

**STRATEGIC FINANCIAL PLANNING
SANTA CLARA UNIVERSITY**

**GUIDELINES
FOR
BUDGETING AND FINANCIAL MANAGEMENT OF CURRENT OPERATIONS**

INTRODUCTION

The University faces a significant challenge in providing the financial resources to support its mission (our core purpose) and achieve its strategic vision (our institutional aspirations). Responding successfully to this challenge will entail closely coordinating budget planning and resource allocation and carefully aligning financial resources with our core educational programs and strategic direction.

The Board of Trustees and the President have agreed that the University must develop a revised comprehensive financial planning and management approach to more effectively generate, utilize, and preserve its financial resources. During the WASC Capacity and Preparatory Review, the visiting team and the Commission recommended that the University integrate planning and budgeting more effectively and integrate various components of the University's plans so that they are aligned and resource needs and allocations are clear and well coordinated.

In response to these needs, the staff of the University Finance Office and the Provost's Office, with oversight from the University Budget Council and the President's Staff, developed a revised University budgeting and financial management system based on the following principles:

- Development of a comprehensive long-term financial plan based on the University's *Strategic Plan* that articulates the financial requirements needed to support our core educational programs, advance our strategic direction, and enhance our performance
- Effective utilization of all available financial resources across the University to support our core educational programs, appropriate support services, and the necessary infrastructure; and to identify opportunities for deploying financial resources to advance our strategic direction and enhance our performance
- Clear understanding of our financial performance in relation to the budget and our strategic direction
- Clear accountability at all levels of the University for the management of financial resources and incentives for generating resources and using resources judiciously

The restructuring of the budget and financial management system will involve three broad components:

- Budgeting and financial management of current operations
- Budgeting and financial management of capital expenditures
- Planning and management of assets, liabilities, investments, and cash flow

BUDGETING AND FINANCIAL MANAGEMENT OF CURRENT OPERATIONS

The revised approach to budgeting and financial management of current operations is designed to

streamline what has been a complex budgeting, financial transaction, and reporting structure. Budget managers and University administrators will have a better understanding of the financial status of individual organizational units and the University. Consolidating current operations will involve the following:

- Consolidation of the budget and financial transactions for current operations in a comprehensive budgeting and financial management system using a single “current operating fund” incorporating both “sources” of funding and “uses” of funding
- Review and revision of budgeting and financial management policies, procedures, and guidelines used for current operations at all levels of the University with responsibility centers at the level of the schools, centers of distinction, athletics and recreation, auxiliary services, and administrative divisions incorporating clear accountability and appropriate incentives
- Review and revision of guidelines and procedures used for managing our stewardship responsibility for expendable gifts and endowments through the Development Office and the appropriate organizational unit
- Review and revision of guidelines for operating reserves from annual operations, facility reserves, technology reserves, and equipment reserves
- Review of existing reports and development of new reports to provide timely information and measure financial performance

The *Guidelines for Budgeting and Financial Management of Current Operations* drew upon University policies and procedures adopted by the Board of Trustees and found in the *Faculty Handbook*, the *Staff Policy Manual*, and other University documents as appropriate. The Guidelines also drew upon applicable accounting standards, legal mandates, and compliance requirements consistent with the University’s accreditation and status as a not-for-profit education institution. The University Budget Council will periodically review the *Guidelines for Budgeting and Financial Management of Current Operations* and make recommendations to the Vice President for Administration and Finance for revisions to the Guidelines and related policies and procedures.

I. FINANCIAL RESPONSIBILITY AND STRUCTURE – CURRENT OPERATIONS

A. Overview of Financial Responsibility

- General responsibility for the budgeting and financial management of current operations is assigned at the University, school, center of distinction, or administrative division level consistent with University policies, procedures, and guidelines. Six broad organizational categories are used for assigning financial responsibility:
 - University
 - Schools
 - Centers of Distinction
 - Athletics & Recreation
 - Auxiliary Services
 - Administrative Divisions

B. Overview of Budgeting and Financial Management Structure

- The financial structure for the comprehensive budget planning and financial management of the University uses **financial departments**, **operating funds**, and **non-operating funds** to budget and transact financial operations.

□ **Financial Departments**

- Financial departments are generally established to reflect the organizational structure of the schools, centers of distinction, athletics and recreation, auxiliary services, and administrative divisions. The schools and selected administrative units involve a level of organizational and financial complexity that requires the establishment of more than one financial department to support budgeting and financial management assumptions and guidelines.
- Financial departments are assigned by the University Finance Office in consultation with the responsible dean, vice provost, or associate/assistant vice president consistent with the applicable budgeting and financial management guidelines.
- Financial departments are assigned a single operating fund by the University Finance Office based on the applicable budgeting and financial management guidelines and funding assumptions.

□ **Operating Funds and Non-Operating Funds**

- **Operating Funds**
 - All revenue and expenses associated with current operations are budgeted and transacted in one of three types of operating funds based on the applicable budgeting and financial management guidelines and funding assumptions: [1] Education and General Fund, [2] Designated Funds, and [3] Auxiliary Services Funds.
 - Balances in operating funds are closed to a University or unit operating reserve at the end of each fiscal year consistent with the applicable guidelines.
- **Non-Operating Funds**
 - Non-operating funds are used for transactions associated with grants, endowments and expendable gifts, reserves, and asset management that support current operations: [1] External and internal grant funds, [2] Endowment and expendable gift funds, [3] Reserve funds, [4] Plant fund, and [5] Agency funds.
 - Transfers and other transactions in non-operating funds are made consistent with the applicable guidelines. Current operating expenses are not transacted in non-operating funds.

□ **Operating Funds**

- The **Education and General Fund** (fund 11001) is the operating fund used for revenue and expenses associated with graduate and undergraduate education and with services and administration of the general University.
 - Administration, instruction, and research activities of the colleges and schools that offer undergraduate and graduate programs
 - University undergraduate programs (e.g., undergraduate core curriculum, honors program, external study programs)
 - Academic support services
 - Enrollment Management, Student Life, and Campus Ministry
 - Athletics & Recreation
 - Information Services
 - Human Resources, University Finance Office, and University Operations
 - Alumni Relations, Development Office, and Marketing & Communications
 - University executive offices (e.g., President, Provost, Vice Presidents, General Counsel)

- General University
 - **Designated Funds** (funds 21xxx) are operating funds used for revenue and expenses associated with designated schools, centers, and student organizations.
 - Graduate professional schools governed by a University memorandum of understanding
 - School centers and institutes that are self-supporting
 - University centers of distinction
 - Undergraduate and graduate student organizations
 - **Auxiliary Services Funds** (funds 30xxx) are operating funds used for revenue and expenses associated with self-supporting auxiliary enterprises.
 - Housing
 - Food Service
 - Bookstore
 - Conference Services
 - ACCESS Office
 - Parking
- **Grant Funds**
- **External Grant Funds** (fund 13001) are non-operating funds used for federal and state research grants and other external grants. Transfers of grant overhead (indirect cost) revenue from external grants to current operations are made to the appropriate organizational unit and the general University consistent with the applicable guidelines.
 - **University Internal Grant Funds** (funds 14xxx) are non-operating funds used for research and curriculum development grants, faculty professional development grants, and technology innovation grants. Internal grants are funded by transfers from a current operating fund and are transacted in the appropriate internal grant fund consistent with the applicable guidelines.
- **Endowment and Expendable Gift Funds**
- **Endowment Principal Funds** (funds 6xxxx and 29xxx) are non-operating funds used for the endowment principal invested to generate income and gains for the annual allocation.
 - **Endowment Expendable Income Funds** (funds 41xxx – 45xxx) are non-operating funds used for endowment income and gain allocated annually for current operations consistent with the intent of the donor. Distributions from endowments used for current operations are transferred to the Education and General Fund or the appropriate designated fund consistent with the applicable guidelines.
 - Distributions from endowments used for current operations in the Education and General Fund are either University revenue used as a source of funding for University allocations or revenue of the school or administrative unit.
 - Distributions from endowments used for current operations in designated funds are revenue of the school, center, or student organization.
 - In order to comply with the requirements of the Uniform Prudent Management of Institutional Funds Act (UPMIFA), the University has adopted policies and practices governing the management, investment, expenditure, and accumulation (reinvestment) of endowment funds.

- Subject to the intent of the donor, the University will expend the distribution from each endowment annually unless the President or his designee determines that the distribution shall be accumulated (reinvested) with the endowment fund.
 - Subject to the intent of the donor, the University will not expend the distribution from any endowment whose current value is less than the amount of the original gift.
 - When an endowment distribution is transferred to an operating fund, such endowment distribution is released for current operations and is considered used before expendable (annual) gift funds and unrestricted funds.
- **Expendable Gift Funds** (funds 46xxx) are non-operating funds used for current operations annually consistent with intent of the donor. Expendable (annual) gifts are transferred to the Education and General Fund or the appropriate designated fund consistent with the applicable guidelines.
 - Transfers from expendable (annual) gifts used to fund **faculty positions, salaries, other pay, and benefits** are made to the Education and General Fund or the appropriate designated fund consistent with the intent of the respective gift and applicable guidelines at the beginning of the fiscal year based on the budget for the year.
 - Transfers from expendable (annual) gifts used to fund **staff positions, salaries, other pay, and benefits** are made to the Education and General Fund or the appropriate designated fund consistent with the intent of the respective gift and applicable guidelines at the beginning of the fiscal year based on the budget for the year.
 - Transfers from expendable (annual) gifts used to fund **financial aid** are made to the Education and General Fund or the appropriate designated fund consistent with the intent of the respective gift and applicable guidelines at the beginning of the fiscal year based on the budget for the year.
 - Transfers from expendable (annual) gifts used to fund **library acquisitions** are made to the Education and General Fund or the appropriate designated fund consistent with the intent of the respective gift and applicable guidelines at the beginning of the fiscal year based on the budget for the year.
 - Transfers from expendable (annual) gifts used to fund **student wages and operating expenses** are made to the Education and General Fund or the appropriate designated fund consistent with the intent of the respective gift and applicable procedures.
 - When expendable (annual) gift funds are transferred to an operating fund, such expendable gift funds are released for current operations and are considered used before unrestricted funds.
- **Reserve Funds**
 - **Facility Reserves** (funds 8xxxx) are non-operating funds used to set aside funding for the renewal, replacement, and improvement of general University, auxiliary services facilities, and facilities of graduate professional schools governed by a University memorandum of understanding. Facility reserves are funded by transfers from operating funds consistent with the applicable guidelines.
 - **Technology Reserves** (funds 8xxxx) are non-operating funds used to set aside funding for the acquisition, renewal, and improvement of University technology. Technology reserves are funded by transfers from operating funds consistent with the applicable guidelines.
 - **Equipment Reserves** (funds 8xxxx) are non-operating funds used to set aside funding

for the replacement of equipment, including unit-specific computing equipment and application software. Equipment reserves are funded by transfers from operating funds consistent with the applicable guidelines.

- **Operating Reserves** (funds 8xxxx) are non-operating funds used for the retention of unexpended operating funds consistent with the applicable guidelines.
- **Plant Fund**
 - The **Plant Fund** (fund 12001) is a non-operating fund used for the acquisition of physical assets, renewal and replacement of institutional properties, retirement of debt, and tracking of institutional assets.
- **Agency Funds**
 - Agency Funds (funds 9xxxx) are used for non-University funds held and transacted by the University on behalf of another organization.

II. SOURCES OF FUNDING: REVENUE, UNIVERSITY ALLOCATIONS, AND TRANSFERS

The sources of funding for current operating expenses are tuition, student fees, continuing education revenue, grant overhead, sales income, rental income, miscellaneous fees and revenue, internal revenue, auxiliary services revenue, University allocations, transfers from endowments and expendable (annual) gift funds, transfers from reserves, or some combination of these sources consistent with the applicable guidelines.

A. Revenue

- **Tuition**
 - Tuition is charged for coursework offered for academic credit taken by degree and non-degree students in the undergraduate and graduate programs at the rate established by the Board of Trustees and published in the annual *University Tuition and Student Fees Schedule*. The tuition rates approved by the Board of Trustees may not be discounted.
 - Undergraduate and graduate tuition are University revenue except in the graduate professional schools governed by a University memorandum of understanding.
 - Tuition for the undergraduate program is set by the Board of Trustees as a comprehensive charge for enrollment. No laboratory or other course-specific fees, student organization fees, or fees for general University services (e.g., health and counseling services, career services, recreation) are charged in association with enrollment in the undergraduate program.
 - Tuition for the graduate programs is set by the Board of Trustees as the basic charge for enrollment. No fees for general University services (e.g., health and counseling services, recreation) are charged in association with enrollment in a graduate program.
- **Student Fees**
 - Student fees include admission application fees, orientation fees, registration fees, course and laboratory fees, external (international and domestic) study program fees, student association fees, health center fees, and other approved fees associated directly with enrollment of a student.
 - All undergraduate and graduate student fees are approved by the Provost with the

concurrence of the Vice President for Administration and Finance and are published in the annual University Tuition and Student Fees Schedule.

- Undergraduate Student Fees
 - Undergraduate admission application fees are set by the Vice President for Enrollment Management with the concurrence of the Provost and Vice President for Administration and Finance and are University revenue.
 - Fees charged in association with undergraduate new student orientation programs are recommended by the responsible vice provost and approved by the Provost with the concurrence of the Vice President for Administration and Finance. Undergraduate orientation fees are University revenue used to support expenses associated with the orientation programs.
 - Program fees charged in association with undergraduate international and domestic external study programs are recommended by the responsible vice provost and approved by the Provost with the concurrence of the Vice President for Administration and Finance. Undergraduate external study program fees are University revenue used to support expenses associated with the external study programs.
 - Fees charged in association with travel expenses for immersion programs are recommended by the responsible dean or vice provost and approved by the Provost with the concurrence of the Vice President for Administration and Finance. Undergraduate immersion program travel fees are revenue of the school or administrative unit used to support travel expenses associated with immersion programs.
 - Fees charged for student health insurance are recommended by the responsible vice provost and approved by the Provost with the concurrence of the Vice President for Administration and Finance. Student health insurance fees are University revenue used to support expenses associated with the student health insurance program.
- Graduate Student Fees
 - Graduate admission application fees are set by the dean of the respective school with the approval of the Provost and the concurrence of the Vice President for Administration and Finance and are school revenue.
 - Fees charged in association with graduate new student orientation programs are set by the dean with the approval of the Provost and the concurrence of the Vice President for Administration and Finance and are school revenue used to support expenses associated with the orientation programs.
 - Program fees charged in association with graduate international and domestic study and immersion programs are set by the dean with the approval of the Provost and the concurrence of the Vice President for Administration and Finance and are school revenue used to support expenses associated with the external study and immersion programs.
 - Graduate course and laboratory fees are set by the dean of the respective school with

the approval of the Provost and the concurrence of the Vice President for Administration and Finance and are school revenue used to support specific laboratory, individual instruction, or field experience expenses associated with the degree program or a particular course (e.g., Engineering Design Center fee, Pastoral Ministries private music instruction fee). Course and laboratory fees are not used to fund general expenses associated with a course, including course materials, refreshments, and student assistants.

- Graduate student association fees are set by the dean of the respective school with the approval of the Provost and the concurrence of the Vice President for Administration and Finance and are school revenue designated for use by the student association.
- Fees charged for use of the health service and for student health insurance are recommended by the responsible vice provost and approved by the Provost with the concurrence of the Vice President for Administration and Finance. Student health center and insurance fees are University revenue used to support expenses associated with the health center and the student health insurance program.

Continuing Education Revenue

- Fees and charges for continuing education courses, seminars, workshops, and conferences for which academic credit toward a degree is not granted that are offered through a school or a University center of distinction are set by the dean or executive director of the respective school or center of distinction.
- Fees and charges for continuing education courses, seminars, workshops, and conferences offered through a school or a University center of distinction are revenue of the respective school or center of distinction.

Grant Overhead Revenue

- Grant overhead (indirect cost) revenue generated from external grants is shared by the University and the school or center of distinction in which the grant is awarded consistent with the applicable guidelines.

Other Revenue

- Sales income, rental income, miscellaneous fees and revenue, and internal revenue charges assessed by a school, center of distinction, athletics and recreation, and administrative units in which the expense budget is revenue-dependent (e.g., alumni events, de Saisset Museum events) are revenue of the school, center, or administrative unit.
- Sales income, rental income, miscellaneous fees and revenue, and internal revenue charges assessed by administrative units for which the expense budget is not revenue-dependent (e.g., library fines, late payment fees) are general University revenue.

Auxiliary Services Revenue

- Room and board fees are approved by the Board of Trustees and published in the annual University Tuition and Student Fees Schedule and are revenue of the respective auxiliary service.

- All other auxiliary services fees and charges are set by the Assistant Vice President for Auxiliary Services with the approval of the Vice President for Administration and Finance and are revenue of the respective auxiliary service.

B. University Allocations

- Allocations from general University resources are made to support current operating expenses consistent with the applicable guidelines. University allocations may be either base budget allocations or one-time, non-recurring allocations.
- University allocations are funded from undergraduate and graduate tuition, endowment distributions, and other general University resources.

C. Transfers

- Endowments
 - Transfers from endowment funds are made to the Education and General Fund or the appropriate designated fund as a source of funding for current operating expenses consistent with the intent of the respective endowment and the applicable guidelines.
- Expendable (Annual) Gifts
 - Transfers from expendable (annual) gifts are made to the Education and General Fund or the appropriate designated fund as a source of funding for faculty and staff salaries and other pay, benefits, financial aid, and library acquisitions consistent with the intent of the respective gift and applicable guidelines at the beginning of the fiscal year based on the budget for the year.
 - Transfers from expendable (annual) gifts are made to the Education and General Fund or the appropriate designated fund as a source of funding for student wages and operating expenses consistent with the intent of the respective gift and applicable guidelines.
- Reserves
 - Transfers from facility reserves are made to the Plant Fund to support capital expenditures for the construction, renewal, and improvement of University facilities.
 - Transfers from technology reserves are made to the Plant Fund to support capital expenditures for the acquisition, renewal, and improvement of University technology.
 - Transfers from equipment reserves are made to the appropriate operating fund to support the purchase of equipment, including unit-specific computing equipment and application software, consistent with the applicable guidelines.
 - Transfers from operating reserves may be made to the operating funds to support expenses consistent with the applicable guidelines.

III. USES OF FUNDING: EXPENSES AND TRANSFERS

Current operating expenses and transfers include faculty positions and salaries, staff positions and salaries, benefits, student wages, department and university operating expenses, library acquisitions, financial aid, debt, transfers to internal grants, transfers for University administration and overhead, and transfers to reserves.

A. Faculty Positions, Salaries, and Other Pay

- Faculty positions and the funding for positions, faculty supplemental pay, and faculty course releases and buyouts are approved through the University's annual budget process or by the Provost consistent with the applicable policies and procedures in the *Faculty Handbook* and other applicable guidelines adopted by the Provost.
- The faculty salaries and other pay budget is developed using a position budgeting system that tracks authorized continuing faculty positions (i.e., tenured/tenure-track faculty, senior lecturers/lecturers, and other categories of continuing faculty), the salary pools for fixed term faculty, the salary pools for course releases and buyouts, and the salary pools for faculty supplemental pay as appropriate in a school, center of distinction, or administrative division.
- Salaries of all faculty, including individuals employed under external grants, are subject to approval by the Provost consistent with the applicable policies and procedures in the *Faculty Handbook* and other applicable guidelines adopted by the Provost.
- Faculty supplemental pay is subject to the applicable policies and procedures in the *Faculty Handbook* and other applicable guidelines adopted by the Provost.
- Faculty course releases and buyouts are subject to approval by the Provost consistent with the applicable policies and procedures in the *Faculty Handbook* and other applicable guidelines adopted by the Provost.
- Funding of Faculty Positions and Salary Budgets
 - Tenured and tenure-track faculty positions, senior lecturer and lecturer positions, and fixed term faculty salary pools in the colleges and schools (except graduate professional schools governed by a University memorandum of understanding) are funded from a University allocation consistent with the applicable guidelines.
 - Faculty supplemental pay and course releases associated with University or school administration and with faculty support for research and professional development in the colleges and schools (except for graduate professional schools governed by a University memorandum of understanding) are funded from a University allocation or transfers from endowments, expendable gift funds, or reserves consistent with the applicable guidelines.
 - Tenured and tenure-track faculty positions, senior lecturer and lecturer positions, other categories of continuing faculty, fixed term faculty salary pools, faculty supplemental pay, and faculty course releases and buyouts in graduate professional schools governed by a University memorandum of understanding are funded from school resources consistent with the applicable guidelines.
 - Faculty supplemental pay and course buyouts in self-supporting school centers and institutes are funded from school resources consistent with the applicable guidelines.
 - Faculty supplemental pay and course buyouts in the University centers of distinction are funded from the resources of the respective center consistent with the applicable guidelines.

B. Staff Positions, Salaries, and Other Pay

- All continuing and fixed term staff positions and funding for the positions are approved through the University's annual budget process or by the Provost or responsible Vice

President consistent with the applicable policies and procedures in the *Staff Policy Manual* and other applicable guidelines adopted by the President's Staff.

- The staff salaries and other pay budget is developed using a position budgeting system that tracks authorized continuing and fixed term staff positions, salary pools for casual staff, and salary pools for staff supplemental pay as appropriate in a school, center of distinction, or administrative division.
- Compensation of all University continuing and fixed term staff, including individuals employed under external grants, is governed by the applicable policies and procedures in the *Staff Policy Manual* and other applicable guidelines adopted by the President's Staff.
- Staff supplemental pay (e.g., overtime pay, temporary assignment compensation) is subject to the applicable policies and procedures in the *Staff Policy Manual* and other applicable guidelines adopted by the President's Staff.
- Funding of Staff Positions
 - Continuing and fixed term staff positions, salary pools for casual staff, and salary pools for staff supplemental pay (e.g., overtime pay, temporary assignment compensation) in the Education and General Fund are funded from a University allocation or transfers from endowments, expendable gifts, or reserves consistent with the applicable guidelines.
 - Continuing and fixed term staff positions, salary pools for casual staff, and salary pools for staff supplemental pay (e.g., overtime pay, temporary assignment compensation) in graduate professional schools governed by a University memorandum of understanding are funded from school resources consistent with the applicable guidelines.
 - Continuing and fixed term staff positions, salary pools for casual staff, and salary pools for staff supplemental pay (e.g., overtime pay, temporary assignment compensation) in self-supporting school centers and institutes are funded from school resources consistent with the applicable guidelines.
 - Continuing and fixed term staff positions, salary pools for casual staff, and salary pools for staff supplemental pay (e.g., overtime pay, temporary assignment compensation) in the University centers of distinction are funded from the resources of the respective center consistent with the applicable guidelines.
 - Continuing and fixed term staff positions, salary pools for casual staff, and salary pools for staff supplemental pay in auxiliary services are funded from the resources of the respective auxiliary service consistent with the applicable guidelines.

C. Benefits

- Benefits are funded from the same source as the salary expense for the associated faculty or staff position.
- Benefits are budgeted and transacted as a standard percentage of salaries and are not expected to reflect the actual benefits cost associated with individual employees.

D. Student Wages

- Student wages are budgeted and transacted consistent with the applicable University policies

and guidelines.

- Funding of Student Wages
 - Student wages in the Education and General Fund are funded from a University allocation and school or administrative unit specific revenue consistent with the applicable guidelines.
 - Student wages in graduate professional schools governed by a University memorandum of understanding are funded from school resources consistent with the applicable guidelines.
 - Student wages in self-supporting school centers and institutes are funded from school resources consistent with the applicable guidelines.
 - Student wages in undergraduate student organizations are funded from a University allocation and revenue specific to the organizations consistent with the applicable guidelines.
 - Student wages in graduate student organizations are funded from student fees and revenue specific to the organizations consistent with the applicable guidelines.
 - Student wages in the University centers of distinction are funded from the resources of the respective center consistent with the applicable guidelines.
 - Student wages in auxiliary services are funded from the resources of the respective auxiliary service consistent with the applicable guidelines.

E. Department and University Operating Expenses

- Department and university operating expenses are budgeted and transacted consistent with the applicable University policies and guidelines.
- Funding of Department and University Operating Expenses
 - Department and university operating expenses in the Education and General Fund are funded from a University allocation and school or administrative unit specific revenue consistent with the applicable guidelines.
 - Department and university operating expenses in graduate professional schools governed by a University memorandum of understanding are funded from school resources consistent with the applicable guidelines.
 - Department and university operating expenses in self-supporting school centers and institutes are funded from school resources consistent with the applicable guidelines.
 - Department and university operating expenses in undergraduate student organizations are funded from a University allocation and revenue specific to the organizations consistent with the applicable guidelines.
 - Department and university operating expenses in graduate student organizations are funded from student fees and revenue specific to the organizations consistent with the applicable guidelines.

- Department and university operating expenses in the University centers of distinction are funded from the resources of the respective center consistent with the applicable guidelines.
- Department and university operating expenses in auxiliary services are funded from the resources of the respective auxiliary service consistent with the applicable guidelines.

F. Library Acquisitions

- Library acquisitions are budgeted and transacted consistent with the applicable University policies and guidelines.
- Funding of Library Acquisitions
 - Library acquisitions in the Education and General Fund are funded from a University allocation consistent with the applicable guidelines.
 - Library acquisitions in graduate professional schools governed by a University memorandum of understanding are funded from school resources consistent with the applicable guidelines.

G. Financial Aid

- University Scholarships and Grants
 - The University funds and awards scholarships and grants to support and achieve the enrollment and programmatic goals of the University consistent with the applicable University policies and guidelines.
 - The term “scholarship” is generally used for merit or incentive based financial aid awarded through a selection process using criteria appropriate to the specific enrollment or programmatic goal.
 - The term “grant” is generally used for need-based financial aid awarded to provide access for students who would otherwise not be able to attend the University for financial reasons.
- University Undergraduate Financial Aid
 - Academic Merit Scholarships (e.g., Presidential Scholars, Provost Scholars, and Dean’s Scholars) are awarded through a selection process coordinated by Enrollment Management in collaboration with campus partners using criteria that support achieving the academic profile desired by the University.
 - Need-Based Grants are awarded by Enrollment Management to provide access to students who would otherwise not be able to attend the University for financial reasons.
 - Program Merit Scholarships (e.g., Eastside Future Teachers Scholars, ROTC Scholars) are awarded through a selection process coordinated by Enrollment Management in collaboration with campus partners using criteria that support specific programmatic goals of the University.
 - Incentive Scholarships are awarded by Enrollment Management to persuade students with desirable profile characteristics to enroll at the University based on the EMFASYS analysis and are in addition to merit-based scholarships and need-based grants.
 - Legacy Scholarships (e.g., Alumni Family Scholarships, Jesuit Community Scholarships)

are awarded through a selection process coordinated by Enrollment Management in collaboration with campus partners using criteria that support specific enrollment goals of the University.

- Departmental Scholarships (e.g., Performing Arts Scholars, Accounting Scholars, Hackworth Fellows) are awarded through a selection process coordinated by Enrollment Management in collaboration with campus partners using criteria that support departmental enrollment goals of the University.
- Supplemental Need-Based Grants (e.g., Los Angeles Catholic High School Grants, Special Assistance Grants) are awarded through a selection process coordinated by Enrollment Management in collaboration with campus partners to students who have unmet financial need remaining after all other financial aid awards have been made.
- Athletic Scholarships are awarded through a selection process coordinated by the Department of Athletics and Recreation in collaboration with the Financial Aid Office to support the University's intercollegiate athletics program.
- Residence Life Scholarships are awarded through a selection process coordinated by the Department of Residence Life in collaboration with the Financial Aid Office to support the University's residential programs.
- Budgeting and Transacting University Undergraduate Financial Aid
 - All University undergraduate financial aid is budgeted and transacted in the Education and General Fund.
 - Academic Merit Scholarships, Incentive Scholarships, Need-Based Grants, Program Merit Scholarships, Legacy Scholarships, Departmental Scholarships, and Supplemental Need-Based Grants are budgeted and transacted in the Financial Aid Office.
 - Athletic Scholarships are budgeted and transacted in the Department of Athletics and Recreation.
 - Residence Life Scholarships are budgeted and transacted in the Department of Residence Life.
- Funding of University Undergraduate Financial Aid
 - Academic Merit Scholarships, Incentive Scholarships, Need-Based Grants, and Program Merit Scholarships are funded from a combination of a University allocation, endowment distributions, and expendable (annual) gifts.
 - Legacy Scholarships, Departmental Scholarships, and Supplemental Need-Based Grants are funded from endowment distributions and expendable (annual) gifts specific to each type of grant.
 - Athletic Scholarships are funded from a combination of a University allocation, endowment distributions, and expendable (annual) gifts.
 - Residence Life Scholarships are funded from a University allocation.
- University Graduate Financial Aid
 - Each college and school with graduate programs awards merit, incentive, and need-based scholarship and grants to support and achieve the enrollment and programmatic goals of its graduate programs.

- Financial aid awards to graduate students are made by the school and confirmed through the Financial Aid Office.
- Budgeting and Transacting University Graduate Financial Aid
 - University graduate financial aid in the colleges and schools (except graduate professional schools governed by a University memorandum of understanding) is budgeted and transacted in the Education and General Fund and appropriate school financial department.
 - University graduate financial aid in graduate professional schools governed by a University memorandum of understanding is budgeted and transacted in the appropriate school designated fund and financial department.
- Funding of University Graduate Financial Aid
 - University graduate financial aid in the colleges and schools (except graduate professional schools governed by a University memorandum of understanding) is funded from a combination of a University allocation, endowment distributions, and expendable (annual) gifts.
 - University graduate financial aid in graduate professional schools governed by a University memorandum of understanding is funded from a combination of tuition revenue, endowment distributions, and expendable (annual) gifts.
- Federal, State, and Private Scholarships and Grants
 - Federal and state grants to undergraduate and graduate students disbursed through the University are transacted in the appropriate agency fund by the Financial Aid Office.
 - Private scholarships and grants to undergraduate and graduate students disbursed through the University are transacted in the appropriate agency fund by the Financial Aid Office.
- Student Loans
 - Student loans to undergraduate and graduate students disbursed through the University are transacted in the appropriate agency fund by the Financial Aid Office.

H. Debt

- Principal and interest payments for University indebtedness are budgeted and transacted as a general University expense. Debt service is funded from general University revenue, endowments, annual gifts, and transfers from auxiliary services.

I. Transfers to Internal Grants

- Transfers for internal grants (research and curriculum development grants, faculty professional development grants, and technology innovation grants) are expensed in current operating funds when the transfer is made to set up the grant in the appropriate internal grant fund.

J. Transfers for University Administration and Overhead

- University administration and overhead includes expenses associated with general University administration; the operation and maintenance of facilities; the construction, renewal, and improvements to facilities; the operation and maintenance of University technology; the acquisition, renewal, and improvement of University technology; and debt service. University administration and overhead expenses are funded from general University revenue, endowments, annual gifts, contributions by schools, and contributions by auxiliary

services consistent with the applicable guidelines.

- University Administration
General University administration includes University executive offices (i.e., President, Provost, Vice Presidents, University General Counsel), University administrative support services (e.g., University Finance Office, Department of Human Resources, Facilities Department, Campus Safety Services, Bursar), University student life services and programs (e.g., recreation, health and counseling services), and University academic support services (e.g., Enrollment Management, Office of the Registrar, Orradre Library, Drahmman Center, Sponsored Projects Office, Institutional Research).

- Facilities
 - The funding for the operation and maintenance of all University facilities, except auxiliary services facilities, is a general University expense consistent with the applicable guidelines.

 - The funding for the operation and maintenance of auxiliary services facilities is an auxiliary services expense consistent with the applicable guidelines.

 - The funding for the construction, renewal, and improvement of all University facilities is a general University expense consistent with the applicable guidelines, except for auxiliary services facilities and facilities of graduate professional schools governed by a University memorandum of understanding.

 - The funding for the construction, renewal, and improvement of auxiliary services facilities is an auxiliary services expense consistent with the applicable guidelines.

 - The funding for the construction, renewal, and improvement of facilities of graduate professional schools governed by a University memorandum of understanding is an expense of the University or the school consistent with the terms of the memorandum of understanding.

- Technology
 - The funding for the operation and maintenance of University technology and communications infrastructure, administrative systems, and personal computers for organizational units and employees is a general University expense consistent with the applicable guidelines.

 - The funding for the acquisition, renewal, and improvement of University technology and communications infrastructure, administrative systems, and personal computers for organizational units and employees is a general University expense consistent with the applicable guidelines.

 - The funding for the operation and maintenance of unit-specific computing equipment and application software is a unit expense consistent with the applicable guidelines.

 - The funding for the acquisition, renewal, and improvement of unit-specific computing equipment and application software is a unit expense consistent with the applicable guidelines.

- Contributions to University Administration and Overhead
 - A contribution to University administration and overhead is made by the colleges and schools (except graduate professional schools governed by a University memorandum of understanding) at the rate of 15% of continuing education revenue (i.e., gross revenue transacted under budget account REVCED), including fees and charges for continuing education courses, seminars, workshops, and conferences.
 - A contribution to University administration and overhead is made by graduate professional schools governed by a University memorandum of understanding consistent with the terms of the memorandum of understanding.
 - A contribution to University administration and overhead is made by auxiliary services at the rate of 6% of all auxiliary services revenue.
 - The contribution to University administration and overhead is budgeted as the specified percentage of revenue. The actual contribution to University administration and overhead will be the budgeted amount or the specified percentage of actual revenue, whichever is greater.

K. Transfers to Reserves

- Facility Reserves
 - Transfers to facility reserves are expensed in the Education and General Fund, the appropriate designated fund, or an auxiliary service operating fund when the transfer is made to a facility reserve fund.
- Technology Reserves
 - Transfers to University technology reserves are expensed in the Education and General Fund when the transfer is made to a technology reserve fund.
- Equipment Reserves
 - Transfers to equipment reserves are expensed in the appropriate operating fund when the transfer is made to an equipment reserve fund.
- Operating Reserves
 - Transfers to University or unit operating reserves are expensed in the appropriate operating fund when the transfer is made to an operating reserve fund.

IV. FACILITIES AND FACILITY RESERVES

A. Facility Construction, Renewal, and Improvement

- The funding of capital expenditures to support the construction, renewal, and improvement of University facilities is approved through the University's capital budget.
 - Facility construction projects add capacity to University facilities by increasing usable square footage and space.
 - Facility renewal projects are actions to restore a facility to its original capability by replacement of major building systems which have reached the end of their useful life.
 - Facility improvement projects are changes in the physical environment to bring facilities up to code requirements and current standards and to respond to changing user needs.

- The funding for the construction, renewal, and improvement of all University facilities is a general University expense consistent with the applicable guidelines, except for auxiliary services facilities and facilities of graduate professional schools governed by a University memorandum of understanding.
- The funding for the construction, renewal, and improvement of auxiliary services facilities, is an auxiliary services capital expense consistent with the applicable guidelines.
- The funding for the construction, renewal, and improvement of facilities of graduate professional schools governed by a University memorandum of understanding is an expense of the University or the school consistent with the terms of the memorandum of understanding.

B. Facility Reserves

- University facility reserves are funded by a transfer from the Education and General Fund to the reserve consistent with the applicable guidelines.
- Auxiliary services facility reserves are funded by a transfer from the appropriate auxiliary services operating fund to the reserve consistent with the applicable guidelines.
- Facility reserves of graduate professional schools governed by a University memorandum of understanding are funded by a transfer from the appropriate designated fund to the reserve consistent with the applicable guidelines.

V. TECHNOLOGY AND TECHNOLOGY RESERVES

A. Technology Acquisition, Renewal, and Improvement

- The funding for capital expenditures to support the acquisition, renewal, and improvement of University technology is approved through the University's capital budget.
 - Technology acquisition projects add capacity to University technology, including the initial provision of technology to new facilities.
 - Technology renewal projects are actions taken to restore, retrofit, or replace existing technology in order to extend its normal useful life or to improve moderately its current operating capability.
 - Technology improvement projects are major or substantive improvements to technology capability or capacity, including expanding existing technology to new users.
- The funding for the acquisition, renewal, and improvement of technology and communications infrastructure, of administrative systems, and of personal computers for organizational units and employees is a general University expense, except for unit-specific computing equipment and application software, consistent with the applicable guidelines.
- The funding for the acquisition, renewal, and improvement of unit-specific computing equipment and application software is a unit expense consistent with the applicable guidelines.

B. Technology Reserves

- University technology reserves are funded by a transfer from the Education and General Fund

to the reserve consistent with the applicable guidelines.

VI. EQUIPMENT AND EQUIPMENT RESERVES

A. Funding of Equipment

- Equipment (including unit-specific computing equipment and application software) in the colleges and schools, athletics and recreation, and administrative units is funded from a University allocation and unit revenue consistent with the applicable guidelines.
- Equipment (including school-specific computing equipment and application software) in graduate professional schools governed by a University memorandum of understanding is funded from school resources consistent with the applicable guidelines.
- Equipment (including unit-specific computing equipment and application software) for undergraduate student organizations is funded from a University allocation and revenue specific to the organizations consistent with the applicable guidelines.
- Equipment (including unit-specific computing equipment and application software) for graduate student organizations are funded from student fees and revenue specific to the organizations consistent with the applicable guidelines.
- Equipment (including center-specific computing equipment and application software) in University centers of distinction is funded from resources of the respective center consistent with the applicable guidelines.
- Equipment (including specific computing equipment and application software for auxiliary services) is funded from resources of the respective auxiliary service consistent with the applicable guidelines.

B. Equipment Reserves

- Equipment reserves are funded by a transfer from the appropriate operating fund to a reserve consistent with the applicable guidelines.

C. Purchase of Equipment

- Financial transactions associated with the purchase of equipment (including unit-specific computing equipment and application software) are made in the appropriate operating fund and are funded by a transfer from reserves or from the department operating expense budget.

VII. OPERATING RESERVES

Operating reserves are used for the retention of unexpended operating funds consistent with the applicable guidelines. Balances in operating funds are transferred to a University or unit operating reserve at the end of each fiscal year consistent with the applicable guidelines.

A. Operating Reserves and Closing of Annual Operations

- Education and General Fund
 - Unexpended funding for faculty salaries, staff salaries, and benefits is transferred to a University operating reserve.
 - Unexpended funding for student wages, operating expenses, transfers to internal grants, and transfers to reserves in a school is transferred to the school operating reserve.

- Unexpended funding for student wages, operating expenses, and transfers to reserves in Athletics and Recreation is transferred to the Athletics and Recreation operating reserve.
- Unexpended funding for student wages, operating expenses, transfers to internal grants, and transfers to reserves in selected administrative units is transferred to a program and events operating reserve.
- Unexpended funding for library acquisitions is transferred to the library acquisitions reserve.
- Unexpended funding for financial aid is transferred to the appropriate financial aid reserve.
- Designated Funds
 - Unexpended revenue of graduate professional schools governed by a University memorandum of understanding is transferred to a school operating reserve.
 - Unexpended revenue of self-supporting school centers and institutes is transferred to a school operating reserve.
 - Unexpended revenue of University centers of distinction is transferred to a center operating reserve.
 - Unexpended revenue for undergraduate and graduate student organizations is transferred to a student organization operating reserve.
- Auxiliary Services Funds
 - Unexpended auxiliary services revenue is transferred to an auxiliary services operating reserve.

B. Operating Reserves – Schools

- Each school maintains an operating reserve to which unexpended allocations and revenue associated with student wages, operating expenses, transfers to internal grants, and transfers to reserves in the Education and General Fund and unexpended revenue from self-supporting school centers and institutes are transferred at the end of the fiscal year.
- The school is required to maintain a minimum balance in its operating reserve equal to 10% of the current operating revenue budget of the school in all funds. Upon the recommendation of the dean, a minimum balance greater than the amount specified above may be set for the reserve with the approval of the Vice President for Administration and the Provost.
- A balance in the operating reserve in excess of 25% of the current operating revenue budget of the school in all funds is subject to review by the Vice President for Administration and Finance and the Provost in conjunction with the dean to determine whether excess funds have accumulated in the reserve. Upon the recommendation of the dean, a maximum balance greater than the amount specified above may be set for the reserve with the approval of the Vice President for Administration and Finance and the Provost. Any excess funds are subject to consolidation with University general operating reserves.
- A dean may transfer a balance in the reserve above the minimum level or any portion thereof

to the Education and General Fund to support student wages, operating expenses, transfers to internal grants, transfers to reserves, and graduate financial aid and to the appropriate operating fund to support expenses in the school centers and institutes.

C. Operating Reserves – Graduate Professional Schools With a University Memorandum of Understanding

- Each graduate professional school governed by a University memorandum of understanding maintains an operating reserve to which unexpended revenue is transferred at the end of the fiscal year.
- The school is required to maintain a minimum balance in its operating reserve consistent with the terms of the memorandum of understanding.
- A balance in the operating reserve in excess of the amount specified in the memorandum of understanding is subject to review by the Vice President for Administration and Finance and the Provost in conjunction with the dean to determine whether excess funds have accumulated in the reserve. Any excess funds are subject to consolidation with University general operating reserves.
- A dean may transfer a balance in the reserve above the minimum level or any portion thereof to the appropriate operating fund to support expenses in the school consistent with the terms of the memorandum of understanding.

D. Operating Reserves – University Centers of Distinction

- Each University center of distinction maintains an operating reserve to which unexpended revenue is transferred at the end of the fiscal year.
- The center is required to maintain a minimum balance in its operating reserve equal to 10% of the current operating revenue budget of the center. Upon the recommendation of the executive director, a minimum balance greater than the amount specified above may be set for the reserve with the approval of the Vice President for Administration and the Provost.
- A balance in the operating reserve in excess of 25% of the current operating revenue budget of the center is subject to review by the Vice President for Administration and Finance and the Provost in conjunction with the executive director to determine whether excess funds have accumulated in the reserve. Upon the recommendation of the executive director, a maximum balance greater than the amount specified above may be set for the reserve with the approval of the Vice President for Administration and Finance and the Provost. Any excess funds are subject to consolidation with University general operating reserves.
- An executive director may transfer a balance in the reserve above the minimum level or any portion thereof to the center's operating fund to support expenses in the center.

E. Operating Reserve – Athletics and Recreation

- Athletics and Recreation maintains an operating reserve to which unexpended allocations and revenue associated with student wages, operating expenses, and transfers to reserves are transferred at the end of the fiscal year.
- Athletics and Recreation is required to maintain a minimum balance in its operating reserve equal to 10% of the current operating revenue budget of Athletics and Recreation. Upon the

recommendation of the Executive Director of Athletics and Recreation, a minimum balance greater than the amount specified above may be set for the reserve with the approval of the Vice President for Administration and the Provost.

- A balance in the operating reserve in excess of 25% of the current operating revenue budget of Athletics and Recreation is subject to review by the Vice President for Administration and Finance and the Provost in conjunction with the Executive Director of Athletics and Recreation to determine whether excess funds have accumulated in the reserve. Upon the recommendation of the Executive Director of Athletics and Recreation, a maximum balance greater than the amount specified above may be set for the reserve with the approval of the Vice President for Administration and Finance and the Provost. Any excess funds are subject to consolidation with University general operating reserves.
- The Executive Director of Athletics and Recreation may transfer a balance in the reserve above the minimum level or any portion thereof to the Education and General Fund to support student wages, operating expenses, and transfers to reserves.

F. Operating Reserves – Library Acquisitions

- Orradre Library maintains a Library Acquisitions Reserve to which unexpended funding for the annual library acquisitions budget is transferred at the end of the fiscal year.
- There is no minimum balance required for library acquisitions reserves. The balance in the reserve is subject to review by the Vice President for Administration and Finance and the Provost in conjunction with the Vice Provost for Information Services to determine whether excess funds have accumulated in the reserve. Any excess funds are subject to consolidation with University general operating reserves.
- The Vice Provost for Information Services may transfer a balance in the Library Acquisitions Reserve to the Education and General Fund to support library acquisitions.

G. Operating Reserves – Financial Aid

- The University maintains an Undergraduate Financial Aid Reserve to which unexpended funding for academic and program merit scholarships, incentive scholarships, need-based grants, and residence life scholarships is transferred at the end of the fiscal year.
- Athletics and Recreation maintains an Athletic Scholarship Reserve to which unexpended funding for athletic scholarships is transferred at the end of the fiscal year.
- Each school maintains a Graduate Financial Aid Reserve to which unexpended funding for graduate scholarships and grants is transferred at the end of the fiscal year.
- There is no minimum balance required for a financial aid reserves. The balance in a reserve is subject to review by the Vice President for Administration and Finance, the Provost, and the Vice President for Enrollment Management in conjunction with the responsible dean or other administrator to determine whether excess funds have accumulated in the reserve. Any excess funds are subject to consolidation with University general operating reserves.
- The Vice President for Enrollment Management may transfer a balance in the Undergraduate Financial Aid Reserve or any portion thereof to the Education and General Fund to support undergraduate financial aid.

- The Executive Director of Athletics and Recreation may transfer a balance in the Athletic Scholarships Reserve or any portion thereof to the Education and General Fund to support athletic scholarships.
- A dean may transfer a balance in a Graduate Financial Aid Reserve or any portion thereof to the Education and General Fund to support graduate financial aid.

H. Operating Reserves – Undergraduate and Graduate Student Organizations

- Student Life maintains an Undergraduate Student Organizations Operating Reserve to which unexpended funding for undergraduate student organizations is transferred at the end of the fiscal year.
- Athletics and Recreation maintains a Club Sports Operating Reserve to which unexpended funding for club sports is transferred at the end of the fiscal year.
- Athletics and Recreation maintains a Spirit Groups Operating Reserve to which unexpended funding for club sports is transferred at the end of the fiscal year.
- Each school maintains a graduate student organization operating reserve to which unexpended funding for the school's graduate student organizations is transferred at the end of the fiscal year. Graduate professional schools governed by a University memorandum of understanding shall maintain an operating reserve for its student organizations consistent with the terms of the memorandum of understanding.
- There is no minimum balance required for undergraduate or graduate student organization operating reserves. The balance in a reserve is subject to review by the Vice President for Administration and Finance and the Provost in conjunction with the responsible dean or vice provost to determine whether excess funds have accumulated in the reserve. Any excess funds are subject to consolidation with University general operating reserves.
- The Vice Provost for Student Life may transfer a balance in the Undergraduate Student Organizations Operating Reserve or any portion thereof to the appropriate operating fund to support the programs and activities of undergraduate student organizations.
- The Executive Director of Athletics and Recreation may transfer a balance in the Club Sports Operating Reserve or any portion thereof to the appropriate operating fund to support the activities of club sports.
- The Executive Director of Athletics and Recreation may transfer a balance in the Spirit Groups Operating Reserve or any portion thereof to the appropriate operating fund to support the activities of club sports.
- A dean may transfer a balance in a graduate student organization operating reserve or any portion thereof to the appropriate operating fund to support the programs and activities of the graduate student organizations.

I. Operating Reserves – Selected Administrative Units

- Selected administrative units maintain an operating reserve to which unexpended program and event revenue is transferred at the end of the fiscal year.

- There is no minimum balance required for a program and events operating reserve. The balance in a reserve is subject to review by the Vice President for Administration and Finance and the Provost or responsible Vice President in conjunction with the responsible administrator to determine whether excess funds have accumulated in the reserve. Any excess funds are subject to consolidation with University general operating reserves.
- The Provost or responsible Vice President may approve the transfer of a balance in a program and events operating reserve or any portion thereof to the Education and General Fund to support authorized uses.

VIII. UNIVERSITY INTERNAL GRANTS

A. Research and Curriculum Development Grants

- Research and curriculum development grants are awarded to faculty members for a specific research or curriculum development project for a specified period of time.
- Research and curriculum grants are transacted consistent with applicable policies, procedures, and guidelines for University internal grants and are expensed in the appropriate operating fund when the transfer is made to set up the grant in the appropriate internal grant fund (14xxx).
- Faculty and staff salaries and other pay may not be included in research and curriculum development grants. Compensation of faculty and staff in support of a research and curriculum development grant is transacted in the appropriate operating fund. Other expense categories may be included in research and curriculum development grants as appropriate to the specific grant.

B. Faculty Professional Development Grants

- Faculty professional development grants are awarded to faculty to support their professional development needs.
- Faculty professional development grants are transacted consistent with applicable policies, procedures, and guidelines for University internal grants and are expensed in the appropriate operating fund when the transfer is made to set up the grant in the appropriate internal grant fund (14xxx).
- Faculty and staff salaries and other pay may not be included in faculty professional development grants. Compensation of faculty and staff in support of a faculty professional development grant is transacted in the appropriate operating fund. Other expense categories may be included in faculty professional development grants as appropriate to the specific grant.

C. Technology Innovation Grants

- Technology innovation grants are awarded to encourage and support innovative uses of technology by faculty and staff to improve teaching and learning, faculty research, and the provision of services to the campus community.
- Technology innovation grants are transacted consistent with applicable policies, procedures, and guidelines for University internal grants and are expensed in the Education and General Fund when the transfer is made to set up the grant in the appropriate internal grant fund

(14xxx).

- Faculty and staff salaries and other pay may not be included in technology innovation grants. Compensation of faculty and staff in support of a technology innovation grant is transacted in the appropriate operating fund. Other expense categories may be included in technology innovation grants as appropriate to the specific grant.

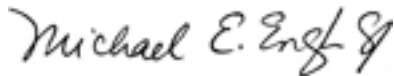
IX. EXTERNAL GRANTS

A. External Grants


- The submission and administration of external grants is coordinated through the Sponsored Projects Office.
- External grants are transacted using the account distribution assigned by the Sponsored Projects Office in the external grant fund (13001).

B. Grant Overhead (Indirect Cost) Revenue

- Grant overhead (indirect cost) revenue generated from external grants awarded in a school is shared by the University and the school consistent with the applicable guidelines. The school receives 70% of the grant overhead revenue, and the University retains 30% of the grant overhead revenue.
- Grant overhead (indirect cost) revenue generated from external grants awarded in a center of distinction is shared by the University and the center consistent with the applicable guidelines. The center receives 70% of the grant overhead revenue, and the University retains 30% of the grant overhead revenue.
- Grant overhead (indirect cost) revenue generated from external grants awarded to the University other than in the schools and centers of distinction is University revenue consistent with the applicable guidelines.



Michael E. Engh, S.J.
President



Robert Warren
Vice President for Administration and Finance