

Capital Plan

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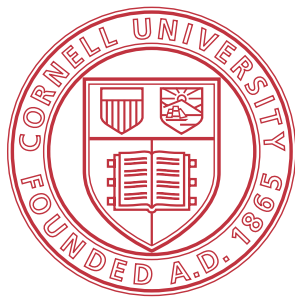
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Cornell University

2006-07 Financial Plan

May 2006



Cornell University

CAPITAL PLAN

CAPITAL ACTIVITY

The capital plan is a long-term, physical manifestation of Cornell's priorities and strategic initiatives. This ten-year view of capital activity is informed by the university's academic and student life goals, its fundraising priorities and abilities, the priorities of New York State in support of the contract colleges, and the physical demands of the Ithaca and New York City campuses. The schedules highlight plans for addressing the university's strategic initiatives, program enhancements, and enhancement, renewal, and maintenance of its buildings and campus infrastructure through investment in capital facilities and equipment.

The projects in the Approved Capital Activity schedule (pages 60 to 69) are those with budgets greater than \$2 million that have either been approved for planning, design, or construction; are ongoing maintenance or infrastructure projects; or are part of the current State University Construction Fund (SUCF) capital plan for Cornell's contract colleges. Not shown in project-level detail, but represented in the Ten-Year Capital View table on page 71, are category totals for projects that are under serious consideration within the plan's time horizon, including projects identified in fundraising campaign plans. Finally, as part of the university's capital planning, additional capital needs have been identified that are being contemplated, but which are beyond the upcoming fundraising campaign, are planned for the next SUCF capital plan, or do not have identified or approved funding.

- The university has authorized \$1.016 billion of capital activity on projects with an estimated total ultimate budget of \$2.056 billion. In the case of projects included in the amount allocated by SUCF as part of its capital budgeting process, each project is brought through the university's capital approval process as it proceeds through design and construction phases.
- Of the approved project costs, \$523.4 million has been spent to date. If future projects proceed as planned, expenditures during 2006-07 will total \$442.7 million, with \$1.219 billion estimated to be spent during the next five years. Projects under consideration but yet to be approved are estimated to add \$1.349 billion to total costs, with \$1.181 billion of expenditures during the next five years.

Projects supporting the Ithaca campus's emphasis on the undergraduate education and living environment and strategic research make up \$690.3 million, or 43 percent, of the list of approved capital activity for the Ithaca campus.

- Projects to improve undergraduate education and create a living/learning environment include major reconfiguration of the university's West Campus residential facilities, new facilities for the Department of Architecture (Milstein Hall), and improvements to several athletic facilities.
- Support of strategic research areas includes the construction of a life sciences technology building and a research facility at the east end of the campus in support of components of the life sciences initiative, construction of a new facility for the physical sciences, and a project to construct a new facility for the Animal Health Diagnostic Center in conjunction with the New York State Department of Agriculture and Markets.
- Significant investments in the university's information technology infrastructure are underway, including: (a) a 15-year project to rewire the campus and upgrade the speed and capacity of the data network, (b) funding for the National LambdaRail research fiber optic network infrastructure, (c) investments in new and upgraded administrative systems, (d) work on a campus-wide wireless network, and (e) maintenance and upgrades to the campus data and voice infrastructure.
- Projects addressing the program needs of operating units include a facility for the faculty of Computing and Information Science and the College of Engineering, the renovation of Mann Library, a series of improvements for the Plantations, and expansion of the Johnson Museum of Art.
- Major utilities projects include an expansion of heating plant systems to increase steam generation and concurrently generate electricity and a variety of projects in the electric, steam, chilled water, potable water, sewer, and other areas, as well as energy conservation efforts. New parking structures are planned as part of the Milstein Hall and North Martha Van Rensselaer building projects and an expansion to the parking garage adjacent to Hoy Field will be completed this fall.
- The university will continue its emphasis on maintaining and renewing existing buildings, which is

also the focus of the current five-year capital budget provided by SUCF for contract college facilities. Included in the maintenance category are the replacement of the North Martha Van Rensselaer wing, the renovations of Stocking Hall, Bailey Hall, the original Martha Van Rensselaer Hall, and the Ives Faculty building, and a large group of relatively smaller maintenance projects. It is estimated that the approved activity described in the capital plan will address \$288.4 million of the deferred maintenance inventory, and the projects in the category under consideration could address an additional \$106 million.

Two-thirds of the funding for capital projects depends directly on external resources.

- Gift and grant funding is projected at \$1.029 billion or half of the total approved capital activity and \$1.196 billion or nearly 90 percent of the additional activity under consideration (principally as part of the third phase of the Medical College's strategic plan). The estimated value of gifts in hand or pledged for approved projects in 2006 dollars is \$564.9 million, leaving \$464.1 million in 2006 dollars to be raised. Almost all gifts for yet-to-be-approved capital projects are yet to be raised.
- New York State support for contract college projects in the current SUCF capital plan is projected to fund \$330.7 million of total project costs. The ultimate scope and timing of these projects is dependent on state appropriations for these purposes.
- Funding from general purpose or unit resources and enterprise operations cover \$449.9 million (22 percent) and \$246.2 million (12 percent) of approved capital activity, respectively.
- Based on an analysis of project expenditures and funding availability, the university expects to finance \$358 million of approved project costs using long-term debt and another \$300.6 million of short-term bridge financing that is often used to accommodate a lagged delay in gift receipts.

A funding plan for the estimated operating and maintenance costs of each capital project is developed when construction is authorized. A rough estimate of the net impact on annual operating and maintenance costs of the projects included in the approved capital plan is an increase of \$18.5 million per year on the Ithaca campus and \$8 million at the Medical College.

DEBT AND DEBT REPAYMENT

The proceeds from various university debt issuances and borrowings provide for the financing needs of the university's capital projects. Debt allows the university to undertake capital projects when cash funding is not available at the time capital expenditures are made and to spread the cost of a project over several fiscal years. It is also to the university's financial benefit to take advantage of the low cost of tax-exempt debt.

The university's external debt includes tax-exempt and taxable borrowings. It does not include debt issued by New York State for contract college projects, which is paid directly by the state and is not included in the university's budgets or financial statements. It is anticipated that the university will have \$703.0 million of external debt at the beginning of the 2006-07 fiscal year. (See line 24 on page 72.) Of this total, \$699.3 million finances capital assets and \$3.6 million finances educational loans for Cornell students. During 2006-07, the university is scheduled to pay an estimated \$51.9 million in principal and interest.

Cornell has a \$100 million credit line for tax-exempt commercial paper to meet the need for new financing for the Medical College Strategic Plan and other projects where variable-rate financing is the most effective option, such as gift-funded projects which require bridge financing. Cornell also has a \$100 million credit line of taxable commercial paper to finance projects that are not eligible for tax-exempt financing.

In 2005-06, Cornell issued \$250 million of fixed rate tax exempt debt that refinanced \$75 million of tax-exempt commercial paper, \$40 million of taxable commercial paper, the Series 1996 bonds, and provided about \$80 million of new money. The university has interest rate swap agreements that exchange variable rate debt for a fixed rate obligation without the exchange of the underlying principal amounts. Approximately \$309 million of the debt portfolio is fixed under these arrangements.

Unit Debt and Sources of Debt Repayment

The schedule on page 73 identifies outstanding debt and budgeted debt service by operating unit. A distinction is made between debt service paid directly by an operating unit and that budgeted and paid by central university resources for the benefit of operating units.

CAPITAL PLAN

Approved Capital Activity

(dollars in thousands)

	Approved Budget	Estimated Total Budget	Estimated Completion Date	Additional Space GSF * (in thousands)
1. West Campus Residential Initiative	144,053	224,400	Aug-08	242
2. Lynah Rink Enhancements	7,315	7,315	Jan-07	20
3. Hoy Field Upgrade	<u> </u>	<u>3,250</u>	Jun-07	<u>5</u>
4. Subtotal Student	151,368	234,965		267
5. Life Sciences Technology Facility	162,714	162,714	Jan-08	284
6. Physical Sciences Facility	6,762	135,400	§	197
7. Animal Health Diagnostic Center	970	80,000	Sep-10	117
8. East Campus Research Facility	55,000	55,000	Sep-07	79
9. Energy Recovery Linac Planning		12,000	Dec-08	
10. Uris Hall Animal Facility	851	7,200	Aug-07	
11. Veterinary Molecular Medicine Lab	<u>3,000</u>	<u>3,000</u>	Feb-07	<u> </u>
12. Subtotal Research	229,297	455,314		677
13. Computing & Information Sciences Building	670	50,000	Sep-10	100
14. Milstein Hall/Rand Hall Phase I	1,556	34,000	Aug-09	42
15. Mann Library Renovation	30,760	33,000	Dec-07	9
16. Johnson Museum Expansion	356	9,000	May-10	12
17. Plantations Facilities Upgrades/Expansion	2,640	8,640	Jun-11	31
18. Civil & Environmental Engineering Teaching Labs	3,090	6,205	Aug-09	
19. Bailey Plaza	<u>895</u>	<u>4,500</u>	Sep-07	<u> </u>
20. Subtotal Program	39,967	145,345		194
21. Planned Maintenance (10 years)		104,454	Ongoing	
22. North Martha Van Rensselaer Replacement	2,490	47,046	Jun-10	80
23. Stocking Hall Renovation	460	35,000	Jun-12	5
24. Steam Line Projects		28,650	Ongoing	
25. Transportation Projects (under \$2 million each)	1,567	26,757	Ongoing	
26. Contract College Miscellaneous Rehabilitations/Repairs		17,361	Jun-09	
27. Bailey Hall Renovation	17,300	17,300	Jul-06	8
28. Martha Van Rensselaer Exterior/Systems Upgrades	4,000	16,000	Jun-09	
29. Ives Faculty Building Renovation/Expansion	1,700	13,000	Dec-09	12
30. Heating Plant Projects		10,600	Ongoing	
31. Electric Distribution Projects	200	10,245	Ongoing	
32. Water/Sewer Distribution/Collection Projects		8,500	Ongoing	
33. Contract College Roof Replacements		7,494	Jun-10	
34. Veterinary Medicine Necropsy Suite Rehabilitation		7,000	Jun-10	
35. Geneva Food Science Renovation		6,739	Aug-09	
36. Water Filtration Plant Projects		6,550	Ongoing	
37. Veterinary Medicine Waste Management System	6,263	6,263	Dec-08	2
38. Fernow Hall Rehabilitation and Roof Repairs	205	6,000	Jun-08	

* GSF = Gross square feet.

§ The construction timeline for the Physical Sciences Facility has yet to be determined.

FUNDING SOURCES						FINANCING			
Present Value of Gifts/Grants			General Purpose	Unit	Enterprise	New York State †	Bridge	Long-Term	
In Hand	Pledged	To Be Raised							
114,600	12,200	97,600					97,600		1.
470	5,190			75	1,580		3,000	1,500	2.
	3,250								3.
<u>115,070</u>	<u>20,640</u>	<u>97,600</u>		<u>75</u>	<u>1,580</u>		<u>100,600</u>	<u>1,500</u>	4.
25,000	7,440	99,010	5,258	456	550	25,000	50,000	29,658	5.
3,940		128,638	1,411	1,411			50,000	1,411	6.
		16,000	5,000	3,000		56,000	9,000	8,000	7.
			27,500	27,500				55,000	8.
						12,000			9.
			6,200	1,000				6,200	10.
			1,800			1,200		1,800	11.
<u>28,940</u>	<u>7,440</u>	<u>243,648</u>	<u>47,169</u>	<u>33,367</u>	<u>550</u>	<u>94,200</u>	<u>109,000</u>	<u>102,069</u>	12.
25,000		25,000					10,000		13.
7,837	5,891	20,272					15,000		14.
						33,000			15.
3,152	2,716	1,432		1,700			1,432		16.
5,668	2,972								17.
790	2,857	2,108		450			2,108		18.
		4,500					4,500		19.
<u>42,447</u>	<u>14,436</u>	<u>53,312</u>		<u>2,150</u>		<u>33,000</u>	<u>33,040</u>		20.
			104,454						21.
		5,500		4,445		37,101	3,000	3,945	22.
						35,000			23.
					28,650			22,900	24.
					26,757			8,600	25.
						17,361			26.
2,000			3,100			12,200			27.
						16,000			28.
						13,000			29.
					10,600			2,000	30.
					10,245			1,700	31.
					8,500			2,300	32.
						7,494			33.
						7,000			34.
						6,739			35.
					6,550			3,350	36.
				40		6,223			37.
						6,000			38.

† New York State funding includes contract college capital plan funds administered by the State University Construction Fund and project-specific grants provided directly from the state.

CAPITAL PLAN

Approved Capital Activity (cont.)

(dollars in thousands)

	Expended			
	To Date	06-07	07-08	08-09
1. West Campus Residential Initiative	112,400	45,000	51,000	16,000
2. Lynah Rink Enhancements	3,940	3,375		
3. Hoy Field Upgrade		<u>3,250</u>		
4. Subtotal Student	116,340	51,625	51,000	16,000
5. Life Sciences Technology Facility	35,273	78,000	49,441	
6. Physical Sciences Facility §	6,400			
7. Animal Health Diagnostic Center	500	4,000	16,000	30,000
8. East Campus Research Facility	17,172	28,000	9,828	
9. Energy Recovery Linac Planning		4,000	4,000	4,000
10. Uris Hall Animal Facility	817	5,100	1,283	
11. Veterinary Molecular Medicine Lab	<u>200</u>	<u>2,800</u>		
12. Subtotal Research	60,362	121,900	80,552	34,000
13. Computing & Information Sciences Building	400	4,000	6,000	20,000
14. Milstein Hall/Rand Hall Phase I	2,451	1,550	7,700	17,900
15. Mann Library Renovation	18,835	10,690	3,475	
16. Johnson Museum Expansion	194	460	513	3,602
17. Plantations Facilities Upgrades/Expansion	2,640	1,250	750	1,000
18. Civil & Environmental Engineering Teaching Labs	2,147	1,585	1,070	1,403
19. Bailey Plaza	<u>55</u>	<u>2,445</u>	<u>2,000</u>	
20. Subtotal Program	26,722	21,980	21,508	43,905
21. Planned Maintenance (10 years)		8,700	9,048	9,410
22. North Martha Van Rensselaer Replacement	2,388	1,764	3,020	10,515
23. Stocking Hall Renovation		100	500	4,400
24. Steam Line Projects		650	1,800	4,700
25. Transportation Projects (under \$2 million each)		2,632	1,875	2,125
26. Contract College Miscellaneous Rehabilitations/Repairs	6,900	3,500	3,500	3,461
27. Bailey Hall Renovation	14,130	2,900	270	
28. Martha Van Rensselaer Exterior/Systems Upgrades	2,000	5,000	5,000	4,000
29. Ives Faculty Building Renovation/Expansion	700	3,500	3,700	3,600
30. Heating Plant Projects		800	1,900	1,800
31. Electric Distribution Projects	250	1,770	1,650	1,475
32. Water/Sewer Distribution/Collection Projects		1,400	1,725	1,525
33. Contract College Roof Replacements	500	1,500	1,500	1,494
34. Veterinary Medicine Necropsy Suite Rehabilitation	1,400			400
35. Geneva Food Science Renovation		739	3,000	3,000
36. Water Filtration Plant Projects		150	1,700	1,500
37. Veterinary Medicine Waste Management System	800	4,763	700	
38. Fernow Hall Rehabilitation and Roof Repairs		1,300	4,700	

§ The construction timeline for the Physical Sciences Facility has yet to be determined, and so future expenditures are shown under the TBD column on page 63.

EXPENDITURE PATTERN Estimated							Deferred Maint. Addressed	O&M † Cost Impact	
09-10	10-11	11-12	12-13	13-14	14-15	15-16+ or TBD *			
							6,725	1,815	1.
								102	2.
									3.
							6,725	1,917	4.
								5,088	5.
						129,000		3,500	6.
29,500								2,200	7.
								1,800	8.
									9.
									10.
								50	11.
29,500						129,000		12,638	12.
19,600								1,500	13.
4,399							2,140	662	14.
							8,000	460	15.
4,231								160	16.
1,500	1,500								17.
								101	18.
							100	10	19.
29,730	1,500						10,240	2,893	20.
9,786	10,178	10,585	11,008	11,449	11,907	12,383	104,454		21.
10,928	18,431						1,000	480	22.
10,000	10,000	10,000					23,072	200	23.
2,200	4,300	3,000	3,000	3,000	3,000	3,000		(25)	24.
4,175	3,075	2,575	2,575	2,575	2,575	2,575			25.
							9,000	100	26.
							7,000	240	27.
							15,557		28.
1,500							11,000	50	29.
900	900	900	900	900	800	800			30.
1,150	600	650	750	550	650	750		(50)	31.
75	375	200	500	800	900	1,000			32.
2,500							7,494		33.
5,200							5,860		34.
							5,000		35.
200	200	400	400	600	600	800		100	36.
							2,000	60	37.
							5,718	40	38.

* 15-16 + = Expenditures in 2015-16 and beyond.
TBD = Projects where the expenditure pattern by fiscal year has yet to be determined.

† O&M = Operations and maintenance.

CAPITAL PLAN

Approved Capital Activity (cont.)

(dollars in thousands)

	Approved Budget	Estimated Total Budget	Estimated Completion Date	Additional Space GSF * (in thousands)
39. Chilled Water Distribution Projects	170	5,620	Ongoing	
40. Ward Lab Decommissioning	5,467	5,467	Dec-06	
41. Rice Hall Rehabilitation & Roof Replacement		5,000	Jun-09	
42. Plant Science Renovations	2,000	4,000	Aug-06	
43. Contract College Animal Facility Improvements		4,000	Jun-09	
44. Sigma Phi Fraternity House	1,100	3,900	Jun-11	5
45. Myron Taylor Tower Masonry Repair	3,527	3,527	Aug-07	
46. Schoellkopf Crescent Repairs	1,400	3,500	Aug-10	
47. Risley Mechanical/Electrical/Plumbing Systems	3,500	3,500	Aug-06	
48. Bruckner Lab Systems Upgrades/Repairs		3,300	Jun-08	
49. Geneva Hedrick Hall Roof/Systems		3,293	Jun-08	
50. Barton Hall Roof/Exterior Repairs		3,000	Jun-08	
51. Boiler Emissions Control Technology	460	2,460	Mar-07	
52. Hydroplant Projects		2,400	Jun-13	
53. Bradfield Rehabilitation/Systems Upgrades		2,000	Dec-09	
54. Riley Robb Repairs/Upgrades		2,000	Dec-08	
55. Swine Farm Facility Replacement	170	2,000	Jun-08	
56. Chilled Water Plant Projects		2,000	Jun-15	
57. Subtotal Renovation/Renewal	51,979	435,926		112
58. Campus Network Wiring Upgrade	11,473	84,740	2017-18	
59. Central Heating Plant Steam/Electric Expansion	6,890	53,390	Jun-10	15
60. Administrative Systems Phase I (2003 to 2007)	50,000	50,000	2006-07	
61. Energy Conservation Initiative	7,450	27,051	Ongoing	
62. North Martha Van Rensselaer Parking Garage	169	15,700	Jun-10	30
63. Server Farm		13,300	Ongoing	
64. Milstein Hall Parking Garage	273	11,525	Aug-09	64
65. Contract College Utility Projects		11,490	Jun-11	
66. LambdaRail – Ithaca/New York City Fiber Link	9,400	9,400	Ongoing	
67. Olin Hall HVAC/Power/Fire Suppression Systems	236	9,000	Jan-10	
68. Telephony Infrastructure Upgrades		7,911	Ongoing	
69. New Chiller Capacity		7,400	Ongoing	
70. Network Infrastructure Upgrade/Maintenance		4,740	Ongoing	
71. Hoy Garage Expansion	4,467	4,467	Oct-06	58
72. Campus-Wide Wireless Network		2,800	Ongoing	
73. Contract College Fire Alarm/Sprinklers		2,415	Jun-10	
74. Redundant Fiber Loop		2,300	Ongoing	
75. Subtotal Infrastructure	90,358	317,629		167
76. Total Ithaca Campus	562,969	1,589,179		1,417

* GSF = Gross square feet.

FUNDING SOURCES							FINANCING		
Present Value of Gifts/Grants			General Purpose	Unit	Enterprise	New York State †	Bridge	Long-Term	
In Hand	Pledged	To Be Raised							
			5,467		5,620			1,800	39.
								5,467	40.
				2,719		5,000			41.
						1,281			42.
						4,000			43.
150	566	2,384		800				800	44.
			3,527					3,527	45.
			3,500						46.
					3,500			3,500	47.
				780		2,520			48.
						3,293			49.
						3,000			50.
						2,460		2,460	51.
						2,400		1,500	52.
									53.
						2,000			54.
						2,000			55.
						2,000			56.
<u>2,150</u>	<u>566</u>	<u>7,884</u>	<u>120,048</u>	<u>8,784</u>	<u>107,282</u>	<u>189,212</u>	<u>3,000</u>	<u>63,849</u>	57.
			84,740						58.
					53,390			53,390	59.
			50,000						60.
			26,651			400		17,221	61.
					15,700			15,700	62.
			13,300						63.
					11,525			11,525	64.
						11,490		11,490	65.
		2,600	3,400		3,400			900	66.
		5,000	3,000	1,000			5,000		67.
				1,500	6,411				68.
					7,400			7,400	69.
					4,740				70.
					4,467			4,467	71.
					2,800				72.
						2,415			73.
			<u>1,300</u>	<u>1,000</u>					74.
		<u>7,600</u>	<u>182,391</u>	<u>3,500</u>	<u>109,833</u>	<u>14,305</u>	<u>5,000</u>	<u>122,093</u>	75.
188,607	43,082	410,044	349,608	47,876	219,245	330,717	250,640	289,511	76.

† New York State funding includes contract college capital plan funds administered by the State University Construction Fund and project-specific grants provided directly from the state.

CAPITAL PLAN

Approved Capital Activity (cont.)				
(dollars in thousands)				
	Expended			
	To Date	06-07	07-08	08-09
39. Chilled Water Distribution Projects	100	320	1,050	1,250
40. Ward Lab Decommissioning	4,799	668		
41. Rice Hall Rehabilitation & Roof Replacement			1,000	4,000
42. Plant Science Renovations	3,500	500		
43. Contract College Animal Facility Improvements	500	1,500	1,000	1,000
44. Sigma Phi Fraternity House	155	945		1,000
45. Myron Taylor Tower Masonry Repair		2,027	1,500	
46. Schoellkopf Crescent Repairs	700	700	700	700
47. Risley Mechanical/Electrical/Plumbing Systems	205	3,295		
48. Bruckner Lab Systems Upgrades/Repairs		1,700	1,600	
49. Geneva Hedrick Hall Roof/Systems		293	3,000	
50. Barton Hall Roof/Exterior Repairs		1,000	2,000	
51. Boiler Emissions Control Technology	460	2,000		
52. Hydroplant Projects		700	1,000	
53. Bradfield Rehabilitation/Systems Upgrades		500	1,000	500
54. Riley Robb Repairs/Upgrades		500	1,500	
55. Swine Farm Facility Replacement	100	400	1,500	
56. Chilled Water Plant Projects				500
57. Subtotal Renovation/Renewal	39,587	58,216	62,438	62,355
58. Campus Network Wiring Upgrade	11,473	5,780	5,350	5,560
59. Central Heating Plant Steam/Electric Expansion	2,140	5,250	17,000	26,500
60. Administrative Systems Phase I (2003 to 2007)	45,704	4,296		
61. Energy Conservation Initiative	5,703	3,062	4,402	4,284
62. North Martha Van Rensselaer Parking Garage	112	788	1,500	3,000
63. Server Farm		1,090	1,140	1,180
64. Milstein Hall Parking Garage	195		3,830	7,500
65. Contract College Utility Projects		2,190	1,200	2,700
66. LambdaRail – Ithaca/New York City Fiber Link	3,060	1,170	1,170	1,170
67. Olin Hall HVAC/Power/Fire Suppression Systems	236	2,764	3,000	2,000
68. Telephony Infrastructure Upgrades		1,906	995	1,160
69. New Chiller Capacity				2,000
70. Network Infrastructure Upgrade/Maintenance		1,420	320	540
71. Hoy Garage Expansion	507	3,960		
72. Campus-Wide Wireless Network		150	270	300
73. Contract College Fire Alarm/Sprinklers		415	1,000	500
74. Redundant Fiber Loop		500	200	200
75. Subtotal Infrastructure	69,130	34,741	41,377	58,594
76. Total Ithaca Campus	312,141	288,462	256,875	214,854

EXPENDITURE PATTERN Estimated							Deferred Maint. Addressed	O&M † Cost Impact
09-10	10-11	11-12	12-13	13-14	14-15	15-16+ or TBD *		
850	250	400	300	400	300	400		(25) 39.
							4,382	40.
							1,557	50 41.
							1,000	70 42.
	1,800						2,100	43.
							3,527	44.
700							3,500	(10) 45.
							2,050	46.
							1,331	(2) 47.
							1,500	20 48.
							3,000	49.
								50.
	400		300					200 51.
								(25) 52.
							2,000	53.
							1,000	54.
							200	55.
				1,000	500			50 56.
50,164	50,509	28,710	19,733	21,274	21,232	21,708	224,302	1,523 57.
5,780	6,020	6,260	6,510	6,770	7,040	18,197		58.
2,500								59.
								60.
3,160	1,790	1,550	1,050	550	750	750		(800) 61.
5,300	5,000							10 62.
1,240	1,290	1,350	1,410	1,470	1,530	1,600		63.
								5 64.
1,200	4,200							(100) 65.
540	250	250	250	250	1,000	290		66.
1,000							3,000	67.
550	550	550	550	550	550	550		68.
			2,400				3,000	350 69.
320	320	320	540	320	320	320		70.
								20 71.
220	250	270	300	320	350	370		72.
500							500	73.
200	200	200	200	200	200	200		74.
22,510	19,870	10,750	13,210	10,430	11,740	25,277	3,500	(515) 75.
131,904	71,879	39,460	32,943	31,704	32,972	175,985	244,767	18,456 76.

* 15-16 + = Expenditures in 2015-16 and beyond.
 TBD = Projects where the expenditure pattern by fiscal year has yet to be determined.

† O&M = Operations and maintenance.

CAPITAL PLAN

Approved Capital Activity (cont.)

(dollars in thousands)

	<u>Approved Budget</u>	<u>Estimated Total Budget</u>	<u>Estimated Completion Date</u>	<u>Additional Space GSF</u> (in thousands)
77. Ambulatory Care Building	232,122	232,122	Jan-07	333
78. Deferred Maintenance	38,397	38,397	2010-11	
79. Ambulatory Care Building – Additional Floor Fit-Out	35,000	35,000	Jan-07	
80. Lasdon House Renovation	31,895	31,895	Nov-06	
81. RARC A-7 & C-7 Renovation	21,826	21,826	Dec-07	
82. Hematology & Medical Oncology Center	21,000	21,000	Apr-07	
83. RARC E Building	16,446	16,446	Jun-07	10
84. Medicine Renovation	15,458	15,458	2008-09	
85. Cosmetic Center	600	14,726	2008-09	30
86. RARC S-3	8,487	8,487	Jul-08	
87. Surgery Renovations	8,000	8,000	Nov-07	
88. Urology Renovation	6,500	6,500	2006-07	
89. Expansion OAC Server Facility	5,260	5,260	Nov-06	
90. Tri-Institutional Stem Cell Lab	4,519	4,519	Dec-07	
91. Ophthalmology Renovation	3,574	3,574	2006-07	
92. Lasdon House Chiller	<u>3,561</u>	<u>3,561</u>	Aug-06	
93. Total Medical College	452,645	466,771		373
94. Total Approved Projects	1,015,614	2,055,950		1,790

	<u>Expended To Date</u>	<u>06-07</u>	<u>07-08</u>	<u>08-09</u>
77. Ambulatory Care Building	148,516	51,436	32,170	
78. Deferred Maintenance	17,770	6,000	7,000	5,000
79. Ambulatory Care Building – Additional Floor Fit-Out		35,000		
80. Lasdon House Renovation	27,709	4,186		
81. RARC A-7 & C-7 Renovation	3,524	9,050	9,252	
82. Hematology & Medical Oncology Center	2,000	19,000		
83. RARC E Building	2,862	9,593	3,991	
84. Medicine Renovation			8,486	6,972
85. Cosmetic Center	240	400	7,689	6,397
86. RARC S-3	381		3,290	4,816
87. Surgery Renovations	2,000	4,000	2,000	
88. Urology Renovation		6,500		
89. Expansion OAC Server Facility	3,340	1,920		
90. Tri-Institutional Stem Cell Lab		3,000	1,519	
91. Ophthalmology Renovation		3,574		
92. Lasdon House Chiller	<u>2,965</u>	<u>596</u>		
93. Total Medical College	211,307	154,255	75,397	23,185
94. Total Approved Projects	523,448	442,717	332,272	238,039

FUNDING SOURCES							FINANCING	
Present Value of Gifts/Grants			General Purpose	Unit	Enterprise	New York State	Bridge	Long-Term
In Hand	Pledged	To Be Raised						
115,769	66,353	50,000					50,000	77.
19,199	19,198							78.
	35,000							79.
8,095					23,800			80.
1,700			20,126					81.
13,400		4,100	2,500	1,000				82.
1,500			14,946					83.
7,729	7,729							84.
8,292				6,434				85.
2,050			6,437					86.
8,000								87.
650	5,850							88.
4,260				1,000				89.
4,519								90.
	3,574							91.
389					3,172			92.
<u>195,552</u>	<u>137,704</u>	<u>54,100</u>	<u>44,009</u>	<u>8,434</u>	<u>26,972</u>		<u>50,000</u>	<u>68,481</u> 93.
384,159	180,786	464,144	393,617	56,310	246,217	330,717	300,640	357,992 94.

EXPENDITURE PATTERN Estimated							Deferred Maint. Addressed	O&M Cost Impact
09-10	10-11	11-12	12-13	13-14	14-15	15-16+ or TBD		
								8,000 77.
1,627	1,000						38,397	78.
								79.
								80.
							1,700	81.
								82.
								83.
								84.
								85.
								86.
								87.
								88.
								89.
								90.
								91.
							3,561	92.
<u>1,627</u>	<u>1,000</u>						<u>43,658</u>	<u>8,000</u> 93.
133,531	72,879	39,460	32,943	31,704	32,972	175,985	288,425	26,456 94.

CAPITAL PLAN

Cash Flow (Including Financing) for Capital Activity

(dollars in thousands)

	Expended To Date	06-07	07-08	08-09
1. Gifts/Grants in Hand	278,819	31,459	31,868	17,585
2. Gifts/Grants Pledged	470	104,498	48,685	15,818
3. Gifts/Grants to be Raised	<u>350</u>	<u>8,859</u>	<u>45,551</u>	<u>6,807</u>
4. Subtotal Gifts/Grants	279,639	144,816	126,104	40,210
5. General Purpose	62,863	28,780	19,088	18,500
6. Unit Resources	4,120	5,331	2,117	8,514
7. Enterprise Operations	410	9,548	7,505	8,095
8. New York State	71,894	48,164	57,485	60,270
9. Total Sources of Funding	418,926	236,639	212,299	135,589
10. Bridge Financing	36,709	100,883	55,616	42,500
11. Long-Term Financing	<u>67,813</u>	<u>105,195</u>	<u>64,357</u>	<u>59,950</u>
12. Total Financing	104,522	206,078	119,973	102,450
13. Total Funding/Financing	523,448	442,717	332,272	238,039

Funding Sources for Capital Activity

(dollars in thousands)

	Direct Funding	Financing Repayment		Ultimate Funding	Percent of Total
		Bridge	Long-Term		
1. Gifts/Grants in Hand	359,759		24,400	384,159	18.7%
2. Gifts/Grants Pledged	177,786	3,000		180,786	8.8%
3. Gifts/Grants to be Raised	<u>166,504</u>	<u>297,640</u>		<u>464,144</u>	<u>22.6%</u>
4. Subtotal Gifts/Grants	704,049	300,640	24,400	1,029,089	50.1%
5. General Purpose	277,824		115,793	393,617	19.1%
6. Unit Resources	21,065		35,245	56,310	2.7%
7. Enterprise Operations	75,153		171,064	246,217	12.0%
8. New York State	319,227		11,490	330,717	16.1%
9. Total Sources of Funding	1,397,318	300,640	357,992	2,055,950	100.0%

- Notes:
- The cash flow table at the top of pages 70 and 71 presents the projected cash flow by year for approved capital projects, showing the use of various funding sources and debt financing. The repayment of that debt financing by some of those resources is shown in the funding sources table (immediately above), which displays the ultimate funding sources for approved projects in the capital plan.
 - TBD = To be determined.

EXPENDITURE PATTERN
Estimated

<u>09-10</u>	<u>10-11</u>	<u>11-12</u>	<u>12-13</u>	<u>13-14</u>	<u>14-15</u>	<u>15-16+ or TBD</u>	<u>Total Expenditure</u>	<u>Percent of Total</u>
28							359,759	17.6%
5,815	2,500						177,786	8.6%
<u>22,999</u>	<u>3,300</u>					<u>78,638</u>	<u>166,504</u>	<u>8.1%</u>
28,842	5,800					<u>78,638</u>	<u>704,049</u>	<u>34.3%</u>
19,106	18,118	18,795	19,528	19,989	20,777	32,280	277,824	13.5%
283	200	100	100	100	100	100	21,065	1.0%
7,930	6,570	6,115	6,665	7,665	7,945	6,705	75,153	3.7%
46,528	24,886	10,000					319,227	15.5%
102,689	55,574	35,010	26,293	27,754	28,822	117,723	1,397,318	68.0%
14,932						50,000	300,640	14.6%
<u>15,910</u>	<u>17,305</u>	<u>4,450</u>	<u>6,650</u>	<u>3,950</u>	<u>4,150</u>	<u>8,262</u>	<u>357,992</u>	<u>17.4%</u>
30,842	17,305	4,450	6,650	3,950	4,150	58,262	658,632	32.0%
133,531	72,879	39,460	32,943	31,704	32,972	175,985	2,055,950	100.0%

2006-07 Capital Plan – Ten-Year Capital View

(dollars in thousands)

	<u>Estimated Total Budget</u>	<u>Gifts In Hand/ Pledged</u>	<u>Gifts To Be Raised</u>	<u>General Purpose/ Unit</u>	<u>Enterprise</u>	<u>New York State</u>	<u>Bridge/ Long- Term Financing</u>
Ithaca Campus							
1. Approved Capital Activity	1,589,179	231,689	410,044	397,484	219,245	330,717	540,151
2. Under Consideration	<u>277,540</u>	<u>3,875</u>	<u>129,965</u>	<u>86,100</u>	<u>19,180</u>	<u>38,420</u>	<u>119,330</u>
3. Total Ithaca Campus	1,866,719	235,564	540,009	483,584	238,425	369,137	659,481
Medical College							
4. Approved Capital Activity	466,771	333,256	54,100	52,443	26,972		118,481
5. Under Consideration	<u>1,071,712</u>		<u>1,062,512</u>	<u>6,700</u>	<u>2,500</u>		<u>1,500</u>
6. Total Medical College	1,538,483	333,256	1,116,612	59,143	29,472		119,981
University Total							
7. Approved Capital Activity	2,055,950	564,945	464,144	449,927	246,217	330,717	658,632
8. Under Consideration	<u>1,349,252</u>	<u>3,875</u>	<u>1,192,477</u>	<u>92,800</u>	<u>21,680</u>	<u>38,420</u>	<u>120,830</u>
9. Total University	3,405,202	568,820	1,656,621	542,727	267,897	369,137	779,462

Note: • *Approved capital activity* includes those projects that have received some level of approval to proceed through the project process. These are the projects itemized in the schedules on pages 60 through 69. *Under consideration* includes those projects that are being contemplated and studied but have not received formal approval to proceed.

CAPITAL PLAN

Sources of External Debt Financing

(dollars in thousands)

	<u>Interest Rates</u>	<u>Maturity Date</u>	<u>Actual Balance 6/30/05</u>	<u>Forecast Balance 6/30/06</u>	<u>Projected Debt Service Payments</u>		
<u>Tax-Exempt Debt</u>					<u>06-07</u>	<u>07-08</u>	<u>08-09</u>
1. Series 1990B	<i>Variable</i>	2025	\$58,300	\$57,800	\$2,615	\$2,697	\$2,775
2. Series 1992 Education Loan	6.75–6.80%	2006	1,897				
3. Series 1993 Education Loan	5.35–5.50%	2006	1,799				
4. Series 1995 Education Loan	5.70–6.15%	2008	9,111	3,637		3,637	
5. Series 1996	5.25–5.40%	2006	73,475				
6. 1998 Commercial Paper	<i>Variable</i>	2028	89,580	25,000	2,904	2,745	2,745
7. Series 2000A	2.99%	2029	61,535	59,960	3,433	3,835	3,847
8. Series 2000B	4.63%	2030	80,385	78,615	5,487	5,481	5,497
9. IDA Series 2000	5.00-5.25%	2011	6,200	5,290	1,227	1,229	1,228
10. IDA Series 2002A	4.52%	2030	42,845	42,780	2,004	2,110	2,112
11. IDA Series 2002B	4.33%	2015	15,390	15,390	666	666	666
12. Series 2004	3.51%	2029	92,100	92,100	5,183	5,139	5,195
13. Series 2006	5.00%	2035		<u>250,000</u>	<u>20,860</u>	<u>20,232</u>	<u>22,830</u>
14. Subtotal Tax-Exempt Debt			532,617	630,572	44,379	47,771	46,895
Taxable Debt							
15. Series 1987B	11.11%	2012	13,010	11,760	2,697	2,695	2,700
16. 2004 Commercial Paper	<i>Variable</i>	2034	50,567	37,500	2,156	2,156	2,156
17. Capitalized Leases	<i>Variable</i>	2020	12,334	11,291	1,500	1,500	1,500
18. Sallie Mae – Series 1999	5.75–6.50%	2019	5,915	5,635	654	652	652
19. Urban Development Corp.	0.00%	2029	3,000	2,875	125	125	125
20. DASNY Pooled Loan Pgm.	<i>Variable</i>	2005					
21. Other	<i>Various</i>	2010	3,335	3,335	405	323	328
22. Working Capital Line of Credit	<i>Various</i>	2006	<u>10,000</u>				
23. Subtotal Taxable Debt			98,161	72,396	7,537	7,451	7,461
24. Total External Debt			630,778	702,968	51,916	55,222	54,356

- Notes:
- The total outstanding external debt and the sum of debt service payments for 2006-07 shown above are different from the corresponding totals shown on page 73 due to: (a) timing differences; (b) proceeds of debt issues used to pay issuance costs; (c) proceeds deposited into reserves to pay future debt service or fund project maintenance; (d) proceeds and interest earnings on deposit in construction funds; (e) debt costs, including compounded interest, to be recovered from future interest payments on operating unit debt; (f) debt incurred for student loans that is not reflected in operating unit balances; and (g) debt owed to the central university by internal borrowers.
 - While Series 200A, 2000B, 2002A, 2002B, 2004, and \$20 million of tax-exempt commercial paper were issued as variable-rate debt, they have been swapped to fixed rates for various terms, which are reflected in the interest-rate information and projected debt service payments.

Debt Service by Operating Unit

(dollars in thousands)

	Outstanding Balance		2006-07 Debt Service		
	2/28/05	2/28/06	Unit Budget	Central Budget	Total
Ithaca Campus					
1. Agriculture & Life Sciences	\$7,588	\$3,905	\$600 †	\$154	\$754
2. Arts & Sciences	15,565	10,057	†	376	376
3. Engineering	8,456	9,950		2,320	2,320
4. Hotel Administration	15,949	14,585	1,938		1,938
5. Human Ecology	1,652	1,653	310		310
6. Johnson School	11,004	11,391	†		
7. Law School	4,812	4,425		622	622
8. Veterinary College	<u>5,071</u>	<u>5,197</u>	<u>802</u>	<u>219</u>	<u>1,021</u>
9. Subtotal Colleges	70,097	61,163	3,650	3,691	7,341
10. Animal Facilities	3,590	10,495		4,533	4,533
11. Biotechnology	8,746	8,043		1,020	1,020
12. Life Sciences	7,429	9,636	†		
13. Theory Center	3,125	2,875		127	127
14. Wilson Laboratory	2,533	2,031		375	375
15. All Other	<u>614</u>	<u>550</u>	<u>150</u>	<u>527</u>	<u>677</u>
16. Subtotal Research Centers	26,037	33,630	150	6,582	6,732
17. Africana Center	2,615	3,418		395	395
18. Athletics & Physical Education	5,357	8,078	303 †		303
19. Cornell in Washington	2,900	3,049	265		265
20. Library	5,386	10,477		1,884	1,884
21. All Other	<u>2,463</u>	<u>2,159</u>	<u>305</u>	<u>81</u>	<u>386</u>
22. Subtotal Other Academic Programs	18,721	27,181	873	2,360	3,233
23. Campus Life	155,499	153,181	13,730		13,730
24. Fraternities/Sororities	2,591	2,602	659		659
25. Gannett Clinic	1,276	2,567		405	405
26. Public Service Center		<u>16</u>	<u>6</u>		<u>6</u>
27. Subtotal Student Services	159,366	158,366	14,395	405	14,800
28. Information Technologies	12,557	10,417	1,150	1,265	2,415
29. All Other	<u>1,224</u>	<u>1,605</u>	<u>52</u>	<u>634</u>	<u>686</u>
30. Subtotal Administrative & Support	13,781	12,022	1,202	1,899	3,101
31. Facilities & Campus Services	91,562	90,302	9,695	1,875	11,570
32. Life Safety	1,034	951	121		121
33. Real Estate	23,622	23,818	2,659		2,659
34. Transportation/Mail Service	<u>8,287</u>	<u>6,728</u>	<u>1,250</u>	<u>72</u>	<u>1,322</u>
35. Subtotal Physical Plant	124,505	121,799	13,725	1,947	15,672
36. Ithaca Campus All Other	<u>13,010</u>	<u>11,760</u>		<u>3,166</u>	<u>3,166</u>
37. Total Ithaca Campus	425,517	425,921	33,995	20,050	54,045
Medical College					
38. Research	24,625	27,395	4,073		4,073
39. Residences	50,033	82,069	5,660		5,660
40. Clinical Care		1,301	231		231
41. Infrastructure & Administrative	<u>16,815</u>	<u>16,860</u>	<u>1,257</u>		<u>1,257</u>
42. Total Medical College	91,473	127,625	11,221		11,221
43. Total University	516,990	553,546	45,216	20,050	65,266

Note: † These debt service payments are pending receipt of gifts; portions of the interest are being compounded.