

# UNIVERSITY BUDGET BOOK



FISCAL YEAR 2024



# Supporting Our Mission

The University of Michigan (U-M) FY 2024 operating budget totals \$13.4 billion and reflects the diversity and complexity of the institution's funding and missions. The University Budget Book provides an overview of operating revenues and expenses for the institution and highlights the alignment of our budget to our strategic priorities and missions.



**\$13.4B**

**FY 2024  
Operating Budget**

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# Enterprise Executive Summary



## A Top Public University

The University of Michigan (U-M) is a comprehensive public institution of higher learning with over 65,000 students and approximately 8,500 faculty members on three campuses (Ann Arbor, Dearborn, and Flint). U-M's ongoing success is evidenced by our recurrent recognition in *U.S. News & World Report* as one of the top values in higher education nationally and as one of the top three public universities for undergraduates.

The university has a strong commitment to financial sustainability, which includes managing its resources responsibly and making strategic investments that will benefit the university in the long term. This approach has helped U-M maintain a strong financial position over time, despite economic cycles and challenges.

**Geoffrey Chatas**  
Executive Vice President and  
Chief Financial Officer

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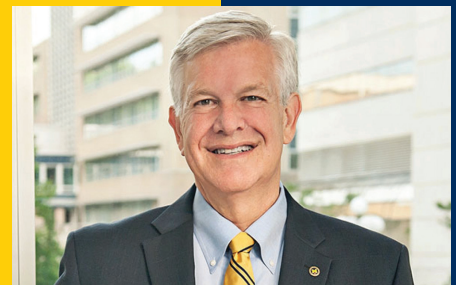
**Laurie McCauley**  
Provost and Executive Vice  
President for Academic Affairs

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**Marshall S. Runge**  
Executive Vice President for  
Medical Affairs

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U-M remains well positioned for the future and is one of seven public universities nationally to earn the highest credit ratings from S&P Global (AAA) and Moody's (Aaa). U-M budgeted an Enterprise Total Operating Revenue base of \$13.4 billion for FY 2024 as we continue to balance academic excellence and investment in the future with student affordability and access.

The budget is guided by the university's strategic plan and priorities, which include supporting academic excellence, promoting diversity and inclusion, and investing in research and innovation. Research and public service are core to our mission and contribute greatly to our local, regional, and global communities. In fact, U-M's research portfolio is approximately \$1.5 billion for FY 2024 and according to the National Science Foundation's annual survey, U-M's research portfolio typically ranks in the top three nationally.

## A Growing Health System

U-M's nationally renowned health system includes a wide array of hospitals, joint ventures, health centers, and outpatient clinics that provide world-class medical services statewide. Michigan Medicine includes the University of Michigan Hospital (UMH), the university's Medical School, Michigan Health Corporation, and UM Health-West. Recently, our network was expanded to include the Sparrow Health System, whose community-based practice will bring U-M's vast array of services to mid-Michigan residents. In total, the U-M health system revenues are anticipated to be \$7.8 billion for FY 2024.

## FY 2024 Enterprise Budget

The university's operating budget is mission-focused and prioritizes affordability, access, student success, and academic excellence through investments in faculty, staff, and critical programmatic infrastructure. U-M's diverse revenue contributes to its fiscal health and includes patient care revenues, tuition and fees, sponsored programs, philanthropy, investments, and state appropriations. Total Enterprise Operating Revenues of \$13.4 billion represents a growth of \$2.1 billion year-over-year.

- Patient Care Revenues increased by \$1.8 billion, primarily driven by \$1.3 billion from the Sparrow Health System integration.
- Student Tuition & Fees are budgeted higher by \$0.2 billion year-over-year growth. (Additional details about our colleges are provided in the Ann Arbor Campus, Dearborn Campus, and Flint Campus sections, starting on page 15.)

- State Appropriations of \$413 million are a vital resource supporting U-M's commitment to student success, accessibility, and tuition affordability, and account for 3% of our budgeted Operating Revenues.
- Investment income of \$754 million provides a stable source of income for the university.

Total Operating Expenditures of \$13.1 billion are budgeted to be \$1.9 billion higher year-over-year, reflecting incremental costs to support revenue growth, with \$1.9 billion related to the Sparrow Health System, investments in student financial aid (e.g., Go Blue Guarantee), as well as inflationary increases to existing expenses. Our colleges and units continue to make the best use of our financial resources, and the operating budget includes cost containment measures aimed at promoting efficiency and mitigating inflationary pressures.

UM-Dearborn's budget reflects an ongoing commitment to student affordability with robust merit and need-based aid. Additionally, UM-Dearborn has offset budget challenges from enrollment volatility and inflation with cost management, including a conservative assumption for salary increases that will be further evaluated during the year based on financial performance. Similarly, UM-Flint prioritizes affordability and accessibility through an ongoing commitment to financial aid and is proud to have the third-lowest tuition rates and second-lowest housing rates among the 15 public universities in the state of Michigan.

The FY 2024 operating budget was approved by the U-M Board of Regents on June 15, 2023, and represents all U-M campuses, including Ann Arbor, Dearborn, and Flint. The university uses a fiscal year (FY) convention, with the period from July 1, 2023 to June 30, 2024 representing FY 2024. Financial data in the report is presented by campus, funding source, and by high-level revenue and expense categories.

# FY 2024 Budget by Fund

FY 2024 CONSOLIDATED OPERATING BUDGET								
<i>in millions</i>	General	Designated	Auxiliary	Expendible Restricted	Total	Total FY 2023	FY 2024 Variance to FY 2023	
<b>REVENUE:</b>								
State Appropriations	\$ 413	\$ -	\$ -	\$ -	\$ 413	\$ 386	\$ 27	
Student Tuition and Fees	2,326	-	-	-	2,326	2,175	152	
Sponsored Programs							-	
Federal	-	-	-	1,263	1,263	1,180	83	
State/Local	-	-	-	16	16	12	4	
Non-Governmental	-	-	-	254	254	265	(11)	
Indirect Cost Recovery	326	34	-	-	360	334	26	
Indirect Cost Recovery Alloc to Gen Oper	-	-	-	(360)	(360)	(334)	(26)	
Private Gifts	-	2	-	160	162	171	(9)	
Investment Income							-	
Endowment Income	-	64	1	338	404	471	(67)	
Other	1	191	137	22	350	62	288	
Patient Care Revenue	-	6	7,593	-	7,599	5,827	1,771	
Departmental Activities <sup>1</sup>	11	130	460	1	602	775	(172)	
<b>Total Revenue:</b>	<b>\$ 3,077</b>	<b>\$ 427</b>	<b>\$ 8,191</b>	<b>\$ 1,694</b>	<b>\$ 13,389</b>	<b>\$ 11,323</b>	<b>\$ 2,066</b>	
<b>EXPENDITURES:</b>								
Compensation and Benefits	\$ 1,799	\$ 209	\$ 5,151	\$ 827	\$ 7,987	\$ 6,791	\$ 1,195	
Financial Aid	582	8	59	274	923	855	69	
Supplies, Services and Other	445	53	2,481	544	3,524	3,258	266	
Plant Improvement	250	7	387	9	653	327	326	
<b>Total Expenditures:</b>	<b>\$ 3,077</b>	<b>\$ 278</b>	<b>\$ 8,078</b>	<b>\$ 1,655</b>	<b>\$ 13,087</b>	<b>\$ 11,232</b>	<b>\$ 1,856</b>	
<b>Margin</b>	<b>\$ -</b>	<b>\$ 149</b>	<b>\$ 113</b>	<b>\$ 39</b>	<b>\$ 302</b>	<b>\$ 92</b>	<b>\$ 210</b>	

<sup>1</sup> Departmental Activities include internal recharge revenues, which are eliminated in expenses.



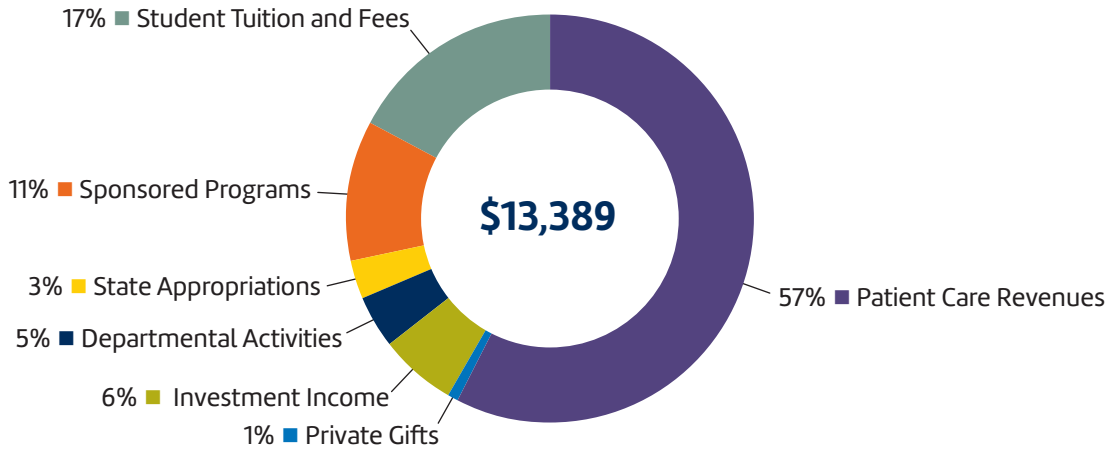
**#3**

**U.S. Public University**  
QS World University Rankings (2024)

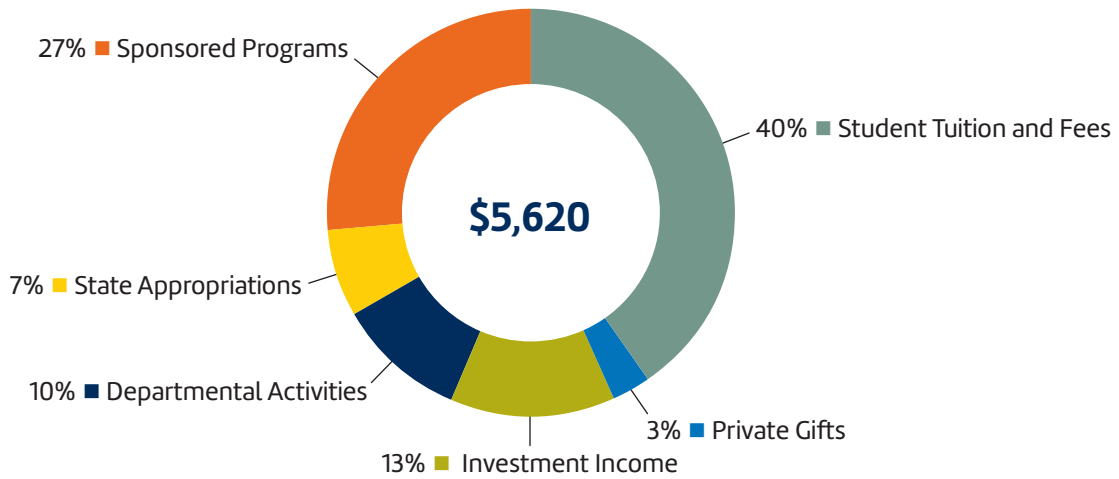
**#2**

U-M Academic R&D Expenditures  
**U.S. Public Research University**  
NSF (National Science Foundation, FY 2021)

## FY 2024 Budgeted Revenues (including Michigan Medicine) *in millions*



## FY 2024 Budgeted Revenues (excluding Michigan Medicine) *in millions*



**#3**

**National Undergraduate Public Universities**

*U.S. News and World Report (2024)*

**#18**

**World Reputation Rankings**

*Times Higher Ed (2022)*

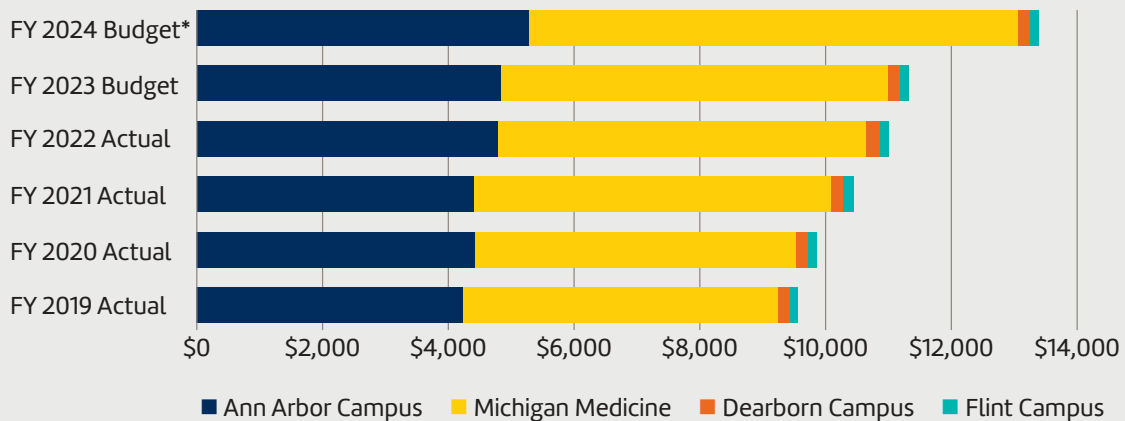
# University Operating Trends Including Michigan Medicine

<i>in millions</i>	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget*
<b>REVENUE:</b>						
State Appropriations	\$ 370	\$ 331	\$ 373	\$ 392	\$ 386	\$ 413
Student Tuition and Fees	1,812	1,944	1,978	2,085	2,175	2,326
Sponsored Programs	1,105	1,153	1,268	1,237	1,123	1,173
Indirect Cost Recovery from Sponsored Programs	302	304	306	330	334	360
Private Gifts	163	160	163	195	171	162
Endowment & Investment Distributions	453	471	456	491	533	754
Net Patient Revenues	4,725	4,682	5,249	5,520	5,827	7,599
Departmental Activities	725	808	648	756	775	602
<b>Total Revenue:</b>	<b>\$ 9,567</b>	<b>\$ 9,854</b>	<b>\$ 10,440</b>	<b>\$ 11,004</b>	<b>\$ 11,323</b>	<b>\$ 13,389</b>
<b>EXPENDITURES:</b>						
Compensation and Benefits	\$ 5,267	\$ 5,558	\$ 5,567	\$ 5,924	\$ 6,791	\$ 7,987
Financial Aid	721	774	794	844	855	923
Supplies, Services and Other	2,753	2,916	2,865	3,048	3,258	3,524
Plant Improvement	651	571	563	704	327	653
<b>Total Expenditures:</b>	<b>\$ 9,391</b>	<b>\$ 9,818</b>	<b>\$ 9,789</b>	<b>\$ 10,521</b>	<b>\$ 11,232</b>	<b>\$ 13,087</b>
<b>Operating Fund Margin</b>	<b>\$ 176</b>	<b>\$ 35</b>	<b>\$ 652</b>	<b>\$ 483</b>	<b>\$ 92</b>	<b>\$ 302</b>

\*Includes Sparrow Health System

## Total Operating Revenue Trends

*in millions*



\*Includes Sparrow Health System



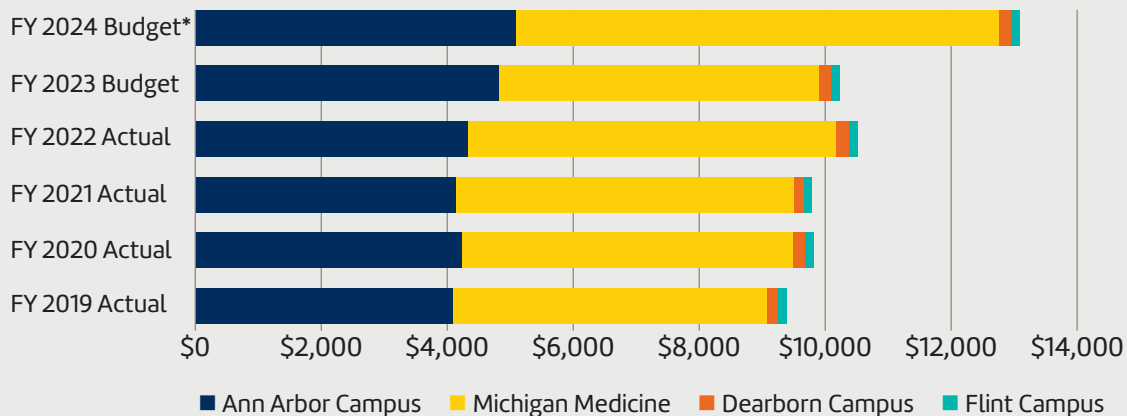
## Campus Level Budget & Trends

<i>in millions</i>	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget*
<b>REVENUE:</b>						
Ann Arbor Campus	\$ 4,232	\$ 4,422	\$ 4,399	\$ 4,784	\$ 4,829	\$ 5,282
Michigan Medicine	5,009	5,105	5,683	5,858	6,161	7,769
Dearborn Campus	184	188	197	209	192	198
Flint Campus	142	139	161	153	142	140
<b>Total Revenue:</b>	<b>\$ 9,567</b>	<b>\$ 9,854</b>	<b>\$ 10,440</b>	<b>\$ 11,004</b>	<b>\$ 11,323</b>	<b>\$ 13,389</b>
<b>EXPENDITURES:</b>						
Ann Arbor Campus	\$ 4,094	\$ 4,229	\$ 4,135	\$ 4,324	\$ 4,816	\$ 5,087
Michigan Medicine	4,969	5,264	5,358	5,842	5,082	7,662
Dearborn Campus	183	186	174	204	192	198
Flint Campus	146	139	122	152	142	140
<b>Total Expenditures:</b>	<b>\$ 9,391</b>	<b>\$ 9,818</b>	<b>\$ 9,789</b>	<b>\$ 10,521</b>	<b>\$ 11,232</b>	<b>\$ 13,087</b>
<b>OPERATING FUND MARGIN:</b>						
Ann Arbor Campus	\$ 138	\$ 193	\$ 264	\$ 460	\$ 13	\$ 195
Michigan Medicine	40	(160)	325	16	79	107
Dearborn Campus	2	1	24	5	-	-
Flint Campus	(4)	1	40	2	-	-
<b>Operating Fund Margin:</b>	<b>\$ 176</b>	<b>\$ 35</b>	<b>\$ 652</b>	<b>\$ 483</b>	<b>\$ 92</b>	<b>\$ 302</b>

\*Includes Sparrow Health System

## Total Operating Expenditure Trends

*in millions*



\*Includes Sparrow Health System

FY 2024

# Budget Priorities

The University of Michigan–Ann Arbor (U–M) advances its highest priorities for the FY 2024 budget, including affordability, access, and success for students; academic excellence through investments in faculty and research; and support for our staff and administrative infrastructure. The FY 2024 budget proposal provides a balanced budget amidst significant cost pressures while maintaining the resources necessary to realize ongoing excellence during an era of bold change.

## THE FY 2024 BUDGET PROPOSAL PRIORITIZES:

Students: Affordability, Access, Success	Academic Excellence: Faculty & Research	Support for Staff & Administrative Infrastructure
<ul style="list-style-type: none"><li>• Expands eligibility for the Go Blue Guarantee</li><li>• Increases the entering undergraduate class</li><li>• Invests in mental health &amp; wellness programs</li><li>• Provides summer academic support for doctoral students</li></ul>	<ul style="list-style-type: none"><li>• Innovation in biointerfaces, precision health, quantum computing, digital studies</li><li>• Investment in research cores and infrastructure</li><li>• Numerous faculty recruitment and retention programs across schools and colleges</li></ul>	<ul style="list-style-type: none"><li>• Provides merit program and professional development funding</li><li>• Investments in technology to improve service and efficiency</li><li>• Expands talent acquisition program</li></ul>

U–M stands as one of the world’s most highly acclaimed teaching and research universities, consistently ranking among the top institutions for excellence and value. With these goals as guiding principles, we recognize our deep responsibility to uphold the university’s reputation through investments that promote innovation and foster excellence. Our ongoing investments continue even in a constrained budget environment through careful evaluation of priorities and strategic decisions about resources.

### Students: Affordability, Access, and Success

The FY 2024 budget makes a significant investment in our students, sustaining the university’s unwavering commitment to assuring a U–M education is accessible to Michigan citizens regardless of financial means. The budget also expands enrollment in both undergraduate

and graduate programs while simultaneously enhancing resources supporting student success and well-being. As part of the FY 2024 budget, U–M is committed to increasing participation in its signature financial aid program, the **Go Blue Guarantee**. The Go Blue Guarantee provides free tuition for eligible in–state undergraduates and will be expanded for students on the Ann Arbor campus to include families with income and assets of up to \$75,000 each, respectively.

U–M’s focus on affordability extends beyond individual financial aid programs as evidenced by our policy to meet the full demonstrated need for all in–state undergraduates. Over the past decade, spending on undergraduate financial aid has increased by an average of 10% annually. As a result, many students—60% of in–state and 41% of out–of–state undergraduate students—pay less than the published cost of attendance. For in–state undergraduate students



## GO BLUE GUARANTEE

- Free tuition for eligible in-state undergraduate students
- Eligibility at UM-AA extended to students with family income and assets up to \$75,000 each, respectively

from families with income of less than \$180,000, the average financial aid package slightly exceeds \$14,000, with approximately 3,400 in-state undergraduate students paying no tuition at all.

The FY 2024 budget also makes a landmark investment in U-M's doctoral students, providing approximately \$12.5 million to support summer funding. Stipends of approximately \$12,000 for the spring-summer term are now available to further assure the academic progress and long-term success of our PhD students.

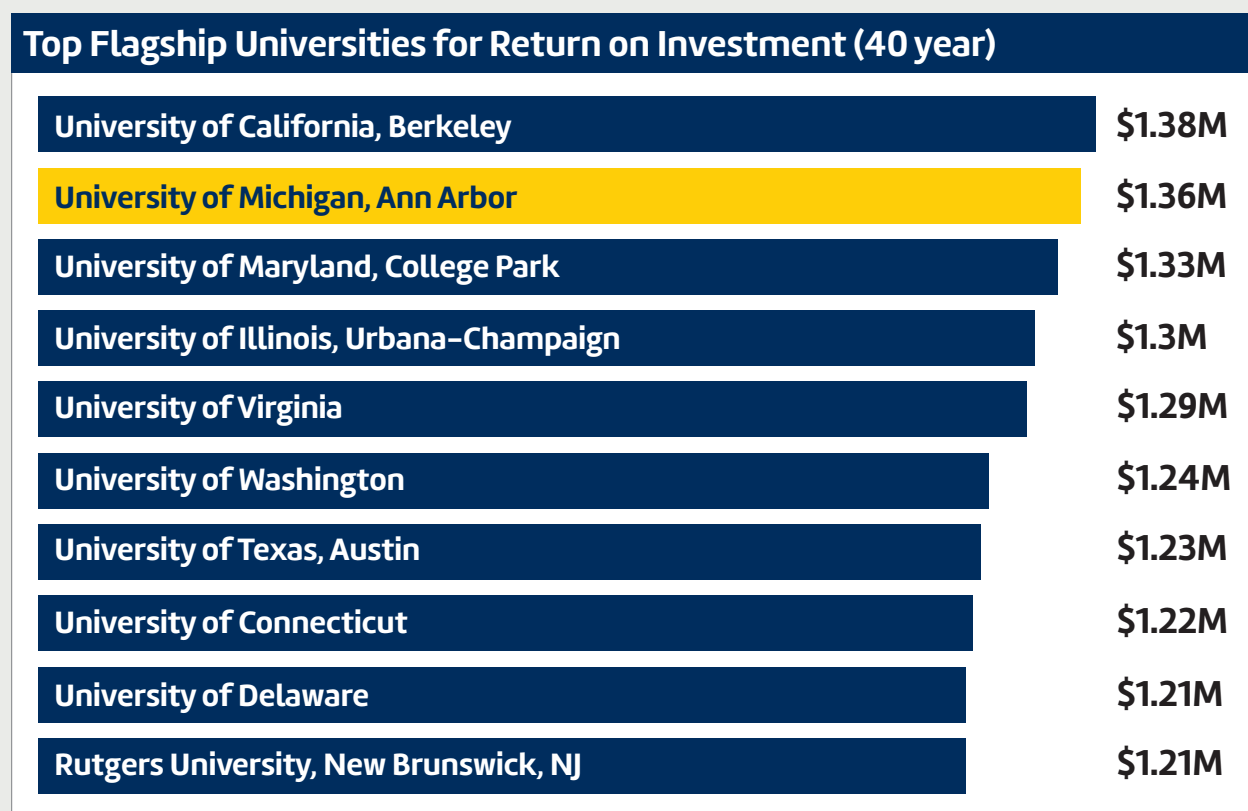
A recent study of 4,500 two- and four-year colleges by the Georgetown University Center on Education and the Workforce ranked U-M second among the nation's flagship universities for return on investment (See Figure 1 on page 10).

## Academic Excellence: Faculty & Research

As a public research university, U-M takes seriously its role in education, innovation, outreach, strengthening the economy, and improving quality of life. This budget enables us to produce research that advances human knowledge and to equip the next generation of leaders with the knowledge, skills, and ethos to lead in a rapidly changing world. Examples in the FY 2024 budget include additional investments in electric vehicle research, neuroscience, firearm injury prevention, biointerfaces, precision health, and broader research infrastructure. U-M's renowned research portfolio ranks third nationally and second for public universities with annual activity exceeding \$1.5 billion.

The FY 2024 budget anticipates growth in the indirect cost recoveries from Sponsored Programs of 7.6%, more than double the projected rate of inflation. U-M's success in

Figure 1



Source: Georgetown University Center on Education and the Workforce, *ROI of Liberal Arts Colleges: Value Adds Up Over Time*, 2020

research and innovation results from its highly acclaimed faculty, many of whom are recognized globally as leaders in their fields, including 185 current national academy members. To maintain our excellence, the university makes annual investments to recruit and retain a celebrated and diverse faculty. The FY 2024 budget includes numerous school, college, and university recruitment and retention programs, a 3% to 4% merit increase plus an additional increment for promotions and increases to maintain health and other benefits.

## Support for Staff & Administrative Infrastructure

The infrastructure needed to support our pursuit of preeminent education, research, and public service is massive. U–M administrative and operational staff provide a broad portfolio of services that include mental and physical health services, academic support, student support, public safety, transportation, and a wide array of technology, facilities, business, and human resource functions. The

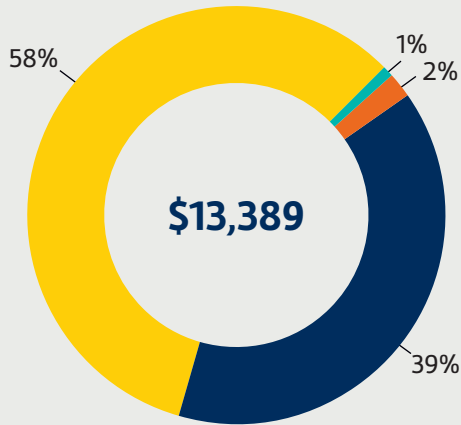
landscape for staff hiring and retention continues to be challenging in higher education with significant turnover, limited applicant pools, and increased competition from many sectors of the economy. To this end, the FY 2024 budget includes several notable investments that include: a 3% to 4% merit program for staff; additional support for professional development opportunities; significant investment in research administration, an area of particular focus; and central and local resources to improve talent acquisition and human resource functions.

# FY 2024 All Operating Funds Budget by Fund & Campus

<i>in millions</i>	General	Designated	Auxiliary Funds	Expendable Restricted	Total
<b>REVENUE BUDGET:</b>					
Michigan Medicine	\$ -	\$ 7	\$ 7,737	\$ 25	\$ 7,769
Ann Arbor Campus	2,793	418	447	1,623	5,282
Dearborn Campus	170	1	2	25	198
Flint Campus	114	1	4	21	140
<b>Total Revenue:</b>	<b>\$ 3,077</b>	<b>\$ 427</b>	<b>\$ 8,191</b>	<b>\$ 1,694</b>	<b>\$ 13,389</b>
<b>EXPENDITURE BUDGET:</b>					
Michigan Medicine	\$ -	\$ 11	\$ 7,627	\$ 25	\$ 7,662
Ann Arbor Campus	2,793	266	445	1,583	5,087
Dearborn Campus	170	1	2	25	198
Flint Campus	114	1	4	21	140
<b>Total Expenditures:</b>	<b>\$ 3,077</b>	<b>\$ 278</b>	<b>\$ 8,078</b>	<b>\$ 1,655</b>	<b>\$ 13,087</b>

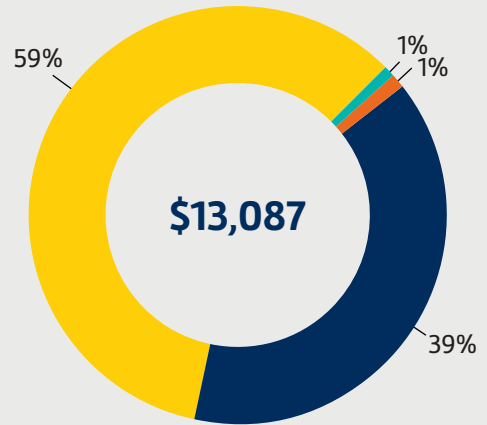
### Operating Revenues

*in millions*



### Operating Expenses

*in millions*



■ Ann Arbor Campus ■ Michigan Medicine ■ Dearborn Campus ■ Flint Campus

- Revenues budgeted at \$13.4B
- Revenues include \$1.3B from Sparrow Health System, integrated with Michigan Medicine in FY 2023
- Powered by the Ann Arbor campus, Academic revenues remain strong and growing

- Operating expenses are balanced with operating revenues; modest margin driven Designated, Expendable Restricted, and Auxiliary Funds; General Fund is margin neutral

# FY 2024

# Strategic Context

The general fund is the primary source of support for the academic mission of the university. In addition to the programmatic priorities noted on page 8, the FY 2024 budget is shaped by several factors.

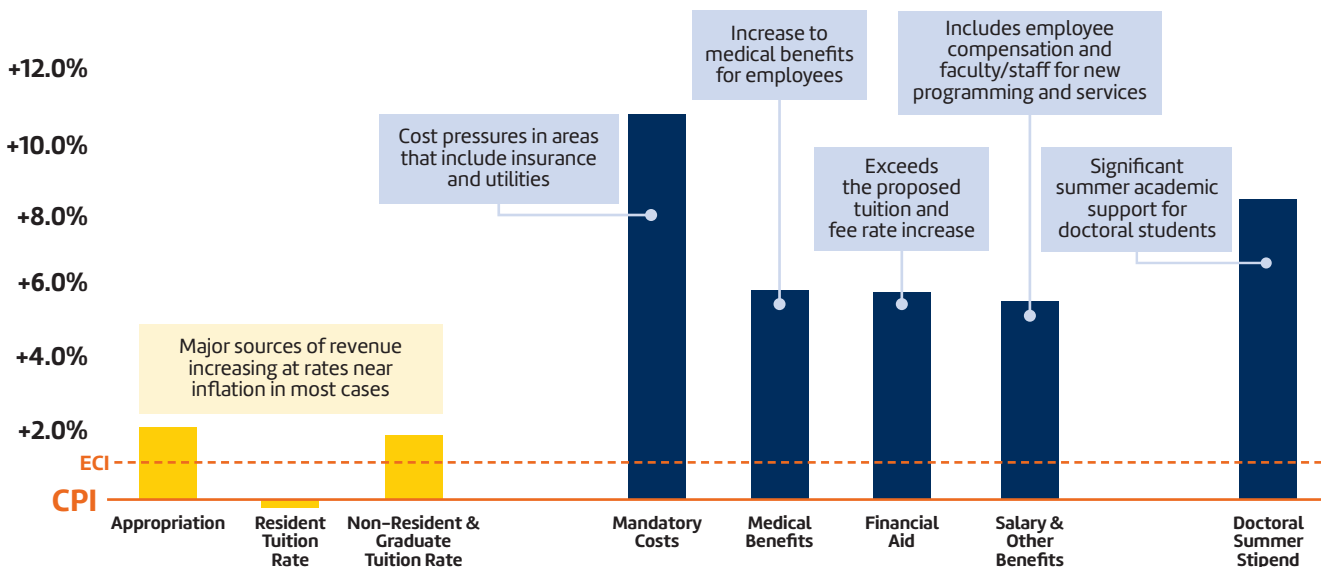
## Cost Pressures

Broad indicators of inflation continue to remain elevated and challenge our budget. While the Consumer Price Index (CPI) has moderated since peaking at 9% in June of 2022, prices remain high in many areas of the economy, increasing by 4.9% for the most recent year ending April 30, 2023, according to the Bureau of Labor and Statistics. We anticipate ongoing price moderation over the coming year

with the FY 2024 budget broadly based on a CPI projection of 3.1%. However, certain components of our budget are forecast to increase by significantly higher values. As examples, insurance costs are projected to increase by over 40% due to general liability and cyber coverage illiquidity, and we anticipate a minimum increase of 10% for employee health benefits, critical to recruiting and retaining our talented faculty and staff.

## FY 2024 Budget Addresses Cost Challenges

FY 2024 budget proposal carefully balances constrained revenue with critical investments in people and programs





## Cost Containment and Philanthropic Giving

The FY 2024 budget takes seriously its commitment to keep costs down. Balancing a budget that includes cost increases above inflation combined with moderate increases to tuition while assuring affordability through significant financial aid investments is only possible due to ongoing cost containment efforts.

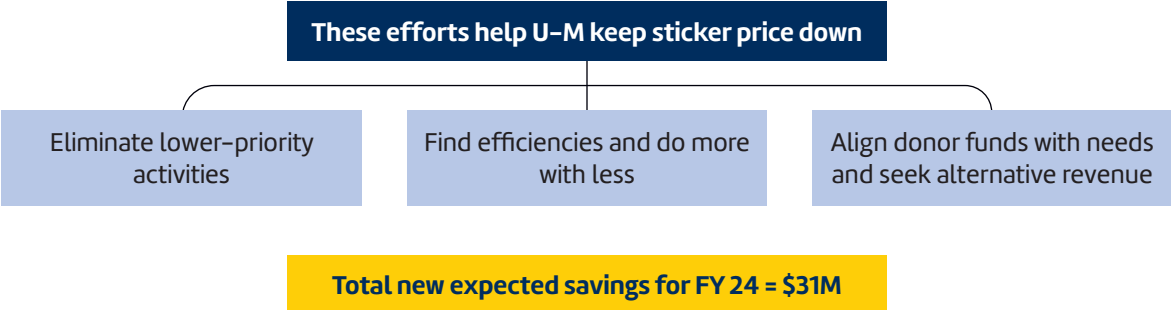
As part of the annual budget process, units across campus examine their operations to identify lower-priority activities and expenditures they can eliminate, perform more efficiently, or support through alternative funding. Without these continuing efforts that generate annual cost savings of approximately \$31 million, tuition would need to be 2.2% higher after accounting for financial aid. Philanthropic giving

continues to play an essential role in allowing the university the flexibility to shift costs off the general fund and providing funding for key priorities. Our donors play a vital role in supporting university priorities and we are deeply grateful to all who donate.

## State Appropriations

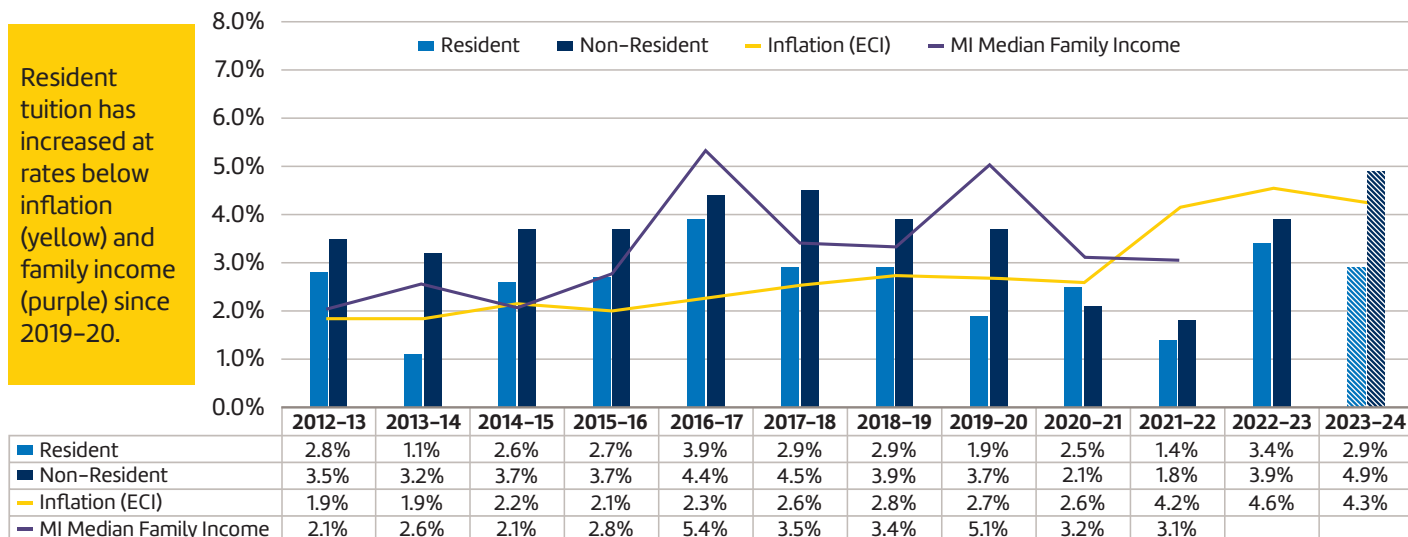
Annual funding support from the state is critical to our budget. Increases in appropriations are typically allocated to help the university meet rising mandatory and other costs. The FY 2024 budget included a 5.0% increase to base operating appropriations as well as one-time resources for infrastructure, technology, equipment, and maintenance. While increases to appropriations are welcome, they occur in the context of generational disinvestment in higher education. In fact, current appropriations lag inflation-

## The FY 2024 Budget Reflects Our Unrelenting Commitment to Containing Costs



## A Key Goal: Tuition Increases that are Modest and Predictable for U–M Families

Recent History of Undergraduate Tuition Increases, Inflation, & MI Family Income



adjusted FY 2003 appropriations by approximately \$5,750 per student, an amount equivalent to over \$290 million across the institution. We applaud recent legislative actions to further invest in the state’s colleges and universities and encourage ongoing incremental investment to assure that the state’s public institutions maintain their leadership positions nationally.

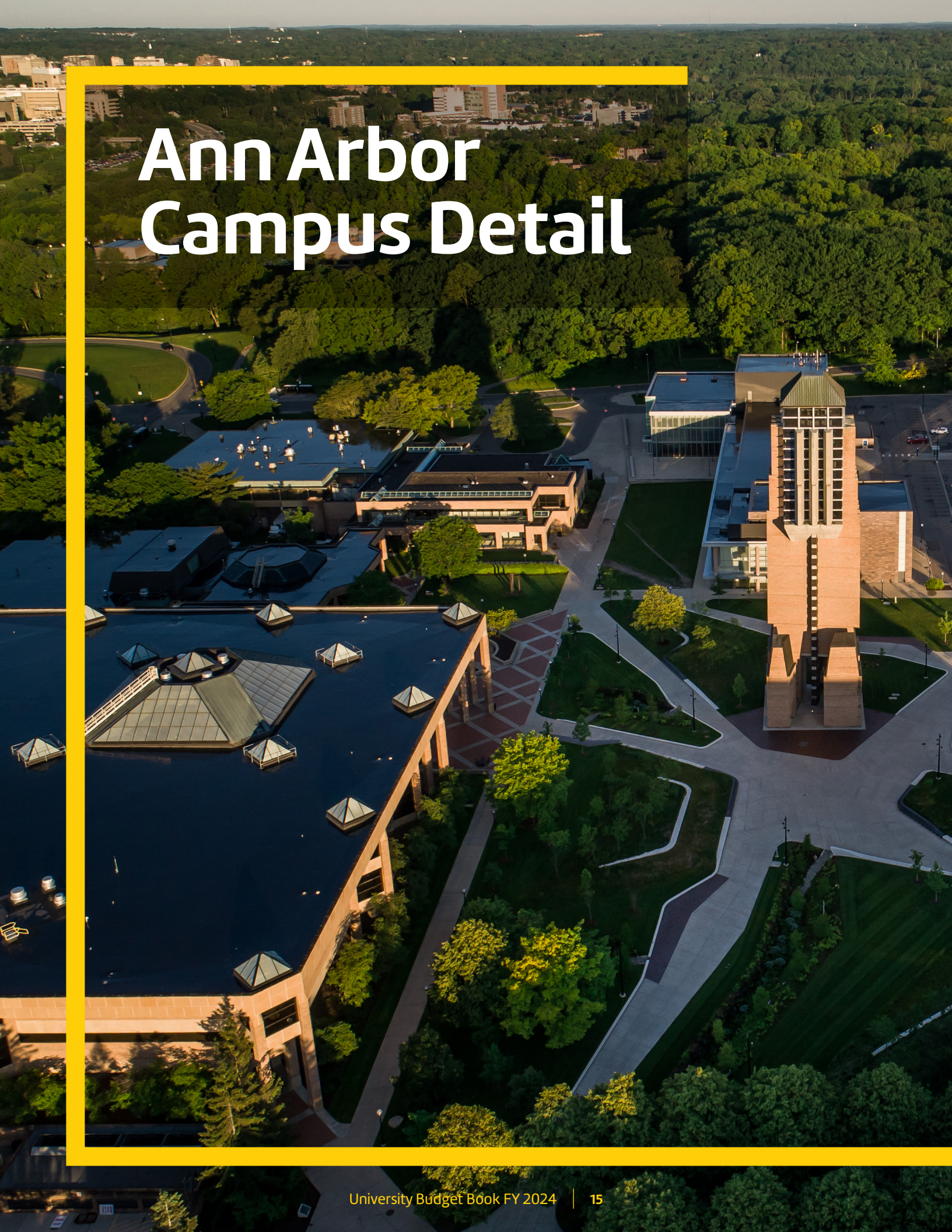
### Tuition & Fees

Any proposal to increase tuition and fees is carefully scrutinized and paired with significant adjustments to associated financial aid budgets. While the “sticker price”—the headline tuition and fee rate—is an important indicator, the “net price”—the amount families pay after consideration of financial aid packaging—may be the most important. As has been typical over many years, the “net price” of tuition for in-state undergraduates with financial aid will not increase in the FY 2024 academic year as additional financial aid will completely offset the proposed change in tuition

and fees. The proposed increase to undergraduate financial aid is 7.8% for FY 2024 and results in an average annual change over 10 years of approximately 10%. The impact of this commitment cannot be overstated and is evidenced by two facts: for most resident undergraduate students who receive need-based financial aid the net cost of attendance is less than a decade ago; and there are nearly 3,000 fewer students who have taken out loans as part of their financial plan than a decade ago. Out-of-state students are not entitled to the state-subsidized discount represented in our in-state rates. However, the university carefully weighs the value of a U–M degree, and out-of-state tuition rates compare favorably to private peers. In the context of broader inflationary pressure and with U–M’s ongoing commitment to financial aid, the university implemented a 2.9% increase for in-state undergraduate students, which is below the projected rate of inflation, and a 4.9% increase for out-of-state undergraduate and graduate students, which is competitive with our peers.

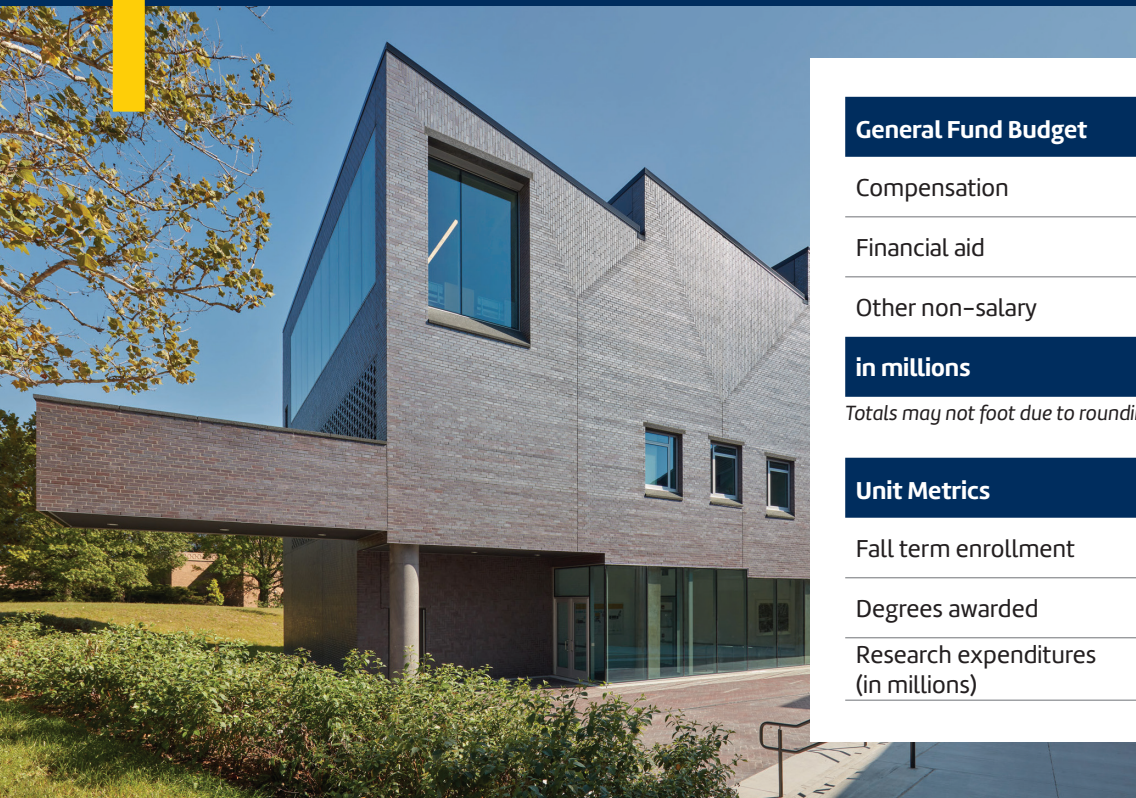


# Ann Arbor Campus Detail



# A. Alfred Taubman College of Architecture & Urban Planning

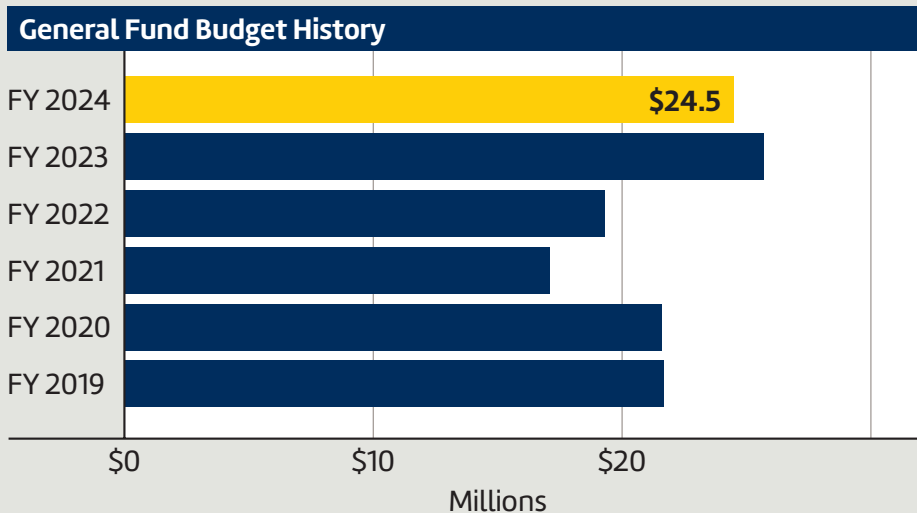
taubmancollege.umich.edu



General Fund Budget	FY 2023	FY 2024	Change
Compensation	17.7	18.5	0.8
Financial aid	4.0	2.6	(1.4)
Other non-salary	4.0	3.4	(0.6)
<b>in millions</b>	<b>\$ 25.7</b>	<b>\$ 24.5</b>	<b>\$ (1.2)</b>

Totals may not foot due to rounding.

Unit Metrics	FY 2020	FY 2021	FY 2022
Fall term enrollment	620	580	644
Degrees awarded	261	241	224
Research expenditures (in millions)	\$ 1.9	\$ 1.6	\$ 1.7

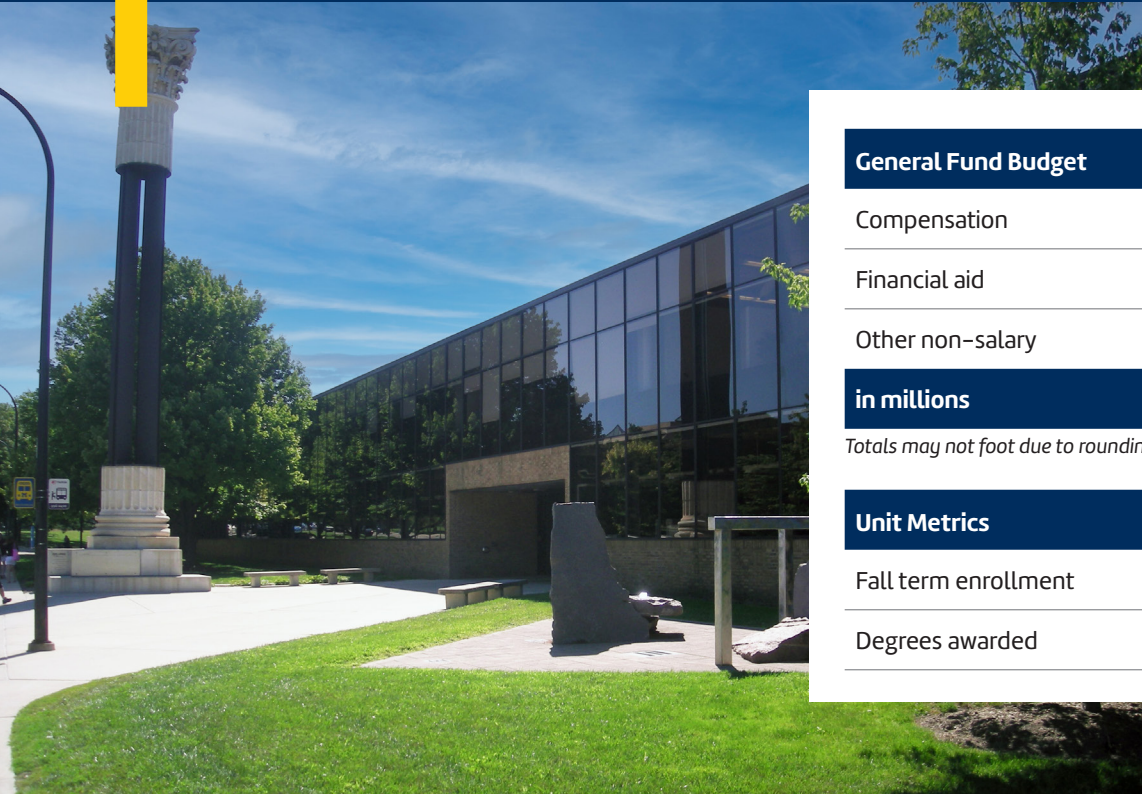


### Notable budgetary actions over the last five years:

FY 2019–FY 2024: Significant changes to an academic unit’s general fund budget are typically driven by variations in its instructional or research activity, which are directly allocated as part of the university’s budget model. Schools, colleges, and major research institute general fund budgets are shown net of facilities costs and other assessments.

# Penny W. Stamps School of Art & Design

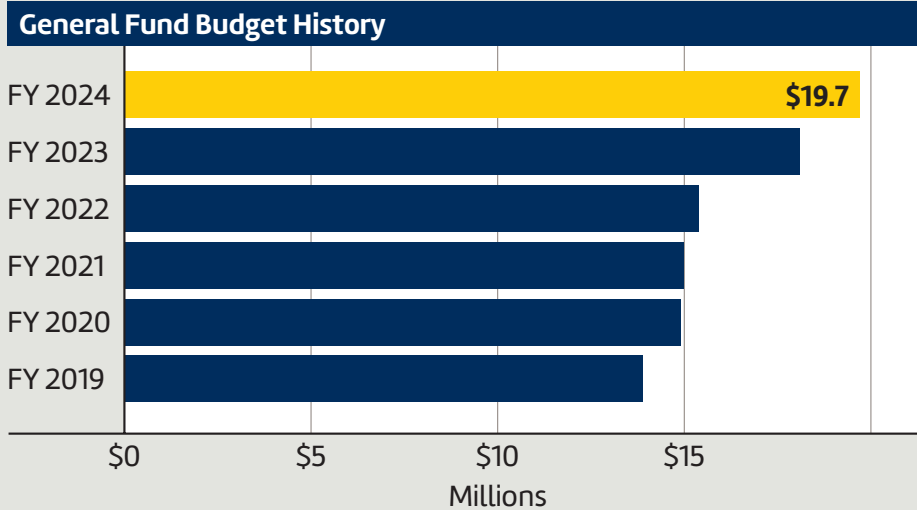
stamps.umich.edu



General Fund Budget	FY 2023	FY 2024	Change
Compensation	15.2	16.5	1.3
Financial aid	0.7	0.7	0.0
Other non-salary	2.3	2.5	0.2
<b>in millions</b>	<b>\$ 18.1</b>	<b>\$ 19.7</b>	<b>\$ 1.6</b>

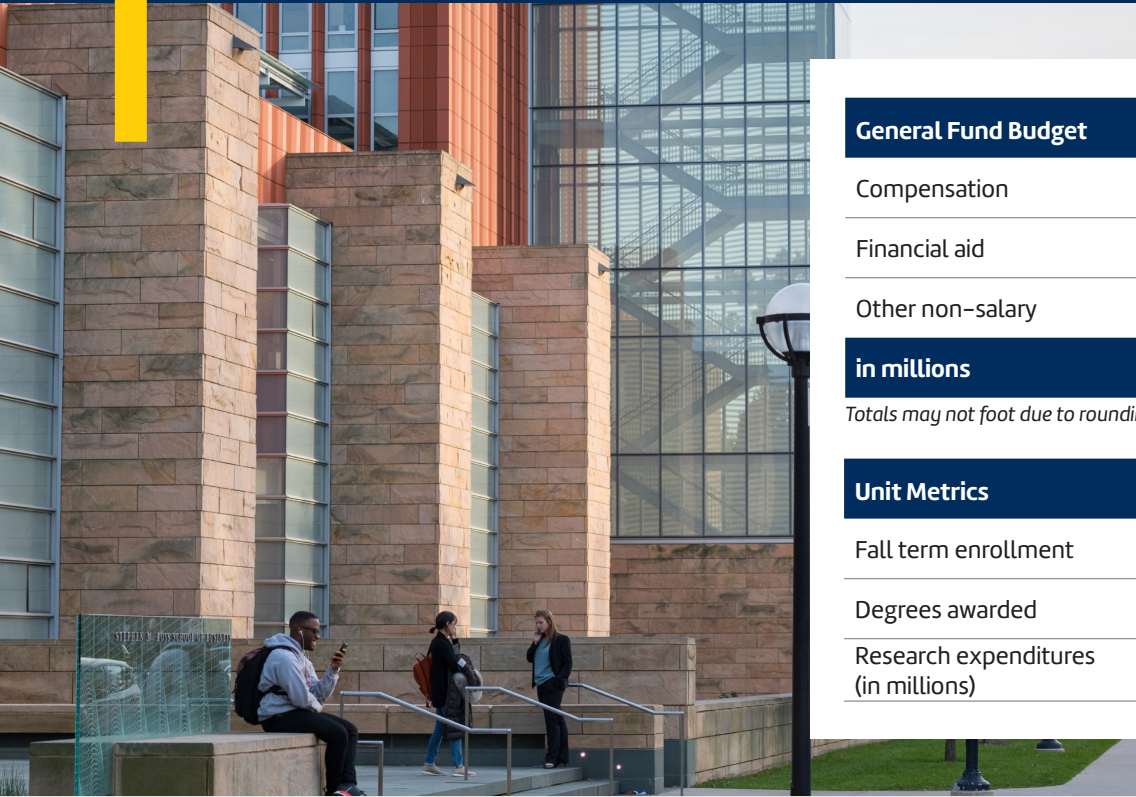
Totals may not foot due to rounding.

Unit Metrics	FY 2020	FY 2021	FY 2022
Fall term enrollment	632	640	724
Degrees awarded	127	137	143



### Notable budgetary actions over the last five years:

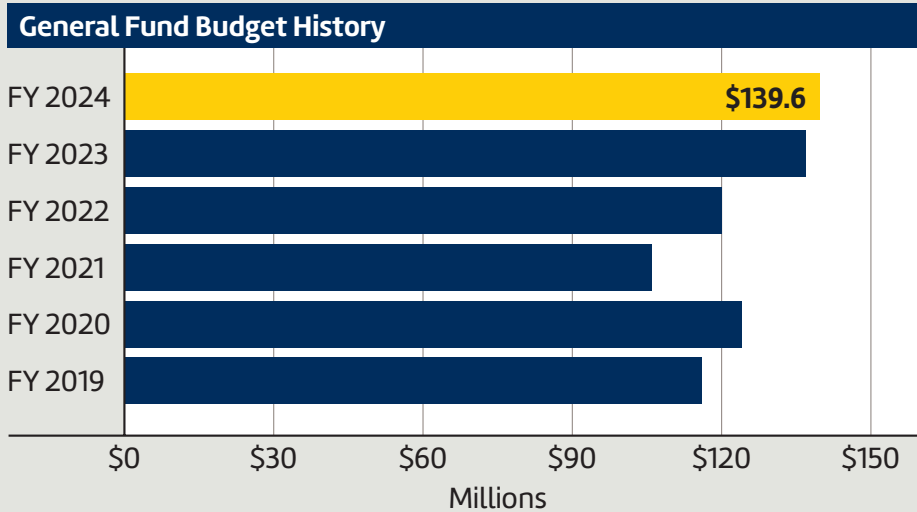
FY 2019–FY 2024: Significant changes to an academic unit’s general fund budget are typically driven by variations in its instructional or research activity, which are directly allocated as part of the university’s budget model. Schools, colleges, and major research institute general fund budgets are shown net of facilities costs and other assessments.



General Fund Budget	FY 2023	FY 2024	Change
Compensation	89.5	94.5	4.9
Financial aid	18.0	15.0	(3.0)
Other non-salary	30.0	30.1	0.1
<b>in millions</b>	<b>\$ 137.5</b>	<b>\$ 139.6</b>	<b>\$ 2.1</b>

Totals may not foot due to rounding.

Unit Metrics	FY 2020	FY 2021	FY 2022
Fall term enrollment	4,306	4,165	4,326
Degrees awarded	1,578	1,516	1,520
Research expenditures (in millions)	\$ 13.1	\$ 16.0	\$ 15.1

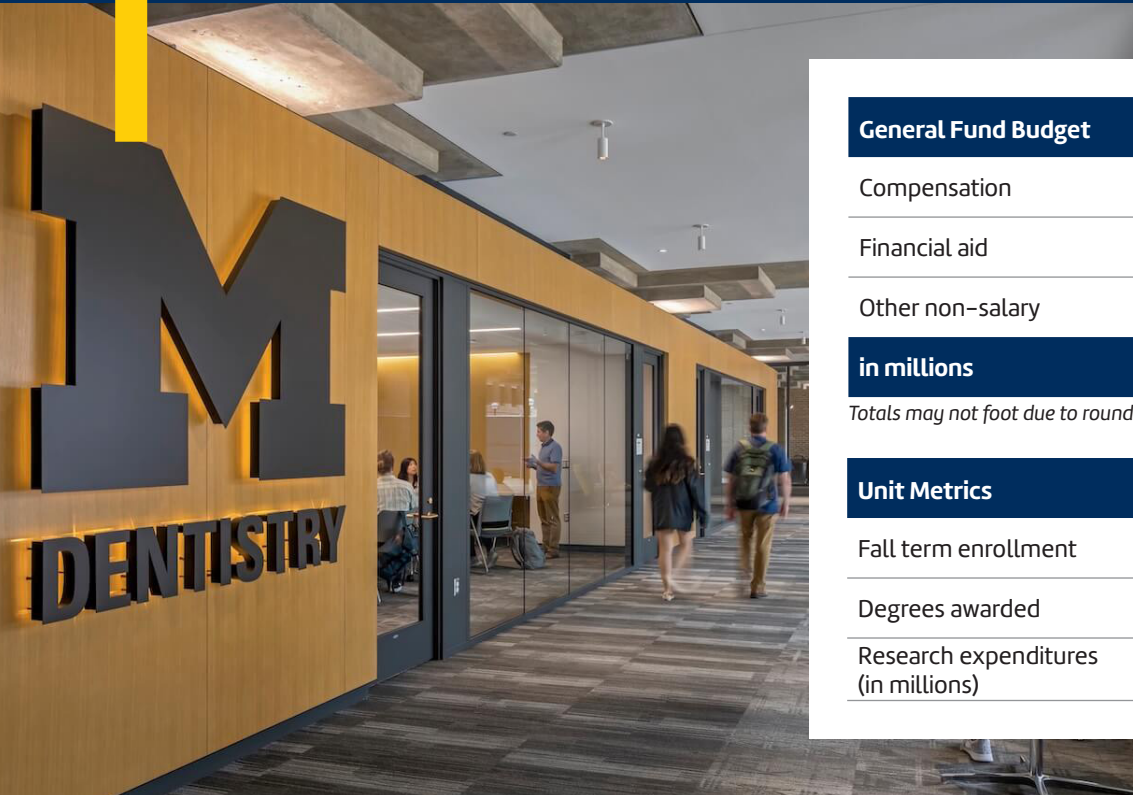


### Notable budgetary actions over the last five years:

FY 2019–FY 2024: Significant changes to an academic unit’s general fund budget are typically driven by variations in its instructional or research activity, which are directly allocated as part of the university’s budget model. Schools, colleges, and major research institute general fund budgets are shown net of facilities costs and other assessments.

# School of Dentistry

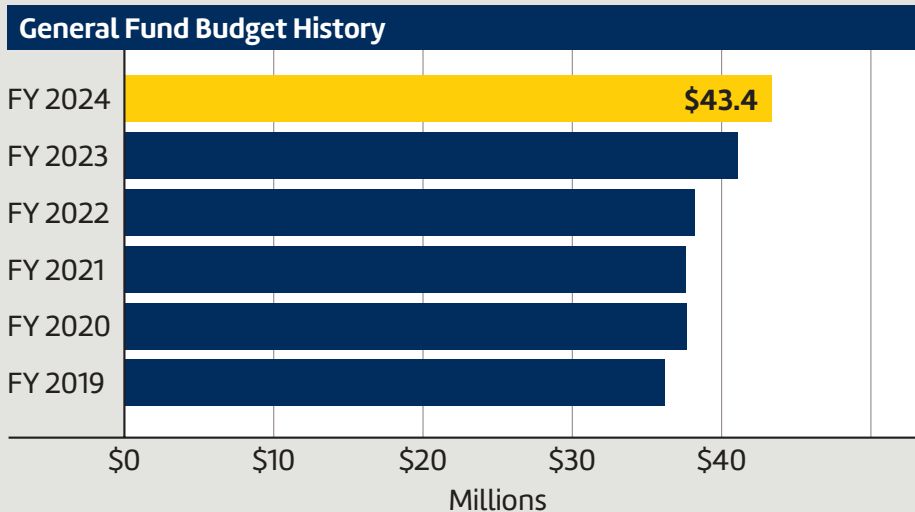
dent.umich.edu



General Fund Budget	FY 2023	FY 2024	Change
Compensation	30.5	33.0	2.5
Financial aid	0.9	0.8	(0.1)
Other non-salary	9.6	9.5	(0.1)
<b>in millions</b>	<b>\$ 41.1</b>	<b>\$ 43.4</b>	<b>\$ 2.3</b>

Totals may not foot due to rounding.

Unit Metrics	FY 2020	FY 2021	FY 2022
Fall term enrollment	681	669	656
Degrees awarded	212	215	207
Research expenditures (in millions)	\$ 24.9	\$ 23.6	\$ 25.4

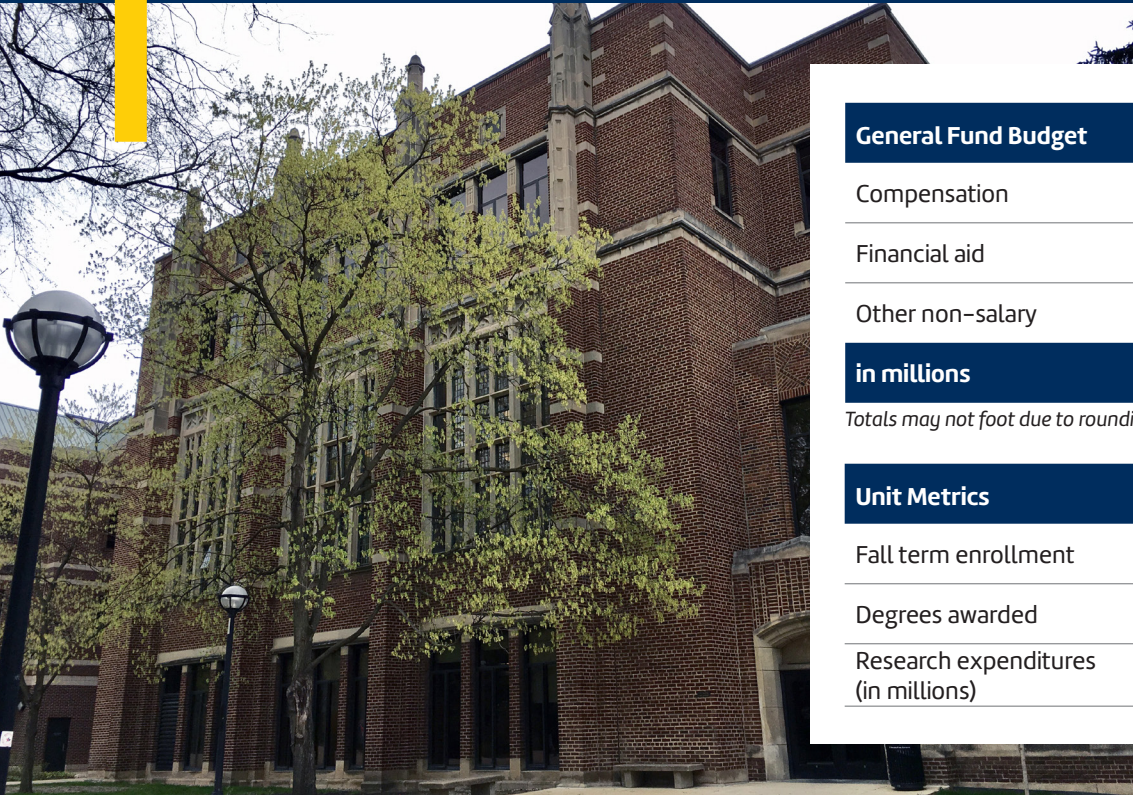


### Notable budgetary actions over the last five years:

FY 2019–FY 2024: Significant changes to an academic unit’s general fund budget are typically driven by variations in its instructional or research activity, which are directly allocated as part of the university’s budget model. Schools, colleges, and major research institute general fund budgets are shown net of facilities costs and other assessments.

# Marsal Family School of Education

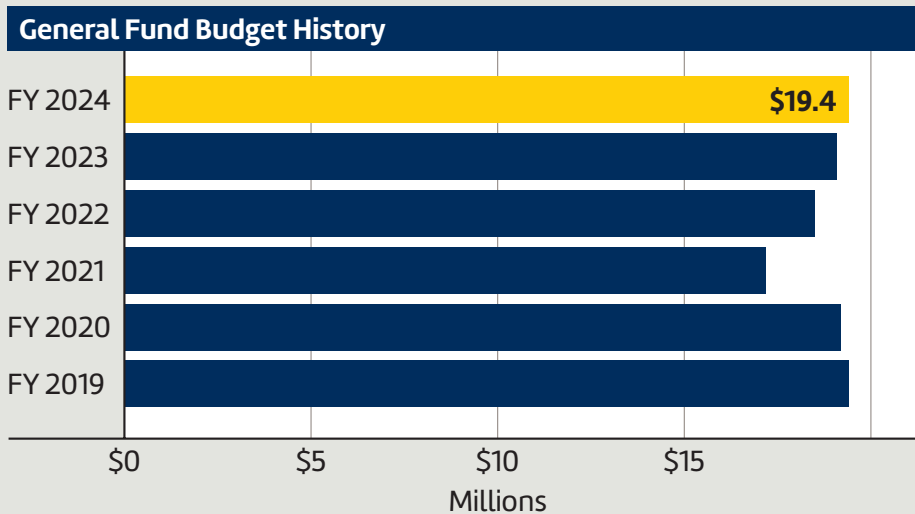
soe.umich.edu



General Fund Budget	FY 2023	FY 2024	Change
Compensation	16.3	16.8	0.4
Financial aid	1.7	1.5	(0.1)
Other non-salary	1.1	1.1	(0.0)
<b>in millions</b>	<b>\$ 19.1</b>	<b>\$ 19.4</b>	<b>\$ 0.3</b>

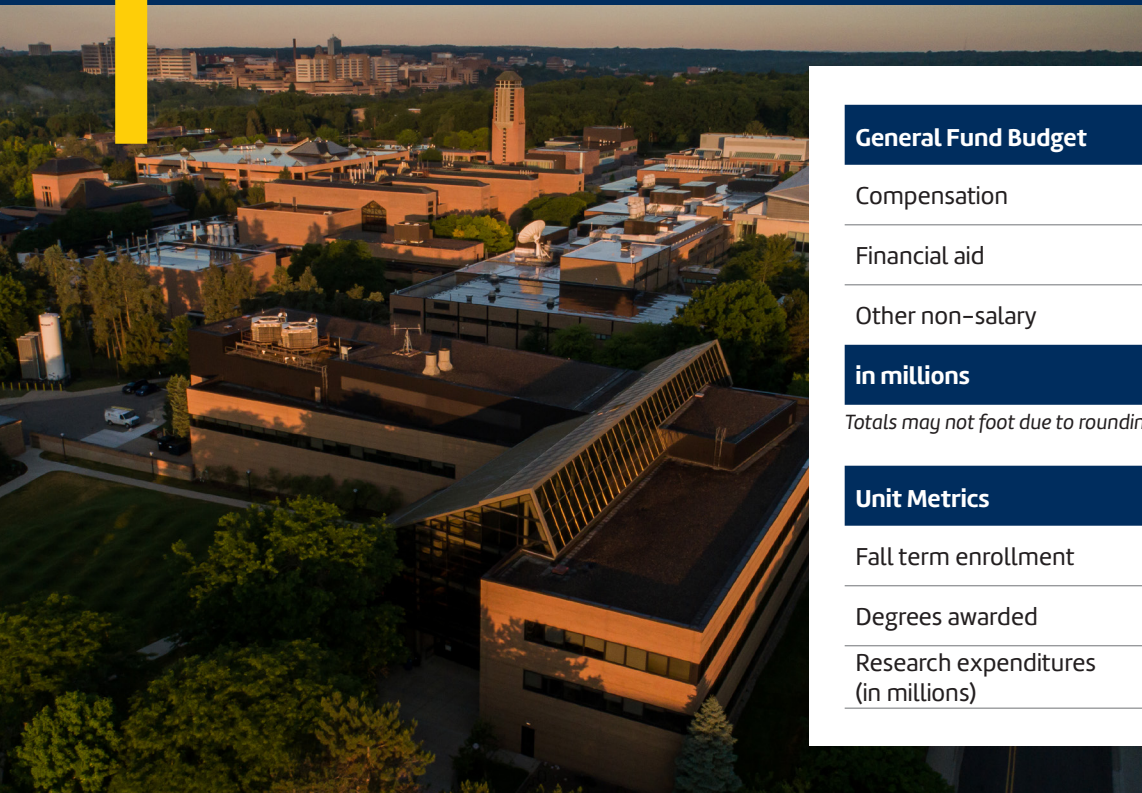
Totals may not foot due to rounding.

Unit Metrics	FY 2020	FY 2021	FY 2022
Fall term enrollment	469	436	491
Degrees awarded	243	219	261
Research expenditures (in millions)	\$ 10.4	\$ 10.9	\$ 11.5



## Notable budgetary actions over the last five years:

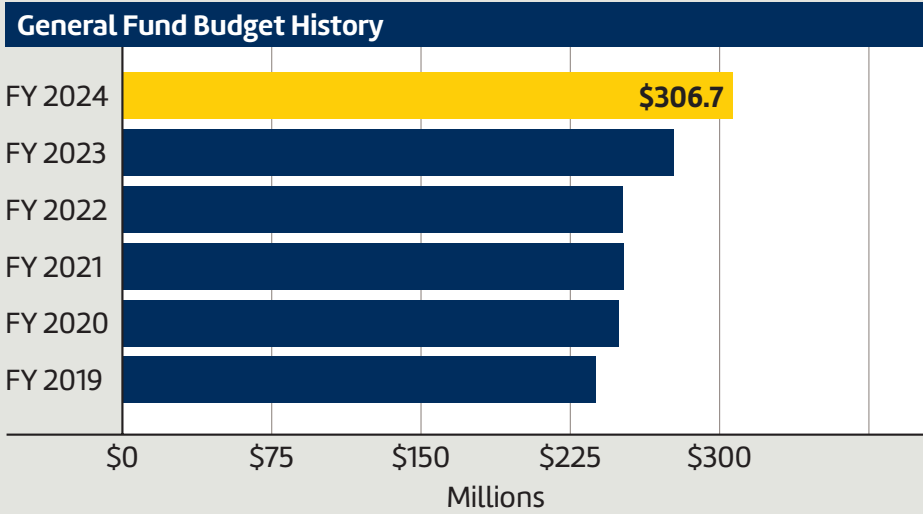
FY 2019–FY 2024: Significant changes to an academic unit’s general fund budget are typically driven by variations in its instructional or research activity, which are directly allocated as part of the university’s budget model. Schools, colleges, and major research institute general fund budgets are shown net of facilities costs and other assessments.



General Fund Budget	FY 2023	FY 2024	Change
Compensation	167.5	183.2	15.7
Financial aid	34.2	42.7	8.5
Other non-salary	75.2	80.8	5.6
<b>in millions</b>	<b>\$ 276.8</b>	<b>\$ 306.7</b>	<b>\$ 29.8</b>

Totals may not foot due to rounding.

Unit Metrics	FY 2020	FY 2021	FY 2022
Fall term enrollment	10,248	10,209	10,655
Degrees awarded	3,168	3,412	3,252
Research expenditures (in millions)	\$ 268.9	\$ 265.2	\$ 282.1

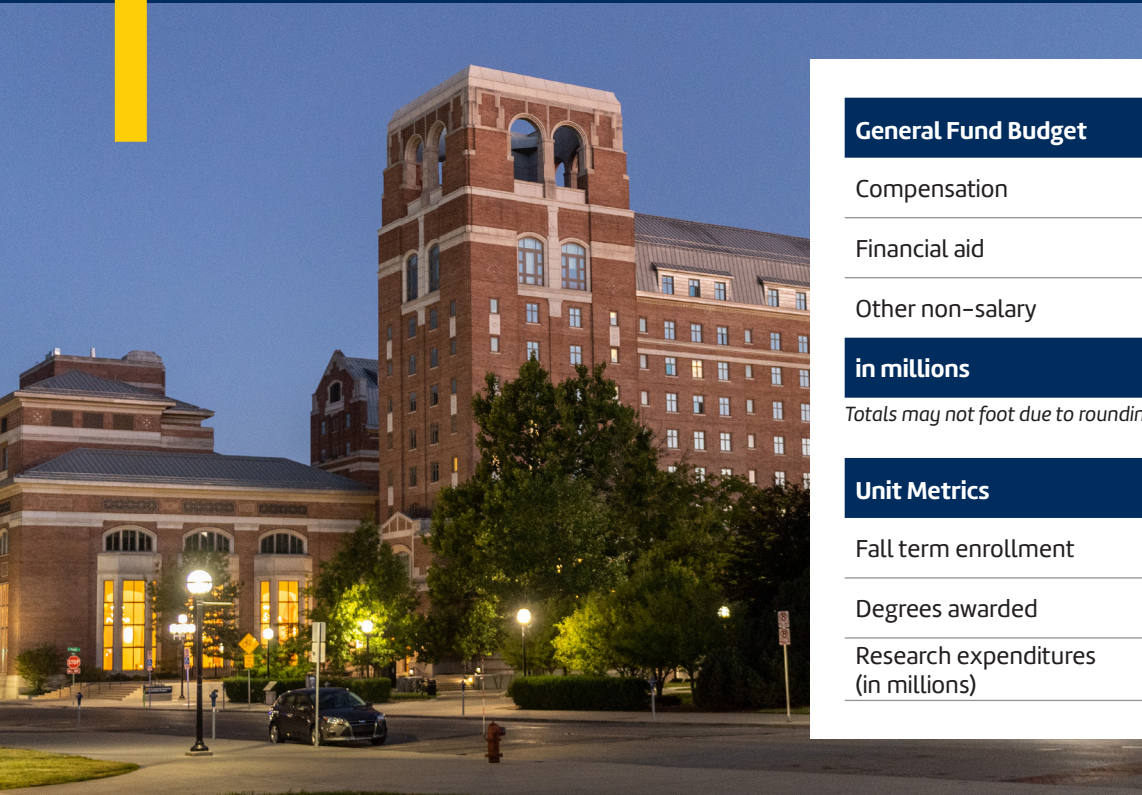


### Notable budgetary actions over the last five years:

FY 2019–FY 2024: Significant changes to an academic unit’s general fund budget are typically driven by variations in its instructional or research activity, which are directly allocated as part of the university’s budget model. Schools, colleges, and major research institute general fund budgets are shown net of facilities costs and other assessments.

FY 2023: Mcity was transferred from the Vice President for Research.

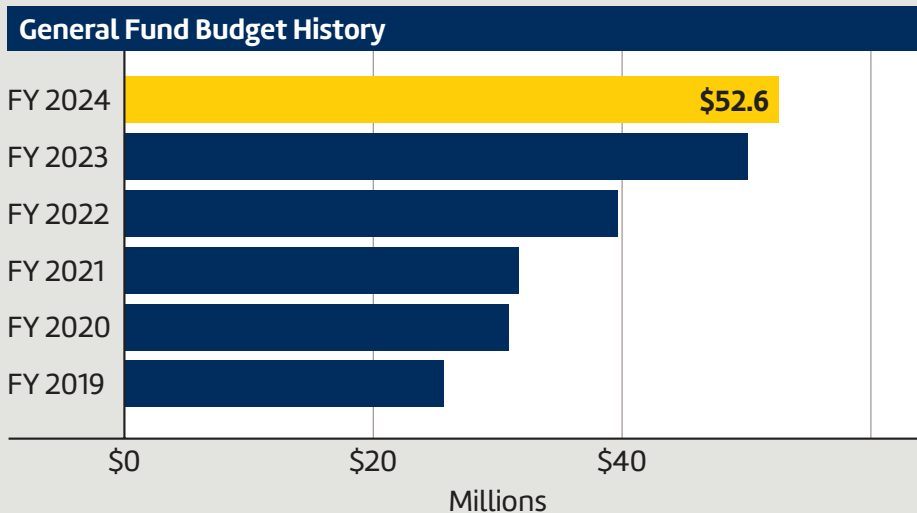
FY 2020: University of Michigan Transportation Research Institute (UMTRI) was transferred from the Vice President for Research.



General Fund Budget	FY 2023	FY 2024	Change
Compensation	26.9	31.6	4.7
Financial aid	8.3	13.7	5.4
Other non-salary	15.0	7.3	(7.7)
<b>in millions</b>	<b>\$ 50.1</b>	<b>\$ 52.6</b>	<b>\$ 2.4</b>

Totals may not foot due to rounding.

Unit Metrics	FY 2020	FY 2021	FY 2022
Fall term enrollment	1,133	1,355	1,691
Degrees awarded	424	433	599
Research expenditures (in millions)	\$ 9.1	\$ 7.7	\$ 9.4



### Notable budgetary actions over the last five years:

FY 2019–FY 2024: Significant changes to an academic unit’s general fund budget are typically driven by variations in its instructional or research activity, which are directly allocated as part of the university’s budget model. Schools, colleges, and major research institute general fund budgets are shown net of facilities costs and other assessments.

FY 2020–FY2024: Significant revenue and enrollment growth is due to the recently established online Master of Applied Data Science program.



# School of Kinesiology

kines.umich.edu

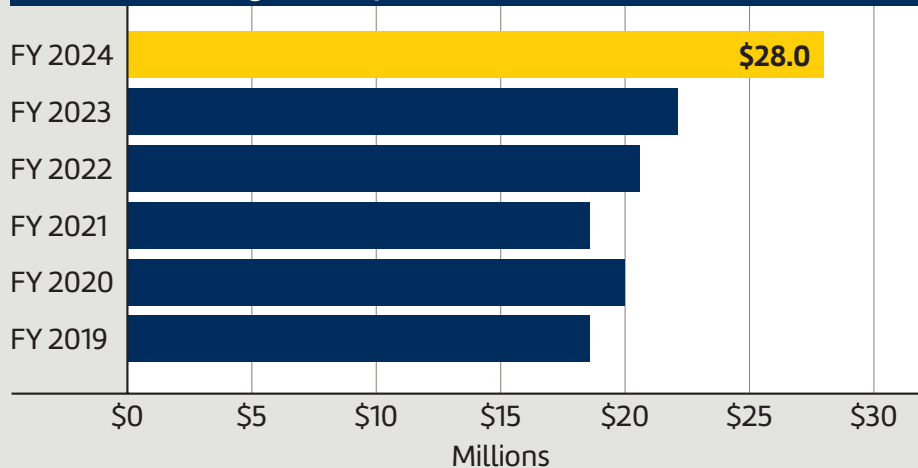


General Fund Budget	FY 2023	FY 2024	Change
Compensation	13.7	18.0	4.3
Financial aid	1.0	0.8	(0.2)
Other non-salary	7.4	9.3	1.8
<b>in millions</b>	<b>\$ 22.1</b>	<b>\$ 28.0</b>	<b>\$ 6.0</b>

Totals may not foot due to rounding.

Unit Metrics	FY 2020	FY 2021	FY 2022
Fall term enrollment	1,115	1,096	1,186
Degrees awarded	329	340	323
Research expenditures (in millions)	\$ 11.4	\$ 8.7	\$ 7.3

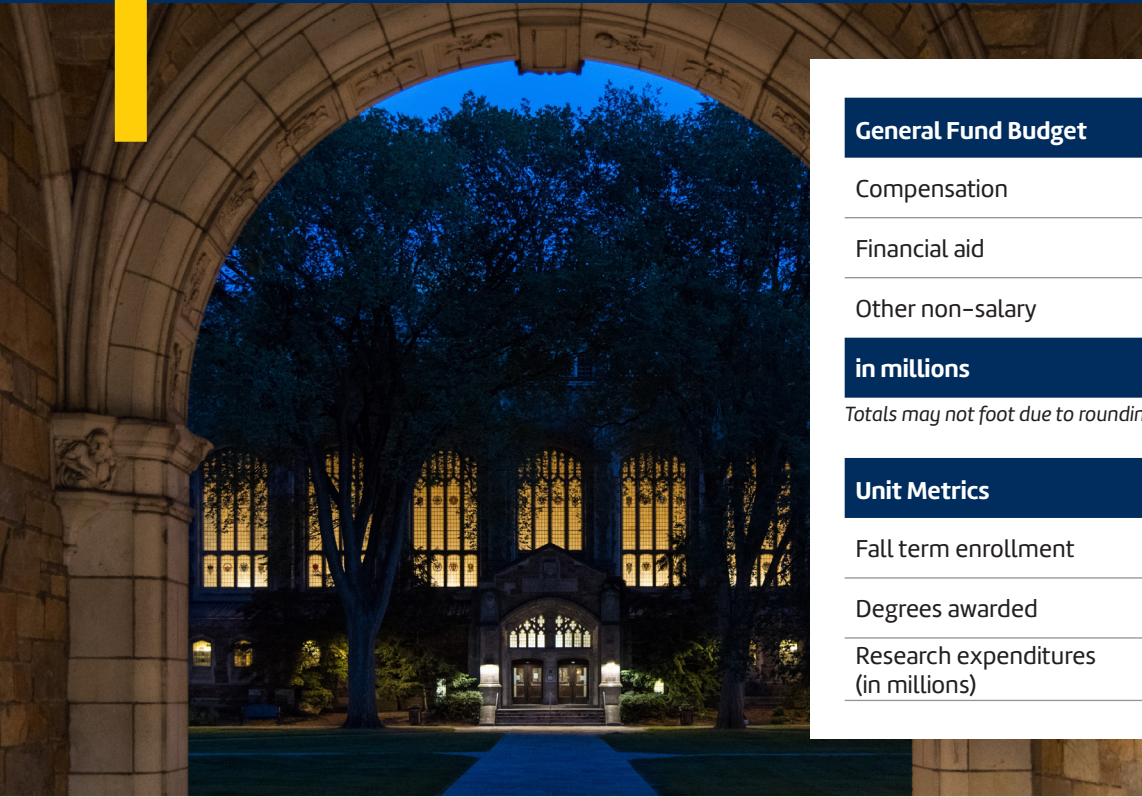
## General Fund Budget History



### Notable budgetary actions over the last five years:

FY 2019–FY 2024: Significant changes to an academic unit’s general fund budget are typically driven by variations in its instructional or research activity, which are directly allocated as part of the university’s budget model. Schools, colleges, and major research institute general fund budgets are shown net of facilities costs and other assessments.

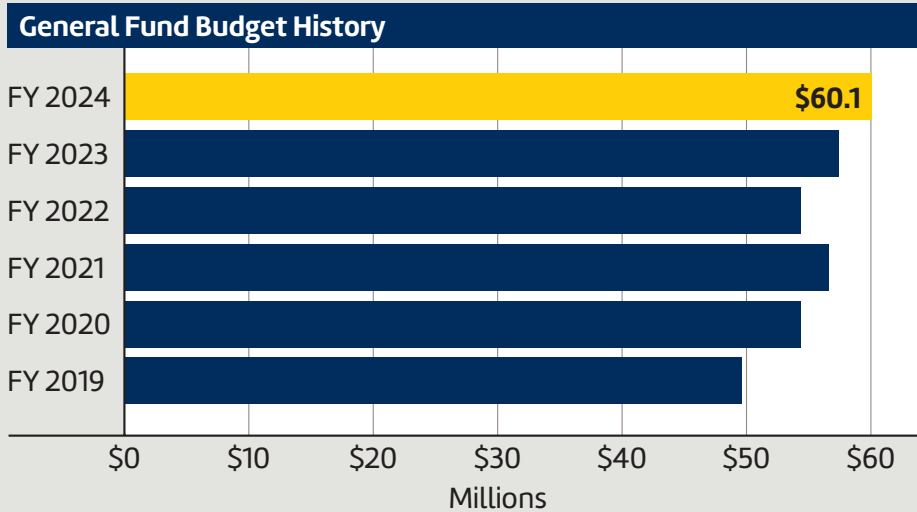
FY 2023: Exercise & Sport Science Initiative (ESSI) was transferred from the Vice President for Research.



General Fund Budget	FY 2023	FY 2024	Change
Compensation	35.4	36.0	0.6
Financial aid	17.7	18.0	0.3
Other non-salary	4.4	6.1	1.7
<b>in millions</b>	<b>\$ 57.5</b>	<b>\$ 60.1</b>	<b>\$ 2.6</b>

Totals may not foot due to rounding.

Unit Metrics	FY 2020	FY 2021	FY 2022
Fall term enrollment	1,051	1,027	998
Degrees awarded	377	381	363
Research expenditures (in millions)	\$ 4.4	\$ 6.7	\$ 6.2

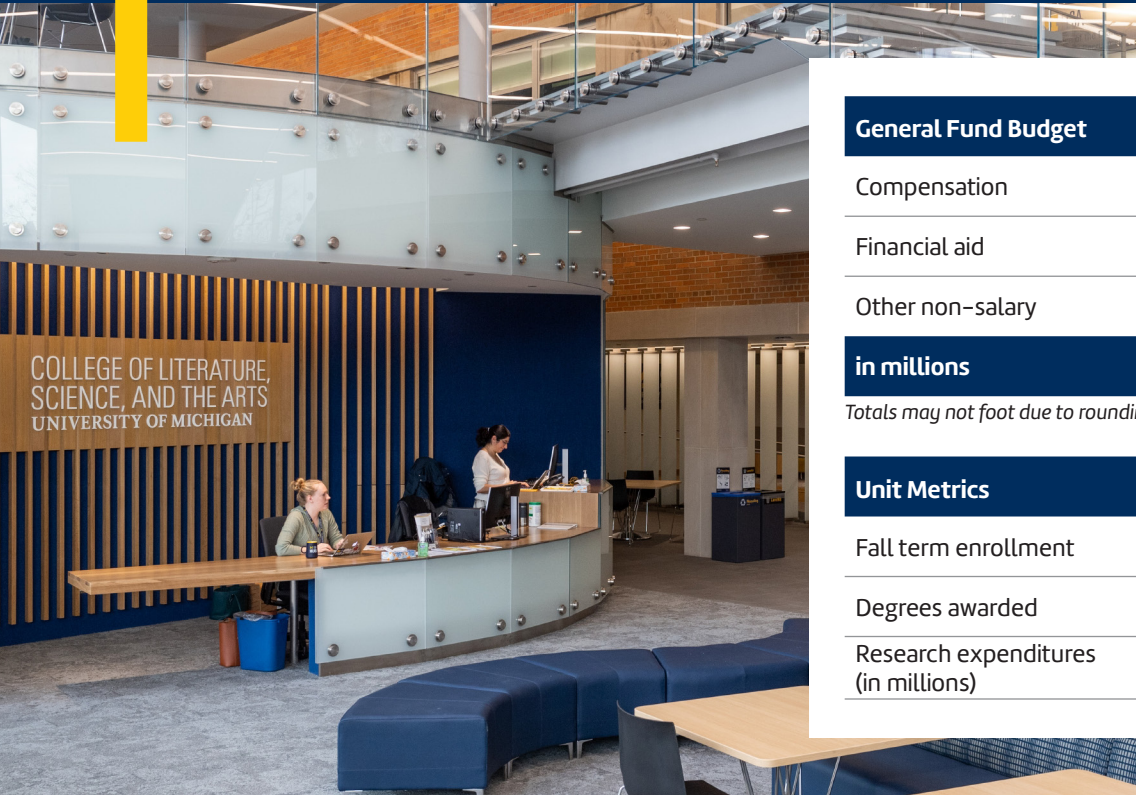


### Notable budgetary actions over the last five years:

FY 2019–FY 2024: Significant changes to an academic unit’s general fund budget are typically driven by variations in its instructional or research activity, which are directly allocated as part of the university’s budget model. Schools, colleges, and major research institute general fund budgets are shown net of facilities costs and other assessments.

# College of Literature, Science, and the Arts

lsa.umich.edu

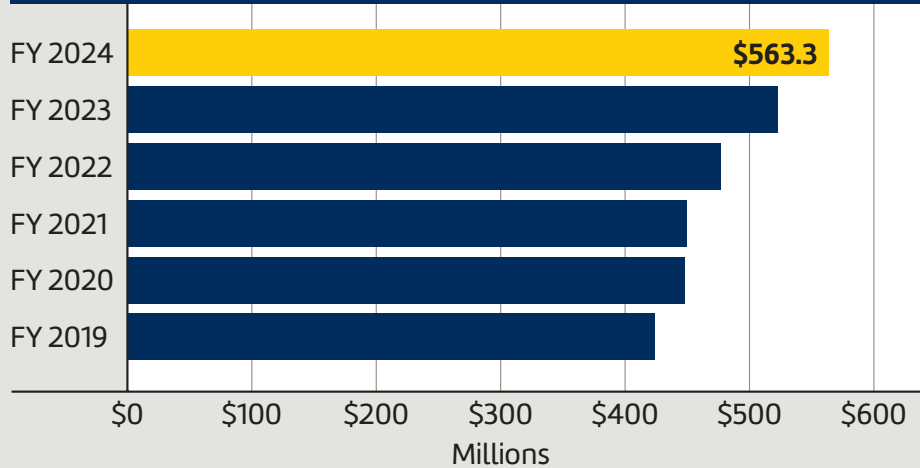


General Fund Budget	FY 2023	FY 2024	Change
Compensation	339.1	357.2	18.1
Financial aid	69.8	72.4	2.6
Other non-salary	113.8	133.7	19.9
<b>in millions</b>	<b>\$ 522.7</b>	<b>\$ 563.3</b>	<b>\$ 40.6</b>

Totals may not foot due to rounding.

Unit Metrics	FY 2020	FY 2021	FY 2022
Fall term enrollment	20,588	20,452	21,019
Degrees awarded	5,018	5,255	4,960
Research expenditures (in millions)	\$ 200.7	\$ 199.5	\$ 211.7

## General Fund Budget History



### Notable budgetary actions over the last five years:

FY 2019–FY 2024: Significant changes to an academic unit’s general fund budget are typically driven by variations in its instructional or research activity, which are directly allocated as part of the university’s budget model. Schools, colleges, and major research institute general fund budgets are shown net of facilities costs and other assessments.

# Medical School

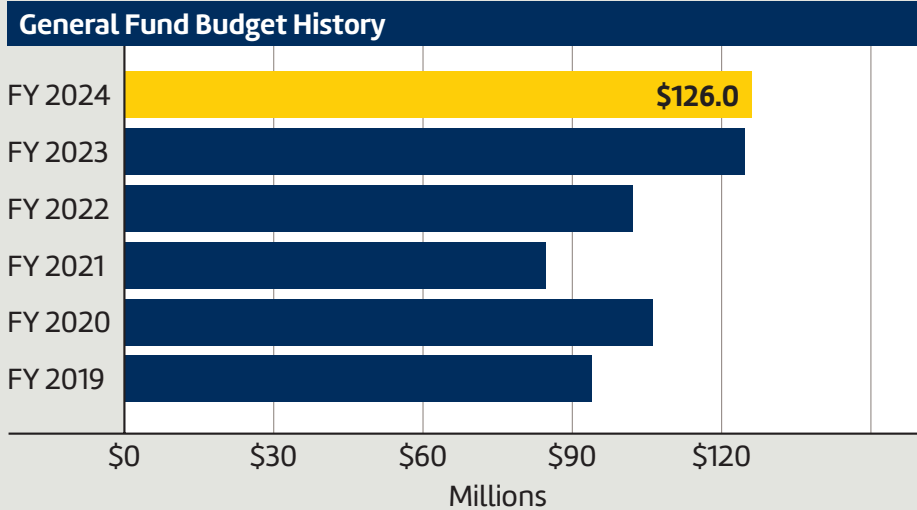
[medicine.umich.edu/medschool/home](https://medicine.umich.edu/medschool/home)



General Fund Budget	FY 2023	FY 2024	Change
Compensation	109.4	109.9	0.5
Financial aid	3.0	3.1	0.1
Other non-salary	12.3	13.0	0.7
<b>in millions</b>	<b>\$ 124.7</b>	<b>\$ 126.0</b>	<b>\$ 1.3</b>

Totals may not foot due to rounding.  
No clinical activity is included in the general fund budget.

Unit Metrics	FY 2020	FY 2021	FY 2022
Fall term enrollment	1,690	1,498	1,637
Degrees awarded	381	371	370
Research expenditures (in millions)	\$ 680.1	\$ 661.9	\$ 739.2



## Notable budgetary actions over the last five years:

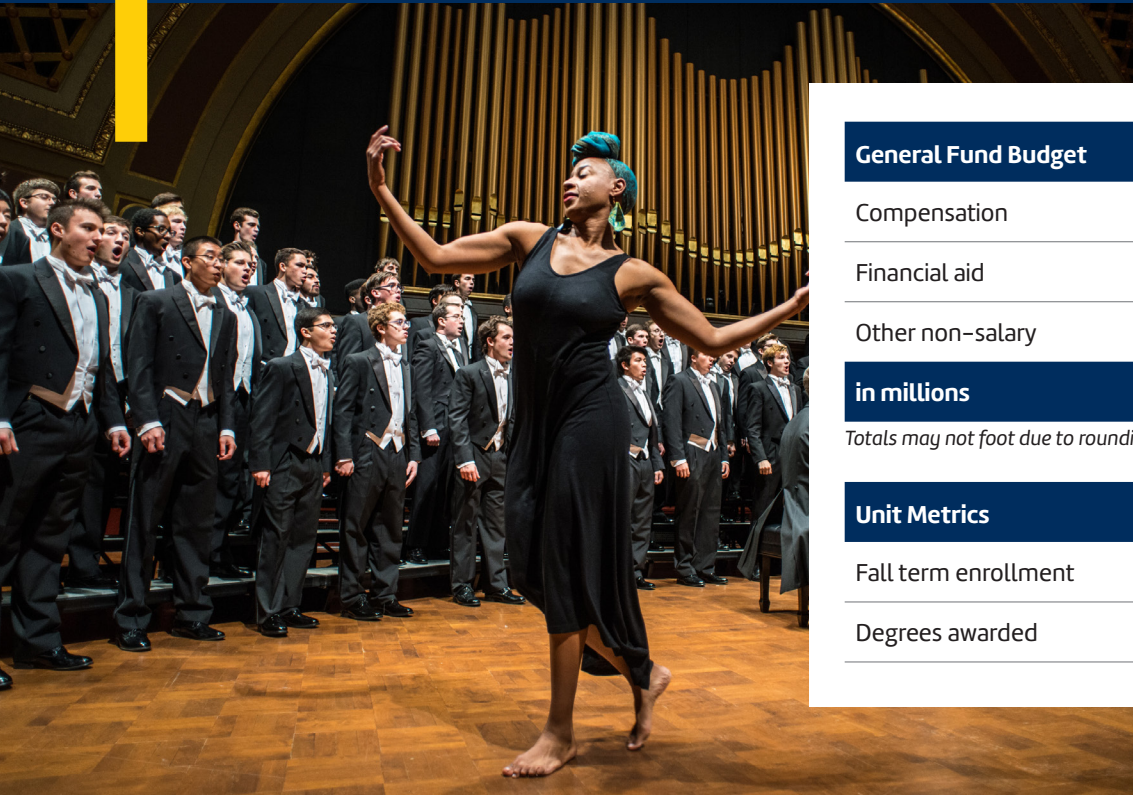
FY 2019–FY 2024: Significant changes to an academic unit’s general fund budget are typically driven by variations in its instructional or research activity, which are directly allocated as part of the university’s budget model. Schools, colleges, and major research institute general fund budgets are shown net of facilities costs and other assessments.

FY 2019–FY 2024: The Medical School general fund budget includes costs for the North Campus Research Complex (shown on page 53).

FY 2024: Functional MRI Laboratory was transferred from the Vice President for Research.

# School of Music, Theatre & Dance

[smtd.umich.edu](http://smtd.umich.edu)

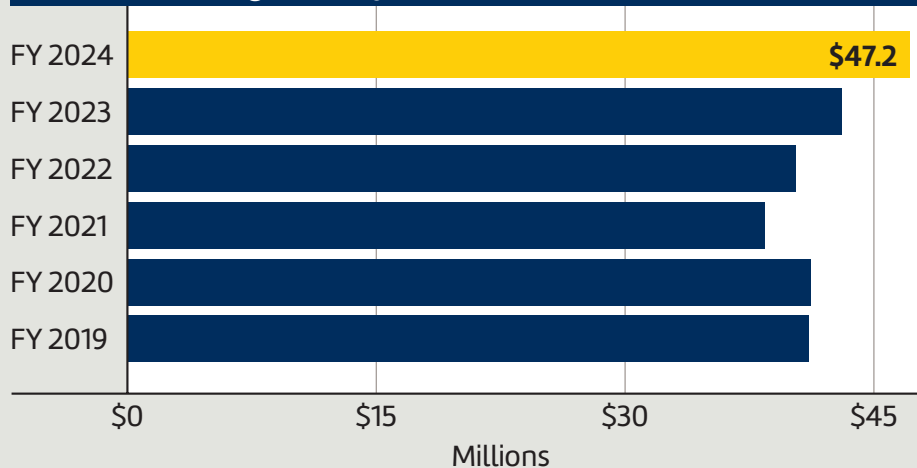


General Fund Budget	FY 2023	FY 2024	Change
Compensation	31.1	32.7	1.6
Financial aid	10.7	12.3	1.6
Other non-salary	1.3	2.2	0.9
<b>in millions</b>	<b>\$ 43.1</b>	<b>\$ 47.2</b>	<b>\$ 4.1</b>

Totals may not foot due to rounding.

Unit Metrics	FY 2020	FY 2021	FY 2022
Fall term enrollment	1,135	1,110	1,177
Degrees awarded	297	296	308

## General Fund Budget History

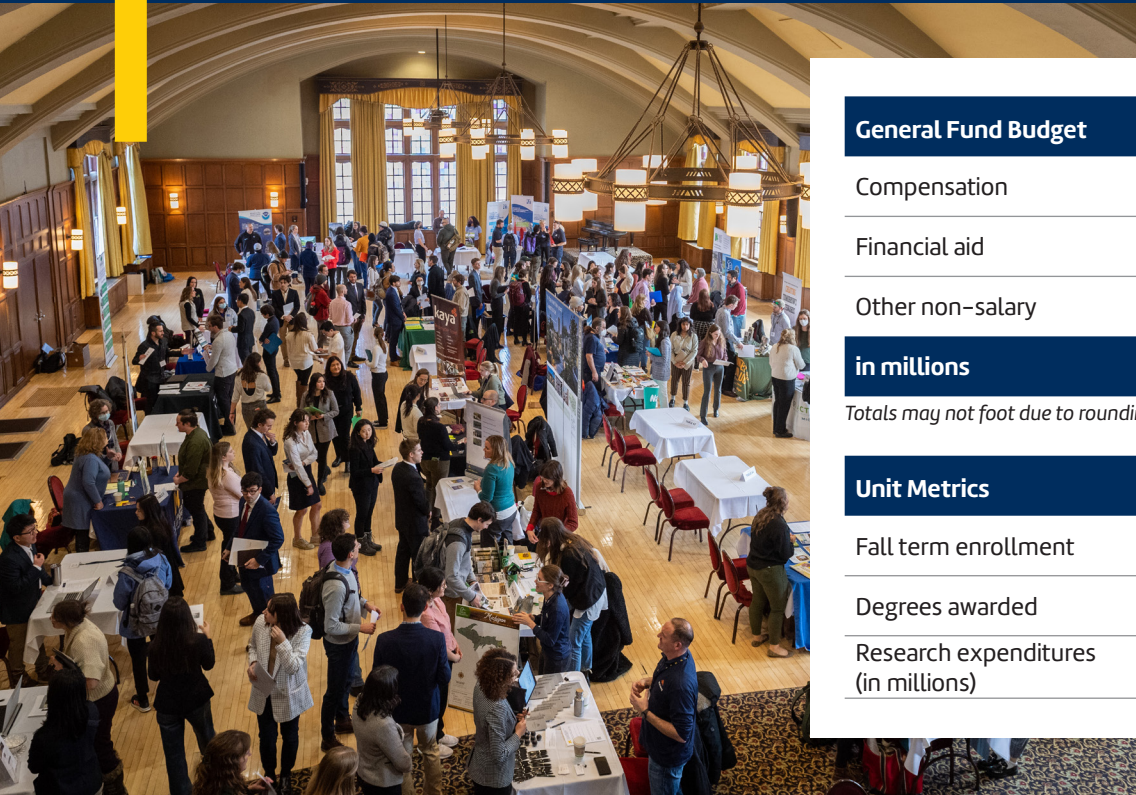


### Notable budgetary actions over the last five years:

FY 2019–FY 2024: Significant changes to an academic unit’s general fund budget are typically driven by variations in its instructional or research activity, which are directly allocated as part of the university’s budget model. Schools, colleges, and major research institute general fund budgets are shown net of facilities costs and other assessments.

# School for Environment and Sustainability

seas.umich.edu

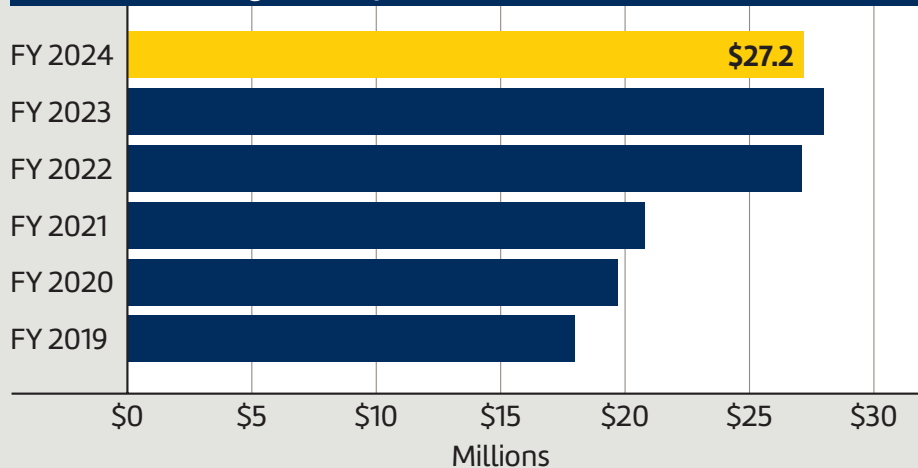


General Fund Budget	FY 2023	FY 2024	Change
Compensation	16.4	16.8	0.4
Financial aid	4.7	5.8	1.1
Other non-salary	7.0	4.7	(2.3)
<b>in millions</b>	<b>\$ 28.0</b>	<b>\$ 27.2</b>	<b>\$ (0.8)</b>

Totals may not foot due to rounding.

Unit Metrics	FY 2020	FY 2021	FY 2022
Fall term enrollment	358	474	551
Degrees awarded	155	181	248
Research expenditures (in millions)	\$ 19.9	\$ 19.2	\$ 23.0

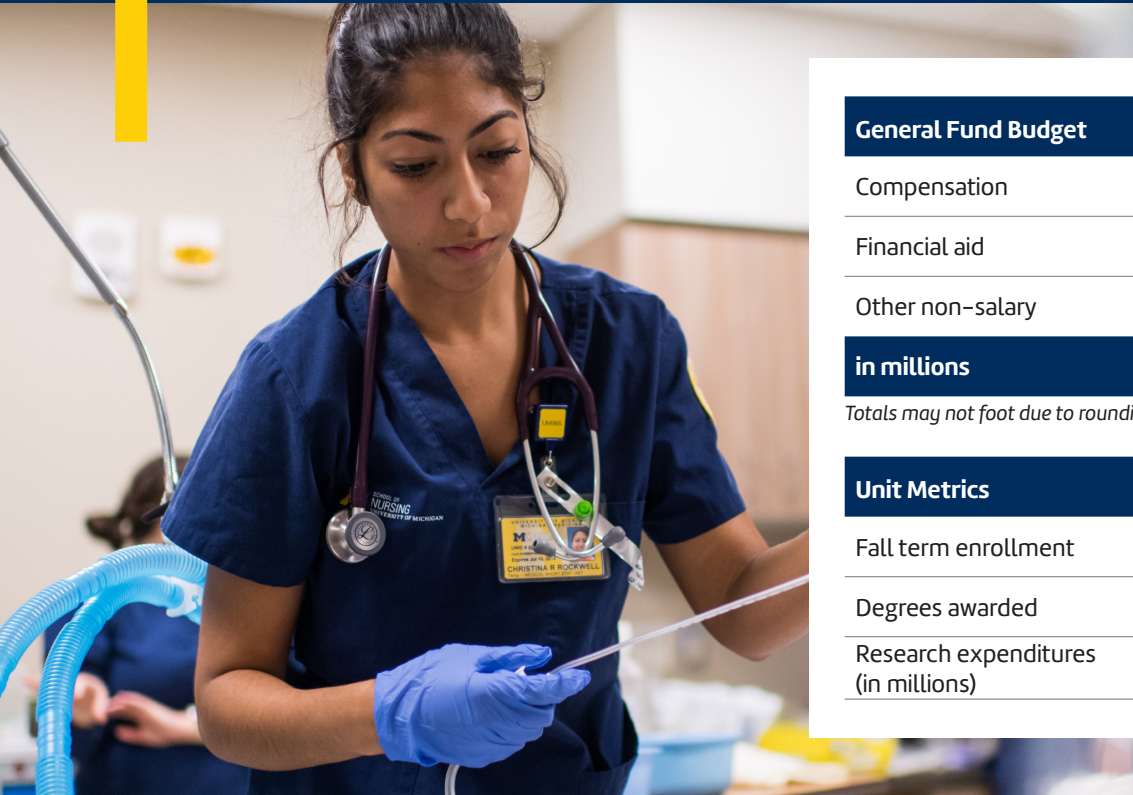
## General Fund Budget History



### Notable budgetary actions over the last five years:

FY 2019–FY 2024: Significant changes to an academic unit’s general fund budget are typically driven by variations in its instructional or research activity, which are directly allocated as part of the university’s budget model. Schools, colleges, and major research institute general fund budgets are shown net of facilities costs and other assessments.

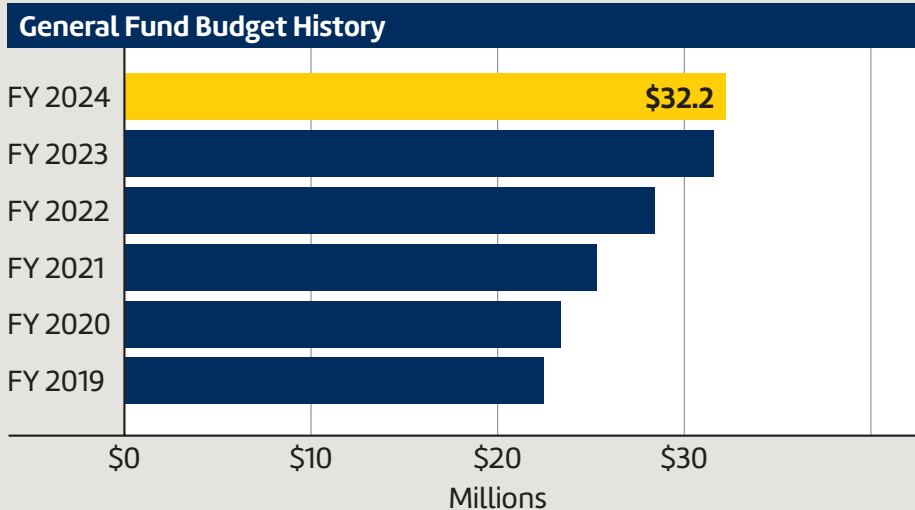
FY 2019: The Program in the Environment (PitE) became a collaboration between the School for Environment and Sustainability (SEAS) and the College of Literature, Science, and the Arts (LSA). Although these students are enrolled in LSA, SEAS receives a portion of tuition revenue for the program.



General Fund Budget	FY 2023	FY 2024	Change
Compensation	20.5	20.9	0.4
Financial aid	2.1	2.9	0.8
Other non-salary	9.1	8.4	(0.7)
<b>in millions</b>	<b>\$ 31.6</b>	<b>\$ 32.2</b>	<b>\$ 0.5</b>

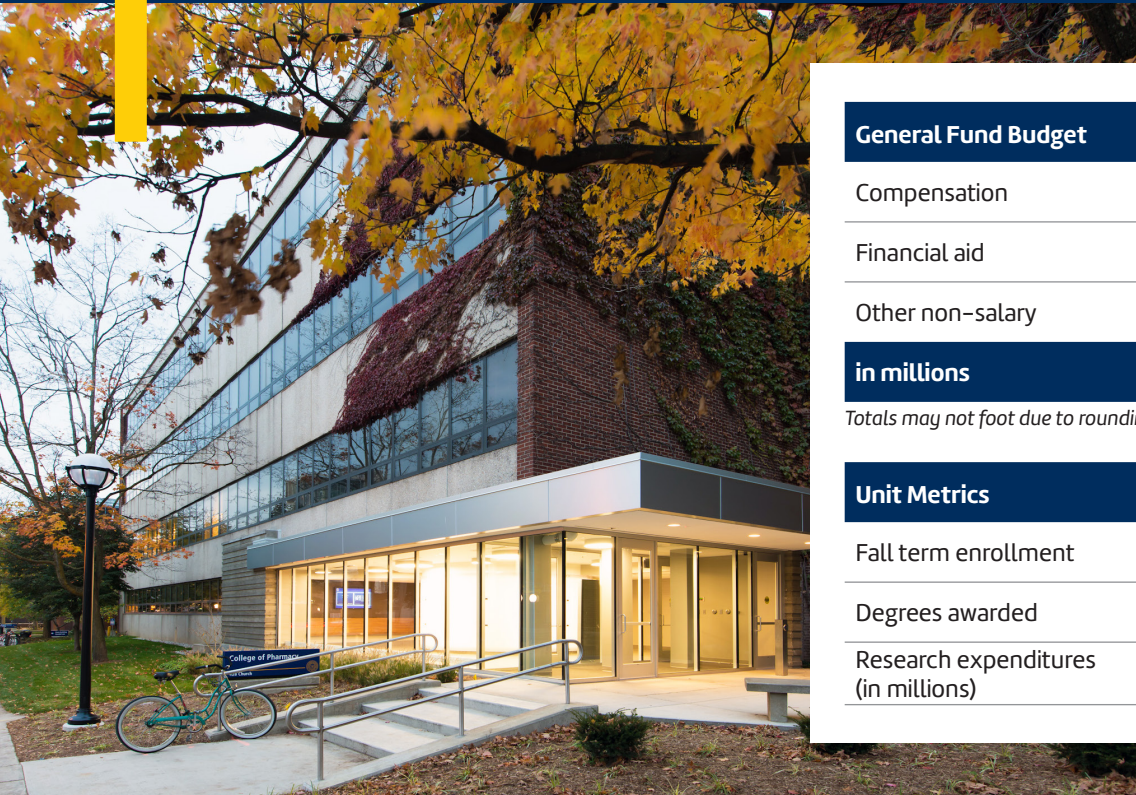
Totals may not foot due to rounding.

Unit Metrics	FY 2020	FY 2021	FY 2022
Fall term enrollment	1,039	1,127	1,218
Degrees awarded	271	291	331
Research expenditures (in millions)	\$ 11.3	\$ 9.7	\$ 9.9



#### Notable budgetary actions over the last five years:

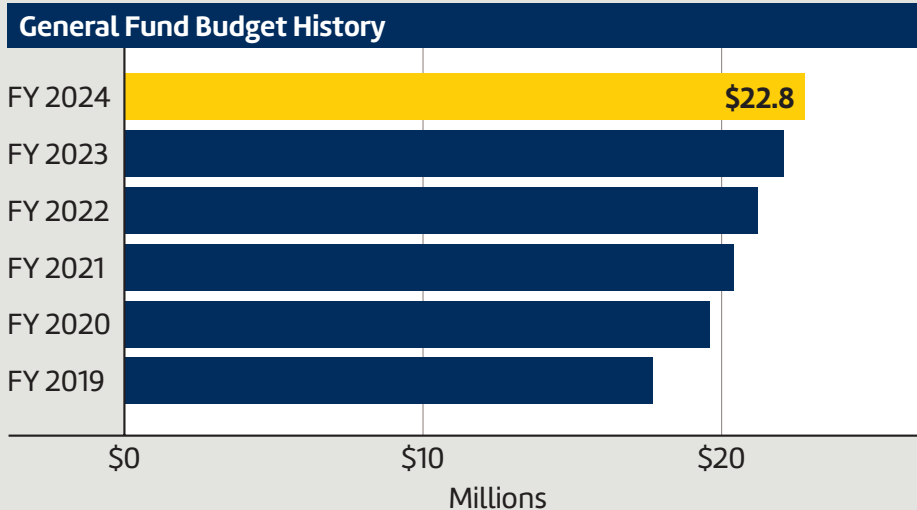
FY 2019–FY 2024: Significant changes to an academic unit’s general fund budget are typically driven by variations in its instructional or research activity, which are directly allocated as part of the university’s budget model. Schools, colleges, and major research institute general fund budgets are shown net of facilities costs and other assessments.



General Fund Budget	FY 2023	FY 2024	Change
Compensation	15.9	16.5	0.6
Financial aid	1.3	1.7	0.4
Other non-salary	4.9	4.6	(0.4)
<b>in millions</b>	<b>\$ 22.1</b>	<b>\$ 22.8</b>	<b>\$ 0.7</b>

Totals may not foot due to rounding.

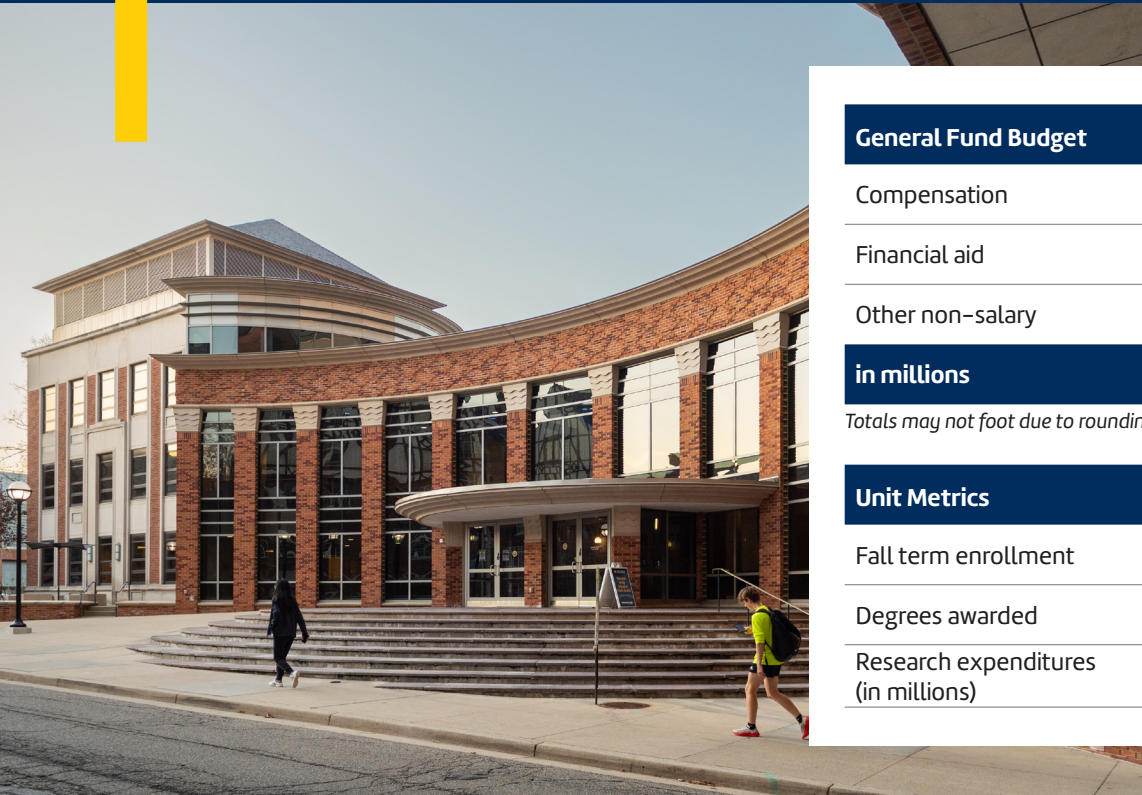
Unit Metrics	FY 2020	FY 2021	FY 2022
Fall term enrollment	499	516	546
Degrees awarded	122	129	135
Research expenditures (in millions)	\$ 17.7	\$ 19.5	\$ 18.8



### Notable budgetary actions over the last five years:

FY 2019–FY 2024: Significant changes to an academic unit’s general fund budget are typically driven by variations in its instructional or research activity, which are directly allocated as part of the university’s budget model. Schools, colleges, and major research institute general fund budgets are shown net of facilities costs and other assessments.

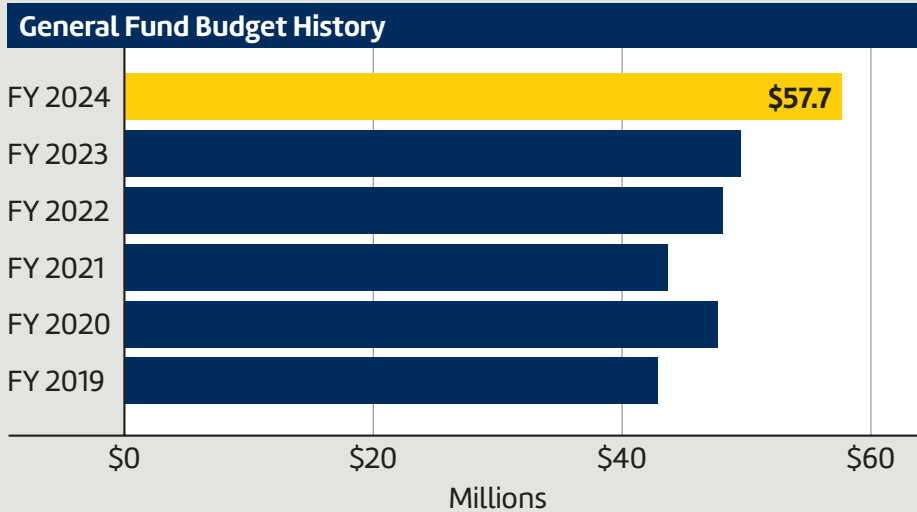




General Fund Budget	FY 2023	FY 2024	Change
Compensation	32.9	37.4	4.5
Financial aid	7.9	8.5	0.6
Other non-salary	8.7	11.8	3.1
<b>in millions</b>	<b>\$ 49.5</b>	<b>\$ 57.7</b>	<b>\$ 8.2</b>

Totals may not foot due to rounding.

Unit Metrics	FY 2020	FY 2021	FY 2022
Fall term enrollment	1,216	1,181	1,354
Degrees awarded	552	522	526
Research expenditures (in millions)	\$ 89.8	\$ 88.1	\$ 92.2

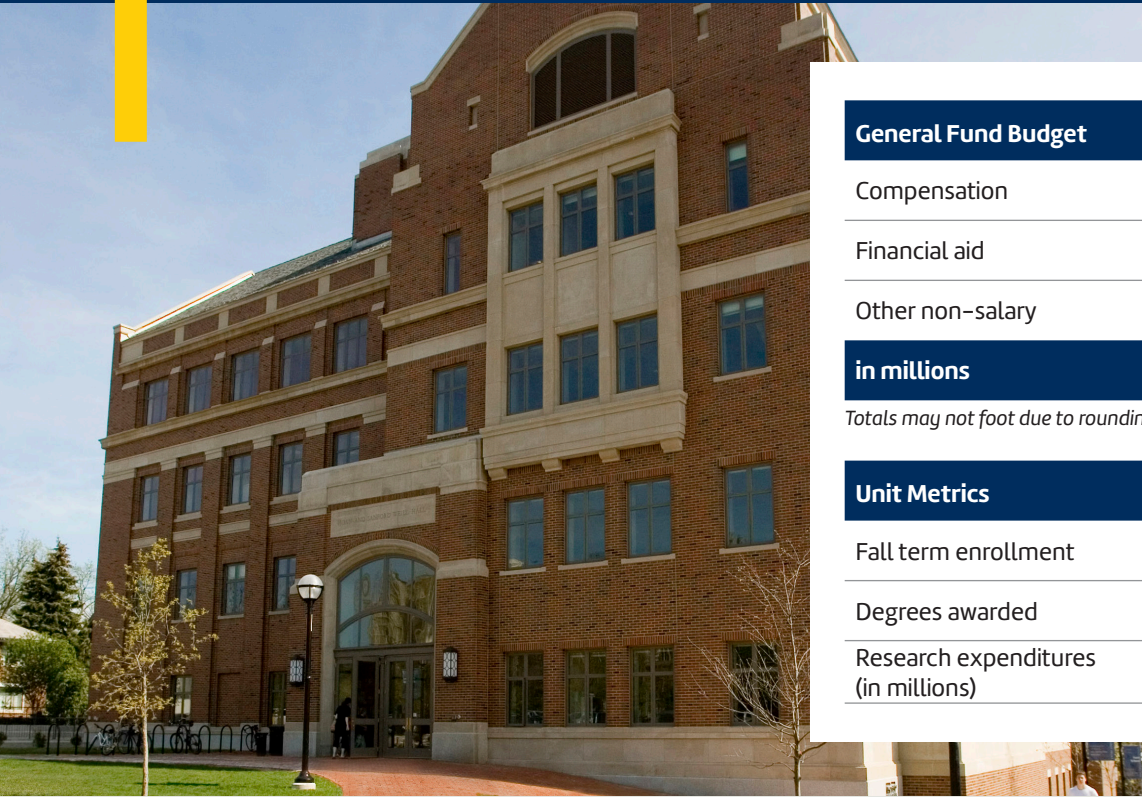


### Notable budgetary actions over the last five years:

FY 2019–FY 2024: Significant changes to an academic unit’s general fund budget are typically driven by variations in its instructional or research activity, which are directly allocated as part of the university’s budget model. Schools, colleges, and major research institute general fund budgets are shown net of facilities costs and other assessments.

# Gerald R. Ford School of Public Policy

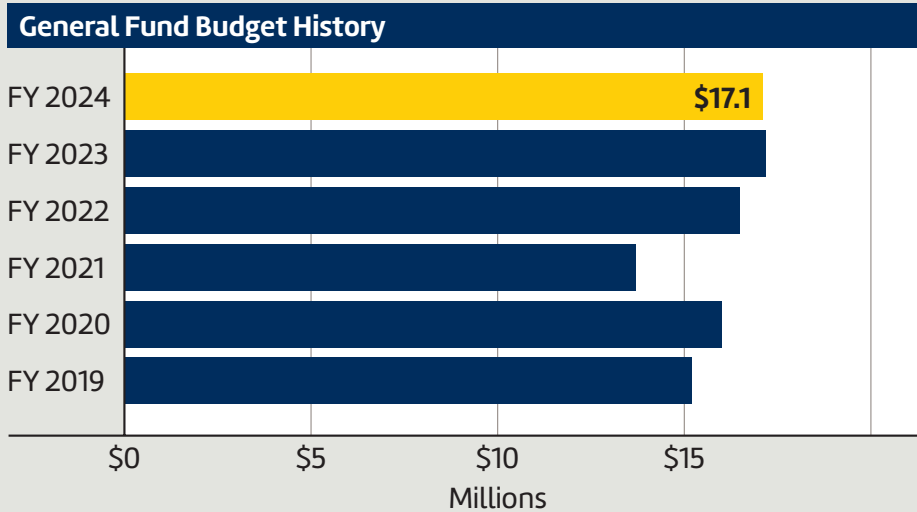
fordschool.umich.edu



General Fund Budget	FY 2023	FY 2024	Change
Compensation	12.1	13.8	1.7
Financial aid	1.9	1.8	(0.1)
Other non-salary	3.2	1.5	(1.7)
<b>in millions</b>	<b>\$ 17.2</b>	<b>\$ 17.1</b>	<b>\$ (0.0)</b>

Totals may not foot due to rounding.

Unit Metrics	FY 2020	FY 2021	FY 2022
Fall term enrollment	376	369	383
Degrees awarded	185	205	183
Research expenditures (in millions)	\$ 5.0	\$ 3.8	\$ 4.3

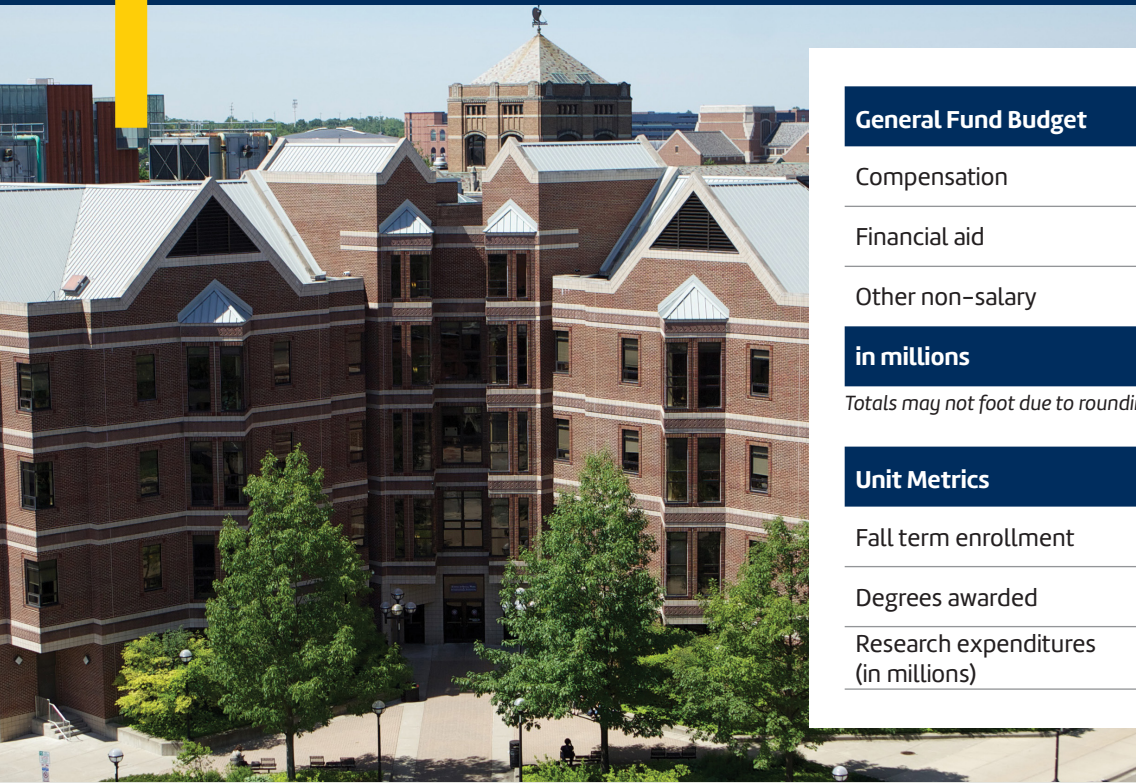


## Notable budgetary actions over the last five years:

FY 2019–FY 2024: Significant changes to an academic unit’s general fund budget are typically driven by variations in its instructional or research activity, which are directly allocated as part of the university’s budget model. Schools, colleges, and major research institute general fund budgets are shown net of facilities costs and other assessments.

# School of Social Work

ssw.umich.edu

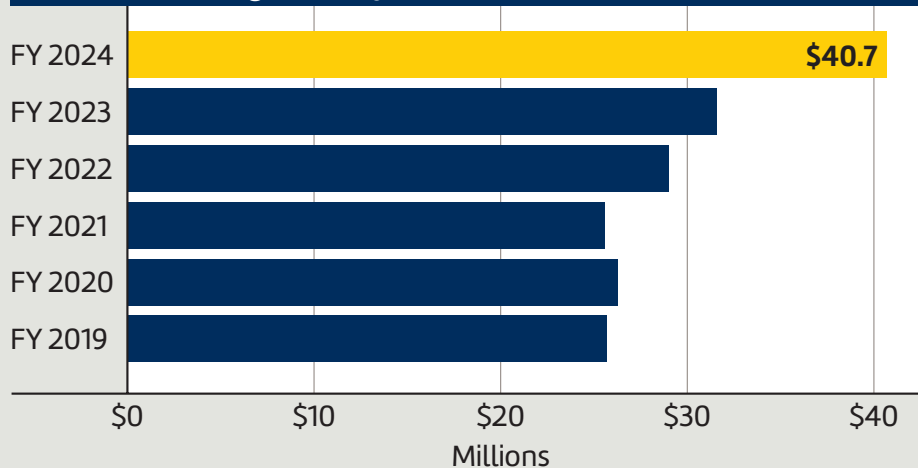


General Fund Budget	FY 2023	FY 2024	Change
Compensation	21.1	21.4	0.3
Financial aid	9.6	14.7	5.2
Other non-salary	0.9	4.5	3.6
<b>in millions</b>	<b>\$ 31.6</b>	<b>\$ 40.7</b>	<b>\$ 9.1</b>

Totals may not foot due to rounding.

Unit Metrics	FY 2020	FY 2021	FY 2022
Fall term enrollment	726	751	783
Degrees awarded	414	429	411
Research expenditures (in millions)	\$ 7.5	\$ 6.8	\$ 7.0

## General Fund Budget History



### Notable budgetary actions over the last five years:

FY 2019–FY 2024: Significant changes to an academic unit’s general fund budget are typically driven by variations in its instructional or research activity, which are directly allocated as part of the university’s budget model. Schools, colleges, and major research institute general fund budgets are shown net of facilities costs and other assessments.

FY 2022–FY 2024: Significant revenue and enrollment growth is driven by the recently established online Master of Social Work program.

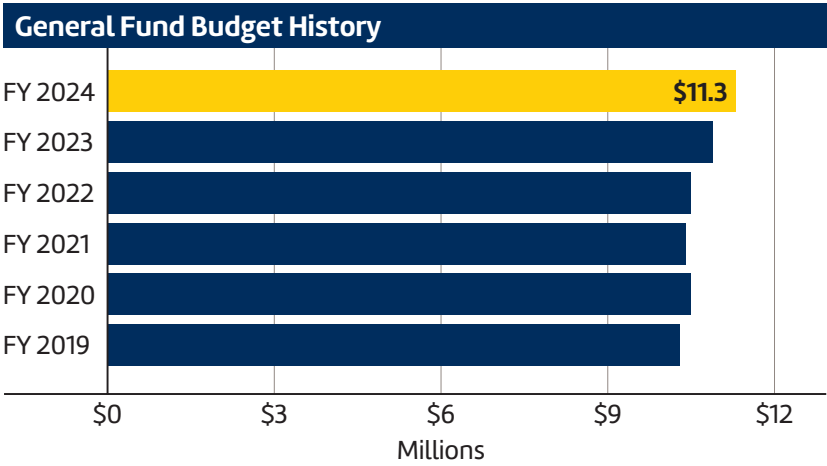
# Horace H. Rackham School of Graduate Studies

rackham.umich.edu

General Fund Budget	FY 2023	FY 2024	Change
Compensation	10.2	10.6	0.4
Other non-salary	0.7	0.7	0.0
<b>in millions</b>	<b>\$ 10.9</b>	<b>\$ 11.3</b>	<b>\$ 0.4</b>

Totals may not foot due to rounding.

The Horace H. Rackham School of Graduate Studies works together with faculty in the schools and colleges of the university to administer a multitude of graduate degree programs. Rackham Financial Aid is shown on page 49.



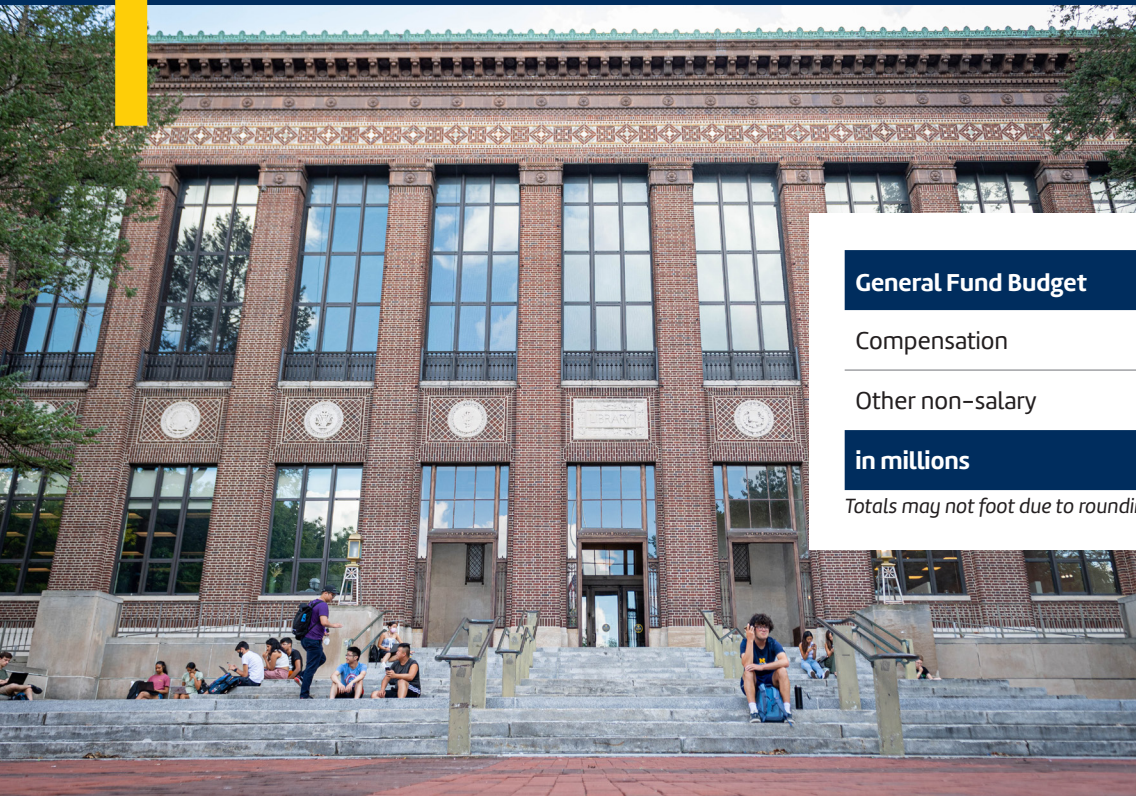
**Notable budgetary actions over the last five years:**

No significant items.



# University Library

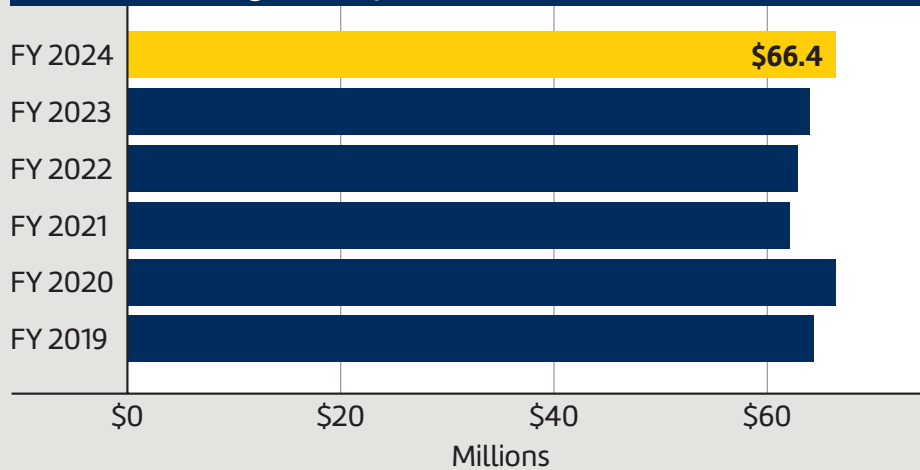
lib.umich.edu



General Fund Budget	FY 2023	FY 2024	Change
Compensation	35.1	36.9	1.8
Other non-salary	28.9	29.5	0.6
<b>in millions</b>	<b>\$ 64.0</b>	<b>\$ 66.4</b>	<b>\$ 2.4</b>

Totals may not foot due to rounding.

## General Fund Budget History

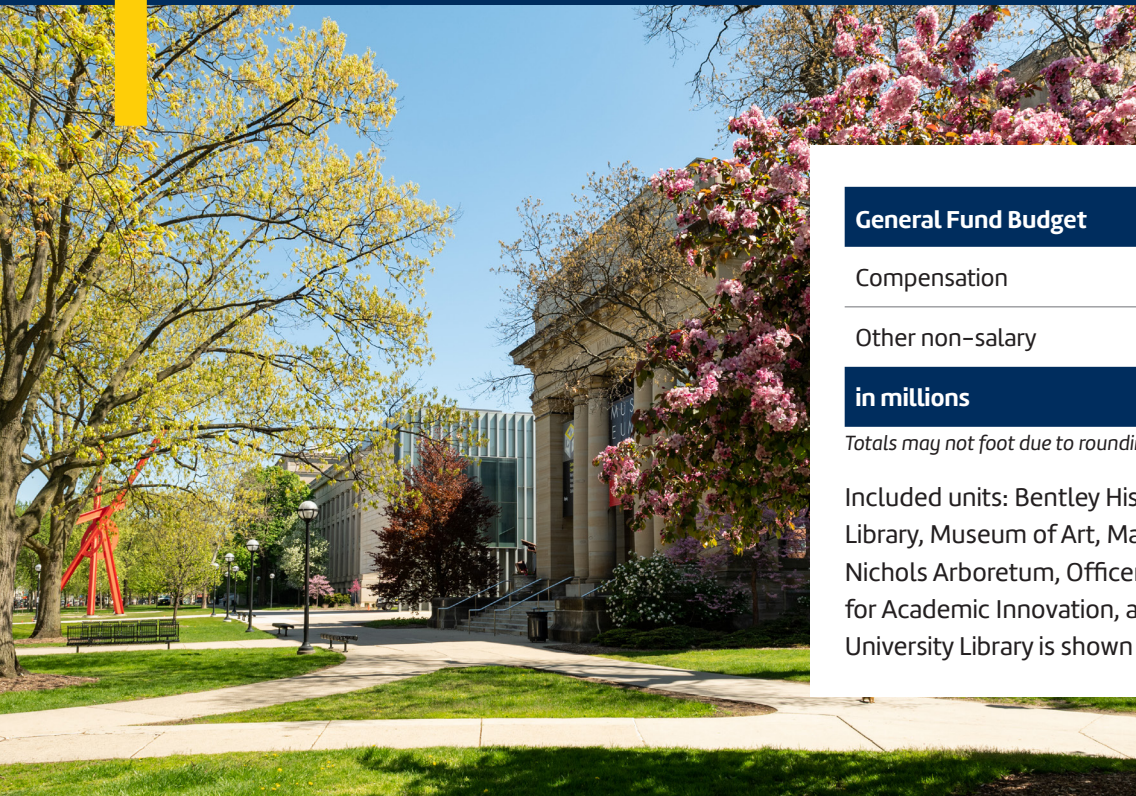


### Notable budgetary actions over the last five years:

FY 2019–FY 2024: The University Library’s acquisition budget has been increased annually with an allotment intended to cover the inflationary costs associated with scholarly books, journals, and other electronic media in order to maintain the library’s purchasing power.

FY 2021: Funding was transferred to University Academic Units to establish the Duderstadt Center as a stand-alone unit.

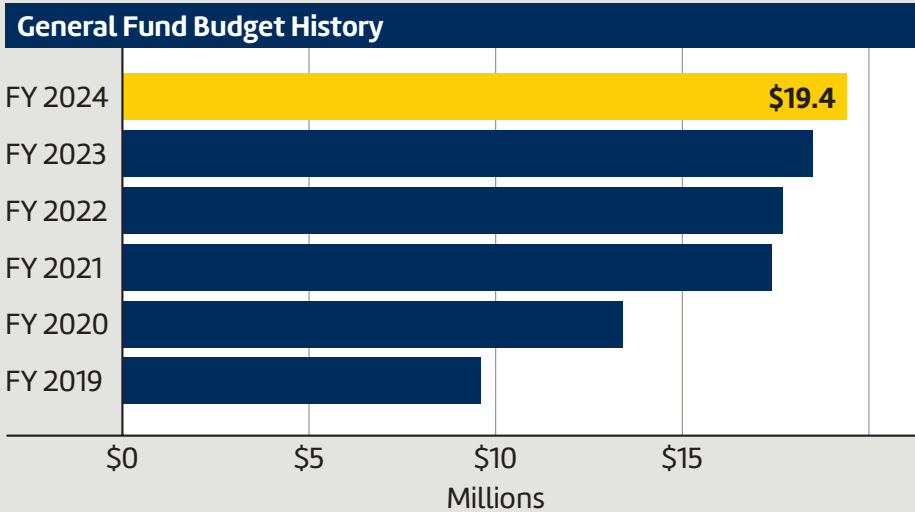
# University Academic Units



General Fund Budget	FY 2023	FY 2024	Change
Compensation	17.3	18.1	0.8
Other non-salary	1.2	1.3	0.1
<b>in millions</b>	<b>\$ 18.5</b>	<b>\$ 19.4</b>	<b>\$ 0.9</b>

Totals may not foot due to rounding.

Included units: Bentley Historical Library, William L. Clements Library, Museum of Art, Matthaei Botanical Gardens and Nichols Arboretum, Officer Education Programs, Center for Academic Innovation, and the Duderstadt Center. The University Library is shown on page 35.



### Notable budgetary actions over the last five years:

FY 2021: Funding was transferred from University Library to establish the Duderstadt Center as a standalone unit.

FY 2020: The Center for Academic Innovation was established as a standalone unit reporting to the Vice Provost for Academic Innovation.

# Research Units

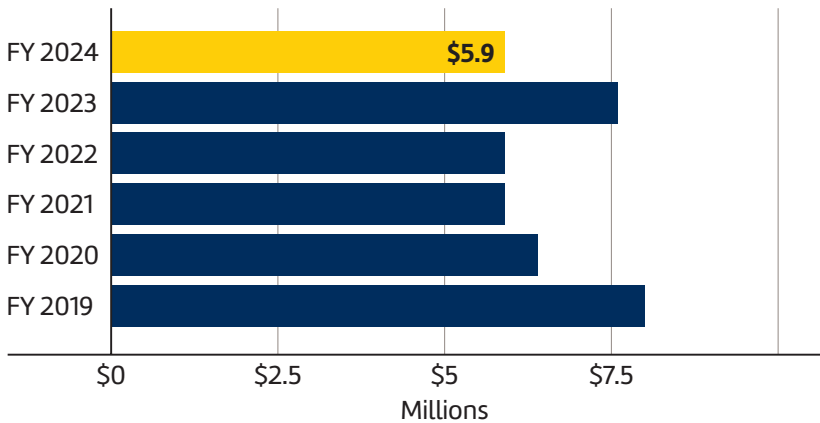
General Fund Budget	FY 2023	FY 2024	Change
Compensation	7.4	6.9	(0.5)
Other non-salary	0.2	(1.0)	(1.2)
<b>in millions</b>	<b>\$ 7.6</b>	<b>\$ 5.9</b>	<b>\$ (1.6)</b>

Totals may not foot due to rounding.

Unit Metrics	FY 2020	FY 2021	FY 2022
Research expenditures (in millions)	\$ 179.9	\$ 163.1	\$ 178.0

Included units: Institute for Social Research, Life Sciences Institute, and Institute for Research on Women and Gender.

## General Fund Budget History



## Notable budgetary actions over the last five years:

FY 2019–FY 2024: Significant changes to an academic unit’s general fund budget are typically driven by variations in its instructional or research activity, which are directly allocated as part of the university’s budget model. Schools, colleges, and major research institute general fund budgets are shown net of facilities costs and other assessments.

FY 2024: The Functional MRI Laboratory was transferred to the Medical School.

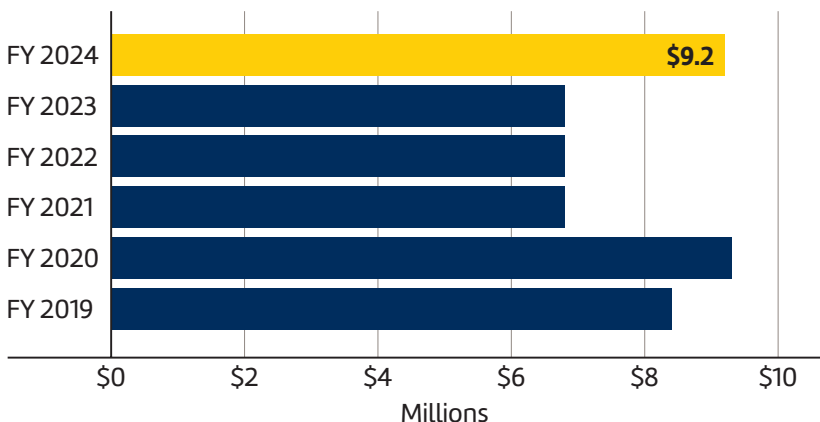
FY 2020: The University of Michigan Transportation Research Institute (UMTRI) was transferred to the College of Engineering.

# Departmental Activities

General Fund Budget	FY 2023	FY 2024	Change
Other non-salary	6.8	9.2	2.4
<b>in millions</b>	<b>\$ 6.8</b>	<b>\$ 9.2</b>	<b>\$ 2.4</b>

Totals may not foot due to rounding.

## General Fund Budget History



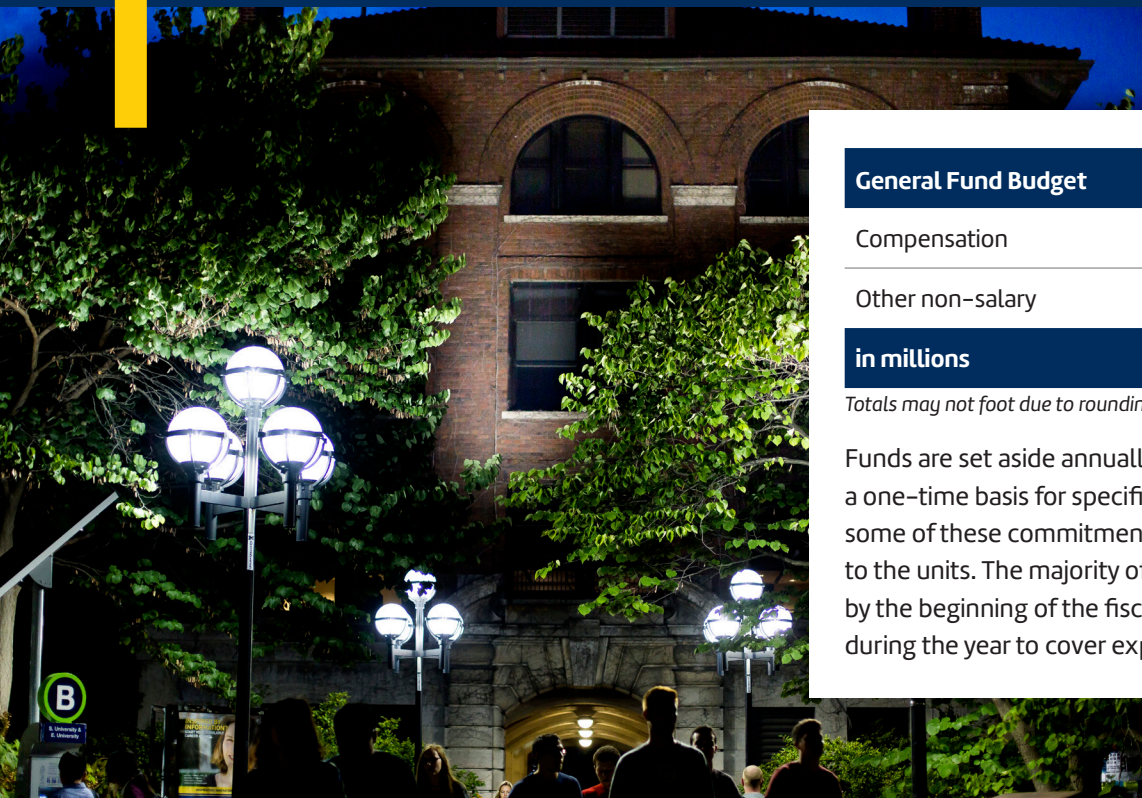
Departmental Activities represents the total revenue expected to be earned from course fees, study abroad fees, and other miscellaneous activities within the general fund. These revenues, when realized, flow directly to the unit where the activity occurred.

## Notable budgetary actions over the last five years:

FY 2024: Budget was increased to reflect the return of study abroad and course fee revenues to pre-pandemic levels.

FY 2021: Budget was lowered due to the effects of the COVID-19 pandemic on course and study abroad fees.

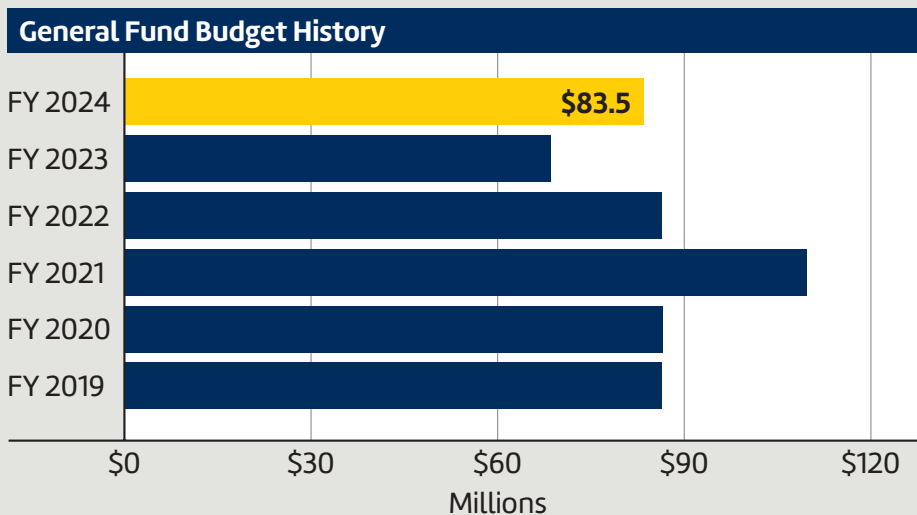
# Academic Program Support



General Fund Budget	FY 2023	FY 2024	Change
Compensation	38.8	47.5	8.7
Other non-salary	29.7	36.0	6.3
<b>in millions</b>	<b>\$ 68.5</b>	<b>\$ 83.5</b>	<b>\$ 15.0</b>

Totals may not foot due to rounding.

Funds are set aside annually to provide support for units on a one-time basis for specific programs. In subsequent years, some of these commitments are permanently transferred to the units. The majority of commitments have been made by the beginning of the fiscal year and funds are transferred during the year to cover expenditures made in the units.



## Notable budgetary actions over the last five years:

FY 2019–FY 2024: Academic Program Support currently holds \$17.2M for faculty initiatives, expansion, recruitment, and retention.

FY 2019–FY 2024: A previously established contingency reserve resides in Academic Program Support and currently holds \$18.3M.

FY 2023: Increased use of Academic Program Support monies to fund major initiatives and campus budget requests in lieu of other available resources.

FY 2021: Funds were held in reserve given the uncertainty in state funding and unit-level needs caused by the COVID-19 pandemic.



# Capital Renewal Fund

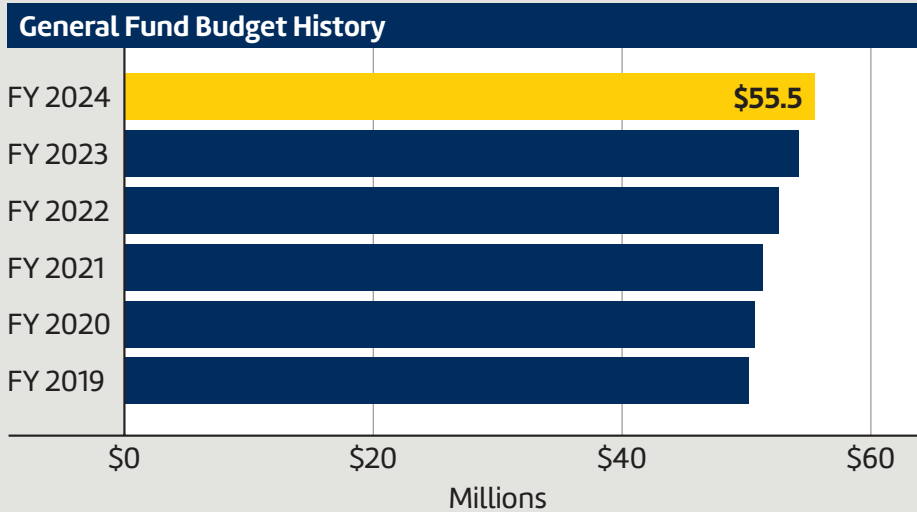


General Fund Budget	FY 2023	FY 2024	Change
Other non-salary	54.2	55.5	1.4
<b>in millions</b>	<b>\$ 54.2</b>	<b>\$ 55.5</b>	<b>\$ 1.4</b>

Totals may not foot due to rounding.

The Capital Renewal Fund is expected to support one major renovation every two to three years and is incremented annually to retain buying power. Decisions to spend from the fund are made by the president upon recommendation by the Provost and EVPCFO.

Capital renewal funding comes from an additional facilities charge per net assignable square foot, and incremental tuition revenue resulting from a shift in the residency ratio for undergraduate enrollment.



## Notable budgetary actions over the last five years:

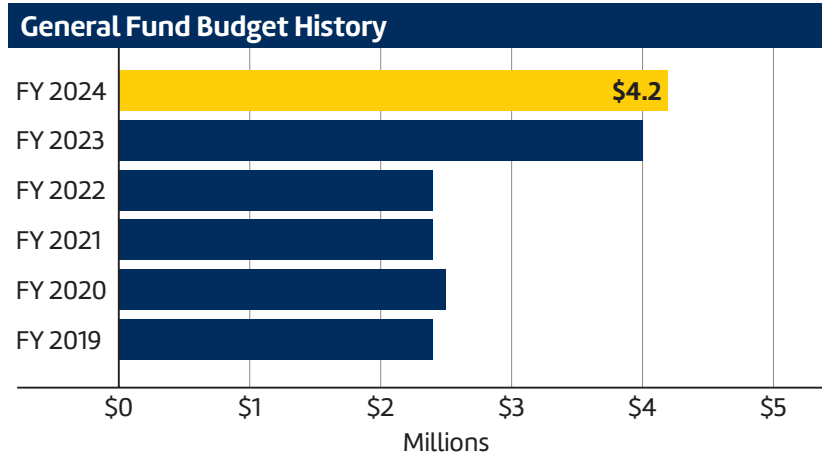
FY 2019–FY 2024: Major projects supported by the Capital Renewal Fund include the School of Dentistry Building, the Bob and Betty Beyster Building, and the new College of Pharmacy Building.

# Office of the President

General Fund Budget	FY 2023	FY 2024	Change
Compensation	3.9	3.9	0.0
Other non-salary	0.1	0.3	0.1
<b>in millions</b>	<b>\$ 4.0</b>	<b>\$ 4.2</b>	<b>\$ 0.2</b>

Totals may not foot due to rounding.

Included units: President and Equity, Civil Rights & Title IX Office



## Notable budgetary actions over the last five years:

FY 2023: Funding was transferred from the Provost to establish the Equity, Civil Rights & Title IX Office as its own cost center. The office reports directly to the President and provides support, resources, and education to promote a safe and nondiscriminatory learning, living, and working environment for all members of the university community.

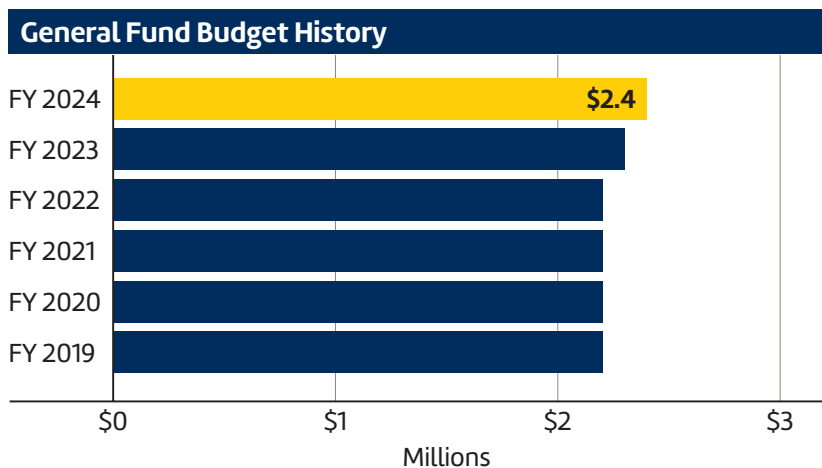
# Audit Services

General Fund Budget	FY 2023	FY 2024	Change
Compensation	2.2	2.3	0.1
Other non-salary	0.1	0.1	0.0
<b>in millions</b>	<b>\$ 2.3</b>	<b>\$ 2.4</b>	<b>\$ 0.1</b>

Totals may not foot due to rounding.

Audit Services provides assurance and consulting that helps advance the reputation, growth, impact, and success of all three University of Michigan campuses and Michigan Medicine.

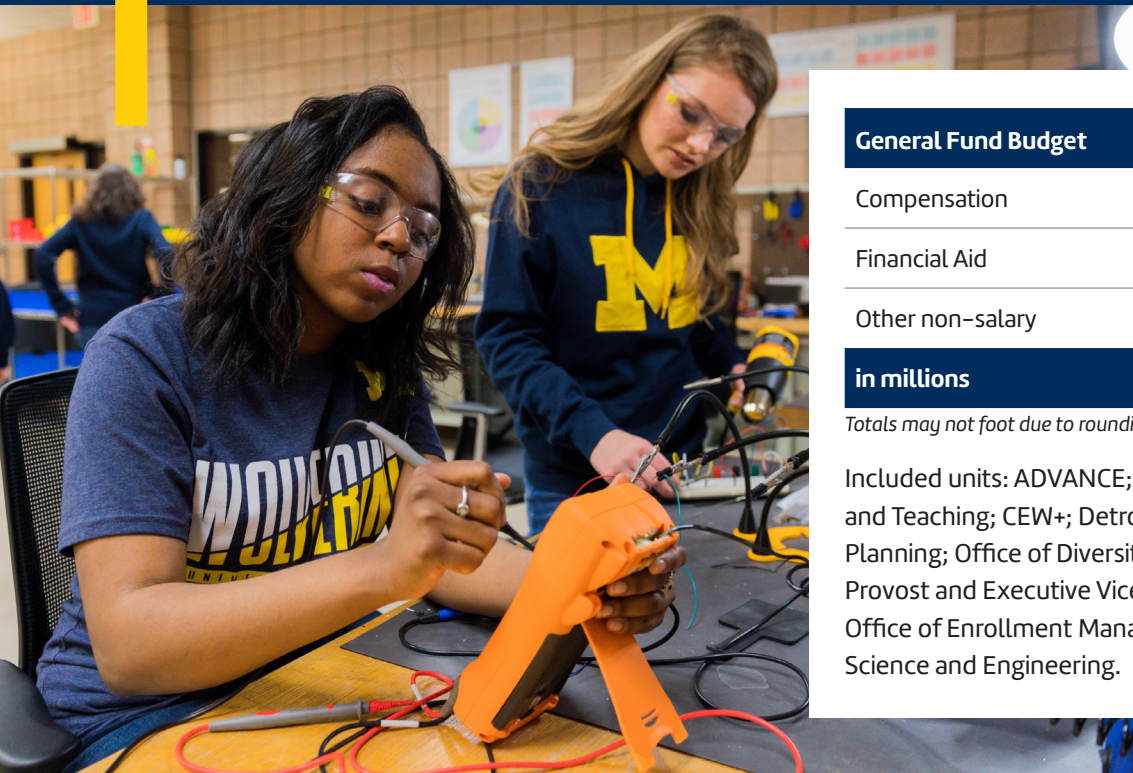
The executive director of Audit Services reports directly to the President of the university and the Finance, Audit, and Investment Committee of the Board of Regents.



## Notable budgetary actions over the last five years:

No significant items.

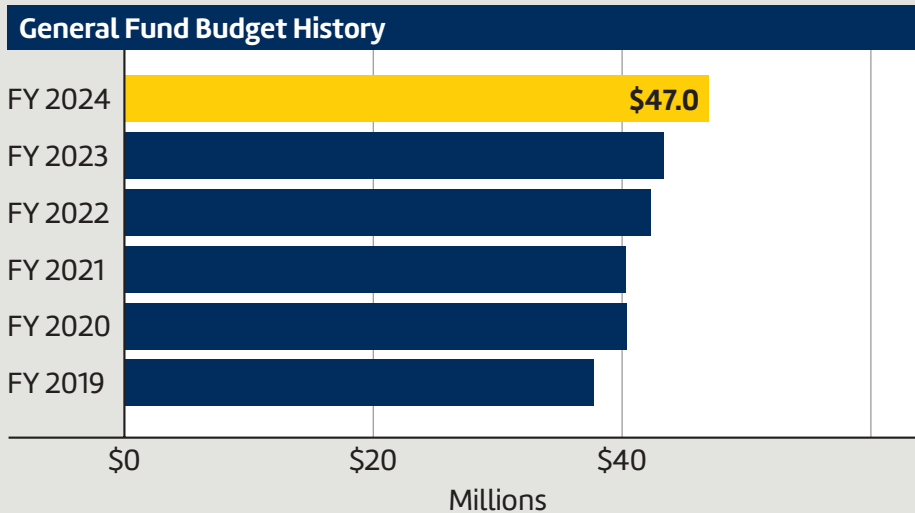
# Provost & Executive Vice President for Academic Affairs



General Fund Budget	FY 2023	FY 2024	Change
Compensation	38.0	40.5	2.4
Financial Aid	0.3	0.3	0.0
Other non-salary	5.0	6.2	1.2
<b>in millions</b>	<b>\$ 43.4</b>	<b>\$ 47.0</b>	<b>\$ 3.6</b>

Totals may not foot due to rounding.

Included units: ADVANCE; Center for Research on Learning and Teaching; CEW+; Detroit Center; Office of Budget and Planning; Office of Diversity, Equity & Inclusion; Office of the Provost and Executive Vice President for Academic Affairs; Office of Enrollment Management; SACUA; and Women in Science and Engineering.



### Notable budgetary actions over the last five years:

FY 2019–FY 2024: Provost funding initiatives include support for global engagement and international safety and the former Office of Institutional Equity (now the Equity, Civil Rights and Title IX Office).

FY 2023: The Office of Institutional Equity was renamed the Equity, Civil Rights and Title IX Office and was made a standalone unit reporting to the President.

FY 2021: The Center for Educational Outreach, Office of Academic Multicultural Initiatives, and Vice Provost for Equity & Inclusion were combined to form the Office of Diversity, Equity & Inclusion.

FY 2020: The Office of Institutional Equity was transferred to the Provost’s Office from the EVPCFO.

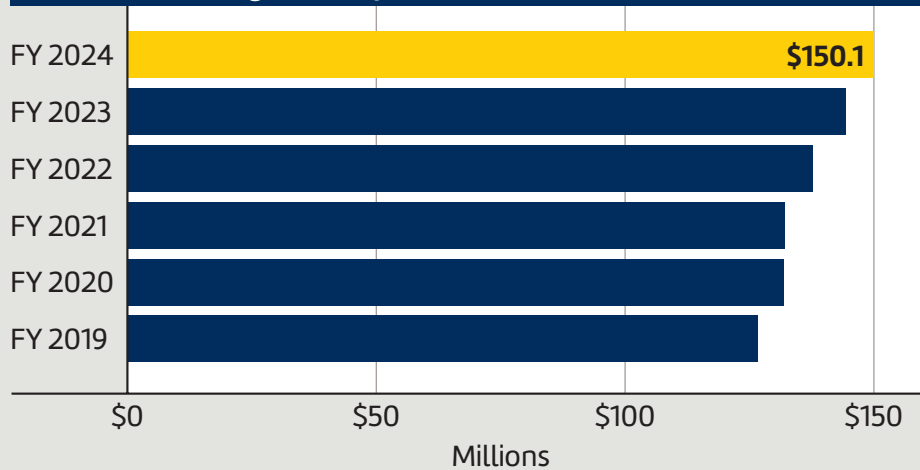
# Executive Vice President & Chief Financial Officer



General Fund Budget	FY 2023	FY 2024	Change
Compensation	105.7	114.0	8.3
Other non-salary	38.8	36.1	(2.7)
<b>in millions</b>	<b>\$ 144.5</b>	<b>\$ 150.1</b>	<b>\$ 5.6</b>

Totals may not foot due to rounding.

## General Fund Budget History



### Notable budgetary actions over the last five years:

FY 2019–FY 2024: EVPCFO funding initiatives include support for research administration, student safety and disability transportation, sustainability and increased support for U–M Children’s Centers.

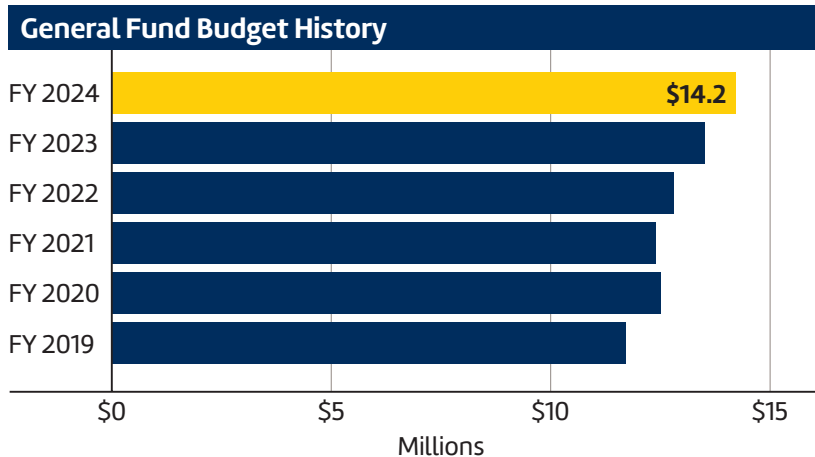
FY 2020: The Office of Institutional Equity was transferred to the Provost’s Office.

# Division of Public Safety & Security

General Fund Budget	FY 2023	FY 2024	Change
Compensation	13.1	13.8	0.7
Other non-salary	0.4	0.4	0.0
<b>in millions</b>	<b>\$ 13.5</b>	<b>\$ 14.2</b>	<b>\$ 0.7</b>

Totals may not foot due to rounding.

The Division of Public Safety & Security was created by order of the Regents of the University of Michigan and encompasses all security functions across the university including University Housing and Michigan Medicine. The general fund supplies a portion of its total budget.



## Notable budgetary actions over the last five years:

No significant items.

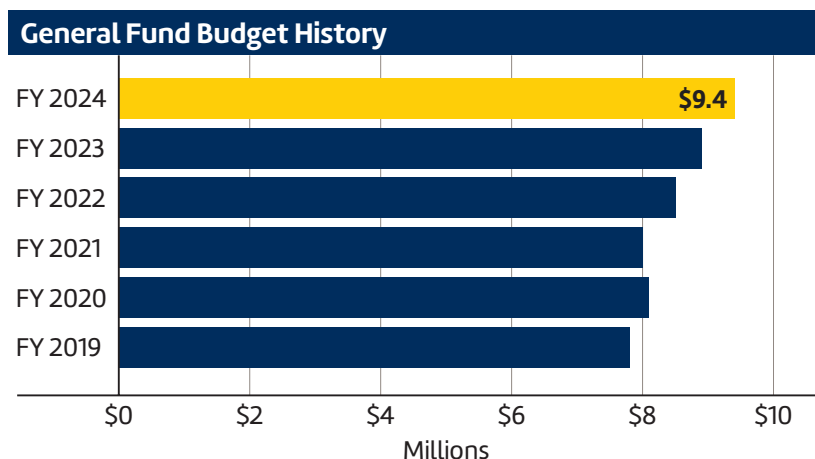
# Vice President for Communications

General Fund Budget	FY 2023	FY 2024	Change
Compensation	7.2	7.7	0.5
Other non-salary	1.7	1.7	(0.1)
<b>in millions</b>	<b>\$ 8.9</b>	<b>\$ 9.4</b>	<b>\$ 0.5</b>

Totals may not foot due to rounding.

## Notable budgetary actions over the last five years:

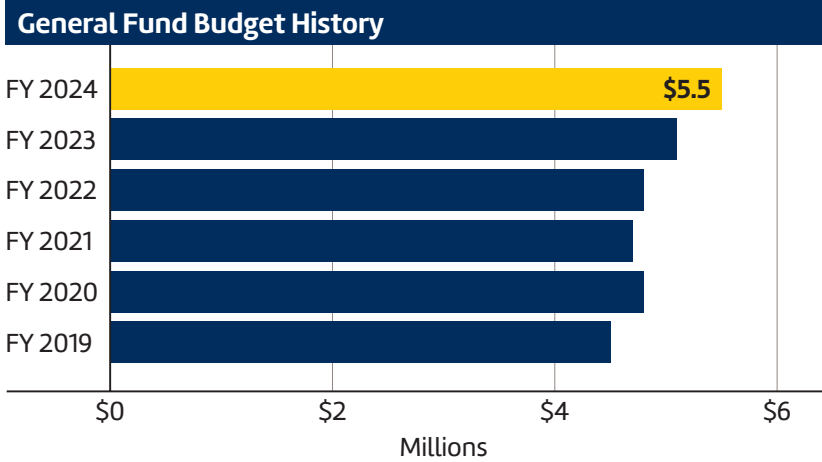
No significant items.



# Vice President & General Counsel

General Fund Budget	FY 2023	FY 2024	Change
Compensation	4.9	5.0	0.2
Other non-salary	0.2	0.4	0.2
<b>in millions</b>	<b>\$ 5.1</b>	<b>\$ 5.5</b>	<b>\$ 0.4</b>

Totals may not foot due to rounding.



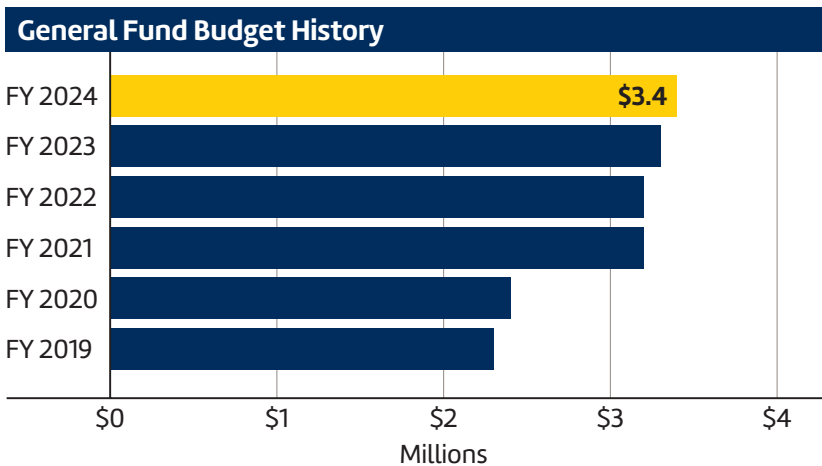
## Notable budgetary actions over the last five years:

No significant items.

# Vice President for Government Relations

General Fund Budget	FY 2023	FY 2024	Change
Compensation	2.9	3.0	0.1
Other non-salary	0.3	0.4	0.0
<b>in millions</b>	<b>\$ 3.3</b>	<b>\$ 3.4</b>	<b>\$ 0.1</b>

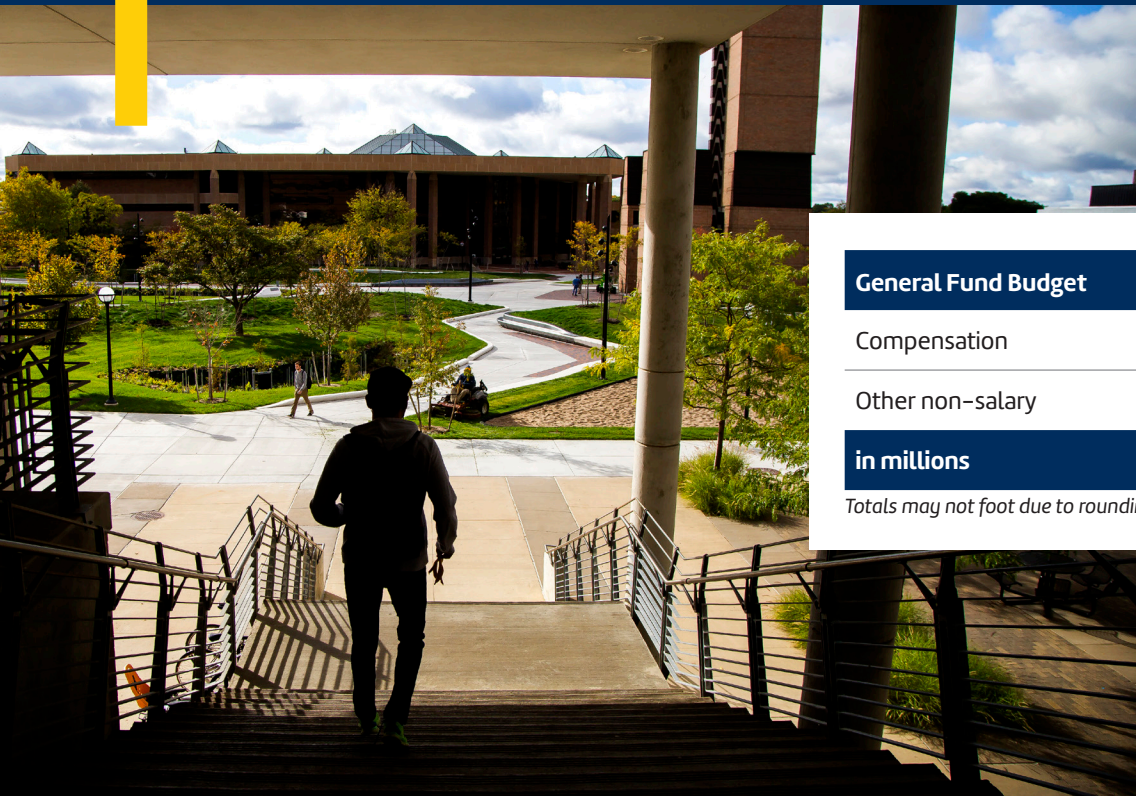
Totals may not foot due to rounding.



## Notable budgetary actions over the last five years:

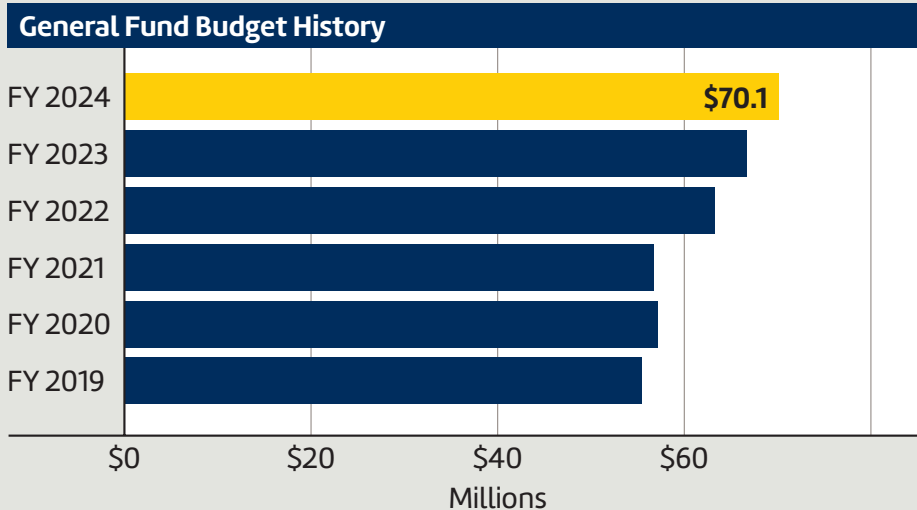
FY 2021: The Economic Growth Institute was transferred from the Vice President for Research.

# Vice President for Information Technology & Chief Information Officer



General Fund Budget	FY 2023	FY 2024	Change
Compensation	48.2	42.0	(6.2)
Other non-salary	18.5	28.1	9.6
<b>in millions</b>	<b>\$ 66.7</b>	<b>\$ 70.1</b>	<b>\$ 3.4</b>

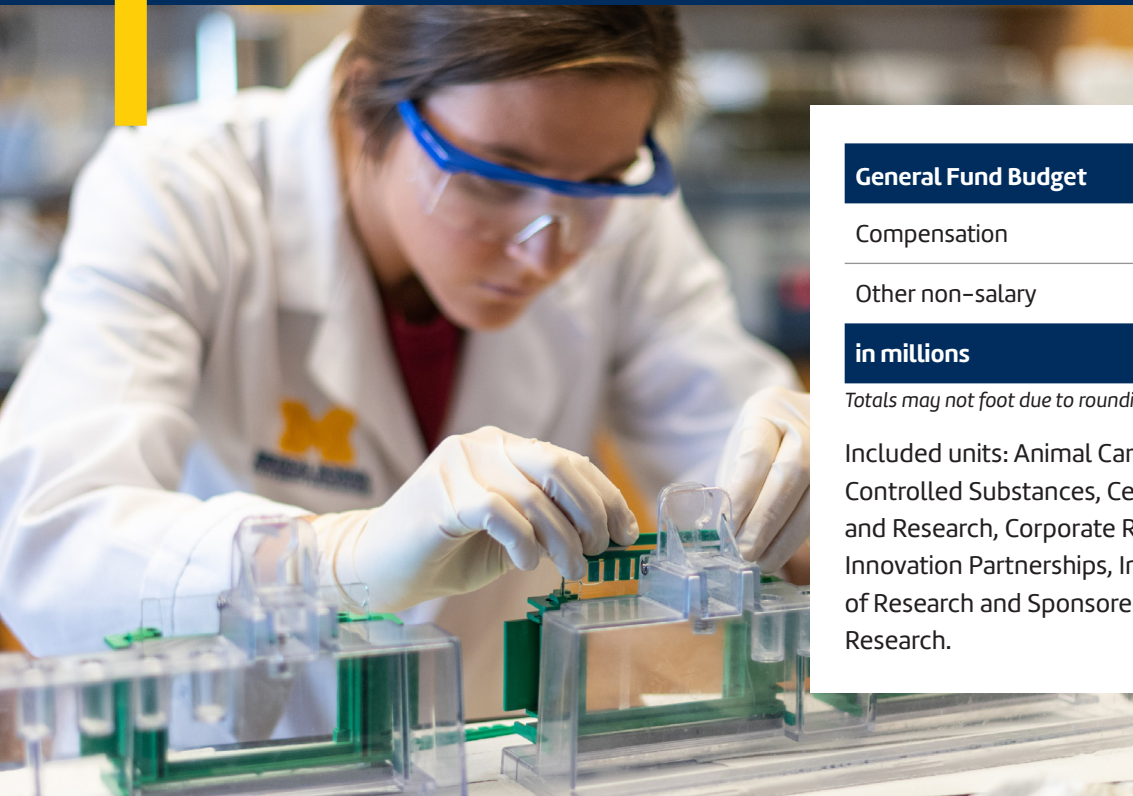
Totals may not foot due to rounding.



#### Notable budgetary actions over the last five years:

FY 2019–FY 2024: Chief Information Officer (CIO) funding initiatives include enhanced enterprise IT security, increased support for data visualization software, and stronger IT support for the research enterprise.

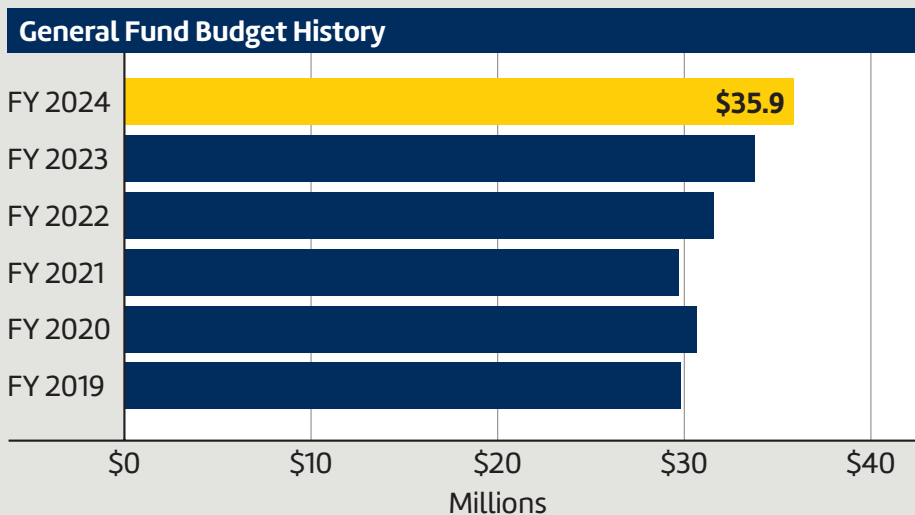
# Vice President for Research – Support Units



General Fund Budget	FY 2023	FY 2024	Change
Compensation	26.0	28.6	2.6
Other non-salary	7.8	7.3	(0.5)
<b>in millions</b>	<b>\$ 33.8</b>	<b>\$ 35.9</b>	<b>\$ 2.1</b>

Totals may not foot due to rounding.

Included units: Animal Care and Use Office, Biosafety and Controlled Substances, Center for Statistical Consultation and Research, Corporate Research Alliance, Human Subjects, Innovation Partnerships, Integrity and Compliance, Office of Research and Sponsored Projects, and Office of VP for Research.



## Notable budgetary actions over the last five years:

FY 2023: Mcity was transferred to the College of Engineering and Exercise & Sport Science Initiative (ESSI) was transferred to the School of Kinesiology.

FY 2021: Economic Growth Institute was transferred to the Vice President for Government Relations.



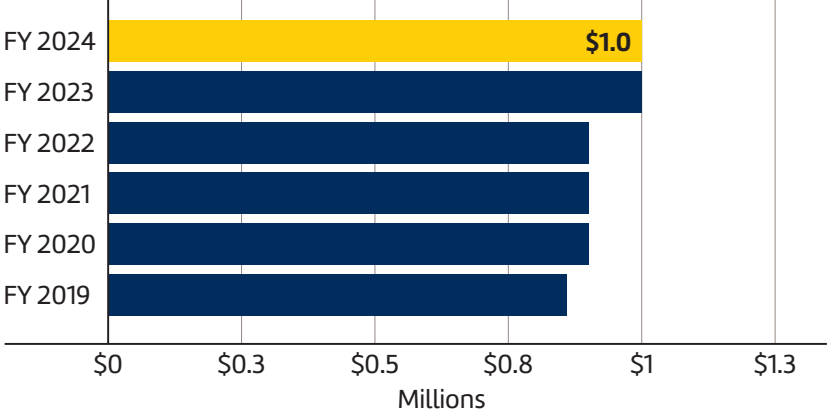
# Vice President & Secretary of the University

General Fund Budget	FY 2023	FY 2024	Change
Compensation	1.0	1.0	0.1
Other non-salary	0.0	0.0	(0.0)
<b>in millions</b>	<b>\$ 1.0</b>	<b>\$ 1.0</b>	<b>\$ 0.0</b>

Totals may not foot due to rounding.

Under the direction of the president, the Vice President and Secretary of the University coordinates the business affairs of the Board of Regents and facilitates effective communication between the members of the Board and the university’s executive officers.

## General Fund Budget History

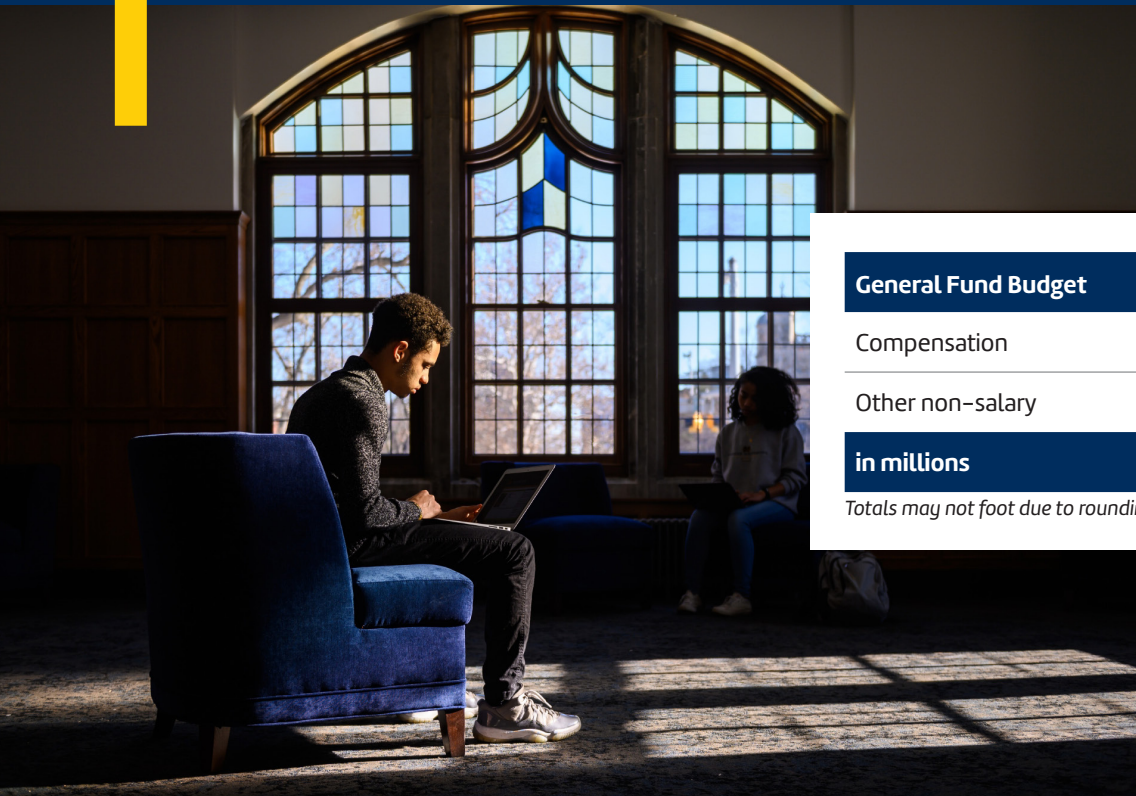


## Notable budgetary actions over the last five years:

No significant items.

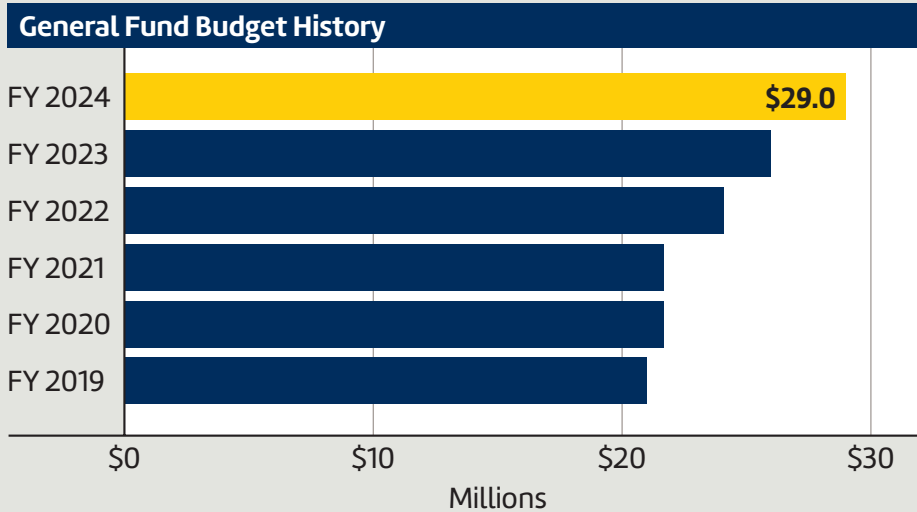


# Vice President for Student Life



General Fund Budget	FY 2023	FY 2024	Change
Compensation	21.7	24.2	2.5
Other non-salary	4.3	4.8	0.5
<b>in millions</b>	<b>\$ 26.0</b>	<b>\$ 29.0</b>	<b>\$ 3.0</b>

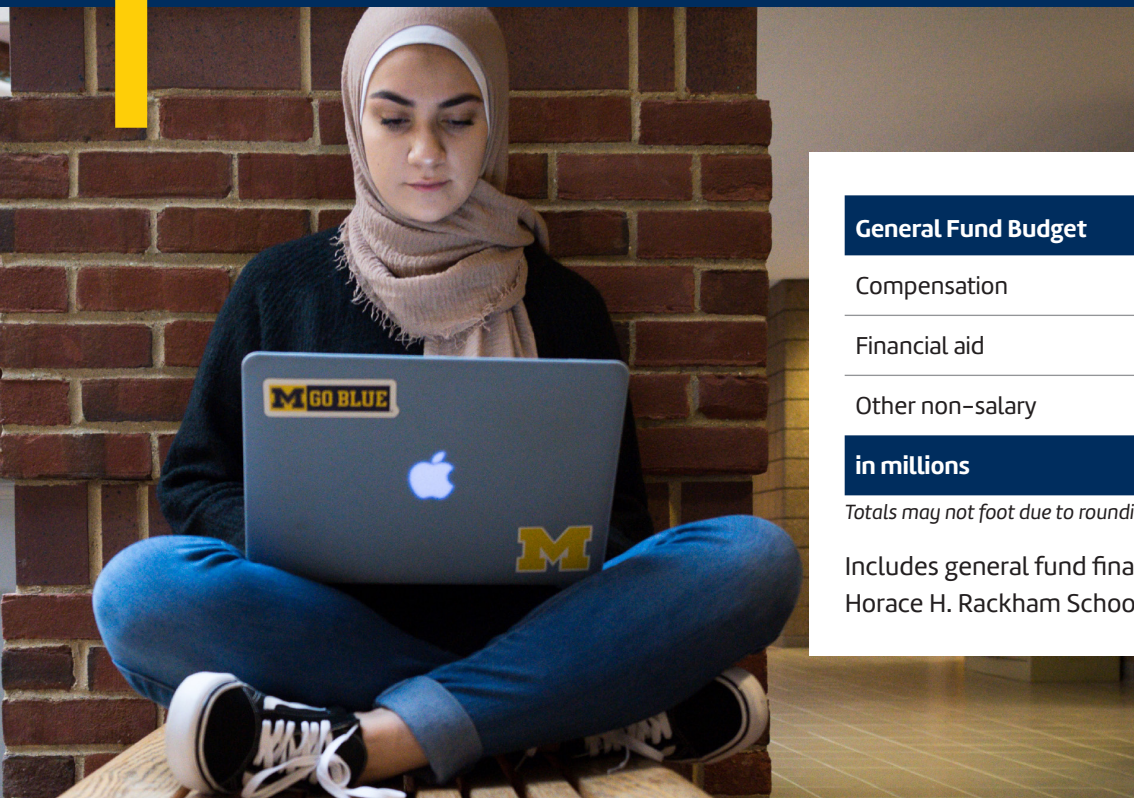
Totals may not foot due to rounding.



## Notable budgetary actions over the last five years:

FY 2019–FY 2024: VP Student Life funding initiatives include expanded resources for student success and wellness.

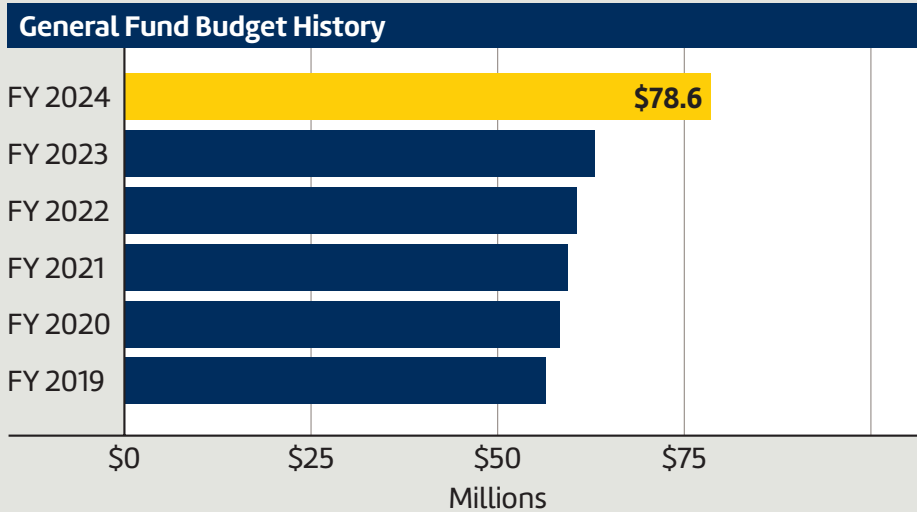
# Rackham Financial Aid



General Fund Budget	FY 2023	FY 2024	Change
Compensation	0.0	0.4	0.4
Financial aid	61.6	76.1	14.5
Other non-salary	1.3	2.0	0.7
<b>in millions</b>	<b>\$ 63.0</b>	<b>\$ 78.6</b>	<b>\$ 15.6</b>

Totals may not foot due to rounding.

Includes general fund financial aid administered by the Horace H. Rackham School of Graduate Studies.

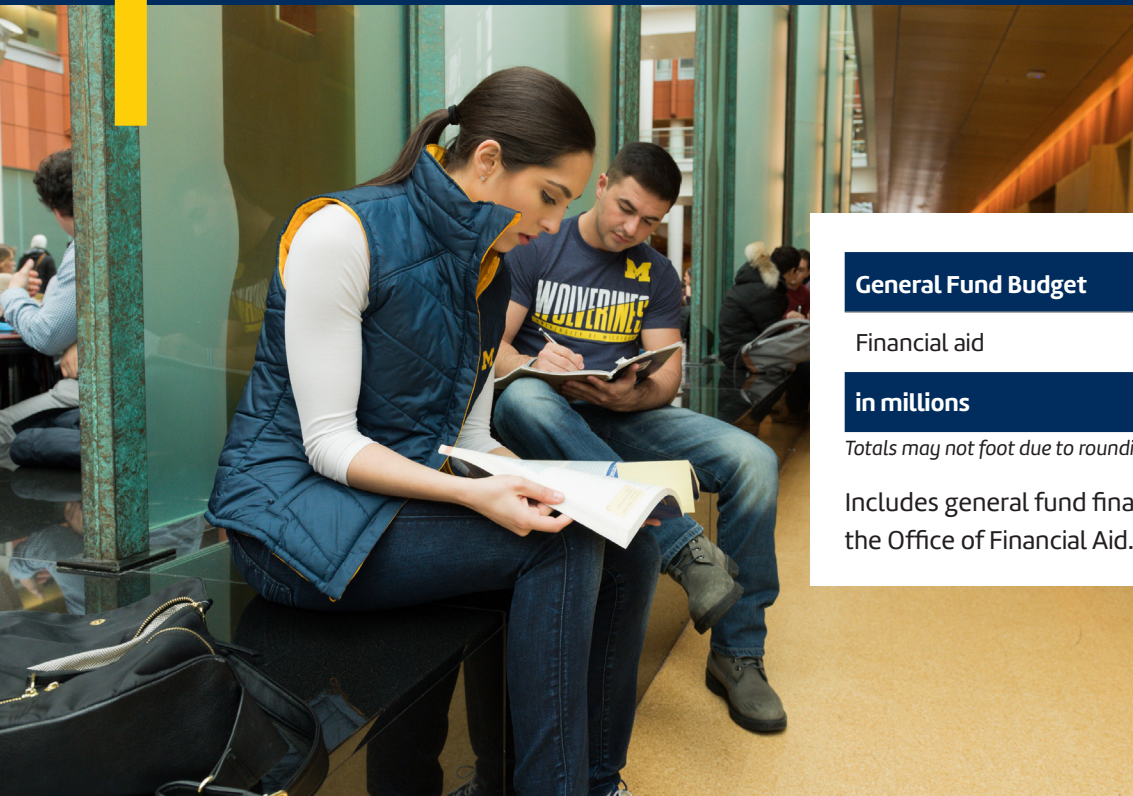


### Notable budgetary actions over the last five years:

FY 2019–FY 2024: The Rackham Financial Aid budget represents a significant investment in graduate students.

FY 2024: Budget makes a landmark investment in U–M’s doctoral students, providing approximately \$12.5 million to support summer funding.

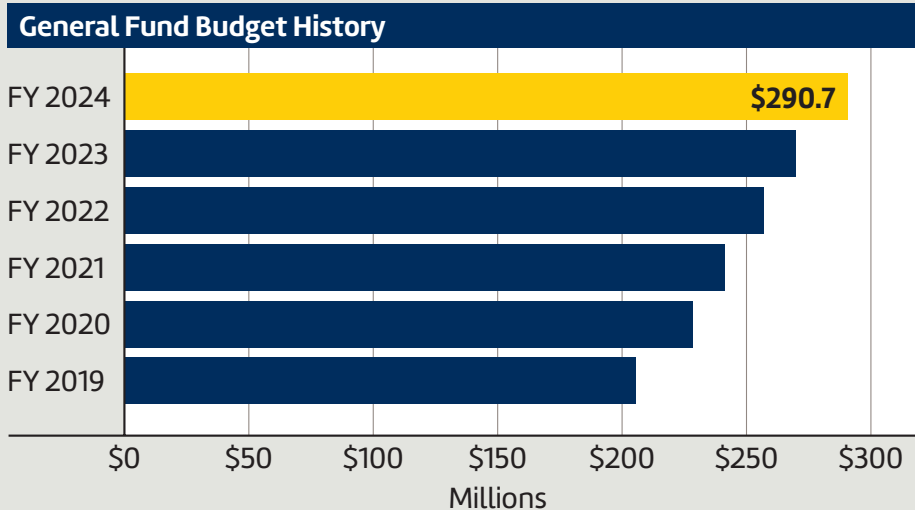
# Undergraduate Financial Aid



General Fund Budget	FY 2023	FY 2024	Change
Financial aid	269.7	290.7	21.0
<b>in millions</b>	<b>\$ 269.7</b>	<b>\$ 290.7</b>	<b>\$ 21.0</b>

Totals may not foot due to rounding.

Includes general fund financial aid administered centrally by the Office of Financial Aid.

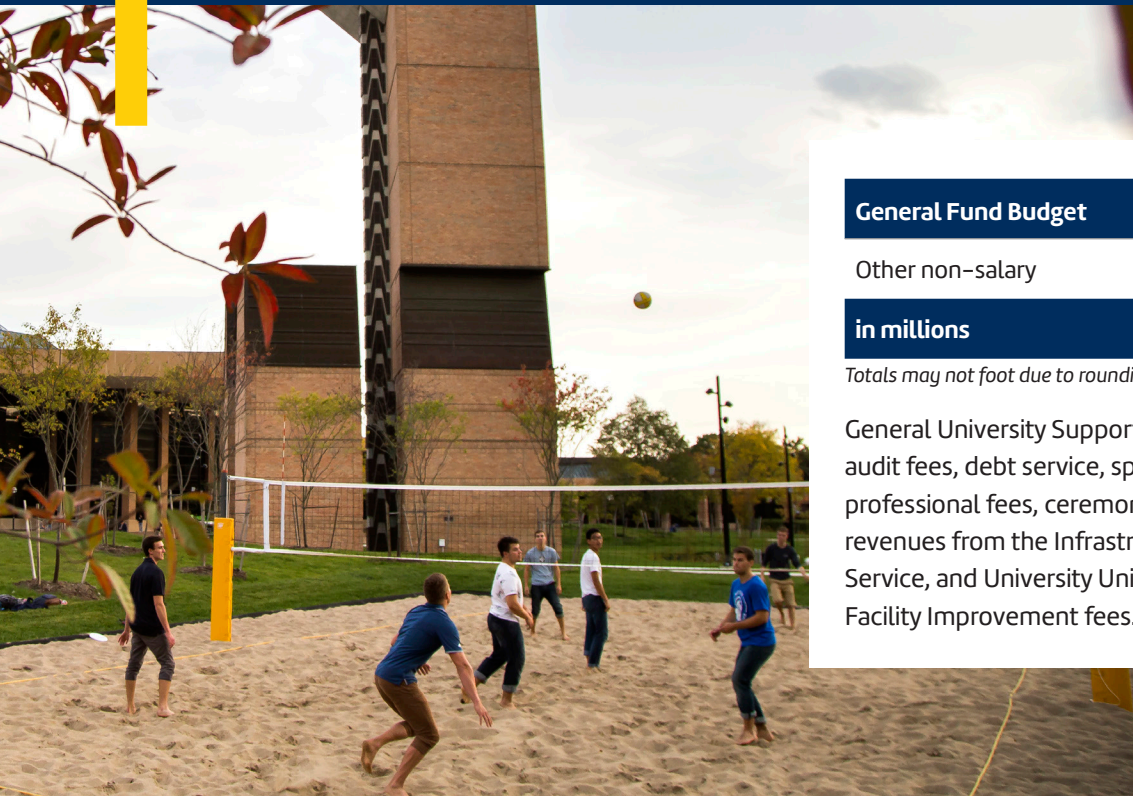


## Notable budgetary actions over the last five years:

FY 2019–FY 2024: The Undergraduate Financial Aid budget represents a significant investment in students, sustaining the university’s unwavering commitment to assuring a U–M education is accessible to Michigan citizens regardless of financial means. Included are funds for the “Go Blue Guarantee.” Originally established in 2018 to cover resident

undergraduate students from families with incomes of less than \$65,000 and family assets of less than \$50,000, the Go Blue Guarantee was expanded in 2024 to cover resident undergraduate students from families with incomes of less than \$75,000 and family assets of less than \$75,000.

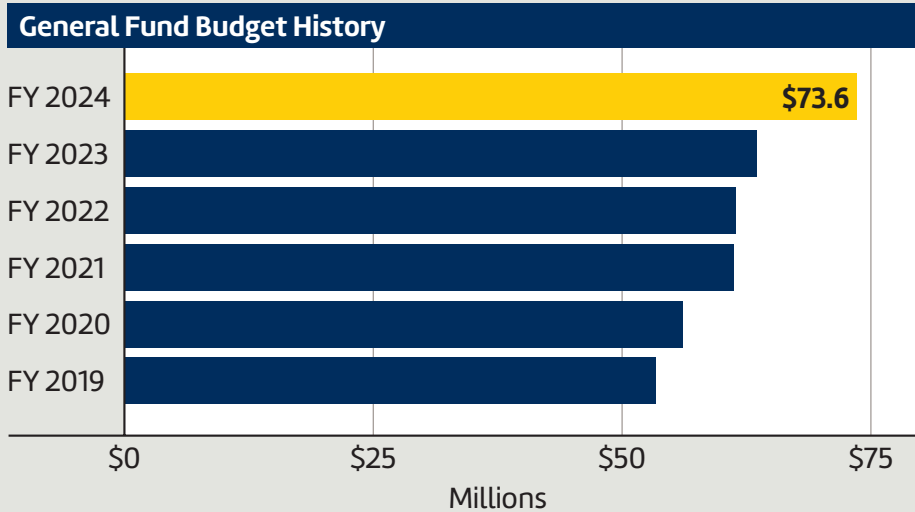
# General University Support



General Fund Budget	FY 2023	FY 2024	Change
Other non-salary	63.5	73.6	10.1
<b>in millions</b>	<b>\$ 63.5</b>	<b>\$ 73.6</b>	<b>\$ 10.1</b>

Totals may not foot due to rounding.

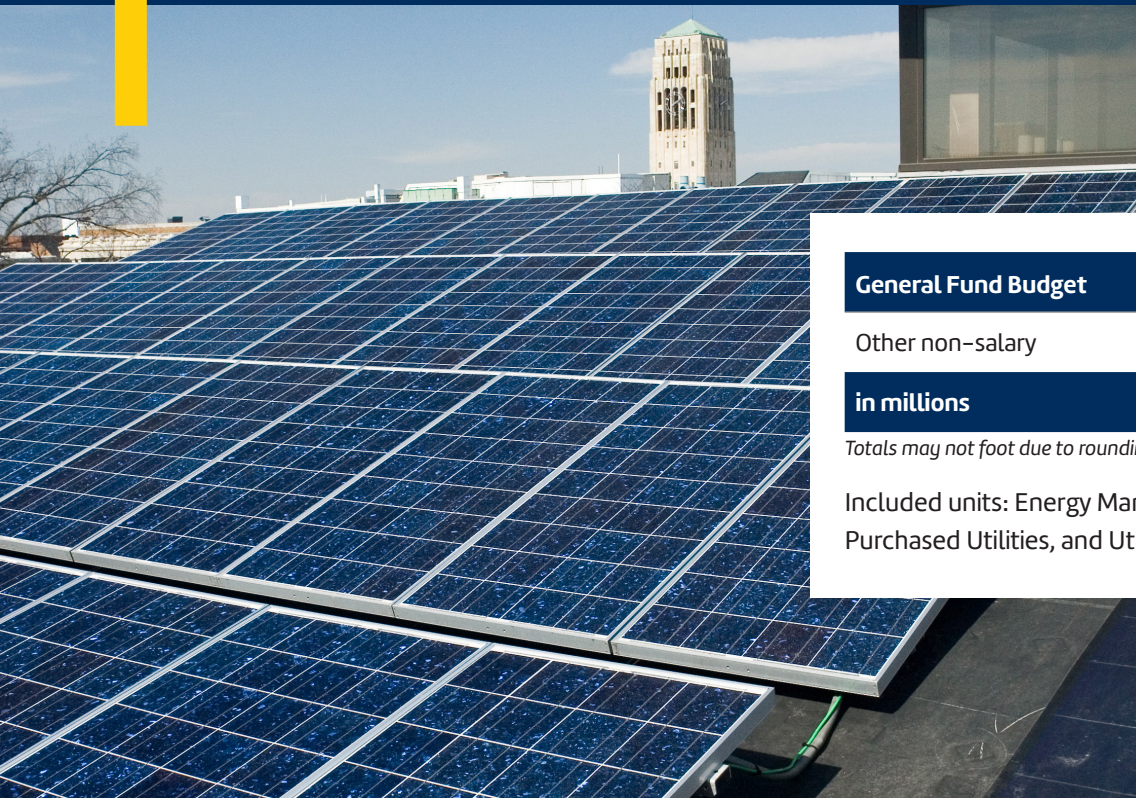
General University Support includes items for external audit fees, debt service, space rental, insurance, legal and professional fees, ceremonial and presidential events, and revenues from the Infrastructure Maintenance, Health Service, and University Unions and Recreational Sports Facility Improvement fees.



## Notable budgetary actions over the last five years:

FY 2024: Budget incorporates increases in insurance premiums and increased space rental costs for the Center for Academic Innovation's new facility.

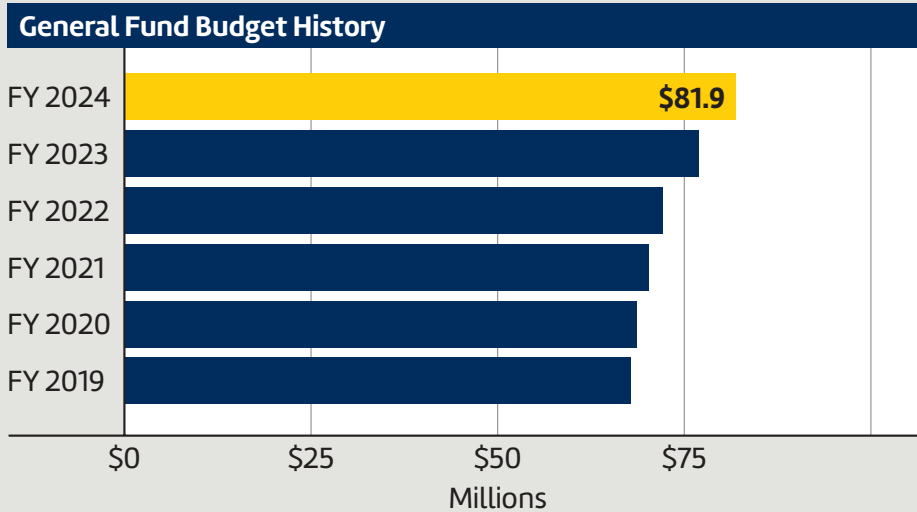
# Utilities



General Fund Budget	FY 2023	FY 2024	Change
Other non-salary	77.0	81.9	4.9
<b>in millions</b>	<b>\$ 77.0</b>	<b>\$ 81.9</b>	<b>\$ 4.9</b>

Totals may not foot due to rounding.

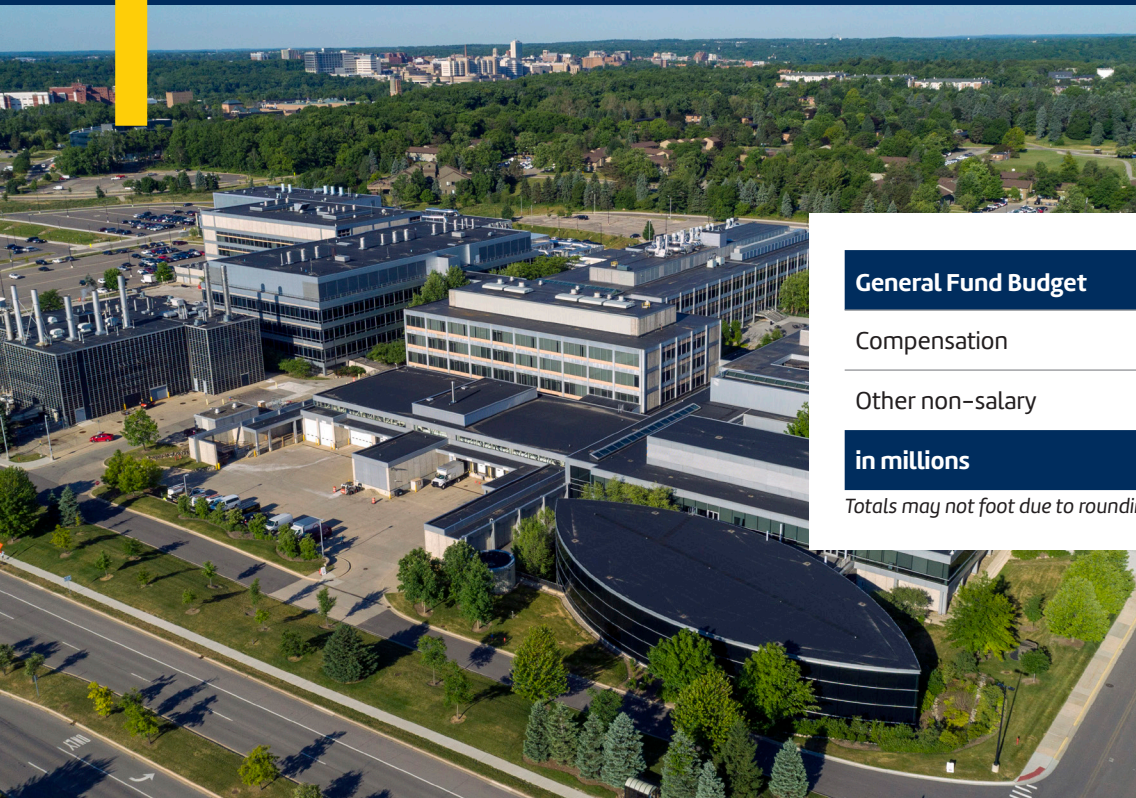
Included units: Energy Management Office, Outlying Boilers, Purchased Utilities, and Utility Distribution Systems.



#### Notable budgetary actions over the last five years:

No significant items.

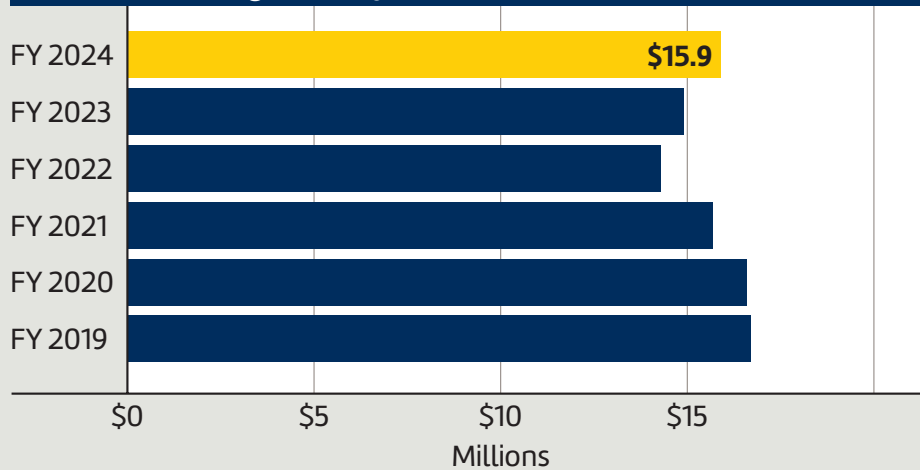
# North Campus Research Complex



General Fund Budget	FY 2023	FY 2024	Change
Compensation	2.1	2.2	0.1
Other non-salary	12.8	13.7	0.9
<b>in millions</b>	<b>\$ 14.9</b>	<b>\$ 15.9</b>	<b>\$ 1.0</b>

Totals may not foot due to rounding.

## General Fund Budget History



### Notable budgetary actions over the last five years:

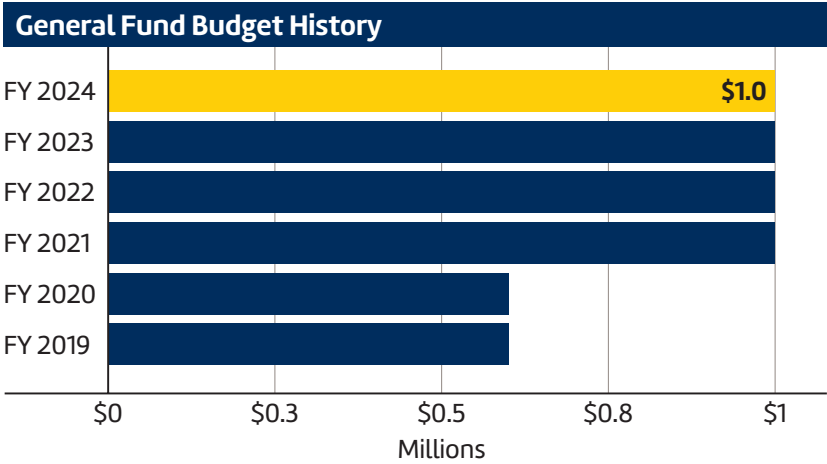
FY 2019–FY 2024: The annual North Campus Research Complex budget includes costs for utilities, facilities maintenance, and insurance. These costs are assigned to the Medical School each year.

# Staff Benefits Pool

General Fund Budget	FY 2023	FY 2024	Change
Compensation	1.0	1.0	-
<b>in millions</b>	<b>\$ 1.0</b>	<b>\$ 1.0</b>	<b>\$ -</b>

Totals may not foot due to rounding.

Staff Benefits Pool represents funding for the general fund obligations for unemployment compensation.



### Notable budgetary actions over the last five years:

No significant items.







# Michigan Medicine



**OUR MISSION**

We advance health to serve Michigan and the world.



**By the Numbers**

While true growth can only be seen in the lives of our patients, learners, and community members, numbers tell part of our story.

THE MICHIGAN DIFFERENCE

**2.6M**  
Patient Clinic Visits

**1,086**  
Survival Flight Visits

**2,495**  
Active Clinical Trials

**100+**  
Operating Residency & Fellowship Programs

Michigan Medicine is made up of four university units: University of Michigan Health (UMH), the University of Michigan Medical School (Medical School), Michigan Health Corporation (a wholly owned corporation created for joint venture and managed care initiatives), and U-M Health (a wholly owned corporation created to hold and develop Michigan Medicine’s statewide network of hospitals, hospital joint ventures, and other hospital affiliations, primarily consisting of UMH-West and Sparrow Health System). Michigan Medicine maintains a tradition of excellence in teaching, advancement of medical science, and patient care, consistently ranking among the best health care systems in the nation.

Michigan Medicine entities have a tripartite mission focusing on clinical, research, and medical and biomedical educational activities. As part of the clinical mission, UMH operates a 1,043-licensed-bed acute care and psychiatric facility, several ambulatory care centers, and various other health care programs across Michigan. UMH serves as the principal teaching facility for the Medical School. Substantially all physician services to UMH patients are provided by the University of Michigan Medical Group (UMMG). The UMMG comprises Medical School faculty and activities provided by the UMMG and are included within UMH in order to comprehensively present all activity related to the clinical mission of Michigan Medicine. UMH also provides educational and clinical opportunities to students at the university’s schools of Nursing, Dentistry, Social Work, and Public Health, as well as the College of Pharmacy.



## What We Aspire to Become

2023 and Beyond

July 2023

Together, we will evaluate every aspect of our business and ways of working to create the best-in-class experience our people and our patients deserve.

- An **accessible statewide network** of integrated provider care that delivers high-quality outcomes
- An attractive and agile **destination for additional regional and community providers**
- **Enhanced patient care** that is available to all in the communities we serve
- **Enriched educational and research capabilities** that guide improvements in the delivery of care

### Building for FY 2024 and Beyond

In an effort to better serve patient needs and ensure statewide care coordination, the Board of Regents approved a definitive agreement for Sparrow Health System (Sparrow) to join Michigan Medicine. Sparrow officially joined Michigan Medicine in April 2023. This agreement strengthens Michigan Medicine’s ability to provide quality health care in communities beyond southeast Michigan, expanding its mission as a statewide referral site for the most critically ill patients. It is also an important step toward the organization’s vision of a statewide system of highly coordinated care.

In support of Michigan Medicine’s tripartite mission, the Board of Regents approved plans for the construction of The D. Dan and Betty Kahn Health Care Pavilion (Pavilion), a 690,000-square-foot clinical inpatient tower with an estimated cost of \$920 million. The Pavilion is estimated to be open for patient care by fall 2025 and will accommodate an inpatient care program with 264 single-occupancy patient rooms and 23 surgical and interventional radiology suites. This patient care expansion supports the clinical strategy of Michigan Medicine, increasing capacity to accommodate tertiary and quaternary care needs.

In an effort to improve health equity, reduce disparities, and address social and other determinants of health in the local communities, the Board of Regents approved the expansion of UMH’s Ypsilanti Health Center. The Ypsilanti Health Center will be adding many more specialty services in a welcoming and reimagined space.

To provide higher-quality and more convenient care for all patients, UMH plans to significantly expand its specialty and mail order pharmacy program. The Board of Regents approved a \$6 million purchase of an industrial building, located in Dexter, Michigan, as well as a \$52 million renovation plan to grow pharmacy services and automate the order filling process. The expansion will allow UMH to more than double the number of prescriptions it fills through its existing in-house pharmacy.

UMH remains committed to expanding access to more patients by focusing on Care at Home. This program allows UMH to discharge patients sooner and finish their hospital-level care at home with appropriate monitoring, equipment, and house visits.

Michigan Medicine continues to foster other existing affiliations with area hospitals and networks to enhance patient care, clinical research, physician recruitment, and support services. Michigan Medicine collaborates with affiliated partners, UMH-West, Sparrow Health System, and others to continue to provide accessible, quality patient care.

# Michigan Medicine FY 2024 Operating Fund Budget

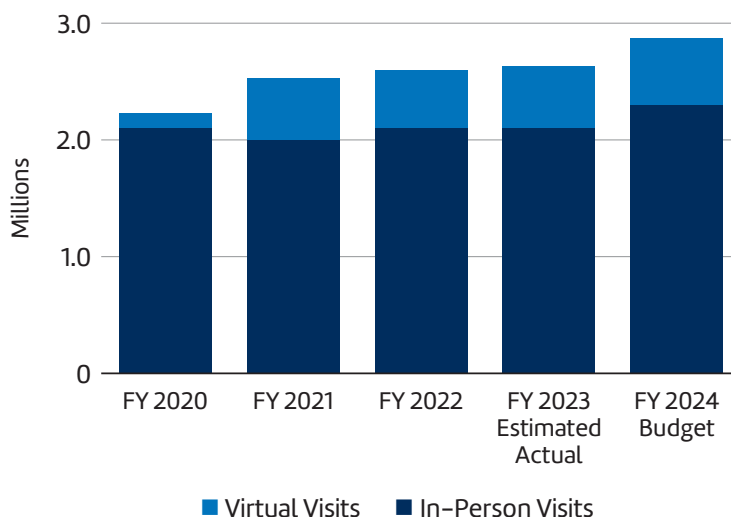
<i>in millions</i>	UM Health	Michigan Health Corporation	UM Health-West	Sparrow	Medical School (Clinical Activity)	EVPMA	Total
<b>REVENUE:</b>							
Sponsored Programs	\$ 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19
Private Gifts	4	-	-	-	-	-	4
Investment Income							
Endowment Income	2	-	-	-	-	-	2
Other	79	-	-	-	39	2	120
Patient Care Revenue	5,628	5	545	1,345	75	1	7,599
Departmental Activities	1	-	26	-	(2)	(0)	25
<b>Total Revenue:</b>	<b>\$ 5,733</b>	<b>\$ 5</b>	<b>\$ 571</b>	<b>\$ 1,345</b>	<b>\$ 113</b>	<b>\$ 2</b>	<b>\$ 7,769</b>
Less Rebilling Credits <sup>1</sup>	(10)	-	-	-	(79)	(0)	(89)
Less Inter-Unit Transfers <sup>2</sup>	-	-	-	-	(824)	(431)	(1,254)
<b>Net Revenue:</b>	<b>\$ 5,723</b>	<b>\$ 5</b>	<b>\$ 571</b>	<b>\$ 1,345</b>	<b>\$ (790)</b>	<b>\$ (429)</b>	<b>\$ 6,426</b>
<b>EXPENDITURES:</b>							
Compensation and Benefits	\$ 2,332	\$ 5	\$ 293	\$ 829	\$ 1,054	\$ 274	\$ 4,786
Financial Aid	-	-	-	-	33	-	33
Supplies, Services and Other	2,899	7	243	491	(727)	(339)	2,574
Plant Improvement	190	-	-	-	9	70	269
<b>Total Expenditures:</b>	<b>\$ 5,421</b>	<b>\$ 12</b>	<b>\$ 536</b>	<b>\$ 1,320</b>	<b>\$ 368</b>	<b>\$ 5</b>	<b>\$ 7,662</b>
Less Rebilling Credits	(10)	-	-	-	(79)	(0)	(89)
Less Inter-Unit Transfers <sup>2</sup>	-	-	-	-	(824)	(431)	(1,254)
<b>Net Expenditures:</b>	<b>\$ 5,412</b>	<b>\$ 12</b>	<b>\$ 536</b>	<b>\$ 1,320</b>	<b>\$ (535)</b>	<b>\$ (426)</b>	<b>\$ 6,319</b>
<b>Margin</b>	<b>\$ 312</b>	<b>\$ (6)</b>	<b>\$ 35</b>	<b>\$ 25</b>	<b>\$ (255)</b>	<b>\$ (3)</b>	<b>\$ 107</b>

<sup>1</sup> Rebilling credits include recharge revenue and inter-unit billings.

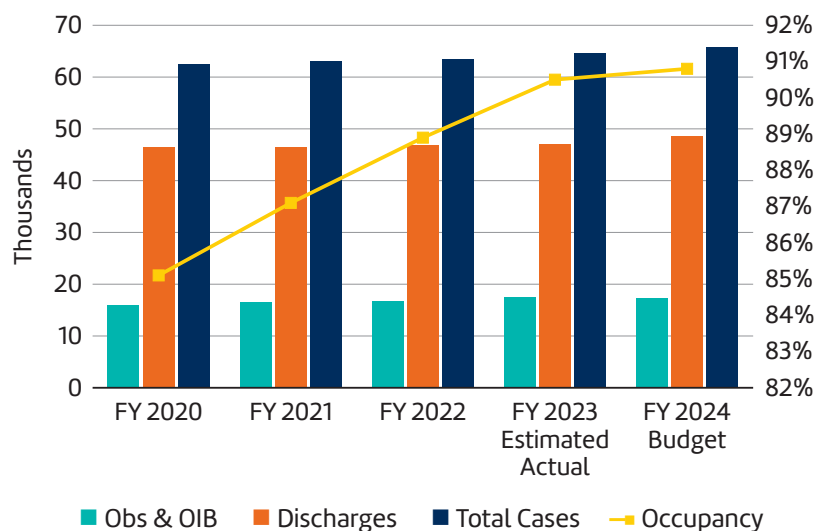
<sup>2</sup> Offset for Inter-Unit Transfers is included with UM Health.



## Ambulatory Care Visits



## Total Discharges, Observation, and Outpatient-in-a-Bed Cases



### FY 2024 Budget Risk

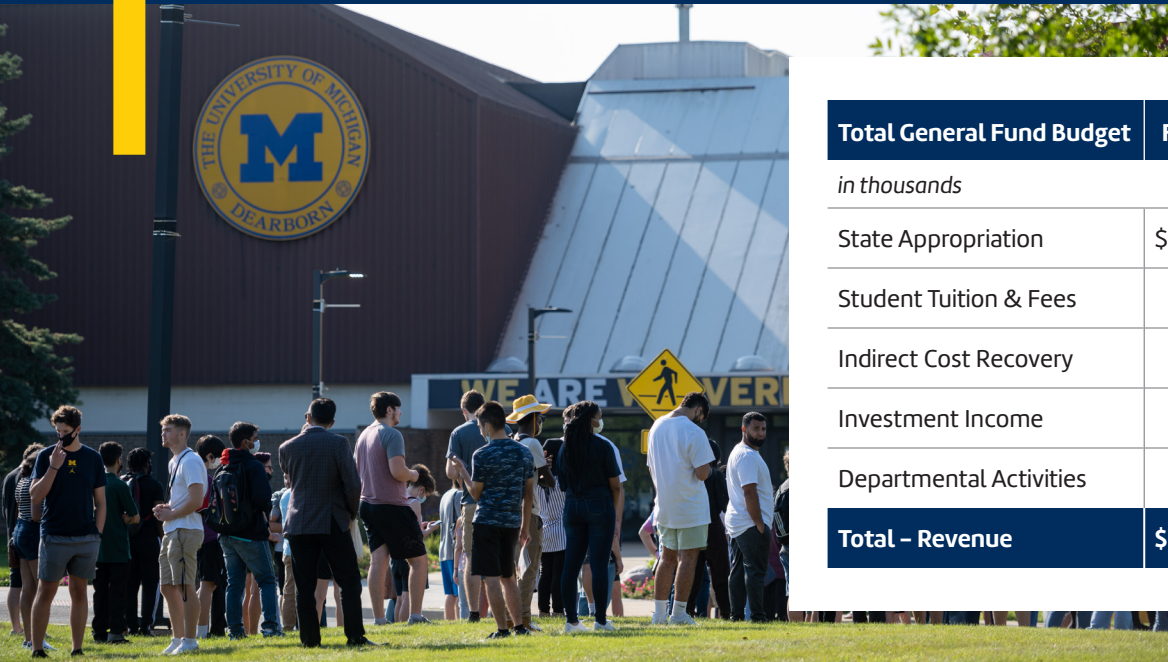
**Growth & Volume:** Unfavorable variances compared to forecast volumes while having the expense base to support the forecast volumes. Inpatient facilities are already operating at high occupancy levels within the inpatient environment and balancing the need to accept transfers. Forecast length of stay assumptions are key enablers to achieving planned volumes.

**Labor Market Challenges:** Balancing the recruitment/retention of critical roles, wage inflation, staffing model adjustments, and adjustments for clinical expansion.

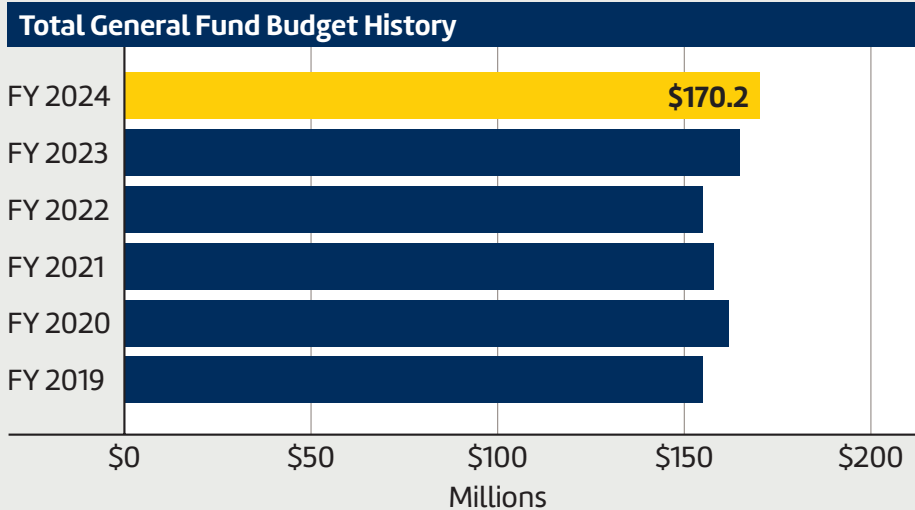
**Inflation:** Industry projections continue to suggest inflation levels at nearly double traditional rates, which is now compounding in to the UMH expense base over multiple years. This is at the same time revenue inflation remains low and the end of the public health emergency will place further pressure on the industry.

# UM–Dearborn Campus

umdearborn.edu



Total General Fund Budget	FY 2023	FY 2024	Change
<i>in thousands</i>			
State Appropriation	\$ 28,183	\$ 29,741	1,558
Student Tuition & Fees	135,336	137,854	2,518
Indirect Cost Recovery	1,343	1,754	411
Investment Income	50	500	450
Departmental Activities	500	305	(195)
<b>Total – Revenue</b>	<b>\$ 165,412</b>	<b>\$ 170,154</b>	<b>\$ 4,742</b>



The University of Michigan–Dearborn (UM–Dearborn) presents a balanced budget for Fiscal Year 2024. The \$170 million general fund budget assumes flat enrollment growth and tuition rate increases of 4.4% for full-time, in-state undergraduate and graduate students. Non-resident rates will increase by 6%. The budget anticipates state appropriations will increase by approximately 4%.

The UM–Dearborn budget has been challenged by recent volatility in enrollment and considerable cost inflation across most expense categories such as health insurance, bargaining unit contracts, and contractual services. To be

financially prudent, UM–Dearborn is implementing an initial 1% across-the-board salary increase for non-bargained employees and plans to evaluate further pay increases during the third quarter of Fiscal Year 2024 based on financial performance.

UM–Dearborn remains committed to student affordability with robust merit and need-based financial aid including the signature Go Blue Guarantee program.

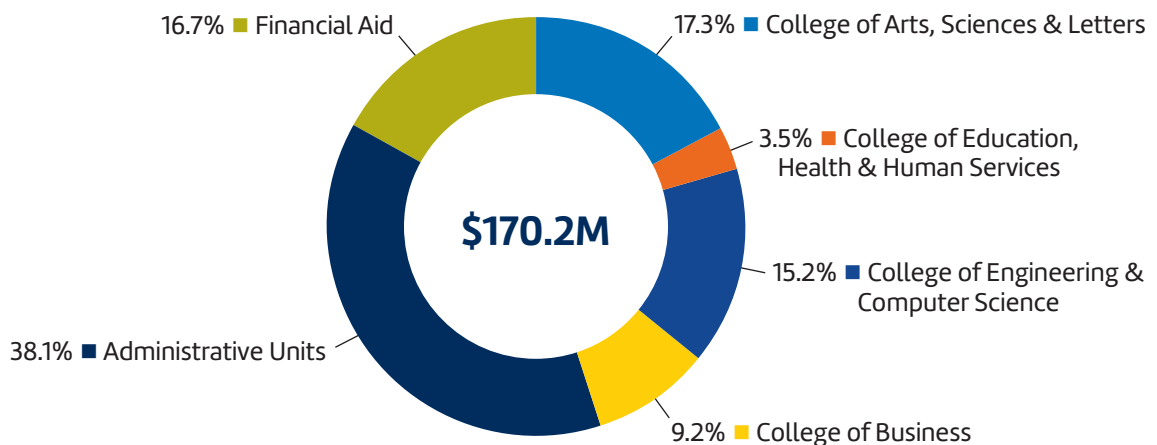
# UM–Dearborn Campus FY 2024 Budget by Fund

FY 2024 CONSOLIDATED OPERATING BUDGET							
<i>in thousands</i>	General	Designated	Auxiliary	Expendible Restricted	Total	Total FY 2023	FY 2024 Variance to FY 2023
<b>REVENUE:</b>							
State Appropriations	\$ 29,741	\$ –	\$ –	\$ –	\$ 29,741	\$ 28,183	\$ 1,558
Student Tuition and Fees	137,854	–	–	–	137,854	135,336	2,519
Sponsored Programs							
Federal	–	–	–	19,500	19,500	20,000	(500)
State/Local	–	–	–	750	750	500	250
Non-Governmental	–	–	–	2,000	2,000	2,000	–
Indirect Cost Recovery	1,754	–	–	–	1,754	1,343	411
Indirect Cost Recovery Alloc to Gen Oper	–	–	–	(1,754)	(1,754)	(1,343)	(411)
Private Gifts	–	–	–	1,500	1,500	1,200	300
Investment Income							
Endowment Income	–	–	80	3,000	3,080	2,500	580
Other	500	500	–	–	1,000	150	850
Patient Care Revenue	–	–	–	–	–	–	–
Departmental Activities	305	500	1,700	–	2,505	2,200	305
<b>Total Revenue:</b>	<b>\$ 170,154</b>	<b>\$ 1,000</b>	<b>\$ 1,780</b>	<b>\$ 24,996</b>	<b>\$ 197,930</b>	<b>\$ 192,069</b>	<b>\$ 5,861</b>
<b>EXPENDITURES:</b>							
Compensation and Benefits	\$ 113,356	\$ 500	\$ 1,250	\$ 4,496	\$ 119,602	\$ 118,319	\$ 1,283
Financial Aid	28,356	–	–	17,000	45,356	38,930	6,426
Supplies, Services and Other	22,000	500	530	3,500	26,530	25,662	868
Plant Improvement	6,442	–	–	–	6,442	9,158	(2,716)
<b>Total Expenditures:</b>	<b>\$ 170,154</b>	<b>\$ 1,000</b>	<b>\$ 1,780</b>	<b>\$ 24,996</b>	<b>\$ 197,930</b>	<b>\$ 192,069</b>	<b>\$ 5,861</b>
<b>Margin</b>	<b>\$ –</b>	<b>\$ –</b>	<b>\$ –</b>	<b>\$ –</b>	<b>\$ –</b>	<b>\$ –</b>	<b>\$ –</b>

## UM–Dearborn Campus General Fund Budget

### FY 2024 Expenditures

*in millions*

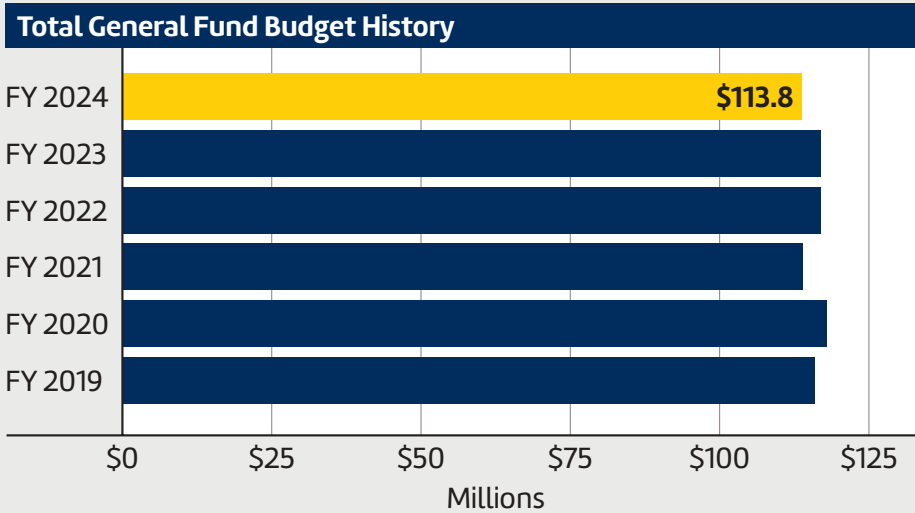


# UM-Flint Campus

umflint.edu



Total General Fund Budget	FY 2023	FY 2024	Change
<i>in thousands</i>			
State Appropriation	\$ 25,217	\$ 26,669	1,452
Student Tuition & Fees	90,798	86,588	(4,210)
Indirect Cost Recovery	150	150	-
Investment Income	50	50	-
Departmental Activities	300	300	-
<b>Total – Revenue</b>	<b>\$ 116,515</b>	<b>\$ 113,757</b>	<b>\$ (2,758)</b>



Tuition and fees for in-state undergraduate students in FY 2024 will increase by 4.9%. The most common lower-division undergraduate rate will be \$7,095 per semester for the academic year. But, as we continue to focus on affordability for our students, the university will also increase institutional financial aid by \$1 million.

The FY 2024 budget includes a 3% salary increase program for faculty and staff which assumed a state appropriation of \$26.7 million, a \$1.5 million increase from the previous year (state appropriation was approved at \$26.4 million after the

completion of the budget). However, due to the university's enrollment decline, the budget will need to be reduced by \$7.4 million this coming year.

UM-Flint's housing and meal plan rates for students will see a 5% increase in room rates and meal plan costs.

UM-Flint's tuition is the third lowest—and its housing rates are the second lowest—among the 15 public universities in the state of Michigan. We are committed to supporting the success of students, faculty, and staff while prioritizing affordability and accessibility.

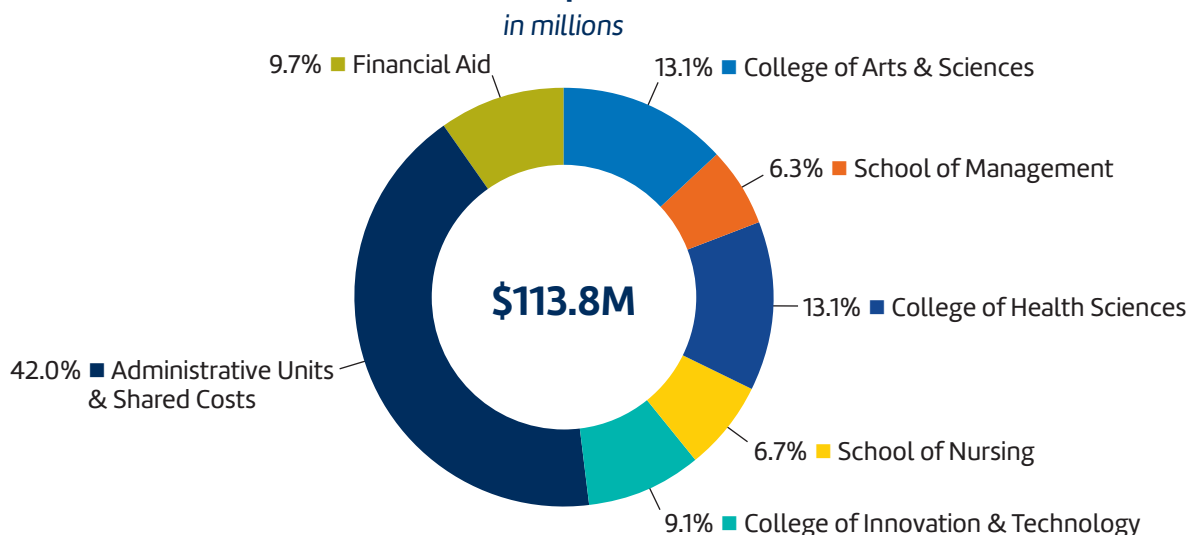


# UM-Flint Campus FY 2024 Budget by Fund

FY 2024 CONSOLIDATED OPERATING BUDGET							
<i>in thousands</i>	General	Designated	Auxiliary	Expendible Restricted	Total	Total FY 2023	FY 2024 Variance to FY 2023
<b>REVENUE:</b>							
State Appropriations	\$ 26,669	\$ -	\$ -	\$ -	\$ 26,669	\$ 25,217	\$ 1,452
Student Tuition and Fees	86,588	-	-	-	86,588	90,798	(4,210)
Sponsored Programs							
Federal	-	-	-	12,000	12,000	12,000	-
State/Local	-	-	-	500	500	2,500	(2,000)
Non-Governmental	-	-	-	2,000	2,000	-	2,000
Indirect Cost Recovery	150	-	-	-	150	150	-
Indirect Cost Recovery Alloc to Gen Oper	-	-	-	(150)	(150)	(150)	-
Private Gifts	-	-	-	1,800	1,800	1,500	300
Investment Income							
Endowment Income	-	-	-	5,000	5,000	4,800	200
Other	50	350	-	50	450	130	320
Patient Care Revenue	-	-	-	-	-	-	-
Departmental Activities	300	550	4,489	-	5,339	4,777	562
<b>Total Revenue:</b>	<b>\$ 113,757</b>	<b>\$ 900</b>	<b>\$ 4,489</b>	<b>\$ 21,200</b>	<b>\$ 140,346</b>	<b>\$ 141,722</b>	<b>\$ (1,376)</b>
<b>EXPENDITURES:</b>							
Compensation and Benefits	\$ 87,328	\$ 50	\$ 1,829	\$ 3,200	\$ 92,407	\$ 94,003	\$ (1,596)
Financial Aid	12,122	20	300	14,100	26,542	23,703	2,839
Supplies, Services and Other	12,797	810	1,210	2,500	17,317	20,272	(2,955)
Plant Improvement	1,510	20	1,150	1,400	4,080	3,744	336
<b>Total Expenditures:</b>	<b>\$ 113,757</b>	<b>\$ 900</b>	<b>\$ 4,489</b>	<b>\$ 21,200</b>	<b>\$ 140,346</b>	<b>\$ 141,722</b>	<b>\$ (1,376)</b>
<b>Margin</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## UM-Flint Campus General Fund Budget

### FY 2024 Expenditures



# Auxiliary Activities

Auxiliary unit revenues and expenditures are presented in the table below, which delineates the auxiliary activity by major unit. Smaller units are grouped under "Other Internal Services."

## Total Auxiliary Budgeted Revenues & Expenditures

in millions	FY 2024 Budget			FY 2023 Budget		
	Revenues	Expenditures	Margin	Revenues	Expenditures	Margin
<b>Michigan Medicine*</b>	\$ 9,081	\$ 8,970	\$ 111	\$ 7,359	\$ 7,281	\$ 79
Less Recharge Credits <sup>1</sup>	(1,344)	(1,344)	-	(1,198)	(1,198)	-
<b>Net Michigan Medicine Total</b>	<b>\$ 7,737</b>	<b>\$ 7,627</b>	<b>\$ 111</b>	<b>\$ 6,161</b>	<b>\$ 6,082</b>	<b>\$ 79</b>
<b>All Other Auxiliary Units:</b>						
Intercollegiate Athletics	\$ 196	\$ 196	\$ -	\$ 186	\$ 186	\$ -
Utilities	181	176	6	178	178	-
University Housing	170	170	-	160	160	-
Risk Management & Vertias Insurance Co.	126	126	-	92	92	-
Staff Benefits Recharge	99	99	(1)	92	97	(5)
Information & Technology Services	67	70	(2)	67	67	(1)
AEC	47	47	-	45	45	-
Parking Operations	30	35	(4)	29	29	-
Health Services	29	29	-	27	27	-
Plant Operations	27	27	-	24	25	(1)
League, Union, and Commons	23	23	-	24	24	-
Transportation Services	17	16	1	16	11	5
Other Publications & Communications	11	11	-	12	12	-
Dental Faculty Associates	7	8	-	7	10	(3)
Flint	6	6	-	5	5	-
Strategic Procurement	5	5	-	5	5	-
Dearborn	2	2	-	2	2	-
Student Publications	2	2	-	2	2	-
Other Internal Services	58	55	3	57	55	2
<b>Subtotal – Other Auxiliary Units</b>	<b>\$ 1,102</b>	<b>\$ 1,100</b>	<b>\$ 3</b>	<b>\$ 1,029</b>	<b>\$ 1,031</b>	<b>\$ (2)</b>
Less Recharge Credits <sup>1</sup>	(642)	(642)	-	(592)	(592)	-
Less Student Fee Allocations Budgeted in General Fund	(25)	(25)	-	(24)	(24)	-
Plus Investment Income	18	18	-	15	15	-
<b>Total – Other Auxiliary Units</b>	<b>\$ 454</b>	<b>\$ 451</b>	<b>\$ 3</b>	<b>\$ 428</b>	<b>\$ 430</b>	<b>\$ (2)</b>
<b>Total</b>	<b>\$ 8,191</b>	<b>\$ 8,078</b>	<b>\$ 113</b>	<b>\$ 6,589</b>	<b>\$ 6,512</b>	<b>\$ 77</b>

\* Includes UM Health, Michigan Health Corporation, UM Health–West, Sparrow (FY 2024 only), Medical School (Clinical Enterprise).

<sup>1</sup> Recharge credits include recharge revenue and inter-unit billings.

Totals may not foot due to rounding.

# Appendix



# Glossary

**AEC** – Architecture, Engineering and Construction. A division within Facilities and Operations that is responsible for the planning, design, and construction of the University of Michigan’s physical campus.

**Appropriation** – A legal authorization to make expenditures and incur obligations for specific purposes from a specific account over a specific period. Appropriations typically limit expenditures to a specific amount and purpose within a fiscal year.

**Consumer Price Index (CPI)** – Measures the monthly change in prices paid by U.S. consumers and is used as a measure of inflation and deflation.

**Departmental Activities** – Revenues and expenses attributed to supporting the academic mission of the university (e.g., faculty salary and benefits, classroom supplies, etc.). Includes inter-unit and external unit revenue.

**Endowment** – Money given by a donor that is to be invested in perpetuity, with the distributions available to spend on activities consistent with donor intent. There are two types of endowments: true endowment and quasi-endowment.

True endowments cannot be spent but are invested in perpetuity with the distributions transferred out for spending.

Quasi-endowment funds are funds functioning as an endowment that are typically established by the institution from either donor or institutional funds, and will be retained and invested rather than expended. The quasi-endowment must retain the purpose and intent as specified by the donor or source of the original funds, and earnings may be expended only for those purposes. Since quasi-endowments are generally established by the institution rather than by an external source, the principal may be expended as stipulated by the donor provided the quasi-fund was not created as a permanent match.

**FY (Fiscal Year)** – The university budget year which runs from July 1<sup>st</sup> thru June 30<sup>th</sup>. For example, FY 2024 is July 1, 2023 thru June 30, 2024.

**Indirect Cost Recovery (ICR)** – A part of the negotiations for sponsored research contracts and grants is the determination of whether the sponsor will pay an amount to

cover some portion of the estimated indirect costs imposed by the grant activity in addition to the direct expenditures of the grant itself. These indirect cost recoveries represent a revenue source to the general fund. If a grant carries such recovery, then this ICR is attributed to the unit where the grant’s direct expenditures occur. A system of subaccounts permits both direct costs and ICR to be shared among any number of units.

**Margin** – The difference of revenues minus expenditures. A negative margin indicates that expenses are higher than revenue.

**Net Patient Revenues** – The aggregate money generated from patient services collected from payors, including co-pays and self-payments, private insurance, Medicaid, and Medicare.

**Observation Case (Obs)** – This is a type of patient status indicating the patient is inpatient.

**Outpatient in a Bed (OIB)** – A patient with OIB status is technically outpatient but may spend multiple days and nights in a hospital and may even utilize the same type of hospital bed as an inpatient/observation case patient.

**Private Gifts** – Gifts to the University of Michigan (U-M) are classified as either endowed or expendable. An endowed gift is money given by a donor that is to be invested in perpetuity, with the distributions available to spend on activities consistent with donor intent. An expendable gift is money given by a donor that is to be entirely spent on activities consistent with donor intent.

**Recharge Credit** – Generated from billings that occur between service units.

**Sponsored Programs** – Funding provided to U-M by either a federal, state, or local government or a foundation or corporation to support a specific scope of work, program, or offering.

**Veritas Insurance Company** – A wholly owned subsidiary of the U-M responsible for the underwriting of the Medical Professional Liability insurance for U-M. Veritas also provides coverage for other risks like Property Damage, General Liability, Cyber Liability, Educators legal liability, Auto Liability, and Workers compensation Liability.

# Fund Structure



The University of Michigan prepares budgets using the principles of fund accounting, allowing clear financial traceability, and also ensuring compliance with restrictions that apply to certain funds. Below are brief descriptions of the fund types are used in the budget process:

## General Fund

The general fund contains revenues and expenditures for operating purposes in the following activities: primary instruction, research, public service, academic support, student services, institutional support, plant operations and maintenance, and scholarships and fellowships. These activities are generally funded by state appropriations, student tuition and fees, indirect cost reimbursement from research contracts, and departmental revenues related to student lab and course fees.

## Designated Fund

The designated fund consists of funds internally designated by the Board of Regents or university administration, but otherwise unrestricted. Revenue sources include: departmental revenue from organized activities such as conferences and seminars, investment income, royalty income, and endowment distributions.

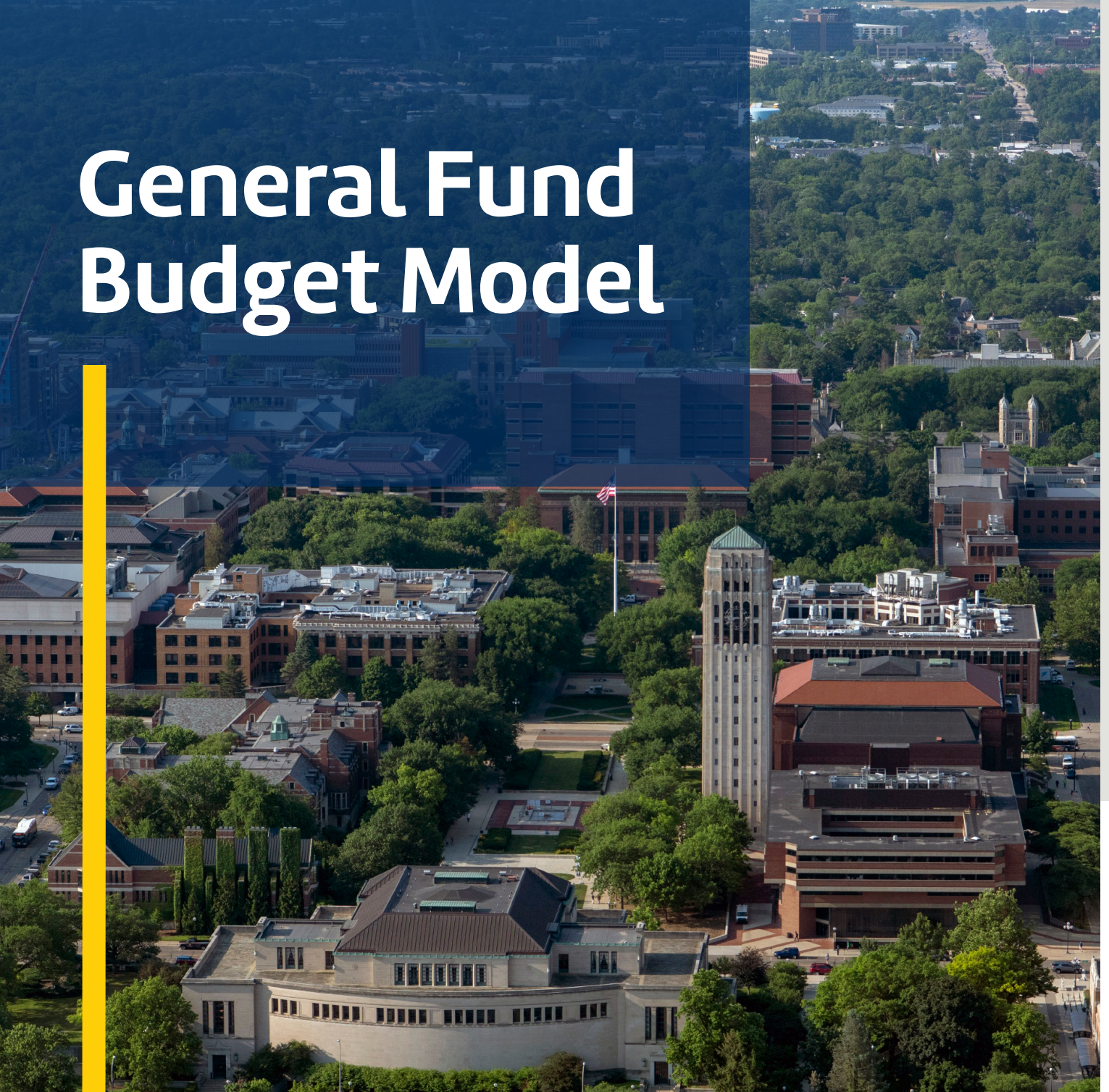
## Auxiliary Fund

The auxiliary fund contains activities that are supported with revenue from their own operations. Auxiliary units include the University Hospital and Health Centers, units providing other medical and dental services, and units providing special services to students, faculty, and staff. Examples of revenue sources include: room and board for student housing, usage fees for student centers or recreation buildings, sale of university publications, and ticket sales for athletic events.

## Expendable Restricted

The expendable restricted fund contains activities related to the pursuit and completion of specific projects, programs, or research funded by a donor or grantor. Examples include federal, state, and local contracts for research.

# General Fund Budget Model



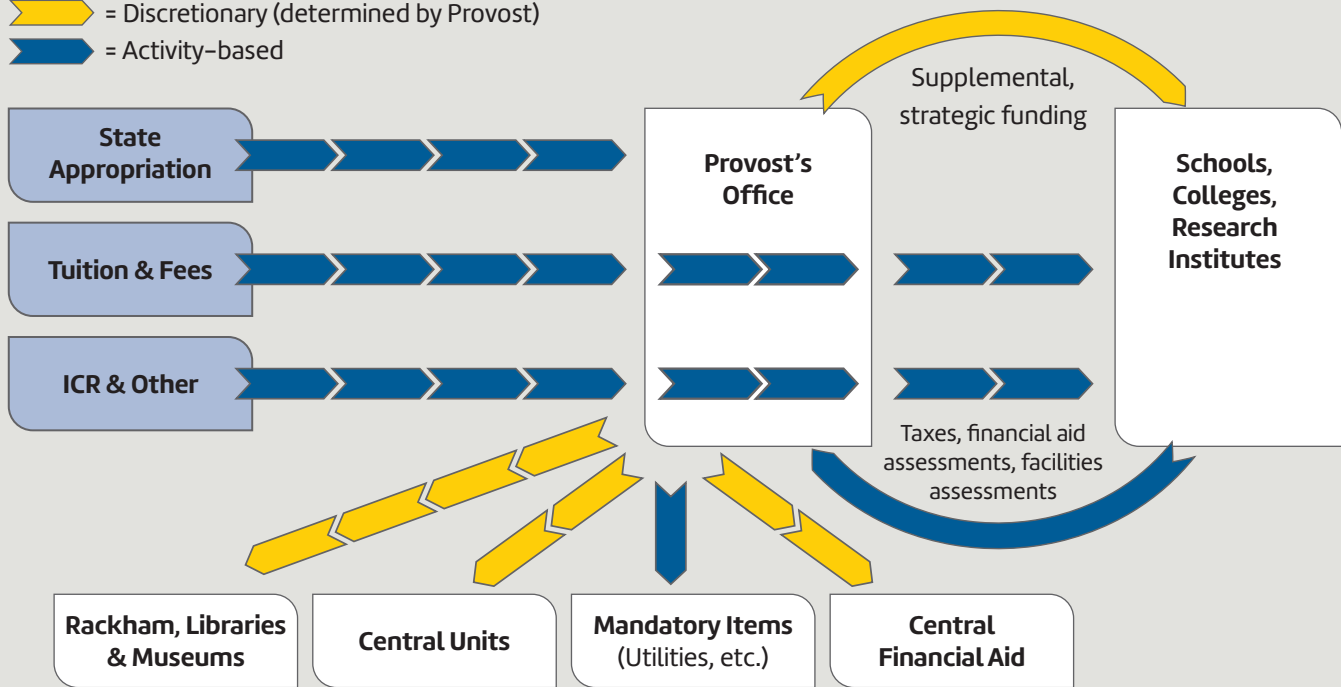
The Ann Arbor campus general fund budget model functions as a hybrid system of activity-based, incremental, and centralized initiative funding. This combination allows for fiscal transparency into the activities of the schools, colleges, and major research institutes (the primary revenue generators) and provides a mechanism for funding the administrative units, while still affording university leadership substantial flexibility to assess strategic priorities and adjust quickly to changing environmental factors. The model was introduced for the 1999 fiscal year and is continuously evaluated to ensure relevance.

## GENERAL FUND BUDGET MODEL FUNDS FLOW

### GF revenues flow to Provost for allocation

Resources are allocated one of two ways:

- = Discretionary (determined by Provost)
- = Activity-based



The model attributes revenues and costs as follows for each activity-based unit based on a set of defined rules:

**Tuition** flows to the schools and colleges according to each student's academic program and the unit's instructional activity.

**Indirect cost recovery (ICR)** is generally allocated to the unit responsible for the associated direct research expenditures.

**Central financial aid assessments** are charged to units for both undergraduate and Rackham-enrolled students.

**Facilities and other internal assessments** are charged to units and flow back to the provost for targeted allocation.

### The Role of the Provost

The Provost has several sources of allocable revenue, including increases in the state appropriation and internal assessments. As Executive Vice President for Academic Affairs, the provost ensures these inflows are used to support new initiatives and honor prior obligations, cover increases in mandatory costs, and provide for inflationary allowances in the model.

Funding decisions must consider the entire range of university needs and explicitly weigh the trade-offs between academic and supporting priorities. Major considerations for new funding items include:

- Strategic alignment with unit-specific or university-wide priorities
- Enhancement of academic excellence and student success
- Promotion of cross-unit collaboration
- Compliance, safety, or risk mitigation support
- Potential for leveraging additional resources
- Fostering of efficiencies within and between units

**THE UNIVERSITY OF MICHIGAN  
REGENTS COMMUNICATION**

**Action Item**

**Subject:** FY 2023-2024 Budgets

**Action**

**Requested:** Approval of Revenue and Expenditure Operating Budgets for FY 2023-2024

**Background and Summary:**

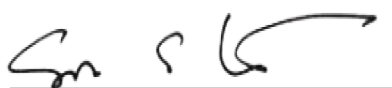
The three campuses of the University of Michigan have developed budgets for the 2023-2024 fiscal year. At this time, we are presenting summary revenue and expenditure budgets for the General Fund, Designated Fund, Auxiliary Activities, and Expendable Restricted Fund. These budgets conform to all University policies.

**We recommend** that the following summary revenue and expenditure budgets be approved effective July 1, 2023 for the period July 1, 2023 through June 30, 2024.

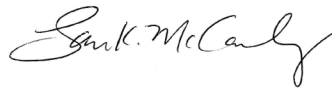
<i>in thousands</i>	<b>Ann Arbor</b>	<b>Dearborn</b>	<b>Flint</b>	<b>Total</b>
<b><u>Revenue Budget</u></b>				
General Fund	\$ 2,793,057	\$ 170,154	\$ 113,757	\$ 3,076,968
Designated Fund	425,338	1,000	900	427,238
Auxiliary Funds	8,184,933	1,780	4,489	8,191,202
Expendable Restricted Funds	1,647,820	24,996	21,200	1,694,016
<b>Total Revenue Budget</b>	<b>\$ 13,051,147</b>	<b>\$ 197,930</b>	<b>\$ 140,346</b>	<b>\$ 13,389,423</b>
<b><u>Expenditure Budget</u></b>				
General Fund	\$ 2,793,057	\$ 170,154	\$ 113,757	\$ 3,076,968
Designated Fund	276,100	1,000	900	278,000
Auxiliary Funds	8,071,448	1,780	4,489	8,077,717
Expendable Restricted Funds	1,608,404	24,996	21,200	1,654,600
<b>Total Expenditure Budget</b>	<b>\$ 12,749,008</b>	<b>\$ 197,930</b>	<b>\$ 140,346</b>	<b>\$ 13,087,284</b>
<b>Budgeted Margin</b>	<b>\$ 302,139</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 302,139</b>

*Note: Budget amounts are shown in thousands. Detail may not add exactly to totals due to rounding.*


Respectfully Submitted,



**Geoffrey S. Chatas**  
*Executive Vice President and Chief  
Financial Officer*



**Laurie K. McCauley**  
*Provost and Executive  
Vice President for Academic Affairs*



**Marschall S. Runge, M.D., Ph.D.**  
*Executive Vice President for Medical  
Affairs and Dean of the Medical School*

June 2023



# The University of Michigan

Ann Arbor | Dearborn | Flint

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