges excluding research and outreach—the so called "land-grant" activities—for each of the fiscal years shown.

Source: 2008 NACUBO Endowment Study, prepared by TIAA-CREF.



GIFTS/CONTRIBUTIONS – THROUGH MARCH 31, 2009

Reconciliation of Contributions to Cash Gifts					
(dollars in thousands)					
	Ithaca Campus	Medical College	Cornell † Foundation	08-09 Year to Date	07-08 Year to Date
Operating Revenue					
1. Unrestricted	\$29,000	\$13,671		\$42,671	\$70,727
2. Temporarily Restricted	36,909	12,039		48,948	115,047
3. Funds Functioning as Endowment *	<u>1,874</u>	<u>134</u>		<u>2,008</u>	<u>4,071</u>
4. Subtotal	67,783	25,844		93,627	189,845
Non-Operating Revenue					
5. True Endowment	48,025	5,848		53,873	99,294
6. Funds Functioning as Endowment §	2,584	135,000	3,692	141,276	17,732
7. Life Income Funds	1,444	378		1,822	9,863
8. Trusts Held by Others	1,026	36		1,062	
9. Loan Funds	1	132		133	110
10. Capital Acquisitions (cash gifts)	4,152	(91,859)		(87,707)	96,754
11. Capital Acquisitions (gifts in kind)	<u>13,210</u>	<u> </u>	<u> </u>	<u>13,210</u>	<u>3,504</u>
12. Subtotal	70,442	49,535	3,692	123,669	227,257
13. Financial Statement Total	138,225	75,379	3,692	217,296	417,102
Adjustments					
14. Gifts from Outside Trusts	(1,076)	(36)		(1,112)	4,769
15. Gift Annuities	393	375		768	9,673
16. Split-Interest Agreements	2,253			2,253	9,054
17. Pledges (net present value)	47,914	127,061		174,975	(113,685)
18. Timing Differences	(11,617)	11,129	(3,692)	(4,180)	(19,136)
19. Other					<u>3,479</u>
20. Total Adjustments	37,867	138,529	(3,692)	172,704	(105,846)
21. Gift Records Total	176,092	213,908		390,000	311,256

Notes:

- This table reconciles the differences (lines 14 through 19) between *contributions* as displayed in the financial statements (line 13) and *cash gifts* as reported by Alumni Affairs and Development (line 21). The largest of these adjustments (positive or negative) are often the change in the net present value of pledges (line 17) and timing differences in the recording of gifts between the two systems (line 18).
- Line 14 shows the net difference in valuation of gifts from outside trust agreements that are recorded in the contributor relations system at full value and may be reflected at present value in the financial statements. Lines 15 and 16 identify trusts in which Cornell shares an interest with the donors. While the gifts are reflected at full value in the contributor relations system, Cornell's financial statements recognize the liability owed to the beneficiaries of these trusts. Line 17 reflects the net present value of unconditional promises to give (pledges) that were recorded in the financial statements but not treated as cash gifts in the contributor relations system. Lines 18 and 19 identify other periodic adjustments.
- Some of these exclusions—all of which are based on the reporting standards appropriate for each record—are entire (e.g., the inclusion of pledges in the financial statements and the exclusion of such promises from the cash gifts of the contributor relations system). Others are partial (e.g., the recognition in the financial statements of the interest that beneficiaries may have in split-interest agreements).

† The Cornell University Foundation is a service for Cornell alumni and friends who wish to make charitable gifts through the structure of a donor-advised fund.

* Unrestricted funds functioning as endowment are classified as operating revenues.

§ Restricted funds functioning as endowment continue to be classified as non-operating revenues.

M

CAMPAIGN FOR CORNELL GIFTS – THROUGH MARCH 31, 2009

Gifts Raised – Ithaca Campus			
(dollars in thousands)		<u>Goal/Target</u>	<u>Raised through 11/30/08</u>
<u>Campaign Goals</u>			<u>Percent of Goal/Target</u>
1. Professorships & Deanships			\$181,109
2. Academic Positions			16,234
3. Non-Academic Positions			14,900
4. Instruction/Research Program Enhancements			501,019
5. Instruction/Research Program Facilities			38,135
6. Subtotal Faculty & Program	1,785,000		751,397
			42.1%
7. Undergraduate Student Aid			145,370
8. Graduate Fellowships			62,452
9. Professional School Student Aid			42,471
10. Living & Learning			33,777
11. Subtotal Student	690,000		284,070
			41.2%
12. CIS – Gates Hall			25,000
13. Helen Newman Hall			17
14. Johnson Museum Expansion			9,761
15. Life Sciences Building			54,875
16. Lyna Rink Expansion			6,728
17. Milstein Hall			9,590
18. Physical Sciences Complex			13,839
19. West Campus Residential Initiative			22,908
20. Subtotal Facilities	225,000		142,718
			63.4%
21. Cornell Annual Fund			84,638
22. Other Unrestricted			158,588
23. Subtotal Unrestricted	300,000		243,226
			81.1%
21. Pending Designation			42,631
22. Campaign Goals Total	3,000,000		1,464,042
			48.8%
College and Unit Targets			
1. Agriculture & Life Sciences	\$370,000		\$182,148
			49.2%
2. Architecture, Art & Planning	65,000		29,348
			45.2%
3. Arts & Sciences	435,000		172,793
			39.7%
4. Computing & Information Science	100,000		27,536
			27.5%
5. Cornell Library	60,000		23,963
			39.9%
6. Engineering	375,000		182,532
			48.7%
7. General University	920,000		457,248
			49.7%
8. Hotel Administration	50,000		51,342
			102.7%
9. Human Ecology	70,000		33,656
			48.1%
10. Industrial & Labor Relations	60,000		35,496
			59.2%
11. Johnson School	100,000		61,162
			61.2%
12. Law School	70,000		39,659
			56.7%
13. Student & Academic Services	245,000		101,402
			41.4%
14. Veterinary Medicine	80,000		65,757
			82.2%
15. College and Unit Targets Total	3,000,000		1,464,042
			48.8%

PROJECTED MAINTENANCE FUNDING – ITHACA CAMPUS

Maintenance Inventory

(dollars in millions)

	Actual 07-08	Forecast 08-09	Plan 09-10	Proj. 10-11	Proj. 11-12	Proj. 12-13	Proj. 13-14
Endowed Ithaca							
1. Beginning Inventory	\$118.4	\$122.6	\$131.0	\$143.2	\$161.7	\$181.0	\$201.5
2. Maintenance Projects	20.5	25.0	34.5	35.9	37.3	39.1	40.9
3. Operational Funding	(15.7)	(10.6)	(20.3)	(15.4)	(16.0)	(16.6)	(17.3)
4. Capital Funding	<u>(0.6)</u>	<u>(6.0)</u>	<u>(2.0)</u>	<u>(2.0)</u>	<u>(2.0)</u>	<u>(2.0)</u>	<u>(2.0)</u>
5. Year-End Inventory	122.6	131.0	143.2	161.7	181.0	201.5	223.1
Residence Facilities							
6. Beginning Inventory	67.3	74.9	81.7	88.7	95.6	101.9	109.4
7. Maintenance Projects	14.2	12.9	13.1	13.6	14.2	15.1	15.2
8. Operational Funding	(5.2)	(4.9)	(4.6)	(4.8)	(4.9)	(5.1)	(5.2)
9. Capital Funding	<u>(1.4)</u>	<u>(1.2)</u>	<u>(1.5)</u>	<u>(1.9)</u>	<u>(3.0)</u>	<u>(2.5)</u>	<u>(2.5)</u>
10. Year-End Inventory	74.9	81.7	88.7	95.6	101.9	109.4	116.9
Contract Colleges							
11. Beginning Inventory	504.2	494.7	474.4	454.7	436.2	418.4	401.3
12. Maintenance Projects	16.8	17.8	18.9	20.1	21.3	22.5	23.9
13. Operational Funding	(4.5)	(4.5)	(5.0)	(5.0)	(5.5)	(6.0)	(6.0)
14. Capital Funding	<u>(21.8)</u>	<u>(33.6)</u>	<u>(33.6)</u>	<u>(33.6)</u>	<u>(33.6)</u>	<u>(33.6)</u>	<u>(47.4)</u>
15. Year-End Inventory	494.7	474.4	454.7	436.2	418.4	401.3	371.8
Ithaca Campus Total							
16. Beginning Inventory	689.9	692.2	687.1	686.6	693.5	701.3	712.2
17. Maintenance Projects	51.5	55.7	66.5	69.6	72.8	76.7	80.0
18. Operational Funding	(25.4)	(20.0)	(29.9)	(25.2)	(26.4)	(27.7)	(28.5)
19. Capital Funding	<u>(23.8)</u>	<u>(40.8)</u>	<u>(37.1)</u>	<u>(37.5)</u>	<u>(38.6)</u>	<u>(38.1)</u>	<u>(51.9)</u>
20. Year-End Inventory	692.2	687.1	686.6	693.5	701.3	712.2	711.8

- Notes:
- This table provides a projection of building maintenance activity, the funding of maintenance costs from operating and capital plans, and the inventory of unfunded maintenance for the Ithaca campus through 2013-14. Excluded are utilities, parking, and information technology projects. The projected year-end inventory of unfunded maintenance is for planning purposes only, and illustrates the potential need for maintenance resources beyond those already identified in operating and capital plans.
 - There are three categories of building maintenance: routine, preventive, and planned. Maintenance needs and projects are identified annually. Most routine and preventive activities are funded and completed. Some planned maintenance is deferred due to timing issues or lack of funding.
 - The lines labeled *maintenance projects* include routine and preventive activities and additions to the planned maintenance inventory. The projection of such projects through 2013-14 was made using a model developed by the Association of Higher Education Facilities Officers.
 - Operational funding is that portion of total maintenance funding that is expended on routine and preventive activities and planned maintenance, and includes the use of operating reserves. It excludes certain administrative costs and debt service.
 - Capital funding is from projects in the capital plan, not all of which have been approved or funded. The impact of capital funding is shown in the year that the project is expected to be completed.



WORKFORCE – ITHACA CAMPUS

2008-09 Ithaca Campus Work Force Distribution	Full-Time and Part-Time Headcounts				Ratio of Support to Academic
	Academic Staff		Support	Total	
	Faculty	Other	Staff		
1. Agriculture & Life Sciences	379	341	1,155	1,875	1.60
2. Architecture, Art & Planning	55	11	51	117	0.77
3. Arts & Sciences	532	230	302	1,064	0.40
4. Engineering	237	63	202	502	0.67
5. Hotel Administration	37	17	272	326	5.04
6. Human Ecology	93	86	185	364	1.03
7. Industrial & Labor Relations	53	61	160	274	1.40
8. Johnson School	56	19	104	179	1.39
9. Law School	50	2	71	123	1.37
10. Veterinary Medicine	<u>134</u>	<u>123</u>	<u>729</u>	<u>986</u>	2.84
11. Subtotal Colleges	1,626	953	3,231	5,810	1.25
12. Research Centers		122	269	391	2.20
13. Other Academic Programs	<u>13</u>	<u>114</u>	<u>689</u>	<u>816</u>	5.43
14. Subtotal Other Centers	13	236	958	1,207	3.85
15. Total Academic Units	1,639	1,189	4,189	7,017	1.48
16. Student Services		17	1,163	1,180	
17. Administrative & Support			1,528	1,528	
18. Physical Plant			<u>834</u>	<u>834</u>	
19. Subtotal Support		17	3,525	3,542	
20. Total Work Force	1,639	1,206	7,714	10,559	2.71

Change in Support Staff					Change from 05-06	
	05-06	06-07	07-08	08-09	Number	Percent
1. Agriculture & Life Sciences	1,151	1,121	1,122	1,155	4	0.3%
2. Architecture Art, & Planning	33	43	44	51	18	54.5%
3. Arts & Sciences	315	304	296	302	(13)	(4.1%)
4. Engineering	218	203	199	202	(16)	(7.3%)
5. Hotel Administration	259	261	264	272	13	5.0%
6. Human Ecology	195	189	187	185	(10)	(5.1%)
7. Industrial & Labor Relations	169	160	161	160	(9)	(5.3%)
8. Johnson School	95	96	98	104	9	9.5%
9. Law School	65	70	69	71	6	9.2%
10. Veterinary Medicine	<u>669</u>	<u>691</u>	<u>707</u>	<u>729</u>	<u>60</u>	9.0%
11. Subtotal Colleges	3,169	3,138	3,147	3,231	62	2.0%
12. Research Centers	316	318	301	269	(47)	(14.9%)
13. Other Academic Programs	<u>624</u>	<u>662</u>	<u>681</u>	<u>689</u>	<u>65</u>	10.4%
14. Subtotal Other Centers	940	980	982	958	18	1.9%
15. Total Academic Units	4,109	4,118	4,129	4,189	80	1.9%
16. Student Services	1,045	1,081	1,108	1,163	118	11.3%
17. Administrative & Support	1,365	1,436	1,492	1,528	163	11.9%
18. Physical Plant	<u>809</u>	<u>801</u>	<u>811</u>	<u>834</u>	<u>25</u>	3.1%
19. Subtotal Support Units	3,219	3,318	3,411	3,525	306	9.5%
20. Total Support Staff	7,328	7,436	7,540	7,714	386	5.3%

ROOM AND BOARD RATES – ITHACA CAMPUS

Selected Institutions

Institution	Room Rates *			Institution	Board Rates †		
	07-08	08-09	%		07-08	08-09	%
NYU	\$8,600	\$9,030	5.0	Princeton	\$5,000	\$5,200	4.0
Cornell	6,680	6,950	4.0	Harvard	4,766	4,982	4.5
U. Pennsylvania	6,324	6,640	5.0	Stanford	4,945	4,982	0.7
Johns Hopkins	6,340	6,618	4.4	Johns Hopkins	4,752	4,960	4.4
Dartmouth	6,165	6,444	4.5	Northwestern	4,647	4,871	4.8
Northwestern	6,129	6,424	4.8	Yale	4,760	4,860	2.1
MIT	6,000	6,400	6.7	Duke	4,630	4,820	4.1
Brown	5,958	6,216	4.3	Cornell ‡	4,560	4,690	2.9
Princeton	5,980	6,205	3.8	MIT	4,400	4,460	1.4
Stanford	5,863	6,200	5.7	Dartmouth	4,140	4,335	4.7
SUNY-Binghamton	5,662	6,088	7.5	Columbia	4,128	4,170	1.0
Harvard	5,856	6,060	3.5	U. Pennsylvania	3,884	3,981	2.5
Yale	5,710	5,840	2.3	NYU	3,600	3,880	7.8
Columbia	5,809	5,810	0.0	Brown	3,648	3,806	4.3
Duke	5,150	5,360	4.1	SUNY-Binghamton	3,526	3,686	4.5

Notes: • Institutions are ranked in descending order of rates for 2008-09.

* Room rates shown represent average double occupancy for undergraduates.

† Board rates shown generally represent full meal plans, providing 18 to 21 meals per week.

‡ Cornell board rates shown are for the *Traditional 14 Meals Per Week Plus \$1,000 Declining Balance Plan*.

Cornell University

	04-05	05-06	06-07	07-08	08-09	09-10	Change from 08-09
Room Rates							
1. Undergraduate – Average Double	\$5,875	\$6,080	\$6,390	\$6,680	\$6,950	\$7,210	3.7%
2. Undergraduate – Average All Types	6,142	6,391	6,713	7,015	7,320	7,594	3.7%
3. All Students – Average Double	5,875	6,080	6,390	6,680	6,950	7,210	3.7%
Board Rates							
4. Full Meal Plan ◇	4,008	4,170	4,336	4,510	4,690	4,900	4.5%
5. Administrative Fee §	50	50	50	50	50	50	0.0%

Notes: ◇ Rates shown are for the *Traditional 14 Meals Per Week Plus \$1,000 Declining Balance Plan*.

§ Nonrefundable administrative fee that is charged to participants in the meal plans that covers the cost of flexible enrollment, allowing students to change, add, and drop meal plans. The fee funds the tracking and processing system used to record and monitor changes.