

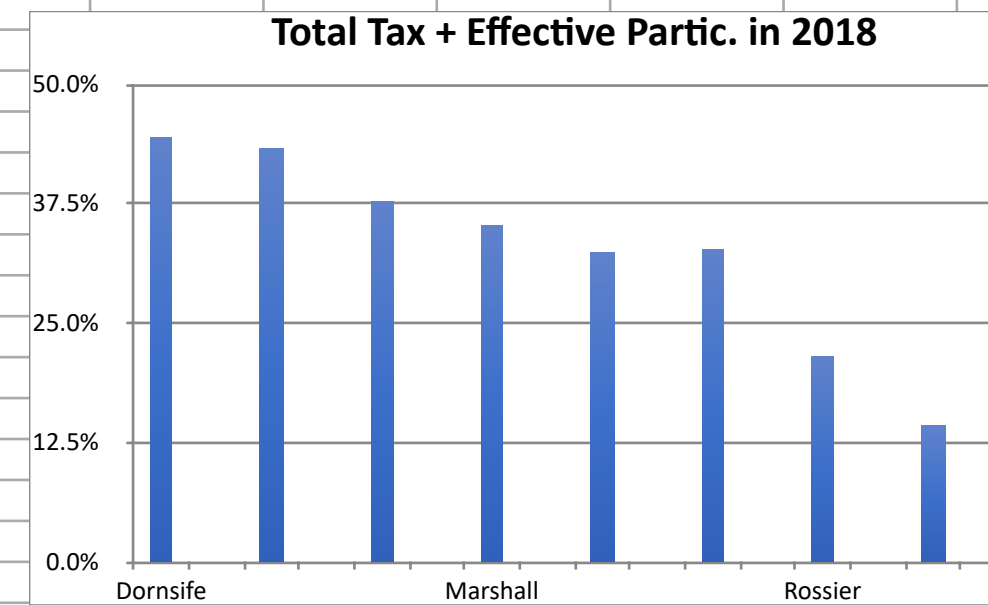
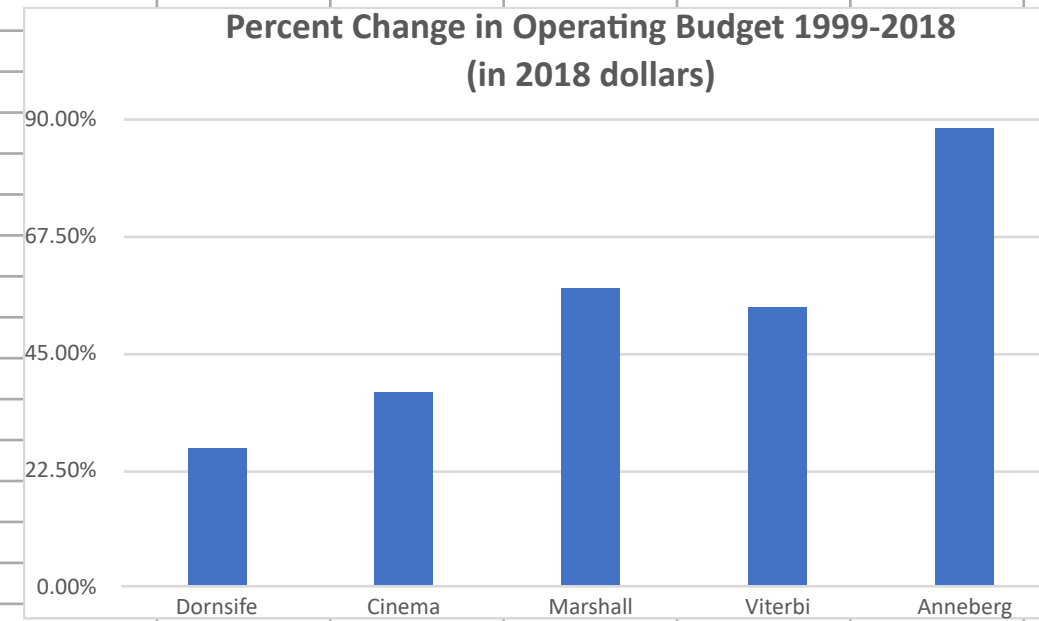
Analysis of Dornsife Budget Over Time and Compared to Other Schools

Dornsife Finances 1999 vs. 2018 (thousands)				Cinema Finances 1999 vs. 2018 (thousands)				Marshall Finances 1999 vs. 2018 (thousands)				Viterbi Finances 1999 vs. 2018 (thousands)				Anneberg Finances 1999 vs. 2018 (thousands)			
	Year	1999*	2018		Year	1999	2018		Year	1999	2018		Year	1999	2018		Year	1999	2018
Revenue		\$149,754	\$333,888	Revenue		\$23,373	\$59,520	Revenue		\$83,187	\$217,248	Revenue		\$62,390	\$202,098	Revenue		\$13,658	\$202,098
Indirect Revenue		\$1,558	-\$7,924	Indirect Revenue		-\$355	-\$7,166	Indirect Revenue		-\$5,018	-\$25,323	Indirect Revenue		\$4,020	\$1,890	Indirect Revenue		\$1,042	\$1,890
Participation		-\$6,562	-\$47,829	Participation		-\$955	-\$8,136	Participation		-\$5,083	-\$26,536	Participation		-\$2,280	-\$24,377	Participation		-\$583	-\$24,377
Academic Initiatives		\$3,520	\$19,475	Academic Initiatives		\$200	\$365	Academic Initiatives		\$65	\$0	Academic Initiatives		\$1,300	\$7,000	Academic Initiatives		\$175	\$7,000
Provost's Initiatives		\$4,600	\$212	Provost's Initiatives		\$400	\$97	Provost's Initiatives		\$0	\$0	Provost's Initiatives		\$5,000	\$0	Provost's Initiatives		\$1,450	\$0
Central Costs		-\$55,302	-\$120,312	Central Costs		-\$8,030	-\$18,060	Central Costs		-\$38,834	-\$49,869	Central Costs		-\$24,792	-\$59,038	Central Costs		-\$4,162	-\$59,038
Partic. as % of Rev.		4.4%	14.3%	Partic. as % of Rev.		4.1%	13.7%	Partic. as % of Rev.		6.1%	12.2%	Partic. as % of Rev.		3.7%	12.1%	Partic. as % of Rev.		4.3%	12.1%
Effective Partic. as % of Rev.		-1.0%	8.4%	Effective Partic. as % of Re		1.5%	12.9%	Effective Partic. as % of Re		6.0%	12.2%	Effective Partic. as % of Re		-6.4%	8.6%	Effective Partic. as % of Re		-7.6%	8.6%
Central Costs as % of Rev.		36.9%	36.0%	Central Costs as % of Rev.		34.4%	30.3%	Central Costs as % of Rev.		46.7%	23.0%	Central Costs as % of Rev.		39.7%	29.2%	Central Costs as % of Rev.		30.5%	29.2%
	Effective Bud	\$95,435	\$195,575		Effective Bud	\$15,110	\$36,115		Effective Bud	\$41,678	\$146,934		Effective Bud	\$40,021	\$130,759		Effective Bud	\$10,220	\$130,759
	In 2018 \$	\$143,152	\$195,575		In 2018 \$	\$22,665	\$36,115		In 2018 \$	\$62,516	\$146,934		In 2018 \$	\$60,031	\$130,759		In 2018 \$	\$15,331	\$130,759
	%Change 1999-2018		26.80%		%Change 1999-2018		37.24%		%Change 1999-2018		57.45%		%Change 1999-2018		54.09%		%Change 1999-2018		88.28%

*Note, "Revenue" for 1999 budget is less student financial aid, and Central Costs are with student aid removed, to reflect how fiscal report is organized in later years, including 2018.

% Operating Budget Change 1999-2018 in 2018\$

Dornsife	26.80%
Cinema	37.24%
Marshall	57.45%
Viterbi	54.09%
Anneberg	88.28%



FY 2014

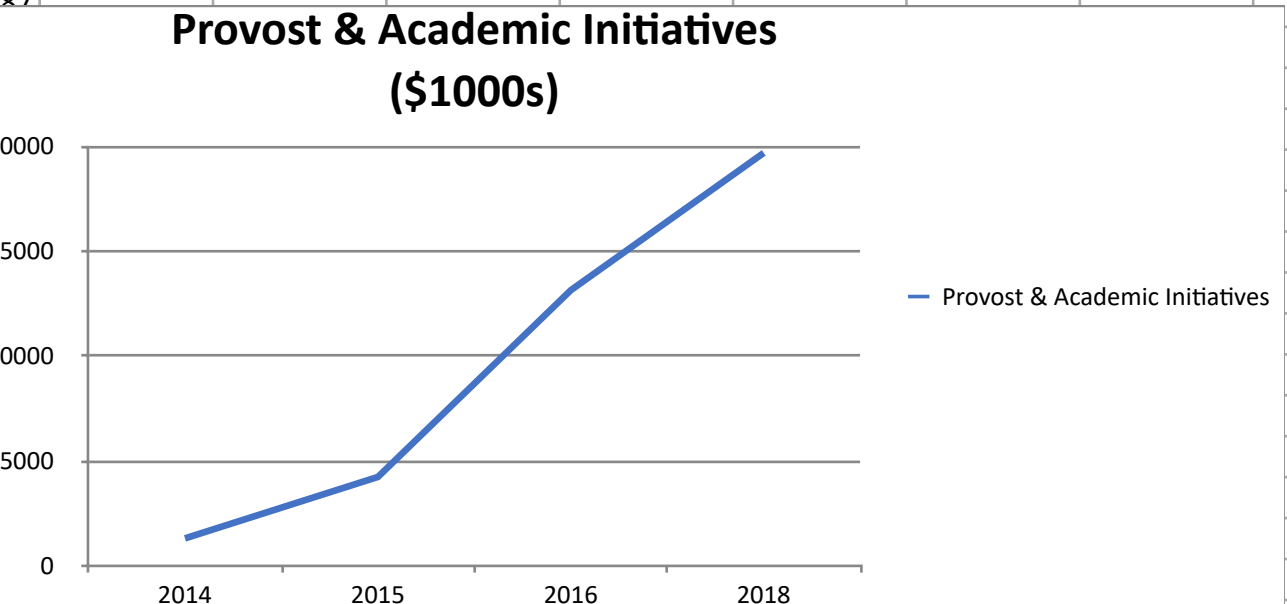
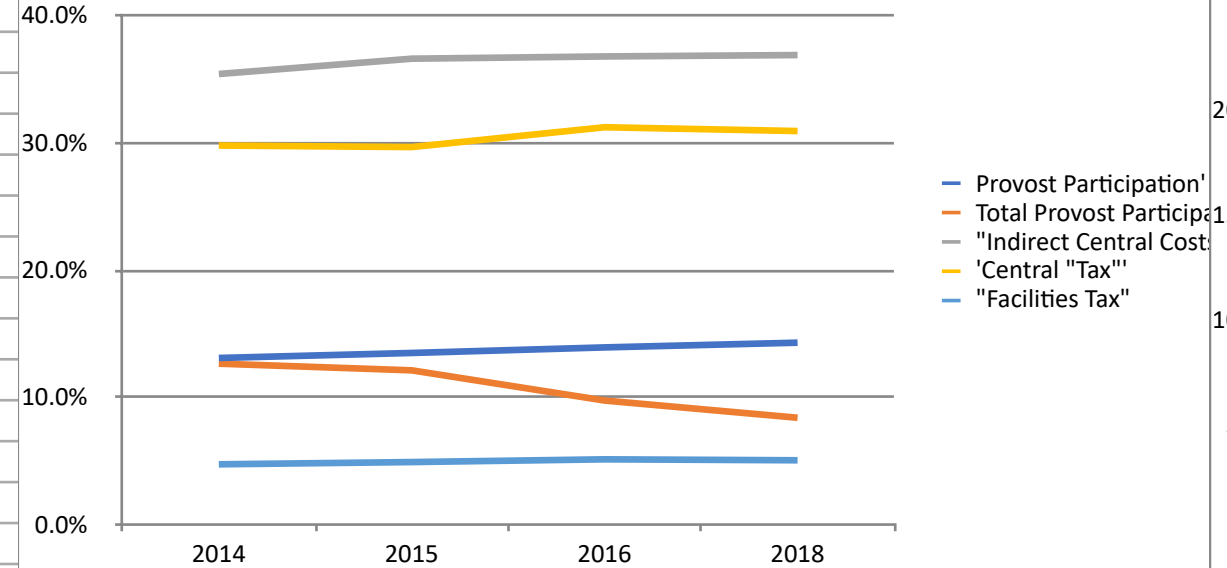
FY 2015

FY 2016

FY 2018 -- Dornsife

Provost Parti	Participation	-39318	Provost Parti	Participation	-42206	Provost Parti	Participation	-43969	Provost Parti	Participation	-47829
	(As % of Dire	-0.131230161776437		(As % of Dire	-0.13516776		(As % of Dire	-0.13953850		(As % of Dire	-0.14324863
	(As % of Cen	-0.089633695959439		(As % of Cen	-0.09222754		(As % of Cen	-0.09471913		(As % of Cen	-0.09660531
Back from Pr	Academic Ini	0	Back from Pr	Academic Ini	3000	Back from Pr	Academic Ini	12603	Back from Pr	Academic Ini	19475
	Provost's Init	1336		Provost's Init	1260		Provost's Init	548		Provost's Init	212
Total Provost	(As % of Dire	-0.126771046456906	Total Provost	(As % of Dire	-0.12152480	Total Provost	(As % of Dire	-0.09780294	Total Provost	(As % of Dire	-0.08428574
	(As % of Cen	-0.08658800142254		(As % of Cen	-0.08291869		(As % of Cen	-0.06638891		(As % of Cen	-0.05684138
	Graduate Pro	30836								Graduate Pro	20200

Category	2014	2015	2016	2018
Central + Fac Indirect	103602		108150	
Central "Tax" Allocated Ce	89303		92697	
Facilities "Tax" Facilities Bas	14299		15453	
Provost Participation	13.1%	12.7%	13.1%	14.3%
Total Provost	1336	4260	13151	19687
Indirect Cent	35.4%	36.6%	36.8%	36.9%
Central "Tax"	29.8%	29.7%	31.2%	30.9%
Facilities "Tax"	4.8%	4.9%	5.2%	5.1%



Budget Analysis based on FY 1999 Financial Report, USC

		School											
(In thousands of dollars)		Dornsife		Viterbi		Marshall Business		Gerontology		Annenberg		Rossier	
		Undesig.	Designated	Undesig.	Designated	Undesig.	Designated	Undesig.	Designated	Undesig.	Designated	Undesig.	Designated
Revenues													
Remaing	Direct	\$ 197,268	\$ 31,365										
From Tuition	Center												
For scholarship	UG Student Aid Fund	\$ (262)											
	Facilities Improvement Func	\$ (467)											
	(% Rev. from "Desig." Endowments)		14%										
	Indirect	\$ 1,558											
	Participation	\$ (6,562)											
Provost Partic. "Tax"	(As % of Direct Revenue)	-3.3%											
	Back from Provost	\$ 3,520											
	Academic Initiatives	\$ 4,600											
Total Provost Cost	Provost's Initiatives	\$ 0.8%											
	(As % of Direct Revenue)												
	Graduate Programs												
	Total Revenues	\$ 198,826	\$ 31,365										
Expenses													
	Direct	\$ 17,031	\$ 31,365										
Central + Facilities	Indirect	\$ 6,347											
	(Indirect Cost %)	27%											
	Allocated Central Costs	\$ 5,618											
Central "Tax"	(As % of Direct Revenue)	2.8%						22.0%					
	Facilities Based							17.0%					
Facilities "Tax"	(As % of Direct Revenue)	0.0%											
	Total Expenses	\$ 198,826	\$ 31,365										
All numbers taken from "University of Southern California Financial Report 1999" -- https://comptroller.usc.edu/files/2019/02/1999-USC-Financial-Report.pdf													

Budget Analysis based on FY 2014 Financial Report, USC

		School											
(In thousands of dollars)		Dornsife		Viterbi		Marshall Business		Gerontology		Annenberg		Rossier	
		Undesig.	Designated	Undesig.	Designated	Undesig.	Designated	Undesig.	Designated	Undesig.	Designated	Undesig.	Designated
Revenues													
Remaing	Direct	\$ 299,611	\$ 95,496										
From Tuition	Center	\$ 438,652	\$ 95,496										
For scholarship	UG Student Aid Fund	\$ (123,073)											
	Facilities Improvement Func	\$ (15,968)											
	(% Rev. from "Desig." Endowments)		24%										
	Indirect	\$ (7,146)											
	Participation	\$ (39,318)											
	(As % of Direct Revenue)	-13.1%											
	(As % of Center Revenue)	-9.0%											
	Academic Initiatives	\$ -0											
	Provost's Initiatives	\$ 1,336											
	(As % of Direct Revenue)	-12.7%											
	(As % of Center Revenue)	-8.7%											
	Graduate Programs	\$ 30,836											
	Total Revenues	\$ 292,465											
Expenses													
	Direct	\$ 188,863	\$ 95,496										
	Indirect	\$ 103,602											
	(Indirect Cost %)	35%											
	Allocated Central Costs	\$ 89,303											
	(As % of Direct Revenue)	29.8%						22.0%					
	(As % of Center Revenue)	20.4%						17.0%					
	Facilities Based	\$ 14,299											
	(As % of Direct Revenue)	4.8%											
	(As % of Center Revenue)	3.3%											
	Total Expenses	\$ 292,465	\$ 95,496										
All numbers taken from "University of Southern California Financial Report 2014" -- https://about.usc.edu/files/2014/12/FY-14-USC-Financial-Report.pdf													

Budget Analysis based on FY 2015 Financial Report, USC

		School											
(In thousands of dollars)		Dornsife		Viterbi		Marshall Business		Gerontology		Annenberg		Rossier	
		Undesig.	Designated	Undesig.	Designated	Undesig.	Designated	Undesig.	Designated	Undesig.	Designated	Undesig.	Designated
Revenues													
Remaing	Direct	\$ 312,249	\$ 110,972										
From Tuition	Center	\$ 457,629	\$ 110,972										
For scholarship	UG Student Aid Fund	\$ (128,349)											
	Facilities Improvement Func	\$ (17,031)											
	(% Rev. from "Desig." Endowments)		26%										
	Indirect	\$ (16,971)											
	Participation	\$ (42,206)											
	(As % of Direct Revenue)	-13.5%											
	(As % of Center Revenue)	-9.2%											
	Back from Provost	\$ 3,000											
	Academic Initiatives	\$ 3,000											
	Provost's Initiatives	\$ 1,260											
	(As % of Direct Revenue)	-12.2%											
	(As % of Center Revenue)	-8.3%											
	Total Provost Cost	\$ 20,975											
	Graduate Programs	\$ 20,975											
	Total Revenues	\$ 295,278	\$ 110,972										
Expenses													
	Direct	\$ 187,128	\$ 110,972										
	Indirect	\$ 108,150											
	(Indirect Cost %)	37%											
	Allocated Central Costs	\$ 92,697											
	(As % of Direct Revenue)	29.7%						22.0%					
	(As % of Center Revenue)	20.3%						17.0%					
	Facilities Based	\$ 15,453											
	(As % of Direct Revenue)	4.9%											
	(As % of Center Revenue)	3.4%											
	Total Expenses	\$ 295,278	\$ 110,972										
All numbers taken from "University of Southern California Financial Report 2015" -- https://about.usc.edu/files/2015/12/USC-FY-2015-Financial-Report.pdf													

Budget Analysis based on FY 2016 Financial Report, USC

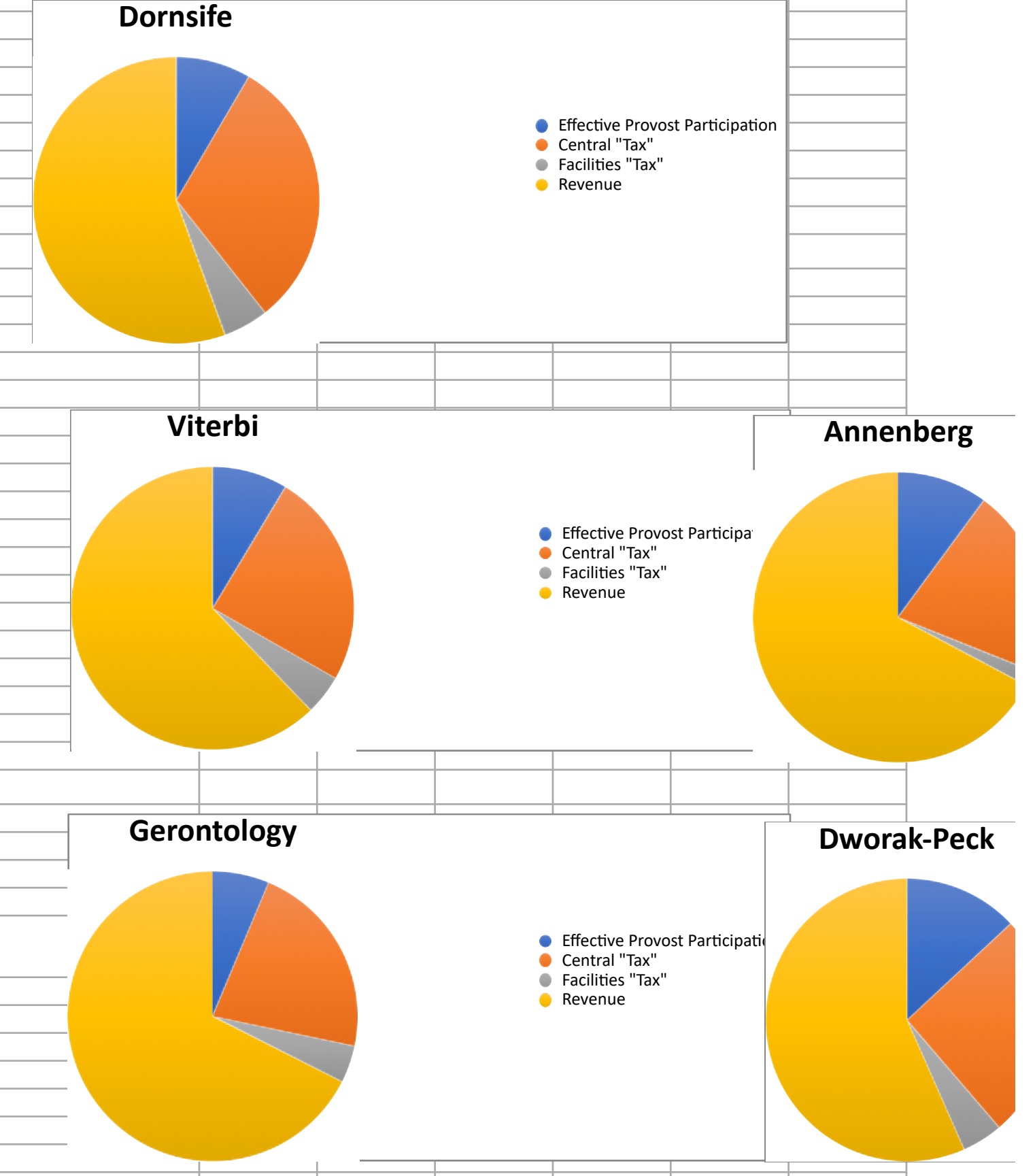
		School											
(In thousands of dollars)		Dornsife		Viterbi		Marshall Business		Gerontology		Annenberg		Rossier	
		Undesig.	Designated	Undesig.	Designated	Undesig.	Designated	Undesig.	Designated	Undesig.	Designated	Undesig.	Designated
Revenues													
Remaing	Direct	\$ 315,103	\$ 98,614										
From Tuition	Center	\$ 464,204	\$ 98,614										
For scholarship	UG Student Aid Fund	\$ (131,263)											
	Facilities Improvement Func	\$ (17,838)											
	(% Rev. from "Desig." Endowments)		24%										
	Indirect	\$ (8,818)											
	Participation	\$ (43,969)											
	(As % of Direct Revenue)		-14.0%										
	(As % of Center Revenue)		-9.5%										
	Back from Provost	\$ 12,603											
	Academic Initiatives	\$ 548											
	Provost's Initiatives												
	(As % of Direct Revenue)		-9.8%										
	(As % of Center Revenue)		-6.6%										
	Total Provost Cost	\$ 22,000											
	Graduate Programs												
	Total Revenues	\$ 306,285	\$ 98,614										
Expenses													
	Direct	\$ 193,563											
	Indirect	\$ 112,722	\$ 98,614										
	(Indirect Cost %)		37%										
	Allocated Central Costs	\$ 98,449											
	(As % of Direct Revenue)		31.2%					22.0%					
	(As % of Center Revenue)		21.2%					17.0%					
	Facilities Based	\$ 16,273											
	(As % of Direct Revenue)		5.2%										
	(As % of Center Revenue)		3.5%										
	Total Expenses	\$ 306,285	\$ 98,614										
All numbers taken from "University of Southern California Financial Report 2016" -- https://about.usc.edu/files/2017/01/USC_FR_2016.pdf													

Budget Analysis based on FY 2018 Financial Report, USC

	(In thousands of dollars)	School															
		Dornsife		Viterbi		Marshall Business		Gerontology		Annenberg		Rossier		Cinematic Arts		Dworak-Peck	
Revenues		Undesig.	Designated	Undesig.	Designated	Undesig.	Designated	Undesig.	Designated	Undesig.	Designated	Undesig.	Designated	Undesig.	Designated	Undesig.	Designated
Remaining	Direct	\$ 333,888	\$ 112,743	\$ 202,098	\$ 93,210	\$ 217,248	\$ 23,913	\$ 22,496	\$ 10,695	\$ 67,199	\$ 15,063	\$ 72,519	\$ 18,295	\$ 59,520	\$ 13,332	\$ 153,072	\$ 8,071
From Tuition	Center	\$ 495,097	\$ 112,743	\$ 240,795	\$ 93,210	\$ 276,641	\$ 23,913	\$ 26,412	\$ 10,695	\$ 85,380	\$ 15,063	\$ 75,621	\$ 18,295	\$ 79,969	\$ 1,332	\$ 158,051	\$ 8,071
For scholarship	UC Student Aid Fund	\$ (141,345)		\$ (27,609)		\$ (47,022)		\$ (2,687)		\$ (35,019)		\$ (534)		\$ (12,971)		\$ (88)	
	Facilities Improvement Fund	\$ (19,824)		\$ (11,088)		\$ (12,371)		\$ (959)		\$ (3,162)		\$ (2,568)		\$ (3,478)		\$ (4,871)	
	(% Rev. from "Desig." Endowments)		25%		32%		10%		32%		18%		20%		18%		5%
	Indirect	\$ (7,924)	\$ 1,890	\$ (25,323)	\$ (85)	\$ (5,220)	\$ (3,893)	\$ (7,166)	\$ (8,423)	\$ (47,829)	\$ (24,377)	\$ (26,536)	\$ (2,417)	\$ (6,916)	\$ (5,203)	\$ (8,136)	\$ (9,061)
	Participation	\$ (47,829)	\$ (24,377)	\$ (26,536)	\$ (2,417)	\$ (6,916)	\$ (5,203)	\$ (8,136)	\$ (9,061)								
	(As % of Direct Revenue)	-14.3%	-2.2%	-12.2%	-0.1%	-2.3%	-2.3%	-10.3%	-12.2%								
	(As % of Center Revenue)	-9.7%	-10.1%	-9.6%	-9.2%	-8.1%	-6.9%	-10.2%	-10.2%								
	Academic Initiatives	\$ 19,475	\$ 7,000		\$ 1,000	\$ 150		\$ 365									
	Provost's Initiatives	\$ 212															
	(As % of Direct Revenue)	-8.4%	-0.6%	-12.2%	-0.3%	-0.1%	-0.1%	-0.1%	-0.1%								
	(As % of Center Revenue)	-5.7%	-7.2%	-9.6%	-5.4%	-7.9%	-6.9%	-9.7%	-9.7%								
	Graduate Programs	\$ 20,200	\$ 19,267	\$ 1,213	\$ 1,332	\$ 1,546	\$ 1,310	\$ 97	\$ 113								
	(As % of Direct Revenue)	6.0%	1.7%	0.5%	0.6%	0.4%	0.3%	0.1%	0.1%								
	(As % of Center Revenue)	5.9%	17.1%	0.5%	0.6%	0.4%	0.3%	0.1%	0.1%								
	Total Revenues	\$ 325,946	\$ 112,743	\$ 203,988	\$ 93,210	\$ 191,925	\$ 23,913	\$ 22,411	\$ 10,695	\$ 61,979	\$ 15,063	\$ 68,626	\$ 18,295	\$ 52,354	\$ 13,332	\$ 144,649	\$ 8,071
Expenses	Direct	\$ 205,634	\$ 112,743	\$ 144,950	\$ 93,210	\$ 142,056	\$ 23,913	\$ 17,339	\$ 10,695	\$ 46,741	\$ 15,063	\$ 58,147	\$ 18,295	\$ 34,294	\$ 8,071	\$ 131,776	\$ 8,071
Central + Facilities	Indirect	\$ 120,312	\$ 59,038	\$ 49,869	\$ 5,072	\$ 15,238	\$ 10,479	\$ 18,060	\$ 8,071	\$ 12,873							
	(Indirect Cost %)	37%	29%	26%	23%	25%	15%										
	Allocated Central Costs	\$ 103,319	\$ 49,800	\$ 47,186	\$ 4,141	\$ 14,103	\$ 9,738	\$ 15,281	\$ 12,249								
	(As % of Direct Revenue)	30.9%	24.6%	21.7%	18.5%	22.0%	13.4%	25.7%	8.0%								
	(As % of Center Revenue)	20.9%	20.7%	17.1%	17.0%	16.5%	12.9%	19.1%	7.8%								
	Facilities Based	\$ 16,993	\$ 9,238	\$ 2,683	\$ 931	\$ 1,135	\$ 741	\$ 2,779	\$ 624								
	(As % of Direct Revenue)	5.1%	4.6%	1.2%	4.1%	1.7%	1.0%	4.7%	0.4%								
	(As % of Center Revenue)	3.4%	3.8%	1.0%	3.5%	1.3%	1.0%	3.5%	0.4%								
	Total Expenses	\$ 325,946	\$ 112,743	\$ 203,988	\$ 93,210	\$ 191,925	\$ 23,913	\$ 22,411	\$ 10,695	\$ 61,979	\$ 15,063	\$ 68,626	\$ 18,295	\$ 52,354	\$ 13,332	\$ 144,649	\$ 8,071

*All are calculated as percentage of "Direct Income", income to school after UG Student Aid & Facilities Imp

	Dornsife	Cinematic Arts	Viterbi
Participation	14.3%	13.7%	12.1%
Effective Provost Participati	8.4%	13.1%	8.6%
Central "Tax"	30.9%	25.7%	24.6%
Facilities "Tax"	5.1%	4.7%	4.6%
Revenue	55.5%	56.6%	62.2%
Total Tax	44.5%	43.4%	37.8%



All numbers taken from "University of Southern California Financial Report 2018" <https://about.usc.edu/files/2019/02/USC-FY18-Financial-Report.pdf>

1999 Dornsife Budget

	Dornsife	
	Undesig.	Designated
Revenues		
Remaining	\$ 197,268	\$ 31,365
From Tuition		
Center	\$ (262)	
For scholarship	\$ (467)	
Facilities Improvement Fund		
(% Rev. from "Desig." Endowments)		14%
Indirect	\$ 1,558	
Participation	\$ (6,562)	
(As % of Direct Revenue)	-3.3%	
Academic Initiatives	\$ 3,520	
Provost's Initiatives	\$ 4,600	
(As % of Direct Revenue)	0.8%	
Graduate Programs		
Total Revenues	\$ 198,826	\$ 31,365
Expenses		
Direct	\$ 17,031	\$ 31,365
Central + Facilities	\$ 6,347	
(Indirect Cost %)	27%	
Allocated Central Costs	\$ 5,618	
(As % of Direct Revenue)	2.8%	
Facilities Based		
(As % of Direct Revenue)	0.0%	
Total Expenses	\$ 198,826	\$ 31,365

	1999	2018
Revenue	\$ 197,268	\$ 333,888
Indirect Costs	\$ 1,558	\$ 7,924
Participation	\$ 6,562	\$ 47,829
Academic Initiatives	\$ 3,520	\$ 19,475
Provost's Initiat	\$ 4,600	\$ 212
Participation as	3.3%	14.3%
Effective Partip	-0.8%	8.4%
Central Costs at	2.8%	30.9%

	Gerontology	Annenberg	Rossier	Dworak-Peck
Marshall	12.2% Participation	10.7% Participation	10.3% Participation	7.2% Participation
Marshall	12.2% Effective Pro	6.3% Effective Pro	10.1% Effective Pro	7.2% Effective Pro
	21.7% Central "Tax"	22.0% Central "Tax"	21.0% Central "Tax"	13.4% Central "Tax"
	1.2% Facilities "Tax"	4.1% Facilities "Tax"	1.7% Facilities "Tax"	1.0% Facilities "Tax"
	64.8% Revenue	67.6% Revenue	67.3% Revenue	78.4% Revenue
Marshall	Gerontology	Annenberg	Rossier	Dworak-Peck
	35.2%	32.4%	32.7%	21.6%

