2010/11 Budget Planning
Presentation to the Campus Budget Committee
April 12th, 2010
Outline

I. Budget Overview
   ■ State Budget
   ■ UC Budget

II. UCSD Budget Overview

III. UCSD 2010/11 Budget Planning

IV. Next Steps
BUDGET
OVERVIEW

State Budget
UC Budget
State Budget Overview

State General Fund Budget Gap $19.9 B
- 2009-10 Fiscal Year Shortfall $6.6 B
- 2010-11 Fiscal Year Shortfall $12.3 B
- State General Fund Reserve $1.0 B

What Contributed to the State Budget Gap?
- Revenue Decline $3.4 B
- Federal & State Court Litigation $4.9 B
- Erosion of Budget Solutions $2.3 B
- Population and Caseload Growth $1.4 B
State Budget Overview
Governor’s Proposal to Close Budget Gap

- Expenditure Reductions (43%) $8.5 B
- Federal Funds (35%) $6.9 B
- Alternative Funding (20%) $3.9 B
- Fund Shifts/Other Rev. (3%) $0.6 B

Total $19.9 B
UC’s State-funded budget reflects the cyclical nature of the State’s economy:

- 2001/02 to 2004/05 - four consecutive years of state budget cuts, underfunding UC by approximately $1.5 billion
- 2008/09 to 2010/11 - budget reductions across the State, underfunding UC by $2.6 billion

State’s financial issues shifts burden of funding increases from State to students.

The State’s financial challenges are severe, and expected to continue – possibly through 2014/15.
Since 1990, average inflation-adjusted expenditures for educating UC students declined 25%.

The State share of expenditures has declined by 54%.

The student share, net of financial aid, has increased by a factor of 2.4.

**Source:** UCOP 2010-11 Budget for Current Operations, Summary of the Budget Request
- After adjusted for inflation, state support declined by 34% through 2008/09.
- Actual enrollment growth during same period was 46%.
- Actual funding per student decreased by 55%.
UC Budget Overview
2010/11 State General Fund Budget Gap & Response

- **$218.3 M** Additional 2010-11 Mandatory Costs
- **$368 M** 2008-09 and 2009-10 Continuing Mandatory Costs
- **$637.1 M** State General Fund Reductions
- **$305 M** State General Fund Restoration
- **$330.1 M** 2009-10 Mid-year and 2010-11 Fee Increases
- **$210.8 M** 2008-09 and 2009-10 Approved Fee Increases
- **$75 M** Debt Restructuring
- **$237 M** UC Budget Funding Gap
- **Add’l Gov. Proposals: $65.4M**
UC Budget Overview
2010/11 Regents Request

Restoration of “one time” budget cuts $305.0 M
State Obligation to UCRP/Annuitant Health $109.8 M
Unfunded Enrollment (14,000 FTE) $155.8 M
Health Sciences Initiatives $10.4 M
Re-investment in Academic Excellence $332.1 M*

Total $913.1 M

* Academic Excellence: restore instructional budgets, provide graduate student support, address faculty retention issues, return to faculty hiring, restore some class offerings and reduce class sizes, restore services for students and library hours.
Governor Proposes Constitutional Amendment

UC Budget

- Proposes $370.4M increase to $3.0B
  - Restore 2009/10 Budget Cut $305.0 M
  - Health Annuitant Benefits $14.1 M
  - Enrollment Funding $51.3 M

- Reduces unfunded enrollment by 11,521 student FTE
  - $51.3M support 5,121 FTE & is predicated on receipt of federal funds
  - Assumes $64M in fee revenue funds 6,400 FTE

Cal Grants fully funded to support UC fee increases
UC Budget Overview
Student Fees & Aid

- Additional Fee Increases
  - Educational Fee for all students:
    - 2009/10 Mid-year: Undergraduate & Professional – 15%; Graduate – 2.55%
    - 2010/11: All @ 15%
  - No Registration Fee increase
  - Will generate $330M, net of student aid

- Affordability
  - Institutional Aid – 33% & 50% for undergrad & grad respectively
  - Blue and Gold program – eligibility increases from $60k to $70k
  - $1 billion scholarship campaign over next four years
  - Working with Student Aid Commission’s Cal Grant program to ensure adequate funding
  - Expansion of federal tax credit and Pell Grant awards
UC Budget Overview
State Funded Capital Budget

- Regents’ Request: $631.5 million

- Governor’s Budget - No funding provided
- Funding requires a new General Obligation bond measure in November 2010 (SB 271-Ducheny, AB 220-Brownley)
- UC May revise request: $560 million in State lease revenue bond funding
UCSD BUDGET OVERVIEW
## UCSD Operating Revenues by Source

($ Millions)

<table>
<thead>
<tr>
<th>Source</th>
<th>2007/08</th>
<th>2008/09</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Amount</td>
<td>% of Total</td>
<td>Amount</td>
</tr>
<tr>
<td>Tuition and Fees</td>
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<td></td>
<td></td>
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<tr>
<td>- Regular &amp; Summer Session Fees</td>
<td>$257</td>
<td>10.2%</td>
<td>$286</td>
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<td>- University Extension &amp; Continuing Ed</td>
<td>36</td>
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<td>- Scholarship Allowance</td>
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<td>(70)</td>
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<td>230</td>
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<td>State Appropriations</td>
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<td>- Educational Appropriations</td>
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<td>- Financing Appropriations</td>
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<td>Grants &amp; Contracts</td>
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<tr>
<td>- Federal</td>
<td>564</td>
<td>22.4%</td>
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<td>- State</td>
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<tr>
<td>- Private</td>
<td>153</td>
<td>6.1%</td>
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<tr>
<td>- Local</td>
<td>12</td>
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<td>11</td>
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<td>Total Grants &amp; Contracts</td>
<td>766</td>
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<td>Private Gifts</td>
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<td>Sales and Services of Educational Activities</td>
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<tr>
<td>- Med Group / MSCCP</td>
<td>191</td>
<td>7.6%</td>
<td>194</td>
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<tr>
<td>- Other</td>
<td>33</td>
<td>1.3%</td>
<td>34</td>
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<td>Sales and Services of Auxiliary Enterprises</td>
<td>131</td>
<td>5.2%</td>
<td>135</td>
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<td>Sales and Services of Teaching Hospitals</td>
<td>733</td>
<td>29.1%</td>
<td>806</td>
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<tr>
<td>Other Sources</td>
<td>55</td>
<td>2.2%</td>
<td>61</td>
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<td>Total Revenues</td>
<td>$2,516</td>
<td>100%</td>
<td>$2,616</td>
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</table>

Data Source: UCSD Detailed Financial Schedules prepared by General Accounting. Refer to Appendix for description of NACUBO reporting classifications.
UCSD Operating Revenues
($ Millions)

Tuition and Fees
Federal Government
State Government
Private Gifts, & Grants
Teaching Hospitals

2008/09 State Government revenues were reduced $55.5M by an OP-mandated adjustment and will be shown as 2009/10 revenues instead. The dashed line shows the State Government revenue total without this accounting timing difference.

Data Source: UCSD Detailed Financial Schedules prepared by General Accounting. Refer to Appendix for description of NACUBO reporting classifications.
# UCSD Operating Expenditures by Function

($ Millions)

<table>
<thead>
<tr>
<th>Function</th>
<th>2007/08</th>
<th>% of Total</th>
<th>2008/09</th>
<th>% of Total</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Instruction</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Regular &amp; Summer Session</td>
<td>$214</td>
<td>9.3%</td>
<td>$224</td>
<td>9.3%</td>
<td>$9.1</td>
</tr>
<tr>
<td>- Professional Schools</td>
<td>221</td>
<td>9.6%</td>
<td>223</td>
<td>9.3%</td>
<td>1.6</td>
</tr>
<tr>
<td>- University Extension</td>
<td>34</td>
<td>1.5%</td>
<td>36</td>
<td>1.5%</td>
<td>2.6</td>
</tr>
<tr>
<td>- Year-end expense accruals</td>
<td>7</td>
<td>0.3%</td>
<td>(8)</td>
<td>(0.3%)</td>
<td>(15.1)</td>
</tr>
<tr>
<td><strong>Total Instruction</strong></td>
<td>477</td>
<td>20.8%</td>
<td>475</td>
<td>19.7%</td>
<td>(1.9)</td>
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<tr>
<td><strong>Research</strong></td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>- Research</td>
<td>565</td>
<td>24.6%</td>
<td>603</td>
<td>25.0%</td>
<td>37.9</td>
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<tr>
<td>- Year-end expense accruals</td>
<td>(7)</td>
<td>(0.3%)</td>
<td>7</td>
<td>0.3%</td>
<td>(2)</td>
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<tr>
<td><strong>Total Research</strong></td>
<td>558</td>
<td>24.3%</td>
<td>610</td>
<td>25.3%</td>
<td>52.1</td>
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<tr>
<td><strong>Public Service</strong></td>
<td>16</td>
<td>0.7%</td>
<td>17</td>
<td>0.7%</td>
<td>0.3</td>
</tr>
<tr>
<td><strong>Academic Support</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Med Group / MSCCP</td>
<td>77</td>
<td>3.4%</td>
<td>82</td>
<td>3.4%</td>
<td>4.2</td>
</tr>
<tr>
<td>- Libraries</td>
<td>35</td>
<td>1.5%</td>
<td>38</td>
<td>1.6%</td>
<td>2.3</td>
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<tr>
<td>- Other Academic Support</td>
<td>77</td>
<td>3.3%</td>
<td>75</td>
<td>3.1%</td>
<td>(1.8)</td>
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<tr>
<td>- Year-end expense accruals</td>
<td>3</td>
<td>0.1%</td>
<td>(4)</td>
<td>(0.2%)</td>
<td>(7.4)</td>
</tr>
<tr>
<td><strong>Total Academic Support</strong></td>
<td>193</td>
<td>8.4%</td>
<td>190</td>
<td>7.9%</td>
<td>(2.7)</td>
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<tr>
<td><strong>Teaching Hospitals</strong></td>
<td>656</td>
<td>28.6%</td>
<td>693</td>
<td>28.8%</td>
<td>36.6</td>
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<tr>
<td><strong>Student Services</strong></td>
<td>57</td>
<td>2.5%</td>
<td>62</td>
<td>2.6%</td>
<td>5.2</td>
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<tr>
<td><strong>Institutional Support</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Institutional Support</td>
<td>113</td>
<td>4.9%</td>
<td>117</td>
<td>4.8%</td>
<td>4.1</td>
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<tr>
<td>- Year-end expense accruals</td>
<td>(1)</td>
<td>(0.0%)</td>
<td>5</td>
<td>0.2%</td>
<td>6.0</td>
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<tr>
<td><strong>Total Institutional Support</strong></td>
<td>112</td>
<td>4.9%</td>
<td>122</td>
<td>5.1%</td>
<td>10.1</td>
</tr>
<tr>
<td><strong>Operation &amp; Maintenance of Plant</strong></td>
<td>63</td>
<td>2.8%</td>
<td>69</td>
<td>2.9%</td>
<td>5.9</td>
</tr>
<tr>
<td><strong>Student Financial Aid</strong></td>
<td>55</td>
<td>2.4%</td>
<td>59</td>
<td>2.4%</td>
<td>3.8</td>
</tr>
<tr>
<td><strong>Auxiliary Enterprises</strong></td>
<td>108</td>
<td>4.7%</td>
<td>111</td>
<td>4.6%</td>
<td>3.2</td>
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<tr>
<td><strong>Total Expenditures</strong></td>
<td>$2,295.0</td>
<td>100.0%</td>
<td>$2,408</td>
<td>100.0%</td>
<td>$113</td>
</tr>
</tbody>
</table>

Change:
- Combined Instruction: $9.1 (4.2%)
- Combined Research: $37.9 (6.7%)
- Combined Academic Support: $4.2 (5.4%)
- Combined Institutional Support: $4.1 (3.7%)
- Combined Student Services: $5.2 (9.1%)
- Combined Teaching Hospitals: $36.6 (5.6%)
- Combined Institutional Support: $6.0 (553.6%)

Data Source: UCSD Detailed Financial Schedules prepared by General Accounting. Refer to Appendix for description of NACUBO reporting classifications.
In 2006/07, UCSD’s Intellectual Property (IP) program revenue and expenditures moved to the Campus from OP. Since then, the gross revenue has been included in Other Revenue, with payments to the inventor reflected as Institutional Support expenditures. The dashed line shows Institutional Support excluding inventor payments. Starting with next year’s financials (2009/10), the IP expenditures will be reflected in Academic Support.

Data Source: UCSD Detailed Financial Schedules; restated to adjust year-end accruals
UCSD 2010/11
BUDGET PLANNING
Over two years, 08/09 & 09/10, UCSD’s permanent state budget gap equates to $66.5M

The cumulative state budget shortfall, over same two years, equates to $145M

Further state cuts and unfunded costs are likely in upcoming 10/11 year

The State’s financial challenges are severe, and expected to last through 2014/15
## UCSD Budget Planning
### State Budget Shortfall

<table>
<thead>
<tr>
<th>ESTIMATED IMPACT</th>
<th>2008-09 Perm</th>
<th>2008-09 1-time</th>
<th>Total</th>
<th>2009-10 Perm</th>
<th>2009-10 1-time</th>
<th>Total</th>
<th>2010-11 Perm</th>
<th>2010-11 1-time</th>
<th>Total</th>
<th>3-year Total Budget Gap</th>
<th>3-year Total Cash Shortfall</th>
</tr>
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<tr>
<td>STATE EDUCATIONAL APPROPRIATION (1)</td>
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<td></td>
<td></td>
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<td>(74.8)</td>
<td>(161.26)</td>
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<td>State budget adjustments net of federal stimulus funds (2)</td>
<td>-</td>
<td>(11.6)</td>
<td>(11.6)</td>
<td>-</td>
<td>(20.0)</td>
<td>(64.2)</td>
<td>(84.2)</td>
<td></td>
<td></td>
<td>(54.8)</td>
<td>(45.5)</td>
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<td></td>
<td></td>
<td>(216.8)</td>
<td></td>
<td></td>
<td></td>
<td>(235.5)</td>
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<td>Other Unfunded Mandatory Costs</td>
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<td></td>
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<td></td>
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<td></td>
<td></td>
<td></td>
<td>(32.9)</td>
<td>(67.10)</td>
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<td>Fixed salary &amp; benefit costs (3)</td>
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<td>(12.1)</td>
<td></td>
<td>(10.0)</td>
<td>(10.0)</td>
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<td></td>
<td></td>
<td>(10.8)</td>
<td>(10.8)</td>
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<td>UCRP employer costs (Effective 4/15/10) (4)</td>
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<td>(4.4)</td>
<td>(4.4)</td>
<td></td>
<td></td>
<td></td>
<td>(9.7)</td>
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<td>Energy</td>
<td>-</td>
<td>(7.3)</td>
<td>(7.3)</td>
<td>-</td>
<td>(3.5)</td>
<td>(3.5)</td>
<td>-</td>
<td>(4.4)</td>
<td>(4.4)</td>
<td>(15.20)</td>
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<tr>
<td>Subtotal</td>
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<td></td>
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<td>(100.8)</td>
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<td>TOTAL SHORTFALL</td>
<td>(12.1)</td>
<td>(18.9)</td>
<td>(31.0)</td>
<td>(34.4)</td>
<td>(67.7)</td>
<td>(102.1)</td>
<td>(75.3)</td>
<td>(4.9)</td>
<td>(70.4)</td>
<td>(121.8)</td>
<td>(262.1)</td>
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</tbody>
</table>

### Footnotes:

1. Source: UCSD Financial Statement for 2008/09 reflects 2007/08 appropriation. Adjusted state funding for 2008/09 thru 2009/10 will not correspond to financial statements due to timing issues in the receipt of ARRA funding which is reflected in State Educational Appropriations on financial statements.

2. 2009/10: Campus planned and applied $84.2M in reductions. 2010/11: Permanent reduction includes $19M state reduction not applied by the campus in 2009/10, and another $35.8M assuming the state makes permanent the one-time reduction from previous year. Additional $9.3M (one-time) funding received from ARRA, above the amount planned in 2009/10.

3. Assumes faculty merit increases of 1.78%, 12% increases in benefits, and various increases in union contracts. Beginning in 2011/12, assumes non-represented increases of 1.5%.

4. Beginning April 2010, employer rates are set at 4% of covered payroll. Beginning in 2011/12, assumes annual increases of 2%.

5. Projected revenues from student fee increases (net of financial aid) with no funded enrollment growth.
2008/09: One-time $12 million mid-year reduction on Vice Chancellor Unit base budgets.

2009/10: Campus maintained multi-year approach and responded with a multi-pronged plan:

- Permanent $20 Million base budget reduction on Vice Chancellor budgets
- Approximately $25 Million in one-time salary savings resulting from Regents approved furlough plan
- One-time internal financing of approximately $40 Million
Every Area of Campus has Made Difficult Decisions

■ Consolidated Programs – *Saving $14.2M perm, $14.9M one-time*
  
  - VCER: Restructured
  - VCHS: Medical group & HS Controller’s Office, Communications & Marketing
  - Numerous IT functions:
    - VCEBA, within ACT, BFS and Old-VCER
    - VCAA: Academic Computing & Medic Services, IT Services at JSOE

■ Eliminated Programs – *Saving $1.1M perm*
  
  - VCAA Enrichment Programs: Instructional Improvement, Faculty Fellows, Senior Seminars, Freshman Seminars, Summer Session Enrollment Bonus (2010/11)
UCSD Budget Planning
Campus Impact

- **Personnel Actions** – *Saving $22M perm, $16.7M one-time ($41M w/ furloughs)*
  - Layoffs: 296 staff
  - Indefinite Reduction in Time: 340
  - Vacant FTE eliminated: 184 staff
  - Unfilled vacant positions: 75 staff, 125 ladder-rank faculty recruitments

- **Other Impacts**
  - Admitted 550 fewer freshmen in 09/10 – however, campus is over-enrolled by 2,250 students
  - General Campus faculty : student ratio is close to 32:1
  - Filled-budget ladder-rank faculty FTE well below 65% compared to 82% in 1999.
  - Reduction in services across campus: Library, Student Affairs, Central Administration, etc.
2010/11 Permanent Funding Issues

- 2009/10 State Budget Reduction
  - $19 Million carry over

- Compensation Costs
  - $21 Million

- UCSD Share of UC’s $305M cut (if continued from 2009/10)
  - $35.8 Million
UCSD Budget Planning
Potential Campus Response – Multi-year Funding Options

- Student Fee Income
- Temporary Federal Stimulus Budget Relief
- Temporary Overhead on ARRA Research Activity
- Potential Outcome from Work of Tiger Teams – Self Supporting, Non-Resident Enrollment, Information Technology
- Other Misc Temporary Funds
UCSD Budget Planning

Affirm Campus Guiding Principles

- Minimal Impact on Classroom, Research and Academic Laboratory Instruction
- Maintain a World Class Research Program
- Campus Diversity & Outreach Efforts
- Patient Care and Environmental Health & Safety
- Keep Employees a Priority
- Seek and Implement Campus Efficiencies & Cost Savings
Joint Senate – Administration Task Force on Budget Recommendations

- Enhance Revenues
  - Aggressively Enhance New Revenue Streams
  - Engage with Alumni/Faculty and Increase Philanthropy
  - Implement Tiger Team Recommendations – Self Supporting, Non-Resident, IT
  - Promote Technology Transfer
  - Incentivize the Generation of New ICR

- Enhance Process
  - Review Local Use of Student Fees
  - Non-Incremental Budget Processes
  - Support Key Infrastructure Initiatives

- Increase Budget Transparency of all VC Areas
UCSD Budget Planning
Campus Collaborations

- Tiger Teams
  - Auxiliaries and Self-Supporting Enterprise:
    - Evaluated campus overhead recovery to ensure such activities are ‘self-supporting’. Campus needs to improve recovery.
  - Non-resident Enrollment:
    - Assessed options for increasing enrollment over the short and longer term. Opportunity for growth exists.
  - Campus IT-Services:
    - Identified opportunities for consolidating & restructuring IT services.
Next Steps
Timeline and Budget Committee Meetings

- Monday, April 12  
  Budget Planning Overview

- Friday, April 23  
  Marine Sciences  
  Research

  --- Governor’s May Revise Released

- Wednesday, May 12  
  Academic Affairs

- Monday, May 24  
  Health Sciences

  --- UC typically makes Campus Prelim Allocations

- Tuesday, June 1  
  External & Business Affairs  
  Resource Management & Planning

- Monday, June 14  
  Student Affairs  
  Office of Graduate Studies

  --- State Budget Expected by end of June, IF on time!

- Thursday, July 8  
  Final Resource Allocations
Next Steps
Budget Committee Presentations

- Budget Summary
  - Financial Performance
  - Overview of revenues and expenses, to include multi-year trends
  - Budgetary Response and Financial Achievements
    - New revenue streams
    - Programs Consolidated or Eliminated
    - Other Cost saving initiatives
    - Success Indicators (including relevant benchmarks)
  - Response to Budget Crisis & Impact

- Budget Planning
  - Strategic Goals (focused on campus priority)
    - Deliberate and targeted reductions and investments
    - Align priorities with campus principles
    - Collaborative opportunities
  - Present possible reduction scenarios targeting 10, 15, and 20%
    - Include multi-year strategy and impact
    - Explain how other existing/projected funding streams might be used to mitigate cuts
    - Identify additional planning necessary to implement reductions or new revenue streams
Next Steps

- Continue Promoting Financial Health
  - Increase, Diversify & Optimize Resource
  - Manage and Account for Costs
  - Followup on JSATF - Budget Recommendations
  - All Campus, Multi-year Approach

- Campus Involvement
  - Budget Committee
  - Academic Senate
  - Financial Officers
  - Tiger Teams
  - Community: Faculty, Students, Staff

- Monitor State and UC Budgets
APPENDIX
Revenue Classifications

Receipts are reported by “uniform classification categories” which were developed by the National Association of College and University Business Officers (NACUBO) for all higher education budgetary and financial reporting systems.

- **Tuition & Fees** – mandatory registration and educational fees for resident and non-resident students, as well as professional school fees, campus-based student fees, extension and summer session fees.
- **Federal Government** – federal contracts and grants for research and student aid programs. Specific examples include Department of Health & Human Services and National Science Foundation for research, and Pell grants for student aid program.
- **State Government** – state general appropriation to support core campus operations as well as funds associated with specific state research and student aid. Specific examples include state general funds, state capital lease-purchase funds, California Student Aid Commission revenue, and California Department of Transportation contracts.
- **Local Government** – contracts and grants with local governments. Specific examples include county funding for the Preuss School average-daily-attendance and funding for the County Immunization Program.
- **Private Gifts, Grants, & Contracts** – individual gifts or contracts from non-governmental agencies for specified purposes. Examples include clinical drug trial revenue, grants from private entities, current & endowed gifts, and funds received by the campus from the UC San Diego Foundation.
- **Sales & Services of Educational Activities** – sales of products or services to organizations outside the university in connection with training students. Some examples include medical school clinical compensation plan, Birch Aquarium, DHS Smoker’s Helpline services, and campus laboratory and machine shop external sales & services.
- **Sales & Services of Auxiliary Enterprises** – self-supporting operations as required by UC. Some examples include student housing and dining services, bookstore, parking, summer sports camps and day-care center revenue.
- **Sales & Services of Teaching Hospitals** – user fees for services provided at the Medical Centers.
- **Other Sources** – receipts that do not naturally fall into one of the other major classifications. Some examples include property rental, royalties on patents, and sales of surplus equipment.
Expenditure Classifications

Expenditures are reported by “uniform classification categories” which were developed by the National Association of College and University Business Officers (NACUBO) for all higher education budgetary and financial reporting systems.

- **Instruction** – academic departments' classroom instruction and departmental research operations; also includes extension and summer session.
- **Research** – organized research, including institutes, research centers, and individual or project research, such as the Cancer Center and the Supercomputer Center.
- **Public Service** – community services such as lectures, art, work-study programs, and community health service projects.
- **Academic Support** – libraries, audio-visual services, academic computing support, course and curriculum development. Includes academic departmental admin. and medical school clinical compensation & practice plans.
- **Teaching Hospital** – operating costs related to the UCSD Medical Center and Thornton Hospital.
- **Student Services** – social and cultural activities, counseling and career guidance, student admissions and records, student health services and financial aid administration.
- **Institutional Support** – central executive-level activities, fiscal operations, human resources, contracts and grants, administrative computing, procurement, security, and community relations.
- **Operation and Maintenance of Plant** – buildings and grounds maintenance, janitorial, plant, and refuse disposal services, major repairs and alterations.
- **Student Financial Aid** – direct student aid expenditures excluding administrative costs.
- **Auxiliary Enterprises** – self-supporting operations such as housing and dining services, the bookstore and parking.