

For Yale Faculty, Staff, and Students

YALE

Yale University

Budget Book

Fiscal Year 2020

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Fiscal 2020 Budget Book

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July 2019

Welcome to the Fiscal Year 2020 Budget Book for Yale University.

This year's budget is the result of the excellent work completed by deans, directors, faculty, financial leaders and staff, and others across the campus who imagine and carry out the varied activities of Yale University.

The FY20 budget includes investments in key areas: the addition of 200 more students for the new residential colleges (3rd year); an increased proportion of undergraduates from low income families; the faculty excellence investment; the Faculty Excellence and Diversity Initiative (FEDI); enhancements to Yale College financial aid; the leasing of 100 College Street; the opening of the new Science Building and some initial investments to advance recommendations from the science committee around faculty and graduate student support. It has been a pleasure working with the Budget Advisory Committee*, and we would like to extend our thanks for their insightful questions, comments and advice during the budget process.

Yale is a vibrant place with an abundance of compelling ideas and opportunities to advance, disseminate, and preserve knowledge. This budget, like any budget, is an accumulation of choices to reconcile this vast set of opportunities with the unavoidable reality that they outstrip the University's ability to fund them all.

We hope the contents of this book will help build your knowledge of the University's breadth of activities, the financial resources needed to sustain them, and the inherent choices represented by this budget.

Ben Polak
Provost and
William C. Brainard Professor
Of Economics

Jack Callahan
Senior VP for Operations and
Chief Operating Officer

Stephen Murphy
VP for Finance and
Chief Financial Officer

*For the 2018-2019 academic year the members of the Budget Advisory Committee were;

Benjamin Polak, Provost and William C. Brainard Professor of Economics

Megan Barnett, Vice Provost for Strategic Initiatives

Steven Berry, David Swensen Professor of Economics and Professor of Management

Jack F. Callahan, Jr., Senior Vice President for Operations

Melvin Chen, Professor in the Practice and Deputy Dean, Yale School of Music

Jennifer Herdt, Gilbert L. Stark Professor of Divinity and Professor of Religious Studies

Amy Hungerford, Dean of the Humanities Division, Bird White Housum Professor of English, Professor of American Studies

Stephen C. Murphy, Vice President for Finance and Chief Financial Officer

Anna Marie Pyle, Sterling Professor of Molecular, Cellular, and Developmental Biology and Professor of Chemistry

Tim Pavlis, Associate Vice President Strategy and Analytics

Lisa Merola-Grimm, Senior Director, Financial Planning & Analysis

Executive Summary

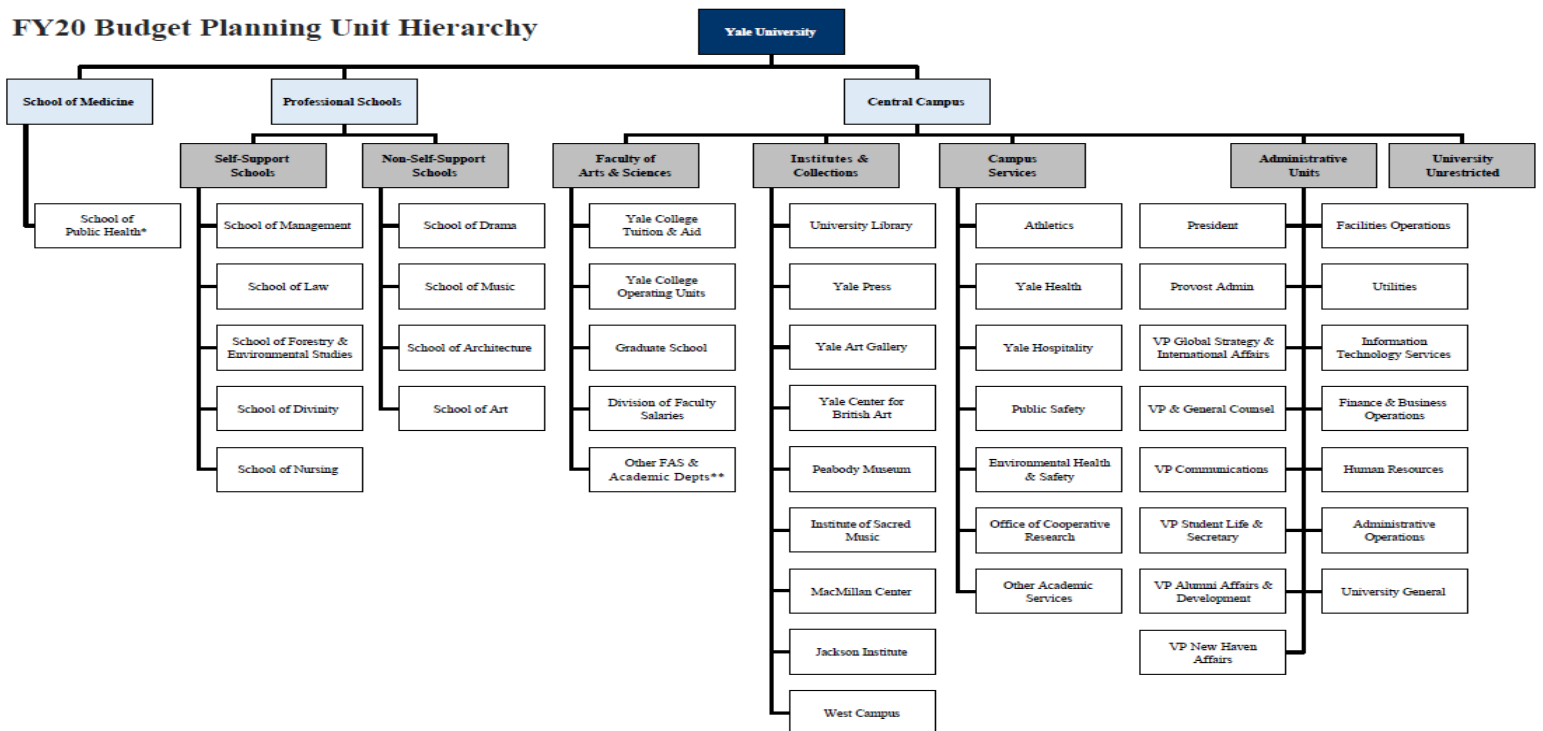
This FY20 Budget Book provides an overview of Yale University’s budget for Fiscal Year 2019-20 which runs from July 1, 2019 through June 30, 2020.

The budget consists of the Operating Budget, which includes anticipated revenue and expense needed to support the day-to-day activities of the University for the upcoming year, and also the Capital Budget, which includes spending to renovate or build buildings or purchase equipment together with the funding sources, e.g., CRC, gifts or debt, used to pay for them.

Yale University is comprised of schools and units, each of which includes a broad array of programs and activities that carry out and support the mission of the University. For purposes of the budget the University is organized into a set of schools and major units (referred to as **Budget Planning Units**), which is the level of aggregation at which budgets are reviewed by the Provost and the Budget Advisory Committee (described below) and then presented to the President and recommended to the board of trustees for approval.

The FY20 Budget is comprised of 47 Budget Planning Units as shown in the chart below (see Page 13 for additional detail).

FY20 Budget Planning Unit Hierarchy



*The School of Public Health is included in the School of Medicine for the budget process
 **Includes the School of Engineering & Applied Sciences

Schools and units submitted their FY20 budget proposals for consideration by the Provost and the Budget Advisory Committee in the spring of 2019. The Budget Advisory Committee included five tenured faculty members in addition to the Provost, Senior Vice President for Operations, Vice President for Finance, and other senior administrators. The group meets with the schools and units to understand the budget proposals and then makes recommendations to the Provost regarding funding decisions. The Provost, SVP/COO, and VP/CFO then recommend the budget to the President who requests approval from the board of trustees. The board of trustees, formally known as the Yale Corporation, approved the FY20 Budget on June 7, 2019.

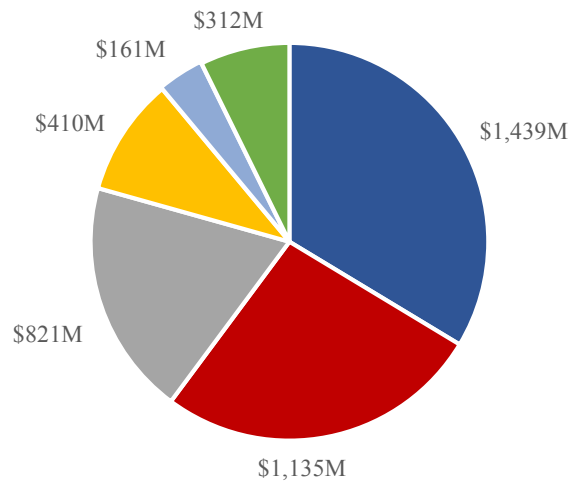
Operating Budget

The operating budget provides an overview of the revenues and expenses approved to support Yale’s varied schools, units, and programs for the upcoming fiscal year.

Revenue

The FY20 Operating Budget for Yale University has total external revenue of \$4,278 million.

Total FY20 External Revenue = \$4,278 million



Legend	
Endowment	Net Tuition, Room & Board
Medical Services Income	Gifts - Current Use
Grant & Contract Income	Other Income

Endowment Income

The single largest source of revenue for the Operating Budget is spending from the Endowment, budgeted at \$1,439 million or 34% of total external revenue. The amount spent from the Endowment each year is determined by the Endowment spending policy.

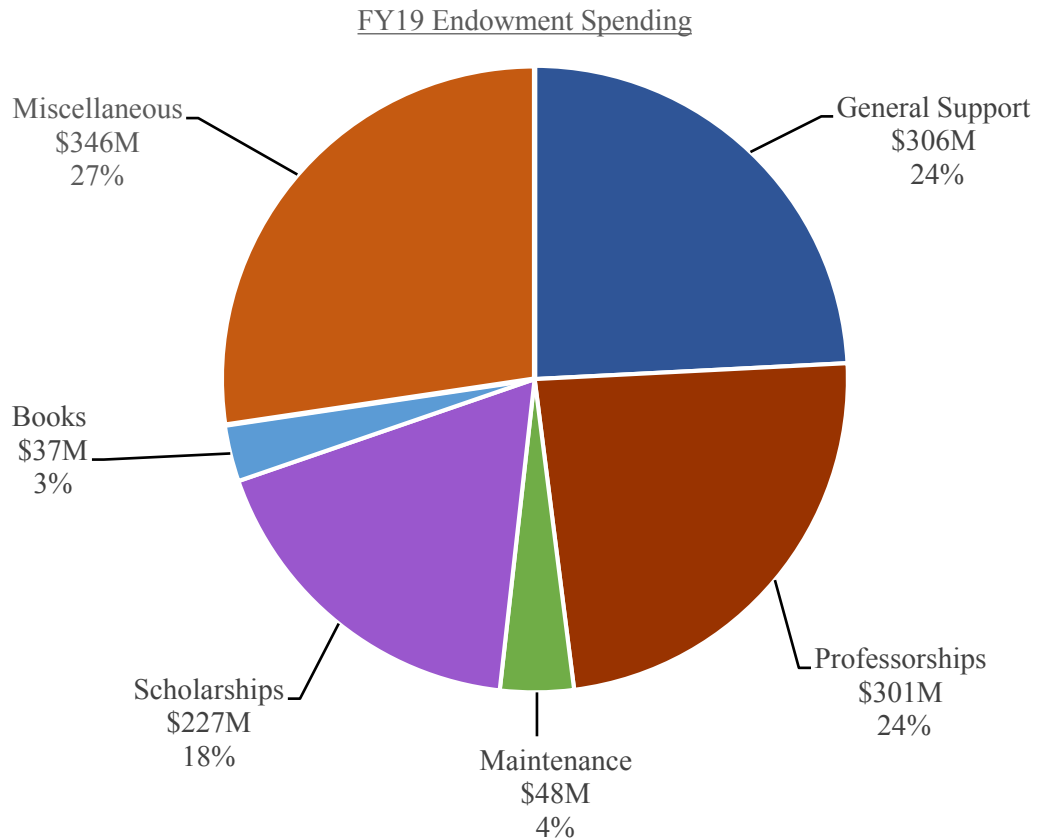
The Endowment spending policy, which allocates Endowment earnings to operations, balances the competing objectives of providing a stable flow of income to the operating budget and protecting the real value of the Endowment over time. The spending policy manages the trade-off between these two objectives by combining a long-term spending rate target with a smoothing rule, which adjusts spending in any given year gradually in response to changes in Endowment market value.

The target spending rate approved by the Yale Corporation currently stands at 5.25%. According to the smoothing rule, Endowment spending in a given year sums to 80% of the previous year's spending and 20% of the targeted long-term spending rate applied to the fiscal year-end market value two years prior. The spending amount determined by the formula is adjusted for inflation and taxes and constrained so that the calculated rate is at least 4.0%, and not more than 6.5%, of the Endowment's inflation-adjusted fiscal year-end market value two years prior.

The smoothing rule and the diversified nature of the Endowment are designed to mitigate the impact of short-term market volatility on the flow of funds to support Yale's operations. Further information on the Endowment spending policy is available at:

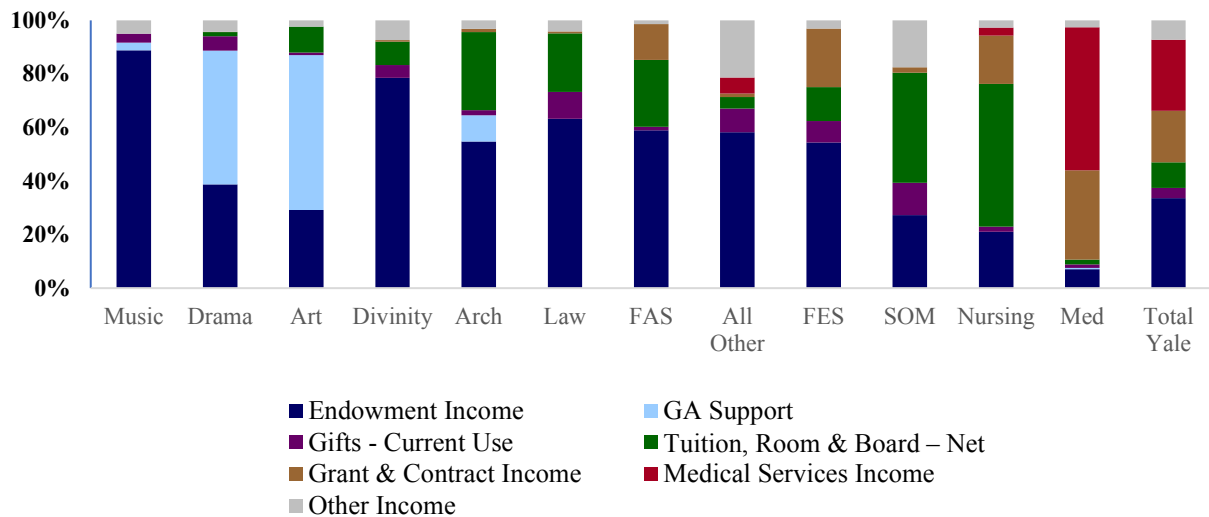
<https://your.yale.edu/work-yale/finance-and-business-operations/financial-planning-analysis>

Endowment income provides essential support for financial aid, professorships and other costs of teaching and research.



Endowment income as a source of revenue varies dramatically across Yale’s schools, ranging from the School of Music where 93% of revenue comes from endowment to the School of Medicine where only 8% comes from endowment. The following chart illustrates the degree of each school’s reliance on endowment income.

Endowment Income + GA Support as % of Revenue - Highest to Lowest (FY20 Budget)



Medical Services Income

Medical Services Income (also referred to as clinical or patient care revenue) represents \$1,135 million or 27% of revenues in the Operating Budget. This is comprised of fee-for-service, e.g., visits to or medical procedures by Yale Medicine physicians, payments from Yale New Haven Health System¹, and other contractual income. The School of Medicine generates 95% of the University’s \$1,135 million medical services revenue budget. The clinical practice provides patient care services to the community and is one of the largest academic multi-specialty practices in the country and the largest in Connecticut.

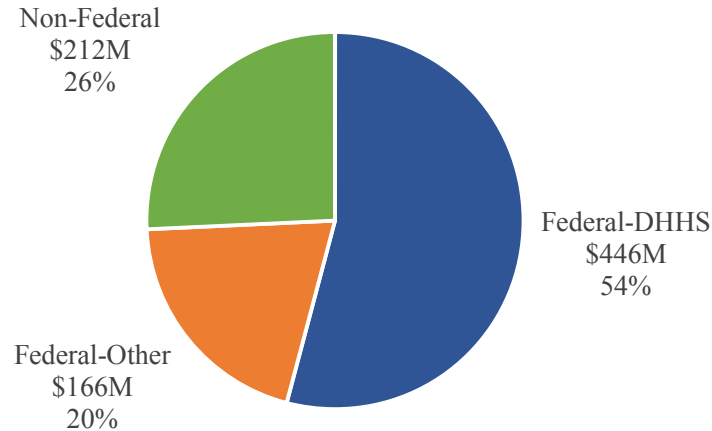
Grant & Contract Income

Grant & Contract Income (also referred to as sponsored research revenue) of \$821 million or 15% of revenues in the Operating Budget represents funds received to support Yale’s research and training programs. The University receives significant research funding from the federal government from the National Institutes of Health (NIH), National Science Foundation, the Department of Energy, the Department of Defense and the Department of Education. In addition, revenues from non-federal sources include the State of Connecticut, foundations, corporations and voluntary health agencies. In the FY20 Budget, \$672 million or 82% of Grant & Contract Income is generated in the Medical

¹ Yale New Haven Health System (YNHHS), which includes Yale New Haven Hospital, is a legal entity separate from Yale University. YNHHS and the Yale School of Medicine collaborate extensively to provide patient care but their finances (and budgets) are separate. The revenues shown in the Yale University budget include payments from YNHHS to Yale University for services provided by its physicians and also for academic support to the Yale School of Medicine.

School, \$115 million or 14% in the Faculty of Arts and Sciences, and \$34 million or 4% by other schools and units. The breakdown of Federal, Non-Federal and other in the past year is as follows:

FY19 Actual Grant & Contract Income = \$824 million



Tuition, Room, and Board - Net

Tuition, room and board (also referred to collectively as the term bill), net of financial aid generates \$410 million or 10% of the total revenue in the Operating Budget. Tuition, room and board represent charges to undergraduate and graduate students for education, living and food costs, which is then reduced by the amount of scholarships or financial aid awarded to students.

The University maintains a policy of offering Yale College admission to qualified applicants without regard to family financial circumstances. This “need-blind” admission policy is supported with a commitment to meet in full the demonstrated financial need of all students throughout their undergraduate years. In the FY20 Budget, the average discount provided to a Yale College student on financial aid is \$54,778 or 76% of total tuition, room and board.

Financial aid is also provided to the graduate and professional students. In total, the University provides financial aid in the form of scholarships, health insurance, and loans to students, depending on their course of study and demonstrated need. Total financial aid at the University in the FY20 budget is \$368 million or 47% of the gross term bill of \$778 million.

Contributions

Contributions in the Operating Budget (also referred to as current use or spendable gifts) of \$161 million represent donations from individuals, corporations and foundations that provide funding for current operations. They are immediately available for purposes specified by the donor and do not include gifts to endowment, buildings, or gifts pending designation.

Other Income

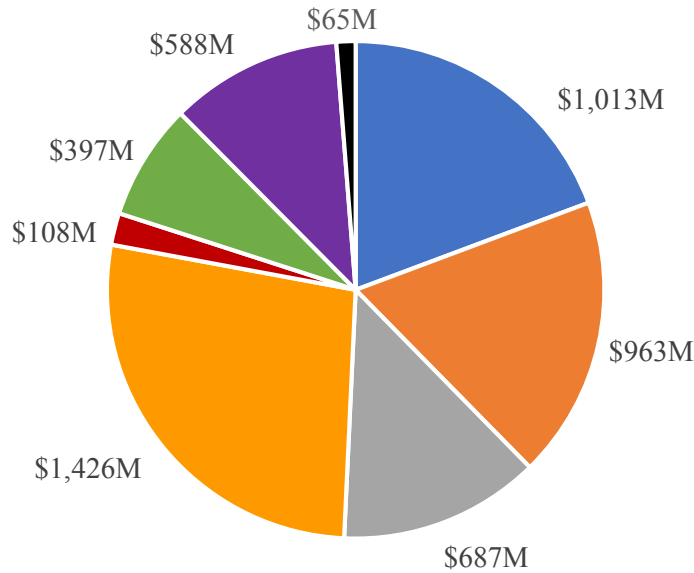
Other Income of \$312 million in revenue for the Operating Budget is comprised of gains on non-endowment investments, royalty income, publications, admissions revenue related to athletic events and drama productions, parking revenue, special event and seminar fees, application and enrollment fees, museum gift shop activity and a variety of other sources depending on the unit it supports.









Expense

The FY20 Operating Budget includes total expenses, net of internal revenue of \$4,200 million.

Expenses, excluding internal revenue, are \$5,247² million in the following expense categories:

Total FY20 Expenses (Excluding Internal Revenue) = \$5,247 million



Legend			
Faculty Salaries		Stipends/Fellowships	
All Other Salaries		Interest/CRC/Other Amortization	
Employee Benefits		Allocation of Central Services	
Non-Salary Expenses		Allocation of Other Costs	

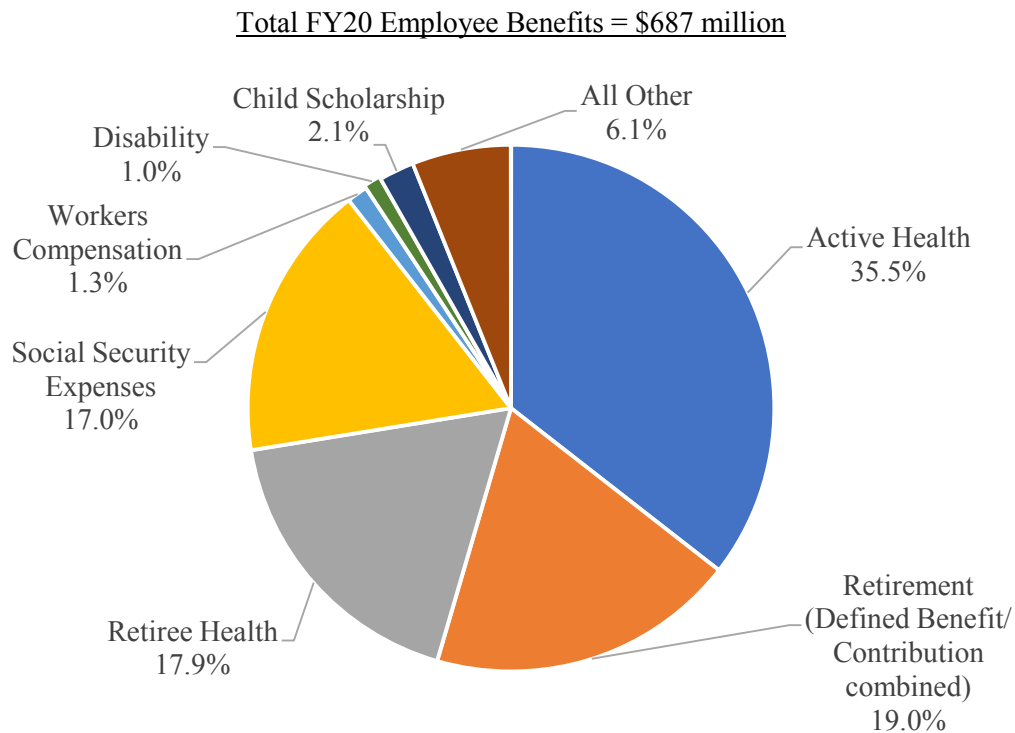
² Expenses excluding internal revenue of \$5,247 million includes \$1,047 million of internal cost allocations among Yale’s schools and units. These cost allocations represent services provided internally that are charged to users of the service. One example of internal cost allocations is utilities where the University operates power plants and then charges the costs of electricity, steam, and chilled water to the buildings occupied by the various schools and units. For purposes of the Operating Budget these internal allocations are shown as “internal revenue.”

\$5,247 million less \$1,047 million of internal revenue equals \$4,200 million of expenses for the University excluding internal cost allocations. Internal revenue is equal to the charges for services provided between and among schools and units within the University.

Salaries and Benefits

Salaries and Benefits of \$2,662 million account for 51% of the total operating expense budget (excluding internal revenue) and includes compensation and fringe benefits for faculty and staff. Faculty salaries include ladder (assistant, associate and full professors) and non-ladder (lecturers, adjuncts, clinicians and other teaching and post -doctoral associates) positions. Staff salaries and wages include salaried staff (Management & Professional or M&P), hourly staff (including Clerical & Technical staff or C&T, Service & Maintenance or S&M, police, and security), students, and other payments.

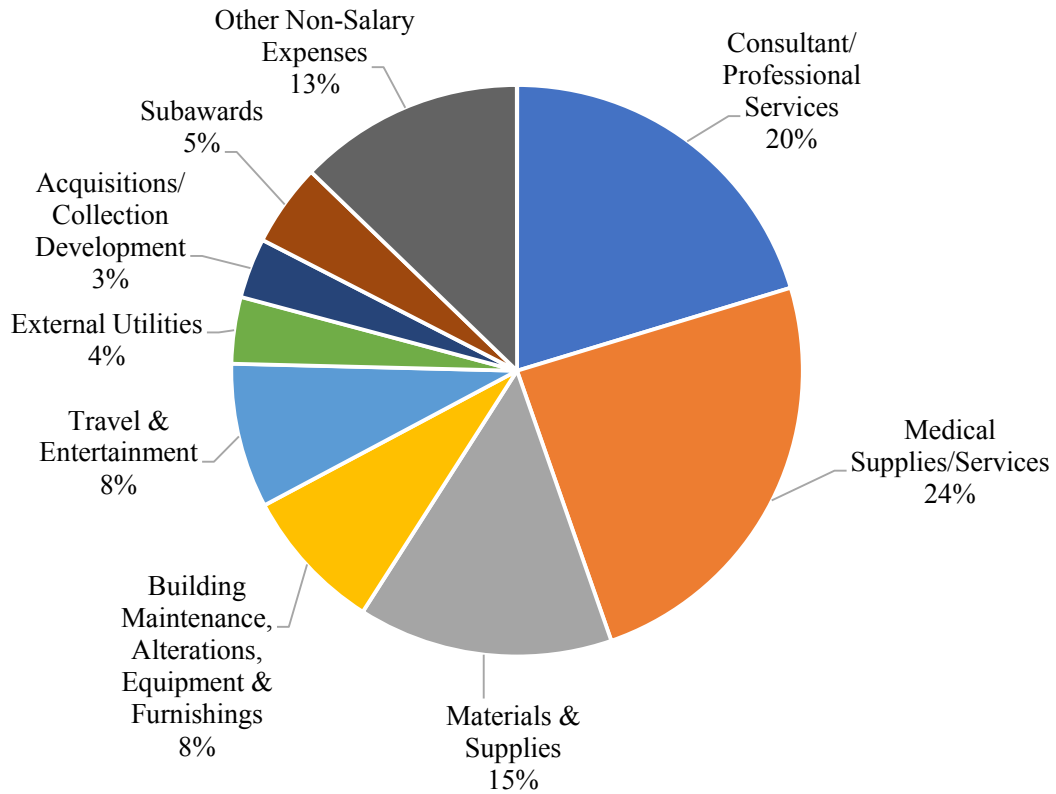
Employee benefits represent the cost of providing employees various health, retirement, statutory, and other benefits as part of their total compensation package. The largest drivers of benefit expenses (see below) are the cost of medical benefits to Yale's employees (Active Health), the cost of retirement benefits, and statutory benefits, including Social Security. Together, active health and retirement-related benefits account for 90% of employee fringe benefits:



Non-Salary Expenses

Non-Salary Expenses accounts for 27% or \$1,426 million of the total FY20 expense budget (excluding internal revenue) and is the second largest category of expenses for the University. It includes the following:

Total FY20 Non-Salary Expenses = \$1,426 million



Stipends/Fellowships

Stipends/Fellowships expense of \$108 million is the cost of stipends and fellowships associated with graduate and undergraduate students. These costs are not netted against tuition (as scholarships above) as they are intended to cover expenses outside the University such as living expenses for students.

Interest/CRC/Other Amortization

Interest/CRC/Other Amortization of \$397 million reflects the university debt financing costs, interest paid to bond holders, internal financing of capital projects through amortized loans as well as funds set aside for capital maintenance known as the capital replacement charge (CRC). CRC is the amount of money that, if set aside each year, would be sufficient to fund all the capital maintenance over the long term for Yale's buildings. CRC is similar in concept to depreciation except that CRC is calculated based on the replacement cost for buildings where depreciation is calculated based on the historical cost of buildings. Every year, the operating budget puts aside money in this fund, and it is the single largest source of funds for the capital plan.

Allocation of Central Services

Allocation of Central Services represents the utilities and building services (grounds, custodial, physical plant and fire marshal costs) charged to buildings across the University as well as an allocation to schools and units of centrally-provided University Services, e.g., IT, finance, HR, police, security, development, and research administration. Allocation of Central Services amounts to \$588 million or 14% of the total expense budget (excluding internal revenue) for FY20.

Allocation of Other Costs

Allocation of Other Costs is budgeted at \$65 million for FY20 and includes other internal allocations across the University. These are services that many units provide to other units who are charged for the expenses incurred. As an example, the Yale Health Center charges each school for basic health coverage for any student who is attending Yale at least half time and is working towards a degree.

Internal Revenue

Internal revenue is equal to the charges for services provided between and among schools and units inside the University. For example, the Yale Health charge for student health above appears as an expense in school budgets and as internal revenue in the Yale Health budget. For the FY20 budget, total internal revenue is \$1,047 million.

Funds Transfers, including GA Support

The funds transfers section of the Operating Budget accounts for internal movement of funds between Budget Planning Units, between fund types, and out of the Operating Budget altogether.

The net Funds Transfers for the Total University in the Operating Budget represents funds moving to or from the University's non-operating accounts such as endowment principal, university funds functioning as endowment (UFFE), building gifts, or investment in plant. For FY20, the funds transfers are budgeted as a net outflow of \$27 million from the Operating Budget to non-operating accounts.

“GA Support” is a special type of funds transfer, namely, unrestricted funding provided to units that are unable to generate sufficient revenues on an ongoing basis to support the full cost of the school's or unit's operations. GA Support is the subsidy provided by the President and Provost to these units.³

Operating Results and Net Results

Operating Results

Operating Results equal total external revenue less the total expenses (net of internal revenue) but *before* funds transfers. This is a measure of how much revenues exceed or fall short of the expenses of a given operation before accounting for funds transferred in from another unit (such as GA Support – see Funds Transfers above) or funds transferred out (such as to create or add to an endowment or UFFE). For FY20, the total operating results are budgeted at \$79 million or 2% of external revenue.

³ General Appropriations (GA) is a common source of funds for operating activities. GA is the term used to describe collectively the various sources of funds that do not have an external legal restriction, e.g. tuition, unrestricted endowments or gifts, and which are not internally designated for a particular use, e.g., clinical income.

Net Results

Net Results equal total external revenue less total expenses (net of internal revenue) *and after* funds transfers. This is a measure of the aggregate surplus or deficit resulting from a school's or unit's budgeted activities for the year. This also represents how much money is budgeted to be added to (a surplus or positive number) or spent from (a deficit or negative number) operating fund balances or reserves for the year (see below). The FY20 Budget Net Results for Yale University on a consolidated basis are budgeted to be a surplus of \$52 million or 1% of external revenue.

Operating Fund Balances and Reserves

Yale University's budgets are developed and managed according to the principles of fund accounting. Revenue is segregated into different fund types and the use of that revenue is governed by the restrictions of the fund. The segregation of the funds allows the university to ensure that the funds are spent appropriately in line with any donor, Federal or other legal restriction. Each fund must be self-balancing (accumulated revenue = accumulated expense) over time. A positive fund balance indicates that a particular fund has accumulated revenues in excess of what has been spent to date. In this way a fund balance is similar to a checking account balance with a bank.

There are two major types of funds: restricted and unrestricted. **Restricted** funds are endowments, gifts and sponsored research (grants and contracts) which have external, legal restrictions placed on them for how they can be spent. **Unrestricted** funds are ones that do not have an external, legal restriction. Unrestricted funds might be designated internally for a particular use, e.g., a faculty research account, that might not have legal restrictions, but which are reserved for use by a specific individual or program and therefore not typically available for other uses.

For example, the FY20 Budget Net Results of \$52 million for Yale University in total is generated by the various schools and units on the campus. The Net Results for each school and unit represents a combination of surpluses and deficits anticipated by the various programs within each area. These surpluses and deficits are managed by faculty and program heads across the campus via the funding sources for their school, department, program, or other activity. In FY19, the University's financial systems were used to track over 97,000 different fund balances (checking accounts) to support the varied activities of faculty and other program leaders across the campus.

Capital Budget

The Capital Budget is comprised of projects the University intends to pursue driven by the academic priorities for teaching, research and related activities. It is based on a projection of major capital projects and "capital buckets," i.e. multiple capital projects less than \$4 million each.

The FY20 Capital Budget is \$539 million which includes \$321 million for major projects (projects of \$4 million or greater) and \$193 million for "capital buckets". In addition, the budget includes other costs paid with capital project funding sources, which total \$25 million in FY20 and relate to (1) costs on these projects and other smaller repairs projects that cannot be capitalized, (2) capitalized interest, and (3) an allowance for inflation.

Funding for the FY20 capital budget is provided through 1) Capital Replacement Charge (CRC), 2) gifts, 3) department funding, and 4) external debt.

Some highlights from the past year of capital investments include: 320 York Street (Hall of Graduate Studies) Renovation, Schwarzman Center Renovation, Yale Science Building and Tsai CITY.

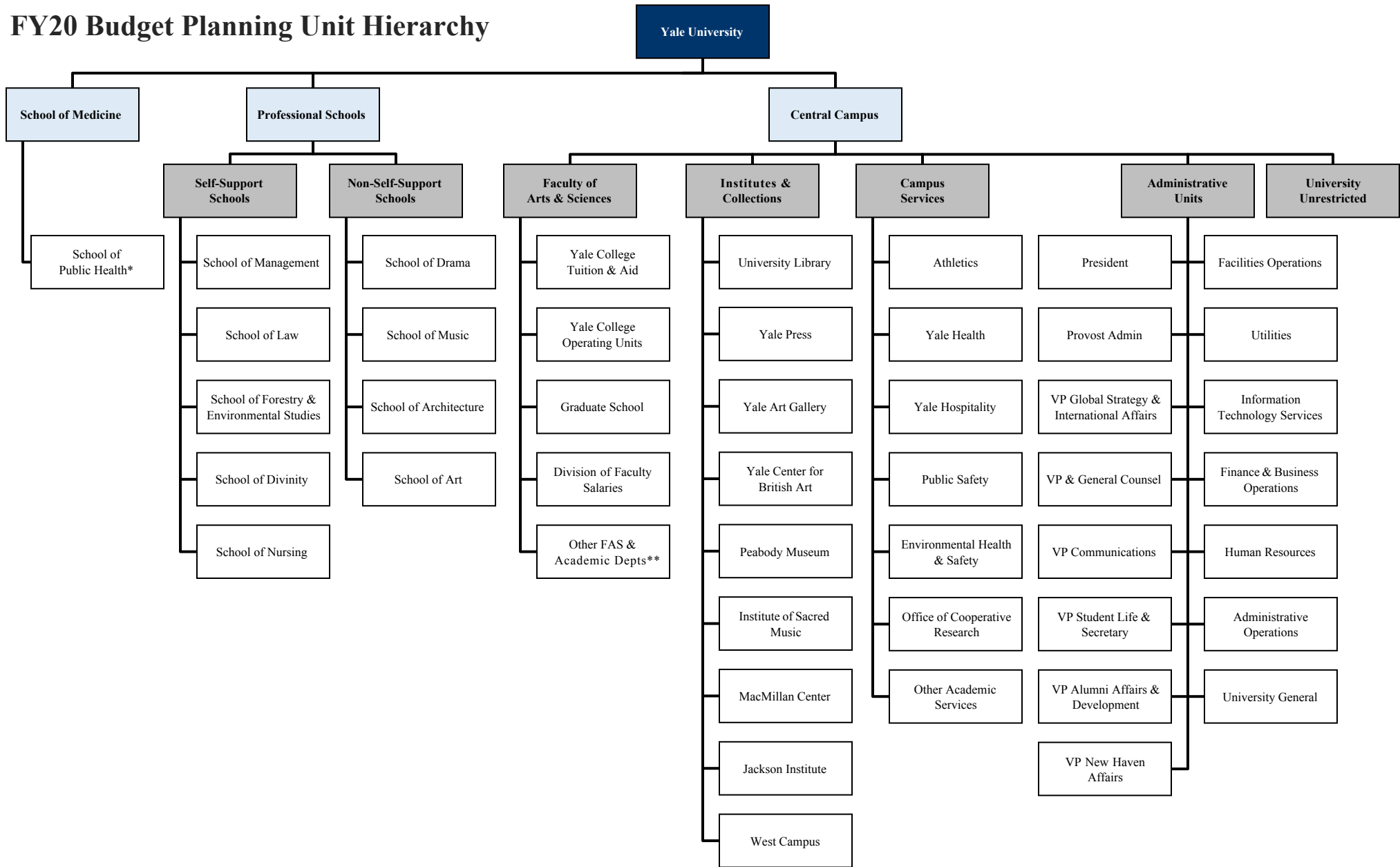
The Capital budget is subject to change based on funding availability, budget affordability and evolving University priorities.

Notes Concerning the FY2020 Budget

1. Some self-support planning units continue to reorganize the way in which they budget for General Appropriations (GA) funds. GA is used by planning units to designate activities paid for with the unrestricted funds of the university (e.g., tuition, unrestricted endowments or gifts) and which are not internally designated for a particular use. For budgeting purposes, the net results of GA is zero. For those units that are not self-supporting, a GA support amount or “subsidy” is provided to fund those units with no external funding sources (e.g. Administrative Units) or schools with insufficient endowment or other revenue to cover their costs.
2. For self-support schools⁴, comparisons should be made using the total columns (columns F and I on the A tables). Non-GA and GA comparisons are not meaningful due to the change in accounting resulting from the Workday implementation in FY18.
3. If a cell has no net financial activity, is under \$500k when displayed in millions, or is under \$50k when displayed in thousands, it will appear as a dash (-).

⁴Self-support schools include the School of Medicine, School of Management, School of Law, School of Forestry and Environmental Studies, School of Nursing, School of Divinity.

FY20 Budget Planning Unit Hierarchy



*The School of Public Health is included in the School of Medicine for the budget process

**Includes the School of Engineering & Applied Sciences

Table A-1
Fiscal 2020 Operating Budget
Yale University

(\$ Millions)		A	B	C	D	E	F
Row		FY17 Actual	FY18 Actual	FY19 Budget	FY20 Budget	Better / (Worse) vs FY19 Budget	
	Revenue						
1	Tuition, Room & Board - Gross	628	680	729	778	6.7%	49
2	Discount on Tuition	(282)	(306)	(330)	(368)	(11.4%)	(38)
3	Tuition, Room & Board – Net	347	374	399	410	2.8%	11
4	Grant and Contract Income	768	790	788	821	4.1%	32
5	Medical Services Income	905	962	1,028	1,135	10.4%	107
6	Gifts	161	156	153	161	5.8%	9
7	Endowment Income	1,226	1,281	1,357	1,439	6.0%	82
8	Other Income	285	312	286	312	9.0%	26
9	Total External Revenue	3,692	3,875	4,011	4,278	6.7%	267
	Expense						
10	Faculty Salaries	865	911	950	1,013	(6.6%)	(63)
11	All Other Salaries	809	859	918	963	(4.8%)	(44)
12	Employee Benefits	532	568	632	687	(8.7%)	(55)
13	Total Salaries & Benefits	2,206	2,338	2,500	2,662	(6.5%)	(163)
14	Stipends/Fellowships	99	102	106	108	(2.8%)	(3)
15	Non-Salary Expenses	1,181	1,263	1,328	1,426	(7.3%)	(98)
16	Interest/CRC/Other Amortization	350	338	370	397	(7.5%)	(28)
17	Allocation of Central Services	489	517	541	588	(8.6%)	(47)
18	Allocation of Other Costs	55	58	60	65	(9.1%)	(5)
19	Other Expenses	2,173	2,276	2,404	2,585	(7.5%)	(180)
20	Total Expenses - Before Internal Revenue	4,380	4,614	4,904	5,247	(7.0%)	(343)
21	Internal Revenue	(869)	(927)	(971)	(1,047)	7.9%	77
22	Total Expenses - Net of Internal Revenue	3,511	3,687	3,933	4,200	(6.8%)	(266)
23	Operating Results	181	188	78	79		1
24	Total Fund Transfers	(66)	(97)	(26)	(27)		(1)
25	Net Results - Add to/(Use of) Balances	115	91	52	52		-

Table A-2
Fiscal 2020 Operating Budget
Central Campus

(Includes FAS, Institutes & Collections, Campus Services, Admin. Units and University Unrestricted)

(\$ Millions)		A	B	C	D	E	F
Row		FY17 Actual	FY18 Actual	FY19 Budget	FY20 Budget	Better / (Worse) vs FY19 Budget	
	Revenue						
1	Tuition, Room & Board - Gross	423	456	484	516	6.7%	33
2	Discount on Tuition	(197)	(216)	(233)	(258)	(10.9%)	(25)
3	Tuition, Room & Board – Net	226	240	251	258	2.9%	7
4	Grant and Contract Income	141	126	128	128	0.0%	-
5	Medical Services Income	49	52	53	59	9.5%	5
6	Gifts	83	76	94	97	3.5%	3
7	Endowment Income	914	957	1,016	1,081	6.4%	65
8	Other Income	206	213	207	222	7.3%	15
9	Total External Revenue	1,619	1,664	1,749	1,844	5.5%	96
	Expense						
10	Faculty Salaries	185	193	204	224	(9.6%)	(20)
11	All Other Salaries	499	519	562	585	(4.1%)	(23)
12	Employee Benefits	250	259	294	328	(11.4%)	(34)
13	Total Salaries & Benefits	934	971	1,061	1,137	(7.2%)	(76)
14	Stipends/Fellowships	58	61	65	69	(5.7%)	(4)
15	Non-Salary Expenses	664	704	749	805	(7.5%)	(56)
16	Interest/CRC/Other Amortization	256	244	276	300	(8.7%)	(24)
17	Allocation of Central Services	285	300	313	324	(3.5%)	(11)
18	Allocation of Other Costs	35	34	36	38	(7.0%)	(2)
19	Other Expenses	1,297	1,342	1,438	1,536	(6.8%)	(97)
20	Total Expenses - Before Internal Revenue	2,231	2,313	2,499	2,673	(6.9%)	(173)
21	Internal Revenue	(777)	(830)	(871)	(945)	8.6%	75
22	Total Expenses - Net of Internal Revenue	1,454	1,484	1,629	1,728	(6.1%)	(99)
23	Operating Results	165	180	120	117		(3)
24	Total Fund Transfers	(111)	(154)	(81)	(70)		11
25	Net Results - Add to/(Use of) Balances	53	26	39	46		8

Table A-3
Fiscal 2020 Operating Budget
School of Medicine

(\$ Millions)		A	B	C	D	E	F
Row		FY17 Actual	FY18 Actual	FY19 Budget	FY20 Budget	Better / (Worse) vs FY19 Budget	
	Revenue						
1	Tuition, Room & Board - Gross	50	59	66	74	12.8%	8
2	Discount on Tuition	(26)	(30)	(30)	(39)	(28.7%)	(9)
3	Tuition, Room & Board – Net	24	29	35	35	-0.8%	-
4	Grant and Contract Income	604	641	637	672	5.5%	35
5	Medical Services Income	856	909	973	1,075	10.5%	102
6	Gifts	32	33	22	26	17.0%	4
7	Endowment Income	124	129	135	143	5.5%	8
8	Other Income	44	62	42	52	24.3%	10
9	Total External Revenue	1,684	1,803	1,845	2,003	8.5%	158
	Expense						
10	Faculty Salaries	576	609	632	672	(6.3%)	(40)
11	All Other Salaries	244	269	280	297	(6.1%)	(17)
12	Employee Benefits	233	256	281	299	(6.5%)	(18)
13	Total Salaries & Benefits	1,053	1,134	1,192	1,268	(6.3%)	(76)
14	Stipends/Fellowships	31	31	31	29	5.1%	2
15	Non-Salary Expenses	436	477	484	529	(9.2%)	(45)
16	Interest/CRC/Other Amortization	60	64	63	66	(4.4%)	(3)
17	Allocation of Central Services	143	151	155	188	(21.8%)	(34)
18	Allocation of Other Costs	14	18	18	20	(12.8%)	(2)
19	Other Expenses	683	740	750	832	(10.9%)	(82)
20	Total Expenses - Before Internal Revenue	1,736	1,874	1,943	2,100	(8.1%)	(157)
21	Internal Revenue	(87)	(93)	(96)	(98)	2.3%	2
22	Total Expenses - Net of Internal Revenue	1,649	1,780	1,846	2,002	(8.4%)	(155)
23	Operating Results	35	23	(1)	1		3
24	Total Fund Transfers	17	22	22	10		(12)
25	Net Results - Add to/(Use of) Balances	52	45	21	11		(9)

Table A-4
Fiscal 2020 Operating Budget
Professional Schools

(Includes the Schools of Management, Law, Forestry & Environmental Studies, Divinity, Nursing, Drama, Music, Architecture and Art)

(\$ Millions)		A	B	C	D	E	F
Row		FY17 Actual	FY18 Actual	FY19 Budget	FY20 Budget	Better / (Worse) vs FY19 Budget	
	Revenue						
1	Tuition, Room & Board - Gross	155	165	180	188	4.3%	8
2	Discount on Tuition	(58)	(60)	(67)	(70)	(5.2%)	(4)
3	Tuition, Room & Board – Net	97	105	113	117	3.7%	4
4	Grant and Contract Income	23	22	23	21	-10.1%	(2)
5	Medical Services Income	1	1	1	1	2.8%	-
6	Gifts	46	47	36	38	4.6%	2
7	Endowment Income	187	195	206	216	4.7%	10
8	Other Income	35	37	37	38	1.3%	-
9	Total External Revenue	389	408	417	431	3.3%	14
	Expense		0				
10	Faculty Salaries	104	109	114	117	(2.9%)	(3)
11	All Other Salaries	66	71	76	80	(5.5%)	(4)
12	Employee Benefits	49	53	56	60	(5.7%)	(3)
13	Total Salaries & Benefits	220	233	247	257	(4.3%)	(11)
14	Stipends/Fellowships	10	10	10	11	(8.3%)	(1)
15	Non-Salary Expenses	82	81	95	92	3.4%	3
16	Interest/CRC/Other Amortization	34	30	31	32	(2.9%)	(1)
17	Allocation of Central Services	61	66	73	75	(2.6%)	(2)
18	Allocation of Other Costs	6	6	6	7	(10.5%)	(1)
19	Other Expenses	193	194	216	217	(0.5%)	(1)
20	Total Expenses - Before Internal Revenue	412	427	462	474	(2.5%)	(12)
21	Internal Revenue	(5)	(4)	(4)	(4)	(2.3%)	-
22	Total Expenses - Net of Internal Revenue	407	423	459	470	(2.6%)	(12)
23	Operating Results	(18)	(15)	(41)	(39)		2
24	Total Fund Transfers	29	35	33	34		-
25	Net Results - Add to/(Use of) Balances	10	20	(8)	(6)		2

Table A-5
Fiscal 2020 Operating Budget
9-Column View

(\$ Millions)		A	B		C	D	E	F		G	H	I
		Professional Schools			Central Campus							
Row	School of	Self-Support	Non-Self-	Faculty of Arts	Institutes &	Campus	Administrative	University	Total			
	Medicine	Schools	Support Schools	& Sciences	Collections	Services	Units	Unrestricted	University			
Revenue												
1	Tuition, Room & Board - Gross	74	158	30	469	2	39	7	-	778		
2	Discount on Tuition	(39)	(49)	(22)	(254)	(4)	-	-	-	(368)		
3	Tuition, Room & Board – Net	35	110	8	215	(3)	38	7	-	410		
4	Grant & Contract Income	672	20	-	115	9	2	2	-	821		
5	Medical Services Income	1,075	1	-	-	-	59	-	-	1,135		
6	Gifts	26	35	3	11	5	5	44	33	161		
7	Endowment Income	143	169	47	506	226	39	100	209	1,439		
8	Other Income	52	34	3	12	25	21	129	36	312		
9	Total External Revenue	2,003	369	62	858	262	164	281	279	4,278		
Expense												
10	Faculty Salaries	672	96	22	177	17	5	25	-	1,013		
11	All Other Salaries	297	66	15	71	92	144	278	-	963		
12	Employee Benefits	299	48	11	67	47	68	146	-	687		
13	Total Salaries & Benefits	1,268	210	48	315	156	218	449	-	2,662		
14	Stipends/Fellowships	29	10	-	61	6	1	-	-	108		
15	Non-Salary Expenses	529	77	15	79	127	279	320	-	1,426		
16	Interest/CRC/Other Amortization	66	20	12	140	49	40	70	-	397		
17	Allocation of Central Services	188	57	18	225	42	20	36	-	588		
18	Allocation of Other Costs	20	6	1	22	6	2	8	-	65		
19	Other Expenses	832	171	46	527	232	343	434	-	2,585		
20	Total Expenses - Before Internal Revenue	2,100	380	94	842	388	561	883	-	5,247		
21	Internal Revenue	(98)	(4)	-	(3)	(17)	(263)	(663)	-	(1,047)		
22	Total Expenses - Net of Internal Revenue	2,002	377	93	838	371	298	221	-	4,200		
23	Operating Results*	1	(8)	(32)	19	(109)	(134)	61	279	79		
24	Total Fund Transfers	10	5	29	(15)	97	136	(3)	(286)	(27)		
25	Net Results - Add to/(Use of) Balances	11	(3)	(3)	4	(11)	2	58	(7)	52		
*The above and all other exhibits in this budget book represent the Unit View. In Unit View, units receive calculated funding through GA support for the administrative and academic support services they provide to the schools and units being charged University Services Expense. In Management View, this funding is pulled out of GA and shown as Income or Expense.												
Operating Results - Mgmt View		1	(8)	(32)	20	(78)	(80)	(23)	279	79		

Table A-6

Fiscal 2020 Budget Operating Results - Management View vs GAAP

Yale University

(\$ Millions)						
Row		<u>Management View</u>	<u>Management vs GAAP</u>	<u>GAAP View</u>	Notes:	
Revenue						
1	Tuition, Room & Board - Gross	778		778		
2	Tuition Discount	(368)	(2) a	(369)	a	Loan forgiveness
3	Tuition, Room & Board - Net	410	(2)	409	b	Operating pledge activity
4	Grants & Contract Income	821		821	c	Deferred investment income
5	Medical Services	1,135		1,135	d	Long-term liabilities-defined benefit plans
6	Gifts	161	10 b	171	e	Includes:
7	Endowment Income	1,439		1,439		AP, NH Promise, Environ. Liab (0.3)
8	Other Income	312	- c	312		Energy hedges 0.3
9	Total External Income	4,278	8	4,286		<u>-</u>
Expenses						
10	Faculty Salaries	1,013		1,013	f	Eliminate other allocations against non-salary expenses
11	All Other Salaries	963	-	963	g	Includes:
12	Employee Benefits	687	- d	687		Interest rate hedge (26.0)
13	Total Salaries & Benefits	2,662	-	2,662		Depreciation in excess of capital funding (26.4)
14	Fellowships	108		108		<u>(52.4)</u>
15	Non-Salary Expenses	1,426	- e	1,426	h	Eliminate transfers
		-	(394) f	(394)		
16	Interest / CRC / Other Amortization	397	(52) g	345		
17	Allocations	653	(653)	-		
18	Total Expenses - Before Internal Revenue	5,247	(1,100)	4,147		
19	Internal Revenue	(1,047)	1,047	-		
20	Total Expenses - Net of Internal Revenue	4,200	(52)	4,147		
21	Total Fund Transfers	(27)	27 h	-		
22	Net Results - Add to/(Use of) Fund Balances	52	87	139		

Table A-7
Fiscal 2020 Operating Budget
Yale University

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget			FY20 Budget			
	Total	Total	Total	Non-GA	GA	Total	Non-GA	GA	Total	
	Revenue									
1	Tuition, Room and Board - Gross	603.9	628.4	680.1	105.7	623.7	729.3	109.4	668.6	778.0
2	Tuition Discount	(271.3)	(281.9)	(305.9)	(79.2)	(250.9)	(330.1)	(83.8)	(283.8)	(367.6)
3	Tuition, Room & Board - Net	332.6	346.6	374.2	26.4	372.8	399.2	25.6	384.8	410.4
4	Grant and Contract Income	719.5	768.3	789.9	751.0	37.3	788.3	782.5	38.2	820.7
5	Medical Services Income	823.1	904.9	961.6	974.2	53.5	1,027.7	1,076.0	58.6	1,134.6
6	Gifts	162.8	161.3	156.2	90.7	62.0	152.6	93.2	68.2	161.4
7	Endowment Income	1,152.7	1,225.8	1,281.0	487.4	870.0	1,357.4	566.3	873.0	1,439.3
8	Other Income	281.7	285.2	312.0	192.0	93.8	285.9	210.8	100.9	311.7
9	Total External Revenue	3,472.4	3,692.2	3,874.9	2,521.8	1,489.3	4,011.1	2,754.4	1,523.7	4,278.1
	Expense									
10	Faculty Salaries	814.9	864.8	911.1	733.9	215.9	949.8	771.9	240.9	1,012.8
11	All Other Salaries	782.8	809.2	858.8	431.5	486.6	918.1	450.0	512.6	962.6
12	Employee Benefits	513.1	532.4	568.3	357.6	274.2	631.8	380.8	306.1	686.9
13	Total Salaries & Benefits	2,110.8	2,206.4	2,338.2	1,523.0	976.7	2,499.7	1,602.7	1,059.6	2,662.3
14	Fellowships	95.5	98.6	101.6	61.2	44.3	105.5	59.6	48.9	108.5
15	Non-Salary Expenses	1,102.6	1,167.2	1,262.7	790.7	537.7	1,328.3	838.7	587.1	1,425.9
16	Interest / CRC / Other Amortization	357.3	363.7	337.5	76.5	293.3	369.8	83.6	313.7	397.4
17	Allocation of Central Services	496.5	488.9	516.7	160.6	380.3	540.9	193.3	394.2	587.5
18	Allocation of Other Costs	54.2	54.8	57.6	27.6	32.3	60.0	31.8	33.7	65.4
19	Other Expenses	2,106.1	2,173.3	2,276.1	1,116.6	1,287.9	2,404.5	1,207.0	1,377.7	2,584.7
20	Total Expenses before Internal Revenue	4,216.9	4,379.6	4,614.3	2,639.6	2,264.6	4,904.1	2,809.7	2,437.3	5,247.0
21	Internal Revenue	(849.9)	(868.5)	(926.9)	(106.2)	(864.5)	(970.7)	(109.7)	(937.7)	(1,047.4)
22	Total Expenses Net of Internal Revenue	3,367.0	3,511.1	3,687.3	2,533.4	1,400.1	3,933.5	2,699.9	1,499.6	4,199.5
23	Operating Results	105.4	181.2	187.6	(11.6)	89.2	77.6	54.5	24.1	78.6
24	Total Fund Transfers	(68.1)	(65.8)	(96.6)	63.5	(89.2)	(25.8)	(2.4)	(24.1)	(26.5)
25	Net Results - Add to/(Use of) Fund Balances	37.3	115.3	90.9	51.9	-	51.9	52.0	-	52.0

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-8
Fiscal 2020 Operating Budget
Central Campus

(Includes FAS, Institutes & Collections, Campus Services, Admin. Units and University Unrestricted)

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget			FY20 Budget			
	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	
	Revenue									
1	Tuition, Room and Board - Gross	410.1	423.1	455.8	12.1	471.5	483.6	15.3	500.9	516.2
2	Tuition Discount	(189.8)	(197.1)	(216.0)	(21.3)	(211.7)	(233.1)	(23.2)	(235.3)	(258.4)
3	Tuition, Room & Board - Net	220.2	225.9	239.7	(9.3)	259.8	250.5	(7.8)	265.6	257.8
4	Grant and Contract Income	127.5	141.0	126.3	94.0	34.1	128.1	92.5	35.6	128.1
5	Medical Services Income	44.3	48.6	52.2	-	53.5	53.5	-	58.6	58.6
6	Gifts	92.8	83.1	76.0	50.9	43.0	94.0	50.3	47.0	97.3
7	Endowment Income	860.8	914.3	956.5	317.3	698.7	1,016.0	342.1	738.6	1,080.7
8	Other Income	202.0	206.1	213.2	122.7	84.1	206.8	132.1	89.9	221.9
9	Total External Revenue	1,547.7	1,619.1	1,663.9	575.7	1,173.2	1,748.8	609.0	1,235.3	1,844.4
	Expense									
10	Faculty Salaries	177.1	184.8	192.9	53.5	150.6	204.1	56.0	167.8	223.8
11	All Other Salaries	485.5	498.6	519.1	134.5	427.9	562.3	138.4	447.1	585.4
12	Employee Benefits	249.4	250.4	259.1	60.6	233.8	294.4	67.1	261.0	328.1
13	Total Salaries & Benefits	911.9	933.8	971.1	248.5	812.3	1,060.8	261.4	875.9	1,137.3
14	Fellowships	54.9	57.9	61.0	25.7	39.1	64.9	25.3	43.3	68.6
15	Non-Salary Expenses	629.4	650.1	704.3	253.4	495.4	748.8	262.2	542.8	805.0
16	Interest / CRC / Other Amortization	266.5	269.7	243.8	11.1	264.7	275.8	13.7	286.0	299.7
17	Allocation of Central Services	293.4	285.1	299.6	6.0	307.2	313.2	3.9	320.4	324.3
18	Allocation of Other Costs	34.1	34.5	33.7	2.0	33.6	35.6	3.5	34.6	38.1
19	Other Expenses	1,278.3	1,297.3	1,342.3	298.2	1,140.0	1,438.3	308.6	1,227.0	1,535.6
20	Total Expenses before Internal Revenue	2,190.2	2,231.0	2,313.5	546.8	1,952.3	2,499.1	570.0	2,102.9	2,672.9
21	Internal Revenue	(766.1)	(776.6)	(829.7)	(10.0)	(860.6)	(870.6)	(11.4)	(933.8)	(945.3)
22	Total Expenses Net of Internal Revenue	1,424.1	1,454.5	1,483.7	536.8	1,091.7	1,628.5	558.6	1,169.1	1,727.7
23	Operating Results	123.5	164.6	180.2	38.9	81.4	120.3	50.4	66.3	116.7
24	Total Fund Transfers	(119.2)	(111.2)	(154.1)	0.1	(81.4)	(81.4)	(4.1)	(66.3)	(70.3)
25	Net Results - Add to/(Use of) Fund Balances	4.3	53.4	26.1	39.0	-	39.0	46.4	-	46.4

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-9
Fiscal 2020 Operating Budget
Faculty of Arts and Sciences

(As defined in the Glossary of Terms, on page 82)

(\$ Millions)

Row	A	B	C	FY19 Budget			FY20 Budget			
	FY16 Actual	FY17 Actual	FY18 Actual	Non-GA	GA	Total	Non-GA	GA	Total	
	Total	Total	Total			Total			Total	
	Revenue									
1	Tuition, Room and Board - Gross	369.7	381.6	411.2	9.5	429.3	438.9	11.2	457.4	468.5
2	Tuition Discount	(185.3)	(193.1)	(211.9)	(16.9)	(211.7)	(228.6)	(18.6)	(235.3)	(253.9)
3	Tuition, Room & Board - Net	184.5	188.6	199.3	(7.3)	217.6	210.3	(7.4)	222.1	214.7
4	Grant and Contract Income	117.2	126.2	128.3	83.0	33.5	116.5	80.0	35.0	115.0
5	Medical Services Income	-	-	-	-	-	-	-	-	-
6	Gifts	18.5	18.0	18.6	2.8	7.6	10.4	2.5	8.2	10.7
7	Endowment Income	418.0	441.5	457.6	44.0	433.7	477.7	48.1	457.8	505.9
8	Other Income	13.5	12.7	14.0	5.8	5.8	11.6	5.5	6.0	11.5
9	Total External Revenue	751.7	787.1	817.8	128.3	698.2	826.5	128.7	729.0	857.8
	Expense									
10	Total Salaries & Benefits (Faculty & Staff)	263.9	275.7	289.8	74.2	228.0	302.2	74.0	240.7	314.8
11	Fellowships	49.0	51.6	54.3	18.5	38.8	57.3	17.8	42.9	60.8
12	Non-Salary Expenses	78.2	83.4	90.6	68.7	18.5	87.2	60.3	18.7	79.0
13	Interest / CRC / Other Amortization	124.3	134.3	116.5	0.3	130.8	131.0	0.3	139.9	140.2
14	Allocation of Central Services	198.4	193.6	212.0	-	214.6	214.6	2.8	222.4	225.3
15	Allocation of Other Costs	18.9	19.4	19.9	-	20.6	20.6	-	21.6	21.6
16	Other Expenses	468.9	468.5	493.3	87.4	423.3	510.7	81.3	445.6	526.9
17	Total Expenses before Internal Revenue	732.8	744.2	783.1	161.6	651.3	812.9	155.3	686.4	841.6
18	Internal Revenue	(2.5)	(2.5)	(2.5)	(1.8)	(0.9)	(2.8)	(2.1)	(1.1)	(3.2)
19	Total Expenses Net of Internal Revenue	730.3	741.7	780.6	159.8	650.4	810.1	153.2	685.2	838.5
20	Operating Results	21.4	45.4	37.1	(31.5)	47.8	16.4	(24.5)	43.8	19.3
21	Total Fund Transfers	(12.0)	(33.2)	(36.9)	32.5	(47.8)	(15.3)	28.3	(43.8)	(15.5)
22	Net Results - Add to/(Use of) Fund Balances	9.3	12.2	0.3	1.0	-	1.0	3.8	-	3.8

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-10
Fiscal 2020 Operating Budget
Yale College Tuition & Aid

(\$ Millions)

Row	A	B	C	E			H			
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget			FY20 Budget			
	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	
	Revenue									
1	Tuition, Room and Board - Gross	299.0	307.8	335.9	-	360.8	360.8	-	386.4	386.4
2	Tuition Discount	(128.3)	(134.5)	(152.0)	(5.9)	(160.5)	(166.3)	(7.8)	(182.8)	(190.6)
3	Tuition, Room & Board - Net	170.6	173.3	183.9	(5.9)	200.3	194.4	(7.8)	203.5	195.8
4	Grant and Contract Income	4.8	4.9	5.6	4.2	-	4.2	6.1	-	6.1
5	Medical Services Income	-	-	-	-	-	-	-	-	-
6	Gifts	3.7	4.3	4.3	0.3	2.3	2.6	0.3	2.8	3.1
7	Endowment Income	80.5	85.4	88.7	2.9	89.7	92.6	3.3	95.0	98.3
8	Other Income	1.4	1.3	1.4	0.6	0.6	1.2	0.7	0.6	1.3
9	Total External Revenue	260.9	269.2	283.9	2.2	292.9	295.2	2.7	301.9	304.6
	Expense									
10	Total Salaries & Benefits (Faculty & Staff)	-	-	-	-	-	-	-	-	-
11	Fellowships	2.8	3.2	3.6	-	4.5	4.5	-	4.9	4.9
12	Non-Salary Expenses	2.9	3.1	3.9	-	3.2	3.2	-	3.4	3.4
13	Interest / CRC / Other Amortization	-	-	-	-	-	-	-	-	-
14	Allocation of Central Services	-	-	-	-	-	-	-	-	-
15	Allocation of Other Costs	7.8	8.1	8.7	-	9.1	9.1	-	9.9	9.9
16	Other Expenses	13.5	14.4	16.2	-	16.8	16.8	-	18.2	18.2
17	Total Expenses before Internal Revenue	13.5	14.4	16.2	-	16.8	16.8	-	18.2	18.2
18	Internal Revenue	-	-	-	-	-	-	-	-	-
19	Total Expenses Net of Internal Revenue	13.5	14.4	16.2	-	16.8	16.8	-	18.2	18.2
20	Operating Results	247.5	254.8	267.7	2.2	276.2	278.4	2.7	283.7	286.4
21	Total Fund Transfers	(247.5)	(254.3)	(266.3)	(0.6)	(276.2)	(276.8)	(1.7)	(283.7)	(285.4)
22	Net Results - Add to/(Use of) Fund Balances	(0.1)	0.5	1.4	1.6	-	1.6	1.0	-	1.0

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-11
Fiscal 2020 Operating Budget
Yale College Operating Units

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget			FY20 Budget			
	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	
	Revenue									
1	Tuition, Room and Board - Gross	9.6	9.8	9.5	9.5	-	9.5	10.8	-	10.8
2	Tuition Discount	(1.6)	(1.6)	(1.9)	(1.6)	-	(1.6)	(2.3)	-	(2.3)
3	Tuition, Room & Board - Net	8.0	8.2	7.6	7.9	-	7.9	8.5	-	8.5
4	Grant and Contract Income	0.5	0.5	0.5	0.3	-	0.3	0.4	-	0.4
5	Medical Services Income	-	-	-	-	-	-	-	-	-
6	Gifts	8.0	8.3	7.7	2.4	3.2	5.6	2.1	3.3	5.4
7	Endowment Income	28.1	29.7	31.2	8.6	24.4	32.9	8.9	25.6	34.5
8	Other Income	3.5	3.4	4.7	1.4	2.0	3.4	1.4	2.0	3.5
9	Total External Revenue	48.1	50.2	51.7	20.6	29.5	50.2	21.4	30.9	52.3
	Expense									
10	Total Salaries & Benefits (Faculty & Staff)	26.7	28.8	33.1	7.0	27.1	34.1	8.0	28.6	36.6
11	Fellowships	3.7	3.8	4.2	3.9	0.3	4.2	4.4	0.3	4.7
12	Non-Salary Expenses	15.3	17.0	18.3	9.3	7.9	17.2	9.3	7.9	17.3
13	Interest / CRC / Other Amortization	33.7	32.6	31.2	-	44.4	44.4	-	45.6	45.6
14	Allocation of Central Services	-	-	-	-	-	-	-	-	-
15	Allocation of Other Costs	0.1	0.1	0.1	-	0.1	0.1	-	0.1	0.1
16	Other Expenses	52.8	53.5	53.8	13.2	52.7	65.9	13.7	53.8	67.5
17	Total Expenses before Internal Revenue	79.5	82.3	86.9	20.2	79.8	100.0	21.8	82.4	104.1
18	Internal Revenue	(0.1)	(0.1)	-	-	-	-	-	-	-
19	Total Expenses Net of Internal Revenue	79.4	82.2	86.8	20.2	79.8	99.9	21.8	82.4	104.1
20	Operating Results	(31.3)	(32.0)	(35.1)	0.4	(50.2)	(49.8)	(0.4)	(51.4)	(51.9)
21	Total Fund Transfers	32.8	31.8	35.6	(1.2)	50.2	49.0	(1.4)	51.4	50.1
22	Net Results - Add to/(Use of) Fund Balances	1.6	(0.2)	0.5	(0.8)	-	(0.8)	(1.8)	-	(1.8)

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-12
Fiscal 2020 Operating Budget
Graduate School

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget			FY20 Budget			
	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	
	Revenue									
1	Tuition, Room and Board - Gross	61.1	64.1	65.8	-	68.5	68.5	-	70.9	70.9
2	Tuition Discount	(51.3)	(52.4)	(53.5)	(5.3)	(51.2)	(56.6)	(5.1)	(52.4)	(57.5)
3	Tuition, Room & Board - Net	9.8	11.6	12.3	(5.3)	17.3	12.0	(5.1)	18.5	13.4
4	Grant and Contract Income	5.8	6.0	5.7	5.2	-	5.2	5.3	-	5.3
5	Medical Services Income	-	-	-	-	-	-	-	-	-
6	Gifts	0.9	0.9	0.9	(1.3)	1.9	0.7	(1.3)	2.0	0.6
7	Endowment Income	69.0	73.0	75.2	8.8	70.3	79.1	9.3	76.1	85.4
8	Other Income	3.9	4.0	4.0	2.5	1.1	3.6	2.5	1.1	3.7
9	Total External Revenue	89.4	95.5	98.1	10.0	90.6	100.6	10.7	97.7	108.4
	Expense									
10	Total Salaries & Benefits (Faculty & Staff)	13.0	13.3	12.9	0.2	12.4	12.7	0.6	12.5	13.1
11	Fellowships	37.4	38.7	40.8	9.2	34.0	43.3	8.2	37.7	46.0
12	Non-Salary Expenses	2.2	2.1	2.2	0.2	1.9	2.1	0.3	1.9	2.2
13	Interest / CRC / Other Amortization	0.7	0.5	0.3	-	0.4	0.4	-	0.3	0.3
14	Allocation of Central Services	-	-	-	-	-	-	-	-	-
15	Allocation of Other Costs	3.0	3.2	3.4	-	3.3	3.3	-	3.3	3.3
16	Other Expenses	43.2	44.4	46.7	9.4	39.6	49.0	8.5	43.2	51.7
17	Total Expenses before Internal Revenue	56.3	57.7	59.6	9.7	52.0	61.7	9.1	55.7	64.7
18	Internal Revenue	(0.5)	(0.5)	(0.5)	-	(0.5)	(0.5)	-	(0.7)	(0.7)
19	Total Expenses Net of Internal Revenue	55.8	57.2	59.1	9.7	51.5	61.2	9.1	55.0	64.1
20	Operating Results	33.6	38.3	39.1	0.3	39.1	39.4	1.6	42.7	44.3
21	Total Fund Transfers	(32.2)	(36.4)	(37.4)	-	(39.1)	(39.1)	0.6	(42.7)	(42.0)
22	Net Results - Add to/(Use of) Fund Balances	1.4	1.9	1.6	0.3	-	0.3	2.3	-	2.3

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-13
Fiscal 2020 Operating Budget
Division of Faculty Salaries

(\$ Millions)

Row	A	B	C	E		F	H		I
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget			FY20 Budget		
	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>
	Revenue								
1	Tuition, Room and Board - Gross	-	-	-	-	-	-	-	-
2	Tuition Discount	-	-	-	-	-	-	-	-
3	Tuition, Room & Board - Net	-	-	-	-	-	-	-	-
4	Grant and Contract Income	-	-	-	-	-	-	-	-
5	Medical Services Income	-	-	-	-	-	-	-	-
6	Gifts	-	-	0.2	-	-	-	-	-
7	Endowment Income	104.5	113.3	118.3	0.3	122.9	123.1	0.4	129.0
8	Other Income	-	-	0.3	-	-	-	-	-
9	Total External Revenue	104.5	113.3	118.8	0.3	122.9	123.1	0.4	129.0
	Expense								
10	Total Salaries & Benefits (Faculty & Staff)	3.9	4.1	5.3	-	164.6	164.6	-	174.2
11	Fellowships	-	-	-	-	-	-	-	-
12	Non-Salary Expenses	(0.8)	(0.4)	0.5	-	-	-	-	-
13	Interest / CRC / Other Amortization	-	-	-	-	-	-	-	-
14	Allocation of Central Services	-	-	-	-	-	-	-	-
15	Allocation of Other Costs	-	-	-	-	-	-	-	-
16	Other Expenses	(0.8)	(0.4)	0.5	-	-	-	-	-
17	Total Expenses before Internal Revenue	3.1	3.8	5.8	-	164.6	164.6	-	174.2
18	Internal Revenue	-	-	-	-	-	-	-	-
19	Total Expenses Net of Internal Revenue	3.1	3.8	5.8	-	164.6	164.6	-	174.2
20	Operating Results	101.5	109.5	112.9	0.3	(41.7)	(41.5)	0.4	(45.2)
21	Total Fund Transfers	(100.5)	(108.6)	(115.5)	-	41.7	41.7	-	45.2
22	Net Results - Add to/(Use of) Fund Balances	1.0	1.0	(2.5)	0.3	-	0.3	0.4	-

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-14
Fiscal 2020 Operating Budget
Other FAS & Academic Departments

(\$ Millions)

Row	A	B	C	E			H			
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget			FY20 Budget			
	Total	Total	Total	Non-GA	GA	Total	Non-GA	GA	Total	
	Revenue									
1	Tuition, Room and Board - Gross	-	-	-	-	-	0.4	-	0.4	
2	Tuition Discount	(4.0)	(4.6)	(4.5)	(4.1)	-	(4.1)	(3.5)	(3.5)	
3	Tuition, Room & Board - Net	(4.0)	(4.5)	(4.5)	(4.1)	-	(4.1)	(3.1)	(3.1)	
4	Grant and Contract Income	106.1	114.8	116.5	73.3	33.5	106.8	68.3	35.0	103.3
5	Medical Services Income	-	-	-	-	-	-	-	-	
6	Gifts	5.9	4.5	5.5	1.3	0.2	1.5	1.4	0.2	1.5
7	Endowment Income	135.9	140.2	144.2	23.4	126.5	149.9	26.1	132.1	158.2
8	Other Income	4.8	4.0	3.5	1.3	2.1	3.3	0.9	2.2	3.1
9	Total External Revenue	248.7	258.9	265.3	95.3	162.2	257.5	93.6	169.5	263.1
	Expense									
10	Total Salaries & Benefits (Faculty & Staff)	220.3	229.5	238.5	67.0	23.9	90.9	65.4	25.4	90.8
11	Fellowships	5.2	5.9	5.7	5.3	-	5.3	5.2	-	5.3
12	Non-Salary Expenses	58.6	47.8	65.8	59.2	5.5	64.7	50.7	5.5	56.2
13	Interest / CRC / Other Amortization	89.9	101.2	85.0	0.3	86.0	86.3	0.3	94.1	94.4
14	Allocation of Central Services	198.4	193.6	212.0	-	214.6	214.6	2.8	222.4	225.3
15	Allocation of Other Costs	8.0	8.0	7.7	-	8.1	8.1	-	8.4	8.4
16	Other Expenses	360.2	356.5	376.1	64.8	314.2	379.0	59.0	330.5	389.5
17	Total Expenses before Internal Revenue	580.4	586.0	614.6	131.8	338.1	469.9	124.5	355.9	480.4
18	Internal Revenue	(1.9)	(1.9)	(1.9)	(1.8)	(0.4)	(2.2)	(2.1)	(0.5)	(2.5)
19	Total Expenses Net of Internal Revenue	578.6	584.1	612.7	129.9	337.7	467.7	122.4	355.4	477.8
20	Operating Results	(329.9)	(325.2)	(347.4)	(34.7)	(175.5)	(210.2)	(28.8)	(185.9)	(214.8)
21	Total Fund Transfers	335.3	334.3	346.7	34.4	175.5	209.9	30.7	185.9	216.7
22	Net Results - Add to/(Use of) Fund Balances	5.4	9.0	(0.7)	(0.3)	-	(0.3)	1.9	-	1.9

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-15
Fiscal 2020 Operating Budget
Institutes & Collections

(As defined in the Glossary of Terms, on page 82)

(\$ Millions)

Row	A	B	C	E			H			
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget			FY20 Budget			
	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	
	Revenue									
1	Tuition, Room and Board - Gross	1.9	1.6	1.5	1.5	-	1.5	1.5	-	1.5
2	Tuition Discount	(3.9)	(3.7)	(3.8)	(4.2)	-	(4.2)	(4.3)	-	(4.3)
3	Tuition, Room & Board - Net	(2.0)	(2.1)	(2.3)	(2.7)	-	(2.7)	(2.7)	-	(2.7)
4	Grant and Contract Income	6.6	10.6	9.0	7.1	0.2	7.4	8.7	0.3	8.9
5	Medical Services Income	-	-	-	-	-	-	-	-	-
6	Gifts	11.8	7.9	4.8	3.7	3.5	7.2	3.3	2.0	5.2
7	Endowment Income	183.0	194.9	202.2	185.0	28.8	213.8	195.7	30.2	225.9
8	Other Income	25.2	25.2	26.2	25.1	0.5	25.6	24.2	0.9	25.0
9	Total External Revenue	224.6	236.6	239.9	218.3	33.1	251.4	229.1	33.3	262.4
	Expense									
10	Total Salaries & Benefits (Faculty & Staff)	119.3	125.9	131.2	102.5	45.8	148.3	108.3	47.3	155.7
11	Fellowships	4.4	5.0	5.5	6.0	0.1	6.0	6.4	-	6.4
12	Non-Salary Expenses	117.8	122.0	116.0	112.6	14.8	127.4	112.9	14.6	127.5
13	Interest / CRC / Other Amortization	40.9	49.4	49.5	7.2	39.2	46.4	8.7	40.6	49.3
14	Allocation of Central Services	35.5	35.2	37.6	5.6	36.1	41.6	7.7	34.5	42.2
15	Allocation of Other Costs	4.4	5.4	5.7	0.4	5.0	5.3	0.6	5.8	6.4
16	Other Expenses	203.1	217.0	214.3	131.7	95.1	226.8	136.3	95.6	231.9
17	Total Expenses before Internal Revenue	322.4	342.9	345.5	234.2	140.9	375.1	244.6	142.9	387.5
18	Internal Revenue	(13.1)	(14.1)	(15.3)	(0.2)	(14.8)	(15.0)	(0.2)	(16.3)	(16.6)
19	Total Expenses Net of Internal Revenue	309.2	328.8	330.2	234.0	126.1	360.1	244.4	126.5	371.0
20	Operating Results	(84.6)	(92.2)	(90.3)	(15.7)	(93.0)	(108.8)	(15.4)	(93.2)	(108.6)
21	Total Fund Transfers	85.1	84.2	84.8	4.3	93.0	97.4	4.0	93.2	97.2
22	Net Results - Add to/(Use of) Fund Balances	0.5	(7.9)	(5.5)	(11.4)	-	(11.4)	(11.3)	-	(11.3)

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-16
Fiscal 2020 Operating Budget
Yale University Library
(Includes Beinecke and Central Library)

(\$ Millions)

Row	A	B	C	E			G	H	I	
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget			FY20 Budget			
	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	
	Revenue									
1	Tuition, Room and Board - Gross	-	-	-	-	-	-	-	-	
2	Tuition Discount	-	-	-	-	-	-	-	-	
3	Tuition, Room & Board - Net	-	-	-	-	-	-	-	-	
4	Grant and Contract Income	0.7	0.9	0.8	0.7	-	0.7	1.5	-	1.5
5	Medical Services Income	-	-	-	-	-	-	-	-	
6	Gifts	1.2	1.1	1.1	0.6	-	0.6	0.4	0.1	0.4
7	Endowment Income	87.1	91.7	94.4	82.2	17.3	99.5	86.4	18.1	104.6
8	Other Income	2.8	2.8	3.1	2.8	-	2.8	3.1	-	3.1
9	Total External Revenue	91.8	96.5	99.5	86.3	17.4	103.7	91.4	18.2	109.6
	Expense									
10	Total Salaries & Benefits (Faculty & Staff)	49.9	51.6	54.3	32.5	30.2	62.7	34.5	31.8	66.4
11	Fellowships	0.2	0.3	0.3	0.4	-	0.4	0.6	-	0.6
12	Non-Salary Expenses	51.2	54.9	51.5	49.9	4.1	54.0	48.0	4.4	52.5
13	Interest / CRC / Other Amortization	15.1	20.8	14.7	4.0	12.8	16.9	5.4	13.1	18.5
14	Allocation of Central Services	7.7	7.4	7.9	1.8	6.2	8.0	2.4	5.8	8.2
15	Allocation of Other Costs	0.3	0.3	0.3	-	0.3	0.3	-	0.3	0.4
16	Other Expenses	74.6	83.8	74.8	56.2	23.4	79.6	56.5	23.6	80.1
17	Total Expenses before Internal Revenue	124.4	135.4	129.1	88.7	53.6	142.2	91.0	55.4	146.5
18	Internal Revenue	(0.1)	(0.2)	(0.3)	-	-	-	(0.1)	-	(0.1)
19	Total Expenses Net of Internal Revenue	124.3	135.2	128.8	88.7	53.6	142.2	90.9	55.4	146.4
20	Operating Results	(32.5)	(38.7)	(29.3)	(2.4)	(36.2)	(38.6)	0.5	(37.3)	(36.8)
21	Total Fund Transfers	34.4	33.4	34.2	0.5	36.2	36.7	0.6	37.3	37.8
22	Net Results - Add to/(Use of) Fund Balances	1.9	(5.3)	4.9	(1.9)	-	(1.9)	1.1	-	1.1

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-17
Fiscal 2020 Operating Budget
Yale Press

(\$ Millions)

Row	A	B	C	E		F	H		I	
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget			FY20 Budget			
	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	
Revenue										
1	Tuition, Room and Board - Gross	-	-	-	-	-	-	-	-	
2	Tuition Discount	-	-	-	-	-	-	-	-	
3	Tuition, Room & Board - Net	-	-	-	-	-	-	-	-	
4	Grant and Contract Income	0.5	0.5	0.5	0.6	-	0.6	0.4	-	0.4
5	Medical Services Income	-	-	-	-	-	-	-	-	
6	Gifts	0.7	0.7	0.8	0.6	-	0.6	0.4	-	0.4
7	Endowment Income	3.7	4.0	4.1	4.0	0.2	4.3	4.2	0.2	4.5
8	Other Income	19.7	19.2	20.1	19.8	-	19.8	19.3	-	19.3
9	Total External Revenue	24.6	24.4	25.5	25.1	0.2	25.3	24.3	0.2	24.5
Expense										
10	Total Salaries & Benefits (Faculty & Staff)	9.1	9.3	9.3	9.8	-	9.8	10.2	-	10.2
11	Fellowships	-	-	-	-	-	-	-	-	-
12	Non-Salary Expenses	15.0	15.1	15.2	15.2	-	15.2	14.5	-	14.5
13	Interest / CRC / Other Amortization	0.3	0.3	0.6	0.4	-	0.4	0.1	-	0.1
14	Allocation of Central Services	0.1	0.1	0.1	0.1	-	0.1	0.2	-	0.2
15	Allocation of Other Costs	-	-	-	-	-	-	-	-	-
16	Other Expenses	15.4	15.5	15.9	15.7	-	15.7	14.7	-	14.7
17	Total Expenses before Internal Revenue	24.5	24.8	25.2	25.5	-	25.5	24.9	-	24.9
18	Internal Revenue	-	-	-	-	-	-	-	-	-
19	Total Expenses Net of Internal Revenue	24.5	24.8	25.2	25.5	-	25.5	24.9	-	24.9
20	Operating Results	0.1	(0.4)	0.3	(0.4)	0.2	(0.1)	(0.7)	0.2	(0.4)
21	Total Fund Transfers	(0.6)	(0.2)	(0.2)	-	(0.2)	(0.2)	-	(0.2)	(0.3)
22	Net Results - Add to/(Use of) Fund Balances	(0.5)	(0.6)	0.1	(0.4)	-	(0.4)	(0.7)	-	(0.7)

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-18
Fiscal 2020 Operating Budget
Yale Art Gallery

(\$ Millions)

Row	A	B	C	E			G	H	I	
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget			FY20 Budget			
	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	
	Revenue									
1	Tuition, Room and Board - Gross	-	-	-	-	-	-	-	-	
2	Tuition Discount	-	-	-	-	-	-	-	-	
3	Tuition, Room & Board - Net	-	-	-	-	-	-	-	-	
4	Grant and Contract Income	-	0.2	-	-	-	-	-	-	
5	Medical Services Income	-	-	-	-	-	-	-	-	
6	Gifts	5.9	3.2	3.6	0.7	3.3	4.0	0.3	1.7	
7	Endowment Income	22.9	24.7	25.8	22.7	4.4	27.1	24.2	4.6	
8	Other Income	0.2	0.5	0.3	0.1	-	0.1	0.1	-	
9	Total External Revenue	29.0	28.6	29.8	23.6	7.7	31.2	24.6	6.3	30.9
	Expense									
10	Total Salaries & Benefits (Faculty & Staff)	15.0	16.3	15.8	13.7	3.7	17.4	13.9	3.4	17.3
11	Fellowships	-	-	-	-	-	-	-	-	-
12	Non-Salary Expenses	15.7	13.5	9.4	10.5	3.0	13.5	9.5	2.6	12.1
13	Interest / CRC / Other Amortization	2.3	3.4	3.6	-	3.3	3.4	-	3.7	3.8
14	Allocation of Central Services	7.3	6.4	6.2	-	7.0	7.0	0.2	6.1	6.3
15	Allocation of Other Costs	0.9	2.2	2.5	-	2.4	2.4	-	2.9	2.9
16	Other Expenses	26.3	25.5	21.7	10.6	15.7	26.2	9.7	15.4	25.1
17	Total Expenses before Internal Revenue	41.3	41.8	37.6	24.3	19.4	43.6	23.6	18.8	42.4
18	Internal Revenue	-	-	-	-	-	-	-	-	-
19	Total Expenses Net of Internal Revenue	41.3	41.8	37.6	24.3	19.4	43.6	23.6	18.8	42.4
20	Operating Results	(12.3)	(13.2)	(7.7)	(0.7)	(11.7)	(12.4)	1.1	(12.5)	(11.4)
21	Total Fund Transfers	9.4	10.0	9.3	(2.5)	11.7	9.2	(2.4)	12.5	10.1
22	Net Results - Add to/(Use of) Fund Balances	(2.9)	(3.2)	1.6	(3.2)	-	(3.2)	(1.3)	-	(1.3)

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-19
Fiscal 2020 Operating Budget
Yale Center for British Art

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget			FY20 Budget			
	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	
	Revenue									
1	Tuition, Room and Board - Gross ²	0.1	0.1	0.1	-	-	-	-	-	
2	Tuition Discount	-	-	-	-	-	-	-	-	
3	Tuition, Room & Board - Net	-	0.1	0.1	-	-	-	-	-	
4	Grant and Contract Income	0.1	0.1	0.2	0.1	-	0.1	-	-	
5	Medical Services Income	-	-	-	-	-	-	-	-	
6	Gifts	0.2	0.2	0.3	0.4	-	0.4	1.0	1.0	
7	Endowment Income	27.0	28.4	29.3	31.4	-	31.4	32.4	32.4	
8	Other Income	0.2	0.3	0.3	0.3	-	0.3	0.3	0.3	
9	Total External Revenue	27.5	29.1	30.2	32.1	-	32.1	33.6	-	33.6
	Expense									
10	Total Salaries & Benefits (Faculty & Staff)	11.2	11.8	12.6	13.6	-	13.6	14.6	-	14.6
11	Fellowships	-	-	-	-	-	-	-	-	-
12	Non-Salary Expenses	13.1	13.3	15.3	14.8	-	14.8	15.9	-	15.9
13	Interest / CRC / Other Amortization	2.0	2.2	2.0	2.0	-	2.0	2.0	-	2.0
14	Allocation of Central Services	1.2	1.2	1.3	1.4	-	1.4	1.4	-	1.4
15	Allocation of Other Costs	-	-	-	-	-	-	0.2	-	0.2
16	Other Expenses	16.3	16.7	18.6	18.2	-	18.2	19.6	-	19.6
17	Total Expenses before Internal Revenue	27.5	28.5	31.2	31.9	-	31.9	34.2	-	34.2
18	Internal Revenue	-	-	-	-	-	-	-	-	-
19	Total Expenses Net of Internal Revenue	27.5	28.5	31.2	31.9	-	31.9	34.2	-	34.2
20	Operating Results	-	0.6	(1.0)	0.2	-	0.2	(0.6)	-	(0.6)
21	Total Fund Transfers	0.4	(0.9)	-	0.1	-	0.1	0.1	-	0.1
22	Net Results - Add to/(Use of) Fund Balances	0.4	(0.3)	(1.0)	0.3	-	0.3	(0.5)	-	(0.5)

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.
2. Due to an accounting change in the FY19 Budget, the Yale Center for British Art no longer includes Tuition, Room & Board activity related to the Paul Mellon Centre in London.

Table A-20
Fiscal 2020 Operating Budget
Peabody Museum

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget			FY20 Budget		
	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>
	Revenue								
1	Tuition, Room and Board - Gross	-	-	-	-	-	-	-	-
2	Tuition Discount	-	-	-	-	-	-	-	-
3	Tuition, Room & Board - Net	-	-	-	-	-	-	-	-
4	Grant and Contract Income	1.0	1.3	0.9	0.7	0.2	0.9	0.6	0.3
5	Medical Services Income	-	-	-	-	-	-	-	-
6	Gifts	1.1	0.6	0.2	0.2	-	0.2	0.1	-
7	Endowment Income	3.7	4.0	4.4	1.9	2.7	4.6	2.9	2.9
8	Other Income	1.6	1.6	1.4	1.7	-	1.7	1.0	-
9	Total External Revenue	7.4	7.5	6.8	4.4	3.0	7.4	4.5	3.1
	Expense								
10	Total Salaries & Benefits (Faculty & Staff)	6.2	6.3	6.8	4.0	3.9	7.9	4.3	4.1
11	Fellowships	-	-	0.1	-	-	-	-	-
12	Non-Salary Expenses	2.4	3.4	2.5	1.5	0.3	1.8	1.5	0.3
13	Interest / CRC / Other Amortization	3.9	3.9	4.1	-	3.9	3.9	-	4.0
14	Allocation of Central Services	2.0	1.8	1.8	-	2.1	2.1	-	2.0
15	Allocation of Other Costs	2.2	1.9	2.2	-	2.0	2.0	-	2.2
16	Other Expenses	10.5	11.0	10.7	1.5	8.3	9.8	1.5	8.5
17	Total Expenses before Internal Revenue	16.7	17.3	17.5	5.5	12.2	17.7	5.9	12.6
18	Internal Revenue	(0.1)	-	(0.1)	(0.2)	-	(0.2)	(0.1)	-
19	Total Expenses Net of Internal Revenue	16.7	17.3	17.4	5.3	12.2	17.5	5.8	12.6
20	Operating Results	(9.2)	(9.8)	(10.6)	(0.9)	(9.2)	(10.1)	(1.2)	(9.5)
21	Total Fund Transfers	9.1	9.0	10.1	1.0	9.2	10.2	1.4	9.5
22	Net Results - Add to/(Use of) Fund Balances	(0.1)	(0.8)	(0.6)	0.1	-	0.1	0.2	-

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-21
Fiscal 2020 Operating Budget
Institute of Sacred Music

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget			FY20 Budget			
	Total	Total	Total	Non-GA	GA	Total	Non-GA	GA	Total	
	Revenue									
1	Tuition, Room and Board - Gross	0.9	0.4	0.4	0.5	-	0.5	0.5	-	0.5
2	Tuition Discount	(1.7)	(1.3)	(1.3)	(1.4)	-	(1.4)	(1.4)	-	(1.4)
3	Tuition, Room & Board - Net	(0.9)	(0.8)	(0.9)	(0.9)	-	(0.9)	(0.9)	-	(0.9)
4	Grant and Contract Income	0.1	0.1	0.1	0.1	-	0.1	-	-	-
5	Medical Services Income	-	-	-	-	-	-	-	-	-
6	Gifts	-	-	-	-	-	-	-	-	-
7	Endowment Income	10.8	11.3	11.7	12.0	0.3	12.3	13.0	0.3	13.2
8	Other Income	-	-	-	-	-	-	-	-	-
9	Total External Revenue	10.0	10.6	10.9	11.3	0.3	11.6	12.1	0.3	12.4
	Expense									
10	Total Salaries & Benefits (Faculty & Staff)	4.3	4.5	4.7	5.2	-	5.2	5.7	-	5.7
11	Fellowships	0.4	0.4	0.4	0.4	-	0.4	0.4	-	0.4
12	Non-Salary Expenses	1.0	3.0	2.7	3.4	-	3.4	3.9	-	3.9
13	Interest / CRC / Other Amortization	0.3	1.2	6.6	0.4	-	0.4	0.4	-	0.4
14	Allocation of Central Services	1.3	1.3	1.4	1.5	-	1.5	1.5	-	1.5
15	Allocation of Other Costs	-	-	-	-	-	-	-	-	-
16	Other Expenses	3.1	5.9	11.1	5.7	-	5.7	6.3	-	6.3
17	Total Expenses before Internal Revenue	7.5	10.4	15.8	10.9	-	10.9	12.0	-	12.0
18	Internal Revenue	-	-	-	-	-	-	-	-	-
19	Total Expenses Net of Internal Revenue	7.5	10.4	15.8	10.9	-	10.9	12.0	-	12.0
20	Operating Results	2.5	0.2	(4.9)	0.4	0.3	0.6	0.2	0.3	0.4
21	Total Fund Transfers	(1.3)	(0.3)	(7.2)	-	(0.3)	(0.3)	-	(0.3)	(0.3)
22	Net Results - Add to/(Use of) Fund Balances	1.2	-	(12.1)	0.4	-	0.4	0.2	-	0.2

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-22
Fiscal 2020 Operating Budget
MacMillan Center

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget			FY20 Budget			
	Total	Total	Total	Non-GA	GA	Total	Non-GA	GA	Total	
	Revenue									
1	Tuition, Room and Board - Gross ²	0.1	0.2	0.2	-	-	-	-	-	-
2	Tuition Discount	(0.6)	(0.8)	(0.8)	(0.7)	-	(0.7)	(0.7)	-	(0.7)
3	Tuition, Room & Board - Net	(0.4)	(0.7)	(0.6)	(0.7)	-	(0.7)	(0.7)	-	(0.7)
4	Grant and Contract Income	2.6	3.1	2.9	3.8	-	3.8	5.5	-	5.5
5	Medical Services Income	-	-	-	-	-	-	-	-	-
6	Gifts	1.2	0.7	0.7	0.8	0.1	0.9	0.8	0.1	0.9
7	Endowment Income	19.3	20.3	21.2	19.9	3.2	23.1	21.1	3.3	24.4
8	Other Income	0.4	0.3	0.4	0.4	-	0.4	0.4	-	0.4
9	Total External Revenue	23.1	23.9	24.6	24.2	3.3	27.5	27.0	3.4	30.4
	Expense									
10	Total Salaries & Benefits (Faculty & Staff)	10.5	10.9	11.7	12.6	-	12.6	14.4	-	14.4
11	Fellowships	2.5	3.1	3.7	3.9	-	3.9	4.2	-	4.2
12	Non-Salary Expenses	6.0	6.1	7.1	11.1	-	11.1	14.9	-	14.9
13	Interest / CRC / Other Amortization	0.9	0.9	0.9	-	0.9	0.9	-	1.0	1.0
14	Allocation of Central Services	-	-	-	0.5	-	0.5	0.5	-	0.5
15	Allocation of Other Costs	-	-	-	-	-	-	-	-	-
16	Other Expenses	9.4	10.2	11.8	15.6	0.9	16.5	19.6	1.0	20.6
17	Total Expenses before Internal Revenue	19.9	21.1	23.5	28.2	0.9	29.1	33.9	1.0	34.9
18	Internal Revenue	-	-	-	-	-	-	-	-	-
19	Total Expenses Net of Internal Revenue	19.9	21.1	23.5	28.2	0.9	29.1	33.9	1.0	34.9
20	Operating Results	3.2	2.8	1.1	(3.9)	2.3	(1.6)	(6.9)	2.5	(4.5)
21	Total Fund Transfers	(1.1)	(0.8)	(1.4)	0.1	(2.3)	(2.2)	0.1	(2.5)	(2.3)
22	Net Results - Add to/(Use of) Fund Balances	2.1	2.0	(0.3)	(3.8)	-	(3.8)	(6.8)	-	(6.8)

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.
2. Tuition, Room and Board is no longer budgeted for due to the Nahuatl Language Program ending in FY19.

Table A-23
Fiscal 2020 Operating Budget
Jackson Institute

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget			FY20 Budget			
	Total	Total	Total	Non-GA	GA	Total	Non-GA	GA	Total	
	Revenue									
1	Tuition, Room and Board - Gross	0.9	0.9	0.8	1.0	-	1.0	1.0	-	1.0
2	Tuition Discount	(1.5)	(1.5)	(1.7)	(2.1)	-	(2.1)	(2.1)	-	(2.1)
3	Tuition, Room & Board - Net	(0.6)	(0.6)	(0.8)	(1.1)	-	(1.1)	(1.1)	-	(1.1)
4	Grant and Contract Income	-	-	-	-	-	-	-	-	-
5	Medical Services Income	-	-	-	-	-	-	-	-	-
6	Gifts	0.2	1.2	0.5	0.5	0.1	0.5	0.4	-	0.4
7	Endowment Income	7.8	9.0	9.5	9.3	0.6	9.9	10.1	0.6	10.7
8	Other Income	-	-	0.1	-	-	-	-	-	-
9	Total External Revenue	7.4	9.5	9.2	8.7	0.7	9.3	9.3	0.7	10.0
	Expense									
10	Total Salaries & Benefits (Faculty & Staff)	5.3	5.7	5.3	7.3	0.1	7.5	7.5	0.2	7.6
11	Fellowships	1.2	1.1	1.0	1.2	0.1	1.3	1.2	-	1.2
12	Non-Salary Expenses	1.1	1.3	1.9	1.6	1.3	2.9	1.8	1.3	3.1
13	Interest / CRC / Other Amortization	-	0.3	0.3	0.3	-	0.3	0.4	-	0.4
14	Allocation of Central Services	-	-	-	0.2	-	0.2	0.2	-	0.2
15	Allocation of Other Costs	0.2	0.2	0.1	0.2	-	0.2	0.3	-	0.3
16	Other Expenses	2.4	2.9	3.3	3.7	1.4	5.0	3.9	1.3	5.2
17	Total Expenses before Internal Revenue	7.7	8.6	8.6	11.0	1.5	12.5	11.4	1.5	12.9
18	Internal Revenue	-	-	-	-	-	-	-	-	-
19	Total Expenses Net of Internal Revenue	7.7	8.6	8.6	11.0	1.5	12.5	11.4	1.5	12.9
20	Operating Results	(0.3)	0.9	0.7	(2.3)	(0.8)	(3.2)	(2.0)	(0.8)	(2.8)
21	Total Fund Transfers	1.0	(0.3)	0.6	0.6	0.8	1.4	0.5	0.8	1.3
22	Net Results - Add to/(Use of) Fund Balances	0.7	0.6	1.2	(1.7)	-	(1.7)	(1.6)	-	(1.6)

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-24
Fiscal 2020 Operating Budget
West Campus

(\$ Millions)

Row	A	B	C	E			H		
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget			FY20 Budget		
	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>
	Revenue								
1	Tuition, Room and Board - Gross	-	-	-	-	-	-	-	-
2	Tuition Discount	(0.1)	(0.1)	(0.1)	-	-	-	-	-
3	Tuition, Room & Board - Net	(0.1)	(0.1)	(0.1)	-	-	-	-	-
4	Grant and Contract Income	1.6	4.5	3.8	1.0	-	1.0	0.7	0.7
5	Medical Services Income	-	-	-	-	-	-	-	-
6	Gifts	1.3	0.1	(2.4)	-	-	-	-	-
7	Endowment Income	0.6	1.5	1.8	1.5	0.1	1.7	1.5	0.2
8	Other Income	0.4	0.5	0.4	-	0.5	0.5	-	0.9
9	Total External Revenue	3.7	6.6	3.5	2.6	0.6	3.2	2.2	1.1
	Expense								
10	Total Salaries & Benefits (Faculty & Staff)	7.8	9.7	10.6	3.8	8.0	11.8	3.4	7.9
11	Fellowships	-	-	-	-	-	-	-	-
12	Non-Salary Expenses	12.3	11.5	10.4	4.5	6.1	10.6	2.8	6.0
13	Interest / CRC / Other Amortization	16.2	16.2	16.8	-	18.2	18.2	0.3	18.8
14	Allocation of Central Services	15.8	16.9	18.9	-	20.8	20.8	1.3	20.6
15	Allocation of Other Costs	0.7	0.7	0.4	-	0.3	0.3	-	0.3
16	Other Expenses	45.1	45.4	46.5	4.5	45.3	49.9	4.4	45.8
17	Total Expenses before Internal Revenue	52.8	55.1	57.1	8.4	53.3	61.7	7.8	53.6
18	Internal Revenue	(12.9)	(13.8)	(14.9)	-	(14.8)	(14.8)	-	(16.3)
19	Total Expenses Net of Internal Revenue	39.9	41.2	42.3	8.4	38.5	46.9	7.8	37.3
20	Operating Results	(36.2)	(34.7)	(38.8)	(5.8)	(37.9)	(43.7)	(5.6)	(36.2)
21	Total Fund Transfers	33.7	34.3	39.4	4.6	37.9	42.5	3.8	36.2
22	Net Results - Add to/(Use of) Fund Balances	(2.5)	(0.4)	0.6	(1.2)	-	(1.2)	(1.8)	-

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-25
Fiscal 2020 Operating Budget
Campus Services

(As defined in the Glossary of Terms, on page 82)

(\$ Millions)

Row	A	B	C	E			H			
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget			FY20 Budget			
	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	
	Revenue									
1	Tuition, Room and Board - Gross	31.9	32.6	35.5	-	36.2	36.2	-	38.6	38.6
2	Tuition Discount	(0.2)	(0.1)	(0.1)	(0.1)	-	(0.1)	(0.2)	-	(0.2)
3	Tuition, Room & Board - Net	31.7	32.5	35.5	(0.1)	36.2	36.1	(0.2)	38.6	38.5
4	Grant and Contract Income	3.3	4.0	(11.1)	3.0	-	3.0	2.3	-	2.3
5	Medical Services Income	44.2	48.5	52.1	-	53.5	53.5	-	58.6	58.6
6	Gifts	8.1	7.3	9.7	4.3	1.1	5.4	3.6	1.1	4.7
7	Endowment Income	29.6	31.2	31.9	23.1	12.6	35.7	24.9	14.3	39.3
8	Other Income	19.6	20.7	26.1	2.1	18.2	20.3	2.7	17.8	20.6
9	Total External Revenue	136.5	144.2	144.2	32.5	121.5	154.0	33.4	130.5	163.9
	Expense									
10	Total Salaries & Benefits (Faculty & Staff)	176.1	183.4	192.0	21.6	183.6	205.2	22.4	195.7	218.1
11	Fellowships	1.1	1.0	0.6	0.6	0.3	0.9	0.6	0.3	1.0
12	Non-Salary Expenses	207.5	223.7	248.7	9.1	245.3	254.5	8.8	270.1	278.9
13	Interest / CRC / Other Amortization	27.5	33.1	33.2	0.4	38.7	39.2	1.1	39.2	40.3
14	Allocation of Central Services	18.3	16.6	17.0	-	18.9	18.9	0.4	19.9	20.3
15	Allocation of Other Costs	2.3	2.0	1.8	-	2.1	2.1	-	2.1	2.1
16	Other Expenses	256.7	276.3	301.3	10.2	305.3	315.5	10.9	331.7	342.6
17	Total Expenses before Internal Revenue	432.8	459.8	493.2	31.8	488.9	520.7	33.3	527.4	560.7
18	Internal Revenue	(191.6)	(207.3)	(225.7)	(0.1)	(239.3)	(239.4)	(0.1)	(262.8)	(262.9)
19	Total Expenses Net of Internal Revenue	241.2	252.5	267.5	31.7	249.6	281.3	33.2	264.5	297.7
20	Operating Results	(104.7)	(108.3)	(123.4)	0.8	(128.1)	(127.3)	0.2	(134.0)	(133.8)
21	Total Fund Transfers	110.7	113.6	111.8	1.8	128.1	130.0	2.2	134.0	136.3
22	Net Results - Add to/(Use of) Fund Balances	6.0	5.3	(11.6)	2.6	-	2.6	2.4	-	2.4

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-26
Fiscal 2020 Operating Budget
Athletics

(\$ Millions)

Row	A	B	C	E			H		
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget			FY20 Budget		
	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>
	Revenue								
1	Tuition, Room and Board - Gross	-	-	-	-	-	-	-	-
2	Tuition Discount	-	-	-	-	-	-	-	-
3	Tuition, Room & Board - Net	-	-	-	-	-	-	-	-
4	Grant and Contract Income	-	-	-	-	-	-	-	-
5	Medical Services Income	-	-	-	-	-	-	-	-
6	Gifts	3.7	4.0	4.3	2.8	0.5	3.3	3.0	0.5
7	Endowment Income	11.6	12.7	13.4	10.3	4.2	14.4	11.0	4.4
8	Other Income	8.6	9.1	9.4	2.4	6.5	8.9	2.3	6.3
9	Total External Revenue	23.9	25.8	27.2	15.4	11.2	26.6	16.4	11.2
	Expense								
10	Total Salaries & Benefits (Faculty & Staff)	17.7	18.7	19.8	10.1	10.1	20.2	10.6	12.0
11	Fellowships	-	-	-	-	-	-	-	-
12	Non-Salary Expenses	12.8	12.3	14.4	5.7	6.5	12.2	5.8	7.1
13	Interest / CRC / Other Amortization	15.3	14.5	13.7	-	14.2	14.3	-	14.7
14	Allocation of Central Services	10.1	8.8	9.3	-	10.4	10.4	0.3	10.5
15	Allocation of Other Costs	0.2	0.2	0.2	-	0.2	0.2	-	0.2
16	Other Expenses	38.3	35.9	37.6	5.7	31.3	37.0	6.1	32.4
17	Total Expenses before Internal Revenue	56.0	54.6	57.4	15.7	41.5	57.2	16.6	44.5
18	Internal Revenue	(0.2)	(0.2)	(0.2)	-	(0.1)	(0.1)	-	(0.1)
19	Total Expenses Net of Internal Revenue	55.8	54.4	57.2	15.7	41.4	57.1	16.6	44.4
20	Operating Results	(31.9)	(28.6)	(30.0)	(0.3)	(30.2)	(30.5)	(0.2)	(33.2)
21	Total Fund Transfers	31.2	29.3	29.1	-	30.2	30.2	0.2	33.2
22	Net Results - Add to/(Use of) Fund Balances	(0.7)	0.7	(0.9)	(0.3)	-	(0.3)	-	-

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-27
Fiscal 2020 Operating Budget
Yale Health

(\$ Millions)

Row	A	B	C	E			H		
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget		FY20 Budget			
	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>
	Revenue								
1	Tuition, Room and Board - Gross	-	-	-	-	-	-	-	-
2	Tuition Discount	-	-	-	-	-	-	-	-
3	Tuition, Room & Board - Net	-	-	-	-	-	-	-	-
4	Grant and Contract Income	-	-	-	-	-	-	-	-
5	Medical Services Income	44.2	48.5	52.1	-	53.5	-	58.6	58.6
6	Gifts	-	-	-	-	-	-	-	-
7	Endowment Income	6.2	6.5	6.7	-	7.1	-	7.8	7.9
8	Other Income	-	0.1	0.1	-	-	-	-	-
9	Total External Revenue	50.4	55.1	58.9	-	60.6	-	66.5	66.5
	Expense								
10	Total Salaries & Benefits (Faculty & Staff)	43.2	45.0	48.3	-	51.7	-	55.8	55.8
11	Fellowships	0.1	0.1	-	-	-	-	-	-
12	Non-Salary Expenses	163.8	180.8	196.5	-	208.3	-	232.5	232.5
13	Interest / CRC / Other Amortization	7.1	7.2	6.4	-	5.9	-	6.0	6.0
14	Allocation of Central Services	3.1	3.0	3.1	-	3.2	0.1	3.3	3.4
15	Allocation of Other Costs	0.1	0.1	0.1	-	0.1	-	0.1	0.1
16	Other Expenses	174.1	191.1	206.2	-	217.4	0.1	241.9	241.9
17	Total Expenses before Internal Revenue	217.4	236.1	254.5	-	269.2	0.1	297.7	297.8
18	Internal Revenue	(164.9)	(179.6)	(193.9)	-	(207.2)	-	(229.7)	(229.7)
19	Total Expenses Net of Internal Revenue	52.5	56.5	60.5	-	62.0	0.1	68.0	68.1
20	Operating Results	(2.1)	(1.4)	(1.6)	-	(1.4)	(0.1)	(1.5)	(1.6)
21	Total Fund Transfers	7.4	1.4	1.6	0.1	1.4	0.2	1.5	1.7
22	Net Results - Add to/(Use of) Fund Balances	5.3	-	-	0.2	-	0.1	-	0.1

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-28
Fiscal 2020 Operating Budget
Yale Hospitality

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget			FY20 Budget			
	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	
	Revenue									
1	Tuition, Room and Board - Gross	31.9	32.6	35.5	-	36.2	36.2	-	38.6	38.6
2	Tuition Discount	-	-	-	-	-	-	-	-	-
3	Tuition, Room & Board - Net	31.9	32.6	35.5	-	36.2	36.2	-	38.6	38.6
4	Grant and Contract Income	-	-	-	-	-	-	-	-	-
5	Medical Services Income	-	-	-	-	-	-	-	-	-
6	Gifts	-	-	-	-	-	-	-	-	-
7	Endowment Income	-	-	-	-	-	-	-	-	-
8	Other Income	2.6	2.2	2.4	-	2.7	2.7	-	2.8	2.8
9	Total External Revenue	34.5	34.8	37.9	-	38.9	38.9	-	41.4	41.4
	Expense									
10	Total Salaries & Benefits (Faculty & Staff)	36.0	37.2	40.2	-	42.9	42.9	-	44.8	44.8
11	Fellowships	-	-	-	-	-	-	-	-	-
12	Non-Salary Expenses	15.1	14.9	16.8	-	14.7	14.7	-	15.2	15.2
13	Interest / CRC / Other Amortization	1.4	5.2	4.1	-	4.7	4.7	-	5.5	5.5
14	Allocation of Central Services	4.2	4.1	3.9	-	4.7	4.7	-	5.5	5.5
15	Allocation of Other Costs	0.6	0.5	0.5	-	0.7	0.7	-	0.7	0.7
16	Other Expenses	21.4	24.7	25.3	-	24.9	24.9	-	26.9	27.0
17	Total Expenses before Internal Revenue	57.3	62.0	65.5	-	67.8	67.8	-	71.7	71.8
18	Internal Revenue	(12.1)	(12.6)	(12.4)	-	(12.2)	(12.2)	-	(12.7)	(12.7)
19	Total Expenses Net of Internal Revenue	45.3	49.4	53.0	-	55.6	55.6	-	59.0	59.1
20	Operating Results	(10.8)	(14.6)	(15.1)	-	(16.7)	(16.7)	-	(17.6)	(17.6)
21	Total Fund Transfers	10.8	14.6	15.3	-	16.7	16.7	-	17.6	17.6
22	Net Results - Add to/(Use of) Fund Balances	-	-	0.2	-	-	-	-	-	-

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-29
Fiscal 2020 Operating Budget
Public Safety

(\$ Millions)

Row	A	B	C	E			H		
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget		F	FY20 Budget		I
	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>
	Revenue								
1	Tuition, Room and Board - Gross	-	-	-	-	-	-	-	-
2	Tuition Discount	-	-	-	-	-	-	-	-
3	Tuition, Room & Board - Net	-	-	-	-	-	-	-	-
4	Grant and Contract Income	-	-	-	-	-	-	-	-
5	Medical Services Income	-	-	-	-	-	-	-	-
6	Gifts	-	-	-	-	-	-	-	-
7	Endowment Income	-	-	-	-	-	-	-	-
8	Other Income	0.1	0.1	0.1	-	0.1	-	0.1	0.1
9	Total External Revenue	0.1	0.1	0.1	-	0.1	-	0.1	0.1
	Expense								
10	Total Salaries & Benefits (Faculty & Staff)	29.5	29.9	31.4	-	34.8	-	36.8	36.8
11	Fellowships	-	-	-	-	-	-	-	-
12	Non-Salary Expenses	0.1	0.4	5.5	-	4.4	-	4.5	4.5
13	Interest / CRC / Other Amortization	1.7	1.6	1.7	-	2.3	-	2.1	2.1
14	Allocation of Central Services	0.7	0.5	0.6	-	0.6	-	0.6	0.7
15	Allocation of Other Costs	-	-	-	-	-	-	-	-
16	Other Expenses	2.6	2.5	7.8	-	7.4	-	7.2	7.3
17	Total Expenses before Internal Revenue	32.0	32.4	39.2	-	42.2	-	44.0	44.0
18	Internal Revenue	(4.2)	(4.1)	(8.6)	-	(9.0)	-	(9.1)	(9.1)
19	Total Expenses Net of Internal Revenue	27.9	28.3	30.6	-	33.1	-	35.0	35.0
20	Operating Results	(27.8)	(28.2)	(30.5)	-	(33.0)	-	(34.9)	(34.9)
21	Total Fund Transfers	27.8	28.2	30.5	-	33.0	-	34.9	34.9
22	Net Results - Add to/(Use of) Fund Balances	-	-	-	-	-	-	-	-

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-30
Fiscal 2020 Operating Budget
Environmental Health & Safety

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget			FY20 Budget			
	Total	Total	Total	Non-GA	GA	Total	Non-GA	GA	Total	
	Revenue									
1	Tuition, Room and Board - Gross	-	-	-	-	-	-	-	-	
2	Tuition Discount	-	-	-	-	-	-	-	-	
3	Tuition, Room & Board - Net	-	-	-	-	-	-	-	-	
4	Grant and Contract Income	-	-	-	-	-	-	-	-	
5	Medical Services Income	-	-	-	-	-	-	-	-	
6	Gifts	-	-	-	-	-	-	-	-	
7	Endowment Income	-	-	-	-	-	-	-	-	
8	Other Income	-	-	-	-	-	-	-	-	
9	Total External Revenue	-	-	-	-	-	-	-	-	
	Expense									
10	Total Salaries & Benefits (Faculty & Staff)	6.4	6.8	7.2	-	7.6	7.6	-	8.0	8.0
11	Fellowships	-	-	-	-	-	-	-	-	-
12	Non-Salary Expenses	2.4	2.3	2.6	-	2.3	2.3	-	2.4	2.4
13	Interest / CRC / Other Amortization	0.1	0.4	0.4	-	0.4	0.4	-	0.4	0.4
14	Allocation of Central Services	-	-	-	-	-	-	-	-	-
15	Allocation of Other Costs	0.7	0.7	0.7	-	0.8	0.8	-	0.7	0.7
16	Other Expenses	3.2	3.4	3.6	-	3.4	3.4	-	3.5	3.5
17	Total Expenses before Internal Revenue	9.7	10.2	10.8	-	11.0	11.0	-	11.5	11.5
18	Internal Revenue	(9.4)	(10.0)	(10.0)	-	(10.4)	(10.4)	-	(10.9)	(10.9)
19	Total Expenses Net of Internal Revenue	0.3	0.2	0.8	-	0.6	0.6	-	0.6	0.6
20	Operating Results	(0.3)	(0.2)	(0.8)	-	(0.6)	(0.6)	-	(0.6)	(0.6)
21	Total Fund Transfers	0.3	0.3	0.6	-	0.6	0.6	-	0.6	0.6
22	Net Results - Add to/(Use of) Fund Balances	-	-	(0.2)	-	-	-	-	-	-

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-31
Fiscal 2020 Operating Budget
Office of Cooperative Research

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget			FY20 Budget		
	Total	Total	Total	Non-GA	GA	Total	Non-GA	GA	Total
	Revenue								
1	Tuition, Room and Board - Gross	-	-	-	-	-	-	-	-
2	Tuition Discount	-	-	-	-	-	-	-	-
3	Tuition, Room & Board - Net	-	-	-	-	-	-	-	-
4	Grant and Contract Income	-	-	-	-	-	-	-	-
5	Medical Services Income	-	-	-	-	-	-	-	-
6	Gifts	0.4	0.6	-	0.2	-	0.3	-	-
7	Endowment Income	0.1	0.1	-	-	-	-	-	-
8	Other Income	5.4	6.2	11.1	(0.5)	7.4	6.9	-	7.5
9	Total External Revenue	5.8	6.9	11.1	(0.3)	7.4	7.2	-	7.5
	Expense								
10	Total Salaries & Benefits (Faculty & Staff)	3.2	3.3	3.0	-	3.0	3.0	-	3.1
11	Fellowships	0.2	0.2	-	-	-	-	-	-
12	Non-Salary Expenses	4.7	5.0	5.3	-	4.2	4.2	-	4.3
13	Interest / CRC / Other Amortization	0.1	0.1	0.1	-	0.1	0.1	-	0.1
14	Allocation of Central Services	-	-	-	-	-	-	-	-
15	Allocation of Other Costs	0.2	0.2	0.2	-	0.2	0.2	-	0.1
16	Other Expenses	5.2	5.4	5.5	-	4.5	4.5	-	4.5
17	Total Expenses before Internal Revenue	8.4	8.7	8.5	-	7.4	7.4	-	7.5
18	Internal Revenue	-	-	-	-	-	-	-	-
19	Total Expenses Net of Internal Revenue	8.4	8.7	8.5	-	7.4	7.4	-	7.5
20	Operating Results	(2.6)	(1.9)	2.6	(0.3)	-	(0.3)	-	-
21	Total Fund Transfers	1.9	2.0	(2.5)	-	-	-	-	-
22	Net Results - Add to/(Use of) Fund Balances	(0.7)	0.2	0.1	(0.3)	-	(0.3)	-	-

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-32
Fiscal 2020 Operating Budget
Other Academic Services

(\$ Millions)

Row	A	B	C	E			H		
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget			FY20 Budget		
	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>
	Revenue								
1	-	-	-	-	-	-	-	-	-
2	(0.2)	(0.1)	(0.1)	(0.1)	-	(0.1)	(0.2)	-	(0.2)
3	(0.2)	(0.1)	(0.1)	(0.1)	-	(0.1)	(0.2)	-	(0.2)
4	3.3	4.0	(11.1)	3.0	-	3.0	2.3	-	2.3
5	-	-	-	-	-	-	-	-	-
6	4.0	2.8	5.4	1.3	0.6	1.8	0.5	0.7	1.2
7	11.7	11.9	11.7	12.9	1.3	14.2	13.9	2.1	15.9
8	3.0	3.0	3.0	0.3	1.4	1.7	0.4	1.2	1.6
9	21.8	21.7	9.0	17.3	3.3	20.6	17.0	3.9	20.8
	Expense								
10	40.1	42.5	42.1	11.5	33.5	45.0	11.9	35.2	47.1
11	0.8	0.7	0.6	0.6	0.3	0.9	0.6	0.3	1.0
12	8.5	8.0	7.6	3.5	4.9	8.4	3.0	4.1	7.1
13	1.8	4.1	6.8	0.4	11.1	11.5	1.0	10.5	11.6
14	0.2	0.2	0.2	-	-	-	-	-	-
15	0.5	0.3	0.2	-	0.2	0.2	-	0.3	0.3
16	11.8	13.3	15.3	4.5	16.4	21.0	4.7	15.2	19.9
17	51.9	55.8	57.5	16.0	50.0	66.0	16.5	50.4	67.0
18	(0.9)	(0.7)	(0.5)	(0.1)	(0.5)	(0.6)	(0.1)	(0.4)	(0.6)
19	51.1	55.0	56.9	15.9	49.5	65.4	16.4	50.0	66.4
20	(29.3)	(33.4)	(47.9)	1.4	(46.2)	(44.8)	0.6	(46.1)	(45.5)
21	31.3	37.7	37.1	1.7	46.2	47.8	1.8	46.1	47.9
22	2.0	4.3	(10.8)	3.1	-	3.1	2.3	-	2.3

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-33
Fiscal 2020 Operating Budget
Administrative Units

(As defined in the Glossary of Terms, on page 82)

(\$ Millions)

Row	A	B	C	FY19 Budget			FY20 Budget			
	FY16 Actual	FY17 Actual	FY18 Actual	Non-GA	GA	Total	Non-GA	GA	Total	
	Total	Total	Total							
	Revenue									
1	Tuition, Room and Board - Gross	6.5	7.2	7.6	1.0	6.0	7.0	2.6	4.9	7.5
2	Tuition Discount	(0.4)	(0.3)	(0.3)	(0.2)	-	(0.2)	(0.2)	-	(0.2)
3	Tuition, Room & Board - Net	6.1	6.9	7.3	0.9	6.0	6.9	2.4	4.9	7.3
4	Grant and Contract Income	(0.2)	0.2	-	0.8	-	0.8	1.5	-	1.5
5	Medical Services Income	0.1	-	-	-	-	-	-	-	-
6	Gifts	28.7	43.4	20.2	40.2	0.6	40.8	40.9	2.6	43.5
7	Endowment Income	44.2	59.8	77.1	65.1	24.0	89.1	73.4	26.8	100.2
8	Other Income	109.8	147.4	144.8	89.6	36.0	125.7	99.6	29.3	128.9
9	Total External Revenue	188.7	257.9	249.4	196.6	66.8	263.4	217.9	63.6	281.5
	Expense									
10	Total Salaries & Benefits (Faculty & Staff)	352.7	348.7	358.2	50.3	354.9	405.1	56.6	392.2	448.8
11	Fellowships	0.3	0.3	0.6	0.6	-	0.6	0.4	-	0.4
12	Non-Salary Expenses	225.8	234.8	249.0	63.0	216.7	279.8	80.3	239.4	319.6
13	Interest / CRC / Other Amortization	73.8	53.0	44.6	3.2	56.0	59.2	3.8	66.2	69.9
14	Allocation of Central Services	41.3	39.7	33.0	0.5	37.6	38.1	(7.1)	43.5	36.4
15	Allocation of Other Costs	8.4	7.7	6.3	1.6	5.8	7.5	2.9	5.1	7.9
16	Other Expenses	349.6	335.4	333.4	68.9	316.3	385.3	80.2	354.1	434.3
17	Total Expenses before Internal Revenue	702.3	684.1	691.6	119.2	671.2	790.4	136.8	746.3	883.1
18	Internal Revenue	(558.9)	(552.7)	(586.3)	(7.8)	(605.6)	(613.4)	(9.0)	(653.6)	(662.6)
19	Total Expenses Net of Internal Revenue	143.4	131.5	105.4	111.3	65.6	177.0	127.8	92.7	220.5
20	Operating Results	45.4	126.4	144.1	85.2	1.2	86.4	90.1	(29.1)	61.0
21	Total Fund Transfers	16.7	(82.6)	(101.1)	(25.9)	(1.2)	(27.1)	(31.9)	29.1	(2.8)
22	Net Results - Add to/(Use of) Fund Balances	62.0	43.9	42.9	59.4	-	59.4	58.2	-	58.2

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.
2. FY19 Budget has been restated to reflect proper accounting of endowment and central use of reserves.

Table A-34
Fiscal 2020 Operating Budget
President

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget		FY20 Budget			
	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>
	Revenue								
1	Tuition, Room and Board - Gross	-	-	-	-	-	-	-	-
2	Tuition Discount	-	-	-	-	-	-	-	-
3	Tuition, Room & Board - Net	-	-	-	-	-	-	-	-
4	Grant and Contract Income	-	-	-	-	-	-	-	-
5	Medical Services Income	-	-	-	-	-	-	-	-
6	Gifts	1.8	1.6	1.8	1.3	0.2	1.5	1.2	0.2
7	Endowment Income	4.5	5.0	5.0	4.7	0.5	5.2	5.0	0.5
8	Other Income	33.9	37.6	37.3	44.2	-	44.2	42.7	-
9	Total External Revenue	40.2	44.2	44.1	50.2	0.7	50.9	48.9	0.7
	Expense								
10	Total Salaries & Benefits (Faculty & Staff)	29.4	32.1	31.4	36.1	1.9	38.0	34.5	1.9
11	Fellowships	-	-	-	-	-	-	-	-
12	Non-Salary Expenses	8.1	8.1	8.9	8.3	1.2	9.5	8.5	1.3
13	Interest / CRC / Other Amortization	0.6	0.8	0.6	-	0.6	0.6	-	0.6
14	Allocation of Central Services	-	-	-	-	-	-	-	-
15	Allocation of Other Costs	0.7	0.7	0.4	0.7	-	0.7	0.6	-
16	Other Expenses	9.3	9.6	9.9	9.0	1.8	10.8	9.1	1.9
17	Total Expenses before Internal Revenue	38.7	41.8	41.3	45.1	3.7	48.8	43.6	3.8
18	Internal Revenue	-	-	-	-	-	-	-	-
19	Total Expenses Net of Internal Revenue	38.7	41.8	41.3	45.1	3.7	48.8	43.6	3.8
20	Operating Results	1.6	2.4	2.9	5.1	(3.1)	2.0	5.3	(3.2)
21	Total Fund Transfers	0.5	1.0	1.9	(0.9)	3.1	2.2	(0.8)	3.2
22	Net Results - Add to/(Use of) Fund Balances	2.0	3.4	4.7	4.3	-	4.3	4.5	-

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-35
Fiscal 2020 Operating Budget
Provost Admin

(\$ Millions)

Row	A	B	C	E			H			
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget			FY20 Budget			
	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	
	Revenue									
1	Tuition, Room and Board - Gross	-	-	-	-	-	-	-	-	
2	Tuition Discount	(0.4)	(0.3)	(0.3)	(0.2)	-	(0.2)	(0.2)	(0.2)	
3	Tuition, Room & Board - Net	(0.4)	(0.3)	(0.3)	(0.2)	-	(0.2)	(0.2)	(0.2)	
4	Grant and Contract Income	-	0.2	0.3	0.8	-	0.8	1.5	1.5	
5	Medical Services Income	-	-	-	-	-	-	-	-	
6	Gifts	2.1	3.5	2.8	(0.7)	-	(0.7)	(0.1)	0.6	
7	Endowment Income	23.3	29.2	34.2	28.7	8.0	36.7	31.8	40.4	
8	Other Income	1.2	0.9	0.7	1.5	-	1.5	1.3	1.3	
9	Total External Revenue	26.1	33.5	37.7	30.1	8.0	38.1	34.4	43.6	
	Expense									
10	Total Salaries & Benefits (Faculty & Staff)	4.9	6.2	5.5	3.5	3.7	7.2	4.9	20.2	
11	Fellowships	0.1	0.1	0.4	0.5	-	0.5	0.3	0.3	
12	Non-Salary Expenses	5.9	5.3	6.9	5.8	1.4	7.2	7.5	8.9	
13	Interest / CRC / Other Amortization	1.3	0.2	0.2	-	0.2	0.2	-	0.3	
14	Allocation of Central Services	-	-	-	-	-	-	-	-	
15	Allocation of Other Costs	1.0	0.9	0.6	0.1	0.9	1.0	0.1	1.1	
16	Other Expenses	8.3	6.5	8.1	6.4	2.5	8.9	7.9	10.6	
17	Total Expenses before Internal Revenue	13.2	12.7	13.7	9.9	6.3	16.2	12.8	30.8	
18	Internal Revenue	-	-	-	-	-	-	-	-	
19	Total Expenses Net of Internal Revenue	13.2	12.7	13.7	9.9	6.3	16.2	12.8	30.8	
20	Operating Results	12.9	20.9	24.1	20.2	1.7	21.9	21.5	12.8	
21	Total Fund Transfers	(19.2)	(12.4)	(17.7)	(5.5)	(1.7)	(7.3)	2.4	11.1	
22	Net Results - Add to/(Use of) Fund Balances	(6.3)	8.5	6.4	14.7	-	14.7	24.0	24.0	

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-36
Fiscal 2020 Operating Budget
VP Global Strategy & International Affairs

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget			FY20 Budget			
	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	
	Revenue									
1	Tuition, Room and Board - Gross	1.0	1.0	1.1	1.0	-	1.0	1.3	-	1.3
2	Tuition Discount	-	-	-	-	-	-	-	-	-
3	Tuition, Room & Board - Net	1.0	1.0	1.1	1.0	-	1.0	1.3	-	1.3
4	Grant and Contract Income	-	-	-	-	-	-	-	-	-
5	Medical Services Income	-	-	-	-	-	-	-	-	-
6	Gifts	1.0	1.4	0.9	1.2	0.2	1.4	1.3	-	1.3
7	Endowment Income	0.1	(0.2)	0.2	0.1	0.1	0.2	0.1	0.1	0.2
8	Other Income	16.9	21.4	19.5	19.4	0.7	20.1	23.5	0.8	24.4
9	Total External Revenue	19.1	23.5	21.6	21.7	1.0	22.7	26.1	0.9	27.1
	Expense									
10	Total Salaries & Benefits (Faculty & Staff)	7.5	7.4	7.5	6.0	3.0	9.0	6.8	3.4	10.2
11	Fellowships	0.1	0.1	-	-	-	-	-	-	-
12	Non-Salary Expenses	12.8	11.0	13.4	16.1	0.8	16.9	18.2	0.9	19.1
13	Interest / CRC / Other Amortization	1.0	0.7	0.7	-	0.7	0.7	-	0.7	0.7
14	Allocation of Central Services	-	-	1.2	-	-	-	-	-	-
15	Allocation of Other Costs	0.1	0.1	0.1	0.1	-	0.2	0.1	-	0.2
16	Other Expenses	14.0	11.9	15.4	16.2	1.5	17.8	18.3	1.6	19.9
17	Total Expenses before Internal Revenue	21.5	19.4	22.9	22.3	4.5	26.8	25.1	5.0	30.1
18	Internal Revenue	(4.8)	(3.2)	(4.6)	(7.0)	-	(7.0)	(7.3)	-	(7.3)
19	Total Expenses Net of Internal Revenue	16.7	16.2	18.3	15.3	4.5	19.8	17.8	5.0	22.8
20	Operating Results	2.3	7.3	3.3	6.4	(3.5)	2.9	8.3	(4.1)	4.2
21	Total Fund Transfers	0.1	(4.7)	(4.1)	(6.5)	3.5	(2.9)	(8.7)	4.1	(4.6)
22	Net Results - Add to/(Use of) Fund Balances	2.5	2.6	(0.8)	(0.1)	-	(0.1)	(0.4)	-	(0.4)

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-37
Fiscal 2020 Operating Budget
VP & General Counsel

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget		FY20 Budget			
	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>
	Revenue								
1	Tuition, Room and Board - Gross	-	-	-	-	-	-	-	-
2	Tuition Discount	-	-	-	-	-	-	-	-
3	Tuition, Room & Board - Net	-	-	-	-	-	-	-	-
4	Grant and Contract Income	-	-	-	-	-	-	-	-
5	Medical Services Income	-	-	-	-	-	-	-	-
6	Gifts	-	-	-	-	-	-	-	-
7	Endowment Income	-	-	-	-	-	-	-	-
8	Other Income	-	-	-	-	-	-	-	-
9	Total External Revenue	-	-	-	-	-	-	-	-
	Expense								
10	Total Salaries & Benefits (Faculty & Staff)	4.9	5.2	5.4	-	5.7	5.7	-	6.1
11	Fellowships	-	-	-	-	-	-	-	-
12	Non-Salary Expenses	9.6	12.9	11.5	-	10.6	10.6	-	10.8
13	Interest / CRC / Other Amortization	-	0.2	0.2	-	0.2	0.2	-	0.2
14	Allocation of Central Services	-	-	-	-	-	-	-	-
15	Allocation of Other Costs ²	(0.1)	(0.1)	(0.1)	-	(0.1)	(0.1)	-	-
16	Other Expenses	9.5	13.0	11.6	-	10.7	10.7	-	11.0
17	Total Expenses before Internal Revenue	14.4	18.2	17.0	-	16.3	16.3	-	17.1
18	Internal Revenue	-	-	-	-	-	-	-	-
19	Total Expenses Net of Internal Revenue	14.4	18.2	17.0	-	16.3	16.3	-	17.1
20	Operating Results	(14.4)	(18.2)	(17.0)	-	(16.3)	(16.3)	-	(17.1)
21	Total Fund Transfers	14.7	17.8	16.9	(0.1)	16.3	16.2	-	17.1
22	Net Results - Add to/(Use of) Fund Balances	0.3	(0.3)	(0.1)	(0.1)	-	(0.1)	-	-

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.
2. The General Counsel Assessment has been eliminated in the Fiscal 2020 Budget.

Table A-38
Fiscal 2020 Operating Budget
VP Communications

(\$ Millions)

Row	A	B	C	E			H		
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget		FY19 Budget	FY20 Budget		FY20 Budget
	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>
	Revenue								
1	Tuition, Room and Board - Gross	-	-	-	-	-	-	-	-
2	Tuition Discount	-	-	-	-	-	-	-	-
3	Tuition, Room & Board - Net	-	-	-	-	-	-	-	-
4	Grant and Contract Income	-	-	-	-	-	-	-	-
5	Medical Services Income	-	-	-	-	-	-	-	-
6	Gifts	-	-	-	-	-	-	-	-
7	Endowment Income	0.2	0.2	0.2	0.2	-	0.2	-	0.2
8	Other Income	0.1	0.1	0.1	-	0.1	-	0.1	0.1
9	Total External Revenue	0.3	0.3	0.3	0.2	0.1	0.3	0.2	0.3
	Expense								
10	Total Salaries & Benefits (Faculty & Staff)	3.9	4.2	4.4	0.1	4.7	4.8	0.1	5.0
11	Fellowships	-	-	-	-	-	-	-	-
12	Non-Salary Expenses	0.7	1.2	1.1	0.2	0.6	0.9	0.3	0.7
13	Interest / CRC / Other Amortization	-	0.3	0.3	-	0.3	0.3	-	0.3
14	Allocation of Central Services	-	-	-	-	-	-	-	-
15	Allocation of Other Costs	-	-	-	-	-	-	-	-
16	Other Expenses	0.7	1.5	1.4	0.3	0.9	1.2	0.3	1.0
17	Total Expenses before Internal Revenue	4.6	5.6	5.8	0.3	5.7	6.0	0.4	6.0
18	Internal Revenue	(0.4)	(0.4)	(0.4)	-	(0.3)	(0.3)	-	(0.4)
19	Total Expenses Net of Internal Revenue	4.2	5.2	5.4	0.3	5.3	5.7	0.4	5.7
20	Operating Results	(3.9)	(5.0)	(5.1)	(0.1)	(5.2)	(5.4)	(0.2)	(5.6)
21	Total Fund Transfers	4.5	5.1	5.0	-	5.2	5.2	(0.1)	5.6
22	Net Results - Add to/(Use of) Fund Balances	0.6	0.1	(0.1)	(0.1)	-	(0.1)	(0.3)	-

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-39
Fiscal 2020 Operating Budget
VP Student Life & Secretary

(\$ Millions)

Row	A	B	C	FY19 Budget			FY20 Budget		
	FY16 Actual	FY17 Actual	FY18 Actual	Non-GA	GA	Total	Non-GA	GA	Total
	Total	Total	Total			Total			Total
	Revenue								
1	Tuition, Room and Board - Gross	-	-	-	-	-	-	-	-
2	Tuition Discount	-	-	-	-	-	-	-	-
3	Tuition, Room & Board - Net	-	-	-	-	-	-	-	-
4	Grant and Contract Income	-	-	-	-	-	-	-	-
5	Medical Services Income	-	-	-	-	-	-	-	-
6	Gifts	0.1	0.5	0.4	-	0.2	-	0.1	0.1
7	Endowment Income	4.7	4.9	5.1	2.6	2.7	2.9	2.7	5.6
8	Other Income	0.6	0.7	0.6	0.1	0.6	0.1	0.6	0.6
9	Total External Revenue	5.5	6.0	6.2	2.7	3.4	3.0	3.4	6.4
	Expense								
10	Total Salaries & Benefits (Faculty & Staff)	3.4	3.9	4.2	1.2	3.4	1.2	3.7	4.9
11	Fellowships	0.1	0.1	0.1	0.1	-	0.1	-	0.1
12	Non-Salary Expenses	2.9	3.8	3.9	1.0	2.4	1.1	3.1	4.2
13	Interest / CRC / Other Amortization	0.9	1.0	0.9	0.1	1.0	0.1	1.3	1.4
14	Allocation of Central Services	0.8	0.7	0.7	0.4	0.4	0.4	0.4	0.8
15	Allocation of Other Costs	-	-	-	-	-	-	-	-
16	Other Expenses	4.6	5.6	5.7	1.5	3.9	1.7	4.8	6.5
17	Total Expenses before Internal Revenue	8.0	9.4	10.0	2.7	7.2	2.8	8.5	11.4
18	Internal Revenue	-	-	-	-	-	-	-	-
19	Total Expenses Net of Internal Revenue	8.0	9.4	10.0	2.7	7.2	2.8	8.5	11.4
20	Operating Results	(2.5)	(3.4)	(3.8)	-	(3.8)	0.2	(5.2)	(5.0)
21	Total Fund Transfers	2.4	4.1	4.6	0.2	3.8	0.3	5.2	5.5
22	Net Results - Add to/(Use of) Fund Balances	(0.2)	0.7	0.8	0.2	-	0.5	-	0.5

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-40
Fiscal 2020 Operating Budget
VP Alumni Affairs & Development

(\$ Millions)

Row	A	B	C	E			H		
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget			FY20 Budget		
	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>
	Revenue								
1	Tuition, Room and Board - Gross	-	-	-	-	-	-	-	-
2	Tuition Discount	-	-	-	-	-	-	-	-
3	Tuition, Room & Board - Net	-	-	-	-	-	-	-	-
4	Grant and Contract Income	-	-	-	-	-	-	-	-
5	Medical Services Income	-	-	-	-	-	-	-	-
6	Gifts	(0.2)	0.2	(1.1)	-	-	-	-	-
7	Endowment Income	0.5	0.5	0.3	0.4	0.1	0.5	0.2	0.1
8	Other Income	4.7	4.1	4.1	2.8	0.7	3.5	3.1	0.7
9	Total External Revenue	4.9	4.7	3.3	3.3	0.8	4.0	3.4	0.8
	Expense								
10	Total Salaries & Benefits (Faculty & Staff)	24.8	26.9	29.4	1.2	36.2	37.5	1.4	39.6
11	Fellowships	-	-	-	-	-	-	-	-
12	Non-Salary Expenses	8.9	8.5	11.2	2.0	10.0	12.0	2.7	11.9
13	Interest / CRC / Other Amortization	2.5	2.7	1.0	-	0.4	0.4	0.1	0.5
14	Allocation of Central Services	0.3	0.3	0.3	-	0.3	0.3	-	0.3
15	Allocation of Other Costs	-	-	-	-	-	-	-	-
16	Other Expenses	11.7	11.5	12.5	2.0	10.7	12.7	2.8	12.7
17	Total Expenses before Internal Revenue	36.5	38.4	41.9	3.3	46.9	50.2	4.1	52.3
18	Internal Revenue	-	-	-	-	-	-	-	-
19	Total Expenses Net of Internal Revenue	36.5	38.4	41.9	3.3	46.9	50.2	4.1	52.3
20	Operating Results	(31.5)	(33.7)	(38.7)	-	(46.1)	(46.2)	(0.7)	(51.5)
21	Total Fund Transfers	31.9	36.3	38.3	(0.4)	46.1	45.8	(0.2)	51.5
22	Net Results - Add to/(Use of) Fund Balances	0.4	2.6	(0.4)	(0.4)	-	(0.4)	(0.9)	-

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-41
Fiscal 2020 Operating Budget
VP New Haven Affairs

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget			FY20 Budget			
	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	
	Revenue									
1	Tuition, Room and Board - Gross	-	-	-	-	-	-	-	-	
2	Tuition Discount	-	-	-	-	-	-	-	-	
3	Tuition, Room & Board - Net	-	-	-	-	-	-	-	-	
4	Grant and Contract Income	-	-	-	-	-	-	-	-	
5	Medical Services Income	-	-	-	-	-	-	-	-	
6	Gifts	1.2	1.6	1.6	0.9	0.1	1.0	0.7	0.1	
7	Endowment Income	0.8	0.8	0.8	0.8	0.1	0.8	0.8	0.1	
8	Other Income	17.4	18.3	18.6	17.5	0.1	17.5	17.3	0.1	
9	Total External Revenue	19.4	20.6	21.0	19.1	0.2	19.4	18.8	0.2	19.0
	Expense									
10	Total Salaries & Benefits (Faculty & Staff)	2.1	2.2	2.2	1.9	0.5	2.4	1.9	0.5	2.4
11	Fellowships	-	-	-	-	-	-	-	-	-
12	Non-Salary Expenses	13.4	13.9	15.5	14.6	0.9	15.5	15.6	0.9	16.5
13	Interest / CRC / Other Amortization	6.7	7.1	5.7	2.8	2.6	5.4	0.4	2.8	3.2
14	Allocation of Central Services	0.3	0.2	0.2	0.1	0.2	0.2	0.2	-	0.2
15	Allocation of Other Costs	0.2	0.2	0.1	0.1	-	0.2	0.1	-	0.2
16	Other Expenses	20.6	21.4	21.6	17.6	3.7	21.3	16.4	3.7	20.1
17	Total Expenses before Internal Revenue	22.7	23.6	23.8	19.5	4.1	23.7	18.3	4.2	22.5
18	Internal Revenue	(0.9)	(0.9)	(1.2)	(0.8)	(0.1)	(0.9)	(1.0)	(0.1)	(1.1)
19	Total Expenses Net of Internal Revenue	21.8	22.6	22.6	18.7	4.1	22.8	17.3	4.1	21.4
20	Operating Results	(2.4)	(2.0)	(1.6)	0.4	(3.8)	(3.5)	1.5	(3.9)	(2.4)
21	Total Fund Transfers	2.7	3.1	2.8	(0.2)	3.8	3.6	(2.0)	3.9	1.9
22	Net Results - Add to/(Use of) Fund Balances	0.3	1.1	1.2	0.2	-	0.2	(0.5)	-	(0.5)

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-42
Fiscal 2020 Operating Budget
Facilities

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget			FY20 Budget		
	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>
	Revenue								
1	Tuition, Room and Board - Gross	-	-	-	-	-	-	-	-
2	Tuition Discount	-	-	-	-	-	-	-	-
3	Tuition, Room & Board - Net	-	-	-	-	-	-	-	-
4	Grant and Contract Income	-	-	-	-	-	-	-	-
5	Medical Services Income	-	-	-	-	-	-	-	-
6	Gifts	0.2	0.1	-	-	-	-	-	-
7	Endowment Income	0.1	0.1	0.1	0.1	-	0.1	-	0.1
8	Other Income	0.5	0.5	1.4	-	0.2	0.2	0.2	0.2
9	Total External Revenue	0.8	0.8	1.6	0.1	0.2	0.3	0.1	0.2
	Expense								
10	Total Salaries & Benefits (Faculty & Staff)	87.8	91.4	96.3	-	104.8	104.8	-	110.0
11	Fellowships	-	-	-	-	-	-	-	-
12	Non-Salary Expenses	27.0	26.4	29.9	0.1	31.9	32.0	0.1	32.2
13	Interest / CRC / Other Amortization	1.2	2.5	1.8	-	2.1	2.1	-	2.1
14	Allocation of Central Services	0.3	0.3	0.4	-	0.3	0.3	-	0.3
15	Allocation of Other Costs	(1.1)	(1.1)	(1.1)	-	(1.3)	(1.3)	-	(1.4)
16	Other Expenses	27.3	28.1	31.1	0.1	33.0	33.1	0.1	33.4
17	Total Expenses before Internal Revenue	115.2	119.5	127.3	0.1	137.8	137.9	0.1	143.3
18	Internal Revenue	(113.6)	(115.4)	(123.8)	-	(137.2)	(137.2)	-	(142.6)
19	Total Expenses Net of Internal Revenue	1.6	4.1	3.6	0.1	0.6	0.8	0.1	0.8
20	Operating Results	(0.8)	(3.4)	(2.0)	-	(0.4)	(0.4)	-	(0.5)
21	Total Fund Transfers	1.7	3.3	2.3	0.4	0.4	0.8	0.4	0.5
22	Net Results - Add to/(Use of) Fund Balances	0.9	(0.1)	0.3	0.4	-	0.4	0.5	-

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-43
Fiscal 2020 Operating Budget
Utilities

(\$ Millions)

Row	A	B	C	E		F	H		I
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget			FY20 Budget		
	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>
	Revenue								
1	Tuition, Room and Board - Gross	-	-	-	-	-	-	-	-
2	Tuition Discount	-	-	-	-	-	-	-	-
3	Tuition, Room & Board - Net	-	-	-	-	-	-	-	-
4	Grant and Contract Income	-	-	-	-	-	-	-	-
5	Medical Services Income	-	-	-	-	-	-	-	-
6	Gifts	-	-	-	-	-	-	-	-
7	Endowment Income	-	-	-	-	-	-	-	-
8	Other Income	11.2	11.1	11.8	-	11.0	-	11.4	11.4
9	Total External Revenue	11.2	11.1	11.8	-	11.0	-	11.4	11.4
	Expense								
10	Total Salaries & Benefits (Faculty & Staff)	13.7	14.0	14.7	-	15.4	-	16.3	16.3
11	Fellowships	-	-	-	-	-	-	-	-
12	Non-Salary Expenses	59.8	56.3	61.2	-	56.2	-	59.8	59.8
13	Interest / CRC / Other Amortization	42.6	34.1	32.6	-	33.5	-	34.6	34.6
14	Allocation of Central Services	-	-	-	-	-	-	-	-
15	Allocation of Other Costs	1.1	1.1	1.2	-	1.4	-	1.4	1.4
16	Other Expenses	103.5	91.6	94.9	-	91.1	-	95.8	95.8
17	Total Expenses before Internal Revenue	117.2	105.5	109.6	-	106.5	-	112.1	112.1
18	Internal Revenue	(106.1)	(94.4)	(97.9)	-	(95.5)	-	(100.7)	(100.7)
19	Total Expenses Net of Internal Revenue	11.1	11.1	11.8	-	10.9	-	11.4	11.4
20	Operating Results	0.1	(0.1)	-	-	0.1	-	0.1	0.1
21	Total Fund Transfers	(0.1)	0.1	(0.1)	-	(0.1)	-	(0.1)	(0.1)
22	Net Results - Add to/(Use of) Fund Balances	-	-	-	-	-	-	-	-

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-44
Fiscal 2020 Operating Budget
Information Technology Services

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget			FY20 Budget		
	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>
	Revenue								
1	Tuition, Room and Board - Gross	-	-	-	-	-	-	-	-
2	Tuition Discount	-	-	-	-	-	-	-	-
3	Tuition, Room & Board - Net	-	-	-	-	-	-	-	-
4	Grant and Contract Income	0.1	0.2	-	-	-	-	-	-
5	Medical Services Income	0.1	-	-	-	-	-	-	-
6	Gifts	-	-	(0.5)	-	-	-	-	-
7	Endowment Income	0.2	0.2	0.2	-	0.2	-	0.2	0.2
8	Other Income	0.1	0.1	0.1	-	0.2	-	0.2	0.2
9	Total External Revenue	0.5	0.5	(0.3)	-	0.3	-	0.4	0.4
	Expense								
10	Total Salaries & Benefits (Faculty & Staff)	51.9	51.0	51.6	-	62.3	-	68.2	68.2
11	Fellowships	-	-	-	-	-	-	-	-
12	Non-Salary Expenses	25.9	35.3	33.6	-	30.3	-	33.1	33.1
13	Interest / CRC / Other Amortization	32.8	21.9	21.0	-	23.5	-	23.0	23.0
14	Allocation of Central Services	0.1	0.3	0.2	-	0.3	-	0.2	0.2
15	Allocation of Other Costs	2.6	2.3	1.8	-	1.5	-	1.8	1.8
16	Other Expenses	61.5	59.8	56.6	-	55.5	-	58.1	58.1
17	Total Expenses before Internal Revenue	113.4	110.8	108.1	-	117.8	-	126.3	126.3
18	Internal Revenue	(19.1)	(19.2)	(17.6)	-	(19.4)	-	(20.0)	(20.0)
19	Total Expenses Net of Internal Revenue	94.3	91.6	90.5	-	98.4	-	106.3	106.3
20	Operating Results	(93.8)	(91.1)	(90.7)	-	(98.0)	-	(105.9)	(105.9)
21	Total Fund Transfers	95.1	91.0	89.3	-	98.0	-	105.9	105.9
22	Net Results - Add to/(Use of) Fund Balances	1.3	(0.1)	(1.4)	-	-	-	-	-

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-45
Fiscal 2020 Operating Budget
Finance & Business Operations

(\$ Millions)

Row	A	B	C	E			G	H	I
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget			FY20 Budget		
	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>
	Revenue								
1	Tuition, Room and Board - Gross	-	-	-	-	-	-	-	-
2	Tuition Discount	-	-	-	-	-	-	-	-
3	Tuition, Room & Board - Net	-	-	-	-	-	-	-	-
4	Grant and Contract Income	-	-	-	-	-	-	-	-
5	Medical Services Income	-	-	-	-	-	-	-	-
6	Gifts	-	-	-	-	-	-	-	-
7	Endowment Income	-	-	-	-	-	-	-	-
8	Other Income	6.7	8.3	8.6	4.0	4.0	8.0	4.2	4.2
9	Total External Revenue	6.7	8.3	8.7	4.0	4.0	8.0	4.3	4.2
	Expense								
10	Total Salaries & Benefits (Faculty & Staff)	33.9	35.2	35.8	2.3	36.5	38.8	2.6	37.9
11	Fellowships	-	-	-	-	-	-	-	-
12	Non-Salary Expenses	4.7	5.3	6.5	1.7	3.1	4.8	1.7	4.0
13	Interest / CRC / Other Amortization	2.7	5.1	0.8	-	0.8	0.8	-	0.9
14	Allocation of Central Services	-	-	-	-	-	-	-	-
15	Allocation of Other Costs	0.1	0.1	0.1	-	0.1	0.1	-	0.1
16	Other Expenses	7.5	10.5	7.3	1.7	4.0	5.7	1.7	4.9
17	Total Expenses before Internal Revenue	41.4	45.6	43.1	4.0	40.5	44.5	4.3	42.7
18	Internal Revenue	-	-	-	-	-	-	-	-
19	Total Expenses Net of Internal Revenue	41.4	45.6	43.1	4.0	40.5	44.5	4.3	42.7
20	Operating Results	(34.7)	(37.4)	(34.5)	0.1	(36.5)	(36.4)	-	(38.5)
21	Total Fund Transfers	33.4	38.4	34.3	-	36.5	36.5	-	38.5
22	Net Results - Add to/(Use of) Fund Balances	(1.3)	1.0	(0.2)	0.1	-	0.1	-	-

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-46
Fiscal 2020 Operating Budget
Human Resources

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget		FY20 Budget			
	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>
	Revenue								
1	Tuition, Room and Board - Gross	-	-	-	-	-	-	-	-
2	Tuition Discount	-	-	-	-	-	-	-	-
3	Tuition, Room & Board - Net	-	-	-	-	-	-	-	-
4	Grant and Contract Income	-	-	-	-	-	-	-	-
5	Medical Services Income	-	-	-	-	-	-	-	-
6	Gifts	-	-	-	-	-	-	-	-
7	Endowment Income	-	-	-	-	-	-	-	-
8	Other Income	0.4	0.4	0.4	-	0.4	-	0.3	0.3
9	Total External Revenue	0.4	0.4	0.4	-	0.4	-	0.3	0.3
	Expense								
10	Total Salaries & Benefits (Faculty & Staff)	18.2	18.7	21.7	-	24.2	-	25.8	25.8
11	Fellowships	-	-	-	-	-	-	-	-
12	Non-Salary Expenses	2.1	2.5	2.3	-	1.3	-	1.1	1.1
13	Interest / CRC / Other Amortization	1.2	1.4	1.3	-	1.3	-	1.3	1.3
14	Allocation of Central Services	-	-	-	-	-	-	-	-
15	Allocation of Other Costs	0.7	0.7	0.6	-	0.7	-	0.8	0.8
16	Other Expenses	4.0	4.5	4.2	-	3.3	-	3.2	3.2
17	Total Expenses before Internal Revenue	22.2	23.1	26.0	-	27.5	-	29.0	29.0
18	Internal Revenue	(0.2)	(0.2)	-	-	(0.3)	-	-	-
19	Total Expenses Net of Internal Revenue	22.0	22.9	26.0	-	27.2	-	29.0	29.0
20	Operating Results	(21.6)	(22.5)	(25.6)	-	(26.7)	-	(28.7)	(28.7)
21	Total Fund Transfers	21.6	22.5	25.7	-	26.7	-	28.7	28.7
22	Net Results - Add to/(Use of) Fund Balances	-	-	0.1	-	-	-	-	-

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-47
Fiscal 2020 Operating Budget
Administrative Operations

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget			FY20 Budget			
	Total	Total	Total	Non-GA	GA	Total	Non-GA	GA	Total	
	Revenue									
1	Tuition, Room and Board - Gross	5.5	6.3	6.5	-	6.0	6.0	1.3	4.9	6.2
2	Tuition Discount	-	-	-	-	-	-	-	-	-
3	Tuition, Room & Board - Net	5.5	6.3	6.5	-	6.0	6.0	1.3	4.9	6.2
4	Grant and Contract Income	-	-	-	-	-	-	-	-	-
5	Medical Services Income	-	-	-	-	-	-	-	-	-
6	Gifts	(0.1)	-	-	-	-	-	-	-	-
7	Endowment Income	-	-	-	-	-	-	-	-	-
8	Other Income	13.4	13.5	13.6	-	13.0	13.0	6.4	6.9	13.3
9	Total External Revenue	18.8	19.8	20.0	-	19.0	19.0	7.7	11.8	19.5
	Expense									
10	Total Salaries & Benefits (Faculty & Staff)	12.9	13.1	13.4	-	14.3	14.3	1.2	13.7	14.8
11	Fellowships	-	-	-	-	-	-	-	-	-
12	Non-Salary Expenses	15.7	15.4	16.9	-	15.1	15.1	3.4	12.0	15.4
13	Interest / CRC / Other Amortization	11.2	11.9	12.7	-	12.8	12.8	2.2	10.0	12.2
14	Allocation of Central Services	3.6	3.6	3.2	-	3.6	3.6	0.3	3.6	4.0
15	Allocation of Other Costs	2.7	2.4	2.2	-	2.3	2.3	1.4	0.8	2.1
16	Other Expenses	33.1	33.3	35.1	-	33.7	33.7	7.3	26.5	33.8
17	Total Expenses before Internal Revenue	46.0	46.4	48.5	-	48.0	48.0	8.4	40.2	48.6
18	Internal Revenue	(12.1)	(12.4)	(12.6)	-	(12.5)	(12.5)	(0.7)	(12.1)	(12.8)
19	Total Expenses Net of Internal Revenue	33.9	34.0	35.9	-	35.6	35.6	7.8	28.1	35.8
20	Operating Results	(15.2)	(14.2)	(15.8)	-	(16.6)	(16.6)	(0.1)	(16.3)	(16.4)
21	Total Fund Transfers	15.0	15.0	15.9	-	16.6	16.6	0.1	16.3	16.4
22	Net Results - Add to/(Use of) Fund Balances	(0.2)	0.8	-	-	-	-	-	-	-

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-48
Fiscal 2020 Operating Budget
University General

(\$ Millions)

Row	A	B	C	E			G	H	I	
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget			FY20 Budget			
	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	
	Revenue									
1	Tuition, Room and Board - Gross	-	-	-	-	-	-	-	-	
2	Tuition Discount	-	-	-	-	-	-	-	-	
3	Tuition, Room & Board - Net	-	-	-	-	-	-	-	-	
4	Grant and Contract Income	(0.3)	(0.2)	(0.3)	-	-	-	-	-	
5	Medical Services Income	-	-	-	-	-	-	-	-	
6	Gifts	22.6	34.6	14.2	37.4	-	37.4	37.8	1.5	39.3
7	Endowment Income	9.8	19.2	31.1	27.5	12.4	39.9	32.2	14.5	46.8
8	Other Income	2.8	30.6	28.0	0.2	5.2	5.4	0.9	4.0	4.9
9	Total External Revenue	34.8	84.2	73.0	65.1	17.7	82.8	71.0	20.0	91.0
	Expense									
10	Total Salaries & Benefits (Faculty & Staff)	53.3	37.4	34.6	(2.0)	38.3	36.2	2.3	44.9	47.1
11	Fellowships	-	-	-	-	-	-	-	-	-
12	Non-Salary Expenses	28.3	28.9	26.0	13.2	50.8	64.0	21.2	66.2	87.4
13	Interest / CRC / Other Amortization	(30.6)	(37.0)	(35.1)	0.3	(23.9)	(23.6)	1.0	(12.5)	(11.5)
14	Allocation of Central Services	35.9	34.3	26.6	-	32.6	32.6	(8.1)	38.6	30.6
15	Allocation of Other Costs	0.4	0.4	0.5	0.6	0.5	1.0	0.5	0.5	1.0
16	Other Expenses	34.0	26.7	18.0	14.1	60.0	74.1	14.6	92.8	107.4
17	Total Expenses before Internal Revenue	87.4	64.1	52.6	12.0	98.3	110.3	16.9	137.7	154.6
18	Internal Revenue	(301.7)	(306.6)	(328.2)	(0.1)	(340.3)	(340.4)	-	(377.7)	(377.8)
19	Total Expenses Net of Internal Revenue	(214.3)	(242.5)	(275.6)	12.0	(242.0)	(230.0)	16.8	(240.0)	(223.2)
20	Operating Results	249.2	326.7	348.6	53.1	259.7	312.8	54.2	260.0	314.2
21	Total Fund Transfers	(187.3)	(303.1)	(316.1)	(13.0)	(259.7)	(272.7)	(23.3)	(260.0)	(283.3)
22	Net Results - Add to/(Use of) Fund Balances	61.9	23.6	32.5	40.2	-	40.2	30.9	-	30.9

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.
2. FY17 Actuals and FY19 Budget have been restated to reflect proper accounting of endowment and central use of reserves.

Table A-49
Fiscal 2020 Operating Budget
University Unrestricted

(\$ Millions)

Row	A	B	C	E			H		
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget			FY20 Budget		
	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>
	Revenue								
1	Tuition, Room and Board - Gross	-	-	-	-	-	-	-	-
2	Tuition Discount	-	-	-	-	-	-	-	-
3	Tuition, Room & Board - Net	-	-	-	-	-	-	-	-
4	Grant and Contract Income	0.5	-	0.1	-	0.4	-	0.4	0.4
5	Medical Services Income	-	-	-	-	-	-	-	-
6	Gifts	25.7	6.4	22.6	-	30.1	-	33.2	33.2
7	Endowment Income	186.0	186.8	187.7	-	199.5	-	209.5	209.5
8	Other Income	34.0	-	2.1	-	23.6	-	35.9	35.9
9	Total External Revenue	246.2	193.3	212.6	-	253.6	-	278.8	278.8
	Expense								
10	Total Salaries & Benefits (Faculty & Staff)	-	-	-	-	-	-	-	-
11	Fellowships	-	-	-	-	-	-	-	-
12	Non-Salary Expenses	-	-	-	-	-	-	-	-
13	Interest / CRC / Other Amortization	-	-	-	-	-	-	-	-
14	Allocation of Central Services	-	-	-	-	-	-	-	-
15	Allocation of Other Costs	-	-	-	-	-	-	-	-
16	Other Expenses	-	-	-	-	-	-	-	-
17	Total Expenses before Internal Revenue	-	-	-	-	-	-	-	-
18	Internal Revenue	-	-	-	-	-	-	-	-
19	Total Expenses Net of Internal Revenue	-	-	-	-	-	-	-	-
20	Operating Results	246.2	193.3	212.6	-	253.6	-	278.8	278.8
21	Total Fund Transfers	(319.7)	(193.3)	(212.6)	(12.7)	(253.6)	(6.7)	(278.8)	(285.6)
22	Net Results - Add to/(Use of) Fund Balances	(73.5)	-	-	(12.7)	-	(6.7)	-	(6.7)

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.
2. FY17 Actuals and FY19 Budget have been restated to reflect proper accounting of endowment and central use of reserves.

Table A-50
Fiscal 2020 Operating Budget
Professional Schools

(Includes the Schools of Management, Law, Forestry & Environmental Studies, Divinity, Nursing, Drama, Music, Architecture and Art)

(\$ Millions)

Row	A	B	C	FY19 Budget			FY20 Budget			
	FY16 Actual	FY17 Actual	FY18 Actual	Non-GA	GA	Total	Non-GA	GA	Total	
	Total	Total	Total			Total			Total	
	Revenue									
1	Tuition, Room and Board - Gross	143.2	154.9	165.4	28.0	152.2	180.1	20.1	167.7	187.8
2	Tuition Discount	(54.4)	(58.3)	(60.0)	(27.7)	(39.2)	(66.9)	(21.8)	(48.5)	(70.4)
3	Tuition, Room & Board - Net	88.9	96.7	105.4	0.2	113.0	113.2	(1.7)	119.2	117.4
4	Grant and Contract Income	18.6	22.9	22.2	20.0	3.2	23.1	18.2	2.6	20.8
5	Medical Services Income	0.6	0.8	0.8	0.9	-	0.9	0.9	-	0.9
6	Gifts	46.8	46.4	47.1	17.4	18.9	36.3	16.8	21.2	38.0
7	Endowment Income	175.2	187.1	195.3	74.7	131.5	206.2	81.5	134.4	215.8
8	Other Income	29.8	35.1	37.0	27.5	9.7	37.3	26.8	11.0	37.8
9	Total External Revenue	359.9	389.1	407.8	140.7	276.3	417.0	142.4	288.3	430.8
	Expense									
10	Faculty Salaries	95.0	104.0	109.3	51.6	62.4	114.0	47.0	70.3	117.2
11	All Other Salaries	62.4	66.5	71.0	18.3	57.9	76.1	15.7	64.6	80.3
12	Employee Benefits	44.2	49.2	53.2	17.4	39.0	56.4	16.0	43.6	59.6
13	Total Salaries & Benefits	201.6	219.7	233.4	87.2	159.3	246.5	78.6	178.6	257.2
14	Fellowships	8.8	9.9	9.6	4.7	5.2	9.8	5.0	5.6	10.7
15	Non-Salary Expenses	70.2	81.7	81.5	56.1	39.2	95.4	48.1	44.0	92.1
16	Interest / CRC / Other Amortization	30.0	33.9	30.0	2.5	28.6	31.1	4.4	27.6	32.0
17	Allocation of Central Services	61.1	61.1	66.3	-	73.1	73.1	1.1	73.9	75.0
18	Allocation of Other Costs	5.7	6.0	6.2	1.3	5.2	6.5	1.6	5.6	7.2
19	Other Expenses	175.8	192.7	193.6	64.6	151.3	215.9	60.2	156.7	216.9
20	Total Expenses before Internal Revenue	377.4	412.4	427.0	151.9	310.6	462.5	138.8	335.3	474.1
21	Internal Revenue	(4.6)	(5.0)	(3.9)	(0.1)	(3.9)	(4.0)	-	(3.8)	(3.9)
22	Total Expenses Net of Internal Revenue	372.8	407.4	423.1	151.8	306.7	458.5	138.8	331.5	470.2
23	Operating Results	(13.0)	(18.3)	(15.3)	(11.1)	(30.4)	(41.5)	3.7	(43.1)	(39.5)
24	Total Fund Transfers	24.9	28.7	35.1	3.1	30.4	33.5	(9.5)	43.1	33.7
25	Net Results - Add to/(Use of) Fund Balances	11.9	10.4	19.8	(8.0)	-	(8.0)	(5.8)	-	(5.8)

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-51
Fiscal 2020 Operating Budget
Self-Support Schools

(Includes the Schools of Management, Law, Forestry & Environmental Studies, Divinity and Nursing)

(\$ Millions)

Row	A	B	C	E			H			
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget			FY20 Budget			
	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	
	Revenue									
1	Tuition, Room and Board - Gross	118.3	129.2	137.8	27.9	123.6	151.5	20.1	138.0	158.1
2	Tuition Discount	(36.5)	(39.8)	(40.5)	(16.5)	(29.3)	(45.8)	(9.8)	(38.8)	(48.6)
3	Tuition, Room & Board - Net	81.8	89.3	97.3	11.5	94.3	105.8	10.3	99.2	109.5
4	Grant and Contract Income	18.3	22.7	22.0	19.7	3.2	22.8	17.9	2.6	20.5
5	Medical Services Income	0.6	0.8	0.8	0.9	-	0.9	0.9	-	0.9
6	Gifts	43.1	41.4	43.3	14.1	18.5	32.6	14.2	20.9	35.1
7	Endowment Income	135.4	144.3	151.1	47.7	112.2	159.8	54.6	114.1	168.7
8	Other Income	26.0	31.2	33.2	26.5	7.4	34.0	25.5	8.9	34.4
9	Total External Revenue	305.2	329.7	347.7	120.4	235.5	355.9	123.4	245.7	369.1
	Expense									
10	Total Salaries & Benefits (Faculty & Staff)	162.5	178.6	190.9	76.6	124.6	201.3	67.6	142.1	209.6
11	Fellowships	8.0	9.0	8.6	4.5	5.2	9.7	4.8	5.6	10.4
12	Non-Salary Expenses	57.1	68.5	68.4	47.3	33.5	80.8	39.0	38.0	77.0
13	Interest / CRC / Other Amortization	18.9	21.7	18.6	0.4	19.2	19.6	2.3	18.0	20.3
14	Allocation of Central Services	46.4	46.9	50.4	-	55.3	55.3	1.0	56.5	57.4
15	Allocation of Other Costs	4.4	4.7	4.9	1.3	3.8	5.1	1.6	4.2	5.7
16	Other Expenses	134.7	150.8	150.8	53.6	116.9	170.5	48.7	122.2	170.8
17	Total Expenses before Internal Revenue	297.2	329.3	341.8	130.2	241.6	371.8	116.3	264.2	380.5
18	Internal Revenue	(4.5)	(4.8)	(3.5)	(0.1)	(3.5)	(3.6)	-	(3.5)	(3.5)
19	Total Expenses Net of Internal Revenue	292.8	324.6	338.2	130.2	238.0	368.2	116.3	260.7	377.0
20	Operating Results	12.5	5.2	9.5	(9.8)	(2.5)	(12.3)	7.1	(15.0)	(7.9)
21	Total Fund Transfers	(1.6)	2.4	8.3	1.6	2.5	4.1	(10.4)	15.0	4.7
22	Net Results - Add to/(Use of) Fund Balances	10.9	7.5	17.8	(8.2)	-	(8.2)	(3.2)	-	(3.2)

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-52
Fiscal 2020 Operating Budget
School of Management

(\$ Millions)

Row	A	B	C	E			H			
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget			FY20 Budget			
	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	
	Revenue									
1	Tuition, Room and Board - Gross	49.8	54.2	59.6	-	67.0	67.0	-	71.7	71.7
2	Tuition Discount	(7.1)	(8.1)	(8.8)	-	(10.3)	(10.3)	-	(12.4)	(12.4)
3	Tuition, Room & Board - Net	42.7	46.2	50.8	-	56.7	56.7	-	59.3	59.3
4	Grant and Contract Income	0.8	1.2	2.0	1.6	0.3	1.9	2.5	0.4	2.9
5	Medical Services Income	-	-	-	-	-	-	-	-	-
6	Gifts	15.7	23.7	18.9	6.0	10.9	16.9	6.2	11.2	17.4
7	Endowment Income	31.4	33.4	34.8	0.4	36.7	37.0	0.4	38.9	39.3
8	Other Income	18.1	22.5	23.2	21.0	4.1	25.1	20.8	4.4	25.2
9	Total External Revenue	108.7	127.0	129.7	29.0	108.6	137.6	29.9	114.2	144.0
	Expense									
10	Total Salaries & Benefits (Faculty & Staff)	60.4	67.4	73.5	5.0	70.8	75.7	5.9	75.4	81.2
11	Fellowships	1.4	1.8	2.0	-	2.2	2.2	-	2.1	2.1
12	Non-Salary Expenses	27.0	32.7	34.4	23.1	22.0	45.1	18.4	22.5	40.9
13	Interest / CRC / Other Amortization	6.7	7.8	6.1	-	5.9	5.9	-	6.2	6.2
14	Allocation of Central Services	12.8	13.2	16.4	-	18.1	18.1	0.1	18.4	18.5
15	Allocation of Other Costs	1.1	1.3	1.4	-	1.1	1.1	-	1.5	1.5
16	Other Expenses	49.1	56.9	60.2	23.1	49.3	72.4	18.5	50.8	69.3
17	Total Expenses before Internal Revenue	109.5	124.2	133.7	28.0	120.1	148.1	24.4	126.2	150.5
18	Internal Revenue	(2.1)	(2.5)	(2.7)	-	(2.7)	(2.7)	-	(2.7)	(2.7)
19	Total Expenses Net of Internal Revenue	107.4	121.8	131.0	28.0	117.3	145.4	24.4	123.4	147.8
20	Operating Results	1.3	5.2	(1.3)	0.9	(8.7)	(7.8)	5.5	(9.2)	(3.7)
21	Total Fund Transfers	1.8	3.3	3.6	(6.5)	8.7	2.2	(6.6)	9.2	2.6
22	Net Results - Add to/(Use of) Fund Balances	3.1	8.5	2.3	(5.6)	-	(5.6)	(1.1)	-	(1.1)

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-53
Fiscal 2020 Operating Budget
School of Law

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget			FY20 Budget			
	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	
	Revenue									
1	Tuition, Room and Board - Gross	35.6	38.0	38.9	-	42.4	42.4	-	42.8	42.8
2	Tuition Discount	(15.5)	(16.2)	(15.8)	(4.3)	(13.3)	(17.6)	(3.8)	(13.7)	(17.5)
3	Tuition, Room & Board - Net	20.1	21.7	23.1	(4.3)	29.1	24.8	(3.8)	29.1	25.3
4	Grant and Contract Income	1.9	2.2	1.6	1.0	0.2	1.2	0.8	0.1	0.9
5	Medical Services Income	-	-	-	-	-	-	-	-	-
6	Gifts	21.6	10.8	14.9	4.5	5.7	10.2	5.0	6.6	11.7
7	Endowment Income	59.0	62.9	65.7	38.7	30.2	68.9	41.9	31.4	73.3
8	Other Income	4.8	5.3	5.1	1.7	3.1	4.8	1.9	2.9	4.7
9	Total External Revenue	107.2	102.9	110.3	41.6	68.3	109.9	45.7	70.1	115.9
	Expense									
10	Total Salaries & Benefits (Faculty & Staff)	57.7	61.6	65.3	31.8	36.4	68.2	32.9	36.0	68.9
11	Fellowships	3.7	3.7	3.4	2.7	1.1	3.8	3.2	1.1	4.3
12	Non-Salary Expenses	15.2	17.5	16.5	9.2	7.8	17.0	8.4	9.9	18.3
13	Interest / CRC / Other Amortization	7.2	7.6	7.5	-	7.5	7.5	-	7.7	7.7
14	Allocation of Central Services	15.0	14.9	15.6	-	16.7	16.7	0.7	17.2	17.9
15	Allocation of Other Costs	0.9	1.0	1.0	-	1.0	1.0	0.4	0.8	1.2
16	Other Expenses	42.0	44.8	43.9	11.9	34.1	46.0	12.7	36.6	49.3
17	Total Expenses before Internal Revenue	99.6	106.3	109.2	43.7	70.5	114.2	45.6	72.7	118.2
18	Internal Revenue	(2.3)	(2.2)	(0.9)	-	(0.8)	(0.8)	-	(0.8)	(0.8)
19	Total Expenses Net of Internal Revenue	97.3	104.1	108.2	43.7	69.7	113.4	45.6	71.8	117.4
20	Operating Results	9.9	(1.2)	2.1	(2.1)	(1.3)	(3.5)	0.2	(1.7)	(1.5)
21	Total Fund Transfers	(5.1)	1.0	2.3	(0.6)	1.3	0.7	(0.7)	1.7	0.9
22	Net Results - Add to/(Use of) Fund Balances	4.8	(0.2)	4.4	(2.8)	-	(2.8)	(0.6)	-	(0.6)

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-54
Fiscal 2020 Operating Budget
School of Forestry & Environmental Studies

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget			FY20 Budget			
	Total	Total	Total	Non-GA	GA	Total	Non-GA	GA	Total	
	Revenue									
1	Tuition, Room and Board - Gross	12.5	13.6	13.9	-	14.2	14.2	-	14.0	14.0
2	Tuition Discount	(6.4)	(7.3)	(7.2)	(1.8)	(5.8)	(7.5)	(2.0)	(5.6)	(7.6)
3	Tuition, Room & Board - Net	6.2	6.3	6.7	(1.8)	8.4	6.7	(2.0)	8.4	6.4
4	Grant and Contract Income	10.8	12.2	12.2	10.7	2.7	13.4	9.0	2.1	11.1
5	Medical Services Income	-	-	-	-	-	-	-	-	-
6	Gifts	3.9	4.0	5.2	1.8	1.7	3.5	1.9	2.2	4.1
7	Endowment Income	22.6	24.3	25.9	4.4	22.2	26.7	4.3	23.2	27.5
8	Other Income	1.1	0.8	0.9	0.7	0.2	0.9	1.4	0.2	1.6
9	Total External Revenue	44.6	47.7	50.9	15.8	35.2	51.1	14.6	36.1	50.7
	Expense									
10	Total Salaries & Benefits (Faculty & Staff)	22.4	24.0	24.5	8.2	17.4	25.6	7.9	18.6	26.5
11	Fellowships	2.2	2.5	2.4	0.9	1.9	2.8	1.0	1.9	3.0
12	Non-Salary Expenses	9.8	11.6	9.5	8.4	3.2	11.6	7.1	3.7	10.8
13	Interest / CRC / Other Amortization	2.9	3.0	2.8	-	3.0	3.0	-	3.1	3.1
14	Allocation of Central Services	7.1	7.2	7.5	-	8.0	8.0	-	8.2	8.3
15	Allocation of Other Costs	0.6	0.7	0.6	-	0.7	0.7	-	0.6	0.6
16	Other Expenses	22.6	24.9	22.8	9.3	16.7	26.0	8.2	17.5	25.7
17	Total Expenses before Internal Revenue	45.0	48.8	47.3	17.5	34.1	51.6	16.1	36.1	52.2
18	Internal Revenue	-	-	-	-	-	-	-	-	-
19	Total Expenses Net of Internal Revenue	45.0	48.8	47.3	17.5	34.1	51.6	16.1	36.1	52.3
20	Operating Results	(0.4)	(1.1)	3.6	(1.7)	1.1	(0.5)	(1.5)	(0.1)	(1.6)
21	Total Fund Transfers	0.6	(2.4)	0.3	1.4	(1.1)	0.3	0.2	0.1	0.3
22	Net Results - Add to/(Use of) Fund Balances	0.2	(3.5)	3.9	(0.2)	-	(0.2)	(1.3)	-	(1.3)

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-55
Fiscal 2020 Operating Budget
School of Divinity

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget			FY20 Budget			
	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	
	Revenue									
1	Tuition, Room and Board - Gross	8.3	8.8	9.1	9.4	-	9.4	-	9.5	9.5
2	Tuition Discount	(5.2)	(5.5)	(5.8)	(6.9)	-	(6.9)	-	(7.1)	(7.1)
3	Tuition, Room & Board - Net	3.1	3.3	3.3	2.6	-	2.6	-	2.5	2.5
4	Grant and Contract Income	0.7	1.8	1.8	1.1	-	1.1	0.2	-	0.2
5	Medical Services Income	-	-	-	-	-	-	-	-	-
6	Gifts	1.2	1.6	3.8	1.3	0.2	1.5	0.6	0.7	1.4
7	Endowment Income	17.4	18.4	19.2	3.5	17.9	21.4	1.7	20.5	22.3
8	Other Income	1.5	2.0	3.3	2.4	-	2.4	0.6	1.5	2.1
9	Total External Revenue	23.8	27.2	31.4	10.9	18.1	29.0	3.1	25.2	28.4
	Expense									
10	Total Salaries & Benefits (Faculty & Staff)	9.4	11.6	12.3	14.0	-	14.0	1.8	12.1	13.9
11	Fellowships	0.1	0.3	0.2	0.3	-	0.3	-	0.3	0.3
12	Non-Salary Expenses	2.8	3.2	4.4	3.3	0.2	3.5	0.9	1.9	2.8
13	Interest / CRC / Other Amortization	1.5	2.6	1.5	0.4	1.5	1.9	2.0	-	2.0
14	Allocation of Central Services	7.9	7.9	7.0	-	7.6	7.6	0.1	7.9	8.0
15	Allocation of Other Costs	0.6	0.7	0.7	0.2	0.5	0.7	0.1	0.7	0.8
16	Other Expenses	12.9	14.7	13.8	4.1	9.9	14.0	3.0	10.8	13.9
17	Total Expenses before Internal Revenue	22.3	26.3	26.1	18.0	9.9	27.9	4.8	23.0	27.8
18	Internal Revenue	-	(0.1)	-	(0.1)	-	(0.1)	-	-	-
19	Total Expenses Net of Internal Revenue	22.3	26.2	26.1	18.0	9.9	27.9	4.8	23.0	27.8
20	Operating Results	1.6	1.0	5.3	(7.1)	8.2	1.1	(1.7)	2.3	0.6
21	Total Fund Transfers	(0.1)	(0.1)	1.5	8.7	(8.2)	0.5	2.8	(2.3)	0.5
22	Net Results - Add to/(Use of) Fund Balances	1.5	0.9	6.8	1.6	-	1.6	1.1	-	1.1

- Notes:
1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.
 2. Due to the Workday ERP, the School of Divinity reorganized the way in which they budget GA funds in FY19 and FY20. It is recommended to compare fiscal years at the Total level.

Table A-56
Fiscal 2020 Operating Budget
School of Nursing

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget			FY20 Budget			
	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	
	Revenue									
1	Tuition, Room and Board - Gross	12.1	14.5	16.2	18.5	-	18.5	20.1	-	20.1
2	Tuition Discount	(2.3)	(2.8)	(2.9)	(3.5)	-	(3.5)	(4.0)	-	(4.0)
3	Tuition, Room & Board - Net	9.8	11.8	13.3	15.0	-	15.0	16.1	-	16.1
4	Grant and Contract Income	4.1	5.3	4.4	5.3	-	5.3	5.4	-	5.4
5	Medical Services Income	0.6	0.8	0.8	0.9	-	0.9	0.9	-	0.9
6	Gifts	0.8	1.2	0.6	0.5	0.1	0.6	0.5	0.1	0.6
7	Endowment Income	5.1	5.3	5.5	0.7	5.1	5.8	6.3	-	6.3
8	Other Income	0.5	0.5	0.7	0.8	-	0.8	0.8	-	0.8
9	Total External Revenue	20.8	24.9	25.4	23.1	5.2	28.3	30.1	0.1	30.1
	Expense									
10	Total Salaries & Benefits (Faculty & Staff)	12.6	14.1	15.4	17.7	-	17.7	19.1	-	19.1
11	Fellowships	0.6	0.7	0.7	0.6	-	0.6	0.7	-	0.7
12	Non-Salary Expenses	2.3	3.4	3.7	3.4	0.3	3.7	4.2	-	4.2
13	Interest / CRC / Other Amortization	0.6	0.6	0.7	-	1.3	1.3	0.3	1.0	1.3
14	Allocation of Central Services	3.6	3.7	3.9	-	4.9	4.9	-	4.8	4.8
15	Allocation of Other Costs	1.0	1.1	1.2	1.1	0.5	1.6	1.1	0.5	1.7
16	Other Expenses	8.1	9.6	10.2	5.2	7.0	12.2	6.3	6.3	12.6
17	Total Expenses before Internal Revenue	20.7	23.7	25.6	22.9	7.0	29.9	25.4	6.3	31.7
18	Internal Revenue	-	-	-	-	-	-	-	-	-
19	Total Expenses Net of Internal Revenue	20.7	23.7	25.6	22.9	7.0	29.9	25.4	6.3	31.7
20	Operating Results	0.1	1.3	(0.1)	0.2	(1.8)	(1.5)	4.7	(6.3)	(1.6)
21	Total Fund Transfers	1.2	0.6	0.7	(1.4)	1.8	0.4	(5.9)	6.3	0.3
22	Net Results - Add to/(Use of) Fund Balances	1.3	1.8	0.5	(1.2)	-	(1.2)	(1.2)	-	(1.2)

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-57
Fiscal 2020 Operating Budget
Non-Self-Support Schools

(Includes the Schools of Drama, Music, Architecture and Art)

(\$ Millions)

Row	A	B	C	FY19 Budget			FY20 Budget			
	FY16 Actual	FY17 Actual	FY18 Actual	Non-GA	GA	Total	Non-GA	GA	Total	
	Total	Total	Total			Total			Total	
	Revenue									
1	Tuition, Room and Board - Gross	24.9	25.8	27.6	-	28.5	28.6	-	29.7	29.7
2	Tuition Discount	(17.8)	(18.4)	(19.5)	(11.3)	(9.8)	(21.1)	(12.0)	(9.7)	(21.8)
3	Tuition, Room & Board - Net	7.0	7.3	8.1	(11.2)	18.7	7.5	(12.0)	20.0	7.9
4	Grant and Contract Income	0.3	0.2	0.2	0.3	-	0.3	0.3	-	0.3
5	Medical Services Income	-	-	-	-	-	-	-	-	-
6	Gifts	3.7	5.0	3.8	3.3	0.4	3.7	2.5	0.3	2.9
7	Endowment Income	39.9	42.8	44.3	27.0	19.4	46.3	26.9	20.2	47.2
8	Other Income	3.8	3.9	3.8	1.0	2.3	3.3	1.3	2.1	3.4
9	Total External Revenue	54.6	59.3	60.1	20.3	40.8	61.1	19.0	42.7	61.7
	Expense									
10	Total Salaries & Benefits (Faculty & Staff)	39.1	41.1	42.5	10.6	34.7	45.3	11.0	36.5	47.5
11	Fellowships	0.8	1.0	1.0	0.1	-	0.1	0.2	0.1	0.2
12	Non-Salary Expenses	13.1	13.2	13.1	8.8	5.8	14.6	9.1	6.0	15.1
13	Interest / CRC / Other Amortization	11.1	12.2	11.4	2.1	9.4	11.6	2.1	9.7	11.8
14	Allocation of Central Services	14.7	14.2	15.9	-	17.8	17.8	0.2	17.4	17.6
15	Allocation of Other Costs	1.3	1.3	1.4	-	1.4	1.4	-	1.5	1.5
16	Other Expenses	41.1	41.9	42.7	11.1	34.3	45.4	11.5	34.6	46.1
17	Total Expenses before Internal Revenue	80.1	83.1	85.2	21.7	69.0	90.7	22.5	71.1	93.6
18	Internal Revenue	(0.1)	(0.3)	(0.3)	-	(0.3)	(0.4)	-	(0.3)	(0.3)
19	Total Expenses Net of Internal Revenue	80.1	82.8	84.9	21.6	68.7	90.3	22.5	70.8	93.3
20	Operating Results	(25.5)	(23.5)	(24.8)	(1.3)	(27.9)	(29.2)	(3.5)	(28.1)	(31.6)
21	Total Fund Transfers	26.4	26.4	26.7	1.6	27.9	29.4	0.9	28.1	29.0
22	Net Results - Add to/(Use of) Fund Balances	1.0	2.9	2.0	0.2	-	0.2	(2.6)	-	(2.6)

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-58
Fiscal 2020 Operating Budget
School of Drama

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget			FY20 Budget			
	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	
	Revenue									
1	Tuition, Room and Board - Gross	5.3	5.7	6.1	-	6.2	6.2	-	6.5	6.5
2	Tuition Discount	(4.9)	(5.0)	(5.2)	(2.3)	(3.7)	(6.0)	(2.5)	(3.6)	(6.0)
3	Tuition, Room & Board - Net	0.4	0.7	0.9	(2.3)	2.5	0.2	(2.5)	2.9	0.4
4	Grant and Contract Income	0.1	0.1	0.1	0.1	-	0.1	0.1	-	0.1
5	Medical Services Income	-	-	-	-	-	-	-	-	-
6	Gifts	2.1	2.1	1.6	1.5	0.2	1.7	1.4	0.2	1.6
7	Endowment Income	9.6	10.3	10.4	2.3	8.7	10.9	2.5	9.1	11.6
8	Other Income	1.4	1.7	1.6	-	1.2	1.2	-	1.3	1.3
9	Total External Revenue	13.5	15.0	14.6	1.6	12.6	14.2	1.5	13.4	14.9
	Expense									
10	Total Salaries & Benefits (Faculty & Staff)	14.9	16.1	16.5	0.4	17.0	17.5	0.4	18.2	18.6
11	Fellowships	0.8	0.8	0.8	-	-	-	-	0.1	0.1
12	Non-Salary Expenses	5.5	6.3	5.7	1.6	4.0	5.6	1.7	4.1	5.8
13	Interest / CRC / Other Amortization	1.9	2.6	2.4	-	2.5	2.5	-	2.7	2.7
14	Allocation of Central Services	3.4	3.4	3.4	-	4.1	4.1	-	4.2	4.2
15	Allocation of Other Costs	0.3	0.3	0.4	-	0.3	0.3	-	0.4	0.4
16	Other Expenses	12.0	13.4	12.6	1.6	10.9	12.6	1.7	11.4	13.1
17	Total Expenses before Internal Revenue	26.9	29.5	29.1	2.1	27.9	30.0	2.1	29.6	31.7
18	Internal Revenue	(0.1)	-	-	-	(0.1)	(0.1)	-	(0.1)	(0.1)
19	Total Expenses Net of Internal Revenue	26.8	29.5	29.1	2.1	27.9	30.0	2.1	29.6	31.7
20	Operating Results	(13.3)	(14.5)	(14.5)	(0.5)	(15.3)	(15.8)	(0.6)	(16.1)	(16.8)
21	Total Fund Transfers	13.4	14.6	14.2	0.2	15.3	15.5	(0.1)	16.1	16.0
22	Net Results - Add to/(Use of) Fund Balances	0.1	-	(0.3)	(0.3)	-	(0.3)	(0.7)	-	(0.7)

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-59
Fiscal 2020 Operating Budget
School of Music

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget			FY20 Budget			
	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	
	Revenue									
1	Tuition, Room and Board - Gross	5.9	6.2	6.3	-	6.7	6.7	-	6.9	6.9
2	Tuition Discount	(6.3)	(6.5)	(6.7)	(7.0)	-	(7.0)	(7.2)	-	(7.2)
3	Tuition, Room & Board - Net	(0.4)	(0.3)	(0.4)	(7.0)	6.7	(0.3)	(7.2)	6.9	(0.3)
4	Grant and Contract Income	0.2	-	-	-	-	-	-	-	-
5	Medical Services Income	-	-	-	-	-	-	-	-	-
6	Gifts	0.8	1.5	1.1	0.7	0.1	0.8	0.6	0.1	0.7
7	Endowment Income ²	17.8	18.8	19.5	15.9	4.5	20.4	14.6	4.6	19.3
8	Other Income	1.0	1.1	1.1	0.7	0.3	1.1	0.7	0.3	1.1
9	Total External Revenue	19.5	21.2	21.3	10.3	11.7	22.0	8.8	12.0	20.8
	Expense									
10	Total Salaries & Benefits (Faculty & Staff)	10.9	11.3	11.3	4.9	6.9	11.8	5.4	7.2	12.7
11	Fellowships	-	-	-	-	-	-	0.1	-	0.1
12	Non-Salary Expenses	2.9	2.5	2.6	3.4	-	3.4	3.1	-	3.1
13	Interest / CRC / Other Amortization	1.9	2.5	2.4	2.1	0.6	2.7	2.1	0.6	2.7
14	Allocation of Central Services	3.8	3.8	4.5	-	5.3	5.3	-	5.4	5.5
15	Allocation of Other Costs	0.4	0.4	0.4	-	0.4	0.4	-	0.5	0.5
16	Other Expenses	9.0	9.2	10.0	5.5	6.3	11.8	5.3	6.5	11.8
17	Total Expenses before Internal Revenue	19.9	20.5	21.3	10.4	13.2	23.7	10.7	13.7	24.5
18	Internal Revenue	-	(0.2)	(0.3)	-	(0.3)	(0.3)	-	(0.3)	(0.3)
19	Total Expenses Net of Internal Revenue	19.9	20.3	21.0	10.4	13.0	23.3	10.7	13.5	24.2
20	Operating Results	(0.4)	0.9	0.4	(0.1)	(1.3)	(1.4)	(1.9)	(1.5)	(3.4)
21	Total Fund Transfers	0.8	0.3	0.6	0.3	1.3	1.6	0.3	1.5	1.8
22	Net Results - Add to/(Use of) Fund Balances	0.4	1.2	1.0	0.3	-	0.3	(1.6)	-	(1.6)

- Notes:
1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.
 2. Endowment Income in the FY20 Budget is lower due to the end of annual interest payments on a gift received in full during FY19.

Table A-60
Fiscal 2020 Operating Budget
School of Architecture

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget			FY20 Budget			
	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	
	Revenue									
1	Tuition, Room and Board - Gross	9.2	9.3	10.5	-	10.7	10.7	-	11.2	11.2
2	Tuition Discount	(3.6)	(3.7)	(4.3)	(0.9)	(3.7)	(4.6)	(1.3)	(3.6)	(4.9)
3	Tuition, Room & Board - Net	5.6	5.6	6.2	(0.9)	7.0	6.1	(1.3)	7.6	6.3
4	Grant and Contract Income	-	0.1	0.1	0.2	-	0.2	0.3	-	0.3
5	Medical Services Income	-	-	-	-	-	-	-	-	-
6	Gifts	0.5	1.1	0.7	0.8	0.1	0.9	0.4	-	0.4
7	Endowment Income	9.0	9.9	10.4	7.1	3.8	10.8	7.9	3.9	11.9
8	Other Income	1.1	0.7	0.7	0.1	0.5	0.7	0.4	0.3	0.7
9	Total External Revenue	16.2	17.4	18.1	7.3	11.4	18.8	7.6	11.9	19.5
	Expense									
10	Total Salaries & Benefits (Faculty & Staff)	8.4	8.7	9.2	4.6	5.3	9.8	4.8	5.4	10.1
11	Fellowships	-	0.1	0.1	0.1	-	0.1	0.1	-	0.1
12	Non-Salary Expenses	3.0	2.8	3.3	2.9	1.2	4.1	3.2	1.3	4.4
13	Interest / CRC / Other Amortization	2.8	2.7	2.5	-	2.4	2.4	-	2.4	2.4
14	Allocation of Central Services	4.1	3.8	4.2	-	4.4	4.4	0.1	4.0	4.1
15	Allocation of Other Costs	0.3	0.3	0.4	-	0.3	0.3	-	0.4	0.4
16	Other Expenses	10.2	9.8	10.5	3.0	8.4	11.4	3.3	8.1	11.4
17	Total Expenses before Internal Revenue	18.6	18.5	19.6	7.6	13.6	21.2	8.1	13.5	21.6
18	Internal Revenue	-	-	-	-	-	-	-	-	-
19	Total Expenses Net of Internal Revenue	18.6	18.5	19.6	7.6	13.6	21.2	8.1	13.5	21.6
20	Operating Results	(2.4)	(1.0)	(1.6)	(0.2)	(2.2)	(2.4)	(0.5)	(1.5)	(2.1)
21	Total Fund Transfers	2.9	2.5	2.8	1.0	2.2	3.2	0.6	1.5	2.1
22	Net Results - Add to/(Use of) Fund Balances	0.4	1.5	1.2	0.7	-	0.7	0.1	-	0.1

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-61
Fiscal 2020 Operating Budget
School of Art

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget			FY20 Budget			
	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	<u>Non-GA</u>	<u>GA</u>	<u>Total</u>	
	Revenue									
1	Tuition, Room and Board - Gross	4.5	4.6	4.7	-	4.9	5.0	-	5.1	5.1
2	Tuition Discount	(3.1)	(3.2)	(3.3)	(1.0)	(2.4)	(3.5)	(1.1)	(2.5)	(3.6)
3	Tuition, Room & Board - Net	1.4	1.4	1.4	(1.0)	2.5	1.5	(1.1)	2.6	1.5
4	Grant and Contract Income	-	-	-	-	-	-	-	-	-
5	Medical Services Income	-	-	-	-	-	-	-	-	-
6	Gifts	0.2	0.3	0.3	0.2	-	0.3	0.1	-	0.2
7	Endowment Income	3.5	3.8	4.0	1.7	2.4	4.1	1.9	2.6	4.5
8	Other Income	0.3	0.3	0.4	0.1	0.2	0.3	0.2	0.2	0.4
9	Total External Revenue	5.4	5.8	6.1	1.1	5.1	6.2	1.1	5.4	6.4
	Expense									
10	Total Salaries & Benefits (Faculty & Staff)	4.8	5.1	5.5	0.7	5.5	6.2	0.4	5.7	6.1
11	Fellowships	-	-	-	-	-	-	-	-	-
12	Non-Salary Expenses	1.8	1.6	1.5	0.9	0.6	1.5	1.1	0.6	1.7
13	Interest / CRC / Other Amortization	4.5	4.5	4.1	-	3.9	3.9	-	4.0	4.0
14	Allocation of Central Services	3.4	3.2	3.8	-	4.0	4.0	0.1	3.7	3.8
15	Allocation of Other Costs	0.2	0.2	0.2	-	0.2	0.2	-	0.2	0.2
16	Other Expenses	9.9	9.5	9.7	0.9	8.7	9.7	1.1	8.6	9.7
17	Total Expenses before Internal Revenue	14.7	14.6	15.2	1.6	14.2	15.8	1.5	14.3	15.8
18	Internal Revenue	-	-	-	-	-	-	-	-	-
19	Total Expenses Net of Internal Revenue	14.7	14.6	15.2	1.6	14.2	15.8	1.5	14.3	15.8
20	Operating Results	(9.3)	(8.8)	(9.1)	(0.5)	(9.1)	(9.6)	(0.4)	(8.9)	(9.4)
21	Total Fund Transfers	9.4	9.0	9.2	-	9.1	9.1	0.1	8.9	9.0
22	Net Results - Add to/(Use of) Fund Balances	-	0.1	-	(0.5)	-	(0.5)	(0.3)	-	(0.3)

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.

Table A-62
Fiscal 2020 Operating Budget
School of Medicine*

(\$ Millions)

Row	A	B	C	E			H			
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget			FY20 Budget			
	<u>Total</u>	<u>Total</u>	<u>Total</u>	Non-GA	GA	<u>Total</u>	Non-GA	GA	<u>Total</u>	
	Revenue									
1	Tuition, Room and Board - Gross	50.6	50.4	58.9	65.6	-	65.6	74.0	-	74.0
2	Tuition Discount	(27.1)	(26.5)	(29.8)	(30.2)	-	(30.2)	(38.8)	-	(38.8)
3	Tuition, Room & Board - Net	23.5	24.0	29.1	35.5	-	35.5	35.2	-	35.2
4	Grant and Contract Income	573.4	604.4	641.4	637.1	-	637.1	671.8	-	671.8
5	Medical Services Income	778.2	855.6	908.6	973.3	-	973.3	1,075.1	-	1,075.1
6	Gifts	23.2	31.8	33.1	22.4	-	22.4	26.2	-	26.2
7	Endowment Income	116.7	124.4	129.1	95.4	39.8	135.3	142.7	-	142.8
8	Other Income	49.9	44.0	61.8	41.8	-	41.8	52.0	-	52.0
9	Total External Revenue	1,564.9	1,684.0	1,803.2	1,805.4	39.8	1,845.2	2,002.9	-	2,002.9
	Expense									
10	Faculty Salaries	542.8	576.0	608.9	628.9	2.8	631.7	668.9	2.9	671.8
11	All Other Salaries	234.9	244.2	268.7	278.8	0.9	279.6	296.0	0.9	296.8
12	Employee Benefits	219.5	232.7	256.0	279.6	1.4	281.0	297.7	1.4	299.2
13	Total Salaries & Benefits	997.3	1,052.9	1,133.6	1,187.2	5.1	1,192.3	1,262.6	5.2	1,267.8
14	Fellowships	31.8	30.8	31.0	30.8	-	30.8	29.2	-	29.2
15	Non-Salary Expenses	403.0	435.5	476.9	481.1	3.0	484.1	528.4	0.3	528.8
16	Interest / CRC / Other Amortization	60.8	60.0	63.8	62.9	-	62.9	65.5	0.1	65.7
17	Allocation of Central Services	142.0	142.7	150.8	154.6	-	154.6	188.3	-	188.3
18	Allocation of Other Costs	14.4	14.2	17.7	24.4	(6.5)	17.9	26.8	(6.6)	20.2
19	Other Expenses	652.0	683.3	740.2	753.7	(3.4)	750.3	838.2	(6.1)	832.1
20	Total Expenses before Internal Revenue	1,649.3	1,736.1	1,873.8	1,940.9	1.6	1,942.6	2,100.8	(0.9)	2,099.9
21	Internal Revenue	(79.2)	(87.0)	(93.3)	(96.1)	-	(96.1)	(98.3)	-	(98.3)
22	Total Expenses Net of Internal Revenue	1,570.0	1,649.2	1,780.5	1,844.8	1.6	1,846.4	2,002.5	(0.9)	2,001.6
23	Operating Results	(5.1)	34.9	22.7	(39.4)	38.2	(1.2)	0.4	0.9	1.3
24	Total Fund Transfers	26.2	16.7	22.4	60.3	(38.2)	22.1	11.1	(0.9)	10.2
25	Net Results - Add to/(Use of) Fund Balances	21.1	51.6	45.1	20.9	-	20.9	11.5	-	11.5

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.
*The School of Public Health is included in the School of Medicine for the budget process.

Table B-1
Fiscal 2020 Operating Budget: Grants & Contracts
Yale University

	A	B	C	D
(\$ Thousands)	FY20 Budget	FY19 Budget	FY20 Budget vs FY19 Budget Better/(Worse)	
Indirect Cost Recoveries				
Row				
1 Faculty of Arts & Sciences	34,999	33,493	1,507	4.5%
2 School of Medicine	171,324	163,436	7,888	4.8%
3 Professional Schools	3,547	4,362	(815)	(18.7%)
4 Other Departments	611	590	21	3.5%
5 Total Indirect Cost Recoveries	210,481	201,880	8,601	4.3%
Direct Expenditures				
6 Faculty of Arts & Sciences	80,030	83,041	(3,011)	(3.6%)
7 School of Medicine	500,488	473,639	26,849	5.7%
8 Professional Schools	17,249	18,772	(1,523)	(8.1%)
9 Other Departments	12,497	10,951	1,546	14.1%
10 Total Direct Expenditures	610,264	586,404	23,861	4.1%
11 Total Grants and Contracts	820,746	788,284	32,462	4.1%
Average Indirect Cost Recovery Rate				
12 Faculty of Arts & Sciences	44%	40%	3.4%	
13 School of Medicine	34%	35%	(0.3%)	
14 Professional Schools	21%	23%	(2.7%)	
15 Other Departments	5%	5%	(0.5%)	
Total Cost Recovery Rate	34%	34%	0.1%	

Table B-2
Fiscal 2020 Budget: Contributions (Gifts)
Yale University

Row	A FY20 Budget			D FY19 Budget			G FY20 Budget vs. FY19 Budget Better/(Worse)		
	Centrally-Supported	Self-Supported	Total	Centrally-Supported	Self-Supported	Total	Centrally-Supported	Self-Supported	Total
Operating Budget									
1	39,185	16,682	55,866	34,843	14,604	49,448	4,341	2,077	6,419
2	60,972	44,587	105,559	62,811	40,385	103,195	(1,839)	4,202	2,363
3	100,156	61,269	161,425	97,654	54,989	152,643	2,502	6,280	8,782
Non-Operating Budget									
4	53,578	1,525	55,103	87,703	31,005	118,708	(34,125)	(29,480)	(63,605)
5	32,449	3,553	36,003	23,204	37	23,241	9,245	3,516	12,761
6	155,398	15,657	171,055	150,872	15,201	166,073	4,526	456	4,981
7	241,425	20,735	262,161	261,779	46,244	308,023	(20,354)	(25,508)	(45,862)
8	341,582	82,004	423,586	359,433	101,233	460,666	(17,852)	(19,229)	(37,080)

1. The GA/Non-GA split above differs from the total Univeristy rollup due to the removal of the Gift Assessment.

2. Includes the Schwarzman gift of \$20,000 in the FY19 budget.

Table B-3
Fiscal 2019 Budget vs. Fiscal 2020 Budget: FTEs & Salaries
Yale University

Row	A	B	C	D	E	F	G	H
(\$ Thousands)	FY19 Budget	FY20 Budget	Increase / (Decrease)	Increase / (Decrease) %	FY19 Budget	FY20 Budget	Increase / (Decrease)	Increase / (Decrease) %
Faculty								
1 School of Medicine	2,665	2,705	41	1.5%	594,681	632,429	37,748	6.3%
2 Self-Support Schools (excluding Medicine) *	389	373	(16)	(4.2%)	91,838	94,459	2,620	2.9%
3 Non-Self-Support Schools **	182	188	6	3.3%	20,579	21,421	842	4.1%
4 Faculty of Arts & Sciences	967	983	16	1.6%	152,543	161,240	8,697	5.7%
5 All Other	144	142	(1)	(1.0%)	31,447	41,620	10,174	32.4%
6 Total Faculty	4,346	4,391	45	1.0%	891,088	951,168	60,080	6.7%
7 Post Docs	1,222	1,285	64	5.2%	58,701	61,635	2,934	5.0%
Staff								
8 School of Medicine	3,537	3,677	140	4.0%	260,646	279,182	18,535	7.1%
9 Self-Support Schools (excluding Medicine) *	687	714	28	4.0%	56,580	60,052	3,471	6.1%
10 Non-Self-Support Schools **	134	135	1	0.9%	10,262	10,934	672	6.6%
11 Total Professional Schools	820	849	29	3.5%	66,842	70,986	4,144	6.2%
12 Faculty of Arts & Sciences	577	563	(14)	(2.4%)	43,233	44,727	1,494	3.5%
13 Campus Services	1,564	1,577	13	0.8%	129,180	136,537	7,357	5.7%
14 Institutes & Collections	1,056	1,071	15	1.5%	83,999	87,713	3,714	4.4%
15 Administrative Units	2,569	2,636	67	2.6%	264,054	273,149	9,095	3.4%
16 Total Central Campus	5,765	5,846	81	1.4%	520,467	542,127	21,660	4.2%
17 Total Staff	10,123	10,372	250	2.5%	847,955	892,295	44,339	5.2%
18 Total Employees ***	15,690	16,049	359	2.3%	1,797,744	1,905,098	107,354	6.0%

* Includes the School of Divinity, School of Forestry & Environmental Studies, School of Law, School of Management, and School of Nursing.

** Includes the School of Architecture, School of Art, School of Drama, and School of Music.

*** Includes M&P, C&T, S&M, Security, and Police. Excludes Others, Students, Casuals, and Agencies.

Table C-1
Fiscal 2020 Approved Capital Budget
Yale University

Row	(\$ Millions)	A	B	C	D	E	F	G	H
		Authorizations	Disbursements						
		FY20 Budget	FY19 Budget	FY20 Budget	FY21 Plan	FY22 Plan	FY23 Plan	FY24 Plan	FY20-24 Plan
	Central								
1	Major Projects	372	320	321	361	300	272	337	1,591
2	Programmatic Renovations	20	20	20	20	20	20	20	100
3	Capital Maintenance	20	20	20	20	20	20	20	100
4	Utilities	16	16	16	16	16	12	12	72
5	System & Equipment	21	15	21	20	15	13	14	83
6	Property Acquisitions	3	7	3	3	3	3	144	156
7	Central Total	452	398	401	440	373	340	547	2,101
8	Medicine	61	73	83	81	60	29	74	327
9	West Campus	32	33	31	28	20	14	15	107
10	Total	545	504	514	549	453	384	636	2,536
11	Non Capitalized Costs and Inflation	6	5	6	7	11	12	43	79
12	Facilities Repair and Replacement Fund and Capitalized Interest	18	21	18	20	19	18	18	93
13	Adjusted Total	570	530	539	575	483	413	696	2,707

Appendices

Appendix I: Glossary of Terms

Appendix II: Institutional View for Key SOA Line Items

II – 1: Total External Revenue

II – 2: Total Salaries & Benefits

II – 3: Non-Salary Expenses

Appendix III: Unit vs. Management View – GA Support

Appendix III displays GA Support both in the Unit and Management Views. The difference between the Management and Unit View is the funding of University Services Income. In Unit View, units receive calculated funding through GA Support for the administrative and academic support services they provide to the schools and units being charged for University Services. In Management View, the calculated funding is broken out of GA Support and shown as University Services Income and Other Assessment Income or Expense.

Glossary of Terms

Planning Unit Hierarchy

School of Medicine: Includes School of Public Health

Professional Schools: Includes Self-Support Schools and Non-Self-Support Schools

Self-Support Schools (excluding Medicine): Includes School of Divinity, School of Forestry & Environmental Studies, School of Law, School of Management, and School of Nursing.

Non-Self-Support Schools: Includes School of Architecture, School of Art, School of Drama, and School of Music.

Central Campus: Includes Faculty of Arts & Sciences, Institutes & Collections, Campus Services, Administrative Units, and University Unrestricted.

Faculty of Arts & Sciences: Includes Yale College, Graduate School, Division of Faculty Salaries and Other FAS & Academics Departments.

Institutes & Collections: Includes University Library, Yale Press, Yale Art Gallery, Yale Center for British Art, Peabody Museum, Institute of Sacred Music, Mac Millan Center, Jackson Institute, and West Campus.

Campus Services: Includes Athletics, Yale Health, Yale Hospitality, Public Safety, Environmental Health & Safety, Office of Cooperative Research, and Other Academic Services.

Administrative Units: Includes President, Provost Admin, VP Global Strategy & International Affairs, VP & General Counsel, VP Communications, VP Student Life & Secretary, VP Alumni Affairs & Development, VP New Haven Affairs, Facilities Operations, Utilities, Information Technology Services, Finance & Business Operations, Human Resources, Administrative Operations, and University General.

Sources of Activity:

General Appropriations (GA): General Appropriations revenues and expenses represent unrestricted inflows and outflows to the University. The primary categories of revenue in GA are tuition, room and board, facilities and administrative (F&A) recoveries on sponsored agreements, unrestricted gifts and endowment income and many categories of other income such as athletic and theater ticket sales, parking income and museum shop sales.

Non-GA: This category includes all other funding source groups – Endowment Operating Funds, Grants & Contracts Funds, Spendable Gifts and Unrestricted Operating.

Endowment Operating Funds: This category records income and expenses supported by income from the University's endowment. The endowment is a set of permanently restricted gifts from donors and university funds that are invested to earn income to provide permanent support to university activities.

Grants & Contracts Funds: This source of activity represents expenses incurred based on funding awarded by federal and state agencies as well as private foundations and corporations. Included in this category are clinical drug trials in the Medical School.

Spendable Gift Funds: The University receives gifts in three categories: endowment, spendable and building gifts. Endowment gifts are generally permanently restricted by a donor to fund a specific activity. Spendable gifts are usually restricted to a purpose by a donor but are typically intended to be spent in 12 to 36 months after receipt of the gift. Building gifts are given in anticipation of funding a capital project such as a new building or renovation of a building. These gifts are usually held for long periods of time as fundraising efforts for capital projects often take five or more years. The gifts activity reported in the operating budget are spendable gifts. Endowment income distributed on endowment gifts is included in endowment income. Building gifts are included in the capital budget as a source of funding projects.

Unrestricted Operating: The largest source of activity relates to medical services activities in the Medical School. Direct patient care as well as services provided to Yale-New Haven Hospital and other area hospitals is recorded here. Unrestricted Operating also includes start-up costs for research faculty in FAS and the Medical School as well as funding miscellaneous programs that are funded by specially designated rather than general (or GA funds), e.g., Yale Press.

Revenue Categories:

Tuition, Room & Board: These revenue items are the charges to undergraduate and graduate students for education, living and food costs. The “term bill”, the combination of these three items for Yale College students, is approved by the Corporation in the spring of each year. Tuition in the professional and self-support schools is determined by the respective deans in consultation with the Provost.

Tuition Discount: This reduction to revenue represents scholarships and other financial aid that results in a reduction of the tuition received from students.

Grants & Contracts Income: This revenue category includes grants and contracts income for the entire University as well as clinical drug trials in the School of Medicine. The revenue earned in this category is the result of spending “awarded” dollars from the sponsor (federal and state governments and foundations), and being reimbursed for both direct and indirect expenses related to the research and teaching supported by the award.

Medical Services Income: This category is used by the Medical School, the Nursing School and Yale Health to show revenue earned from direct patient care. This category also includes revenue from services provided to Yale-New Haven Hospital and other area hospitals by Medical School faculty.

Gifts: These are spendable cash contributions and pledge payments. Gifts of property or other assets for current use are generally sold, subject to donor restrictions, and converted to cash for University use.

Endowment Income: This category represents the annual distribution from the endowment based on the University’s spending rule. For additional information on the Endowment Spending Rule please refer to the following:

<https://your.yale.edu/work-yale/finance-and-business-operations/financial-planning-analysis>

Other Income: This category includes ticket sales, journal sales, museum gift shop activity, parking revenue from outside groups, professional services contract revenue and other miscellaneous revenue not assignable to the other categories. This revenue category also includes interest earned on University funds, income earned on real estate investments and endowment management income to cover the operating costs of the Investments Office.

Expense Categories:

Faculty Salaries: This expense category represents the costs of ladder and non-ladder faculty. Ladder faculty are faculty on the tenure track such as assistant, associate and full professors. Non-ladder faculty include lecturers, adjuncts, clinicians and other teaching staff and post-doctoral associates.

All Other Salaries: This category represents the salaries and wages for managerial and professional staff, clerical and technical staff, service and maintenance staff, casual employees, student wages, and other compensation adjustments for staff.

Employee Benefits: This category shows the cost of fringe benefits incurred by the University in support of its employees, e.g. health care, retirement, social security, Medicare and child scholarship. Fringe benefits are assessed at the employee level based on the category of employee.

Stipends/Fellowships: This category shows the cost of fellowships and stipends associated with undergraduate, graduate and PhD students. These costs do not offset tuition revenue as they are to cover expenses outside of Yale University such as living expenses or program expenses for study abroad.

Non-Salary Expenses: This broad category of costs includes lab equipment and supplies, external utilities, library acquisitions, professional fees, travel, medical services, and materials costs (such as food for the Dining Halls), minor building repairs and maintenance, printing and office supplies.

Interest/CRC/Other Amortization: This category reflects University debt financing costs and the interest paid to bond-holders, the internal financing of capital projects through amortized “loans”, as well as funds set aside for capital maintenance known as the Capital Replacement Charge or CRC. As a means of sustainable funding of capital repair and replacement, operating accounts are charged CRC for capital replacement costs (replacement value depreciation). The CRC charge is on average 2.51% of the replacement value of the University’s buildings and is used to fund renovations of existing facilities.

Allocation of Central Services: This category represents the utilities and building services costs charged to buildings across the University. This category also includes the university services costs charged to schools and units for a range of centrally-provided administrative and academic support services. Included in building services costs are: custodial services, fire marshal, buildings and grounds, and physical plant costs.

Allocation of Other Costs: This category shows other internal cost allocations across the University. Many units within the University provide services to other units who are charged for the expenses incurred.

Internal Revenue: This category shows the internal charges collected and other internally provided services, such as Yale Health, through the Allocation of Central Services and the Allocation of Student Health & Other Costs.

Total Fund Transfers: This represents internal movement of fund balances between units including GA Support. GA Support is the unrestricted funding provided by the President and Provost to schools or units who do not have sufficient revenues to support the expense of their operations. The net activity in this line represents funds moving to or from the University's non-operating funds such as endowment principal, building gifts and investment in plant.

Net Results – Add to/(Use of) Balances: This line shows the expected increase or decrease in operating fund balances (often referred to as reserves, some of which is restricted and some unrestricted) for each unit in the University.

Changes in Accounting:

The University makes changes in accounting to reflect changes in areas of responsibility and to provide more meaningful information to support decisions. Revenues and/or expenses for a given activity may be reflected in a different planning unit or on a different line in the statement of activities from year to year. In cases where the amounts are significant and it is possible to identify the equivalent activity in the prior years, the prior year amounts have been restated for comparative purposes. It is not possible to restate all of these changes. Questions regarding trends in the data should be directed to the Office of Financial Planning & Analysis for clarification.

Appendix II-1

		A	B	C	D	E	F	G
Total External Revenue		Total					GA	Non-GA
Row	(\$ Millions)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Budget	FY20 Budget	FY20 Budget	FY20 Budget
1	University	3,472.4	3,692.2	3,874.9	4,011.1	4,278.1	1,523.7	2,754.4
2	School of Medicine	1,564.9	1,684.0	1,803.2	1,845.2	2,002.9	-	2,002.9
3	School of Management	108.7	127.0	129.7	137.6	144.0	114.2	29.9
4	School of Law	107.2	102.9	110.3	109.9	115.9	70.1	45.7
5	School of Forestry & ES	44.6	47.7	50.9	51.1	50.7	36.1	14.6
6	School of Divinity	23.8	27.2	31.4	29.0	28.4	25.2	3.1
7	School of Nursing	20.8	24.9	25.4	28.3	30.1	0.1	30.1
8	Self-Support Schools	305.2	329.7	347.7	355.9	369.1	245.7	123.4
9	School of Drama	13.5	15.0	14.6	14.2	14.9	13.4	1.5
10	School of Music	19.5	21.2	21.3	22.0	20.8	12.0	8.8
11	School of Architecture	16.2	17.4	18.1	18.8	19.5	11.9	7.6
12	School of Art	5.4	5.8	6.1	6.2	6.4	5.4	1.1
13	Non-Self-Support Schools	54.6	59.3	60.1	61.1	61.7	42.7	19.0
14	Professional Schools	359.9	389.1	407.8	417.0	430.8	288.3	142.4
15	Yale College Tuition and Aid	260.9	269.2	283.9	295.2	304.6	301.9	2.7
16	Yale College Operating Units	48.1	50.2	51.7	50.2	52.3	30.9	21.4
17	Graduate School	89.4	95.5	98.1	100.6	108.4	97.7	10.7
18	Division of Faculty Salaries	104.5	113.3	118.8	123.1	129.4	129.0	0.4
19	Other FAS & Academic Departments	248.7	258.9	265.3	257.5	263.1	169.5	93.6
20	Faculty of Arts & Sciences	751.7	787.1	817.8	826.5	857.8	729.0	128.7
21	University Library	91.8	96.5	99.5	103.7	109.6	18.2	91.4
22	Yale Press	24.6	24.4	25.5	25.3	24.5	0.2	24.3
23	Yale Art Gallery	29.0	28.6	29.8	31.2	30.9	6.3	24.6
24	Yale Center for British Art	27.5	29.1	30.2	32.1	33.6	-	33.6
25	Peabody Museum	7.4	7.5	6.8	7.4	7.7	3.1	4.5
26	Institute of Sacred Music	10.0	10.6	10.9	11.6	12.4	0.3	12.1
27	MacMillan Center	23.1	23.9	24.6	27.5	30.4	3.4	27.0
28	Jackson Institute	7.4	9.5	9.2	9.3	10.0	0.7	9.3
29	West Campus	3.7	6.6	3.5	3.2	3.2	1.1	2.2
30	Institutes & Collections	224.6	236.6	239.9	251.4	262.4	33.3	229.1
31	Athletics	23.9	25.8	27.2	26.6	27.6	11.2	16.4
32	Yale Health	50.4	55.1	58.9	60.6	66.5	66.5	-
33	Yale Hospitality	34.5	34.8	37.9	38.9	41.4	41.4	-
34	Public Safety	0.1	0.1	0.1	0.1	0.1	0.1	-
35	Environmental Health & Safety	-	-	-	-	-	-	-
36	Office of Cooperative Research	5.8	6.9	11.1	7.2	7.5	7.5	-
37	Other Academic Services	21.8	21.7	9.0	20.6	20.8	3.9	17.0
38	Campus Services	136.5	144.2	144.2	154.0	163.9	130.5	33.4
39	President	40.2	44.2	44.1	50.9	49.6	0.7	48.9
40	Provost Admin	26.1	33.5	37.7	38.1	43.6	9.2	34.4
41	VP Global Strategy & International Affairs	19.1	23.5	21.6	22.7	27.1	0.9	26.1
42	VP & General Counsel	-	-	-	-	-	-	-
43	VP Communications	0.3	0.3	0.3	0.3	0.3	0.1	0.2
44	VP Student Life & Secretary	5.5	6.0	6.2	6.1	6.4	3.4	3.0
45	VP Alumni Affairs & Development	4.9	4.7	3.3	4.0	4.2	0.8	3.4
46	VP New Haven Affairs	19.4	20.6	21.0	19.4	19.0	0.2	18.8
47	Facilities Operations	0.8	0.8	1.6	0.3	0.4	0.2	0.1
48	Utilities	11.2	11.1	11.8	11.0	11.4	11.4	-
49	Information Technology Services	0.5	0.5	(0.3)	0.3	0.4	0.4	-
50	Finance & Business Operations	6.7	8.3	8.7	8.0	8.5	4.2	4.3
51	Human Resources	0.4	0.4	0.4	0.4	0.3	0.3	-
52	Administrative Operations	18.8	19.8	20.0	19.0	19.5	11.8	7.7
53	University General	34.8	84.2	73.0	82.8	91.0	20.0	71.0
54	Administrative Units	188.7	257.9	249.4	263.4	281.5	63.6	217.9
55	University Unrestricted	246.2	193.3	212.6	253.6	278.8	278.8	-
56	Central Campus	1,547.7	1,619.1	1,663.9	1,748.8	1,844.4	1,235.3	609.0

Appendix II-2

Total Salaries & Benefits		A	B	C	D	E	F	G
		Total					GA	Non-GA
Row	(\$ Millions)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Budget	FY20 Budget	FY20 Budget	FY20 Budget
1	University	2,110.8	2,206.4	2,338.2	2,499.7	2,662.3	1,059.6	1,602.7
2	School of Medicine	997.3	1,052.9	1,133.6	1,192.3	1,267.8	5.2	1,262.6
3	School of Management	60.4	67.4	73.5	75.7	81.2	75.4	5.9
4	School of Law	57.7	61.6	65.3	68.2	68.9	36.0	32.9
5	School of Forestry & ES	22.4	24.0	24.5	25.6	26.5	18.6	7.9
6	School of Divinity	9.4	11.6	12.3	14.0	13.9	12.1	1.8
7	School of Nursing	12.6	14.1	15.4	17.7	19.1	-	19.1
8	Self-Support Schools	162.5	178.6	190.9	201.3	209.6	142.1	67.6
9	School of Drama	14.9	16.1	16.5	17.5	18.6	18.2	0.4
10	School of Music	10.9	11.3	11.3	11.8	12.7	7.2	5.4
11	School of Architecture	8.4	8.7	9.2	9.8	10.1	5.4	4.8
12	School of Art	4.8	5.1	5.5	6.2	6.1	5.7	0.4
13	Non-Self-Support Schools	39.1	41.1	42.5	45.3	47.5	36.5	11.0
14	Professional Schools	201.6	219.7	233.4	246.5	257.2	178.6	78.6
15	Yale College Tuition and Aid	-	-	-	-	-	-	-
16	Yale College Operating Units	26.7	28.8	33.1	34.1	36.6	28.6	8.0
17	Graduate School	13.0	13.3	12.9	12.7	13.1	12.5	0.6
18	Division of Faculty Salaries	3.9	4.1	5.3	164.6	174.2	174.2	-
19	Other FAS & Academic Departments	220.3	229.5	238.5	90.9	90.8	25.4	65.4
20	Faculty of Arts & Sciences	263.9	275.7	289.8	302.2	314.8	240.7	74.0
21	University Library	49.9	51.6	54.3	62.7	66.4	31.8	34.5
22	Yale Press	9.1	9.3	9.3	9.8	10.2	-	10.2
23	Yale Art Gallery	15.0	16.3	15.8	17.4	17.3	3.4	13.9
24	Yale Center for British Art	11.2	11.8	12.6	13.6	14.6	-	14.6
25	Peabody Museum	6.2	6.3	6.8	7.9	8.4	4.1	4.3
26	Institute of Sacred Music	4.3	4.5	4.7	5.2	5.7	-	5.7
27	MacMillan Center	10.5	10.9	11.7	12.6	14.4	-	14.4
28	Jackson Institute	5.3	5.7	5.3	7.5	7.6	0.2	7.5
29	West Campus	7.8	9.7	10.6	11.8	11.2	7.9	3.4
30	Institutes & Collections	119.3	125.9	131.2	148.3	155.7	47.3	108.3
31	Athletics	17.7	18.7	19.8	20.2	22.6	12.0	10.6
32	Yale Health	43.2	45.0	48.3	51.7	55.8	55.8	-
33	Yale Hospitality	36.0	37.2	40.2	42.9	44.8	44.8	-
34	Public Safety	29.5	29.9	31.4	34.8	36.8	36.8	-
35	Environmental Health & Safety	6.4	6.8	7.2	7.6	8.0	8.0	-
36	Office of Cooperative Research	3.2	3.3	3.0	3.0	3.1	3.1	-
37	Other Academic Services	40.1	42.5	42.1	45.0	47.1	35.2	11.9
38	Campus Services	176.1	183.4	192.0	205.2	218.1	195.7	22.4
39	President	29.4	32.1	31.4	38.0	36.4	1.9	34.5
40	Provost Admin	4.9	6.2	5.5	7.2	20.2	15.3	4.9
41	VP Global Strategy & International Affairs	7.5	7.4	7.5	9.0	10.2	3.4	6.8
42	VP & General Counsel	4.9	5.2	5.4	5.7	6.1	6.1	-
43	VP Communications	3.9	4.2	4.4	4.8	5.1	5.0	0.1
44	VP Student Life & Secretary	3.4	3.9	4.2	4.6	4.9	3.7	1.2
45	VP Alumni Affairs & Development	24.8	26.9	29.4	37.5	41.0	39.6	1.4
46	VP New Haven Affairs	2.1	2.2	2.2	2.4	2.4	0.5	1.9
47	Facilities Operations	87.8	91.4	96.3	104.8	110.0	110.0	-
48	Utilities	13.7	14.0	14.7	15.4	16.3	16.3	-
49	Information Technology Services	51.9	51.0	51.6	62.3	68.2	68.2	-
50	Finance & Business Operations	33.9	35.2	35.8	38.8	40.4	37.9	2.6
51	Human Resources	18.2	18.7	21.7	24.2	25.8	25.8	-
52	Administrative Operations	12.9	13.1	13.4	14.3	14.8	13.7	1.2
53	University General	53.3	37.4	34.6	36.2	47.1	44.9	2.3
54	Administrative Units	352.7	348.7	358.2	405.1	448.8	392.2	56.6
55	University Unrestricted	-	-	-	-	-	-	-
56	Central Campus	911.9	933.8	971.1	1,060.8	1,137.3	875.9	261.4

Appendix II-3

		A	B	C	D	E	F	G
Non-Salary Expenses		Total					GA	Non-GA
Row	(\$ Millions)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Budget	FY20 Budget	FY20 Budget	FY20 Budget
1	University	1,102.6	1,167.2	1,262.7	1,328.3	1,425.9	587.1	838.7
2	School of Medicine	403.0	435.5	476.9	484.1	528.8	0.3	528.4
3	School of Management	27.0	32.7	34.4	45.1	40.9	22.5	18.4
4	School of Law	15.2	17.5	16.5	17.0	18.3	9.9	8.4
5	School of Forestry & ES	9.8	11.6	9.5	11.6	10.8	3.7	7.1
6	School of Divinity	2.8	3.2	4.4	3.5	2.8	1.9	0.9
7	School of Nursing	2.3	3.4	3.7	3.7	4.2	-	4.2
8	Self-Support Schools	57.1	68.5	68.4	80.8	77.0	38.0	39.0
9	School of Drama	5.5	6.3	5.7	5.6	5.8	4.1	1.7
10	School of Music	2.9	2.5	2.6	3.4	3.1	-	3.1
11	School of Architecture	3.0	2.8	3.3	4.1	4.4	1.3	3.2
12	School of Art	1.8	1.6	1.5	1.5	1.7	0.6	1.1
13	Non-Self-Support Schools	13.1	13.2	13.1	14.6	15.1	6.0	9.1
14	Professional Schools	70.2	81.7	81.5	95.4	92.1	44.0	48.1
15	Yale College Tuition and Aid	2.9	3.1	3.9	3.2	3.4	3.4	-
16	Yale College Operating Units	15.3	17.0	18.3	17.2	17.3	7.9	9.3
17	Graduate School	2.2	2.1	2.2	2.1	2.2	1.9	0.3
18	Division of Faculty Salaries	(0.8)	(0.4)	0.5	-	-	-	-
19	Other FAS & Academic Departments	58.6	47.8	65.8	64.7	56.2	5.5	50.7
20	Faculty of Arts & Sciences	78.2	69.6	90.6	87.2	79.0	18.7	60.3
21	University Library	51.2	54.9	51.5	54.0	52.5	4.4	48.0
22	Yale Press	15.0	15.1	15.2	15.2	14.5	-	14.5
23	Yale Art Gallery	15.7	13.5	9.4	13.5	12.1	2.6	9.5
24	Yale Center for British Art	13.1	13.3	15.3	14.8	15.9	-	15.9
25	Peabody Museum	2.4	3.4	2.5	1.8	1.8	0.3	1.5
26	Institute of Sacred Music	1.0	3.0	2.7	3.4	3.9	-	3.9
27	MacMillan Center	6.0	6.1	7.1	11.1	14.9	-	14.9
28	Jackson Institute	1.1	1.3	1.9	2.9	3.1	1.3	1.8
29	West Campus	12.3	11.5	10.4	10.6	8.7	6.0	2.8
30	Institutes & Collections	117.8	122.0	116.0	127.4	127.5	14.6	112.9
31	Athletics	12.8	12.3	14.4	12.2	12.9	7.1	5.8
32	Yale Health	163.8	180.8	196.5	208.3	232.5	232.5	-
33	Yale Hospitality	15.1	14.9	16.8	14.7	15.2	15.2	-
34	Public Safety	0.1	0.4	5.5	4.4	4.5	4.5	-
35	Environmental Health & Safety	2.4	2.3	2.6	2.3	2.4	2.4	-
36	Office of Cooperative Research	4.7	5.0	5.3	4.2	4.3	4.3	-
37	Other Academic Services	8.5	8.0	7.6	8.4	7.1	4.1	3.0
38	Campus Services	207.5	223.7	248.7	254.5	278.9	270.1	8.8
39	President	8.1	8.1	8.9	9.5	9.8	1.3	8.5
40	Provost Admin	5.9	5.3	6.9	7.2	8.9	1.3	7.5
41	VP Global Strategy & International Affairs	12.8	11.0	13.4	16.9	19.1	0.9	18.2
42	VP & General Counsel	9.6	12.9	11.5	10.6	10.8	10.8	-
43	VP Communications	0.7	1.2	1.1	0.9	1.1	0.7	0.3
44	VP Student Life & Secretary	2.9	3.8	3.9	3.4	4.2	3.1	1.1
45	VP Alumni Affairs & Development	8.9	8.5	11.2	12.0	14.5	11.9	2.7
46	VP New Haven Affairs	13.4	13.9	15.5	15.5	16.5	0.9	15.6
47	Facilities Operations	27.0	26.4	29.9	32.0	32.3	32.2	0.1
48	Utilities	59.8	56.3	61.2	56.2	59.8	59.8	-
49	Information Technology Services	25.9	35.3	33.6	30.3	33.1	33.1	-
50	Finance & Business Operations	4.7	5.3	6.5	4.8	5.7	4.0	1.7
51	Human Resources	2.1	2.5	2.3	1.3	1.1	1.1	-
52	Administrative Operations	15.7	15.4	16.9	15.1	15.4	12.0	3.4
53	University General	28.3	28.9	26.0	64.0	87.4	66.2	21.2
54	Administrative Units	225.8	234.8	249.0	279.8	319.6	239.4	80.3
55	University Unrestricted	-	-	-	-	-	-	-
56	Central Campus	629.4	650.1	704.3	748.8	805.0	542.8	262.2

Appendix III

GA Support		FY19 Budget			FY20 Budget		
		A	B	C	D	E	F
(\$ Millions)		Unit View	University Services Credit	Management View	Unit View*	University Services Credit	Management View
Row							
1	University	-	(324.1)	(324.1)	-	(330.7)	(330.7)
2	School of Medicine	-	-	-	-	-	-
3	School of Management	-	-	-	-	-	-
4	School of Law	-	-	-	-	-	-
5	School of Forestry & ES	-	-	-	-	-	-
6	School of Divinity	-	-	-	-	-	-
7	School of Nursing	-	-	-	-	-	-
8	Self-Support Schools	-	-	-	-	-	-
9	School of Drama	14.3	-	14.3	14.9	-	14.9
10	School of Music	0.5	-	0.5	0.6	-	0.6
11	School of Architecture	2.6	-	2.6	2.1	-	2.1
12	School of Art	8.9	-	8.9	8.8	-	8.8
13	Non-Self-Support Schools	26.3	-	26.3	26.5	-	26.5
14	Professional Schools	26.3	-	26.3	26.5	-	26.5
15	Yale College Tuition and Aid	(276.6)	-	(276.6)	(285.1)	-	(285.1)
16	Yale College Operating Units	49.1	-	49.1	50.2	-	50.2
17	Graduate School	(40.2)	-	(40.2)	(43.1)	-	(43.1)
18	Division of Faculty Salaries	43.8	-	43.8	46.1	-	46.1
19	Other FAS & Academic Departments	177.9	(1.0)	176.9	191.0	(0.7)	190.2
20	Faculty of Arts & Sciences	(46.0)	(1.0)	(47.0)	(41.0)	(0.7)	(41.8)
21	University Library	35.9	(29.7)	6.2	37.2	(30.5)	6.7
22	Yale Press	(0.2)	-	(0.2)	(0.2)	-	(0.2)
23	Yale Art Gallery	9.4	-	9.4	10.0	-	10.0
24	Yale Center for British Art	-	-	-	-	-	-
25	Peabody Museum	9.2	-	9.2	9.5	-	9.5
26	Institute of Sacred Music	-	-	-	-	-	-
27	MacMillan Center	(2.4)	-	(2.4)	(2.5)	-	(2.5)
28	Jackson Institute	(0.7)	-	(0.7)	(0.7)	-	(0.7)
29	West Campus	42.3	-	42.3	39.8	-	39.8
30	Institutes & Collections	93.6	(29.7)	63.9	93.0	(30.5)	62.5
31	Athletics	29.8	(23.3)	6.6	30.8	(23.3)	7.5
32	Yale Health	-	-	-	-	-	-
33	Yale Hospitality	16.3	-	16.3	17.3	-	17.3
34	Public Safety	32.9	(28.6)	4.3	34.8	(30.4)	4.4
35	Environmental Health & Safety	-	-	-	-	-	-
36	Office of Cooperative Research	-	-	-	-	-	-
37	Other Academic Services	51.1	-	51.1	51.3	-	51.3
38	Campus Services	130.1	(51.8)	78.2	134.2	(53.7)	80.5
39	President	3.2	(3.4)	(0.2)	3.4	(3.4)	0.0
40	Provost Admin	(2.5)	(29.2)	(31.7)	10.0	(28.4)	(18.4)
41	VP Global Strategy & International Affairs	(2.7)	(3.5)	(6.2)	(4.3)	(3.5)	(7.9)
42	VP & General Counsel	16.2	(16.5)	(0.2)	17.1	(13.2)	3.9
43	VP Communications	5.1	(4.9)	0.3	5.5	(4.7)	0.8
44	VP Student Life & Secretary	4.4	(4.1)	0.3	5.8	(5.1)	0.6
45	VP Alumni Affairs & Development	45.9	(33.8)	12.1	51.2	(36.8)	14.4
46	VP New Haven Affairs	3.6	(2.7)	0.9	3.7	(2.7)	1.0
47	Facilities Operations	0.8	-	0.8	0.9	-	0.9
48	Utilities	-	-	-	-	-	-
49	Information Technology Services	95.4	(75.4)	19.9	104.3	(74.9)	29.4
50	Finance and Business Operations	36.4	(32.1)	4.3	38.5	(32.8)	5.7
51	Human Resources	26.6	(22.4)	4.3	28.3	(25.0)	3.3
52	Administrative Operations	16.2	(13.7)	2.4	15.8	(15.2)	0.6
53	University General	-	-	-	-	-	-
54	Administrative Units	248.5	(241.6)	6.9	280.2	(245.8)	34.3
55	University Unrestricted	(452.4)	-	(452.4)	(492.8)	-	(492.8)
56	Central Campus	(26.3)	(324.1)	(350.4)	(26.5)	(330.7)	(357.2)