Focus of Campus Leadership:  
*Emerge as a competitive UC quality research university*

- Create physical capacity to grow to 10,000 students
- Identify competitive benchmarks and related targets
- Identify research priorities for strategic investment
- Develop a path to financial stability & self-sufficiency
- Build capacity and quality in graduate programs
The Office of Planning and Budget is building the capacity for enhanced financial planning and accountability

- **Historic Financial Results**
  - Comprehensively understand campus revenue sources
  - Develop ability to make reasonable projections

- **Fund Management**
  - Core operating Funds
  - Auxiliary Models
  - Campus debt profile

- **Consolidate Budget Processes**
  - Enhance transparency
  - Decentralize

- **Staff the Budget Office**
  - Back office operations
  - Analytical capability
Historic Financial Results

Comprehensively Understand Campus Revenue Sources

Components of UC Merced Revenue

Source: General Ledger. Includes all revenues on a GAAP basis, adjusted to show tuition on a gross basis.
Sources of Core Funds

*UC Merced’s operating budget remains dependent on core funds*

UC System Fund Sources (2012-13)

- **Core Funds**: 26%
- **Government**: 16%
- **Sales & Services**: 48%
- **Private Support**: 8%
- **Other Sources**: 2%

UC Merced Revenue (FY 2011-12)

- **Core Funds**: 63%
- **Government**: 23%
- **Sales & Services**: 8%
- **Private Support**: 3%
- **Other Sources**: 3%
- **General Funds**: 32%
- **Gross Tuition**: 28%
- **Non-Resident Supplemental Tuition**: 1%
- **Student Fees**: 2%

Sources: UC System Sources of Funds are from 2013-14 Budget for Current Operations, Summary and Detail. Page 10. UC Merced Sources of Revenue from General Ledger. Includes all revenues on a GAAP basis, adjusted to show tuition on a gross basis.
In FY 2013-14, UC Merced will reduce over-enrollments.

Operating budget projections should reflect projected enrollment growth after the expiration of the MOU.

UC Merced Student Enrollment (FTE): LREP, Budget and Actual

Core Fund Expenditures

Personnel and financial aid have increased, while supplies and other expenses remained flat

Expenditures from Core Funds, By Category

Source: General Ledger. Includes all operating expenses from core funds. Core funds include all 18055-57 (State specific funds), 199xx (State and UC general funds), 20000 (Student fees), 20095 (Gross tuition), and 20290-91 (Gross summer session tuition). Does not include expenses from other funds eligible for indirect cost recovery.