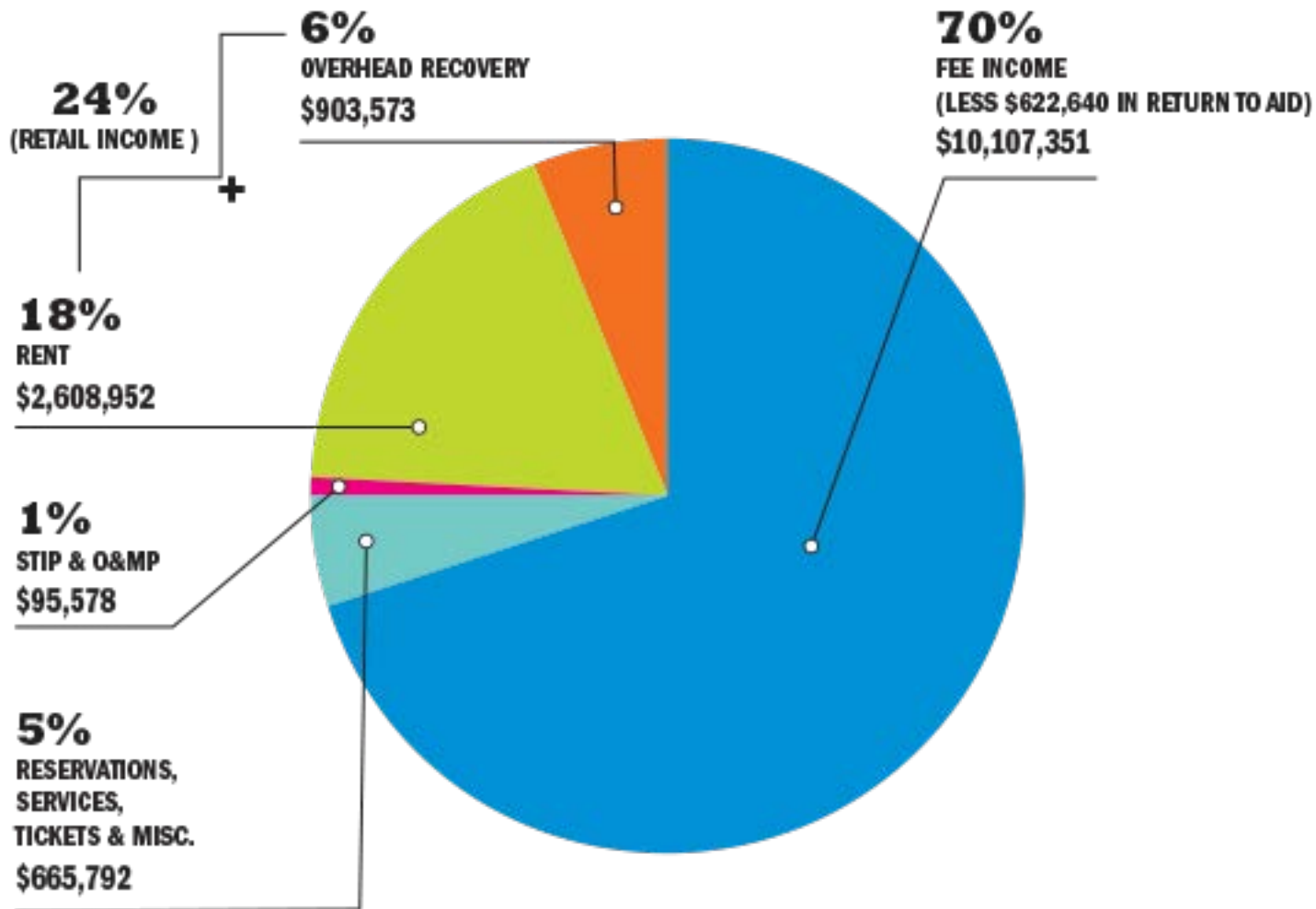


# FACILITY FEE & BUSINESS INCOME



# BUDGETED EXPENSES

**2%**  
ADMINISTRATION  
\$338,971

**1%**  
MARKETING  
\$234,769

**-3%**  
10% SALARY SAVINGS  
-\$516,537

**3%**  
RESERVE  
CONTRIBUTION  
\$505,368

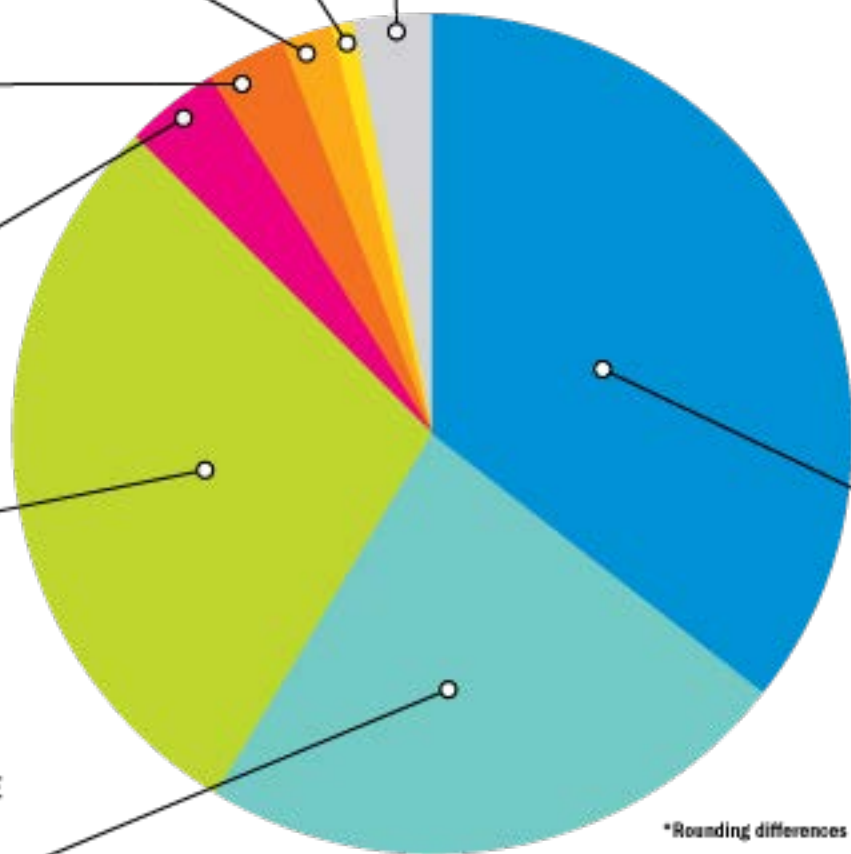
**4%**  
PROGRAMS  
\$693,229

**30%**  
UNIVERSAL EXPENSES  
(includes utilities)  
\$4,782,850

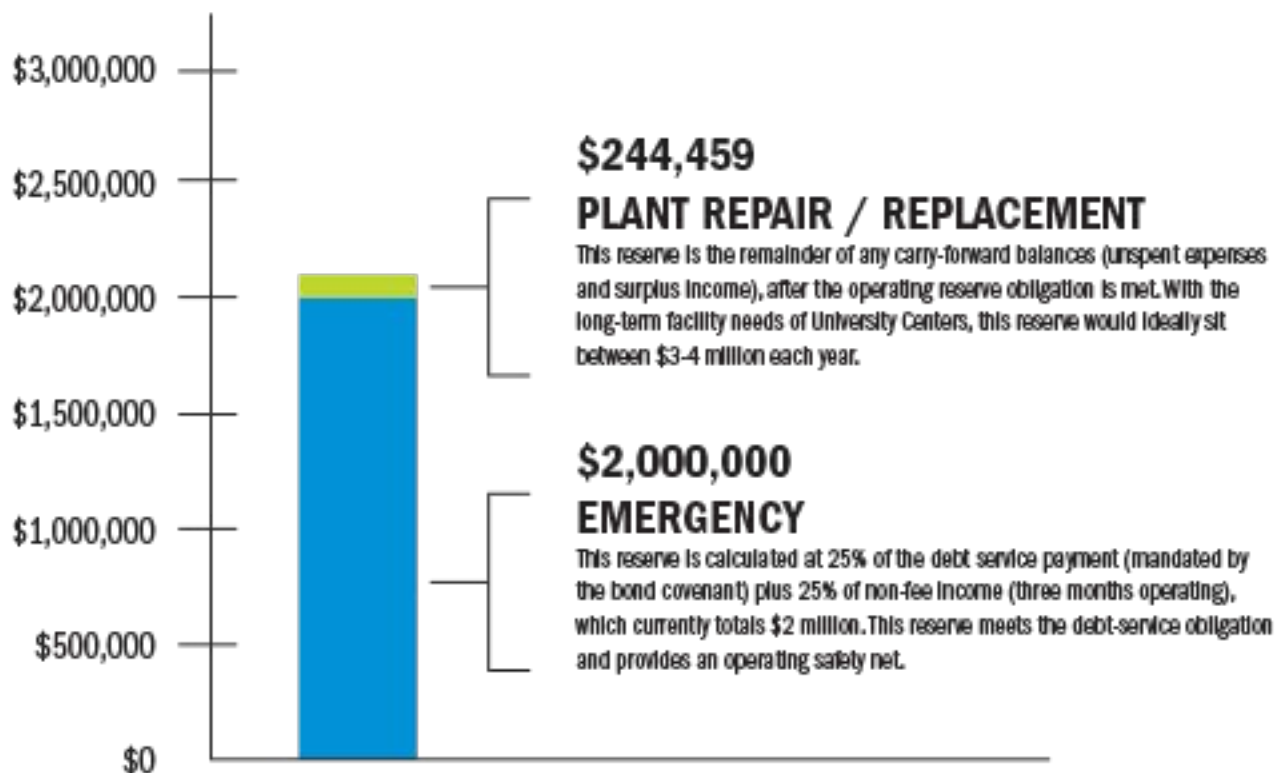
**37%**  
OPERATIONS  
\$5,869,796

**24%**  
DEBT SERVICE  
\$3,799,710

\*Rounding differences may effect % outcomes



# RESERVES AND DEFINITIONS



## UNIVERSITY CENTERS RESERVES

In support of financial best practices and long term planning, University Centers maintains two reserves.