

Yale University

Budget Book
Fiscal Year 2024

For Yale Faculty, Staff,
and Students

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September 2023

Welcome to the Fiscal Year 2024 Budget Book for Yale University.

This year’s budget is the result of the hard work completed by deans, directors, faculty, financial leaders and staff, and others across the campus who complete varied activities of Yale University. We cannot express enough our continued gratitude for the way our university has ensured that the needed work, including completing this budget, got done.

The FY24 budget maintains a focus on moving forward the strategic academic priorities of the university established by the President across the sciences, social sciences, arts, and humanities. Major investments in the FY24 budget include faculty and staff in the school of Engineering and Applied Sciences for greater independence, growth in the Faculty Arts & Sciences faculty, post-docs and staff to focus on mission-based teaching and research, increased student financial aid in Yale College and several professional schools, increases in graduate school stipends, support for the Yale College “bulge” class with staff and non-ladder faculty, continued expansion of the clinical practice for the School of Medicine, and Peabody Museum’s re-opening to the public after a major comprehensive renovation.

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. We are also deeply grateful for the outstanding support of the Financial Planning and Analysis team throughout the budget process which they lead with skill, dedication, and excellence. This budget, like any budget, is an accumulation of choices to reconcile a 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.

Scott Strobel
Provost and
Henry Ford II Professor of
Molecular Biophysics &
Biochemistry (MB&B)

Jack Callahan
Senior VP for Operations and
Chief Operating Officer

Stephen Murphy
VP for Finance and
Chief Financial Officer

*For the 2022-2023 academic year the members of the Budget Advisory Committee were;

Scott Strobel, Provost and Henry Ford II Professor of Molecular Biophysics & Biochemistry (MB&B)

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

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

Michael Caplan, C.N.H. Long Professor of Cellular and Molecular Physiology and Professor of Cell Biology

Joseph Crosby, Assistant Vice President for Academic Business Operations & Senior Associate Dean for Finance & Administration, Yale Law School

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Stephen Pitti, Professor of History and of American Studies and of Ethnicity, Race, and Migration

John Whelan, Vice President for Human Resources

Steven Wilkinson, Nilekani Professor of India and South Asian Studies, Vice Provost for Global Strategy

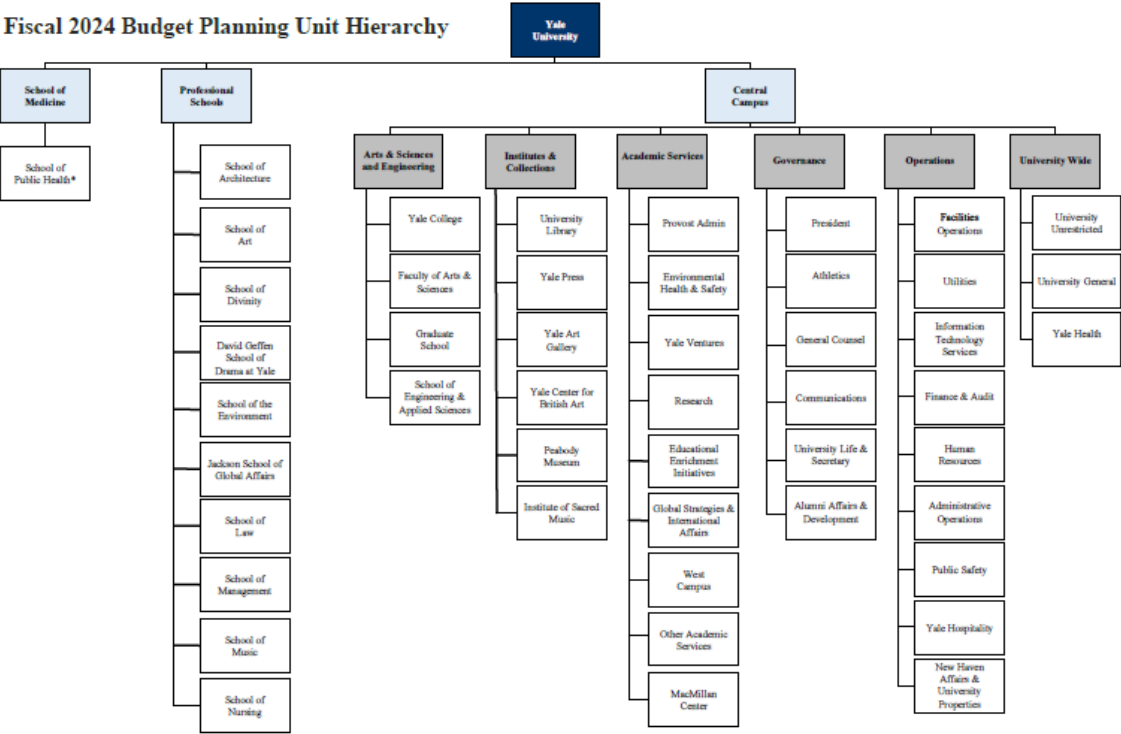
Executive Summary

This FY24 Budget Book provides an overview of Yale University’s budget for Fiscal Year 2023-24 which runs from July 1, 2023 through June 30, 2024.

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 FY24 Budget is comprised of 50 Budget Planning Units as shown in the chart below (see Page 14 for additional detail).



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

Schools and units submitted their FY24 budget proposals for consideration by the Provost and the Budget Advisory Committee in the spring of 2023. The Budget Advisory Committee included eight tenured faculty members in addition to the Provost, Senior Vice President for Operations, Vice President for Finance, and other senior administrators. The group met with the schools and units to understand the budget proposals and then made recommendations to the Provost regarding funding decisions. The Provost, SVP/COO, and VP/CFO then recommended the budget to the President who requested approval from the board of trustees. The board of trustees, formally known as the Yale Corporation, approved the FY24 Budget on June 10, 2023.

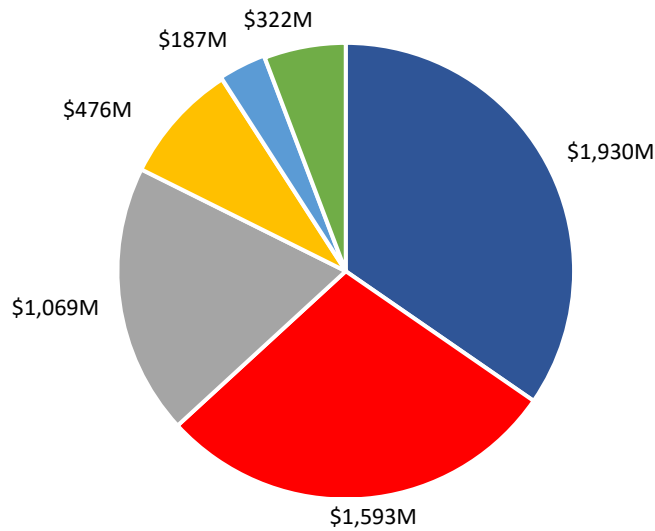
Operating Budget

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 FY24 Operating Budget for Yale University has total external revenue of \$5,576 million.

Total FY24 External Revenue = \$5,576 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 \$1,930 million or 35% of total external revenue. The amount spent from the Endowment each year is determined by the Endowment spending policy.

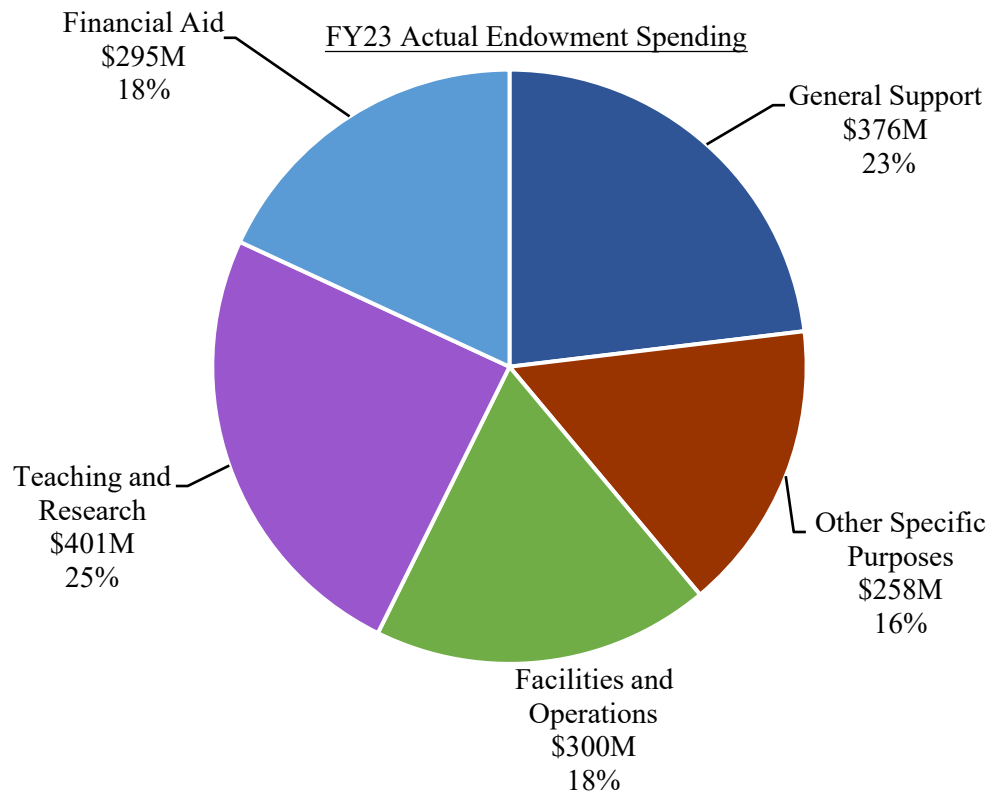
The Endowment spending policy, which allocates Endowment earnings to operations, balances the competing objectives of providing a stable flow of income to the operating budget and protecting the real value of the Endowment over time. The spending policy manages the trade-off between these two objectives 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.

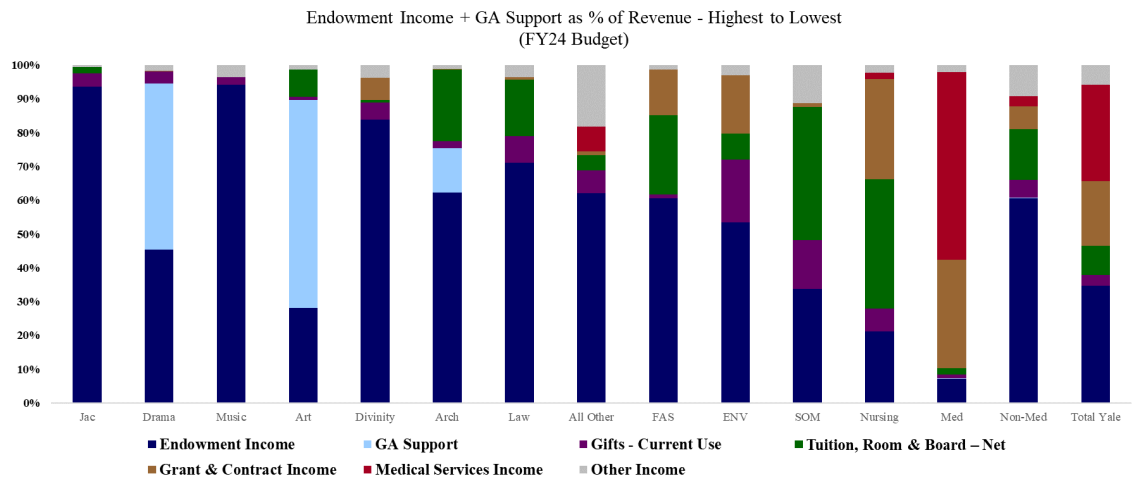
The smoothing rule and the diversified nature of the Endowment are designed to mitigate the impact of short-term market volatility on the flow of funds to support Yale's operations. Further information on the Endowment spending policy is available at:

<https://your.yale.edu/work-yale/financial-management/financial-planning-analysis>

Endowment income provides essential support for financial aid, professorships and other costs of teaching and research. The breakdown of the FY23 activity is as follows:



Endowment income as a source of revenue varies dramatically across Yale’s schools, ranging from Jackson School of Global Affairs where 94% of revenue comes from endowment to the School of Medicine where only 7% comes from endowment. The following chart illustrates the degree of each school’s reliance on endowment income.



Medical Services Income

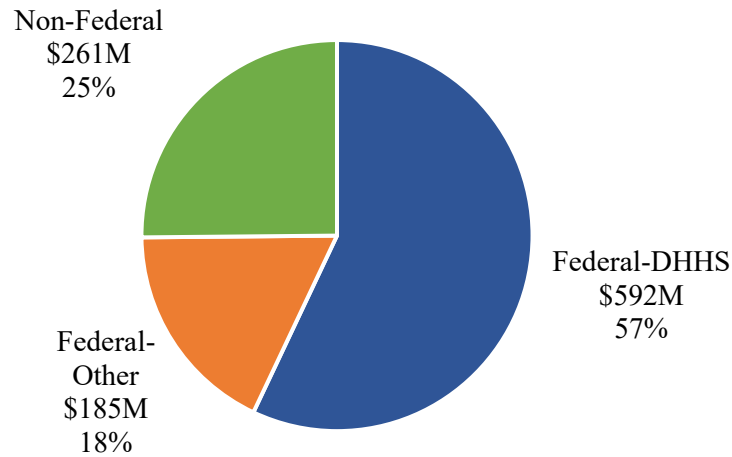
Medical Services Income (also referred to as clinical or patient care revenue) represents \$1,593 million or 29% of revenues in the Operating Budget. This is comprised of fee-for-service, e.g., visits to or medical procedures by Yale Medicine physicians, payments from Yale New Haven Health System¹, and other contractual income. The School of Medicine generates 95% of the University’s \$1,593 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 \$1.069 million or 19% 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 FY24 Budget, \$875 million or 82% of Grant & Contract Income is generated in the Medical School, \$148 million or 14% in the Arts & Sciences and Engineering, and \$45 million or 4% by other schools and units. The breakdown of Federal, Non-Federal and other in the past year is as follows:

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.

FY23 Actual Grant & Contract Income = \$1,038 million



Tuition, Room, and Board - Net

Tuition, room and board (also referred to collectively as the term bill), net of financial aid generates \$476 million or 9% of the total revenue in the Operating Budget. Tuition, room and board represent charges to undergraduate and graduate students for education and 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. The budget assumes that there will be a full in-person academic year, including a larger-than-normal third-year class in Yale College due to students who deferred enrollment in FY21.

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 FY24 budget is \$486 million or 51% of the gross term bill of \$962 million.

Contributions

Contributions in the Operating Budget (also referred to as current use or spendable gifts) of \$187 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

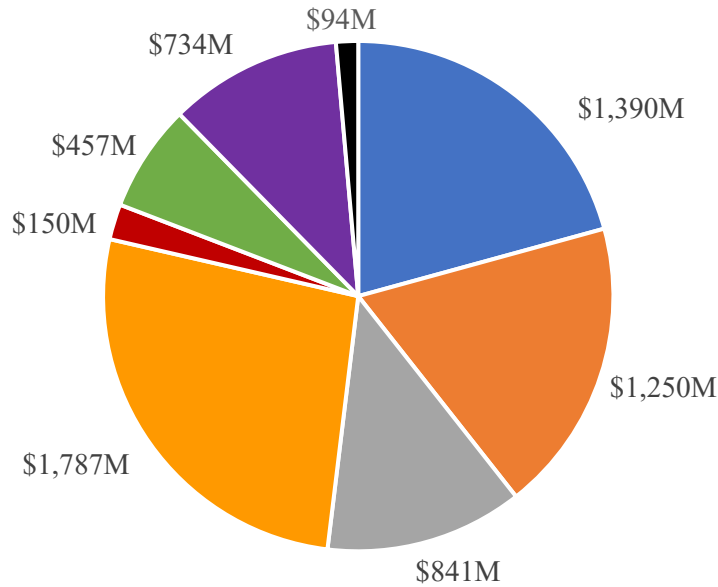
Other Income of \$322 million in revenue for the Operating Budget is comprised of gains on non-endowment investments, royalty income, publications, admissions revenue related to athletic events

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 FY24 Operating Budget includes total expenses, net of internal revenue of \$5,394 million. Expenses, excluding internal revenue, are \$6,703² million in the following expense categories:

Total FY24 Expenses (Excluding Internal Revenue) = \$6,703 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

Salaries and Benefits

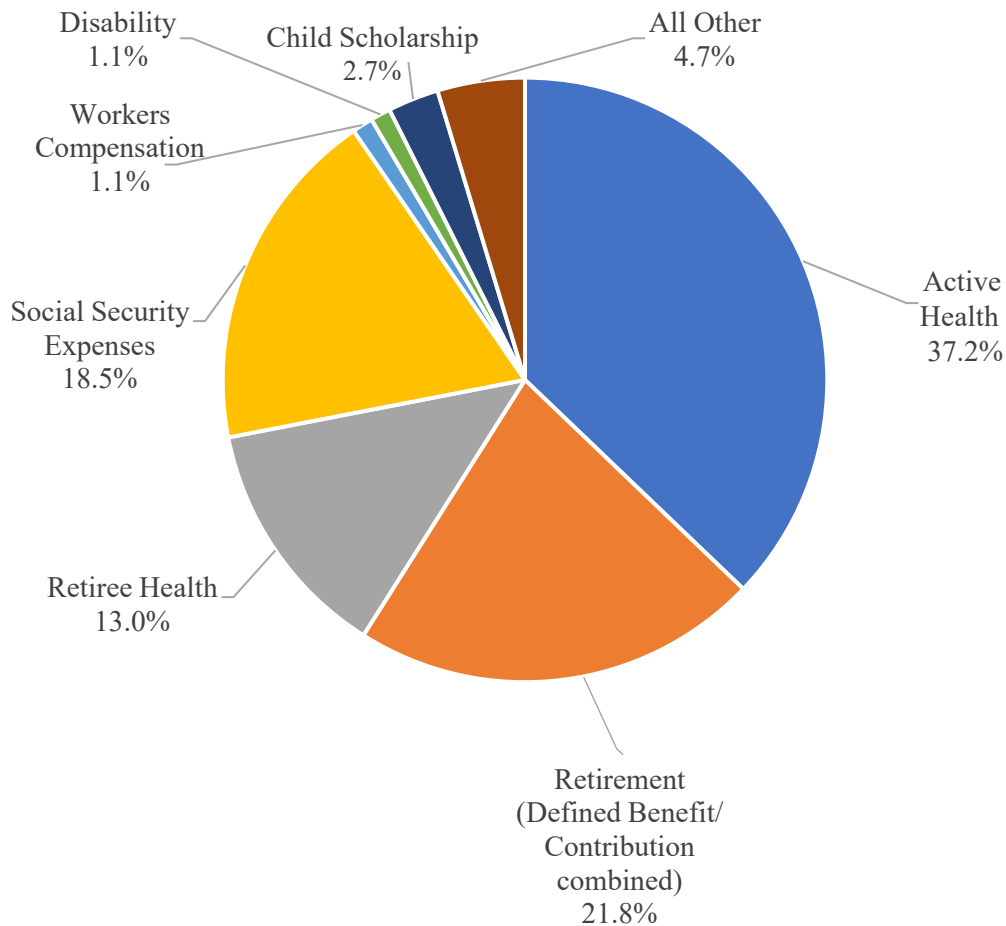
Salaries and Benefits of \$3,481 million account for 52% of the total operating expense budget (excluding internal revenue) and includes compensation and fringe benefits for faculty and staff. Faculty salaries include ladder (assistant, associate and full professors) and non-ladder (lecturers, adjuncts, 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

² Expenses excluding internal revenue of \$6,703 million includes \$1,309 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.” \$6,703 million less \$1,309 million of internal revenue equals \$5,394 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.

& Technical staff or C&T, Service & Maintenance or S&M, police, and security), students, and other payments.

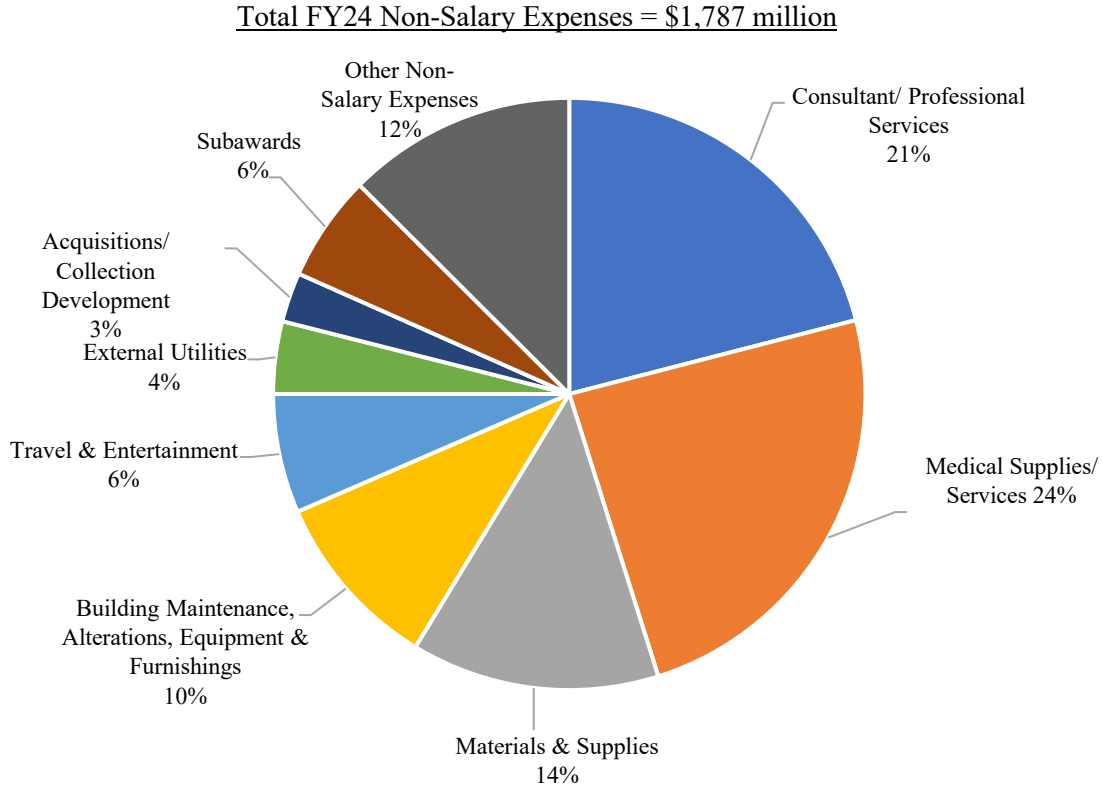
Employee benefits represent the cost of providing employees various health, retirement, statutory, and other benefits as part of their total compensation package. The largest drivers of benefit expenses (see below) are the cost of medical benefits to Yale's employees (Active Health), the cost of retirement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

Total FY24 Employee Benefits = \$823 million



Non-Salary Expenses

Non-Salary Expenses accounts for 27% or \$1,787 million of the total FY24 expense budget (excluding internal revenue) and is the second largest category of expenses for the University. The expense breakdown for FY24 includes the following:



Stipends/Fellowships

Stipends/Fellowships expense of \$150 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 \$457 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 \$734 million or 11% of the total expense budget (excluding internal revenue) for FY24.

Allocation of Other Costs

Allocation of Other Costs is budgeted at \$94 million for FY24 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 FY24 budget, total internal revenue is \$1,309 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 FY24, the funds transfers are budgeted as a net outflow of \$63 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 FY24, the total operating results are budgeted at \$181 million or 3% 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 FY24 Budget Net Results for Yale University on a consolidated basis are budgeted to be a surplus of \$118 million or 2% 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 FY24 Budget Net Results of \$118 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 FY23, the University's financial systems were used to track over 104,000 different fund balances 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 FY24 Capital Budget is \$784 million which includes \$282 million for major projects (projects of \$4 million or greater) and \$465 million for "capital buckets". In addition, the budget includes other costs paid with capital project funding sources, which total \$37 million in FY24 and relate to (1) costs on these projects and other smaller repairs projects that cannot be capitalized, and (2) capitalized interest.

Funding for the FY24 capital budget is provided through 1) Capital Replacement Charge (CRC), 2) gifts, 3) department funding, 4) external debt, and 5) carbon charge⁴.

A large portion of the capital spending in FY24 relates to projects that were already committed to in previous capital plans (\$199 million), including 40% of the FY24 spending for central majors, School of Medicine and West Campus projects, e.g., Kline Tower, 100 College Street, Lapham Field House, Golf Course Restoration, etc. . The largest new projects committed to in the FY24 Budget are the Physical Sciences and Engineering Building (enabling projects only), Divinity School Living Village, and Kirtland Hall Classroom conversion. Most of the larger new projects supporting the Academic Priorities are in a planning stage and will be committed to in future years.

The \$784 million spending described will be funded by restricted gifts of \$69 million, current and prior year CRC of \$543 million, external debt of \$149 million, carbon charge of \$2 million, and by departmental funding and grants of \$21 million.

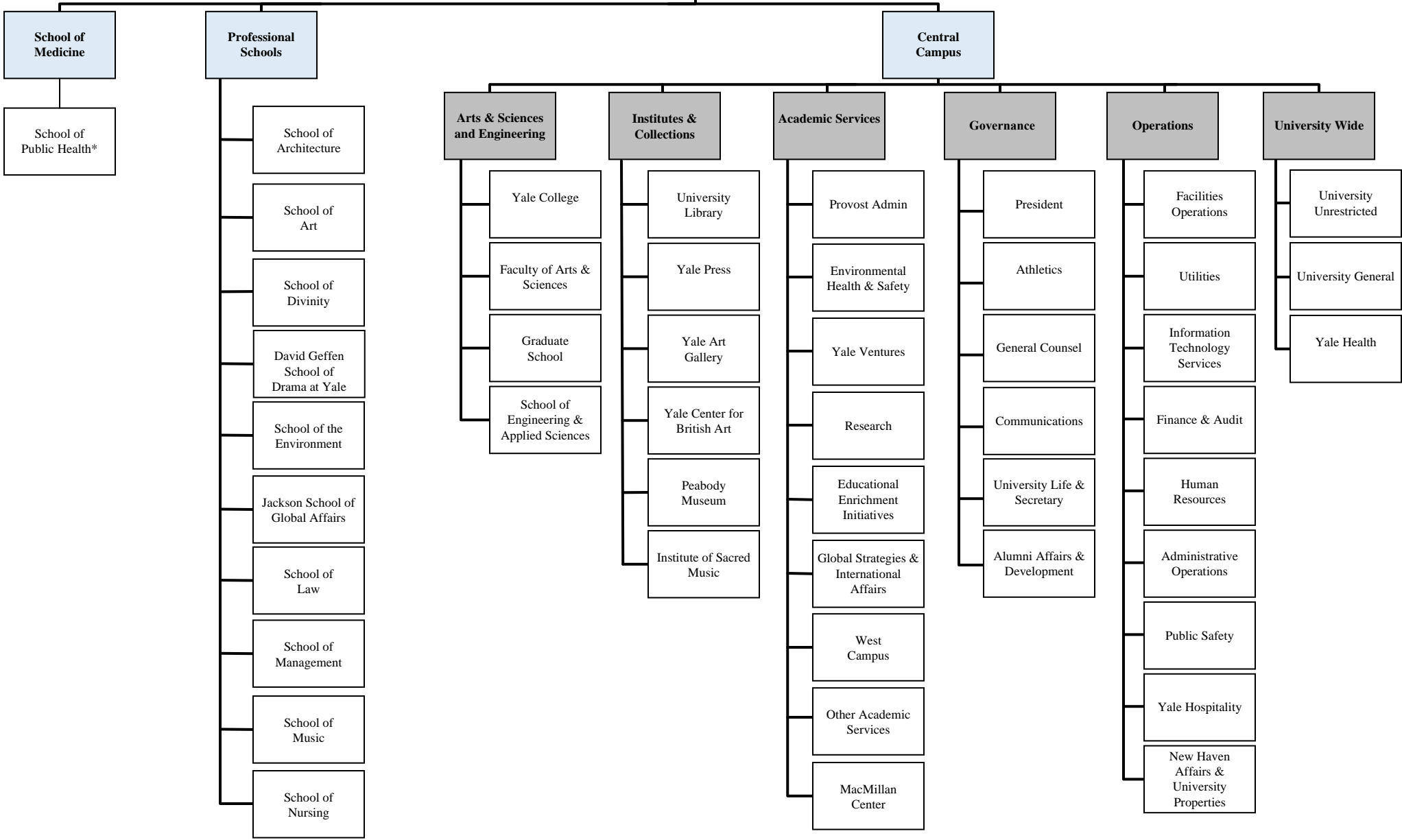
Notes Concerning the FY2024 Budget

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 which are paid for with 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. 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 (-).
3. For comparison, FY21 actual activity included a significant COVID-19 impact. COVID-19 related revenue declines were a result of student deferrals, cancellation of summer programs, reduction of ticket income for athletics and the arts, reduced catering activity, and reduction in property rentals. COVID-19 related expense reductions can be seen in travel & entertainment, external utilities, materials & supplies, and other non-salary expenses. This activity is evident in many of the planning unit results.

⁴ In conjunction with its pledge to eliminate carbon emissions from campus by 2050, Yale is modifying its internal carbon charge program. Beginning in FY23, Yale will use revenue collected from the carbon charge as one important source of funding for the capital investments required to eliminate emissions of carbon from campus. As part of the program, the university’s planning units will be charged expenses based on their estimated metric tons of carbon dioxide equivalent (MTCDEs). This amount will increase from \$20/MTCDE in FY23 to \$35/MTCDE in FY24 and \$50/MTCDE for FY25 and beyond. These funds will be moved to non-operating fund balances which can be utilized to fund future capital projects that are intended to reduce carbon emissions.

Fiscal 2024 Budget Planning Unit Hierarchy

Yale University



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

Table A-1
Fiscal 2024 Operating Budget
Yale University

Row		A	B	C	D	E	F
	<i>\$ in millions</i>	FY21 Actual	FY22 Actual	FY23 Budget	FY24 Budget	Better/(Worse) vs FY23 Budget	
	Revenue						
1	Tuition, Room & Board - Gross	650	878	933	962	3.1%	28
2	Discount on Tuition	(357)	(432)	(459)	(486)	(6.0%)	(27)
3	Tuition, Room & Board - Net	293	446	475	476	0.2%	1
4	Grant and Contract Income	877	962	986	1,069	8.4%	83
5	Medical Services Income	1,294	1,374	1,485	1,593	7.2%	107
6	Gifts	201	236	205	187	(8.7%)	(18)
7	Endowment Income	1,512	1,568	1,748	1,930	10.4%	182
8	Other Income	367	291	269	322	19.5%	53
9	Total External Revenue	4,544	4,876	5,168	5,576	7.9%	408
	Expense						
10	Total Salaries & Benefits	2,742	2,971	3,188	3,481	(9.2%)	(293)
11	Stipends/Fellowships	110	123	135	150	(11.3%)	(15)
12	Non-Salary Expenses	1,330	1,547	1,662	1,787	(7.5%)	(125)
13	Interest/CRC/Other Amortization	408	426	448	457	(1.8%)	(8)
14	Allocation of Central Services	620	679	667	734	(10.1%)	(67)
15	Allocation of Other Costs	79	88	85	94	(9.9%)	(8)
16	Other Expenses	2,548	2,863	2,998	3,222	(7.5%)	(224)
17	Total Expenses - Before Internal Revenue	5,289	5,833	6,186	6,703	(8.4%)	(517)
18	Internal Revenue Total	(1,066)	(1,182)	(1,178)	(1,309)	11.1%	131
19	Total Expenses - Net of Internal Revenue	4,223	4,651	5,008	5,394	(7.7%)	(386)
20	Operating Results	321	225	159	181		22
21	Total Fund Transfers	(45)	(59)	(47)	(63)		(16)
22	Net Results - Add to/(Use of) Balances	276	167	112	118		6

**Historical information has been restated to reflect the current planning unit hierarchy and may not match last year's exhibit*

Table A-2
Fiscal 2024 Operating Budget
Central Campus

(Includes Arts & Sciences and Engineering, Institutes & Collections, Academic Services, Governance, Operations and University Wide)

Row		A	B	C	D	E	F
	<i>\$ in millions</i>	FY21 Actual	FY22 Actual	FY23 Budget	FY24 Budget	Better/(Worse) vs FY23 Budget	
	Revenue						
1	Tuition, Room & Board - Gross	393	586	612	639	4.4%	27
2	Discount on Tuition	(236)	(300)	(310)	(328)	(5.6%)	(17)
3	Tuition, Room & Board - Net	156	286	302	311	3.1%	9
4	Grant and Contract Income	143	152	149	163	9.1%	14
5	Medical Services Income	67	77	77	87	12.9%	10
6	Gifts	106	129	120	95	(20.9%)	(25)
7	Endowment Income	1,115	1,152	1,287	1,409	9.5%	122
8	Other Income	180	200	193	232	20.1%	39
9	Total External Revenue	1,766	1,996	2,128	2,297	7.9%	169
	Expense						
10	Total Salaries & Benefits	1,089	1,188	1,270	1,367	(7.6%)	(96)
11	Stipends/Fellowships	63	72	83	98	(17.9%)	(15)
12	Non-Salary Expenses	726	869	935	1,021	(9.2%)	(86)
13	Interest/CRC/Other Amortization	310	318	333	334	(0.3%)	(1)
14	Allocation of Central Services	346	380	357	412	(15.3%)	(55)
15	Allocation of Other Costs	40	45	40	47	(19.8%)	(8)
16	Other Expenses	1,484	1,684	1,748	1,913	(9.4%)	(165)
17	Total Expenses - Before Internal Revenue	2,573	2,872	3,019	3,280	(8.7%)	(261)
18	Internal Revenue Total	(971)	(1,073)	(1,064)	(1,174)	10.4%	110
19	Total Expenses - Net of Internal Revenue	1,603	1,799	1,955	2,106	(7.7%)	(151)
20	Operating Results*	163	197	174	192		18
21	Total Fund Transfers	(101)	(118)	(109)	(128)		20
22	Net Results - Add to/(Use of) Balances	63	79	65	63		(2)

**Historical information has been restated to reflect the current planning unit hierarchy and may not match last year's exhibit*

Table A-3
Fiscal 2024 Operating Budget
School of Medicine

Row		A	B	C	D	E	F
	<i>\$ in millions</i>	FY21 Actual	FY22 Actual	FY23 Budget	FY24 Budget	Better/(Worse) vs FY23 Budget	
	Revenue						
1	Tuition, Room & Board - Gross	74	88	102	98	(3.6%)	(4)
2	Discount on Tuition	(43)	(49)	(52)	(52)	0.7%	0
3	Tuition, Room & Board - Net	31	39	50	47	(6.7%)	(3)
4	Grant and Contract Income	716	788	814	875	7.4%	61
5	Medical Services Income	1,226	1,296	1,407	1,505	6.9%	98
6	Gifts	38	40	33	34	3.4%	1
7	Endowment Income	151	156	170	192	12.6%	21
8	Other Income	160	61	49	58	18.8%	9
9	Total External Revenue	2,322	2,379	2,524	2,710	7.4%	187
	Expense						
10	Total Salaries & Benefits	1,393	1,505	1,604	1,771	(10.4%)	(167)
10	Stipends/Fellowships	36	38	36	36	0.5%	0
12	Non-Salary Expenses	550	598	623	646	(3.8%)	(24)
13	Interest/CRC/Other Amortization	66	69	79	82	(4.8%)	(4)
14	Allocation of Central Services	198	214	221	228	(3.0%)	(7)
15	Allocation of Other Costs	31	35	38	38	1.2%	0
16	Other Expenses	881	953	997	1,030	(3.3%)	(33)
17	Total Expenses - Before Internal Revenue	2,274	2,459	2,601	2,802	(7.7%)	(200)
18	Internal Revenue Total	(93)	(107)	(110)	(130)	18.3%	20
19	Total Expenses - Net of Internal Revenue	2,181	2,352	2,492	2,672	(7.2%)	(180)
19	Operating Results*	141	27	32	38		6
20							
21	Total Fund Transfers	28	26	22	22		(0)
21							
21	Net Results - Add to/(Use of) Balances	169	54	54	60		6

22 *Historical information has been restated to reflect the current planning unit hierarchy and may not match last year's exhibit

Table A-4
Fiscal 2024 Operating Budget
Professional Schools

(Includes the Schools of Management, Jackson, Law, Environment, Divinity, Nursing, Drama, Music, Architecture, and Art)

Row		A	B	C	D	E	F
	<i>\$ in millions</i>	FY21 Actual	FY22 Actual	FY23 Budget	FY24 Budget	Better/(Worse) vs FY23 Budget	
	Revenue						
1	Tuition, Room & Board - Gross	184	204	219	224	2.5%	5
2	Discount on Tuition	(78)	(83)	(96)	(106)	(10.8%)	(10)
3	Tuition, Room & Board - Net	106	121	123	118	(4.0%)	(5)
4	Grant and Contract Income	18	22	23	31	37.2%	8
5	Medical Services Income	1	1	1	1	(9.5%)	(0)
6	Gifts	58	67	52	58	11.8%	6
7	Endowment Income	247	260	290	329	13.3%	39
8	Other Income	27	30	27	31	17.1%	5
9	Total External Revenue	456	501	516	568	10.2%	53
	Expense						
10	Total Salaries & Benefits	259	277	313	343	(9.4%)	(29)
11	Stipends/Fellowships	11	13	16	17	(3.7%)	(1)
12	Non-Salary Expenses	55	80	105	120	(14.5%)	(15)
13	Interest/CRC/Other Amortization	33	40	36	40	(9.6%)	(3)
14	Allocation of Central Services	76	85	88	94	(6.7%)	(6)
15	Allocation of Other Costs	8	8	8	9	(13.9%)	(1)
16	Other Expenses	182	226	253	279	(10.4%)	(26)
17	Total Expenses - Before Internal Revenue	442	503	566	622	(9.8%)	(56)
18	Internal Revenue Total	(2)	(3)	(4)	(5)	15.5%	1
19	Total Expenses - Net of Internal Revenue	440	500	562	617	(9.8%)	(55)
20	Operating Results	16	1	(46)	(48)		(2)
21	Total Fund Transfers	28	33	39	43		4
22	Net Results - Add to/(Use of) Balances	44	33	(7)	(5)		2

**Historical information has been restated to reflect the current planning unit hierarchy and may not match last year's exhibit*

Table A-5
Fiscal 2024 Operating Budget
9-Column View

Row		A	B	C	D	E	F	G	H	I
		Central Campus								
		School of Medicine	Professional Schools	Arts & Sciences and Engineering	Institutes and Collections	Academic Services	Governance	Operations	University Wide	Total University
	<i>\$ in millions</i>									
	Revenue									
1	Tuition, Room & Board - Gross	98	224	584	-	0	-	55	-	962
2	Discount on Tuition	(52)	(106)	(326)	(1)	(0)	(1)	-	-	(486)
3	Tuition, Room & Board - Net	47	118	258	(1)	0	(1)	55	-	476
4	Grant & Contract Income	875	31	148	9	3	3	-	-	1,069
5	Medical Services Income	1,505	1	0	-	0	-	0	87	1,593
6	Gifts	34	58	13	4	8	9	0	60	187
7	Endowment Income	192	329	668	273	50	87	2	330	1,930
8	Other Income	58	31	15	24	20	66	69	37	322
9	Total External Revenue	2,710	568	1,102	309	81	165	127	514	5,576
	Expense									
10	Total Salaries & Benefits	1,771	343	421	173	79	173	428	94	3,481
11	Stipends/Fellowships	36	17	90	5	1	2	-	-	150
12	Non-Salary Expenses	646	120	97	135	51	94	245	399	1,787
13	Interest/CRC/Other Amortization	82	40	186	66	39	10	89	(55)	457
14	Allocation of Central Services	228	94	286	46	14	3	14	49	734
16	Allocation of Other Costs	38	9	31	4	2	2	5	4	94
17	Other Expenses	1,030	279	689	256	107	111	353	397	3,222
17	Total Expenses - Before Internal Revenue	2,802	622	1,111	428	185	283	781	491	6,703
19	Internal Revenue Total	(130)	(5)	(3)	(16)	(14)	(1)	(355)	(785)	(1,309)
20	Total Expenses - Net of Internal Revenue	2,672	617	1,108	412	172	282	426	(294)	5,394
20	Operating Results*	38	(48)	(6)	(103)	(91)	(117)	(299)	808	181
22	Total Fund Transfers	22	43	12	110	91	114	295	(751)	(63)
	Net Results - Add to/(Use of) Balances	60	(5)	6	7	(0)	(3)	(4)	58	118
23	Operating Results - Mgmt View	38	(48)	(5)	(72)	(50)	(387)	(101)	808	181

**The above and all other exhibits 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.*

Table A-6

Fiscal 2024 Budget Operating Results - Management View vs GAAP

Yale University

Row	(\$ Millions)	A	B	C	Notes:
		<u>Management View</u>	<u>Management vs GAAP</u>	<u>GAAP View</u>	
	Revenue				
1	Tuition, Room & Board - Gross	962		962	
2	Tuition Discount	(486)	(9) a	(495)	a Loan forgiveness
3	Tuition, Room & Board - Net	476	(9)	467	b Operating pledge activity
4	Grants & Contract Income	1,069		1,069	c Long-term liabilities-sick time payout, compensated absences
5	Medical Services	1,593		1,593	d Long-term liabilities-defined benefit plans
6	Gifts	187	12 b	199	e Includes:
7	Endowment Income	1,930		1,930	AP, NH Promise, Environ. Liab 1
8	Other Income	322	-	322	Energy hedges -
9	Total External Income	5,576	4	5,580	1
	Expenses				
10	Faculty Salaries	1,390		1,390	f Eliminate other allocations against non-salary expenses
11	All Other Salaries	1,250	5 c	1,255	g Includes:
12	Employee Benefits	841	25 d	866	Interest rate hedge (10)
13	Total Salaries & Benefits	3,481	30	3,511	CRC in excess of Depreciation (75)
14	Fellowships	150		150	Carbon Charge 7
15	Non-Salary Expenses	1,787	1 e	1,789	h Eliminate transfers (78)
		-	(481) f	(481)	
16	Interest / CRC / Other Amortization	457	(78) g	379	
17	Allocations	828	(828)	-	
18	Total Expenses - Before Internal Revenue	6,703	(1,355)	5,348	
19	Internal Revenue	(1,309)	1,309	-	
20	Total Expenses - Net of Internal Revenue	5,394	(46)	5,348	
21	Total Fund Transfers	(63)	63 h	-	
22	Net Results - Add to/(Use of) Fund Balances	118	113	231	

Table A-7
Fiscal 2024 Operating Budget
Yale University

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 Budget			
	Total	Total	Total	Non-GA	GA	Total	Non-GA	GA	Total	
	Revenue									
1	Tuition, Room and Board - Gross	754.3	650.3	878.2	147.6	785.5	933.2	162.1	799.5	961.6
2	Tuition Discount	(366.0)	(357.0)	(432.3)	(108.0)	(350.6)	(458.6)	(131.0)	(355.1)	(486.0)
3	Tuition, Room & Board - Net	388.4	293.3	445.9	39.6	434.9	474.6	31.1	444.5	475.6
4	Grant and Contract Income	836.6	876.9	962.1	941.3	45.1	986.4	1,019.9	49.2	1,069.1
5	Medical Services Income	1,133.2	1,293.7	1,374.0	1,408.3	77.0	1,485.3	1,505.9	86.8	1,592.7
6	Gifts	160.1	201.2	235.6	123.7	80.9	204.6	106.3	80.5	186.8
7	Endowment Income	1,437.3	1,511.9	1,567.7	700.2	1,047.4	1,747.6	797.7	1,132.3	1,930.0
8	Other Income	317.5	366.7	291.3	185.6	83.4	269.0	215.1	106.5	321.6
9	Total External Revenue	4,273.2	4,543.8	4,876.5	3,398.8	1,768.7	5,167.6	3,676.0	1,899.8	5,575.8
	Expense									
10	Total Salaries & Benefits	2,644.2	2,741.6	2,970.8	2,002.6	1,185.5	3,188.1	2,199.9	1,280.9	3,480.8
11	Fellowships	107.4	110.2	123.1	74.4	60.7	135.1	79.8	70.6	150.4
12	Non-Salary Expenses	1,343.9	1,330.1	1,546.6	965.9	696.3	1,662.2	1,003.1	784.1	1,787.2
13	Interest / CRC / Other Amortization	379.8	408.4	426.4	95.4	352.9	448.3	104.4	352.1	456.5
14	Allocation of Central Services	573.7	620.1	678.6	233.5	433.4	666.9	249.1	485.2	734.3
15	Allocation of Other Costs	67.7	78.8	87.9	43.2	42.3	85.5	43.4	50.6	93.9
16	Other Expenses	2,472.5	2,547.6	2,862.6	1,412.5	1,585.5	2,998.0	1,479.9	1,742.5	3,222.3
17	Total Expenses before Internal Revenue	5,116.7	5,289.2	5,833.4	3,415.1	2,771.0	6,186.1	3,679.7	3,023.4	6,703.1
18	Internal Revenue	(1,020.6)	(1,066.3)	(1,182.3)	(137.0)	(1,040.9)	(1,177.9)	(160.9)	(1,147.8)	(1,308.8)
19	Total Expenses Net of Internal Revenue	4,096.2	4,222.9	4,651.1	3,278.1	1,730.2	5,008.2	3,518.8	1,875.5	5,394.3
20	Operating Results	177.0	320.9	225.4	120.8	38.6	159.3	157.2	24.3	181.5
21	Total Fund Transfers	(51.6)	(45.0)	(58.9)	(8.5)	(38.6)	(47.0)	(39.0)	(24.3)	(63.3)
22	Net Results - Add to/(Use of) Fund Balances	125.4	275.9	166.5	112.3	-	112.3	118.2	-	118.2

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

Table A-8
Fiscal 2024 Operating Budget
Central Campus

(As defined in the Glossary of Terms, on page 87.)

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 Budget			
	Total	Total	Total	Non-GA	GA	Total	Non-GA	GA	Total	
	Revenue									
1	Tuition, Room and Board - Gross	496.4	392.6	586.4	18.3	593.8	612.1	36.6	602.2	638.9
2	Tuition Discount	(257.3)	(236.5)	(299.9)	(22.9)	(287.4)	(310.3)	(38.6)	(289.2)	(327.8)
3	Tuition, Room & Board - Net	239.1	156.1	286.5	(4.6)	306.3	301.8	(1.9)	313.0	311.1
4	Grant and Contract Income	149.2	143.3	152.3	106.7	42.5	149.2	116.4	46.4	162.8
5	Medical Services Income	66.5	66.7	77.1	-	77.0	77.0	0.2	86.8	86.9
6	Gifts	69.8	105.6	128.6	67.6	52.5	120.1	44.5	50.6	95.0
7	Endowment Income	1,060.6	1,114.6	1,152.1	404.0	882.9	1,286.8	462.0	947.2	1,409.3
8	Other Income	226.0	179.8	199.7	117.4	75.9	193.3	133.1	98.9	232.0
9	Total External Revenue	1,811.3	1,766.2	1,996.3	691.1	1,437.2	2,128.2	754.2	1,542.9	2,297.2
	Expense									
10	Total Salaries & Benefits	1,053.9	1,089.2	1,187.9	291.1	979.2	1,270.3	306.6	1,060.0	1,366.7
11	Fellowships	61.3	62.7	71.9	29.2	54.0	83.1	34.6	63.3	98.0
12	Non-Salary Expenses	723.6	725.5	868.7	284.3	650.4	934.7	291.6	729.5	1,021.1
13	Interest / CRC / Other Amortization	286.7	309.7	318.3	13.9	319.5	333.5	18.3	316.1	334.4
14	Allocation of Central Services	312.5	345.9	380.0	9.3	348.0	357.3	16.7	395.5	412.2
15	Allocation of Other Costs	36.3	40.3	44.9	2.7	36.9	39.6	3.1	44.4	47.5
16	Other Expenses	1,420.5	1,484.2	1,683.6	339.5	1,408.8	1,748.2	364.4	1,548.7	1,913.1
17	Total Expenses before Internal Revenue	2,474.4	2,573.4	2,871.5	630.6	2,387.9	3,018.6	671.0	2,608.8	3,279.8
18	Internal Revenue	(922.6)	(970.7)	(1,072.6)	(26.8)	(1,037.2)	(1,064.0)	(30.8)	(1,143.5)	(1,174.2)
19	Total Expenses Net of Internal Revenue	1,551.9	1,602.8	1,798.9	603.8	1,350.7	1,954.5	640.3	1,465.3	2,105.6
20	Operating Results	259.4	163.4	197.4	87.3	86.4	173.7	114.0	77.6	191.6
21	Total Fund Transfers	(124.6)	(100.6)	(118.0)	(22.1)	(86.4)	(108.6)	(50.7)	(77.6)	(128.3)
22	Net Results - Add to/(Use of) Fund Balances	134.9	62.8	79.4	65.1	-	65.1	63.3	-	63.3

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

Table A-9
Fiscal 2024 Operating Budget
Arts & Sciences and Engineering

(As defined in the Glossary of Terms, on page 87.)

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 Budget			
	Total	Total	Total	Non-GA	GA	Total	Non-GA	GA	Total	
	Revenue									
1	Tuition, Room and Board - Gross	458.9	375.3	534.2	15.4	543.9	559.3	35.0	548.8	583.8
2	Tuition Discount	(254.8)	(233.5)	(297.5)	(21.3)	(287.4)	(308.7)	(36.5)	(289.2)	(325.7)
3	Tuition, Room & Board - Net	204.1	141.8	236.7	(5.9)	256.4	250.6	(1.5)	259.6	258.2
4	Grant and Contract Income	123.3	128.0	144.4	96.7	41.3	137.9	103.4	44.9	148.3
5	Medical Services Income	-	0.1	-	-	-	-	-	-	-
6	Gifts	18.1	20.5	30.8	3.9	9.6	13.5	3.8	9.3	13.0
7	Endowment Income	512.2	538.9	551.4	58.4	548.1	606.5	83.2	584.6	667.8
8	Other Income	14.9	13.7	17.3	8.3	6.5	14.8	8.2	6.6	14.8
9	Total External Revenue	872.6	842.9	980.6	161.5	861.9	1,023.4	197.1	905.0	1,102.1
	Expense									
10	Total Salaries & Benefits	325.0	332.2	349.8	99.5	287.7	387.2	111.7	309.7	421.4
11	Fellowships	56.4	55.8	65.6	21.3	53.5	74.8	27.8	62.4	90.1
12	Non-Salary Expenses	76.6	63.3	86.1	68.6	23.2	91.7	75.7	21.1	96.8
13	Interest / CRC / Other Amortization	139.6	156.1	171.6	0.3	166.8	167.0	0.3	185.4	185.7
14	Allocation of Central Services	217.1	230.7	255.3	1.2	246.2	247.4	2.2	283.8	286.0
15	Allocation of Other Costs	21.7	19.2	23.1	-	22.0	22.0	1.1	29.8	30.8
16	Other Expenses	511.3	525.1	601.7	91.5	511.5	603.0	107.0	582.5	689.4
17	Total Expenses before Internal Revenue	836.3	857.3	951.5	190.9	799.3	990.2	218.7	892.2	1,110.9
18	Internal Revenue	(2.4)	(2.7)	(2.9)	(1.8)	(1.1)	(3.0)	(1.8)	(1.2)	(3.0)
19	Total Expenses Net of Internal Revenue	833.8	854.6	948.5	189.1	798.1	987.2	216.9	891.0	1,107.9
20	Operating Results	38.8	(11.6)	32.0	(27.6)	63.8	36.1	(19.8)	14.0	(5.8)
21	Total Fund Transfers	(25.1)	37.3	(3.5)	33.0	(63.8)	(30.8)	25.9	(14.0)	11.9
22	Net Results - Add to/(Use of) Fund Balances	13.7	25.7	28.5	5.3	-	5.3	6.2	-	6.2

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.
2. Historical information has been restated to reflect the current planning unit hierarchy and may not match last year's exhibit.

Table A-10
Fiscal 2024 Operating Budget
Yale College

(As defined in the Glossary of Terms, on page 87.)

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 Budget			
	Total	Total	Total	Non-GA	GA	Total	Non-GA	GA	Total	
	Revenue									
1	Tuition, Room and Board - Gross	389.1	305.2	456.3	14.9	465.4	480.3	34.1	465.4	499.4
2	Tuition Discount	(192.5)	(169.8)	(230.6)	(12.8)	(226.5)	(239.2)	(28.2)	(226.5)	(254.7)
3	Tuition, Room & Board - Net	196.6	135.4	225.7	2.2	238.9	241.1	5.9	238.9	244.8
4	Grant and Contract Income	7.5	7.4	8.0	8.2	-	8.2	8.8	-	8.8
5	Medical Services Income	-	-	-	-	-	-	-	-	-
6	Gifts	11.5	13.6	17.6	2.5	7.0	9.5	2.4	7.0	9.4
7	Endowment Income	135.1	142.0	147.0	14.0	146.8	160.7	33.9	146.8	180.6
8	Other Income	7.4	6.0	9.2	4.6	3.0	7.6	4.4	3.0	7.4
9	Total External Revenue	358.1	304.4	407.5	31.3	395.7	427.1	55.3	395.7	451.1
	Expense									
10	Total Salaries & Benefits	38.1	37.5	40.9	12.3	31.7	44.0	16.0	31.7	47.7
11	Fellowships	7.0	4.2	10.2	5.3	8.5	13.8	6.1	8.5	14.6
12	Non-Salary Expenses	18.7	14.2	23.2	10.5	13.0	23.5	12.1	13.0	25.1
13	Interest / CRC / Other Amortization	45.6	47.5	-	-	-	-	-	-	-
14	Allocation of Central Services	-	-	-	-	-	-	-	-	-
15	Allocation of Other Costs	10.0	7.8	10.6	-	11.0	11.1	1.1	11.0	12.1
16	Other Expenses	81.3	73.6	44.0	15.8	32.5	48.3	19.3	32.5	51.8
17	Total Expenses before Internal Revenue	119.4	111.2	84.9	28.2	64.2	92.4	35.3	64.2	99.5
18	Internal Revenue	-	-	-	-	-	-	-	-	-
19	Total Expenses Net of Internal Revenue	119.3	111.2	84.9	28.2	64.2	92.4	35.3	64.2	99.5
20	Operating Results	238.7	193.3	322.6	3.2	331.5	334.7	20.0	331.5	351.6
21	Total Fund Transfers	(233.4)	(184.6)	(319.8)	(3.9)	(331.5)	(335.4)	(19.0)	(331.5)	(350.5)
22	Net Results - Add to/(Use of) Fund Balances	5.3	8.7	2.9	(0.7)	-	(0.7)	1.0	-	1.0

- Notes:
1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.
 2. Historical information has been restated to reflect the current planning unit hierarchy and may not match last year's exhibit.
 3. In FY20 and FY21, actuals for Tuition, Room & Board - Net reflect the impact of the COVID-19 pandemic on attendance.
 4. Interest/CRC/Other Amortization moved from Yale College Operating Units to Other FAS & Academic Departments beginning in the FY22 Budget.

Table A-11
Fiscal 2024 Operating Budget
Yale College Operating Units

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 Budget			
	Total	Total	Total	Non-GA	GA	Total	Non-GA	GA	Total	
	Revenue									
1	Tuition, Room and Board - Gross	13.1	14.7	14.4	14.9	-	14.9	13.7	-	13.7
2	Tuition Discount	(3.7)	(3.2)	(2.2)	(3.0)	-	(3.0)	(3.1)	-	(3.1)
3	Tuition, Room & Board - Net	9.5	11.5	12.2	11.9	-	11.9	10.6	-	10.6
4	Grant and Contract Income	0.2	0.4	0.4	0.2	-	0.2	0.9	-	0.9
5	Medical Services Income	-	-	-	-	-	-	-	-	-
6	Gifts	7.2	9.3	12.9	2.1	3.8	5.9	1.8	3.9	5.7
7	Endowment Income	36.4	36.3	35.2	11.1	30.0	41.1	15.6	33.2	48.8
8	Other Income	5.9	4.9	7.1	3.8	2.3	6.1	3.5	2.3	5.9
9	Total External Revenue	59.1	62.3	67.7	29.1	36.2	65.3	32.3	39.5	71.8
	Expense									
10	Total Salaries & Benefits	38.1	37.5	40.9	12.3	31.7	44.0	13.7	34.0	47.7
11	Fellowships	2.5	4.1	4.3	5.3	0.3	5.5	5.8	0.3	6.1
12	Non-Salary Expenses	15.2	9.2	19.2	10.5	9.1	19.6	11.5	9.7	21.2
13	Interest / CRC / Other Amortization	45.6	47.5	-	-	-	-	-	-	-
14	Allocation of Central Services	-	-	-	-	-	-	-	-	-
15	Allocation of Other Costs	0.1	0.1	-	-	-	-	-	-	-
16	Other Expenses	63.3	61.0	23.6	15.8	9.3	25.1	17.4	10.0	27.3
17	Total Expenses before Internal Revenue	101.4	98.5	64.5	28.2	41.0	69.2	31.1	44.0	75.1
18	Internal Revenue	-	-	-	-	-	-	-	-	-
19	Total Expenses Net of Internal Revenue	101.4	98.5	64.5	28.2	41.0	69.2	31.1	44.0	75.1
20	Operating Results	(42.3)	(36.2)	3.3	0.9	(4.8)	(3.9)	1.2	(4.4)	(3.2)
21	Total Fund Transfers	47.9	44.4	(0.8)	(3.1)	4.8	1.7	(1.2)	4.4	3.3
22	Net Results - Add to/(Use of) Fund Balances	5.5	8.2	2.5	(2.2)	-	(2.2)	-	-	-

- Notes:
1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.
 2. Historical information has been restated to reflect the current planning unit hierarchy and may not match last year's exhibit.
 3. Interest/CRC/Other Amortization moved from Yale College Operating Units to Other FAS & Academic Departments beginning in the FY22 Budget.

Table A-12
Fiscal 2024 Operating Budget
Yale College Tuition and Aid

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 Budget			
	Total	Total	Total	Non-GA	GA	Total	Non-GA	GA	Total	
	Revenue									
1	Tuition, Room and Board - Gross	376.0	290.4	441.9	-	465.4	465.4	-	485.8	485.8
2	Tuition Discount	(188.9)	(166.6)	(228.3)	(9.8)	(226.5)	(236.2)	(9.8)	(241.8)	(251.6)
3	Tuition, Room & Board - Net	187.2	123.9	213.5	(9.8)	238.9	229.1	(9.8)	243.9	234.2
4	Grant and Contract Income	7.2	7.0	7.6	8.0	-	8.0	8.0	-	8.0
5	Medical Services Income	-	-	-	-	-	-	-	-	-
6	Gifts	4.3	4.4	4.7	0.3	3.3	3.6	0.3	3.4	3.7
7	Endowment Income	98.7	105.7	111.8	2.9	116.7	119.6	2.4	129.4	131.8
8	Other Income	1.6	1.1	2.1	0.8	0.7	1.5	0.8	0.7	1.5
9	Total External Revenue	299.0	242.1	339.8	2.2	359.6	361.8	1.8	377.4	379.2
	Expense									
10	Total Salaries & Benefits	-	-	-	-	-	-	-	-	-
11	Fellowships	4.5	-	5.9	-	8.2	8.2	-	8.5	8.5
12	Non-Salary Expenses	3.6	5.0	4.0	-	3.9	3.9	-	3.9	3.9
13	Interest / CRC / Other Amortization	-	-	-	-	-	-	-	-	-
14	Allocation of Central Services	-	-	-	-	-	-	-	-	-
15	Allocation of Other Costs	9.9	7.7	10.6	-	11.0	11.0	-	12.1	12.1
16	Other Expenses	17.9	12.7	20.4	-	23.2	23.2	-	24.4	24.4
17	Total Expenses before Internal Revenue	17.9	12.7	20.4	-	23.2	23.2	-	24.4	24.4
18	Internal Revenue	-	-	-	-	-	-	-	-	-
19	Total Expenses Net of Internal Revenue	17.9	12.7	20.4	-	23.2	23.2	-	24.4	24.4
20	Operating Results	281.1	229.5	319.4	2.2	336.3	338.6	1.8	353.0	354.8
21	Total Fund Transfers	(281.3)	(229.0)	(319.0)	(0.8)	(336.3)	(337.1)	(0.8)	(353.0)	(353.8)
22	Net Results - Add to/(Use of) Fund Balances	(0.2)	0.5	0.4	1.5	-	1.5	1.0	-	1.0

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.
2. In FY20 and FY21, actuals for Tuition, Room & Board - Net reflect the impact of the COVID-19 pandemic on attendance.

Table A-13
Fiscal 2024 Operating Budget
Faculty of Arts & Sciences

(As defined in the Glossary of Terms, on page 87.)

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 Budget			
	Total	Total	Total	Non-GA	GA	Total	Non-GA	GA	Total	
	Revenue									
1	Tuition, Room and Board - Gross	0.6	0.2	1.2	0.5	-	0.5	0.5	-	0.5
2	Tuition Discount	(2.1)	(2.1)	(1.9)	(2.8)	-	(2.8)	(2.0)	-	(2.0)
3	Tuition, Room & Board - Net	(1.5)	(1.9)	(0.7)	(2.3)	-	(2.3)	(1.5)	-	(1.5)
4	Grant and Contract Income	84.1	88.7	97.8	56.8	41.3	98.1	46.3	41.3	87.6
5	Medical Services Income	-	0.1	-	-	-	-	-	-	-
6	Gifts	3.1	3.4	6.7	1.8	-	1.8	0.7	-	0.7
7	Endowment Income	288.8	304.6	308.5	30.8	309.4	340.2	46.8	309.4	356.3
8	Other Income	3.2	3.5	3.5	0.7	2.0	2.7	0.9	2.0	2.9
9	Total External Revenue	377.7	398.3	415.8	87.8	352.7	440.5	93.1	352.7	445.9
	Expense									
10	Total Salaries & Benefits	229.9	234.2	246.0	63.6	210.6	274.2	81.3	210.6	291.9
11	Fellowships	4.6	4.5	5.0	4.7	-	4.7	5.8	-	5.8
12	Non-Salary Expenses	41.2	31.9	40.7	43.0	5.1	48.1	45.4	5.1	50.5
13	Interest / CRC / Other Amortization	93.8	108.3	171.4	0.3	166.5	166.8	5.6	166.5	172.1
14	Allocation of Central Services	217.1	230.7	255.3	1.2	246.2	247.4	21.5	246.2	267.6
15	Allocation of Other Costs	8.2	7.9	8.7	-	7.7	7.7	6.4	7.7	14.0
16	Other Expenses	364.8	383.3	481.0	49.2	425.4	474.6	84.6	425.4	510.0
17	Total Expenses before Internal Revenue	594.7	617.5	727.0	112.8	636.0	748.8	165.9	636.0	801.9
18	Internal Revenue	(1.3)	(1.4)	(1.6)	(1.2)	(0.3)	(1.6)	(1.2)	(0.3)	(1.6)
19	Total Expenses Net of Internal Revenue	593.5	616.1	725.5	111.5	635.7	747.3	164.7	635.7	800.4
20	Operating Results	(215.8)	(217.8)	(309.7)	(23.8)	(283.0)	(306.7)	(71.5)	(283.0)	(354.5)
21	Total Fund Transfers	222.0	232.2	327.1	25.6	283.0	308.6	74.0	283.0	357.0
22	Net Results - Add to/(Use of) Fund Balances	6.2	14.4	17.4	1.9	-	1.9	2.4	-	2.4

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.
2. Historical information has been restated to reflect the current planning unit hierarchy and may not match last year's exhibit.

Table A-14
Fiscal 2024 Operating Budget
Other FAS and Academic Departments

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 Budget			
	Total	Total	Total	Non-GA	GA	Total	Non-GA	GA	Total	
	Revenue									
1	Tuition, Room and Board - Gross	0.6	0.2	1.2	0.5	-	0.5	0.5	-	0.5
2	Tuition Discount	(2.1)	(2.1)	(1.9)	(2.8)	-	(2.8)	(2.0)	-	(2.0)
3	Tuition, Room & Board - Net	(1.5)	(1.9)	(0.7)	(2.3)	-	(2.3)	(1.5)	-	(1.5)
4	Grant and Contract Income	84.1	88.7	97.8	56.8	41.3	98.1	57.6	30.0	87.6
5	Medical Services Income	-	0.1	-	-	-	-	-	-	-
6	Gifts	3.0	3.4	6.7	1.8	-	1.8	0.7	-	0.7
7	Endowment Income	156.2	162.4	165.7	29.8	152.8	182.5	33.1	167.0	200.1
8	Other Income	3.0	3.2	3.3	0.7	2.0	2.7	0.7	2.1	2.9
9	Total External Revenue	244.9	255.8	272.7	86.8	196.1	282.9	90.5	199.2	289.7
	Expense									
10	Total Salaries & Benefits	222.5	227.6	238.5	63.6	28.0	91.6	65.9	31.2	97.1
11	Fellowships	4.6	4.5	5.0	4.7	-	4.7	5.8	-	5.8
12	Non-Salary Expenses	40.9	31.8	40.1	43.0	4.8	47.8	45.3	5.0	50.2
13	Interest / CRC / Other Amortization	93.8	108.3	171.4	0.3	166.5	166.8	0.3	171.8	172.1
14	Allocation of Central Services	217.1	230.7	255.3	1.2	246.2	247.4	1.8	265.8	267.6
15	Allocation of Other Costs	8.2	7.9	8.7	-	7.7	7.7	-	14.0	14.0
16	Other Expenses	364.5	383.1	480.4	49.2	425.2	474.4	53.1	456.6	509.8
17	Total Expenses before Internal Revenue	587.1	610.7	718.9	112.8	453.2	566.0	119.1	487.8	606.9
18	Internal Revenue	(1.3)	(1.4)	(1.6)	(1.2)	(0.3)	(1.6)	(1.2)	(0.3)	(1.6)
19	Total Expenses Net of Internal Revenue	585.8	609.3	717.3	111.5	452.9	564.4	117.9	487.5	605.3
20	Operating Results	(340.9)	(353.5)	(444.6)	(24.8)	(256.8)	(281.6)	(27.4)	(288.2)	(315.6)
21	Total Fund Transfers	346.9	368.9	461.3	25.6	256.8	282.4	28.8	288.2	317.0
22	Net Results - Add to/(Use of) Fund Balances	5.9	15.4	16.7	0.9	-	0.9	1.4	-	1.4

- Notes:
1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.
 2. Historical information has been restated to reflect the current planning unit hierarchy and may not match last year's exhibit.
 3. Faculty Salaries are budgeted in Division of Faculty Salaries, but actuals are posted in Other FAS & Academic Departments.

Table A-15
Fiscal 2024 Operating Budget
Division of Faculty Salaries

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 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	0.1	-	-	-	-	-	-	-
7	Endowment Income	132.6	142.2	142.9	1.0	156.7	157.7	1.0	155.1
8	Other Income	0.2	0.3	0.3	-	-	-	-	-
9	Total External Revenue	132.9	142.5	143.1	1.0	156.7	157.7	1.0	155.1
	Expense								
10	Total Salaries & Benefits	7.4	6.6	7.5	-	182.6	182.6	-	194.8
11	Fellowships	-	-	-	-	-	-	-	-
12	Non-Salary Expenses	0.3	0.2	0.6	-	0.3	0.3	-	0.3
13	Interest / CRC / Other Amortization	-	-	-	-	-	-	-	-
14	Allocation of Central Services	-	-	-	-	-	-	-	-
15	Allocation of Other Costs	-	-	-	-	-	-	-	-
16	Other Expenses	0.3	0.2	0.6	-	0.3	0.3	-	0.3
17	Total Expenses before Internal Revenue	7.7	6.8	8.2	-	182.8	182.8	-	195.1
18	Internal Revenue	-	-	-	-	-	-	-	-
19	Total Expenses Net of Internal Revenue	7.7	6.8	8.2	-	182.8	182.8	-	195.1
20	Operating Results	125.2	135.7	134.9	1.0	(26.2)	(25.2)	1.0	(39.9)
21	Total Fund Transfers	(124.9)	(136.7)	(134.2)	-	26.2	26.2	-	39.9
22	Net Results - Add to/(Use of) Fund Balances	0.3	(1.0)	0.8	1.0	-	1.0	1.0	1.0

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.
2. Faculty Salaries are budgeted in Division of Faculty Salaries, but actuals are posted in Other FAS & Academic Departments.

Table A-16
Fiscal 2024 Operating Budget
Graduate School

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 Budget			
	Total	Total	Total	Non-GA	GA	Total	Non-GA	GA	Total	
	Revenue									
1	Tuition, Room and Board - Gross	69.2	69.8	76.7	-	78.5	78.5	-	83.4	83.4
2	Tuition Discount	(57.7)	(58.8)	(62.0)	(4.0)	(60.9)	(64.9)	(4.0)	(62.7)	(66.7)
3	Tuition, Room & Board - Net	11.5	11.1	14.7	(4.0)	17.5	13.5	(4.0)	20.7	16.8
4	Grant and Contract Income	4.2	4.5	4.7	4.7	-	4.7	4.3	-	4.3
5	Medical Services Income	-	-	-	-	-	-	-	-	-
6	Gifts	1.1	1.5	1.2	(1.7)	2.4	0.7	(1.2)	1.9	0.7
7	Endowment Income	85.2	89.0	92.4	10.7	91.2	101.9	11.9	98.8	110.7
8	Other Income	4.1	4.1	4.4	3.0	1.4	4.4	3.0	1.4	4.4
9	Total External Revenue	106.1	110.1	117.3	12.8	112.5	125.3	14.0	122.8	136.8
	Expense									
10	Total Salaries & Benefits	13.3	15.2	14.2	0.5	13.6	14.1	0.6	14.0	14.7
11	Fellowships	43.7	45.8	49.4	10.3	45.0	55.3	14.5	53.9	68.4
12	Non-Salary Expenses	2.0	1.7	2.3	0.7	4.5	5.2	0.6	2.1	2.7
13	Interest / CRC / Other Amortization	0.3	0.2	0.3	-	0.3	0.3	-	0.3	0.3
14	Allocation of Central Services	-	-	-	-	-	-	-	-	-
15	Allocation of Other Costs	3.5	3.5	3.8	-	3.3	3.3	-	4.7	4.7
16	Other Expenses	49.5	51.3	55.7	11.0	53.1	64.0	15.1	61.0	76.1
17	Total Expenses before Internal Revenue	62.8	66.5	69.9	11.4	66.7	78.1	15.7	75.0	90.8
18	Internal Revenue	(0.6)	(0.7)	(0.7)	-	(0.8)	(0.8)	-	(0.8)	(0.8)
19	Total Expenses Net of Internal Revenue	62.1	65.9	69.2	11.4	65.9	77.3	15.7	74.2	89.9
20	Operating Results	44.0	44.2	48.1	1.4	46.6	48.0	(1.7)	48.7	46.9
21	Total Fund Transfers	(40.9)	(43.6)	(45.8)	2.1	(46.6)	(44.5)	1.9	(48.7)	(46.7)
22	Net Results - Add to/(Use of) Fund Balances	3.0	0.6	2.3	3.5	-	3.5	0.2	-	0.2

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.
2. Historical information has been restated to reflect the current planning unit hierarchy and may not match last year's exhibit.

Table A-17
Fiscal 2024 Operating Budget
School of Engineering & Applied Sciences

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 Budget			
	Total	Total	Total	Non-GA	GA	Total	Non-GA	GA	Total	
	Revenue									
1	Tuition, Room and Board - Gross	-	0.2	-	-	-	-	0.5	-	0.5
2	Tuition Discount	(2.5)	(2.9)	(3.0)	(1.8)	-	(1.8)	(2.3)	-	(2.3)
3	Tuition, Room & Board - Net	(2.5)	(2.7)	(3.0)	(1.8)	-	(1.7)	(1.8)	-	(1.8)
4	Grant and Contract Income	27.4	27.5	33.9	27.0	-	27.0	32.8	14.9	47.6
5	Medical Services Income	-	-	-	-	-	-	-	-	-
6	Gifts	2.5	1.9	5.2	1.3	0.2	1.5	1.9	0.3	2.2
7	Endowment Income	3.2	3.3	3.5	2.9	0.7	3.6	3.3	16.9	20.2
8	Other Income	0.1	0.2	0.2	0.1	-	0.1	0.1	-	0.1
9	Total External Revenue	30.7	30.1	39.9	29.6	0.9	30.5	36.2	32.1	68.3
	Expense									
10	Total Salaries & Benefits	43.7	45.2	48.7	23.1	31.8	54.9	29.1	38.0	67.2
11	Fellowships	1.1	1.4	1.0	1.1	-	1.1	1.3	-	1.3
12	Non-Salary Expenses	14.6	15.5	19.9	14.4	0.5	15.0	17.7	0.8	18.5
13	Interest / CRC / Other Amortization	-	-	-	-	-	-	-	13.3	13.3
14	Allocation of Central Services	-	-	-	-	-	-	0.4	18.0	18.3
15	Allocation of Other Costs	-	-	-	-	-	-	-	-	-
16	Other Expenses	15.7	16.9	20.9	15.5	0.5	16.0	19.4	32.1	51.5
17	Total Expenses before Internal Revenue	59.4	62.0	69.6	38.6	32.4	70.9	48.6	70.1	118.7
18	Internal Revenue	(0.5)	(0.6)	(0.6)	(0.6)	-	(0.6)	(0.6)	-	(0.6)
19	Total Expenses Net of Internal Revenue	58.9	61.5	69.0	38.0	32.3	70.3	48.0	70.1	118.0
20	Operating Results	(28.2)	(31.4)	(29.0)	(8.4)	(31.4)	(39.8)	(11.8)	(38.0)	(49.7)
21	Total Fund Transfers	27.2	33.4	34.9	9.1	31.4	40.5	14.3	38.0	52.2
22	Net Results - Add to/(Use of) Fund Balances	(0.9)	2.0	5.9	0.7	-	0.7	2.5	-	2.5

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

Table A-18
Fiscal 2024 Operating Budget
Institutes & Collections

(As defined in the Glossary of Terms, on page 87.)

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 Budget			
	Total	Total	Total	Non-GA	GA	Total	Non-GA	GA	Total	
	Revenue									
1	Tuition, Room and Board - Gross	0.5	0.5	-	-	-	-	-	-	
2	Tuition Discount	(1.3)	(1.4)	(0.9)	(1.0)	-	(1.0)	-	(1.0)	
3	Tuition, Room & Board - Net	(0.9)	(0.9)	(0.9)	(1.0)	-	(1.0)	-	(1.0)	
4	Grant and Contract Income	2.8	2.5	1.8	2.0	0.2	2.2	1.9	0.2	
5	Medical Services Income	-	-	-	-	-	-	-	-	
6	Gifts	6.0	6.7	5.4	4.1	0.4	4.5	3.5	0.3	
7	Endowment Income	183.9	192.6	198.1	187.6	31.9	219.4	205.6	34.9	
8	Other Income	21.9	24.5	25.6	23.3	-	23.3	24.0	-	
9	Total External Revenue	213.8	225.4	230.1	216.0	32.5	248.5	234.0	35.4	269.4
	Expense									
10	Total Salaries & Benefits	117.8	113.1	112.8	99.5	33.6	133.2	109.1	35.6	144.7
11	Fellowships	0.9	0.6	0.9	1.5	-	1.5	0.8	-	0.8
12	Non-Salary Expenses	88.5	71.2	80.8	102.8	3.4	106.3	105.5	3.5	109.0
13	Interest / CRC / Other Amortization	26.1	26.4	30.4	7.1	24.7	31.8	10.5	28.6	39.0
14	Allocation of Central Services	18.7	21.8	22.9	6.7	19.3	26.0	7.0	22.5	29.5
15	Allocation of Other Costs	5.8	6.8	6.9	0.2	2.7	2.9	0.2	3.0	3.1
16	Other Expenses	140.1	126.8	141.9	118.3	50.2	168.5	124.0	57.5	181.5
17	Total Expenses before Internal Revenue	257.9	239.8	254.7	217.8	83.8	301.6	233.1	93.1	326.2
18	Internal Revenue	(0.2)	(0.3)	(5.7)	(6.0)	-	(6.0)	(6.5)	-	(6.5)
19	Total Expenses Net of Internal Revenue	257.7	239.5	249.0	211.8	83.8	295.7	226.6	93.1	319.7
20	Operating Results	(43.9)	(14.1)	(18.9)	4.2	(51.3)	(47.2)	7.4	(57.7)	(50.3)
21	Total Fund Transfers	60.9	60.6	54.0	1.3	51.3	52.7	2.0	57.7	59.7
22	Net Results - Add to/(Use of) Fund Balances	17.1	46.5	35.0	5.5	-	5.5	9.4	-	9.4

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.
2. Historical information has been restated to reflect the current planning unit hierarchy and may not match last year's exhibit.

Table A-19
Fiscal 2024 Operating Budget
University Library
(Includes Beinecke and Central Library)

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 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	1.1	1.1	0.8	1.1	-	1.1	1.2	-	1.2
5	Medical Services Income	-	-	-	-	-	-	-	-	
6	Gifts	0.9	1.0	0.7	1.4	0.2	1.5	0.4	0.1	0.5
7	Endowment Income	104.6	109.7	112.5	101.0	22.2	123.2	110.3	24.3	134.5
8	Other Income	2.6	2.2	2.3	2.1	-	2.1	2.4	-	2.4
9	Total External Revenue	109.2	114.1	116.3	105.6	22.4	127.9	114.2	24.3	138.5
	Expense									
10	Total Salaries & Benefits	62.2	60.2	60.0	44.5	27.0	71.5	49.2	28.1	77.3
11	Fellowships	0.5	0.1	0.5	1.0	-	1.0	0.3	-	0.3
12	Non-Salary Expenses	54.0	43.9	44.0	62.6	3.0	65.6	62.1	3.0	65.0
13	Interest / CRC / Other Amortization	16.2	16.6	18.8	3.0	15.9	18.9	3.3	17.5	20.8
14	Allocation of Central Services	7.7	8.7	9.9	3.1	6.6	9.7	3.0	7.1	10.2
15	Allocation of Other Costs	0.4	0.4	0.3	-	0.3	0.3	-	0.3	0.3
16	Other Expenses	78.8	69.8	73.5	69.8	25.7	95.5	68.7	27.8	96.6
17	Total Expenses before Internal Revenue	141.0	130.0	133.5	114.3	52.7	167.0	118.0	55.9	173.9
18	Internal Revenue	(0.1)	(0.2)	(5.6)	(5.9)	-	(5.9)	(6.1)	-	(6.1)
19	Total Expenses Net of Internal Revenue	141.0	129.8	127.9	108.4	52.7	161.1	111.8	55.9	167.7
20	Operating Results	(31.8)	(15.7)	(11.6)	(2.8)	(30.3)	(33.2)	2.3	(31.6)	(29.2)
21	Total Fund Transfers	37.1	36.0	32.9	0.2	30.3	30.5	0.1	31.6	31.7
22	Net Results - Add to/(Use of) Fund Balances	5.3	20.3	21.3	(2.6)	-	(2.6)	2.5	-	2.5

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

Table A-20
Fiscal 2024 Operating Budget
Yale Press

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 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	0.4	0.4	0.1	-	-	-	-	-	
5	Medical Services Income	-	-	-	-	-	-	-	-	
6	Gifts	0.2	0.5	1.3	0.8	-	0.8	0.7	0.7	
7	Endowment Income	4.5	4.7	4.8	4.9	0.3	5.2	5.4	0.3	
8	Other Income	17.6	19.7	22.2	20.9	-	20.9	20.7	-	
9	Total External Revenue	22.7	25.3	28.5	26.6	0.3	26.9	26.8	0.3	27.1
	Expense									
10	Total Salaries & Benefits	10.1	9.9	9.8	10.4	-	10.4	11.3	-	11.3
11	Fellowships	-	-	-	-	-	-	-	-	-
12	Non-Salary Expenses	13.8	14.6	16.0	15.4	-	15.4	15.3	-	15.3
13	Interest / CRC / Other Amortization	0.1	0.1	0.1	0.1	-	0.1	0.1	-	0.1
14	Allocation of Central Services	0.1	-	0.1	0.1	-	0.1	0.2	-	0.2
15	Allocation of Other Costs	-	-	-	-	-	-	-	-	-
16	Other Expenses	13.9	14.7	16.1	15.6	-	15.6	15.6	-	15.6
17	Total Expenses before Internal Revenue	24.0	24.6	25.9	26.0	-	26.0	26.9	-	26.9
18	Internal Revenue	-	-	-	-	-	-	-	-	-
19	Total Expenses Net of Internal Revenue	24.0	24.6	25.9	26.0	-	26.0	26.9	-	26.9
20	Operating Results	(1.2)	0.7	2.6	0.7	0.3	1.0	(0.1)	0.3	0.2
21	Total Fund Transfers	(0.2)	0.5	(0.3)	-	(0.3)	(0.3)	-	(0.3)	(0.3)
22	Net Results - Add to/(Use of) Fund Balances	(1.5)	1.2	2.3	0.6	-	0.6	(0.1)	-	(0.1)

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

Table A-21
Fiscal 2024 Operating Budget
Yale Art Gallery

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 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	-	-	-	-	-	0.1	-	0.1	
5	Medical Services Income	-	-	-	-	-	-	-	-	
6	Gifts	3.1	4.4	2.2	1.4	0.2	1.7	0.2	1.9	
7	Endowment Income	29.2	30.8	32.2	29.6	5.6	32.7	6.2	38.9	
8	Other Income	0.5	0.3	0.8	0.1	-	0.1	-	0.1	
9	Total External Revenue	32.8	35.5	35.2	31.2	5.8	37.0	34.6	6.4	41.0
	Expense									
10	Total Salaries & Benefits	16.4	16.1	16.5	16.8	2.3	19.1	17.2	2.7	20.0
11	Fellowships	-	-	-	-	-	-	-	-	-
12	Non-Salary Expenses	7.0	5.4	7.7	11.7	0.1	11.8	12.9	-	12.9
13	Interest / CRC / Other Amortization	3.3	3.3	3.7	-	3.7	3.7	-	4.1	4.1
14	Allocation of Central Services	6.2	7.6	7.4	0.1	9.3	9.3	0.1	9.3	9.4
15	Allocation of Other Costs	2.9	3.4	3.5	-	1.3	1.3	-	1.4	1.4
16	Other Expenses	19.4	19.8	22.3	11.9	14.3	26.2	13.0	14.8	27.8
17	Total Expenses before Internal Revenue	35.9	35.9	38.8	28.7	16.6	45.3	30.3	17.5	47.8
18	Internal Revenue	-	-	-	-	-	-	-	-	-
19	Total Expenses Net of Internal Revenue	35.9	35.9	38.8	28.7	16.6	45.3	30.3	17.5	47.8
20	Operating Results	(3.1)	(0.4)	(3.6)	2.5	(10.8)	(8.3)	4.3	(11.1)	(6.7)
21	Total Fund Transfers	9.7	11.0	8.7	0.3	10.8	11.1	0.3	11.1	11.4
22	Net Results - Add to/(Use of) Fund Balances	6.6	10.6	5.1	2.8	-	2.8	4.6	-	4.6

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

Table A-22
Fiscal 2024 Operating Budget
Yale Center for British Art

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 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	-	0.1	0.1	-	-	0.1	-	0.1	
5	Medical Services Income	-	-	-	-	-	-	-	-	
6	Gifts	0.3	0.6	0.7	0.5	-	0.5	-	0.5	
7	Endowment Income	25.5	26.4	27.1	29.8	-	29.8	32.5	-	32.5
8	Other Income	0.3	-	0.1	-	-	-	-	-	
9	Total External Revenue	26.1	27.1	28.0	30.3	-	30.3	33.0	-	33.0
	Expense									
10	Total Salaries & Benefits	13.6	12.0	11.1	14.6	-	14.6	15.8	-	15.8
11	Fellowships	-	-	-	-	-	-	0.1	-	0.1
12	Non-Salary Expenses	5.8	3.0	5.6	6.9	-	6.9	8.1	-	8.1
13	Interest / CRC / Other Amortization	2.0	2.1	2.2	3.4	-	3.4	6.5	-	6.5
14	Allocation of Central Services	1.4	1.4	1.6	1.7	-	1.7	1.9	-	1.9
15	Allocation of Other Costs	0.2	0.2	0.2	0.1	-	0.1	0.1	-	0.1
16	Other Expenses	9.4	6.8	9.6	12.2	-	12.2	16.5	-	16.5
17	Total Expenses before Internal Revenue	23.0	18.7	20.7	26.7	-	26.7	32.4	-	32.4
18	Internal Revenue	-	(0.1)	(0.1)	-	-	-	(0.1)	-	(0.1)
19	Total Expenses Net of Internal Revenue	23.0	18.7	20.7	26.7	-	26.7	32.3	-	32.3
20	Operating Results	3.1	8.4	7.3	3.6	-	3.6	0.7	-	0.7
21	Total Fund Transfers	0.1	(0.1)	-	-	-	-	-	-	-
22	Net Results - Add to/(Use of) Fund Balances	3.2	8.3	7.3	3.6	-	3.6	0.7	-	0.7

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

Table A-23
Fiscal 2024 Operating Budget
Peabody Museum

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 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	1.2	0.9	0.8	0.9	0.2	1.1	0.5	0.2
5	Medical Services Income	-	-	-	-	-	-	-	-
6	Gifts	1.5	0.2	0.4	0.1	-	0.1	0.3	-
7	Endowment Income	6.8	7.3	7.4	6.6	3.7	10.4	7.9	4.1
8	Other Income	1.1	2.2	0.2	0.2	-	0.2	0.8	-
9	Total External Revenue	10.6	10.5	8.7	7.8	4.0	11.8	9.5	4.4
	Expense								
10	Total Salaries & Benefits	10.4	10.5	10.1	6.1	4.4	10.5	8.4	4.8
11	Fellowships	0.1	-	-	-	-	-	-	-
12	Non-Salary Expenses	5.6	3.3	5.5	2.1	0.4	2.4	2.8	0.5
13	Interest / CRC / Other Amortization	4.0	3.9	5.2	-	5.1	5.1	-	7.0
14	Allocation of Central Services	1.8	2.3	2.2	-	3.5	3.5	0.1	6.1
15	Allocation of Other Costs	2.2	2.7	2.7	-	1.1	1.1	-	1.3
16	Other Expenses	13.8	12.3	15.7	2.1	10.1	12.2	2.9	14.9
17	Total Expenses before Internal Revenue	24.2	22.7	25.8	8.2	14.5	22.7	11.3	19.7
18	Internal Revenue	(0.1)	-	-	-	-	-	(0.2)	-
19	Total Expenses Net of Internal Revenue	24.0	22.7	25.8	8.2	14.5	22.7	11.1	19.7
20	Operating Results	(13.4)	(12.2)	(17.0)	(0.4)	(10.6)	(10.9)	(1.6)	(15.4)
21	Total Fund Transfers	14.6	13.5	17.5	1.2	10.6	11.8	1.8	15.4
22	Net Results - Add to/(Use of) Fund Balances	1.2	1.4	0.4	0.8	-	0.8	0.2	-

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

Table A-24
Fiscal 2024 Operating Budget
Institute of Sacred Music

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 Budget			
	Total	Total	Total	Non-GA	GA	Total	Non-GA	GA	Total	
	Revenue									
1	Tuition, Room and Board - Gross	0.5	0.5	-	-	-	-	-	-	-
2	Tuition Discount	(1.3)	(1.4)	(0.9)	(1.0)	-	(1.0)	(1.0)	-	(1.0)
3	Tuition, Room & Board - Net	(0.9)	(0.9)	(0.9)	(1.0)	-	(1.0)	(1.0)	-	(1.0)
4	Grant and Contract Income	-	0.1	0.1	-	-	-	-	-	-
5	Medical Services Income	-	-	-	-	-	-	-	-	-
6	Gifts	-	-	0.1	-	-	-	-	-	-
7	Endowment Income	13.2	13.7	14.1	15.5	-	15.5	16.9	-	16.9
8	Other Income	-	-	-	-	-	-	-	-	-
9	Total External Revenue	12.4	12.9	13.3	14.5	-	14.5	15.9	-	15.9
	Expense									
10	Total Salaries & Benefits	5.1	4.5	5.3	7.1	-	7.1	7.1	-	7.1
11	Fellowships	0.4	0.4	0.3	0.4	-	0.4	0.5	-	0.5
12	Non-Salary Expenses	2.3	0.9	2.1	4.2	-	4.2	4.5	-	4.5
13	Interest / CRC / Other Amortization	0.4	0.5	0.5	0.5	-	0.5	0.6	-	0.6
14	Allocation of Central Services	1.5	1.6	1.7	1.6	-	1.6	1.7	-	1.7
15	Allocation of Other Costs	0.1	0.1	0.1	0.1	-	0.1	0.1	-	0.1
16	Other Expenses	4.7	3.4	4.7	6.9	-	6.9	7.2	-	7.2
17	Total Expenses before Internal Revenue	9.8	7.9	10.0	14.0	-	14.0	14.3	-	14.3
18	Internal Revenue	-	-	(0.1)	(0.1)	-	(0.1)	(0.1)	-	(0.1)
19	Total Expenses Net of Internal Revenue	9.8	7.9	9.9	13.9	-	13.9	14.2	-	14.2
20	Operating Results	2.5	5.0	3.4	0.7	-	0.7	1.7	-	1.7
21	Total Fund Transfers	(0.2)	(0.3)	(4.8)	(0.4)	-	(0.4)	(0.2)	-	(0.2)
22	Net Results - Add to/(Use of) Fund Balances	2.3	4.7	(1.4)	0.3	-	0.3	1.5	-	1.5

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

Table A-25
Fiscal 2024 Operating Budget
Academic Services

(As defined in the Glossary of Terms, on page 87.)

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 Budget			
	Total	Total	Total	Non-GA	GA	Total	Non-GA	GA	Total	
	Revenue									
1	Tuition, Room and Board - Gross	0.1	-	-	0.1	-	0.1	0.1	-	0.1
2	Tuition Discount	(1.1)	(1.5)	(1.5)	(0.6)	-	(0.6)	(1.1)	-	(1.1)
3	Tuition, Room & Board - Net	(1.0)	(1.5)	(1.4)	(0.5)	-	(0.5)	(1.0)	-	(1.0)
4	Grant and Contract Income	7.8	11.2	9.3	8.0	1.0	9.0	11.0	1.3	12.3
5	Medical Services Income	-	-	-	-	-	-	0.2	-	0.2
6	Gifts	8.8	37.6	19.5	13.4	4.4	17.8	8.5	4.7	13.2
7	Endowment Income	91.5	98.2	104.4	107.1	13.4	120.5	118.5	15.0	133.5
8	Other Income	31.9	20.9	25.1	7.1	11.8	18.9	2.7	23.3	26.1
9	Total External Revenue	139.0	166.5	156.8	135.1	30.5	165.7	139.9	44.3	184.3
	Expense									
10	Total Salaries & Benefits	94.6	96.0	98.1	43.3	79.9	123.3	49.1	89.9	139.0
11	Fellowships	3.9	6.2	5.2	6.2	0.3	6.6	5.9	0.9	6.8
12	Non-Salary Expenses	57.2	53.5	52.3	55.9	26.8	82.7	59.1	32.8	91.8
13	Interest / CRC / Other Amortization	32.3	34.5	44.1	3.5	44.8	48.3	3.5	49.1	52.6
14	Allocation of Central Services	20.3	22.1	25.3	4.3	11.2	15.4	5.2	13.9	19.1
15	Allocation of Other Costs	3.7	4.9	4.9	0.3	3.8	4.1	0.3	4.1	4.4
16	Other Expenses	117.3	121.3	131.8	70.2	86.9	157.1	74.0	100.7	174.7
17	Total Expenses before Internal Revenue	211.9	217.3	229.9	113.6	166.8	280.4	123.1	190.6	313.7
18	Internal Revenue	(27.6)	(31.1)	(33.4)	(0.9)	(21.0)	(21.9)	(1.1)	(23.1)	(24.2)
19	Total Expenses Net of Internal Revenue	184.3	186.2	196.4	112.7	145.7	258.4	122.0	167.5	289.5
20	Operating Results	(45.4)	(19.7)	(39.6)	22.4	(115.2)	(92.8)	17.9	(123.2)	(105.3)
21	Total Fund Transfers	66.4	21.6	95.8	(22.9)	115.9	93.0	(22.7)	123.2	100.5
22	Net Results - Add to/(Use of) Fund Balances	21.1	1.9	56.2	(0.5)	0.7	0.2	(4.8)	-	(4.8)

- Notes:
1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.
 2. Academic Services replaced the "Campus Services" rollup name for the FY24 Budget. Planning units from both Campus Services & Governance were affected with this change.
 3. Historical information has been restated to reflect the current planning unit hierarchy and may not match last year's exhibit.

Table A-26
Fiscal 2024 Operating Budget
Provost Admin

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 Budget			
	Total	Total	Total	Non-GA	GA	Total	Non-GA	GA	Total	
	Revenue									
1	Tuition, Room and Board - Gross	-	-	-	-	-	-	-	-	
2	Tuition Discount	(0.3)	(0.6)	(0.6)	(0.2)	-	(0.2)	(0.6)	-	
3	Tuition, Room & Board - Net	(0.3)	(0.6)	(0.6)	(0.2)	-	(0.2)	(0.6)	(0.6)	
4	Grant and Contract Income	1.2	1.2	1.1	1.6	-	1.6	1.4	-	
5	Medical Services Income	-	-	-	-	-	-	-	-	
6	Gifts	2.2	10.9	5.5	6.1	-	6.1	9.0	-	
7	Endowment Income	44.1	51.5	51.7	48.6	10.9	59.5	52.2	12.2	
8	Other Income	0.6	1.3	1.6	0.6	-	0.6	0.3	-	
9	Total External Revenue	47.8	64.3	59.4	56.7	10.9	67.6	62.3	12.2	74.5
	Expense									
10	Total Salaries & Benefits	6.7	9.3	9.9	3.3	9.3	12.6	4.6	8.8	13.4
11	Fellowships	0.2	0.2	0.2	0.2	-	0.2	0.2	-	0.2
12	Non-Salary Expenses	4.0	7.9	4.5	5.7	1.5	7.2	3.5	1.5	5.0
13	Interest / CRC / Other Amortization	0.3	0.3	0.2	-	0.2	0.2	-	0.2	0.2
14	Allocation of Central Services	-	-	-	-	-	-	-	-	-
15	Allocation of Other Costs	1.0	1.0	1.0	0.2	1.2	1.4	0.2	1.2	1.3
16	Other Expenses	5.6	9.4	5.9	6.1	2.8	8.9	3.9	2.9	6.8
17	Total Expenses before Internal Revenue	12.3	18.7	15.9	9.4	12.1	21.5	8.5	11.7	20.2
18	Internal Revenue	-	-	-	-	-	-	-	-	-
19	Total Expenses Net of Internal Revenue	12.3	18.7	15.9	9.4	12.1	21.5	8.5	11.7	20.2
20	Operating Results	35.6	45.5	43.6	47.3	(1.2)	46.2	53.8	0.5	54.3
21	Total Fund Transfers	(27.2)	(85.1)	(7.2)	(38.6)	1.2	(37.4)	(48.4)	(0.5)	(49.0)
22	Net Results - Add to/(Use of) Fund Balances	8.3	(39.6)	36.3	8.7	-	8.7	5.3	-	5.3

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

Table A-27
Fiscal 2024 Operating Budget
Global Strategies & International Affairs

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 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	0.3	0.1	0.2	0.1	-	0.1	0.1	0.1	
7	Endowment Income	0.2	0.1	0.2	0.2	-	0.2	-	0.2	
8	Other Income	11.1	3.1	9.3	7.6	-	7.6	-	11.0	
9	Total External Revenue	11.5	3.3	9.7	7.8	-	7.8	0.2	11.2	11.4
	Expense									
10	Total Salaries & Benefits	5.2	5.2	5.3	2.9	3.5	6.4	-	6.8	6.8
11	Fellowships	-	-	-	-	-	-	-	-	-
12	Non-Salary Expenses	7.5	4.6	2.9	0.6	0.8	1.5	-	6.0	6.0
13	Interest / CRC / Other Amortization	0.7	0.7	0.7	-	0.7	0.7	-	0.4	0.4
14	Allocation of Central Services	-	-	-	-	-	-	-	-	-
15	Allocation of Other Costs	-	0.1	-	-	-	-	-	-	-
16	Other Expenses	8.2	5.3	3.7	0.6	1.6	2.2	-	6.4	6.4
17	Total Expenses before Internal Revenue	13.4	10.6	9.0	3.5	5.1	8.6	-	13.2	13.2
18	Internal Revenue	-	-	-	-	-	-	-	-	-
19	Total Expenses Net of Internal Revenue	13.4	10.6	9.0	3.5	5.1	8.6	-	13.2	13.2
20	Operating Results	(1.9)	(7.3)	0.7	4.3	(5.0)	(0.7)	0.2	(2.1)	(1.9)
21	Total Fund Transfers	2.4	7.5	(0.6)	(4.3)	5.7	1.4	0.6	2.1	2.6
22	Net Results - Add to/(Use of) Fund Balances	0.6	0.2	0.2	-	0.7	0.7	0.7	-	0.7

- Notes:
1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.
 2. VP Global Strategy & International Affairs was changed to "Global Strategies & International Affairs" for the FY24 Budget.
 3. Historical information has been restated to reflect the current planning unit hierarchy and may not match last year's exhibit.

Table A-28
Fiscal 2024 Operating Budget
Environmental Health & Safety

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 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	8.3	7.8	8.2	0.1	9.9	10.0	0.1	10.6	10.8
11	Fellowships	-	-	-	-	-	-	-	-	-
12	Non-Salary Expenses	3.1	6.3	2.8	-	2.2	2.2	-	2.4	2.4
13	Interest / CRC / Other Amortization	0.4	0.4	0.5	-	0.5	0.5	-	0.5	0.5
14	Allocation of Central Services	-	-	-	-	-	-	-	-	-
15	Allocation of Other Costs	0.7	0.6	0.6	-	0.3	0.3	-	0.4	0.4
16	Other Expenses	4.2	7.3	3.8	-	2.9	2.9	-	3.3	3.4
17	Total Expenses before Internal Revenue	12.5	15.1	12.0	0.1	12.8	12.9	0.2	13.9	14.1
18	Internal Revenue	(10.7)	(10.7)	(11.6)	(0.1)	(11.9)	(12.0)	(0.1)	(13.2)	(13.3)
19	Total Expenses Net of Internal Revenue	1.8	4.4	0.4	-	0.9	0.9	-	0.7	0.8
20	Operating Results	(1.8)	(4.4)	(0.4)	-	(0.9)	(0.9)	-	(0.7)	(0.8)
21	Total Fund Transfers	1.9	4.4	0.5	-	0.9	0.9	-	0.7	0.7
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-29
Fiscal 2024 Operating Budget
Yale Ventures

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 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	-	-	-	-	-	0.2	-	0.2	
6	Gifts	0.1	0.1	-	-	-	-	-	-	
7	Endowment Income	1.9	2.1	2.2	3.7	-	4.6	-	4.6	
8	Other Income	16.0	13.1	10.9	(2.0)	11.0	9.0	1.4	11.5	
9	Total External Revenue	18.0	15.3	13.1	1.7	11.0	12.7	6.2	11.5	17.7
	Expense									
10	Total Salaries & Benefits	3.9	4.1	4.4	1.9	4.8	6.7	2.7	6.7	9.4
11	Fellowships	-	-	-	-	-	-	-	-	-
12	Non-Salary Expenses	7.0	7.5	7.4	1.6	8.0	9.5	2.2	8.2	10.4
13	Interest / CRC / Other Amortization	0.1	0.1	0.1	-	0.1	0.1	-	0.1	0.1
14	Allocation of Central Services	-	0.1	0.2	0.2	-	0.2	0.2	-	0.2
15	Allocation of Other Costs	0.2	0.1	0.1	-	0.1	0.1	-	0.1	0.1
16	Other Expenses	7.3	7.8	7.8	1.8	8.2	9.9	2.5	8.4	10.8
17	Total Expenses before Internal Revenue	11.2	11.9	12.1	3.7	12.9	16.6	5.2	15.1	20.2
18	Internal Revenue	-	-	-	-	-	-	-	-	-
19	Total Expenses Net of Internal Revenue	11.2	11.9	12.1	3.7	12.9	16.6	5.2	15.1	20.2
20	Operating Results	6.8	3.4	1.0	(2.0)	(1.9)	(3.9)	1.0	(3.6)	(2.5)
21	Total Fund Transfers	(0.1)	(0.3)	0.2	-	1.9	1.9	(1.0)	3.6	2.5
22	Net Results - Add to/(Use of) Fund Balances	6.7	3.0	1.2	(2.0)	-	(2.0)	-	-	-

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.
2. Historical information has been restated to reflect the current planning unit hierarchy and may not match last year's exhibit.

Table A-30
Fiscal 2024 Operating Budget
Other Academic Services

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 Budget			
	Total	Total	Total	Non-GA	GA	Total	Non-GA	GA	Total	
	Revenue									
1	Tuition, Room and Board - Gross	0.1	-	-	0.1	-	0.1	0.1	-	0.1
2	Tuition Discount	(0.1)	(0.1)	(0.1)	-	-	-	-	-	-
3	Tuition, Room & Board - Net	-	(0.1)	-	0.1	-	0.1	0.1	-	0.1
4	Grant and Contract Income	2.4	5.6	3.8	1.8	-	1.8	3.2	-	3.2
5	Medical Services Income	-	-	-	-	-	-	-	-	-
6	Gifts	0.2	1.5	-	0.1	-	0.1	-	-	-
7	Endowment Income	17.7	17.8	18.3	19.0	0.9	19.9	21.1	0.9	22.0
8	Other Income	0.7	0.6	0.9	0.4	0.2	0.6	0.6	0.2	0.8
9	Total External Revenue	21.1	25.4	23.0	21.4	1.2	22.6	24.9	1.1	26.0
	Expense									
10	Total Salaries & Benefits	13.2	13.3	14.3	10.4	7.9	18.3	11.3	9.6	20.9
11	Fellowships	0.5	3.6	1.0	0.8	0.3	1.1	0.2	0.9	1.1
12	Non-Salary Expenses	10.1	9.2	11.4	11.6	1.6	13.1	12.8	2.2	14.9
13	Interest / CRC / Other Amortization	10.4	9.9	13.7	0.4	14.7	15.0	0.4	16.6	17.0
14	Allocation of Central Services	-	-	-	-	0.6	0.6	-	0.7	0.7
15	Allocation of Other Costs	-	1.6	1.7	-	1.1	1.1	-	1.2	1.2
16	Other Expenses	21.0	24.3	27.8	12.8	18.3	31.0	13.3	21.5	34.8
17	Total Expenses before Internal Revenue	34.2	37.6	42.1	23.2	26.1	49.3	24.7	31.1	55.8
18	Internal Revenue	-	-	-	-	-	-	-	-	-
19	Total Expenses Net of Internal Revenue	34.2	37.6	42.1	23.2	26.1	49.3	24.7	31.1	55.8
20	Operating Results	(13.1)	(12.2)	(19.1)	(1.8)	(24.9)	(26.7)	0.3	(30.0)	(29.7)
21	Total Fund Transfers	15.0	17.2	20.9	3.5	24.9	28.4	2.4	30.0	32.4
22	Net Results - Add to/(Use of) Fund Balances	1.8	5.1	1.8	1.7	-	1.7	2.7	-	2.7

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.
2. Historical information has been restated to reflect the current planning unit hierarchy and may not match last year's exhibit.

Table A-31
Fiscal 2024 Operating Budget
Research

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 Budget		
	Total	Total	Total	Non-GA	GA	Total	Non-GA	GA	Total
	Revenue								
1	Tuition, Room and Board - Gross	-	-	-	-	-	-	-	-
2	Tuition Discount	(0.2)	(0.2)	(0.2)	(0.2)	-	(0.2)	-	(0.2)
3	Tuition, Room & Board - Net	(0.2)	(0.2)	(0.2)	(0.2)	-	(0.2)	-	(0.2)
4	Grant and Contract Income	1.0	2.0	1.8	-	1.0	-	1.3	1.3
5	Medical Services Income	-	-	-	-	-	-	-	-
6	Gifts	-	20.8	9.6	8.9	0.5	(0.1)	0.1	-
7	Endowment Income	0.8	1.5	2.4	5.5	0.1	7.6	0.4	8.0
8	Other Income	1.6	-	0.1	0.2	-	0.2	-	0.2
9	Total External Revenue	3.2	24.1	13.7	14.3	1.6	7.4	1.8	9.2
	Expense								
10	Total Salaries & Benefits	27.6	27.2	26.9	8.0	25.8	10.4	27.2	37.6
11	Fellowships	0.2	0.3	0.3	0.7	-	1.3	-	1.3
12	Non-Salary Expenses	7.9	5.4	6.6	17.3	1.8	20.2	1.8	22.0
13	Interest / CRC / Other Amortization	0.9	1.8	3.9	2.1	2.7	2.0	3.1	5.1
14	Allocation of Central Services	-	-	-	1.3	-	1.6	-	1.6
15	Allocation of Other Costs	1.0	1.0	0.7	-	0.1	-	0.1	0.1
16	Other Expenses	10.0	8.6	11.6	21.5	4.6	25.1	5.0	30.1
17	Total Expenses before Internal Revenue	37.5	35.8	38.5	29.5	30.4	35.5	32.3	67.8
18	Internal Revenue	(0.2)	(0.8)	(0.7)	(0.7)	(0.2)	(0.8)	(0.2)	(1.0)
19	Total Expenses Net of Internal Revenue	37.3	35.0	37.7	28.7	30.3	34.7	32.1	66.8
20	Operating Results	(34.1)	(11.0)	(24.1)	(14.4)	(28.7)	(27.2)	(30.3)	(57.5)
21	Total Fund Transfers	33.9	31.8	33.7	9.9	28.7	17.0	30.3	47.3
22	Net Results - Add to/(Use of) Fund Balances	(0.3)	20.9	9.6	(4.5)	-	(10.2)	-	(10.2)

- Notes:
1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.
 2. VP Research was created in FY21 Budget and historical information has been restated to reflect the current planning unit hierarchy.
 3. VP Research was changed to "Research" for the FY24 Budget.
 4. In FY21, The Wu Tsai Institute and Yale Center for Natural Carbon Capture were created and reflected in the Research Planning Unit.

Table A-32
Fiscal 2024 Operating Budget
Educational Enrichment Initiatives

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 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	0.6	0.2	-	-	-	-	-	-	
5	Medical Services Income	-	-	-	-	-	-	-	-	
6	Gifts	5.4	2.6	3.0	(2.0)	3.8	1.8	(1.0)	4.5	
7	Endowment Income	1.2	1.4	1.6	0.5	1.3	1.8	0.5	1.4	
8	Other Income	1.3	2.2	1.2	0.2	0.1	0.3	0.3	0.1	
9	Total External Revenue	8.4	6.5	5.7	(1.4)	5.3	3.9	(0.2)	6.1	5.9
	Expense									
10	Total Salaries & Benefits	7.8	8.6	9.3	0.7	10.7	11.4	0.8	11.4	12.2
11	Fellowships	-	-	-	-	-	-	-	-	-
12	Non-Salary Expenses	1.5	0.9	1.7	-	5.3	5.4	-	5.0	5.0
13	Interest / CRC / Other Amortization	0.2	0.2	0.7	-	2.2	2.2	-	2.6	2.6
14	Allocation of Central Services	-	-	-	-	-	-	-	-	-
15	Allocation of Other Costs	0.2	0.2	0.3	-	0.4	0.4	-	0.4	0.4
16	Other Expenses	1.9	1.4	2.6	-	7.9	8.0	-	7.9	8.0
17	Total Expenses before Internal Revenue	9.8	10.0	12.0	0.8	18.6	19.4	0.8	19.3	20.2
18	Internal Revenue	(0.2)	(0.1)	(0.2)	-	(0.3)	(0.3)	-	(0.3)	(0.3)
19	Total Expenses Net of Internal Revenue	9.6	9.9	11.7	0.8	18.3	19.1	0.8	19.0	19.8
20	Operating Results	(1.2)	(3.4)	(6.0)	(2.1)	(13.1)	(15.2)	(1.0)	(13.0)	(13.9)
21	Total Fund Transfers	6.6	6.3	7.1	(0.7)	13.1	12.4	-	13.0	13.0
22	Net Results - Add to/(Use of) Fund Balances	5.4	2.9	1.1	(2.8)	-	(2.8)	(1.0)	-	(1.0)

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

Table A-33
Fiscal 2024 Operating Budget
MacMillan Center

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 Budget		
	Total	Total	Total	Non-GA	GA	Total	Non-GA	GA	Total
	Revenue								
1	Tuition, Room and Board - Gross	-	-	-	-	-	-	-	-
2	Tuition Discount	(0.4)	(0.4)	(0.5)	(0.3)	-	(0.3)	(0.2)	-
3	Tuition, Room & Board - Net	(0.4)	(0.4)	(0.5)	(0.3)	-	(0.3)	(0.2)	(0.2)
4	Grant and Contract Income	2.7	2.2	2.6	4.6	-	4.6	6.5	-
5	Medical Services Income	-	-	-	-	-	-	-	-
6	Gifts	0.6	1.6	1.2	0.3	-	0.3	0.5	-
7	Endowment Income	25.2	23.3	27.6	29.3	-	29.3	31.8	-
8	Other Income	0.2	0.2	0.4	0.2	-	0.2	-	-
9	Total External Revenue	28.2	26.9	31.2	34.1	-	34.1	38.6	-
	Expense								
10	Total Salaries & Benefits	14.7	13.6	13.4	15.2	-	15.2	18.4	-
11	Fellowships	3.0	1.9	3.6	4.5	-	4.5	4.2	-
12	Non-Salary Expenses	7.5	4.1	5.4	12.0	-	12.0	13.2	-
13	Interest / CRC / Other Amortization	1.0	0.9	1.0	1.0	-	1.0	1.1	-
14	Allocation of Central Services	0.4	2.1	2.4	2.2	-	2.2	2.3	-
15	Allocation of Other Costs	-	-	-	0.1	-	0.1	0.1	-
16	Other Expenses	12.0	9.0	12.4	19.8	-	19.8	21.0	-
17	Total Expenses before Internal Revenue	26.7	22.6	25.8	35.0	-	35.0	39.4	-
18	Internal Revenue	-	-	(0.1)	(0.1)	-	(0.1)	(0.1)	-
19	Total Expenses Net of Internal Revenue	26.7	22.6	25.8	34.9	-	34.9	39.2	-
20	Operating Results	1.5	4.3	5.5	(0.9)	-	(0.9)	(0.7)	-
21	Total Fund Transfers	(1.4)	4.3	0.4	0.2	-	0.2	0.1	-
22	Net Results - Add to/(Use of) Fund Balances	0.1	8.6	5.9	(0.7)	-	(0.7)	(0.5)	-

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

Table A-34
Fiscal 2024 Operating Budget
West Campus

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 Budget		
	Total	Total	Total	Non-GA	GA	Total	Non-GA	GA	Total
	Revenue								
1	Tuition, Room and Board - Gross	-	-	-	-	-	-	-	-
2	Tuition Discount	(0.1)	(0.2)	(0.1)	-	-	-	-	-
3	Tuition, Room & Board - Net	(0.1)	(0.2)	(0.1)	-	-	-	-	-
4	Grant and Contract Income	-	-	-	-	-	-	-	-
5	Medical Services Income	-	-	-	-	-	-	-	-
6	Gifts	-	-	-	-	-	-	-	-
7	Endowment Income	0.5	0.4	0.4	0.4	-	0.5	-	0.5
8	Other Income	0.4	0.5	0.7	-	0.5	0.5	-	0.5
9	Total External Revenue	0.8	0.8	1.0	0.4	0.5	0.9	0.5	0.5
	Expense								
10	Total Salaries & Benefits	7.2	7.0	6.4	0.7	8.1	8.9	0.7	8.7
11	Fellowships	0.1	0.1	-	-	-	-	-	-
12	Non-Salary Expenses	8.6	7.7	9.7	7.1	5.6	12.7	7.1	5.8
13	Interest / CRC / Other Amortization	18.3	20.2	23.3	-	23.8	23.8	-	25.6
14	Allocation of Central Services	19.8	19.9	22.7	0.7	10.6	11.2	1.2	13.2
15	Allocation of Other Costs	0.5	0.2	0.4	-	0.5	0.5	-	0.7
16	Other Expenses	47.2	48.1	56.2	7.7	40.6	48.3	8.2	45.2
17	Total Expenses before Internal Revenue	54.4	55.1	62.6	8.5	48.7	57.2	8.9	54.0
18	Internal Revenue	(16.5)	(19.6)	(20.8)	-	(8.7)	(8.7)	-	(9.4)
19	Total Expenses Net of Internal Revenue	38.0	35.5	41.7	8.5	40.0	48.5	8.9	44.5
20	Operating Results	(37.2)	(34.7)	(40.8)	(8.0)	(39.5)	(47.6)	(8.4)	(44.0)
21	Total Fund Transfers	35.6	35.4	40.9	7.1	39.5	46.7	6.6	44.0
22	Net Results - Add to/(Use of) Fund Balances	(1.6)	0.7	0.1	(0.9)	-	(0.9)	(1.8)	-

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

Table A-35
Fiscal 2024 Operating Budget
Governance

(As defined in the Glossary of Terms, on page 87.)

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 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	8.4	3.9	3.8	3.6	0.6	4.2	3.7	0.7	4.4
7	Endowment Income	27.3	28.6	29.6	12.9	19.7	32.6	14.8	21.0	35.8
8	Other Income	49.2	44.0	47.2	47.1	0.9	48.0	59.8	0.9	60.7
9	Total External Revenue	84.9	76.5	80.6	63.7	21.2	84.9	78.4	22.6	100.9
	Expense									
10	Total Salaries & Benefits	109.2	110.9	111.0	35.2	92.5	127.7	42.6	97.6	140.3
11	Fellowships	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.2
12	Non-Salary Expenses	51.3	42.1	65.9	13.5	56.7	70.2	16.4	62.3	78.7
13	Interest / CRC / Other Amortization	17.0	18.0	19.7	-	20.0	20.0	1.0	22.2	23.1
14	Allocation of Central Services	10.2	9.3	13.4	0.6	12.6	13.2	0.8	13.2	14.1
15	Allocation of Other Costs	0.8	0.9	0.9	0.6	0.2	0.9	0.6	0.2	0.9
16	Other Expenses	79.4	70.4	99.9	14.9	89.6	104.5	18.9	98.1	117.0
17	Total Expenses before Internal Revenue	188.6	181.3	210.9	50.1	182.1	232.1	61.6	195.7	257.3
18	Internal Revenue	(0.6)	(0.3)	(0.4)	-	(0.4)	(0.4)	(0.1)	(0.4)	(0.5)
19	Total Expenses Net of Internal Revenue	188.0	180.9	210.5	50.1	181.7	231.8	61.5	195.3	256.8
20	Operating Results	(103.1)	(104.4)	(129.8)	13.6	(160.5)	(146.9)	16.9	(172.7)	(155.8)
21	Total Fund Transfers	114.0	121.1	136.7	(14.6)	160.5	145.9	(17.5)	172.7	155.2
22	Net Results - Add to/(Use of) Fund Balances	10.9	16.7	6.9	(1.0)	-	(1.0)	(0.7)	-	(0.7)

- Notes:
1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.
 2. For the FY24 Budget, planning units from both Academic Services & Governance were affected when Campus Services was changed to Academic Services.
 3. Historical information has been restated to reflect the current planning unit hierarchy and may not match last year's exhibit.

Table A-36
Fiscal 2024 Operating Budget
President

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 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	1.8	1.4	0.5	0.3	-	0.4	0.2	0.2
7	Endowment Income	5.5	5.6	5.8	5.8	0.6	6.4	6.3	0.7
8	Other Income	38.4	40.8	39.0	40.7	-	40.7	51.4	-
9	Total External Revenue	45.7	47.9	45.3	46.8	0.7	47.4	57.9	0.7
	Expense								
10	Total Salaries & Benefits	34.2	35.8	32.9	32.1	2.1	34.2	39.3	2.4
11	Fellowships	-	-	-	-	-	-	-	-
12	Non-Salary Expenses	6.8	6.8	9.9	9.1	1.2	10.4	12.0	1.1
13	Interest / CRC / Other Amortization	0.6	0.7	0.8	-	0.8	0.8	1.0	1.0
14	Allocation of Central Services	-	-	-	-	-	-	-	-
15	Allocation of Other Costs	0.6	0.6	0.6	0.6	-	0.6	0.6	-
16	Other Expenses	8.1	8.1	11.3	9.8	2.0	11.8	13.6	2.1
17	Total Expenses before Internal Revenue	42.2	43.9	44.2	41.8	4.1	45.9	52.9	4.5
18	Internal Revenue	-	-	-	-	-	-	-	-
19	Total Expenses Net of Internal Revenue	42.2	43.9	44.2	41.8	4.1	45.9	52.9	4.5
20	Operating Results	3.5	3.9	1.1	4.9	(3.5)	1.5	5.0	(3.8)
21	Total Fund Transfers	1.8	0.3	1.5	(2.1)	3.5	1.3	(2.7)	3.8
22	Net Results - Add to/(Use of) Fund Balances	5.3	4.3	2.6	2.8	-	2.8	2.3	-

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

Table A-37
Fiscal 2024 Operating Budget
Athletics

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 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	3.3	3.5	4.6	3.3	0.4	3.7	3.6	0.5	4.0
7	Endowment Income	15.7	16.6	17.4	3.2	15.9	19.1	4.1	16.9	21.0
8	Other Income	6.6	1.0	5.4	4.8	-	4.8	5.9	-	5.9
9	Total External Revenue	25.7	21.1	27.4	11.3	16.3	27.6	13.5	17.4	30.9
	Expense									
10	Total Salaries & Benefits	21.2	19.4	19.9	-	23.8	23.8	-	25.5	25.5
11	Fellowships	-	-	-	-	-	-	-	-	-
12	Non-Salary Expenses	12.9	5.2	14.4	-	15.9	15.9	-	18.1	18.1
13	Interest / CRC / Other Amortization	13.9	15.1	16.8	-	17.0	17.0	-	18.6	18.6
14	Allocation of Central Services	9.1	8.3	12.1	0.1	11.9	12.0	0.3	12.5	12.8
15	Allocation of Other Costs	0.2	0.2	0.2	-	0.2	0.2	-	0.2	0.2
16	Other Expenses	36.2	28.7	43.6	0.2	45.1	45.2	0.3	49.4	49.7
17	Total Expenses before Internal Revenue	57.4	48.1	63.5	0.2	68.8	69.0	0.3	74.9	75.1
18	Internal Revenue	(0.2)	-	(0.1)	-	-	-	(0.1)	-	(0.1)
19	Total Expenses Net of Internal Revenue	57.2	48.1	63.5	0.2	68.8	69.0	0.2	74.9	75.0
20	Operating Results	(31.6)	(27.0)	(36.1)	11.1	(52.5)	(41.4)	13.4	(57.5)	(44.1)
21	Total Fund Transfers	33.4	38.9	40.2	(12.7)	52.5	39.8	(15.3)	57.5	42.2
22	Net Results - Add to/(Use of) Fund Balances	1.8	11.9	4.1	(1.6)	-	(1.6)	(1.9)	-	(1.9)

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

Table A-38
Fiscal 2024 Operating Budget
General Counsel

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 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	6.8	7.0	7.5	-	8.7	8.7	-	9.1
11	Fellowships	-	-	-	-	-	-	-	-
12	Non-Salary Expenses	15.3	16.4	24.3	-	24.2	24.2	-	27.1
13	Interest / CRC / Other Amortization	0.2	0.2	0.1	-	0.1	0.1	-	0.1
14	Allocation of Central Services	-	-	-	-	-	-	-	-
15	Allocation of Other Costs	-	-	-	-	-	-	-	-
16	Other Expenses	15.6	16.6	24.3	-	24.3	24.3	-	27.2
17	Total Expenses before Internal Revenue	22.4	23.6	31.8	-	33.1	33.1	-	36.3
18	Internal Revenue	-	-	-	-	-	-	-	-
19	Total Expenses Net of Internal Revenue	22.4	23.6	31.8	-	33.1	33.1	-	36.3
20	Operating Results	(22.4)	(23.6)	(31.8)	-	(33.1)	(33.1)	-	(36.3)
21	Total Fund Transfers	22.4	23.6	31.8	-	33.1	33.1	-	36.3
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.
 2. SVP & General Counsel was changed to "General Counsel" for the FY24 Budget.
 3. Historical information has been restated to reflect the current planning unit hierarchy and may not match last year's exhibit.

Table A-39
Fiscal 2024 Operating Budget
Communications

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 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	-	0.1	-	-	-	-	-	-
7	Endowment Income	0.2	0.2	0.1	0.2	0.1	0.3	0.1	0.3
8	Other Income	0.1	-	-	-	0.1	-	0.1	0.1
9	Total External Revenue	0.3	0.3	0.2	0.2	0.1	0.4	0.1	0.4
	Expense								
10	Total Salaries & Benefits	6.8	6.7	6.9	0.2	8.0	8.2	0.2	8.5
11	Fellowships	-	-	-	-	-	-	-	-
12	Non-Salary Expenses	1.2	1.2	1.3	0.2	1.3	1.5	0.1	1.4
13	Interest / CRC / Other Amortization	0.3	0.3	0.2	-	0.2	0.2	-	0.2
14	Allocation of Central Services	-	-	-	-	-	-	-	-
15	Allocation of Other Costs	-	-	-	-	-	-	-	-
16	Other Expenses	1.5	1.5	1.5	0.2	1.5	1.7	0.1	1.6
17	Total Expenses before Internal Revenue	8.3	8.2	8.4	0.3	9.5	9.9	0.3	10.1
18	Internal Revenue	(0.4)	(0.3)	(0.4)	-	(0.4)	(0.4)	-	(0.4)
19	Total Expenses Net of Internal Revenue	7.9	7.8	8.1	0.3	9.2	9.5	0.3	9.7
20	Operating Results	(7.6)	(7.5)	(7.9)	(0.1)	(9.1)	(9.2)	(0.1)	(9.6)
21	Total Fund Transfers	7.9	7.8	7.7	-	9.1	9.1	-	9.6
22	Net Results - Add to/(Use of) Fund Balances	0.3	0.3	(0.2)	(0.1)	-	(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. VP Communications was changed to "Communications" for the FY24 Budget.

Table A-40
Fiscal 2024 Operating Budget
University Life & Secretary

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 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	0.5	0.1	0.2	-	0.1	-	0.1	0.1	
7	Endowment Income	5.6	5.8	5.9	3.4	3.1	6.6	3.9	3.3	
8	Other Income	0.7	0.5	0.5	-	0.5	0.6	-	0.5	
9	Total External Revenue	6.7	6.5	6.7	3.5	3.8	7.3	3.9	3.9	7.8
	Expense									
10	Total Salaries & Benefits	4.1	4.5	5.7	1.4	6.1	7.4	1.5	6.9	8.4
11	Fellowships	-	-	0.1	0.1	-	0.1	0.1	-	0.1
12	Non-Salary Expenses	3.8	3.2	4.8	1.2	3.4	4.6	1.6	3.9	5.5
13	Interest / CRC / Other Amortization	1.3	1.2	1.3	-	1.3	1.3	-	1.6	1.6
14	Allocation of Central Services	0.8	0.8	1.0	0.5	0.4	0.9	0.6	0.4	1.0
15	Allocation of Other Costs	-	-	-	-	-	-	-	-	-
16	Other Expenses	6.0	5.3	7.1	1.8	5.2	7.0	2.3	6.0	8.3
17	Total Expenses before Internal Revenue	10.1	9.8	12.8	3.1	11.3	14.4	3.8	12.9	16.6
18	Internal Revenue	-	-	-	-	-	-	-	-	-
19	Total Expenses Net of Internal Revenue	10.1	9.8	12.8	3.1	11.3	14.4	3.8	12.9	16.6
20	Operating Results	(3.4)	(3.3)	(6.1)	0.3	(7.5)	(7.2)	0.1	(8.9)	(8.8)
21	Total Fund Transfers	4.7	5.3	7.2	0.3	7.5	7.8	0.5	8.9	9.4
22	Net Results - Add to/(Use of) Fund Balances	1.3	2.0	1.1	0.6	-	0.6	0.6	-	0.6

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.
2. VP University Life & Secretary was changed to "University Life & Secretary" for the FY24 Budget.

Table A-41
Fiscal 2024 Operating Budget
Alumni Affairs & Development

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 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	2.9	(1.2)	(1.5)	-	-	-	-	-
7	Endowment Income	0.3	0.3	0.3	0.3	0.1	0.3	0.1	0.4
8	Other Income	3.4	1.6	2.3	1.6	0.3	1.9	2.4	2.8
9	Total External Revenue	6.5	0.7	1.1	1.9	0.4	2.2	2.7	3.2
	Expense								
10	Total Salaries & Benefits	36.2	37.5	38.1	1.6	43.8	45.4	1.7	45.3
11	Fellowships	-	-	-	-	-	-	-	-
12	Non-Salary Expenses	11.1	9.3	11.2	3.0	10.6	13.6	2.6	10.9
13	Interest / CRC / Other Amortization	0.6	0.5	0.5	-	0.5	0.5	-	0.6
14	Allocation of Central Services	0.3	0.2	0.3	-	0.3	0.3	-	0.3
15	Allocation of Other Costs	-	-	-	-	-	-	-	-
16	Other Expenses	12.0	10.1	12.1	3.0	11.5	14.5	2.6	11.8
17	Total Expenses before Internal Revenue	48.2	47.6	50.2	4.6	55.3	59.8	4.3	57.0
18	Internal Revenue	-	-	-	-	-	-	-	-
19	Total Expenses Net of Internal Revenue	48.2	47.6	50.2	4.6	55.3	59.8	4.3	57.0
20	Operating Results	(41.6)	(46.8)	(49.1)	(2.7)	(54.9)	(57.6)	(1.5)	(56.6)
21	Total Fund Transfers	43.8	45.1	48.3	(0.1)	54.9	54.8	-	56.6
22	Net Results - Add to/(Use of) Fund Balances	2.2	(1.7)	(0.7)	(2.8)	-	(2.8)	(1.5)	(1.5)

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.
2. VP Alumni Affairs & Development was changed to "Alumni Affairs & Development" for the FY24 Budget.

Table A-42
Fiscal 2024 Operating Budget
Operations

(As defined in the Glossary of Terms, on page 87.)

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 Budget			
	Total	Total	Total	Non-GA	GA	Total	Non-GA	GA	Total	
	Revenue									
1	Tuition, Room and Board - Gross	36.9	16.8	52.1	2.8	49.9	52.7	1.5	53.4	54.9
2	Tuition Discount	-	-	-	-	-	-	-	-	-
3	Tuition, Room & Board - Net	36.9	16.8	52.1	2.8	49.9	52.7	1.5	53.4	54.9
4	Grant and Contract Income	-	-	-	-	-	-	-	-	-
5	Medical Services Income	-	-	2.0	-	-	-	-	-	-
6	Gifts	2.3	1.8	0.8	0.1	-	0.1	0.1	-	0.1
7	Endowment Income	1.3	1.7	1.7	1.5	0.4	1.9	1.6	0.4	2.1
8	Other Income	65.0	40.0	49.8	31.1	26.9	58.0	36.4	33.0	69.4
9	Total External Revenue	105.4	60.3	106.4	35.5	77.2	112.6	39.7	86.9	126.5
	Expense									
10	Total Salaries & Benefits	349.3	343.4	360.3	13.7	386.2	399.9	11.7	416.0	427.7
11	Fellowships	-	-	-	-	-	-	-	-	-
12	Non-Salary Expenses	184.3	177.4	226.1	32.2	181.1	213.3	32.8	212.4	245.2
13	Interest / CRC / Other Amortization	87.6	81.0	83.3	2.7	82.8	85.5	2.7	86.5	89.2
14	Allocation of Central Services	10.1	11.1	12.4	0.6	11.6	12.2	0.7	13.7	14.3
15	Allocation of Other Costs	3.7	5.4	5.1	1.8	2.9	4.7	1.5	3.2	4.7
16	Other Expenses	285.7	274.9	327.0	37.3	278.5	315.8	37.7	315.7	353.4
17	Total Expenses before Internal Revenue	635.0	618.3	687.3	51.0	664.7	715.7	49.4	731.7	781.1
18	Internal Revenue	(285.2)	(291.0)	(327.4)	(17.3)	(312.1)	(329.4)	(21.3)	(334.0)	(355.3)
19	Total Expenses Net of Internal Revenue	349.7	327.3	359.9	33.7	352.6	386.3	28.1	397.7	425.9
20	Operating Results	(244.3)	(267.0)	(253.5)	1.8	(275.5)	(273.7)	11.6	(310.9)	(299.3)
21	Total Fund Transfers	239.5	265.4	258.1	(7.5)	274.8	267.3	(16.0)	310.9	294.9
22	Net Results - Add to/(Use of) Fund Balances	(4.8)	(1.5)	4.6	(5.7)	(0.7)	(6.4)	(4.4)	-	(4.4)

- Notes:
1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.
 2. Operations was created in FY21 Budget and historical information has been restated to reflect the current planning unit hierarchy.
 3. Historical information has been restated to reflect the current planning unit hierarchy and may not match last year's exhibit.

Table A-43
Fiscal 2024 Operating Budget
Facilities Operations

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 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	0.1	0.1	0.2	0.2	-	0.2	-	0.2
8	Other Income	2.5	1.9	0.2	-	0.2	-	0.2	0.2
9	Total External Revenue	2.6	2.1	0.3	0.2	0.2	0.4	0.2	0.4
	Expense								
10	Total Salaries & Benefits	111.4	112.9	114.3	-	125.8	125.8	-	133.8
11	Fellowships	-	-	-	-	-	-	-	-
12	Non-Salary Expenses	30.1	35.2	40.5	0.1	34.1	34.2	0.1	35.3
13	Interest / CRC / Other Amortization	2.2	2.3	1.9	-	2.1	2.1	-	2.4
14	Allocation of Central Services	0.7	1.1	0.8	-	0.4	0.4	-	0.4
15	Allocation of Other Costs	(1.3)	(1.2)	(1.2)	-	(1.2)	(1.2)	-	(1.4)
16	Other Expenses	31.7	37.4	42.0	0.1	35.3	35.4	0.1	36.6
17	Total Expenses before Internal Revenue	143.2	150.3	156.3	0.1	161.1	161.2	0.1	170.4
18	Internal Revenue	(142.1)	(149.1)	(155.3)	-	(160.2)	(160.2)	-	(169.5)
19	Total Expenses Net of Internal Revenue	1.1	1.3	1.0	0.1	0.8	1.0	0.1	0.9
20	Operating Results	1.6	0.8	(0.6)	-	(0.6)	(0.6)	-	(0.6)
21	Total Fund Transfers	(1.5)	(1.1)	0.7	0.4	0.6	1.0	0.4	0.6
22	Net Results - Add to/(Use of) Fund Balances	0.1	(0.3)	0.1	0.5	-	0.5	0.5	-

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

Table A-44
Fiscal 2024 Operating Budget
Utilities

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 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	11.1	12.7	15.4	-	12.9	12.9	-	16.2
9	Total External Revenue	11.1	12.7	15.4	-	12.9	12.9	-	16.2
	Expense								
10	Total Salaries & Benefits	17.0	16.8	17.1	-	17.4	17.4	-	18.0
11	Fellowships	-	-	-	-	-	-	-	-
12	Non-Salary Expenses	47.4	53.0	71.2	-	62.8	62.8	-	77.2
13	Interest / CRC / Other Amortization	34.0	36.9	39.3	-	42.7	42.7	-	40.7
14	Allocation of Central Services	-	-	-	-	-	-	-	-
15	Allocation of Other Costs	1.3	1.2	1.3	-	1.3	1.3	-	1.4
16	Other Expenses	82.8	91.1	111.8	-	106.8	106.8	-	119.4
17	Total Expenses before Internal Revenue	99.8	107.9	128.9	-	124.2	124.2	-	137.4
18	Internal Revenue	(88.7)	(95.2)	(113.5)	-	(111.4)	(111.4)	-	(121.3)
19	Total Expenses Net of Internal Revenue	11.0	12.8	15.4	-	12.8	12.8	-	16.1
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)
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-45
Fiscal 2024 Operating Budget
New Haven Affairs & University Properties

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 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	2.2	1.8	0.3	0.1	-	0.1	-	0.1	
7	Endowment Income	0.9	1.3	1.3	1.3	0.2	1.4	0.2	1.6	
8	Other Income	16.9	14.2	19.1	17.8	-	18.0	-	18.0	
9	Total External Revenue	20.0	17.3	20.7	19.2	0.2	19.4	19.5	0.2	19.7
	Expense									
10	Total Salaries & Benefits	2.3	2.2	2.4	2.1	0.4	2.5	2.6	0.5	3.1
11	Fellowships	-	-	-	-	-	-	-	-	-
12	Non-Salary Expenses	15.7	16.5	16.1	17.0	0.7	17.7	17.4	0.9	18.3
13	Interest / CRC / Other Amortization	9.4	3.1	3.2	0.3	2.9	3.2	0.3	3.4	3.7
14	Allocation of Central Services	0.4	0.3	0.4	0.3	-	0.3	0.3	-	0.3
15	Allocation of Other Costs	0.2	0.2	0.2	0.1	-	0.2	0.1	-	0.2
16	Other Expenses	25.6	20.1	19.8	17.8	3.6	21.4	18.1	4.3	22.5
17	Total Expenses before Internal Revenue	27.9	22.4	22.2	19.9	4.0	23.9	20.8	4.8	25.6
18	Internal Revenue	(1.3)	(1.2)	(1.4)	(1.3)	-	(1.3)	(1.6)	-	(1.6)
19	Total Expenses Net of Internal Revenue	26.6	21.2	20.8	18.6	4.0	22.6	19.1	4.8	24.0
20	Operating Results	(6.7)	(3.8)	(0.1)	0.6	(3.8)	(3.2)	0.4	(4.6)	(4.3)
21	Total Fund Transfers	5.7	3.9	0.3	(0.1)	3.8	3.8	(0.1)	4.6	4.6
22	Net Results - Add to/(Use of) Fund Balances	(0.9)	0.1	0.3	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.
2. AVP New Haven Affairs was changed to "New Haven Affairs & University Properties" for the FY24 Budget.

Table A-46
Fiscal 2024 Operating Budget
Information Technology Services

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 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	0.2	0.2	0.2	-	0.2	-	0.2	0.2
8	Other Income	0.3	0.3	0.4	-	0.2	-	0.2	0.2
9	Total External Revenue	0.5	0.5	0.6	-	0.4	-	0.4	0.4
	Expense								
10	Total Salaries & Benefits	61.3	62.1	62.4	-	68.9	-	74.2	74.2
11	Fellowships	-	-	-	-	-	-	-	-
12	Non-Salary Expenses	34.7	34.0	40.3	-	38.4	-	43.2	43.2
13	Interest / CRC / Other Amortization	19.9	17.1	16.0	-	15.2	-	18.1	18.1
14	Allocation of Central Services	0.2	0.2	0.2	-	0.6	-	0.6	0.6
15	Allocation of Other Costs	0.9	0.7	0.5	-	0.3	-	0.3	0.3
16	Other Expenses	55.7	52.0	57.0	-	54.5	-	62.2	62.2
17	Total Expenses before Internal Revenue	117.1	114.2	119.4	-	123.5	-	136.4	136.4
18	Internal Revenue	(18.5)	(17.4)	(19.0)	-	(16.9)	-	(15.8)	(15.8)
19	Total Expenses Net of Internal Revenue	98.6	96.8	100.4	-	106.6	-	120.6	120.6
20	Operating Results	(98.1)	(96.3)	(99.8)	-	(106.2)	-	(120.2)	(120.2)
21	Total Fund Transfers	98.1	96.2	100.7	(1.4)	106.2	-	120.2	120.2
22	Net Results - Add to/(Use of) Fund Balances	-	(0.1)	0.8	(1.4)	-	(1.4)	-	-

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

Table A-47
Fiscal 2024 Operating Budget
Finance & Audit

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 Budget			
	Total	Total	Total	Non-GA	GA	Total	Non-GA	GA	Total	
	Revenue									
1	Tuition, Room and Board - Gross	0.5	-	0.5	1.4	-	1.4	-	-	-
2	Tuition Discount	-	-	-	-	-	-	-	-	-
3	Tuition, Room & Board - Net	0.5	-	0.5	1.4	-	1.4	-	-	-
4	Grant and Contract Income	-	-	-	-	-	-	-	-	-
5	Medical Services Income	-	-	-	-	-	-	-	-	-
6	Gifts	-	-	-	-	-	-	-	-	-
7	Endowment Income	-	-	-	-	-	-	-	-	-
8	Other Income	20.0	7.7	9.1	8.6	5.1	13.7	11.7	5.3	17.0
9	Total External Revenue	20.5	7.8	9.6	9.9	5.1	15.0	11.8	5.3	17.0
	Expense									
10	Total Salaries & Benefits	38.7	34.7	37.6	5.8	44.5	50.3	2.9	49.4	52.4
11	Fellowships	-	-	-	-	-	-	-	-	-
12	Non-Salary Expenses	15.9	7.9	9.5	7.1	8.3	15.4	6.7	13.0	19.7
13	Interest / CRC / Other Amortization	0.9	0.8	0.9	-	0.8	0.8	-	1.3	1.3
14	Allocation of Central Services	0.2	-	-	-	-	-	-	-	-
15	Allocation of Other Costs	0.1	0.2	0.1	0.1	-	0.1	-	0.1	0.1
16	Other Expenses	17.1	8.8	10.6	7.2	9.1	16.3	6.7	14.4	21.1
17	Total Expenses before Internal Revenue	55.7	43.5	48.2	13.0	53.6	66.6	9.6	63.9	73.5
18	Internal Revenue	(4.1)	(0.3)	(2.6)	(2.6)	-	(2.6)	(7.8)	(0.3)	(8.1)
19	Total Expenses Net of Internal Revenue	51.6	43.3	45.6	10.3	53.6	64.0	1.8	63.6	65.4
20	Operating Results	(31.1)	(35.5)	(36.0)	(0.4)	(48.5)	(48.9)	10.0	(58.3)	(48.4)
21	Total Fund Transfers	27.1	35.2	39.3	(4.9)	47.9	42.9	(15.1)	58.3	43.2
22	Net Results - Add to/(Use of) Fund Balances	(4.0)	(0.3)	3.3	(5.3)	(0.7)	(6.0)	(5.2)	-	(5.2)

- Notes:
1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.
 2. Finance & Business Operations was changed to "Finance & Audit" for the FY24 Budget.
 3. Historical information has been restated to reflect the current planning unit hierarchy and may not match last year's exhibit.

Table A-48
Fiscal 2024 Operating Budget
Human Resources

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 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	0.3	0.3	0.3	-	0.3	0.3	-	0.4
9	Total External Revenue	0.3	0.3	0.3	-	0.3	0.3	-	0.4
	Expense								
10	Total Salaries & Benefits	21.7	20.8	21.6	-	25.9	25.9	-	29.0
11	Fellowships	-	-	-	-	-	-	-	-
12	Non-Salary Expenses	2.4	1.8	2.7	-	2.5	2.5	-	4.1
13	Interest / CRC / Other Amortization	1.3	1.3	1.4	-	1.3	1.3	-	1.5
14	Allocation of Central Services	-	-	-	-	0.2	0.2	-	0.2
15	Allocation of Other Costs	1.5	1.5	1.3	-	1.2	1.2	-	1.3
16	Other Expenses	5.3	4.6	5.4	-	5.2	5.2	-	7.1
17	Total Expenses before Internal Revenue	27.0	25.4	27.0	-	31.1	31.1	-	36.1
18	Internal Revenue	-	-	-	-	-	-	-	-
19	Total Expenses Net of Internal Revenue	27.0	25.4	27.0	-	31.1	31.1	-	36.1
20	Operating Results	(26.6)	(25.1)	(26.7)	-	(30.8)	(30.8)	-	(35.8)
21	Total Fund Transfers	26.6	23.7	26.7	-	30.8	30.8	-	35.8
22	Net Results - Add to/(Use of) Fund Balances	-	(1.4)	-	-	-	-	-	-

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.
2. Historical information has been restated to reflect the current planning unit hierarchy and may not match last year's exhibit.

Table A-49
Fiscal 2024 Operating Budget
Administrative Operations

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 Budget			
	Total	Total	Total	Non-GA	GA	Total	Non-GA	GA	Total	
	Revenue									
1	Tuition, Room and Board - Gross	6.1	4.6	7.2	1.4	5.5	6.9	1.5	5.9	7.5
2	Tuition Discount	-	-	-	-	-	-	-	-	-
3	Tuition, Room & Board - Net	6.1	4.6	7.2	1.4	5.5	6.9	1.5	5.9	7.5
4	Grant and Contract Income	-	-	-	-	-	-	-	-	-
5	Medical Services Income	-	-	-	-	-	-	-	-	-
6	Gifts	-	-	-	-	-	-	-	-	-
7	Endowment Income	-	-	-	-	-	-	-	-	-
8	Other Income	11.8	2.5	3.1	4.7	3.8	8.5	6.7	6.7	13.4
9	Total External Revenue	17.9	7.1	10.2	6.1	9.3	15.4	8.2	12.6	20.8
	Expense									
10	Total Salaries & Benefits	14.7	14.2	13.9	-	15.4	15.4	-	15.8	15.8
11	Fellowships	-	-	-	-	-	-	-	-	-
12	Non-Salary Expenses	17.0	14.4	18.0	5.1	13.9	19.0	5.2	15.8	21.1
13	Interest / CRC / Other Amortization	12.5	11.6	12.4	2.4	10.0	12.3	2.4	10.6	13.0
14	Allocation of Central Services	3.6	4.0	4.6	0.3	4.2	4.5	0.3	4.8	5.2
15	Allocation of Other Costs	2.0	2.2	2.3	1.5	0.7	2.3	1.3	0.9	2.3
16	Other Expenses	35.1	32.2	37.2	9.3	28.7	38.1	9.2	32.2	41.4
17	Total Expenses before Internal Revenue	49.8	46.4	51.1	9.3	44.1	53.4	9.2	48.0	57.2
18	Internal Revenue	(12.8)	(16.1)	(16.6)	(4.3)	(12.5)	(16.9)	(2.2)	(12.7)	(14.9)
19	Total Expenses Net of Internal Revenue	37.0	30.3	34.6	5.0	31.6	36.6	7.1	35.3	42.3
20	Operating Results	(19.1)	(23.2)	(24.3)	1.1	(22.3)	(21.2)	1.1	(22.7)	(21.5)
21	Total Fund Transfers	19.1	23.6	24.4	(1.1)	22.3	21.2	(1.1)	22.7	21.5
22	Net Results - Add to/(Use of) Fund Balances	0.1	0.3	-	-	-	-	-	-	-

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

Table A-50
Fiscal 2024 Operating Budget
Public Safety

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 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	-	-	-	-	-
7	Endowment Income	-	-	-	-	-	-	-	-
8	Other Income	0.1	0.1	0.1	-	-	0.1	-	0.1
9	Total External Revenue	0.1	0.1	0.5	-	-	0.1	-	0.1
	Expense								
10	Total Salaries & Benefits	37.5	38.1	38.1	5.8	36.3	42.0	6.2	40.1
11	Fellowships	-	-	-	-	-	-	-	-
12	Non-Salary Expenses	7.3	5.9	6.7	2.8	2.9	5.7	3.4	3.1
13	Interest / CRC / Other Amortization	1.8	1.9	2.0	-	2.0	2.0	-	2.0
14	Allocation of Central Services	0.5	0.6	0.6	-	0.6	0.6	-	0.6
15	Allocation of Other Costs	-	-	-	-	-	-	-	-
16	Other Expenses	9.7	8.4	9.3	2.9	5.6	8.4	3.4	5.8
17	Total Expenses before Internal Revenue	47.2	46.5	47.4	8.6	41.8	50.4	9.6	45.8
18	Internal Revenue	(9.2)	(9.5)	(10.6)	(9.1)	(1.0)	(10.1)	(9.6)	(1.1)
19	Total Expenses Net of Internal Revenue	37.9	37.0	36.8	(0.5)	40.8	40.3	-	44.8
20	Operating Results	(37.8)	(36.9)	(36.3)	0.5	(40.8)	(40.3)	0.1	(44.7)
21	Total Fund Transfers	37.9	37.0	36.5	(0.5)	40.8	40.3	(0.1)	44.7
22	Net Results - Add to/(Use of) Fund Balances	-	0.1	0.3	-	-	-	-	-

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

Table A-51
Fiscal 2024 Operating Budget
Yale Hospitality

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 Budget			
	Total	Total	Total	Non-GA	GA	Total	Non-GA	GA	Total	
	Revenue									
1	Tuition, Room and Board - Gross	30.2	12.3	44.5	-	44.4	44.4	-	47.5	47.5
2	Tuition Discount	-	-	-	-	-	-	-	-	-
3	Tuition, Room & Board - Net	30.2	12.3	44.5	-	44.4	44.4	-	47.5	47.5
4	Grant and Contract Income	-	-	-	-	-	-	-	-	-
5	Medical Services Income	-	-	1.9	-	-	-	-	-	-
6	Gifts	-	-	-	-	-	-	-	-	-
7	Endowment Income	-	-	-	-	-	-	-	-	-
8	Other Income	2.1	0.2	2.2	-	4.3	4.3	-	4.1	4.1
9	Total External Revenue	32.4	12.5	48.6	-	48.7	48.7	-	51.5	51.5
	Expense									
10	Total Salaries & Benefits	44.8	41.6	52.9	-	51.7	51.7	-	55.2	55.2
11	Fellowships	-	-	-	-	-	-	-	-	-
12	Non-Salary Expenses	13.8	8.6	21.2	-	17.5	17.5	-	19.7	19.7
13	Interest / CRC / Other Amortization	5.6	6.2	6.3	-	5.9	5.9	-	6.6	6.6
14	Allocation of Central Services	4.4	4.8	5.9	-	5.6	5.6	-	7.0	7.0
15	Allocation of Other Costs	(1.1)	0.5	0.6	-	0.6	0.6	-	0.4	0.4
16	Other Expenses	22.7	20.1	33.9	-	29.6	29.6	-	33.7	33.7
17	Total Expenses before Internal Revenue	67.5	61.7	86.8	-	81.4	81.4	-	88.8	88.9
18	Internal Revenue	(8.5)	(2.3)	(8.4)	-	(10.1)	(10.1)	-	(13.3)	(13.3)
19	Total Expenses Net of Internal Revenue	59.0	59.3	78.4	-	71.3	71.3	-	75.5	75.5
20	Operating Results	(26.6)	(46.9)	(29.8)	-	(22.6)	(22.6)	-	(24.0)	(24.0)
21	Total Fund Transfers	26.6	46.9	29.6	-	22.6	22.6	-	24.0	24.0
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.
2. In FY20 and FY21, actuals for Tuition, Room & Board - Net reflect the impact of the COVID-19 pandemic on attendance.

Table A-52
Fiscal 2024 Operating Budget
University Wide

(As defined in the Glossary of Terms, on page 87.)

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 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	15.3	1.6	(3.3)	-	-	-	-	-	
5	Medical Services Income	66.5	66.7	75.2	-	77.0	77.0	86.8	86.8	
6	Gifts	26.2	35.1	68.4	42.5	37.5	80.0	24.9	35.6	
7	Endowment Income	244.5	254.6	266.8	36.4	269.5	305.9	38.2	291.3	
8	Other Income	43.1	36.6	34.7	0.4	29.9	30.3	2.1	35.1	
9	Total External Revenue	395.6	394.6	441.8	79.3	413.9	493.2	65.2	448.7	513.9
	Expense									
10	Total Salaries & Benefits	58.1	93.7	155.9	-	99.2	99.2	(17.7)	111.2	93.5
11	Fellowships	-	0.1	0.1	-	0.1	0.1	-	-	-
12	Non-Salary Expenses	265.8	317.9	357.5	11.3	359.2	370.5	2.1	397.3	399.5
13	Interest / CRC / Other Amortization	(15.8)	(6.4)	(30.9)	0.4	(19.6)	(19.2)	0.4	(55.6)	(55.2)
14	Allocation of Central Services	36.1	51.0	50.7	(4.1)	47.1	43.0	0.8	48.4	49.2
15	Allocation of Other Costs	0.7	3.2	4.0	(0.3)	5.3	5.0	(0.5)	4.1	3.6
16	Other Expenses	286.7	365.7	381.3	7.3	392.1	399.4	2.8	394.3	397.1
17	Total Expenses before Internal Revenue	344.8	459.4	537.3	7.3	491.3	498.6	(14.9)	505.4	490.6
18	Internal Revenue	(606.5)	(645.1)	(702.7)	(0.8)	(702.6)	(703.4)	-	(784.8)	(784.8)
19	Total Expenses Net of Internal Revenue	(261.7)	(185.7)	(165.5)	6.5	(211.3)	(204.9)	(14.8)	(279.4)	(294.2)
20	Operating Results	657.3	580.3	607.2	72.9	625.2	698.1	80.0	728.1	808.1
21	Total Fund Transfers	(580.4)	(606.7)	(659.0)	(11.4)	(625.2)	(636.6)	(22.4)	(728.1)	(750.5)
22	Net Results - Add to/(Use of) Fund Balances	76.9	(26.4)	(51.8)	61.5	-	61.5	57.6	-	57.6

- Notes:
1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.
 2. "University Wide" is a newly created functional rollup for the FY24 Budget which includes planning units University General, University Unrestricted, and Yale Health.
 3. Historical information has been restated to reflect the current planning unit hierarchy and may not match last year's exhibit.

Table A-53
Fiscal 2024 Operating Budget
University Unrestricted

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 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	0.3	0.3	0.5	-	-	-	-	-
5	Medical Services Income	-	-	-	-	-	-	-	-
6	Gifts	19.5	20.0	18.5	-	28.7	-	32.2	32.2
7	Endowment Income	205.7	213.4	220.7	-	244.3	-	267.4	267.4
8	Other Income	2.2	43.0	24.2	-	25.6	-	30.6	30.6
9	Total External Revenue	227.7	276.8	263.8	-	298.6	298.6	-	330.2
	Expense								
10	Total Salaries & Benefits	-	-	-	-	-	-	-	-
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	227.7	276.8	263.8	-	298.6	298.6	-	330.2
21	Total Fund Transfers	(219.2)	(300.4)	(267.6)	(5.6)	(298.6)	(304.1)	4.8	(325.5)
22	Net Results - Add to/(Use of) Fund Balances	8.5	(23.6)	(3.7)	(5.6)	-	(5.6)	4.8	4.8

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

Table A-54
Fiscal 2024 Operating Budget
University General

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 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	15.0	1.3	(3.8)	-	-	-	-	-	
5	Medical Services Income	-	-	-	-	-	-	-	-	
6	Gifts	6.6	15.1	49.8	42.5	8.8	51.3	24.9	3.4	
7	Endowment Income	30.9	33.0	37.8	36.4	16.0	52.4	38.2	13.9	
8	Other Income	40.9	(6.5)	10.5	0.4	4.3	4.7	2.1	4.4	
9	Total External Revenue	93.4	42.9	94.3	79.3	29.1	108.4	65.2	21.7	86.9
	Expense									
10	Total Salaries & Benefits	1.5	33.3	92.0	-	33.4	33.4	(17.7)	37.4	19.8
11	Fellowships	-	-	-	-	-	-	-	-	-
12	Non-Salary Expenses	37.1	56.4	74.4	11.3	86.8	98.1	2.1	88.5	90.7
13	Interest / CRC / Other Amortization	(21.9)	(13.0)	(38.2)	0.4	(26.7)	(26.3)	0.4	(63.0)	(62.6)
14	Allocation of Central Services	31.7	45.7	46.0	(4.1)	42.3	38.2	0.8	43.0	43.8
15	Allocation of Other Costs	0.6	3.0	3.6	(0.3)	5.2	4.9	(0.5)	3.9	3.3
16	Other Expenses	47.5	92.2	85.8	7.3	107.6	114.9	2.7	72.4	75.2
17	Total Expenses before Internal Revenue	49.0	125.5	177.8	7.3	141.0	148.3	(14.9)	109.9	94.9
18	Internal Revenue	(383.2)	(412.3)	(443.4)	(0.8)	(440.4)	(441.2)	-	(488.8)	(488.8)
19	Total Expenses Net of Internal Revenue	(334.2)	(286.8)	(265.6)	6.5	(299.4)	(292.9)	(14.9)	(379.0)	(393.9)
20	Operating Results	427.6	329.7	359.9	72.8	328.5	401.3	80.0	400.7	480.7
21	Total Fund Transfers	(359.3)	(332.5)	(408.0)	(6.1)	(328.5)	(334.5)	(27.2)	(400.7)	(427.9)
22	Net Results - Add to/(Use of) Fund Balances	68.3	(2.8)	(48.1)	66.8	-	66.8	52.8	-	52.8

- Notes:
1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.
 2. For the FY24 Budget University General moved from Governance to University Wide.
 3. Historical information has been restated to reflect the current planning unit hierarchy and may not match last year's exhibit.

Table A-55
Fiscal 2024 Operating Budget
Yale Health

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 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	66.5	66.7	75.2	-	77.0	-	86.8	86.8
6	Gifts	-	-	0.1	-	-	-	-	-
7	Endowment Income	7.9	8.2	8.4	-	9.2	-	10.0	10.0
8	Other Income	-	0.1	-	-	-	-	-	-
9	Total External Revenue	74.4	74.9	83.6	-	86.2	-	96.8	96.8
	Expense								
10	Total Salaries & Benefits	56.6	60.3	63.9	-	65.8	-	73.8	73.8
11	Fellowships	-	0.1	0.1	-	0.1	-	-	-
12	Non-Salary Expenses	228.6	261.5	283.1	-	272.4	-	308.8	308.8
13	Interest / CRC / Other Amortization	6.1	6.5	7.3	-	7.1	-	7.4	7.4
14	Allocation of Central Services	4.4	5.3	4.6	-	4.8	0.1	5.4	5.5
15	Allocation of Other Costs	0.1	0.1	0.4	-	0.1	-	0.2	0.2
16	Other Expenses	239.2	273.6	295.5	-	284.5	0.1	321.8	321.9
17	Total Expenses before Internal Revenue	295.8	333.9	359.5	-	350.3	0.1	395.6	395.6
18	Internal Revenue	(223.3)	(232.8)	(259.4)	-	(262.2)	-	(296.0)	(296.0)
19	Total Expenses Net of Internal Revenue	72.5	101.1	100.1	-	88.1	0.1	99.6	99.7
20	Operating Results	1.9	(26.2)	(16.5)	-	(1.8)	-	(2.8)	(2.8)
21	Total Fund Transfers	(1.9)	26.2	16.5	0.3	1.8	0.1	2.8	2.9
22	Net Results - Add to/(Use of) Fund Balances	-	-	-	0.3	-	-	-	-

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.
2. For the FY24 Budget Yale Health moved from Academic Services to University Wide..

Table A-56
Fiscal 2024 Operating Budget
Professional Schools

(As defined in the Glossary of Terms, on page 87.)

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 Budget			
	Total	Total	Total	Non-GA	GA	Total	Non-GA	GA	Total	
	Revenue									
1	Tuition, Room and Board - Gross	186.6	183.8	204.1	27.2	191.8	218.9	27.0	197.3	224.3
2	Tuition Discount	(69.8)	(78.0)	(83.3)	(32.9)	(63.2)	(96.1)	(40.5)	(65.9)	(106.4)
3	Tuition, Room & Board - Net	116.7	105.8	120.8	(5.7)	128.6	122.9	(13.5)	131.5	117.9
4	Grant and Contract Income	17.4	18.0	22.3	20.2	2.6	22.8	28.5	2.8	31.2
5	Medical Services Income	0.5	0.9	0.5	0.9	-	0.9	0.8	-	0.8
6	Gifts	56.7	58.1	66.9	23.5	28.4	51.9	28.0	29.9	58.0
7	Endowment Income	232.7	246.6	260.0	125.9	164.5	290.4	143.9	185.1	329.0
8	Other Income	33.8	26.6	30.5	19.3	7.5	26.9	23.9	7.6	31.5
9	Total External Revenue	457.8	456.0	500.9	184.2	331.5	515.7	211.6	356.8	568.4
	Expense									
10	Total Salaries & Benefits	260.8	259.4	277.5	112.8	200.5	313.3	127.5	215.1	342.7
11	Fellowships	10.5	11.0	13.1	9.4	6.7	16.1	9.4	7.2	16.6
12	Non-Salary Expenses	82.4	54.5	79.7	59.0	45.5	104.5	65.4	54.2	119.6
13	Interest / CRC / Other Amortization	32.9	32.5	39.5	3.3	33.0	36.3	3.8	36.0	39.8
14	Allocation of Central Services	73.3	76.4	85.0	2.9	85.4	88.3	4.6	89.7	94.2
15	Allocation of Other Costs	7.9	7.9	8.3	0.7	6.9	7.6	0.9	7.7	8.7
16	Other Expenses	207.1	182.3	225.8	75.3	177.5	252.8	84.1	194.8	279.0
17	Total Expenses before Internal Revenue	467.9	441.8	503.2	188.1	378.0	566.1	211.6	410.0	621.6
18	Internal Revenue	(3.6)	(2.2)	(3.0)	(0.6)	(3.7)	(4.3)	(0.6)	(4.4)	(4.9)
19	Total Expenses Net of Internal Revenue	464.2	439.6	500.2	187.4	374.4	561.8	211.1	405.6	616.7
20	Operating Results	(6.4)	16.3	0.7	(3.3)	(42.8)	(46.1)	0.5	(48.8)	(48.3)
21	Total Fund Transfers	36.1	27.6	32.7	(3.6)	42.8	39.3	(5.7)	48.8	43.1
22	Net Results - Add to/(Use of) Fund Balances	29.7	44.0	33.4	(6.8)	-	(6.8)	(5.2)	-	(5.2)

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

Table A-57
Fiscal 2024 Operating Budget
School of Architecture

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 Budget			
	Total	Total	Total	Non-GA	GA	Total	Non-GA	GA	Total	
	Revenue									
1	Tuition, Room and Board - Gross	11.3	11.1	13.1	-	15.1	15.1	-	14.5	14.5
2	Tuition Discount	(5.2)	(6.1)	(7.3)	(2.7)	(5.6)	(8.2)	(3.6)	(5.1)	(8.7)
3	Tuition, Room & Board - Net	6.1	5.0	5.8	(2.7)	9.5	6.8	(3.6)	9.4	5.7
4	Grant and Contract Income	0.1	0.2	0.1	0.1	-	0.1	0.1	-	0.1
5	Medical Services Income	-	-	-	-	-	-	-	-	-
6	Gifts	1.0	0.8	0.6	0.4	0.1	0.4	0.5	0.1	0.6
7	Endowment Income	12.3	13.2	13.9	10.5	4.7	15.2	11.7	5.2	16.9
8	Other Income	0.7	0.5	0.3	0.2	0.1	0.3	0.2	0.1	0.3
9	Total External Revenue	20.1	19.7	20.7	8.5	14.3	22.8	8.9	14.7	23.5
	Expense									
10	Total Salaries & Benefits	10.7	9.9	10.9	6.1	5.8	12.0	6.5	6.7	13.2
11	Fellowships	-	-	0.2	0.1	0.7	0.9	0.1	0.7	0.9
12	Non-Salary Expenses	3.4	2.4	3.5	2.7	2.0	4.7	2.8	1.8	4.6
13	Interest / CRC / Other Amortization	2.5	2.5	2.8	-	2.8	2.8	-	3.0	3.0
14	Allocation of Central Services	3.8	4.7	5.3	-	5.4	5.5	-	5.8	5.8
15	Allocation of Other Costs	0.4	0.4	0.4	-	0.5	0.5	-	0.5	0.5
16	Other Expenses	10.1	10.1	12.3	2.9	11.5	14.4	3.0	11.8	14.9
17	Total Expenses before Internal Revenue	20.8	20.0	23.2	9.0	17.4	26.4	9.6	18.5	28.1
18	Internal Revenue	-	-	-	-	-	-	-	-	-
19	Total Expenses Net of Internal Revenue	20.8	20.0	23.2	9.0	17.4	26.4	9.6	18.5	28.1
20	Operating Results	(0.8)	(0.3)	(2.5)	(0.6)	(3.0)	(3.6)	(0.7)	(3.8)	(4.5)
21	Total Fund Transfers	1.8	2.3	2.5	0.2	3.0	3.3	0.2	3.8	4.0
22	Net Results - Add to/(Use of) Fund Balances	1.0	2.0	-	(0.4)	-	(0.4)	(0.5)	-	(0.5)

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

Table A-58
Fiscal 2024 Operating Budget
School of Art

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 Budget			
	Total	Total	Total	Non-GA	GA	Total	Non-GA	GA	Total	
	Revenue									
1	Tuition, Room and Board - Gross	5.1	4.1	5.1	-	5.6	5.6	-	5.7	5.7
2	Tuition Discount	(3.4)	(3.2)	(3.6)	(1.2)	(2.6)	(3.8)	(1.5)	(2.5)	(4.0)
3	Tuition, Room & Board - Net	1.7	0.9	1.4	(1.2)	3.0	1.8	(1.5)	3.2	1.7
4	Grant and Contract Income	-	-	-	-	-	-	-	-	-
5	Medical Services Income	-	-	-	-	-	-	-	-	-
6	Gifts	0.8	0.3	0.6	0.2	-	0.2	0.2	-	0.2
7	Endowment Income	4.5	4.8	4.9	2.4	3.0	5.4	2.6	3.3	5.9
8	Other Income	0.3	0.3	0.3	0.2	0.1	0.3	0.2	0.1	0.3
9	Total External Revenue	7.4	6.3	7.3	1.5	6.2	7.7	1.5	6.6	8.1
	Expense									
10	Total Salaries & Benefits	5.7	5.7	5.6	0.4	6.4	6.8	0.7	7.8	8.5
11	Fellowships	-	-	0.1	-	-	-	-	-	-
12	Non-Salary Expenses	1.4	1.2	1.6	1.3	0.8	2.1	1.3	1.3	2.6
13	Interest / CRC / Other Amortization	4.0	4.1	4.5	-	4.5	4.5	-	4.8	4.8
14	Allocation of Central Services	3.7	4.6	4.8	-	4.7	4.7	-	5.8	5.8
15	Allocation of Other Costs	0.3	0.2	0.2	-	0.3	0.3	-	0.3	0.3
16	Other Expenses	9.4	10.1	11.2	1.3	10.2	11.5	1.4	12.2	13.6
17	Total Expenses before Internal Revenue	15.0	15.9	16.9	1.7	16.6	18.3	2.1	20.0	22.1
18	Internal Revenue	-	-	-	-	-	-	-	-	-
19	Total Expenses Net of Internal Revenue	15.0	15.9	16.9	1.7	16.6	18.3	2.1	20.0	22.1
20	Operating Results	(7.7)	(9.6)	(9.6)	(0.2)	(10.4)	(10.6)	(0.6)	(13.4)	(14.0)
21	Total Fund Transfers	8.9	9.7	10.8	0.1	10.4	10.6	0.1	13.4	13.5
22	Net Results - Add to/(Use of) Fund Balances	1.3	0.2	1.2	(0.1)	-	(0.1)	(0.5)	-	(0.5)

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

Table A-59
Fiscal 2024 Operating Budget
School of Divinity

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 Budget			
	Total	Total	Total	Non-GA	GA	Total	Non-GA	GA	Total	
	Revenue									
1	Tuition, Room and Board - Gross	9.5	9.2	8.5	-	9.5	9.5	-	9.7	9.7
2	Tuition Discount	(7.0)	(7.2)	(7.0)	-	(8.8)	(8.8)	-	(9.4)	(9.4)
3	Tuition, Room & Board - Net	2.5	2.0	1.5	-	0.7	0.7	-	0.3	0.3
4	Grant and Contract Income	0.4	0.3	0.8	1.3	-	1.3	2.2	0.1	2.3
5	Medical Services Income	-	-	-	-	-	-	-	-	-
6	Gifts	2.7	3.2	2.0	1.0	0.7	1.7	0.9	0.8	1.7
7	Endowment Income	22.4	23.5	24.3	1.5	25.4	26.9	2.1	27.5	29.6
8	Other Income	1.7	1.9	1.6	0.1	1.3	1.4	0.1	1.2	1.3
9	Total External Revenue	29.8	30.9	30.3	3.8	28.0	31.9	5.4	29.9	35.3
	Expense									
10	Total Salaries & Benefits	12.4	11.7	12.3	3.1	12.0	15.1	3.7	12.6	16.3
11	Fellowships	0.3	0.3	0.4	-	0.4	0.4	-	0.4	0.4
12	Non-Salary Expenses	7.3	1.6	2.7	0.7	2.3	3.0	1.1	2.4	3.6
13	Interest / CRC / Other Amortization	2.0	1.9	2.0	-	2.0	2.0	-	2.3	2.3
14	Allocation of Central Services	7.5	7.6	7.9	0.1	8.0	8.0	-	8.2	8.2
15	Allocation of Other Costs	0.8	0.7	0.7	-	1.0	1.0	-	0.8	0.8
16	Other Expenses	17.8	12.1	13.7	0.7	13.7	14.4	1.1	14.2	15.3
17	Total Expenses before Internal Revenue	30.3	23.9	26.0	3.8	25.8	29.5	4.8	26.8	31.6
18	Internal Revenue	-	(0.2)	(0.1)	(0.1)	-	(0.1)	-	(0.2)	(0.2)
19	Total Expenses Net of Internal Revenue	30.3	23.7	25.9	3.6	25.8	29.4	4.8	26.6	31.4
20	Operating Results	(0.5)	7.2	4.4	0.2	2.3	2.5	0.6	3.3	3.9
21	Total Fund Transfers	1.3	0.2	(5.0)	2.7	(2.3)	0.4	3.5	(3.3)	0.2
22	Net Results - Add to/(Use of) Fund Balances	0.8	7.4	(0.6)	2.8	-	2.8	4.1	-	4.1

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

Table A-60
Fiscal 2024 Operating Budget
David Geffen School of Drama at Yale

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 Budget			
	Total	Total	Total	Non-GA	GA	Total	Non-GA	GA	Total	
	Revenue									
1	Tuition, Room and Board - Gross	6.4	6.5	6.2	-	7.0	7.0	-	7.8	7.8
2	Tuition Discount	(5.3)	(6.2)	(8.2)	(4.9)	(4.6)	(9.5)	(7.0)	(4.1)	(11.0)
3	Tuition, Room & Board - Net	1.1	0.3	(2.0)	(4.9)	2.4	(2.5)	(7.0)	3.8	(3.2)
4	Grant and Contract Income	0.1	-	0.2	0.2	-	0.2	0.1	-	0.1
5	Medical Services Income	-	-	-	-	-	-	-	-	-
6	Gifts	1.6	2.1	4.0	1.3	0.2	1.5	1.2	0.2	1.4
7	Endowment Income	12.3	12.2	13.3	4.5	10.7	15.1	5.7	11.6	17.4
8	Other Income	0.9	0.1	0.6	-	0.7	0.7	-	0.7	0.7
9	Total External Revenue	16.0	14.7	16.1	1.0	14.0	14.9	-	16.2	16.3
	Expense									
10	Total Salaries & Benefits	18.1	16.8	19.4	0.4	21.4	21.8	0.6	21.6	22.2
11	Fellowships	0.1	0.1	0.1	-	0.1	0.1	-	0.1	0.1
12	Non-Salary Expenses	5.5	2.2	5.5	2.6	2.2	4.8	1.7	4.6	6.3
13	Interest / CRC / Other Amortization	2.9	3.0	3.2	-	3.3	3.3	-	3.7	3.7
14	Allocation of Central Services	4.1	4.4	5.1	-	5.1	5.1	-	5.2	5.2
15	Allocation of Other Costs	0.4	0.4	0.4	-	0.4	0.4	-	0.5	0.5
16	Other Expenses	12.9	10.0	14.4	2.6	11.1	13.7	1.7	14.1	15.9
17	Total Expenses before Internal Revenue	31.1	26.8	33.7	3.1	32.5	35.6	2.3	35.8	38.1
18	Internal Revenue	-	-	-	-	-	-	-	-	-
19	Total Expenses Net of Internal Revenue	31.0	26.8	33.7	3.1	32.5	35.6	2.3	35.7	38.1
20	Operating Results	(15.0)	(12.1)	(17.6)	(2.1)	(18.5)	(20.6)	(2.3)	(19.5)	(21.8)
21	Total Fund Transfers	16.4	16.1	19.0	0.2	18.5	18.8	(0.7)	19.5	18.9
22	Net Results - Add to/(Use of) Fund Balances	1.4	3.9	1.4	(1.9)	-	(1.9)	(3.0)	-	(3.0)

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

Table A-61
Fiscal 2024 Operating Budget
School of the Environment

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 Budget			
	Total	Total	Total	Non-GA	GA	Total	Non-GA	GA	Total	
	Revenue									
1	Tuition, Room and Board - Gross	13.3	13.4	15.7	-	15.5	15.5	-	17.1	17.1
2	Tuition Discount	(6.5)	(6.7)	(8.4)	(1.9)	(7.1)	(9.0)	(3.1)	(8.2)	(11.3)
3	Tuition, Room & Board - Net	6.8	6.6	7.3	(1.9)	8.4	6.5	(3.1)	8.8	5.7
4	Grant and Contract Income	10.3	10.5	12.6	9.2	2.3	11.5	10.2	2.4	12.6
5	Medical Services Income	-	-	-	-	-	-	-	-	-
6	Gifts	9.2	9.3	14.1	6.0	3.5	9.4	10.2	3.4	13.6
7	Endowment Income	27.7	30.1	31.0	5.8	28.2	34.0	7.3	31.8	39.1
8	Other Income	1.9	2.4	2.3	1.9	0.2	2.0	2.1	0.1	2.2
9	Total External Revenue	55.9	58.8	67.4	20.9	42.6	63.5	26.6	46.6	73.2
	Expense									
10	Total Salaries & Benefits	27.1	29.2	33.3	13.7	23.1	36.8	16.5	24.1	40.6
11	Fellowships	2.2	2.6	3.5	1.2	2.4	3.6	1.8	2.9	4.7
12	Non-Salary Expenses	9.4	7.5	10.3	10.0	3.7	13.7	10.6	3.8	14.4
13	Interest / CRC / Other Amortization	3.1	3.2	7.2	-	3.3	3.3	-	3.7	3.7
14	Allocation of Central Services	8.0	8.5	9.5	-	9.4	9.4	-	10.7	10.7
15	Allocation of Other Costs	0.6	0.6	0.7	0.1	0.6	0.7	0.1	0.7	0.8
16	Other Expenses	23.2	22.3	31.3	11.3	19.4	30.7	12.4	21.8	34.2
17	Total Expenses before Internal Revenue	50.3	51.5	64.6	25.0	42.5	67.5	29.0	45.9	74.8
18	Internal Revenue	0.1	(0.1)	(0.1)	(0.2)	0.1	(0.2)	(0.3)	0.1	(0.2)
19	Total Expenses Net of Internal Revenue	50.4	51.4	64.4	24.8	42.5	67.3	28.7	45.9	74.6
20	Operating Results	5.5	7.4	2.9	(3.9)	0.1	(3.8)	(2.1)	0.7	(1.4)
21	Total Fund Transfers	1.9	1.0	2.5	1.3	(0.1)	1.2	1.4	(0.7)	0.7
22	Net Results - Add to/(Use of) Fund Balances	7.3	8.4	5.5	(2.6)	-	(2.6)	(0.7)	-	(0.7)

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

Table A-62
Fiscal 2024 Operating Budget
Jackson School of Global Affairs

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 Budget			
	Total	Total	Total	Non-GA	GA	Total	Non-GA	GA	Total	
	Revenue									
1	Tuition, Room and Board - Gross	2.6	2.9	3.6	4.3	-	4.3	4.9	-	4.9
2	Tuition Discount	(1.9)	(2.3)	(2.9)	(3.9)	-	(3.9)	(4.5)	-	(4.5)
3	Tuition, Room & Board - Net	0.7	0.6	0.7	0.4	-	0.4	0.4	-	0.4
4	Grant and Contract Income	0.1	-	0.2	-	-	-	-	-	-
5	Medical Services Income	-	-	-	-	-	-	-	-	-
6	Gifts	1.8	0.8	1.3	0.8	-	0.8	1.0	-	1.0
7	Endowment Income	12.9	14.5	16.4	20.6	-	20.6	25.5	-	25.5
8	Other Income	0.2	-	0.1	0.1	-	0.1	0.1	-	0.1
9	Total External Revenue	15.6	16.0	18.6	21.8	-	21.8	26.9	-	26.9
	Expense									
10	Total Salaries & Benefits	8.5	11.0	11.5	14.8	0.5	15.3	16.2	-	16.2
11	Fellowships	1.2	1.2	1.3	1.9	0.1	1.9	2.1	-	2.1
12	Non-Salary Expenses	2.2	1.4	2.4	4.3	0.1	4.5	5.6	-	5.6
13	Interest / CRC / Other Amortization	0.4	0.4	0.5	0.6	-	0.6	1.1	-	1.1
14	Allocation of Central Services	0.2	0.2	0.2	2.4	-	2.4	4.0	-	4.0
15	Allocation of Other Costs	0.4	0.4	0.4	0.3	-	0.3	0.4	-	0.4
16	Other Expenses	4.4	3.5	4.8	9.5	0.2	9.7	13.3	-	13.3
17	Total Expenses before Internal Revenue	12.9	14.5	16.4	24.3	0.7	25.0	29.5	-	29.5
18	Internal Revenue	-	-	-	-	-	-	(0.1)	-	(0.1)
19	Total Expenses Net of Internal Revenue	12.9	14.5	16.4	24.3	0.7	25.0	29.4	-	29.4
20	Operating Results	2.7	1.4	2.3	(2.5)	(0.7)	(3.2)	(2.5)	-	(2.5)
21	Total Fund Transfers	(0.2)	(0.4)	(0.4)	0.3	0.7	1.0	0.3	-	0.3
22	Net Results - Add to/(Use of) Fund Balances	2.5	1.1	1.9	(2.1)	-	(2.1)	(2.2)	-	(2.2)

Notes: 1. Financial activity with an absolute value less than \$50,000 will appear as "-" due to rounding.
2. Historical information has been restated to reflect the current planning unit hierarchy and may not match last year's exhibit.

Table A-63
Fiscal 2024 Operating Budget
School of Law

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 Budget			
	Total	Total	Total	Non-GA	GA	Total	Non-GA	GA	Total	
	Revenue									
1	Tuition, Room and Board - Gross	43.3	43.8	46.7	-	45.6	45.6	-	47.5	47.5
2	Tuition Discount	(17.3)	(19.8)	(19.4)	(5.2)	(15.1)	(20.3)	(7.2)	(16.5)	(23.7)
3	Tuition, Room & Board - Net	25.9	24.0	27.3	(5.2)	30.5	25.2	(7.2)	31.0	23.8
4	Grant and Contract Income	0.9	1.0	1.4	2.1	0.1	2.1	0.9	0.1	0.9
5	Medical Services Income	-	-	-	-	-	-	-	-	-
6	Gifts	21.3	20.7	18.2	5.3	6.7	11.9	4.4	6.9	11.3
7	Endowment Income	74.2	78.8	83.0	54.3	37.9	92.2	58.9	42.5	101.4
8	Other Income	4.5	4.5	4.5	2.1	2.3	4.4	2.7	2.6	5.2
9	Total External Revenue	126.9	129.1	134.4	58.5	77.4	135.9	59.7	83.0	142.7
	Expense									
10	Total Salaries & Benefits	67.9	66.2	69.6	39.8	37.3	77.1	43.8	39.7	83.5
11	Fellowships	4.0	3.9	4.5	5.4	0.5	5.9	4.8	0.4	5.3
12	Non-Salary Expenses	15.6	12.1	18.5	11.6	10.2	21.8	10.8	11.4	22.2
13	Interest / CRC / Other Amortization	8.1	8.0	8.9	-	8.9	8.9	-	9.5	9.5
14	Allocation of Central Services	17.5	17.3	19.8	0.1	20.8	20.8	-	21.0	21.0
15	Allocation of Other Costs	1.2	1.3	1.3	-	1.3	1.3	-	1.9	1.9
16	Other Expenses	46.4	42.6	53.0	17.1	41.6	58.7	15.6	44.1	59.8
17	Total Expenses before Internal Revenue	114.3	108.8	122.6	56.9	78.9	135.8	59.5	83.8	143.3
18	Internal Revenue	(0.7)	(0.6)	(0.9)	-	(1.2)	(1.2)	-	(0.8)	(0.8)
19	Total Expenses Net of Internal Revenue	113.7	108.2	121.7	56.9	77.7	134.5	59.5	83.0	142.4
20	Operating Results	13.2	20.9	12.6	1.6	(0.3)	1.4	0.2	-	0.2
21	Total Fund Transfers	1.5	(5.2)	2.3	(0.3)	0.3	(0.1)	0.4	-	0.4
22	Net Results - Add to/(Use of) Fund Balances	14.7	15.6	15.0	1.3	-	1.3	0.6	-	0.6

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

Table A-64
Fiscal 2024 Operating Budget
School of Management

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 Budget			
	Total	Total	Total	Non-GA	GA	Total	Non-GA	GA	Total	
	Revenue									
1	Tuition, Room and Board - Gross	69.4	66.7	79.6	-	86.2	86.2	-	87.5	87.5
2	Tuition Discount	(12.3)	(15.4)	(15.1)	-	(19.4)	(19.4)	-	(20.1)	(20.1)
3	Tuition, Room & Board - Net	57.2	51.3	64.4	-	66.8	66.8	-	67.4	67.4
4	Grant and Contract Income	3.4	3.4	3.5	2.1	0.2	2.3	1.7	0.2	1.9
5	Medical Services Income	-	-	-	-	-	-	-	-	-
6	Gifts	15.8	17.5	21.4	5.6	17.1	22.8	6.1	18.5	24.7
7	Endowment Income	40.2	42.1	44.1	0.7	48.6	49.3	1.1	56.6	57.7
8	Other Income	21.6	15.5	18.8	13.4	2.6	16.0	16.8	2.5	19.3
9	Total External Revenue	138.2	129.8	152.2	21.9	135.3	157.2	25.7	145.2	170.9
	Expense									
10	Total Salaries & Benefits	80.6	80.3	85.1	5.8	86.2	92.0	6.4	94.3	100.7
11	Fellowships	2.2	2.7	2.5	-	2.5	2.5	-	2.6	2.6
12	Non-Salary Expenses	32.2	22.2	29.5	15.3	24.2	39.5	15.5	28.9	44.5
13	Interest / CRC / Other Amortization	5.9	6.2	6.9	-	6.8	6.8	-	7.2	7.2
14	Allocation of Central Services	18.5	18.5	21.8	-	20.9	20.9	-	21.9	21.9
15	Allocation of Other Costs	1.7	1.5	1.7	-	1.8	1.8	-	1.9	1.9
16	Other Expenses	60.5	51.1	62.4	15.3	56.1	71.4	15.5	62.5	78.1
17	Total Expenses before Internal Revenue	141.1	131.4	147.6	21.2	142.3	163.4	22.0	156.8	178.8
18	Internal Revenue	(2.7)	(0.6)	(0.8)	-	(1.7)	(1.7)	-	(2.5)	(2.5)
19	Total Expenses Net of Internal Revenue	138.4	130.9	146.8	21.2	140.5	161.7	22.0	154.3	176.3
20	Operating Results	(0.2)	(1.0)	5.5	0.7	(5.2)	(4.5)	3.7	(9.1)	(5.4)
21	Total Fund Transfers	2.9	3.8	(0.1)	(1.7)	5.2	3.5	(4.4)	9.1	4.7
22	Net Results - Add to/(Use of) Fund Balances	2.7	2.8	5.4	(1.0)	-	(1.0)	(0.6)	-	(0.6)

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

Table A-65
Fiscal 2024 Operating Budget
School of Music

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 Budget			
	Total	Total	Total	Non-GA	GA	Total	Non-GA	GA	Total	
	Revenue									
1	Tuition, Room and Board - Gross	6.6	6.8	7.3	0.6	7.4	7.9	0.6	7.6	8.2
2	Tuition Discount	(7.0)	(7.1)	(7.6)	(8.5)	-	(8.5)	(9.3)	-	(9.3)
3	Tuition, Room & Board - Net	(0.4)	(0.3)	(0.3)	(8.0)	7.4	(0.6)	(8.7)	7.6	(1.1)
4	Grant and Contract Income	-	-	-	-	-	-	-	-	-
5	Medical Services Income	-	-	-	-	-	-	-	-	-
6	Gifts	0.9	1.4	1.1	1.1	0.1	1.1	0.5	0.1	0.6
7	Endowment Income	19.7	20.6	21.5	17.6	6.0	23.6	19.4	6.5	26.0
8	Other Income	1.0	0.5	0.7	0.5	0.3	0.8	0.7	0.3	1.0
9	Total External Revenue	21.3	22.1	22.9	11.2	13.7	25.0	11.9	14.5	26.4
	Expense									
10	Total Salaries & Benefits	12.3	12.5	12.2	5.7	7.9	13.6	6.2	8.3	14.5
11	Fellowships	-	0.1	-	0.1	-	0.1	0.1	-	0.1
12	Non-Salary Expenses	2.7	1.2	2.4	3.0	-	3.0	3.7	-	3.7
13	Interest / CRC / Other Amortization	2.7	2.2	2.2	2.7	-	2.7	2.6	0.2	2.9
14	Allocation of Central Services	5.3	5.4	5.2	-	5.4	5.4	-	5.4	5.4
15	Allocation of Other Costs	0.5	0.5	0.5	-	0.4	0.4	-	0.5	0.5
16	Other Expenses	11.3	9.3	10.3	5.8	5.8	11.6	6.5	6.1	12.6
17	Total Expenses before Internal Revenue	23.6	21.8	22.5	11.5	13.7	25.3	12.6	14.5	27.1
18	Internal Revenue	(0.3)	(0.6)	(0.9)	-	(0.8)	(0.8)	(0.1)	(0.9)	(0.9)
19	Total Expenses Net of Internal Revenue	23.3	21.2	21.6	11.5	13.0	24.4	12.6	13.6	26.1
20	Operating Results	(2.0)	0.9	1.3	(0.2)	0.8	0.5	(0.7)	0.9	0.3
21	Total Fund Transfers	1.3	0.1	(0.3)	0.2	(0.8)	(0.5)	0.4	(0.9)	(0.6)
22	Net Results - Add to/(Use of) Fund Balances	(0.7)	1.0	1.0	-	-	-	(0.3)	-	(0.3)

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

Table A-66
Fiscal 2024 Operating Budget
School of Nursing

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 Budget			
	Total	Total	Total	Non-GA	GA	Total	Non-GA	GA	Total	
	Revenue									
1	Tuition, Room and Board - Gross	19.1	19.4	18.4	22.3	-	22.3	21.5	-	21.5
2	Tuition Discount	(4.1)	(4.0)	(3.8)	(4.4)	-	(4.4)	(4.3)	-	(4.3)
3	Tuition, Room & Board - Net	15.1	15.4	14.6	17.9	-	17.9	17.3	-	17.3
4	Grant and Contract Income	2.1	2.6	3.5	5.4	-	5.4	13.3	-	13.3
5	Medical Services Income	0.5	0.9	0.5	0.9	-	0.9	0.8	-	0.8
6	Gifts	1.7	2.0	3.7	2.0	-	2.0	3.0	-	3.0
7	Endowment Income	6.5	6.9	7.5	8.1	-	8.1	9.6	-	9.6
8	Other Income	0.9	0.8	1.2	0.8	-	0.8	1.0	-	1.0
9	Total External Revenue	26.8	28.6	30.9	35.1	-	35.1	45.0	-	45.0
	Expense									
10	Total Salaries & Benefits	17.4	16.1	17.4	22.8	-	22.8	26.9	-	26.9
11	Fellowships	0.5	0.3	0.5	0.7	-	0.7	0.5	-	0.5
12	Non-Salary Expenses	2.8	2.8	3.3	7.4	-	7.4	12.2	-	12.2
13	Interest / CRC / Other Amortization	1.3	1.0	1.3	-	1.4	1.4	-	1.4	1.4
14	Allocation of Central Services	4.7	5.2	5.4	0.3	5.8	6.1	0.4	5.8	6.1
15	Allocation of Other Costs	1.7	1.8	1.9	0.3	0.7	1.0	0.4	0.7	1.1
16	Other Expenses	11.1	11.1	12.4	8.7	7.8	16.5	13.5	7.9	21.4
17	Total Expenses before Internal Revenue	28.4	27.2	29.8	31.5	7.8	39.3	40.4	7.9	48.3
18	Internal Revenue	-	(0.1)	(0.2)	(0.2)	-	(0.2)	(0.2)	-	(0.2)
19	Total Expenses Net of Internal Revenue	28.5	27.0	29.6	31.3	7.8	39.1	40.2	7.9	48.1
20	Operating Results	(1.7)	1.6	1.3	3.8	(7.8)	(4.0)	4.8	(7.9)	(3.1)
21	Total Fund Transfers	0.4	0.1	1.3	(6.6)	7.8	1.2	(7.0)	7.9	0.9
22	Net Results - Add to/(Use of) Fund Balances	(1.3)	1.6	2.7	(2.9)	-	(2.9)	(2.2)	-	(2.2)

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

Table A-67
Fiscal 2024 Operating Budget
School of Medicine*

(\$ Millions)

Row	A	B	C	D	E	F	G	H	I	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget			FY24 Budget			
	Total	Total	Total	Non-GA	GA	Total	Non-GA	GA	Total	
	Revenue									
1	Tuition, Room and Board - Gross	71.4	73.9	87.7	102.1	-	102.1	98.4	-	98.4
2	Tuition Discount	(38.8)	(42.6)	(49.1)	(52.3)	-	(52.3)	(51.9)	-	(51.9)
3	Tuition, Room & Board - Net	32.5	31.4	38.6	49.9	-	49.9	46.6	-	46.6
4	Grant and Contract Income	670.0	715.6	787.5	814.4	-	814.4	875.1	-	875.1
5	Medical Services Income	1,066.2	1,226.1	1,296.3	1,407.4	-	1,407.4	1,504.9	-	1,504.9
6	Gifts	33.5	37.5	40.1	32.6	-	32.7	33.8	-	33.8
7	Endowment Income	144.1	150.7	155.6	170.3	-	170.3	191.8	-	191.8
8	Other Income	57.7	160.3	61.1	48.9	-	48.9	58.1	-	58.1
9	Total External Revenue	2,004.0	2,321.6	2,379.3	2,523.6	-	2,523.6	2,710.2	-	2,710.2
	Expense									
10	Total Salaries & Benefits	1,329.5	1,392.9	1,505.4	1,598.7	5.8	1,604.5	1,765.7	5.7	1,771.4
11	Fellowships	35.5	36.4	38.1	35.9	-	35.9	35.7	-	35.7
12	Non-Salary Expenses	537.9	550.0	598.2	622.6	0.4	623.0	646.1	0.4	646.5
13	Interest / CRC / Other Amortization	60.1	66.2	68.6	78.2	0.4	78.6	82.3	-	82.4
14	Allocation of Central Services	187.9	197.8	213.6	221.2	-	221.2	227.9	-	227.9
15	Allocation of Other Costs	23.5	30.7	34.7	39.8	(1.5)	38.3	39.3	(1.5)	37.8
16	Other Expenses	844.9	881.1	953.2	997.7	(0.7)	997.0	1,031.3	(1.1)	1,030.3
17	Total Expenses before Internal Revenue	2,174.4	2,274.0	2,458.6	2,596.4	5.1	2,601.5	2,797.1	4.6	2,801.7
18	Internal Revenue	(94.4)	(93.5)	(106.7)	(109.6)	-	(109.6)	(129.6)	-	(129.6)
19	Total Expenses Net of Internal Revenue	2,080.0	2,180.5	2,351.9	2,486.8	5.1	2,491.9	2,667.5	4.6	2,672.1
20	Operating Results	(76.0)	141.1	27.4	36.8	(5.0)	31.7	42.7	(4.6)	38.1
21	Total Fund Transfers	36.8	28.0	26.4	17.3	5.0	22.3	17.4	4.6	21.9
22	Net Results - Add to/(Use of) Fund Balances	(39.2)	169.1	53.7	54.0	-	54.0	60.1	-	60.1

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 2024 Operating Budget: Grants & Contracts
Yale University

	A	B	C	D
(\$ Thousands)	FY24 Budget	FY23 Budget	FY24 Budget vs FY23 Budget Better/(Worse)	
Indirect Cost Recoveries				
Row				
1 Arts & Sciences and Engineering	44,881	41,283	3,598	8.7%
2 School of Medicine	228,624	212,366	16,258	7.7%
3 Professional Schools	7,248	4,129	3,119	75.5%
4 Other Departments	235	226	9	4.0%
5 Total Indirect Cost Recoveries	280,988	258,004	22,984	8.9%
Direct Expenditures				
6 Arts & Sciences and Engineering	103,447	96,656	6,791	7.0%
7 School of Medicine	646,458	602,056	44,401	7.4%
8 Professional Schools	24,001	18,652	5,349	28.7%
9 Other Departments	14,210	11,018	3,192	29.0%
10 Total Direct Expenditures	788,115	728,382	59,733	8.2%
11 Total Grants and Contracts	1,069,103	986,386	82,717	8.4%
Average Indirect Cost Recovery Rate				
12 Arts & Sciences and Engineering	43%	43%	0.7%	
13 School of Medicine	35%	35%	0.1%	
14 Professional Schools	30%	22%	8.1%	
15 Other Departments	2%	2%	(0.4%)	
Total Cost Recovery Rate	36%	35%	0.2%	

Note: Historical information has been restated to reflect the current planning unit hierarchy and may not match last year's exhibit.

Table B-2
Fiscal 2024 Budget: Contributions (Gifts)
Yale University

Row	A			B			C			D			E			F			G			H			I		
	FY24 Budget									FY23 Budget									FY24 Budget vs. FY23 Budget Better/(Worse)								
(\$ Thousands)	Centrally-Supported	Self-Supported	Total	Centrally-Supported	Self-Supported	Total	Centrally-Supported	Self-Supported	Total	Centrally-Supported	Self-Supported	Total	Centrally-Supported	Self-Supported	Total	Centrally-Supported	Self-Supported	Total	Centrally-Supported	Self-Supported	Total	Centrally-Supported	Self-Supported	Total			
	Operating Budget																										
1	Current Use Unrestricted Gifts (GA)	51,195	29,627	80,822	52,875	28,033	80,908	(1,680)	1,594	(86)																	
2	Current Use Restricted Gifts (Non-GA)	46,551	59,405	105,956	71,237	52,500	123,737	(24,686)	6,905	(17,781)																	
3	Total Operating Budget	97,747	89,032	186,779	124,112	80,533	204,645	(26,365)	8,499	(17,866)																	
	Non-Operating Budget																										
4	Facilities - Renovations Gifts	25,817	2,000	27,817	50,035	2,020	52,055	(24,217)	(20)	(24,237)																	
5	Facilities - New Buildings Gifts	35,731	3,613	39,344	2,494	4,500	6,994	33,236	(887)	32,349																	
6	Endowment Gifts	176,748	132,652	309,400	169,950	163,578	333,528	6,798	(30,926)	(24,128)																	
7	Total Non-Operating Budget	238,296	138,265	376,561	222,479	170,098	392,577	15,817	(31,833)	(16,016)																	
8	Total Contributions	336,043	227,297	563,340	346,591	250,631	597,222	(10,548)	(23,334)	(33,882)																	

Notes:

1. FY24 Budget for Current Use activity is based on historical trends applied to FY23 projected actuals, with an upward adjustment for Campaign related activity. The Current Use Unrestricted budget is flat, while Current Use Restricted is down by \$17.8M.

Table B-3
Fiscal 2023 Budget vs. Fiscal 2024 Budget: FTEs & Salaries
Yale University

Row	(\$ Thousands)	FTEs				Salaries			
		FY23 Budget	FY24 Budget	Increase / (Decrease)	Increase / (Decrease) %	FY23 Budget	FY24 Budget	Increase / (Decrease)	Increase / (Decrease) %
	Faculty								
1	School of Medicine	3,118	3,129	11	0.3%	825,422	901,973	76,551	9.3%
2	Professional Schools	649	666	17	2.6%	141,331	150,912	9,582	6.8%
3	Arts & Sciences and Engineering	1,077	1,098	20	1.9%	196,276	211,213	14,936	7.6%
4	All Other	117	119	2	1.5%	30,986	31,361	375	1.2%
5	Total Faculty	4,962	5,012	50	1.0%	1,194,014	1,295,459	101,445	8.5%
6	Post Docs	1,550	1,757	207	13.4%	81,590	94,630	13,039	16.0%
7	Staff								
8	School of Medicine	4,146	4,440	295	7.1%	339,896	380,794	40,898	12.0%
9	Professional Schools	916	1,000	84	9.1%	87,076	96,469	9,394	10.8%
10	Arts & Sciences and Engineering	655	696	41	6.2%	58,895	64,654	5,759	9.8%
11	Academic Services	658	708	50	7.6%	71,229	80,248	9,019	12.7%
12	Institutes & Collections	984	1,006	22	2.2%	85,558	91,886	6,328	7.4%
13	Operations	2,793	2,868	75	2.7%	263,372	281,857	18,486	7.0%
14	Governance	694	721	27	3.9%	92,061	100,684	8,623	9.4%
15	University Wide	421	440	20	4.7%	54,994	61,883	6,889	12.5%
16	Total Central Campus	6,204	6,439	235	3.8%	626,109	681,212	55,104	8.8%
17	Total Staff	11,267	11,880	613	5.4%	1,053,080	1,158,476	105,396	10.0%
18	Total Employees	17,778	18,648	870	4.9%	2,328,685	2,548,565	219,880	9.4%

¹ Includes M&P, C&T, S&M, Security & Police; Excludes Others, Students, and Casuals, as well as Agencies.

² FY23 FTE restated for updates in planning unit heirarchy

Table C-1
Fiscal 2024 Approved Capital Budget
Yale University

		A	B	C	D	E	F	G	H
		Authorizations	Disbursements						
		FY24 Budget	FY23 Budget	FY24 Budget	FY25 Plan	FY26 Plan	FY27 Plan	FY28 Plan	FY24-28 Plan
(\$ Millions)	Row								
	Central								
	1 Major Projects	244	295	282	363	424	493	465	2,026
	2 Programmatic Renovations	20	20	20	20	20	20	20	100
	3 Capital Maintenance	20	20	20	20	20	20	20	100
	4 Utilities	12	12	12	12	12	12	12	60
	5 System & Equipment	40	34	40	45	49	40	42	216
	6 Property Acquisitions	153	3	153	3	3	3	3	165
	7 Central Total	489	385	527	463	528	588	562	2,667
	8 Medicine	191	187	171	213	225	228	391	1,227
	9 West Campus	29	24	49	30	25	18	17	138
	10 Total	709	596	746	706	777	834	969	4,032
	11 Non Capitalized Costs	2	6	2	5	2	1	3	12
	12 Facilities Repair and Replacement, Cap Interest and Market Risk	35	28	35	57	72	77	87	329
	13 Adjusted Total	746	630	784	768	851	912	1,059	4,374

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 previously labeled Self-Support Schools (excluding Medicine) and Non-Self-Support Schools. It includes:

School of Architecture, School of Art, School of Divinity, David Geffen School of Drama at Yale, School of the Environment, Jackson School of Global Affairs, School of Law, School of Management, School of Music, and School of Nursing.

Central Campus: Includes Arts & Sciences and Engineering, Institutes & Collections, Academic Services¹, Governance, Operations, and University Wide².

Arts & Sciences and Engineering: Includes Yale College³, Faculty of Arts & Sciences⁴, Graduate School, and School of Engineering & Applied Science.

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

Academic Services: Includes Provost Admin, Environmental Health & Safety, Yale Ventures, Research, Educational Enrichment Initiatives, Global Strategies & International Affairs, West Campus, Other Academic Services, and MacMillan Center.

Governance: Includes President, Athletics, General Counsel, Communications, University Life & Secretary, and Alumni Affairs & Development.

Operations: Includes Facilities Operations, Utilities, Information Technology Services, Finance & Audit, Human Resources, Administrative Operations, Public Safety, Yale Hospitality, and New Haven Affairs & University Properties.

University Wide: Includes University Unrestricted, University General, and Yale Health.

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

¹ Campus Services is now referred to as Academic Services.

² University Unrestricted is now included in a new University Wide hierarchy along with University General and Yale Health.

³ Yale College refers to Yale College Operating and Yale College Tuition & Aid planning units.

⁴ Faculty of Arts & Sciences refers to Division of Faculty Salaries and Other FAS & Academic Departments planning units.

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 winter of each year. Tuition in the professional 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 School of Nursing, 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/policies-procedures/other/introduction-endowment-spending-policy>

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.

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, materials costs (such as food for the Dining Halls), minor building repairs and maintenance, and 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 2.6% 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 and 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
(\$ Millions)		FY20	FY21	FY22	FY23	FY24	FY24	FY24
Row		Actuals	Actuals	Actuals	Budget	Budget	Budget	Budget
1	University	4,273.2	4,543.8	4,876.5	5,167.6	5,575.8	1,921.0	3,654.8
2	School of Medicine	2,004.0	2,321.6	2,379.3	2,523.6	2,710.2	-	2,710.2
3	School of Architecture	20.1	19.7	20.7	22.8	23.5	14.7	8.9
4	School of Art	7.4	6.3	7.3	7.7	8.1	6.6	1.5
5	School of Divinity	29.8	30.9	30.3	31.9	35.3	29.9	5.4
6	David Geffen School of Drama at Yale	16.0	14.7	16.1	14.9	16.3	16.2	-
7	School of the Environment	55.9	58.8	67.4	63.5	73.2	46.6	26.6
8	Jackson School of Global Affairs	15.6	16.0	18.6	21.8	26.9	-	26.9
9	School of Law	126.9	129.1	134.4	135.9	142.7	83.0	59.7
10	School of Management	138.2	129.8	152.2	157.2	170.9	145.2	25.7
11	School of Music	21.3	22.1	22.9	25.0	26.4	14.5	11.9
12	School of Nursing	26.8	28.6	30.9	35.1	45.0	-	45.0
13	Professional Schools	457.8	456.0	500.9	515.7	568.4	356.8	211.6
14	Yale College	358.1	304.4	407.5	427.1	451.1	417.0	34.1
15	Graduate School	106.1	110.1	117.3	125.3	136.8	122.8	14.0
16	Faculty of Arts & Sciences	377.7	398.3	415.8	440.5	445.9	354.3	91.5
17	School of Engineering & Applied Sciences	30.7	30.1	39.9	30.5	68.3	32.1	36.2
18	Arts & Sciences and Engineering	872.6	842.9	980.6	1,023.4	1,102.1	926.2	175.9
19	University Library	109.2	114.1	116.3	127.9	138.5	24.3	114.2
20	Yale Press	22.7	25.3	28.5	26.9	27.1	0.3	26.8
21	Yale Art Gallery	32.8	35.5	35.2	37.0	41.0	6.4	34.6
22	Yale Center for British Art	26.1	27.1	28.0	30.3	33.0	-	33.0
23	Peabody Museum	10.6	10.5	8.7	11.8	13.8	4.4	9.5
24	Institute of Sacred Music	12.4	12.9	13.3	14.5	15.9	-	15.9
25	Institutes & Collections	213.8	225.4	230.1	248.5	269.4	35.4	234.0
26	Environmental Health & Safety	-	-	-	-	-	-	-
27	Yale Ventures	18.0	15.3	13.1	12.7	17.7	11.5	6.2
28	Other Academic Services	21.1	25.4	23.0	22.6	26.0	1.1	24.9
29	MacMillan Center	28.2	26.9	31.2	34.1	38.6	-	38.6
30	Provost Admin Units	47.8	64.3	59.4	67.6	74.5	12.2	62.3
31	Global Strategies & International Affairs	11.5	3.3	9.7	7.8	11.4	11.2	0.2
32	Research	3.2	24.1	13.7	16.0	9.2	1.8	7.4
33	West Campus	0.8	0.8	1.0	0.9	1.0	0.5	0.5
34	Educational Enrichment Initiatives	8.4	6.5	5.7	3.9	5.9	6.1	(0.2)
35	Academic Services	139.0	166.5	156.8	165.7	184.3	44.3	139.9
36	President	45.7	47.9	45.3	47.4	58.6	0.7	57.9
37	General Counsel	-	-	-	-	-	-	-
38	Communications	0.3	0.3	0.2	0.4	0.4	0.1	0.3
39	University Life & Secretary	6.7	6.5	6.7	7.3	7.8	3.9	3.9
40	Alumni Affairs & Development	6.5	0.7	1.1	2.2	3.2	0.4	2.7
41	Athletics	25.7	21.1	27.4	27.6	30.9	17.4	13.5
42	Governance	84.9	76.5	80.6	84.9	100.9	22.6	78.4
43	Facilities Operations	2.6	2.1	0.3	0.4	0.4	0.2	0.2
44	Utilities	11.1	12.7	15.4	12.9	16.2	16.2	-
45	New Haven Affairs & University Properties	20.0	17.3	20.7	19.4	19.7	0.2	19.5
46	Information Technology Services	0.5	0.5	0.6	0.4	0.4	0.4	-
47	Finance & Audit	20.5	7.8	9.6	15.0	17.0	5.3	11.8
48	Human Resources	0.3	0.3	0.3	0.3	0.4	0.4	-
49	Administrative Operations	17.9	7.1	10.2	15.4	20.8	12.6	8.2
50	Public Safety	0.1	0.1	0.5	0.1	0.1	-	-
51	Yale Hospitality	32.4	12.5	48.6	48.7	51.5	51.5	-
52	Operations	105.4	60.3	106.4	112.6	126.5	86.9	39.7
53	Yale Health	74.4	74.9	83.6	86.2	96.8	96.8	-
54	University General	93.4	42.9	94.3	108.4	86.9	21.7	65.2
55	University Unrestricted	227.7	276.8	263.8	298.6	330.2	330.2	-
56	University Wide	395.6	394.6	441.8	493.2	513.9	448.7	65.2
57	Central Campus	1,811.3	1,766.2	1,996.3	2,128.2	2,297.2	1,564.2	733.0

Appendix II-2

		A	B	C	D	E	F	G
Total Salaries & Benefits		Total					GA	Non-GA
(\$ Millions)		FY20	FY21	FY22	FY23	FY24	FY24	FY24
Row		Actuals	Actuals	Actuals	Budget	Budget	Budget	Budget
1	University	2,644.2	2,741.6	2,970.8	3,188.1	3,480.8	1,283.2	2,197.6
2	School of Medicine	1,329.5	1,392.9	1,505.4	1,604.5	1,771.4	5.7	1,765.7
3	School of Architecture	10.7	9.9	10.9	12.0	13.2	6.7	6.5
4	School of Art	5.7	5.7	5.6	6.8	8.5	7.8	0.7
5	School of Divinity	12.4	11.7	12.3	15.1	16.3	12.6	3.7
6	David Geffen School of Drama at Yale	18.1	16.8	19.4	21.8	22.2	21.6	0.6
7	School of the Environment	27.1	29.2	33.3	36.8	40.6	24.1	16.5
8	Jackson School of Global Affairs	8.5	11.0	11.5	15.3	16.2	-	16.2
9	School of Law	67.9	66.2	69.6	77.1	83.5	39.7	43.8
10	School of Management	80.6	80.3	85.1	92.0	100.7	94.3	6.4
11	School of Music	12.3	12.5	12.2	13.6	14.5	8.3	6.2
12	School of Nursing	17.4	16.1	17.4	22.8	26.9	-	26.9
13	Professional Schools	260.8	259.4	277.5	313.3	342.7	215.1	127.5
14	Yale College	38.1	37.5	40.9	44.0	47.7	34.0	13.7
15	Graduate School	13.3	15.2	14.2	14.1	14.7	14.0	0.6
16	Faculty of Arts & Sciences	229.9	234.2	246.0	274.2	291.9	226.0	65.9
17	School of Engineering & Applied Sciences	43.7	45.2	48.7	54.9	67.2	38.0	29.1
18	Arts & Sciences and Engineering	325.0	332.2	349.8	387.2	421.4	312.0	109.4
19	University Library	62.2	60.2	60.0	71.5	77.3	28.1	49.2
20	Yale Press	10.1	9.9	9.8	10.4	11.3	-	11.3
21	Yale Art Gallery	16.4	16.1	16.5	19.1	20.0	2.7	17.2
22	Yale Center for British Art	13.6	12.0	11.1	14.6	15.8	-	15.8
23	Peabody Museum	10.4	10.5	10.1	10.5	13.2	4.8	8.4
24	Institute of Sacred Music	5.1	4.5	5.3	7.1	7.1	-	7.1
25	Institutes & Collections	117.8	113.1	112.8	133.2	144.7	35.6	109.1
26	Environmental Health & Safety	8.3	7.8	8.2	10.0	10.8	10.6	0.1
27	Yale Ventures	3.9	4.1	4.4	6.7	9.4	6.7	2.7
28	Other Academic Services	13.2	13.3	14.3	18.3	20.9	9.6	11.3
29	MacMillan Center	14.7	13.6	13.4	15.2	18.4	-	18.4
30	Provost Admin Units	6.7	9.3	9.9	12.6	13.4	8.8	4.6
31	Global Strategies & International Affairs	5.2	5.2	5.3	6.4	6.8	6.8	-
32	Research	27.6	27.2	26.9	33.8	37.6	27.2	10.4
33	West Campus	7.2	7.0	6.4	8.9	9.4	8.7	0.7
34	Educational Enrichment Initiatives	7.8	8.6	9.3	11.4	12.2	11.4	0.8
35	Academic Services	94.6	96.0	98.1	123.3	139.0	89.9	49.1
36	President	34.2	35.8	32.9	34.2	41.7	2.4	39.3
37	General Counsel	6.8	7.0	7.5	8.7	9.1	9.1	-
38	Communications	6.8	6.7	6.9	8.2	8.6	8.5	0.2
39	University Life & Secretary	4.1	4.5	5.7	7.4	8.4	6.9	1.5
40	Alumni Affairs & Development	36.2	37.5	38.1	45.4	46.9	45.3	1.7
41	Athletics	21.2	19.4	19.9	23.8	25.5	25.5	-
42	Governance	109.2	110.9	111.0	127.7	140.3	97.6	42.6
43	Facilities Operations	111.4	112.9	114.3	125.8	133.8	133.8	-
44	Utilities	17.0	16.8	17.1	17.4	18.0	18.0	-
45	New Haven Affairs & University Properties	2.3	2.2	2.4	2.5	3.1	0.5	2.6
46	Information Technology Services	61.3	62.1	62.4	68.9	74.2	74.2	-
47	Finance & Audit	38.7	34.7	37.6	50.3	52.4	49.4	2.9
48	Human Resources	21.7	20.8	21.6	25.9	29.0	29.0	-
49	Administrative Operations	14.7	14.2	13.9	15.4	15.8	15.8	-
50	Public Safety	37.5	38.1	38.1	42.0	46.2	40.1	6.2
51	Yale Hospitality	44.8	41.6	52.9	51.7	55.2	55.2	-
52	Operations	349.3	343.4	360.3	399.9	427.7	416.0	11.7
53	Yale Health	56.6	60.3	63.9	65.8	73.8	73.8	-
54	University General	1.5	33.3	92.0	33.4	19.8	37.4	(17.7)
55	University Unrestricted	-	-	-	-	-	-	-
56	University Wide	58.1	93.7	155.9	99.2	93.5	111.2	(17.7)
57	Central Campus	1,053.9	1,089.2	1,187.9	1,270.3	1,366.7	1,062.3	304.3

Appendix II-3

		A	B	C	D	E	F	G
Non-Salary Expenses		Total					GA	Non-GA
(\$ Millions)		FY20	FY21	FY22	FY23	FY24	FY24	FY24
Row		Actuals	Actuals	Actuals	Budget	Budget	Budget	Budget
1	University	1,343.9	1,330.1	1,546.6	1,662.2	1,787.2	784.7	1,002.6
2	School of Medicine	537.9	550.0	598.2	623.0	646.5	0.4	646.1
3	School of Architecture	3.4	2.4	3.5	4.7	4.6	1.8	2.8
4	School of Art	1.4	1.2	1.6	2.1	2.6	1.3	1.3
5	School of Divinity	7.3	1.6	2.7	3.0	3.6	2.4	1.1
6	David Geffen School of Drama at Yale	5.5	2.2	5.5	4.8	6.3	4.6	1.7
7	School of the Environment	9.4	7.5	10.3	13.7	14.4	3.8	10.6
8	Jackson School of Global Affairs	2.2	1.4	2.4	4.5	5.6	-	5.6
9	School of Law	15.6	12.1	18.5	21.8	22.2	11.4	10.8
10	School of Management	32.2	22.2	29.5	39.5	44.5	28.9	15.5
11	School of Music	2.7	1.2	2.4	3.0	3.7	-	3.7
12	School of Nursing	2.8	2.8	3.3	7.4	12.2	-	12.2
13	Professional Schools	82.4	54.5	79.7	104.5	119.6	54.2	65.4
14	Yale College	18.7	14.2	23.2	23.5	25.1	13.6	11.5
15	Graduate School	2.0	1.7	2.3	5.2	2.7	2.1	0.6
16	Faculty of Arts & Sciences	41.2	31.9	40.7	48.1	50.5	5.2	45.3
17	School of Engineering & Applied Sciences	14.6	15.5	19.9	15.0	18.5	0.8	17.7
18	Arts & Sciences and Engineering	76.6	63.3	86.1	91.7	96.8	21.7	75.1
19	University Library	54.0	43.9	44.0	65.6	65.0	3.0	62.1
20	Yale Press	13.8	14.6	16.0	15.4	15.3	-	15.3
21	Yale Art Gallery	7.0	5.4	7.7	11.8	12.9	-	12.9
22	Yale Center for British Art	5.8	3.0	5.6	6.9	8.1	-	8.1
23	Peabody Museum	5.6	3.3	5.5	2.4	3.3	0.5	2.8
24	Institute of Sacred Music	2.3	0.9	2.1	4.2	4.5	-	4.5
25	Institutes & Collections	88.5	71.2	80.8	106.3	109.0	3.5	105.5
26	Environmental Health & Safety	3.1	6.3	2.8	2.2	2.4	2.4	-
27	Yale Ventures	7.0	7.5	7.4	9.5	10.4	8.2	2.2
28	Other Academic Services	10.1	9.2	11.4	13.1	14.9	2.2	12.8
29	MacMillan Center	7.5	4.1	5.4	12.0	13.2	-	13.2
30	Provost Admin Units	4.0	7.9	4.5	7.2	5.0	1.5	3.5
31	Global Strategies & International Affairs	7.5	4.6	2.9	1.5	6.0	6.0	-
32	Research	7.9	5.4	6.6	19.1	22.0	1.8	20.2
33	West Campus	8.6	7.7	9.7	12.7	12.8	5.8	7.1
34	Educational Enrichment Initiatives	1.5	0.9	1.7	5.4	5.0	5.0	-
35	Academic Services	57.2	53.5	52.3	82.7	91.8	32.8	59.1
36	President	6.8	6.8	9.9	10.4	13.1	1.1	12.0
37	General Counsel	15.3	16.4	24.3	24.2	27.1	27.1	-
38	Communications	1.2	1.2	1.3	1.5	1.5	1.4	0.1
39	University Life & Secretary	3.8	3.2	4.8	4.6	5.5	3.9	1.6
40	Alumni Affairs & Development	11.1	9.3	11.2	13.6	13.5	10.9	2.6
41	Athletics	12.9	5.2	14.4	15.9	18.1	18.1	-
42	Governance	51.3	42.1	65.9	70.2	78.7	62.3	16.4
43	Facilities Operations	30.1	35.2	40.5	34.2	35.4	35.3	0.1
44	Utilities	47.4	53.0	71.2	62.8	77.2	77.2	-
45	New Haven Affairs & University Properties	15.7	16.5	16.1	17.7	18.3	0.9	17.4
46	Information Technology Services	34.7	34.0	40.3	38.4	43.2	43.2	-
47	Finance & Audit	15.9	7.9	9.5	15.4	19.7	13.0	6.7
48	Human Resources	2.4	1.8	2.7	2.5	4.1	4.1	-
49	Administrative Operations	17.0	14.4	18.0	19.0	21.1	15.8	5.2
50	Public Safety	7.3	5.9	6.7	5.7	6.5	3.1	3.4
51	Yale Hospitality	13.8	8.6	21.2	17.5	19.7	19.7	-
52	Operations	184.3	177.4	226.1	213.3	245.2	212.4	32.8
53	Yale Health	228.6	261.5	283.1	272.4	308.8	308.8	-
54	University General	37.1	56.4	74.4	98.1	90.7	88.5	2.1
55	University Unrestricted	-	-	-	-	-	-	-
56	University Wide	265.8	317.9	357.5	370.5	399.5	397.3	2.1
57	Central Campus	723.6	725.5	868.7	934.7	1,021.1	730.1	291.1

Appendix III

GA Support		FY23 Budget			FY24 Budget		
		Unit View	University Services Credit	Management View	Unit View	University Services Credit	Management View
(\$ Millions)	Row						
1	University	-	(376.0)	(376.0)	-	(401.4)	(401.4)
2	School of Medicine						
3	School of Architecture	3.1	-	3.1	3.5	-	3.5
4	School of Art	10.2	-	10.2	13.0	-	13.0
5	School of Divinity	-	-	-	-	-	-
6	David Geffen School of Drama at Yale	17.7	-	17.7	18.8	-	18.8
7	School of the Environment	-	-	-	-	-	-
8	Jackson School of Global Affairs	-	-	-	-	-	-
9	School of Law	-	-	-	-	-	-
10	School of Management	-	-	-	-	-	-
11	School of Music	(1.0)	-	(1.0)	(1.2)	-	(1.2)
12	School of Nursing	-	-	-	-	-	-
13	Professional Schools	30.0	-	30.0	34.2	-	34.2
14	Yale College	(334.4)	-	(334.4)	(351.9)	-	(351.9)
15	Graduate School	(45.7)	-	(45.7)	(47.3)	-	(47.3)
16	Faculty of Arts & Sciences	293.4	(1.0)	292.4	338.2	(0.8)	337.3
17	School of Engineering & Applied Sciences	32.7	-	32.7	39.8	-	39.8
18	Arts & Sciences and Engineering	(54.0)	(1.0)	(55.0)	(21.1)	(0.8)	(22.0)
19	University Library	30.3	(30.1)	0.2	31.6	(31.3)	0.2
20	Yale Press	(0.3)	-	(0.3)	(0.3)	-	(0.3)
21	Yale Art Gallery	10.8	-	10.8	10.8	-	10.8
22	Yale Center for British Art	-	-	-	-	-	-
23	Peabody Museum	10.6	-	10.6	15.4	-	15.4
24	Institute of Sacred Music	-	-	-	-	-	-
25	Institutes & Collections	51.4	(30.1)	21.3	57.5	(31.3)	26.1
26	Environmental Health & Safety	-	-	-	-	-	-
27	Yale Ventures	-	-	-	3.6	-	3.6
28	Other Academic Services	30.2	-	30.2	34.7	-	34.7
29	MacMillan Center	-	-	-	-	-	-
30	Provost Admin Units	2.1	(34.4)	(32.4)	0.5	(32.2)	(31.7)
31	Global Strategies & International Affairs	(3.9)	(4.9)	(8.8)	1.2	(3.1)	
32	Research	28.7	-	28.7	30.8	-	
33	West Campus	49.0	-	49.0	52.2	-	
34	Educational Enrichment Initiatives	11.5	-	11.5	13.1	-	13.1
35	Academic Services	117.5	(39.3)	78.2	135.9	(35.2)	100.7
36	President	3.5	(2.1)	1.4	3.9	(3.8)	0.1
37	General Counsel	33.0	(20.7)	12.3	36.3	(28.0)	8.3
38	Communications	8.8	(7.5)	1.4	9.4	(7.1)	2.4
39	University Life & Secretary	8.3	(5.1)	3.2	9.8	(6.3)	3.5
40	Alumni Affairs & Development	54.8	(45.6)	9.2	56.5	(50.5)	6.0
41	Athletics	39.7	(27.8)	11.8	42.0	(40.6)	1.4
42	Governance	148.1	(108.8)	39.3	157.9	(136.2)	21.8
43	Facilities Operations	1.0	-	1.0	1.0	-	1.0
44	Utilities	-	-	-	-	-	-
45	New Haven Affairs & University Properties	3.6	(3.3)	0.3	4.4	(3.3)	1.1
46	Information Technology Services	103.8	(89.3)	14.5	115.4	(86.8)	28.6
47	Finance & Audit	37.8	(30.2)	7.6	38.3	(34.2)	4.1
48	Human Resources	30.3	(24.3)	6.0	34.0	(25.6)	8.4
49	Administrative Operations	19.6	(14.6)	4.9	20.4	(12.0)	8.4
50	Public Safety	39.4	(35.0)	4.4	43.7	(35.9)	7.8
51	Yale Hospitality	20.0	-	20.0	24.0	-	24.0
52	Operations	255.6	(196.9)	58.7	281.3	(197.8)	83.4
53	Yale Health	-	-	-	-	-	-
54	University General	-	-	-	-	-	-
55	University Unrestricted	(548.5)	-	(548.5)	(645.5)	-	
56	University Wide	(548.5)	-	(548.5)	(645.5)	-	(645.5)
57	Central Campus	(30.0)	(376.0)	(406.0)	(34.2)	(401.4)	(435.6)