

Capital Plan – 2012-13



The university's capital plan focuses on pursuing selected strategic priorities while continuing the types of infrastructure, maintenance, systems, conservation, and functional improvement and renovation projects required for a well-functioning campus. Elements in the strategic decision processes include infrastructure needs; the inventory of deferred maintenance needs; the efficient utilization of space; the aesthetics of design; fundraising capacity and priorities; the availability of support from state, federal, and private resources; debt capacity and repayment burden; and the cost of operating and maintaining the campus. The university's capital plan details the capital project activity anticipated over a 5-year horizon and is a manifestation of Cornell's priorities and initiatives.

After moving to a 5-year planning horizon in fiscal year 1994-95, the university's total capital plan grew at an average annual rate of 7.9 percent through fiscal year 2008-09. Since that time, the university has placed strict requirements on funding plans for capital projects (see Capital Project Spending Guidelines in Appendix S) and constrained the use of debt. As a result, over the last four years, each capital plan has been 18 to 37 percent smaller than the peak year, and the share of the plan that is debt-financed has decreased from 44 percent to 14 percent over those four years (see Figures 9 and 10).

The schedules on subsequent pages highlight plans to address the university's strategic initiatives and program enhancements, as well as the maintenance, renewal, and improvement of its buildings and campus infrastructure.

CAPITAL ACTIVITY

The projects in the approved capital plan (see Table 7) include those with budgets greater than \$250,000 that have been approved for planning, design, or construction; projects that represent academic or programmatic priorities for use of unit resources; necessary ongoing investments in maintenance and

infrastructure projects; or projects undertaken as part of the 2009-13 State University Construction Fund (SUCF) capital plan. All projects have complete funding plans in place. Proposed projects that are reliant on uncertain sources of funding (gifts to be raised, future New York State capital plans, grant proposals, etc.) or those that require new debt have been deferred until a certain funding plan is in place.

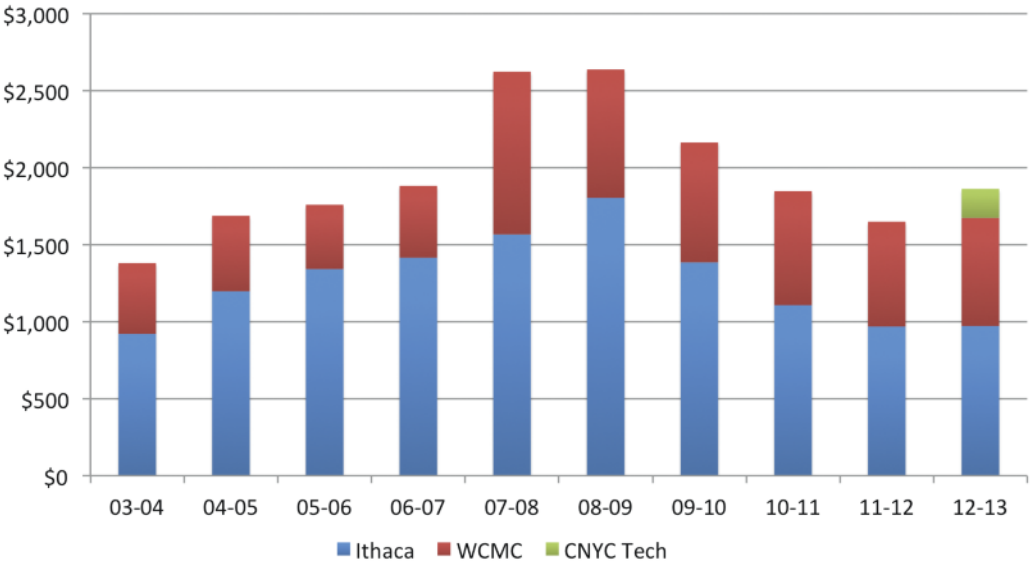
Capital Plan Highlights

The university has already authorized \$1.19 billion (64 percent) of capital activity on projects with an estimated total ultimate budget of \$1.86 billion. The total planned activity over the next five years represents a 13 percent increase from the fiscal year 2011-12 capital plan.

Of the approved project costs, \$674.9 million (36 percent) is estimated to be spent by the end of the 2011-12 fiscal year. Four major projects were completed in FY2011-12: Milstein Hall, the Johnson Museum expansion, Olin Library fire safety improvements, and the Rowing Center. If future projects proceed as planned, the capital budget for expenditures during 2012-13 will total \$499.5 million.

Figure 9: Total Five Year Capital Plan By Fiscal Year

(dollars in millions)



Projects that have been fully authorized and are underway make up \$1.06 billion (57 percent) of the total capital plan. They include the Weill Cornell Medical College’s Belfer Research Building, the renovation of Stocking Hall and construction of a new Food Science Building, the new Human Ecology Building and parking garage, the phased renovations of Martha Van Rensselaer, the construction of Gates Hall, and the renovation of Warren Hall.

Major projects (project budgets greater than \$10 million) and new construction planned for the Ithaca campus represent \$141.1 million (8 percent) of project costs. This group of projects includes construction of a new Humanities Building, renovation and new space for the Law School, the first phase of facilities work to allow the College of Veterinary Medicine to expand the size of the incoming class, and means restriction on campus bridges. The first phase of construction to create the CornellNYC Tech campus on Roosevelt Island in New York City is also included in the plan, with an estimated cost of \$187.8 million (10 percent).

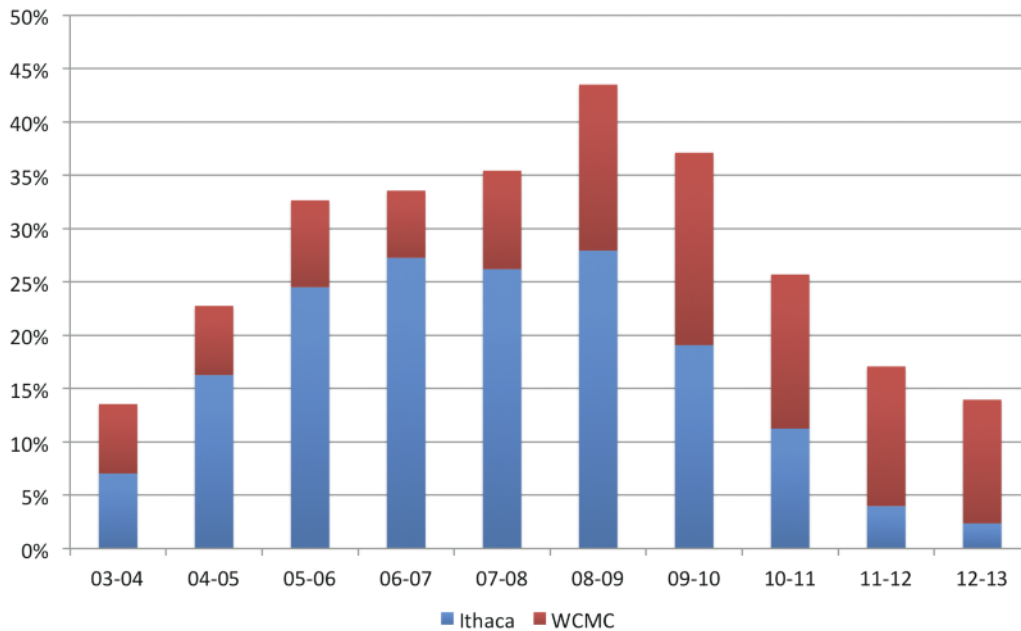
Ithaca campus facilities and infrastructure maintenance and upgrades, energy conservation, administrative systems, and college and unit programmatic renovations and improvements make up \$422.7 million (23 percent) of planned activity.

Finally, the Weill Cornell Medical College has plans for clinical program improvements plus renovation and maintenance needs which will require \$51.8 million in addition to the projects approved and already underway.

FUNDING SOURCES

More than half of the funding for capital projects depends directly on external resources (see Table 8). Gift and grant funding, including grants from governmental or private institutions, is projected at \$751.4 million, or 40 percent of the total approved capital activity. More than 90 percent of this funding is associated with the Belfer Research Building, Gates Hall, Humanities Building, and the CornellNYC Tech campus. The estimated value of gifts and grants in hand or pledged for approved projects is \$714.4 million, leaving \$37.0 million to be raised.

Figure 10: Debt Financing as a Percentage of Total Capital Plan By Fiscal Year



New York State support is projected to fund \$340.4 million (18 percent) of total project costs through the SUNY Capital Plan. This current SUNY 5-year plan extends to 2013. Projects to be funded from the next SUNY capital plan are not included in the university's current capital plan. The process for determining Cornell's submission to the state is nearing completion, in anticipation of a summer request from the state.

Funding from General Purpose resources amounts to \$429.1 million (23 percent) of approved capital activity. Half of this amount is the Weill Cornell Medical College's funding of the debt service for the Belfer Research Building. Funding from unit resources and enterprise operations represents \$341.1 million (18 percent) of planned expenditures.

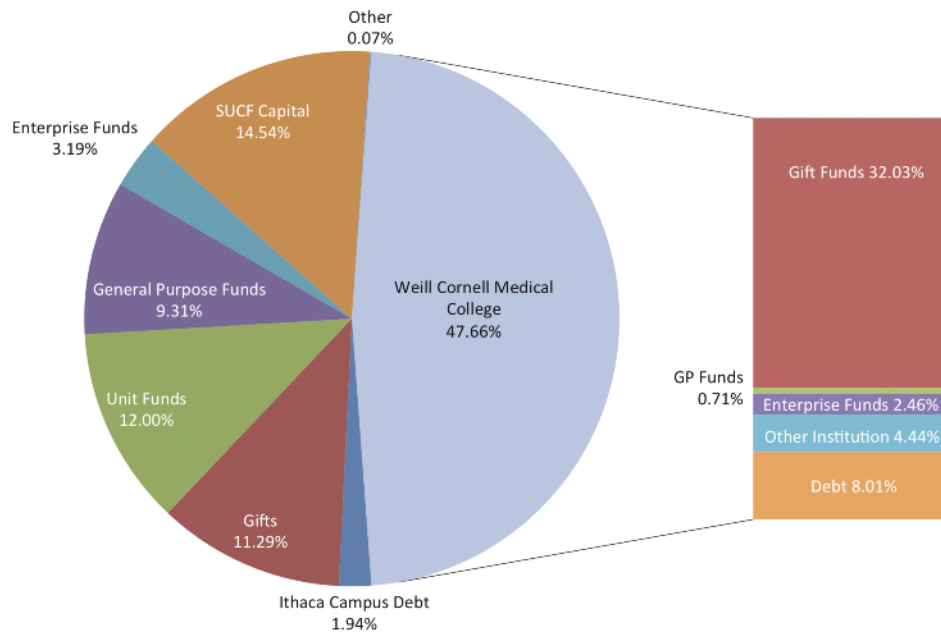
Based on an analysis of project expenditures and funding availability, the university expects to finance \$259.9 million of approved project costs using debt. \$216.0 million of the debt financing is for the Belfer Research Building, and nearly all of the rest is for energy conservation and the construction of the parking garage below the new Human Ecology Building.

A funding plan for the estimated operating and maintenance costs of each capital project is required when construction is authorized, and the resulting costs are included in the responsible unit's operating budget plans. Projects included in the approved 5-year capital plan are expected to increase annual operating and maintenance costs by \$13.5 million at Weill Cornell Medical College, principally due to the new Belfer Research Building. For the Ithaca campus, the estimated net impact of projects is an annual increase of \$1.4 million as the result of extensive energy conservation work on the campus. These projects are projected to add about 514,000 gross square feet (GSF) of new space on the Ithaca campus; 521,000 GSF at Weill Cornell Medical College; and 150,000 GSF at the CornellNYC Tech campus. The work included in the capital plan is also expected to address about \$257 million of the university's deferred maintenance inventory.

Debt Plan

Proceeds from various 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,

Figure II. Funding Sources – FY 2012-13 Capital Expenditure Budget



and it also enables the university to spread the costs related to a project over multiple fiscal years.

The need for short-term bridge financing and long-term debt as indicated in the university's 5-year capital plan is the basis for the university treasurer's plan for Cornell's debt structure (defined as debt load, timing, and type of borrowing instrument, among other factors). In addition to an assessment of the ability to repay borrowings by the relevant internal university source of funding, there is regular monitoring of the university's external capacity to borrow (measured by the impact that additional debt has on financial ratios and debt ratings provided by independent rating agencies). The borrowing needs for the capital plan and projected repayment of existing and new debt are key inputs into the university's 5-year financial model.

The university's external debt includes tax-exempt and taxable borrowings but excludes debt issued by New York State for contract college projects (see Table 9). The latter is paid directly by the state and is not recorded in the university's budgets or financial statements. Cornell is expected to have \$1.9 billion of external debt at the beginning of 2012-13. During

2012-13, estimated payments of \$144.3 million in principal and interest will be made on this outstanding debt. In fiscal year 2012-13, the university plans to go forward with capital projects for which financing has been previously secured or those deemed critical to either the mission of the university or the life and safety of the campus community.

The schedule of debt by operating unit identifies outstanding debt balances and budgeted debt service by operating unit (see Table 10).

Space Lease Commitments

The schedule of lease commitments by operating unit identifies the present value of payments on leased space for the remaining lease term, the source of funding for those costs, and the annual amount for each of the next three fiscal years (see Table 11). The present value of all current space lease commitments is approximately \$187.2 million, of which nearly three quarters is space for the Weill Cornell Medical College. In addition, for the first time the capital plan includes the anticipated cost for new leases or lease extensions with a present value greater than \$250,000 to be executed over the next three fiscal years, totaling nearly \$12 million in present value.

Table 7: Approved Capital Activity

(current dollars in thousands)

	Authorized Budget	Estimated Total Budget	Deferred Maint Addressed	Estimated O&M Cost Impact *	Additional Space GSF ~
Projects Approved/Under Way					
1. Medical Research Building	650,000	625,000		12,000	476
2. Stocking Hall Renovation	95,800	95,800	19,800	1,700	100
3. Human Ecology Building & Parking Structure	71,100	71,100	1,000	1,330	193
4. MVR 1933 and East Wing Rehab - Phases 0-2	61,000	61,000	30,000	100	
5. Gates Hall	60,000	60,000		1,030	100
6. Warren Hall Renovations - Phases 1 & 2	51,000	51,000	8,215	35	
7. Weill Cornell West Side Clinical Practices	25,000	25,000		1,500	30
8. Kuali Financial System Implementation	17,319	16,746			
9. Fernow Hall Rehab and Roof Repairs Construction	12,288	12,288	3,900	40	5
10. Large Animal Teaching Complex/Teaching Dairy Barn	8,146	8,146	1,130	22	32
11. Nestle Library Student Lounge Renovation	6,845	6,845			
12. Tower Road Utilities Upgrade	3,500	3,500			
13. Fernow & Rice Hall Design	3,256	3,256	4,475	50	5
14. Energy Conservation Projects - Residential	2,805	2,805	1,500		
15. Workday Implementation	2,578	2,717			
16. Energy Conservation Projects - Geneva	2,520	2,520		(252)	
17. Contract Colleges Facilities Master Plan	2,500	2,500			
18. Energy Conservation Projects - Dining	2,000	1,995	1,000		
19. Savage Hall 4th Floor Renovation & Mechanical Upgrades	1,595	1,595	600		
20. VMC Small Animal Surgery HVAC	1,400	1,400	1,011		
21. Contract Colleges Electrical Substations Upgrades Design	1,310	1,310			
22. Kronos Replaces COLTS	1,239	1,239			
23. Wolpe Center Kitchen	690	690			
Projects Approved/Under Way Subtotal	1,083,891	1,058,452	72,631	17,555	941
Major Projects/New Construction					
24. Humanities Building	7,460	61,000	500	500	62
25. Law School Master Plan - Phase 1	2,649	23,800		225	14
26. CVM Class Expansion - Phase 1	300	22,440	13,000		
27. Olin Library HVAC System Replacement		12,000	12,000		
28. Bridge Means Restriction	1,935	10,000			
29. Harford Teaching and Research Dairy Center	650	8,300			
30. Big Red Marching Band Practice Facility	670	3,586			
Major Projects/New Construction Subtotal	13,664	141,126	25,500	725	76
New York State Funded					
31. Energy Conservation Projects - Contract Colleges - Phase 1	2,043	22,842	450	(2,284)	
32. Contract Colleges Misc. Rehab/Repair	14,894	20,989	20,989		
33. Multiple Buildings Roof Repairs - Phase 1	2,300	4,025	5,000		
34. Contract Colleges Network Connectivity - Phase 1	330	3,979			
35. Conservatory Greenhouse Restoration	430	2,500	1,000		
36. East Campus Storm Sewer Replacement	276	2,000			
37. Contract Colleges Electric Service Entrance Upgrades-Phase 1	1,099	1,999			
38. Barton Hall Police Evidence Room HVAC Upgrades		1,500			
39. Geneva Campus Electrical Upgrades	150	815	650		
New York State Funded Subtotal	21,522	60,649	28,089	(2,284)	

* O & M = operations and maintenance;

~ GSF = gross square feet

+ SUCF = State University Construction Fund

• Note: Amounts include planned long-term debt and short-term bridge financing.

FUNDING SOURCES					EXPENDITURE PATTERN					
Gifts/ Investment Income	GP/ Central Funds	Unit/ Enterprise	SUCF+	Other Gov't./ Institution	Debt Financing (see note)	Through 11-12	12-13 Budget	13-14 to 16-17	Beyond 16-17	
409,000	216,000				216,000	310,000	200,000	115,000		1.
		1,800	94,000			33,884	24,450	37,466		2.
		29,000	42,100		19,500	68,194	2,906			3.
		2,361	56,639	2,000		52,895	8,105			4.
48,330	11,670					11,766	30,234	18,000		5.
		1,000	50,000			16,807	12,220	21,973		6.
		16,000		9,000		12,000	13,000			7.
	16,746					15,568	1,178			8.
		250	12,038			6,160	6,128			9.
	344	802	7,000		688	6,763	1,383			10.
1,200		5,645				3,220	3,625			11.
		100	3,400			3,170	330			12.
		144	3,112			2,816	440			13.
		2,805				1,155	1,150	500		14.
	2,717					2,602	114			15.
		2,319		201	2,244	1,299	1,106	115		16.
			2,500			1,206	1,294			17.
		1,995				1,495	500			18.
		1,595				1,236	359			19.
		26	1,374			1,172	228			20.
			1,310			980	330			21.
	1,239				1,068	1,226	13			22.
		690				410	280			23.
458,530	248,717	66,531	273,474	11,201	239,499	556,025	309,373	193,053		
59,240		1,760				4,160	3,300	53,540		24.
		23,800				2,930	10,970	9,900		25.
		440	22,000			480	5,697	16,263		26.
	12,000							12,000		27.
	10,000					1,941	8,059			28.
		8,300				500	150	7,650		29.
3,500		86				1,231	2,355			30.
62,740	22,000	34,386	22,000			11,242	30,531	99,353		
	10,936	2,778	9,128		10,936	9,007	10,204	3,631		31.
			20,989			13,910	4,236	2,843		32.
		40	3,985			2,278	210	1,537		33.
		50	3,929			1,035	934	2,010		34.
		50	2,450			1,638	862			35.
		100	1,900			376	1,625			36.
		1,174	825			1,624	375			37.
	975		525			75	975	450		38.
		15	800			205	610			39.
	11,911	4,207	44,531		10,936	30,148	20,029	10,471		

Table 7: Approved Capital Activity cont.

(current dollars in thousands)

	Authorized Budget	Estimated Total Budget	Deferred Maint Addressed	Estimated O&M Cost Impact *	Additional Space GSF ~
Maintenance, Infrastructure, Unit					
40. Planned Maintenance Projects		44,716	42,288		
41. Extraordinary Maintenance Projects	1,062	19,745	12,270		
42. General Purpose Maint. & Infrastructure Projects	2,657	13,950			
43. Administrative Systems	8,288	21,105			
44. CIT Projects	3,494	27,968			
45. Transportation Projects	200	3,361	361		
46. Real Estate Projects	204	3,372		(53)	
47. Energy & Sustainability Projects	6,031	11,675	225	(1,135)	
48. Utilities Projects	4,505	37,533	23,600		
49. Campus Life Projects	5,432	59,953	21,400	26	3
50. Cornell Store Projects	375	1,565			
51. Architecture, Art & Planning Projects	448	7,600	1,000		
52. Arts & Sciences Projects	3,347	12,000			
53. Engineering Projects	70	29,149	650		
54. Hotel School Projects		4,500			
55. Agriculture & Life Sciences Projects	2,839	27,505	12,500		
56. Human Ecology Projects		2,650	1,000		
57. Industrial & Labor Relations Projects		1,200			
58. Veterinary Medicine Projects	1,364	9,392			
59. Johnson School Projects	768	4,131			
60. Computing & Information Sciences Projects		1,500			
61. Library Projects	240	5,300		50	
62. Cornell In Washington Projects		500			
63. Research Centers Projects	170	650			
64. Student & Academic Services Projects	100	8,290		5	
65. Athletics Projects		2,700	300	12	
Maintenance, Infrastructure, Unit Subtotal	41,593	362,009	115,594	(1,095)	3
CornellNYC Tech					
66. CornellNYC Tech Campus - Phase 1	23,536	187,838			150
CornellNYC Tech Subtotal	23,536	187,838			150
Weill Cornell Medical College Projects					
67. Medical Research Building - 4th Floor		15,000			
68. Deferred Maintenance	2,755	12,800	12,800		
69. Weill Cornell East Side Primary Care Practice Expansion	20	9,000			9
70. Replacement of EPIC Software System for Clinical Billing		4,800			
71. Radiology Alzheimer's Practice	20	4,200			6
72. Molecular Chemistry for Imaging	20	3,000			
73. GMP Facility Critical Maintenance	20	2,000	2,000		
74. Pain Management Fluoroscopy		500			
75. Library Conference Rooms, Reading Rooms & ITS Access	30	500			
Weill Cornell Medical College Projects Subtotal	2,865	51,800	14,800		15
Total Capital Activity	1,187,070	1,861,874	256,614	14,901	1,185

* O&M = operations and maintenance

~ GSF = gross square feet

+ SUCF = State University Construction Fund

• Note: Amounts include planned long-term debt and short-term bridge financing.

FUNDING SOURCES						EXPENDITURE PATTERN				
Gifts/ Investment Income	GP/ Central Funds	Unit/ Enterprise	SUCF+	Other Gov't/ Institution	Debt Financing (see note)	Through 11-12	12-13 Budget	13-14 to 16-17	Beyond 16-17	
	44,493	223					8,190	36,526	40.	
	17,495	1,900	350			600	3,325	15,820	41.	
	13,950					2,000	3,700	8,250	42.	
	21,105					4,743	9,690	6,672	43.	
	17,994	9,974				5,744	11,284	10,940	44.	
		3,361				925	2,436		45.	
		3,314		58	235	511	1,825	926	110	46.
	9,140	2,535			8,627	4,831	3,629	3,215		47.
	4,500	33,033				5,215	7,695	18,663	5,960	48.
1,500		58,453				6,441	8,920	39,892	4,700	49.
		1,565				600	965			50.
1,200	1,250	5,150				600	4,500	2,500		51.
500	900	10,600				3,200	2,300	5,300	1,200	52.
1,160		27,989				946	9,546	18,657		53.
		4,500					1,000	3,500		54.
		25,805		1,700		10,943	5,937	10,625		55.
750		1,900				500	1,550	600		56.
		1,200					800	400		57.
		9,392				2,552	2,840	4,000		58.
		4,131				756	1,425	1,950		59.
		1,500						1,500		60.
		5,300				250	1,550	2,045	1,455	61.
		500						500		62.
	325	325			650	505	145			63.
		8,290				530	3,760	4,000		64.
		2,700				50	950	1,700		65.
5,110	131,151	223,640	350	1,758	9,512	52,442	97,962	198,181	13,425	
187,838						13,640	16,544	157,654		66.
187,838						13,640	16,544	157,654		
				15,000		1,400	12,000	1,600		67.
12,800						2,755	2,045	8,000		68.
		3,000		6,000		1,000	8,000			69.
		1,600		3,200		4,200	300	300		70.
		4,200						4,200		71.
		3,000				2,000	1,000			72.
2,000							1,000	1,000		73.
		500					200	300		74.
500							500			75.
15,300	12,300			24,200		11,355	25,045	15,400		
714,218	429,078	341,064	340,355	37,159	259,946	674,851	499,485	674,112	13,425	

Table 8: Sources and Uses of Capital Expenditures

(dollars in thousands)

	To Date	12-13	13-14	14-15	15-16	16-17	Beyond 16-17	Total
Sources								
1. Ithaca General Purpose Funds (1)	32,960	46,486	41,979	21,473	21,536	12,045		176,479
2. WCMC General Purpose Funds (1)	2,755	3,545	3,000	2,000	2,000	2,000		15,300
3. Gifts In Hand	16,123	24,425	3,522	425	300			44,794
4. Gifts Pledged	14,038	23,387	43,038	48,804	60,640	61,920		251,827
5. Ithaca Gift Funds (2)	30,161	47,812	46,560	49,229	60,940	61,920		296,621
6. Gifts In Hand	134,000	128,000	37,000					299,000
7. Gifts Pledged		32,000	20,000	23,000				75,000
8. Gifts to be Raised			33,000	2,000				35,000
9. WCMC Gift Funds (2)	134,000	160,000	90,000	25,000				409,000
10. Investment Income (3)		8,597						8,597
11. Unit Funds (4)	48,663	59,962	44,178	18,807	11,745	10,170	2,765	196,290
12. Enterprise Funds (5)	11,328	15,914	20,921	13,347	11,320	10,337	10,660	93,827
13. WCMC Enterprise Funds (5)	11,500	12,300	4,500					28,300
14. SUCF Capital (6)	186,450	72,604	49,116	32,185				340,355
15. Other Gov't/Institution (7)	2,646	373	332	308	300			3,959
16. WCMC Other Gov't/Institution (7)	9,100	22,200	1,900					33,200
17. Ithaca Campus Debt	29,289	9,691	3,554	1,212	200			43,946
18. WCMC Medical Debt	176,000	40,000						216,000
19. Subtotal Debt Financing (8)	205,289	49,691	3,554	1,212	200			259,946
20. Total Capital Funding/Financing	674,851	499,485	306,039	163,560	108,041	96,472	13,425	1,861,874
Uses								
1. Projects Approved/Under Way (incl. WCMC)	556,025	309,373	141,735	51,318				1,058,452
2. Major Projects/New Construction (incl. NYS)	11,242	30,531	52,305	26,408	20,640			141,126
3. New York State Funded	30,148	20,029	9,255	1,216				60,649
4. Maintenance, Infrastructure, and Unit	52,442	97,962	74,570	51,658	39,401	32,552	13,425	362,009
5. CornellNYC Tech	13,640	16,544	18,774	30,960	46,000	61,920		187,838
6. Medical College Projects	11,355	25,045	9,400	2,000	2,000	2,000		51,800
7. Total Capital Expenditures	674,851	499,485	306,039	163,560	108,041	96,472	13,425	1,861,874

Notes:

- (1) General Purpose funds are resources provided from the central university General Purpose or Medical College budgets. Project examples include Medical Research Building, administrative systems, energy conservation, and maintenance.
- (2) Gifts are restricted gifts for capital projects. Gifts in hand are cash payments. Gifts Pledged are gift commitments with future payment. Gifts to be Raised are a projection of future, to be identified gifts that can be raised for projects. Project examples include Humanities Building, Gates Hall, and Medical Research Building.
- (3) Investment Income is interest earned on gift funds in hand prior to expenditure on project costs. Project examples include Gates Hall.
- (4) Unit funds are resources provided by colleges or other units from their operations or reserves. Project examples include Law School, CIT, Utilities, college projects, and contributions to State-funded projects.
- (5) Enterprise funds are resources provided by units run as enterprise and revenues generated by rates. Examples include Campus Life, Utilities, Transportation, and WCMC clinical practices.
- (6) SUCF Capital is New York State funding provided to the SUNY campuses, administered by the State University Construction Fund. Project examples include the new Human Ecology Building, Stocking Hall renovation/addition, MVR 1933/East rehabilitation, and Warren Hall renovation.
- (7) Other Government/Institution funds are resources provided by federal, state or local government agencies or private institutions. Project examples include the fit-out of the 4th floor of the Medical Research Building.
- (8) Debt financing includes both long-term debt repaid by amortized debt service payments from operating budgets and short-term bridge financing repaid by receipt of future gift payments. Project examples include the Human Ecology Building Parking Garage, Medical Research Building, and energy conservation.

Table 9: Summary of External Debt Financing

(dollars in thousands)

		Interest Rate	Maturity Date	Actual Balance 6/30/11	Forecast Balance 6/30/12	Projected External Debt Service Payments 12-13	13-14	14-15
Tax-Exempt Debt								
1.	Series 1990B	3.00 - 5.00%	2025	47,980	45,440	4,811	4,812	4,807
2.	Series 1998 Commercial Paper	2.99% until 10/1/15	2037	59,000	57,540	3,195	3,186	3,201
3.	Series 2000A	2.99% until 10/1/15	2029	51,090	49,100	3,543	3,561	3,581
4.	Series 2000B	4.63%	2030	68,460	66,140	5,495	5,492	5,489
5.	IDA Series 2002A	4.52%	2030	41,940	40,495	3,340	3,337	3,336
6.	IDA Series 2002B	2.90%	2015	15,390	15,390	446	446	15,836
7.	Series 2004	3.51%	2033	81,600	79,200	5,255	5,243	5,279
8.	Series 2006	4.00 - 5.00%	2035	196,120	184,735	20,279	19,645	12,655
9.	IDA Series 2008	2.00 - 5.25%	2037	68,630	67,170	4,711	4,742	4,720
10.	Series 2008	3.00 - 5.00%	2037	125,420	122,980	8,634	8,634	8,638
11.	Series 2009	3.00 - 5.00%	2039	305,000	299,470	20,280	20,282	20,284
12.	Series 2010	4.00 - 5.00%	2040	285,000	285,000	14,088	14,088	14,088
13.	Subtotal Tax-Exempt Debt			1,345,630	1,312,660	94,078	93,467	101,915
Taxable Debt								
14.	Series 1987B	11.11%	2012	3,080	725	806	-	-
15.	Series 2009 taxable	4.35 - 5.45%	2019	500,000	500,000	24,500	274,500	13,625
16.	Commercial Paper	Variable	-	78,500	78,500	7,673	7,591	7,426
17.	Urban Development Corp.	0.00%	2029	2,250	2,125	125	125	125
18.	Other	Various	2029	2,676	2,588	262	262	262
19.	Subtotal Taxable Debt			586,506	583,938	33,366	282,478	21,438
	Swap Interest					16,851	12,775	8,970
Total External Debt				1,932,136	1,896,598	144,294	388,719	132,322

Notes:

- The total outstanding external debt and the sum of external debt service payments for 2012-2013 shown above are different from the corresponding outstanding operating unit debt balances and debt service totals shown in Table 10 due to a combination of: (a) differences in timing of borrowing and repayment between the university and various operating units; (b) debt costs, including compounded interest, to be recovered from future interest payments on operating unit debt; and (c) proceeds of debt issues used to pay issuance costs, on deposit in construction funds, or deposited into reserves to pay future debt service or fund project maintenance.
- While Series 2000A, 2000B, 2002A, 2004 and a portion of the 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.
- Cornell maintains a pool of working capital and a line of credit that are used to meet the daily cash flow of disbursements.

Table 10: Debt Service by Operating Unit

(dollars in thousands)

	Outstanding Balance		2012-2013 Debt Service		
	2/28/11	2/29/12	Unit Budget	Central Budget	Total
Ithaca Campus					
1. Agriculture & Life Sciences	2,851	2,718	451		451
2. Architecture, Art, and Planning	10,928	28,427	809	1,232	2,041
3. Arts & Sciences	92,893	97,173		7,258	7,258
4. Engineering	41,123	42,842		3,663	3,663
5. Hotel Administration	13,843	8,226	2,063		2,063
6. Human Ecology	761	600	317		317
7. Industrial & Labor Relations	1,320	1,180	202		202
8. Johnson School	3,415	2,372	612		612
9. Law School	2,265	1,785		584	584
10. Veterinary Medicine	19,108	22,647	1,629	852	2,481
11. Colleges Subtotal	188,507	207,970	6,083	13,589	19,672
12. Animal Facilities	54,844	52,778		4,744	4,744
13. Life Sciences	88,076	86,132		6,410	6,410
14. Theory Center	2,375	2,250		127	127
15. Research Centers Subtotal	145,295	141,160		11,281	11,281
16. Africana Center	1,831	1,529		388	388
17. Athletics & Physical Education	5,511	4,717	443		443
18. Cornell In Washington	2,704	2,618	262		262
19. Library	9,709	9,322		877	877
20. All Other	1,040	859	230		230
21. Other Academic Programs Subtotal	20,795	19,045	935	1,265	2,200
22. Campus Life	195,834	182,680	18,169		18,169
23. Dean of Students	158	140	26		26
24. Fraternities/Sororities	2,755	2,470	290		290
25. Gannett Health Services	1,824	1,548		363	363
26. Student Services Subtotal	200,571	186,838	18,485	363	18,848
27. Human Resources	6,624	6,354	694		694
28. Information Technologies	10,721	9,544	595	1,103	1,698
29. All Other	612	487		138	138
30. Administrative & Support Subtotal	17,957	16,385	1,289	1,241	2,530
31. Facilities & Campus Services	152,849	147,211	15,362	410	15,772
32. Real Estate	15,458	18,386	2,190		2,190
33. Transportation/Mail Service	24,997	23,964	2,314		2,314
34. Physical Plant Subtotal	193,304	189,561	19,866	410	20,276
35. Ithaca All Other	9,100	6,128		1,718	1,718
36. Ithaca Campus Total	775,529	767,087	46,658	29,866	76,524
Medical College					
37. Research	138,849	269,412	25,663		25,663
38. Residences	74,627	71,964	6,434		6,434
39. Clinical Care	303	78			
40. Infrastructure	14,648	13,908	1,345		1,345
41. Medical College Total	228,427	355,362	33,442		33,442
42. University Total	1,003,956	1,122,449	80,100	29,866	109,966

Table II: Current Lease Commitments and Lease Extensions

Current Lease Commitments by Operating Unit

(dollars in thousands)

	06/30/12 Lease NPV*	SOURCES OF FUNDING			LEASE PAYMENTS		
		Central Funds	Unit/ Enterprise	Other Gov't/Inst	12-13	13-14	14-15
1. Agriculture & Life Sciences	1,793		1,495	298	392	193	119
2. Architecture, Art & Planning	1,651		1,651		727	625	296
3. Computing & Information Science	282	282			282		
4. Engineering	720		720		166	166	166
5. Human Ecology	2,871		1,808	1,063	599	620	497
6. Industrial & Labor Relations	8,903		8,903		1,442	1,558	1,669
7. Johnson School	86		86		45	30	15
8. Law School	10		10		10		
9. Colleges Subtotal	16,317	282	14,674	1,361	3,664	3,191	2,762
10. Research	133	67		66	115	20	
11. Other Academic	86	8	78		53	30	5
12. Academic Support Subtotal	219	75	78	66	168	50	5
13. Alumni Affairs & Development	10,842	10,087	755		1,520	1,415	1,056
14. Facilities Services	663		663		222	127	127
15. Financial Affairs	689	689			264	264	198
16. Government Affairs	180	180			100	73	12
17. Human Resources	55	55			25	25	6
18. Investment Office	354		354		102	102	102
19. Student & Academic Services	206		206		97	97	20
20. University Communications	463	463			193	194	97
21. Central University	8,753	8,753			1,083	840	817
22. Administration Subtotal	22,204	20,226	1,978		3,606	3,139	2,437
23. CornellNYC Tech Campus ¶	7,300		7,300		1,400	1,400	1,400
24. Weill Cornell Medical College	138,282	75,573	59,448	3,260	19,205	18,161	17,487
25. Subsidiaries	2,845			2,845	385	395	405
26. University Total	187,166	96,156	83,478	7,532	28,428	26,336	24,496

Lease Extensions Net Present Value > \$250K

(dollars in thousands)

	Unit Δ	Estimated Lease NPV*	SOURCES OF FUNDING			LEASE EXECUTION		
			Central Funds	Unit/ Enterprise	Other Gov't/Inst	12-13	13-14	14-15
1. 130 E. Seneca St., Ithaca, NY	JGSM	431		431		431		
2. East Hill Plaza, Ithaca, NY †	DFA	759	759			380		380
3. 30 Brown Rd., Ithaca, NY	CALS	1,082			1,082		1,082	
4. 35 Thornwood Dr., Ithaca, NY †	DFA	1,128	1,128					1,128
5. 312 College Ave., Ithaca, NY	Comm.	844	844					844
6. 409 College Ave., Ithaca, NY	SAS	251		251				251
7. 445 E. 68th St., New York, NY	WCMC PO	885		885		295	295	295
8. 230 Park Ave., New York, NY	AAD	1,797		1,797			1,797	
9. 40 Worth St., New York, NY	WCMC PO	363		363			363	
10. 50 W. 17th St., New York, NY	AAP	886		886				886
11. 1300 Franklin Ave., Bronx, NY	WCMC PO	548		548				548
12. 1337 President St., Brooklyn, NY	CHE	527		169	359		527	
13. 1345 President St., Brooklyn, NY	CHE	337		108	229			337
14. 400-444 N. Capitol St. NW, Washington, DC	Govt.	292	292				292	
15. Palazzo Lazzaroni, Via Dei Barbieri, Rome, Italy	AAP	1,602		1,602				1,602
16. Total		11,734	3,024	7,040	1,670	1,106	4,357	6,271

Notes:

* Net Present Value

¶ An estimate is provided for the CornellNYC Tech campus since a lease has not yet been executed.

Δ Johnson School (JGSM), Division of Financial Affairs (DFA), College of Agriculture & Life Sciences (CALS), University Communications (Comm.), Student and Academic Services (SAS), Weill Cornell Medical College Physician Organization (WCMC PO), Alumni Affairs & Development (AAD), Architecture, Art & Planning (AAP), College of Human Ecology (CHE), Government & Community Relations (Govt.)

† Cornell is both tenant and landlord.