

# Recommended Budget Fiscal Year 2011–12

June 10, 2011



UNIVERSITY of  
NORTHERN COLORADO

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# *I. Executive Summary*

The University of Northern Colorado developed its fiscal year 2011-12 budget to address significant changes in Colorado higher education funding while continuing to fulfill UNC's mission as a public institution. The proposed budget builds on the multi-year financial plan discussed by the Board of Trustees at its August 2010 retreat, which included the following objectives:

- Connect resource allocation with **university plans and priorities**
- Consider **long-term strategic financial issues** by moving to the multi-year approach to financial planning
- **Make decisions earlier** so that changes can be communicated and implemented in a timely manner

Our fiscal year 2011-12 budget discussions included major topics that are key to our fiscal sustainability:

- Undergraduate enrollment, pricing, and discounting
- Graduate enrollment, pricing, and discounting
- Compensation, including salaries and benefits
- Commitment to identify \$5 million in sustainable cost savings by fiscal year 2013-14, including at least \$1.5 million to be implemented in fiscal year 2011-12

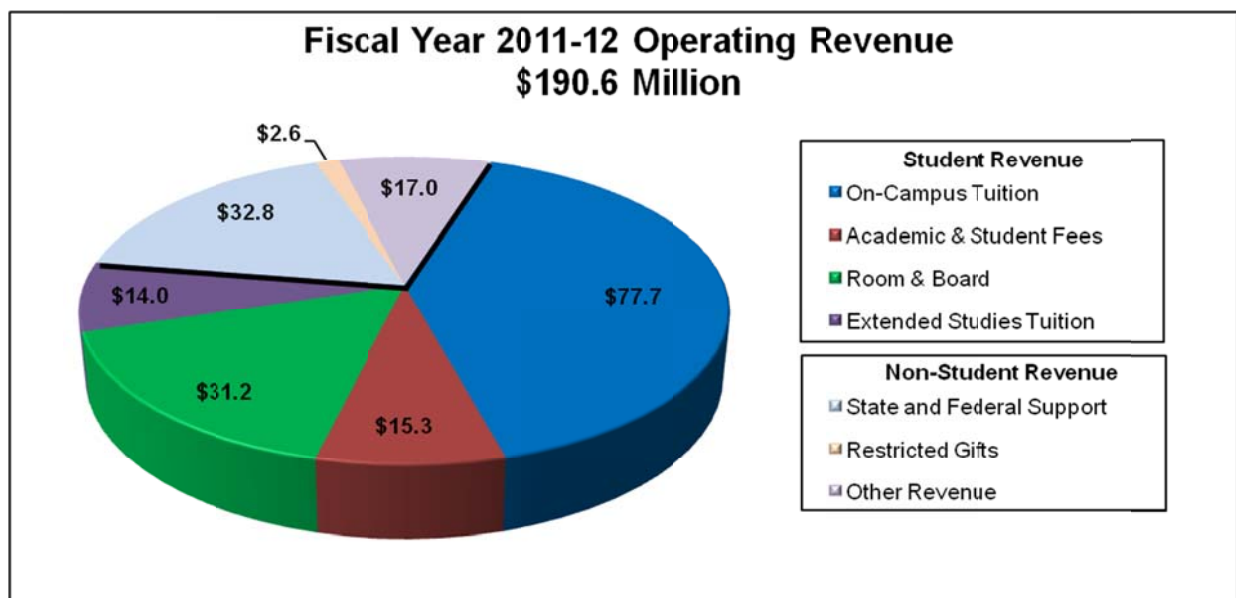
Highlights of the proposed fiscal year 2011-12 budget are:

- Loss of \$7.8 million in state funding (\$11.3 million combined loss in fiscal years 2010-11 and 2011-12)
- Sustainable cost savings of \$1.9 million toward our \$5 million commitment
- No salary increases for employees, except faculty promotions (\$100 thousand)
- Increased cost of benefits of \$3.4 million
  - ❖ Health insurance cost increases shared by the University and employees in a 60/40 ratio
- Undergraduate tuition rate increase of 13.2% or \$620 for the year for full-time in-state students (before differential tuition, which is based on program of study)
- Increased on-campus undergraduate credit hour production of 1% (1.11% increase in resident credit hours and flat non-resident credit hours)
- Additional investment of \$2.4 million in undergraduate financial aid
- Room and board rate increase averaging 5%
- Graduate on-campus tuition rate increase of 10% to 20%, depending on program of study
- Off-campus and online tuition rate increase of 6.1% to 15.5%, depending on program of study
- Increased off-campus and online credit hour production of 12%

## Revenue

Total estimated fiscal year 2011-12 revenue for the University of Northern Colorado is \$199.2 million.<sup>(1)</sup> This includes operating revenue of \$190.6 million and \$8.6 million in restricted grants and contracts. The funds for \$6.1 million capital expenditures in fiscal year 2011-12 will come from remaining balances of earlier state capital appropriations, bond funds, and transfers from the operating budget.

The assumptions and major changes in UNC's \$190.6 million operating budget is the primary focus of the June 2011-12 budget book. Over the past two fiscal years UNC's state and federal support has decreased from \$44.1 million to \$32.8 million. State support will be 17.2% of UNC's operating revenue in fiscal year 2011-12. Tuition, fees, and room and board charges to students will account for 72.5% of UNC's operating revenue. Undergraduate tuition is the single largest source of revenue at \$63.9 million, and graduate tuition is \$13.8 million.



<sup>(1)</sup>Does not include the pending acquisition of Arlington Park.

The fiscal year 2011-12 budget uses the undergraduate tuition rates, discussed at the March Board meeting. Enrollment has been budgeted to increase 1.0% and the resulting new revenue is \$7.3 million.

Undergraduate On-Campus Tuition Revenue				
	FY11 Budget		FY12 Budget	
	Credit Hours	Revenue	Credit Hours	Revenue
Resident	246,589	\$43,011,569	249,326	\$48,662,922
Non Resident	26,893	13,669,213	26,893	15,290,078
<b>Total</b>	<b><u>273,482</u></b>	<b><u>\$56,680,782</u></b>	<b><u>276,219</u></b>	<b><u>\$63,953,000</u></b>

The fiscal year 2011-12 budget uses the graduate tuition rates, discussed at the May Board meeting. Enrollment has been budgeted to increase 0.1% and the resulting new revenue is \$1.7 million.

Graduate On-Campus Tuition Revenue				
	FY11 Budget		FY12 Budget	
	Credit Hours	Revenue	Credit Hours	Revenue
Resident				
Master's	15,628	\$5,479,101	15,421	\$6,159,429
Doctoral	5,966	2,236,538	6,044	2,813,775
Non-Resident				
Master's	2,631	2,602,061	2,597	2,414,365
Doctoral	2,040	1,718,448	2,224	2,383,227
<b>Total</b>	<b><u>26,265</u></b>	<b><u>\$12,036,148</u></b>	<b><u>26,286</u></b>	<b><u>\$13,770,796</u></b>

The fiscal year 2011-12 budget uses the Extended Studies tuition rates, discussed at the May Board meeting. Enrollment has been budgeted to increase 12% and the resulting new revenue is \$3.8 million.

Extended Studies Enrollment				
	FY11 Budget	FY12 Budget	Change Amount	Change Percent
<b>Enrollment (Credit Hours)</b>				
Undergraduate	10,149	11,679	1,530	15.1%
Graduate	21,768	24,363	2,595	11.9%
Other	268	0	(268)	-100.0%
<b>Total Enrollment</b>	<b>32,185</b>	<b>36,042</b>	<b>3,857</b>	<b>12.0%</b>

Extended Studies Revenue				
	FY 11 Budget	FY12 Budget	Change Amount	Change Percent
<b>Revenue</b>				
Undergraduate	\$3,575,362	\$3,471,768	(\$103,594)	(2.9%)
Graduate	6,569,077	10,490,314	3,921,237	59.7%
Other	24,578	30,878	6,300	25.6%
<b>Total Revenue</b>	<b><u>\$10,169,017</u></b>	<b><u>\$13,992,960</u></b>	<b><u>\$3,823,943</u></b>	<b><u>37.6%</u></b>

Tuition Revenue Change Summary	
<b>FY11 Budgeted Tuition</b>	<b>\$78,885,947</b>
<b>Undergraduate Increase (student share)</b>	
Due to rate increase	6,802,218
Due to enrollment increase	470,000
<b>Subtotal Undergraduate Increase (student share)</b>	<b>7,272,218</b>
<b>Graduate Increase</b>	
Due to rate increase	1,734,648
Due to enrollment increase	0
<b>Subtotal Graduate Increase</b>	<b>1,734,648</b>
<b>Extended Studies Increase</b>	
Due to rate increase	671,800
Due to enrollment increase and shifts to higher priced programs	3,152,143
<b>Subtotal Extended Studies Increase</b>	<b>3,823,943</b>
<b>FY12 Budgeted Tuition</b>	<b><u>\$91,716,756</u></b>

### ***Student Headcount***

The following tables demonstrate the total university (both on-campus and off-campus) budgeted headcount growth from fall 2010 to fall 2011:

Undergraduate Headcount - Fall				
	FY11 Budget	FY12 Budget	% Change	
New Freshman	2,290	2,247	-1.9%	
New Transfers	813	900	10.7%	
Continuing	<u>7,361</u>	<u>7,414</u>	<u>0.7%</u>	
<b>Total</b>	<b>10,464</b>	<b>10,561</b>	<b>0.9%</b>	

Graduate Headcount - Fall				
	FY11 Budget	FY12 Budget	% Change	
New	378	438	15.9%	
Continuing	<u>2,188</u>	<u>2,261</u>	<u>3.3%</u>	
<b>Total</b>	<b>2,566</b>	<b>2,699</b>	<b>5.2%</b>	

## ***Compensation***

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One of the largest areas of financial impact for compensation is the rising cost of health insurance. We have worked over the past three years to establish a health benefits contribution ratio of 60% employer portion and 40% employee portion. The University has absorbed the increases in benefits costs rather than passing part of the increase on to employees in order to achieve this 60/40 ratio. Beginning in fiscal year 2011-12, to maintain the 60/40 ratio, employees will pay 40% of the cost of health insurance increases.

The rising cost of supporting the state retirement plan (PERA) is also a significant factor in the employee benefits costs in the proposed budget. Approximately half of UNC's employees are enrolled in PERA. Since 2003 PERA has had a contribution rate of 10.15% for the employer and 8% for the employee. Legislation passed in 2010, as a cost-saving measure for the state, changed the PERA contribution for fiscal year 2010-11 to 7.65% for the employer and 10.5% for the employee, effectively reducing take-home pay 2.5% for employees in PERA. While this PERA "flip" actually creates some savings for UNC, our total required contribution to PERA continues to increase as the state works to make the plan solvent.

UNC employees who are not in PERA are enrolled in an optional retirement plan (ORP). Since the inception of the ORP, the University has contributed 11.5% of the employee's salary to the ORP and the employee has contributed 8%. The proposed budget continues this approach.

While this will be the third consecutive year without pay raises, given the economic climate and the increased tuition that students will pay next year, UNC does not feel it is prudent to increase salaries at this time. In keeping with the practice of the past two years, the proposed budget includes \$100,000 for faculty promotions. The Legislature sets base pay increases for classified employees (approximately 3.5% of UNC employees) and there will be no increase in fiscal year 2011-12.

Personnel expenses in the proposed budget total \$116.4 million, including \$23.4 million in fringe benefits detailed in the table below:

<b>Estimated FY12 Fringe Benefit Budget (in millions)</b>	
Retirement	\$11.5
Health, Life, Dental & Disability Insurance	8.9
Workers Compensation	0.6
Leave	0.5
Tuition Waivers, Counseling & Other	<u>1.2</u>
<b>Estimated FY12 Fringe Benefit Expenses</b>	<b>22.7</b>
Fund FY11 Fringe Benefit Reserve Deficit	<u>1.3</u>
<b>Total Fringe Benefit Budget</b>	<b>24.0</b>
Less Portion Funded by Restricted Grants	<u>(0.6)</u>
<b>FY12 Operating Budget Fringe Benefits</b>	<b><u>\$23.4</u></b>

The proposed budget reflects an increase of \$3.7 million from budgeted personnel expenses in fiscal year 2010-11. Changes include:

- \$3.4 million increase in fringe benefit rate increases (primarily due to cost increases in health insurance and PERA, as discussed above)
- \$1.1 million increase in teaching and graduate assistant tuition waivers (tuition discounting)
- \$400 thousand increase in teaching and graduate assistant stipends (wages)
- \$100 thousand increase in faculty promotions
- \$200 thousand increase in faculty for growth in off-campus programs
- (\$1.5 million) reduction in positions identified as sustainable cost savings

Note: In the operating budget on page 9, the \$4.2 million increase in fringe benefits reflects a budgetary reclassification of fringe benefits that were previously included in summer faculty salaries.

<b>Fringe Benefit Change (in millions)</b>	
Increase in benefit cost / rate	\$3.4
Sustainable cost savings	(0.3)
Reclassification from faculty salaries	<u>1.1</u>
<b>Total</b>	<b><u>\$4.2</u></b>

<b>Faculty Salary Change (in millions)</b>	
Promotions	\$0.1
Sustainable cost savings	(0.7)
Growth in off campus programs	0.2
Reclassification of benefit portion of summer salaries	<u>(1.1)</u>
<b>Total</b>	<b><u>(\$1.5)</u></b>



## Sustainable Cost Savings

UNC has committed to identifying \$5 million in sustainable cost savings by fiscal year 2013-14, including at least \$1.5 million to be implemented in fiscal year 2011-12. So far, UNC has identified \$1.9 million. The following table is a summary of the university-wide initiative to identify sustainable cost savings:

<b>Sustainable Cost Savings Fiscal Year 2011-12</b>	
<b>Implementing change in delivery of telecommunications and technical support across campus</b>	<b>402,113</b>
Refresh lab desktops every five years instead of the original four while developing plan for virtual labs	160,000
Convert scanning of exams and course evaluations to a self service model	65,883
Reconfiguration of labor, technologies, and software savings in the delivery of basic telephone services	100,000
Change in technical support staffing at the Center for the Enhancement of Teaching and Learning (CETL)	62,230
Re-evaluation of quality control staffing for web and database management	14,000
<b>Maximizing technology utilization campus-wide</b>	<b>177,967</b>
Savings from accountant restructured duties due to system efficiencies	10,000
Savings from integration of the payroll processing and finance systems due to use of the Banner ERP system	76,200
Shifting of responsibilities and elimination of administrative tasks no longer needed in purchasing/accounts payable	14,645
Operating efficiencies identified due to collaboration between purchasing and facilities management	13,129
Efficiencies from implementation of parking management software	25,000
Transition from print to electronic format for library journals	10,000
Eliminating print version of Information Management and Technology newsletter	28,993
<b>Revisions in faculty summer salary procedures and efficiencies of class sizes in program offerings</b>	<b>400,000</b>
<b>University-wide budget reductions to align with historical expenditures</b>	<b>360,897</b>
Personnel lines	234,502
Non-Personnel lines	126,395
<b>Re-evaluation of Big Sky Conference travel</b>	<b>20,492</b>
<b>Reconfiguration of marketing outreach and community outreach activities</b>	<b>17,000</b>
<b>Reconfiguration of Athletics coaching program for head coaches</b>	<b>10,350</b>
<b>Assessment of effectiveness of extended retail and dining hours resulting in scaling back</b>	<b>39,620</b>
<b>Realignment of instructional budget by academic program</b>	<b>489,760</b>
Monfort College of Business	140,998
Humanities and Social Sciences	194,400
Natural and Health Sciences - cost of faculty positions for two new programs in Biomedical Sciences and Recreation and Tourism net of savings from other programs	(26,933)
Performing and Visual Arts	40,258
Education and Behavioral Sciences	141,037
<b>Total Sustainable Cost Savings</b>	<b>\$ 1,918,199</b>

The following table breaks out sustainable cost savings by personnel and non-personnel expenses:

<b>Sustainable Cost Savings</b> <b>Recap by Operating Budget Classification</b> <b>Fiscal Year 2011-12</b>	
Faculty Salaries	\$ 678,040
Exempt Salaries	192,185
Classified Salaries	227,892
Student Wages	48,163
Other Wages/Compensation	24,000
Fringe Benefits	280,900
<b>Total Personnel Expenses</b>	<b><u>1,451,180</u></b>
Cost of Sales	18,274
Other Current Expenses	25,128
Purchased Services	170,300
Supplies	205,975
Travel	36,342
Capital	11,000
<b>Total Non-Personnel Expenses</b>	<b><u>467,019</u></b>
<b>Total Sustainable Cost Savings</b>	<b><u><u>\$1,918,199</u></u></b>

A detailed schedule of sustainable cost savings by area of the University can be found in Appendix D.

## II. Fiscal Year 2011-12 Budget

### Operating Budget

	FY11 Budget	FY12 Budget	Change
<b>REVENUE</b>			
Resident Tuition	\$ 50,727,208	\$ 57,636,126	\$ 6,908,918
Non-Resident Tuition	17,989,722	20,087,670	2,097,948
COF Stipend	15,646,320	14,935,800	(710,520)
Fee For Service	19,530,558	17,870,806	(1,659,752)
Federal Stimulus Revenue	5,447,212	0	(5,447,212)
Long Bill Appropriated Fees	4,930,544	5,213,909	283,365
<b>Subtotal Appropriated Revenue</b>	<b>114,271,564</b>	<b>115,744,311</b>	<b>1,472,747</b>
Extended Studies Tuition	10,169,017	13,992,960	3,823,943
Student Fees - Non-Appropriated	10,014,742	9,977,514	(37,228)
Other Fees - Non-Appropriated	85,471	89,770	4,299
Restricted Gifts for Operations	2,583,732	2,600,000	16,268
Room and Board	29,507,424	31,163,552	1,656,128
Other Auxiliary Services Revenue	6,269,996	6,483,870	213,874
Grants and Contracts	10,000	10,000	0
Restricted Grant F & A Recovery	881,000	881,000	0
Other Revenue	8,830,665	8,764,532	(66,133)
Non-Operating Investment and Other Revenue	892,266	856,766	(35,500)
<b>Subtotal Non-Appropriated Revenue</b>	<b>69,244,313</b>	<b>74,819,964</b>	<b>5,575,651</b>
<b>TOTAL REVENUE</b>	<b>183,515,877</b>	<b>190,564,275</b>	<b>7,048,398</b>
<b>EXPENSES AND TRANSFERS</b>			
Faculty Salaries	38,119,323	36,592,816	(1,526,507)
Exempt Salaries	22,528,510	22,486,376	(42,134)
GA / TA / RA Stipends and Waivers	6,861,587	8,554,340	1,692,753
Classified Salaries	20,430,801	20,168,040	(262,761)
Student Wages	4,642,925	4,471,884	(171,041)
Other Wages/Compensations	1,018,501	815,845	(202,656)
Fringe Benefits	19,171,674	23,360,312	4,188,638
<b>TOTAL PERSONNEL EXPENSES</b>	<b>112,773,321</b>	<b>116,449,613</b>	<b>3,676,292</b>
Cost of Sales	4,858,617	5,007,943	149,326
Other Current Expenses	5,677,737	7,950,279	2,272,542
Purchased Services	11,197,684	11,526,268	328,584
Supplies	10,199,211	9,678,724	(520,487)
Scholarships	13,006,587	15,480,587	2,474,000
Utilities	6,127,435	6,626,081	498,646
Travel	3,405,795	3,186,507	(219,288)
Capital	2,731,333	2,818,564	87,231
<b>TOTAL NONPERSONNEL EXPENSES</b>	<b>57,204,399</b>	<b>62,274,953</b>	<b>5,070,554</b>
Mandatory Transfer Out - Debt	9,296,441	9,293,355	(3,086)
Mandatory Transfer Out - Cap Lease Pmt	861,112	861,112	0
Mandatory Transfer Out - Loan Match	3,120	3,120	0
Non-Man Transfer Out-Projects	59,160	59,200	40
Non-Man Transfer In-Reserves	0	0	0
Non-Man Transfer Out-Capital Reserves	3,193,314	3,465,662	272,348
<b>TOTAL TRANSFERS</b>	<b>13,413,147</b>	<b>13,682,449</b>	<b>269,302</b>
<b>TOTAL EXPENSES/TRANSFERS</b>	<b>183,390,867</b>	<b>192,407,015</b>	<b>9,016,148</b>
<b>CONTRIBUTION / (USE) OF RESERVES</b>	<b>\$ 125,010</b>	<b>\$ (1,842,740)</b>	<b>\$ (1,967,750)</b>

## Summary of Changes Fiscal Year 2011-12

	Comments	FY12 Proposed Budget <sup>(1)</sup>
<b>Operating and Innovation Budget</b>		
<b>FY11 Adjusted Revenue Budget</b>		<b>\$183,515,877</b>
<u>FY12 Changes in Revenue</u>		
State/Federal Stimulus Funding		(7,817,484)
On-Campus Undergraduate Tuition	13.2% Rate Increase/1% Growth <sup>(2)</sup>	7,272,218
On-Campus Graduate Tuition	10-20% Rate Increases/0.1% Growth <sup>(2)</sup>	1,734,648
Room and Board	5% Rate Increase (average)	1,656,128
Extended Studies Tuition	6-15% Rate Increase/12% Growth <sup>(2)</sup>	3,823,943
Academic Fees	2010 CPI Increase 1.9%	283,365
Development and Alumni Relations		329,128
Other Revenue		(233,548)
<b>Estimated FY12 Revenue Budget <sup>(1)</sup></b>		<b>\$190,564,275</b>
<b>FY11 Adjusted Expenditure Budget</b>		<b>\$183,390,867</b>
<u><b>FY12 Changes in Expenditure</b></u>		
Fringe Benefits due to Rate Increase	See pages 5 and 6	3,391,770
Undergraduate Discounting	See page 14	2,374,000
Graduate Waivers, Scholarships & Stipends	\$70,375 is in areas other than the Graduate School (Student Fee, Counseling Center)	1,696,375
Room and Board Waivers		69,120
Sustainable Cost Savings	See page 7 and 8	(1,918,199)
Academic Innovation and Enhancements	Specific commitment to be determined	1,331,839
Extended Studies Program Growth		825,104
Utilities		498,646
Instructional Expense from Differential Tuition		362,135
Development and Alumni Relations		256,680
Academic Fee Allocations	Tech, Library, Classroom	283,365
Capital Reserves and Projects		216,445
Faculty Promotions		130,300
Debt Service	Does not reflect 2011A and 2011B Bonds	(3,086)
Budget Realignment and Reductions		(498,346)
<b>Estimated FY12 Expenditure Budget <sup>(1)</sup></b>		<b>\$192,407,015</b>
<b>FY12 Estimated Use of Reserves</b>		<b>(\$1,842,740)</b>
Notes:		
(1) Totals exclude \$5 million in internal sales and include \$2.6 million in restricted gifts for operations.		
(2) Growth percentages are growth in credit hours.		

The 2011-12 budget will be adjusted in the first quarter of the fiscal year to include the refinancing of bonds and the acquisition of Arlington Park. The revised budget will be presented at the first quarter Finance and Audit Committee meeting.

<b>Grants and Contracts Revenue and Expenses</b>	
	<b>FY12 Budget</b>
<b>REVENUE</b>	
Federal Grants	\$ 6,730,510.01
State & Local Grants	77,746
UNC Foundation - Grants	1,656,115
Other Private Grants	145,509
Investment Income-Net, Non-Operating	-
<b>Subtotal Revenue</b>	<b>8,609,880</b>
<b>EXPENSES/TRANSFERS</b>	
<b>Personnel Expenses</b>	
Faculty Salaries	1,024,000
Administrative Exempt Salaries	1,482,000
Graduate Teaching Assistants	266,600
GA/TA GRA Tuition Scholarships	88,300
Classified Salaries	60,000
Student Wages	125,000
Other Wages/Compensations	150,000
Fringe Benefits	650,000
<b>Subtotal Personnel Expenses</b>	<b>3,845,900</b>
<b>Non-Personnel Expenses</b>	
Cost of Sales	-
Other Current Expenses	3,186,480
Scholarships	1,320,000
Travel	234,000
Capital	23,500
<b>Subtotal Non-Personnel Expenses</b>	<b>4,763,980</b>
<b>Transfers</b>	
Non-Mandatory Transfer In	
Non-Mandatory Transfer Out	
<b>Subtotal Transfers</b>	<b>-</b>
<b>Investment Income-Net, NonOperating</b>	
<b>TOTAL EXPENSES/TRANSFERS</b>	<b>8,609,880</b>
<b>REVENUE LESS EXPENSES/TRANSFERS</b>	<b>\$ -</b>

<b>Capital Project Expenditures</b>		
	<b>FY11 Budget</b>	<b>FY12 Budget</b>
<b>UNIVERSITY FUNDED PROJECTS</b>		
<b>General Fund</b>		
FY12 projects not yet assigned	\$ -	\$ 21,000
Projects with budgets less than \$200,000	1,164,447	853,500
McKee Hall North Roof Replacement	-	350,000
Butler-Hancock Exterior Gym Wall Replacement	-	300,000
Gray Hall Window Replacement Phase I	309,139	59,000
Michener Fire Alarm System	100,000	200,000
Butler-Hancock Interior Renovation	160,294	120,000
Card Access System Upgrade	215,000	35,000
<b>Subtotal General Funded Projects</b>	<b>1,948,879</b>	<b>1,938,500</b>
<b>Housing, Dining, Extended Studies, Student Fees</b>		
FY12 projects not yet assigned	-	524,560
Projects with budgets less than \$200,000	1,118,238	1,653,500
Harrison Hall Student Rm Remodel	756,904	700,000
Harrison Hall Bathroom Remodel	-	500,000
Central Campus FFE Replacement	-	250,000
UC Convenience Store	373,812	400,000
Michener Repairs	-	134,784
<b>Subtotal Auxiliary and Other Funded Projects</b>	<b>2,248,953</b>	<b>4,162,844</b>
<b>Restricted Capital Grants/Gifts</b>		
Projects with budgets less than \$200,000	54,705	11,000
<b>Total Restricted Grant/Gift Funded Projects</b>	<b>54,705</b>	<b>11,000</b>
<b>Total University Funded Projects</b>	<b>4,252,537</b>	<b>6,112,344</b>
<b>NON-UNIVERSITY FUNDED PROJECTS</b>		
<b>State Capital Appropriations</b>		
Reroof Candelaria, Butler-Hancock, McKee	179,801	-
<b>Total State Capital Appropriated Projects</b>	<b>179,801</b>	<b>-</b>
<b>Bond/COP Debt Funded</b>		
Harrison Renovation	119,297	-
West Campus/Turner Housing Project - Final	992,326	-
Butler-Hancock Interior Renovation	1,473,274	-
<b>Total Bond/COP Funded Projects</b>	<b>2,584,897</b>	<b>-</b>
<b>Total State Capital Appropriated &amp; Debt Projects</b>	<b>2,764,698</b>	<b>-</b>
<b>Total Capital Projects</b>	<b>\$ 7,017,235</b>	<b>\$ 6,112,344</b>

### III. Cost of Attendance

Annual Undergraduate Resident Freshman Cost of Attendance			
	Fiscal Year 2010-11 Actual	Fiscal Year 2011-12 Budget	% Increase
Tuition (Student Share)	\$4,680	\$5,300	13.2%
Student Activity Fees	972	972	0%
Technology Fee – average	280	285	1.9%
Library Fee – average	65	66	2.0%
Student Success Fee	225	225	0%
<b>Subtotal Tuition and Fees</b>	<b>6,222</b>	<b>6,848</b>	<b>10.1%</b>
<b>Room and Board (Low Tier)</b>	<b>9,344</b>	<b>9,750</b>	<b>4.3%</b>
<b>Total Cost of Attendance</b>	<b>\$15,566</b>	<b>\$16,598</b>	<b>6.6%</b>

#### Financial Aid and Discounting

Discussion of financial aid and discounting is most often in the context of enrollment management. In that context, the focus of the discussion is on the student perspective, and data is presented with that in mind. For example, one common discounting metric for enrollment management purposes measures the average financial aid package for a freshman (including institutional, state, and federal aid) as compared to the average bill for a freshman (including tuition, fees, and room and board).

The purpose of undergraduate and graduate discounting is to focus on the financial impact to the University of offering institutional scholarships and waivers. Therefore, rather than using a student perspective of net price paid, the following tables use an institutional perspective of discounted revenue. The metric reflected here (discount percentage) is the percent of gross tuition revenue that is paid out in institutional scholarships and waivers.

UNC continues to invest in institutionally funded scholarships, tuition waivers, room and board waivers, and graduate assistantship stipends as part of our overall pricing strategy.

The focus on financial aid is to show all sources of financial aid available to UNC students, which includes the institutional scholarships and waivers. Total financial aid also includes state and federal financial aid, private gifts, and loans.

## Undergraduate Discounting

The fiscal year 2011-12 proposed budget includes \$4.4 million in resident need-based financial aid, which exceeds the \$4.1 million required by UNC's Financial Accountability Plan approved by the CCHE. The additional \$300 thousand UNC is investing will support low-income students who will be impacted by the \$300 thousand reduction in state financial aid anticipated for fiscal year 2011-12. The total reduction in state aid for fiscal years 2010-11 and 2011-12 will be \$833 thousand.

The revenue impact of the undergraduate pricing and discounting for the fiscal year 2011-12 budget is shown in the table below:

<b>Undergraduate Pricing &amp; Discounting Net New Revenue (in millions)</b>	
	<b>FY12</b>
Rate Increase	\$4.3
Enrollment Increase (1%)	.5
Window Closure	1.3
Differential	<u>1.2</u>
<b>Total Gross Tuition New Revenue</b>	<b>7.3</b>
Less:	
New Institutional Aid	(2.4)
1/3 Differential to Programs	<u>(0.4)</u>
<b>Net New Revenue Available</b>	<b><u>\$4.5</u></b>

<b>Undergraduate Institutional Tuition Discounting FY09 – FY12</b>				
	<b>FY09 Actual</b>	<b>FY10 Actual</b>	<b>FY11 Forecast</b>	<b>FY12 Budget</b>
Undergraduate Tuition	\$ 46,500,947	\$ 51,958,675	\$ 57,045,140	\$ 63,953,000
Institutional Scholarships	<u>(8,042,831)</u>	<u>(12,550,855)</u>	<u>(12,765,032)</u>	<u>(14,770,697)</u>
<b>Discounted Revenue</b>	<b><u>\$ 38,458,116</u></b>	<b><u>\$ 39,407,820</u></b>	<b><u>\$ 44,280,108</u></b>	<b><u>\$ 49,182,303</u></b>
Discount Percent	17.3%	24.2%	22.4%	23.1%

<b>Undergraduate Institutional Aid Allocation</b>	
<b>Aid Type</b>	<b>Total for FY12</b>
Resident Need-Based	\$4,381,046
Non-Resident Need-Based	538,702
Athletics	2,017,236
Resident Merit	2,320,761
Non-Resident Merit	3,596,897
Membership-Based and Other	<u>1,916,055</u>
<b>Total</b>	<b><u>\$14,770,697</u></b>



## Graduate Discounting

Graduate assistantships including tuition waivers, scholarships, and stipends are a key component of graduate pricing and discounting. The students who receive them also fulfill instructional and administrative responsibilities that help the University. Because stipends represent pay for teaching or conducting research, they are not included in discounting calculations. Graduate discounting varies by program of study. For example, relatively few students in Tier 1 Master's programs, which enroll primarily K-12 teachers, expect to receive waivers or scholarships; however, significant discounting is necessary to compete for students in Tier 3 Doctoral programs.

The on-campus tuition proposal will generate \$1.7 million in new tuition revenue, primarily due to rate increases, since credit hours are budgeted to be flat. About 68% of this new revenue is to be used for scholarship and waiver discounting.

<b>Graduate Institutional Tuition Discounting</b>				
<b>FY09 – FY12</b>				
	<b>FY09 Actual</b>	<b>FY10 Actual</b>	<b>FY11 Forecast</b>	<b>FY12 Budget</b>
Graduate Tuition	\$ 7,931,216	\$ 10,162,790	\$ 11,707,381	\$ 13,770,796
Institutional Scholarships and Waivers	(1,591,222)	(2,347,145)	(2,900,565)	(4,139,579)
<b>Discounted Revenue</b>	<b><u>\$ 6,339,994</u></b>	<b><u>\$ 7,815,645</u></b>	<b><u>\$ 8,806,816</u></b>	<b><u>\$ 9,631,217</u></b>
Discount Percent	20.1%	23.1%	24.8%	30.1%

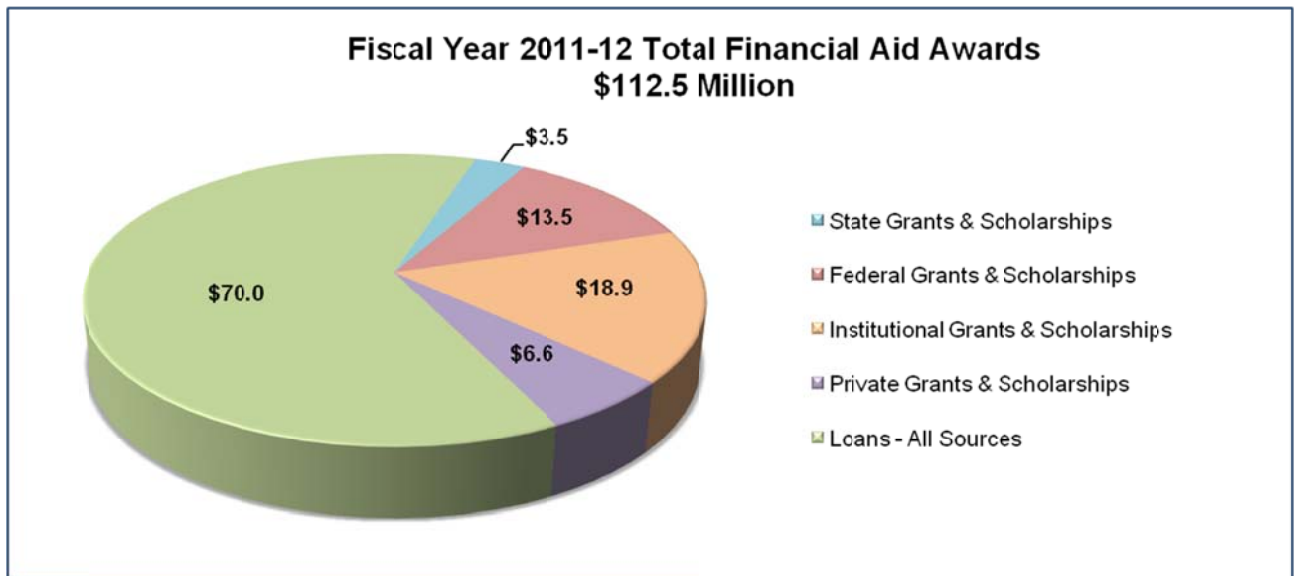
## Financial Aid

The following tables show the total financial aid available to students from all funding sources including state, federal, institutional, private funds, and loans. The total financial aid available to UNC students in fiscal year 2011-12 will be \$112.5 million.

Total Financial Aid by Source and Type Undergraduate and Graduate			
Source and Type	FY11 Forecast	FY12 Budget	Change
Grants & Scholarships			
State	\$3,729,073	\$3,504,254	\$(224,819)
Federal	12,681,435	13,549,270	867,835
Institutional Scholarships & Waivers	15,837,166	18,967,587	3,130,421
Private	6,493,009	6,550,000	56,991
<b>Subtotal</b>	<b>38,740,683</b>	<b>42,571,111</b>	<b>3,830,428</b>
Loans – All Sources	65,000,000	70,000,000	5,000,000
<b>Total Financial Assistance</b>	<b><u>\$103,740,683</u></b>	<b><u>\$112,571,111</u></b>	<b><u>\$8,830,428</u></b>

Institutional Scholarships and Waivers			
	FY11 Forecast	FY12 Budget	Change
Scholarships	\$13,473,847	\$15,480,587	\$2,006,740
Waivers <sup>1)</sup>	2,363,319	3,487,000	1,123,681
<b>Total</b>	<b><u>\$15,837,166</u></b>	<b><u>\$18,967,587</u></b>	<b><u>\$3,130,421</u></b>

1) Waivers are embedded in the Personnel section of the operating budget



## IV. Other Financial Information

### **Aggregate Debt Service Schedule (2001, 2005, 2008 Bonds)**

	<b>Aggregate Debt Service</b>	<b>Housing, Dining, UC</b>	<b>Parking Services</b>	<b>Student Fees</b>
6/1/2011	9,296,440	6,737,351	654,060	1,905,030
6/1/2012	9,293,356	6,973,329	650,225	1,669,803
6/1/2013	9,300,731	6,971,979	654,925	1,673,828
6/1/2014	9,292,831	6,982,079	648,950	1,661,803
6/1/2015	9,378,781	6,983,429	651,450	1,743,903
6/1/2016	9,383,094	6,979,754	649,100	1,754,240
6/1/2017	9,380,819	6,981,854	651,300	1,747,665
6/1/2018	9,383,106	6,981,279	650,850	1,750,978
6/1/2019	9,386,506	6,980,660	655,650	1,750,196
6/1/2020	9,383,856	6,977,125	653,325	1,753,406
6/1/2021	9,381,006	6,976,470	650,200	1,754,336
6/1/2022	9,381,906	6,976,600	652,450	1,752,856
6/1/2023	9,376,600	6,974,510	648,700	1,753,390
6/1/2024	9,384,775	6,979,950	654,200	1,750,625
6/1/2025	9,380,850	7,742,170	653,450	985,230
6/1/2026	9,380,100	7,747,170	646,700	986,230
6/1/2027	9,383,250	7,748,000	650,250	985,000
6/1/2028	9,381,000	7,746,250	651,500	983,250
6/1/2029	9,379,250	7,742,750	651,500	985,000
6/1/2030	9,387,250	7,752,000	650,250	985,000
6/1/2031	9,383,750	7,747,750	652,750	983,250
6/1/2032	5,188,500	3,960,000	243,750	984,750
6/1/2033	6,160,250	4,927,250	248,750	984,250
6/1/2034	6,160,250	4,925,500	248,000	986,750
6/1/2035	6,159,250	4,925,500	246,750	987,000
6/1/2036	4,926,750	4,926,750	-	-
6/1/2037	4,928,750	4,928,750	-	-
6/1/2038	4,926,000	4,926,000	-	-
6/1/2039	4,928,250	4,928,250	-	-
6/1/2040	4,929,750	4,929,750	-	-

UNC will be refinancing 2001 bonds in late June or early July, 2011. In addition, UNC will be issuing bonds as part of the acquisition of Arlington Park. A revised debt service schedule reflecting these changes will be presented at the first quarter Finance and Audit Committee meeting.



# Appendices

## Appendix A: Operating Budget Details

### *Budget by Activity Fiscal Year 2011-12*

	On-Campus Education and General	Housing, Dining and UC	Parking	Extended Studies	All Other	Restricted Gifts for Operating	Total
<b>REVENUES</b>							
<b>Appropriated Revenues</b>							
Resident Tuition	\$ 57,636,126	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 57,636,126
Non-Resident Tuition	20,087,670	-	-	-	-	-	20,087,670
COF Stipend	14,935,800	-	-	-	-	-	14,935,800
Fee-for-Service	17,870,806	-	-	-	-	-	17,870,806
Federal Stimulus Revenue	-	-	-	-	-	-	-
Long Bill Appropriated Fees	5,130,860	-	-	41,100	41,949	-	5,213,909
<b>Subtotal Appropriated Revenues</b>	<b>115,661,262</b>	<b>-</b>	<b>-</b>	<b>41,100</b>	<b>41,949</b>	<b>-</b>	<b>115,744,311</b>
<b>Non-Appropriated Revenues</b>							
Extended Studies Tuition	-	-	-	13,992,960	-	-	13,992,960
Student Fees - Non-Appropriated	-	-	-	-	9,977,514	-	9,977,514
Other Fees - Non Appropriated	82,420	-	-	9,400	(2,050)	-	89,770
Restricted Gifts for Operations	-	-	-	-	-	2,600,000	2,600,000
Restricted Grant F&A Recovery	881,000	-	-	-	-	-	881,000
Grants and Contracts	-	-	-	-	10,000	-	10,000
Room and Board	-	31,163,552	-	-	-	-	31,163,552
Other Auxiliary Services Revenue	-	3,301,125	2,041,994	-	1,140,751	-	6,483,870
Other Internal Income	10,950	1,215,359	40,000	-	(1,266,309)	-	-
Other Revenue	3,234,188	76,000	-	181,612	5,272,732	-	8,764,532
Net Investments	540,671	247,500	12,000	-	716	-	800,887
Non Operating Other Revenue	-	-	-	-	55,879	-	55,879
<b>Subtotal Non-Appropriated Revenues</b>	<b>4,749,229</b>	<b>36,003,536</b>	<b>2,093,994</b>	<b>14,183,972</b>	<b>15,189,233</b>	<b>2,600,000</b>	<b>74,819,964</b>
<b>TOTAL REVENUES</b>	<b>120,410,491</b>	<b>36,003,536</b>	<b>2,093,994</b>	<b>14,225,072</b>	<b>15,231,182</b>	<b>2,600,000</b>	<b>190,564,275</b>
<b>EXPENSES/TRANSFERS</b>							
<b>Personnel Expenses</b>							
Faculty Salaries	31,587,551	-	-	4,272,811	261,454	471,000	36,592,816
Exempt Salaries	15,908,512	1,316,399	58,000	1,198,097	3,798,868	206,500	22,486,376
Graduate Stipends/Tuition and R&B Waivers	7,054,472	1,067,598	-	14,000	346,870	71,400	8,554,340
Classified Salaries	15,588,216	2,885,733	196,364	318,242	1,100,885	78,600	20,168,040
Student Wages	1,654,224	1,941,690	39,400	42,400	777,770	16,400	4,471,884
Other Wages/Compensations	1,857,140	67,225	6,009	177,348	(1,342,277)	50,400	815,845
Fringe Benefits	19,156,005	1,356,549	84,647	1,567,028	967,083	229,000	23,360,312
<b>Subtotal Personnel Expenses</b>	<b>92,806,120</b>	<b>8,635,194</b>	<b>384,420</b>	<b>7,589,926</b>	<b>5,910,653</b>	<b>1,123,300</b>	<b>116,449,613</b>
<b>Non-Personnel Expenses</b>							
Cost of Sales	237,582	4,369,714	-	-	398,647	2,000	5,007,943
Other Current Expenses	(4,996,883)	7,823,341	656,833	4,414,700	(347,295)	399,583	7,950,279
Purchased Services	5,812,859	738,874	40,750	626,382	3,907,403	400,000	11,526,268
Supplies	7,228,682	637,892	18,200	85,664	1,358,286	350,000	9,678,724
Scholarships	15,423,276	-	-	18,000	39,311	-	15,480,587
Utilities	3,951,878	2,907,728	70,000	-	(303,845)	320	6,626,081
Travel	1,067,478	55,371	200	279,576	1,583,882	200,000	3,186,507
Capital	2,538,426	70,000	82,000	14,775	47,015	66,348	2,818,564
<b>Subtotal Non-Personnel Expenses</b>	<b>31,263,298</b>	<b>16,602,920</b>	<b>867,983</b>	<b>5,439,097</b>	<b>6,683,404</b>	<b>1,418,251</b>	<b>62,274,953</b>
<b>Transfers</b>							
Mandatory Transfer Out-Debt	-	6,973,329	650,225	-	1,669,801	-	9,293,355
Mandatory Transfer Out-Cap Lease Pmt	359,385	-	-	3,725	498,002	-	861,112
Mandatory Transfer Out-Loan Match	3,120	-	-	-	-	-	3,120
Non-Mandatory Transfer-In	(3,994,451)	-	-	(3,447,210)	(151,500)	-	(7,593,161)
Non-Mandatory Transfer-Out	891,231	1,891,514	-	4,743,534	66,882	-	7,593,161
Non-Man Transfer Out-Projects	-	-	-	-	-	59,200	59,200
Non-Man Transfer In-Innovation	-	-	-	(2,284,144)	-	-	(2,284,144)
Non-Man Transfer Out-Innovation	104,000	-	-	2,180,144	-	-	2,284,144
Non-Man Transfer Out-Reserves	886,500	1,800,000	166,366	-	612,796	-	3,465,662
<b>Subtotal Transfers</b>	<b>(1,750,215)</b>	<b>10,664,843</b>	<b>816,591</b>	<b>1,196,049</b>	<b>2,695,981</b>	<b>59,200</b>	<b>13,682,449</b>
<b>TOTAL EXPENSES/TRANSFERS</b>	<b>122,319,203</b>	<b>35,902,957</b>	<b>2,068,994</b>	<b>14,225,072</b>	<b>15,290,038</b>	<b>2,600,751</b>	<b>192,407,015</b>
<b>REVENUES LESS EXPENSES/TRANSFERS</b>	<b>\$ (1,908,712)</b>	<b>\$ 100,579</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ (58,856)</b>	<b>\$ (751)</b>	<b>\$ (1,842,740)</b>

### University Foundation Gifts to University Operations

	FY11 Forecast	FY12 Budget	FY12 Changes
<b>Restricted Gifts</b>			
Athletics	\$380,000	\$415,890	\$35,890
Library	295,385	271,674	(23,711)
EBS	135,610	133,564	(2,046)
HSS	141,526	141,371	(155)
MCB	954,058	953,014	(1,044)
NHS	101,598	101,486	(112)
PVA	109,116	109,198	82
Stryker Institute	194,988	195,154	166
Tointon Institute	186,847	186,643	(204)
Other	84,604	92,006	7,402
<b>Total Restricted Gifts</b>	<b>\$2,583,732</b>	<b>\$2,600,000</b>	<b>\$16,268</b>

### Restricted Grants and Contracts Detail by Award

	FY12 Budget
<b>Federal Grants</b>	
MARIE RSA DOED	\$100,970
Tacaribe Virus Fruit Bats NIH	134,263
Targeted Partnership CSU	160,713
McNair	161,305
SEED GU	177,599
Prep of Prof Ed Interpreters	185,443
Math Teacher Leadership Center Part NSF	202,222
Upward Bound Main DOED	210,543
Teaching w/Primary Sources	241,477
Student Support Serv DOED	284,065
CCAS Advance Main NSF	296,021
TVI/O&M Mentoring DOED	302,232
Middle Ground Project DOED	362,438
TACE DOED	625,461
Math Teacher Leadership Center Main NSF	1,030,878
Under \$100,000	2,254,880
<b>Subtotal Federal Grants</b>	<b>6,730,510</b>
<b>State Grants</b>	
Under \$100,000	77,746
<b>Subtotal State Grants</b>	<b>77,746</b>
<b>Non-Governmental Grants</b>	
Center for Urban Education	101,338
Frontiers of Science 625	117,500
Daniel's Fund Ethics Initiative MCB	250,000
UNC Foundation Athletic Scholarship	650,000
CO Health Fnd Nursing Grant 2025	209,044
Under \$100,000 UNC Foundation	328,233
Under \$100,000 Other Non-Governmental	145,509
<b>Subtotal Non-Governmental Grants</b>	<b>1,801,624</b>
<b>Total Restricted Grants and Contracts</b>	<b>\$8,609,880</b>

### *Long Bill Reconciliation*

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	FY12 Budget
<b>Student Share of Tuition</b>	
Senate Bill 11-209	\$73,534,005
FY12 Tuition	
Undergraduate	63,953,000
Graduate	13,770,796
Total FY12 Tuition	<u>77,723,796</u>
<b>Tuition Greater Than Long Bill</b>	<b>4,191,791</b>
<b>Fees</b>	
Senate Bill 11-209	5,117,140
FY12 Budgeted Fees	<u>5,213,909</u>
<b>Fees Greater Than Long Bill</b>	<b>96,769</b>
<b>State and Federal Funds</b>	
FY11 Appropriation	40,624,090
FY12 Appropriation	
COF Stipends	14,935,800
FFS	17,870,806
ARRA	0
Total FY12 Appropriation	<u>32,806,606</u>
<b>Change in Appropriation</b>	<b><u>(\$7,817,484)</u></b>



## Appendix B: Rate Schedule Detail

### *On-Campus Undergraduate Tuition and Fees*

	FY12 Budget		Actual FY11	Increase \$	Increase %
	Per Credit	Academic Year			
<b>On-Campus Tuition (full-time academic year rates)</b>					
<b>Resident Tuition</b>					
Undergraduate (13-16 credit hours per semester) <sup>(1)</sup>					
Tuition	274.50	7,160	6,540		
College Opportunity Fund (COF) Stipend <sup>(2)</sup>	(62.00)	(1,860)	(1,860)	0	
Student Share of Tuition Net of Stipend	212.50	5,300	4,680	620	13.2%
<b>Non-Resident Tuition</b>					
Undergraduate (13-16 credit hours per semester) <sup>(1)</sup>	684.25	16,822	15,864	958	6.0%
<b>Program Fees (per credit hour charge)</b>					
Natural and Health Sciences-Nursing Majors	17	510	510	0	
Performing/Visual Arts-Music/Theatre Arts Majors	12	360	360	0	

	FY12 Budget		Actual FY11	Increase \$	Increase %
	Per Credit				
<b>Differential Tuition (per credit hour charge)</b>					
Sciences/SES/Art	18.00			18.00	
Business	40.00		29.50	10.50	35.6%
Music/Dance	36.00		23.50	12.50	53.2%
Nursing	64.00		45.50	18.50	40.7%
<i>Differential Tuition does not apply to General Education Courses or Individual Music Lessons</i>					

<sup>(1)</sup>Tuition is charged for credits 1-13 and 17 and higher; annual rate is for 13-16 credits per semester

<sup>(2)</sup>COF is applied to resident undergraduate credit hours

## On-Campus Graduate Tuition and Fees

		FY12 Rate Per Credit Hour	FY12 Academic Year <sup>(1)</sup>	Actual FY11	Increase \$	Increase %
<b>Resident Graduate Programs</b>						
<b>Master's Tier 1</b>	Educational Psych, Education, Early Childhood Educ, Reading, School Library Education, Special Education	355	6,390	5,562	828	15%
<b>Master's Tier 2</b>	Applied Stat & Resrch Mthds, Art & Design, Clinical Counseling, Communication, Criminal Justice, Educational Leadership, Educational Technology, English, Foreign Language, Gerontology, History, Interdisciplinary Programs, Math, Nursing, MAT- Physical Educ, Rehab Counseling, Sociology, Sports & Exercise Science, Speech Language Pathology, Theatre Education, Higher Education Leadership, School Counseling, Earth Sciences	408	7,344	6,120	1,224	20%
<b>Master's Tier 3</b>	Biological Sciences, Chemistry, Accounting, Biomedical Sciences, Music	445	8,010	6,678	1,332	20%
<b>Doctoral Tier 2</b>	Appld Stat/Resrch Mthds, Counselor Ed & Supervsn, Counseling Psych, Educational Ldrship, Educational Tech, Higher Ed/Stud Affrs Ldrship, Grad Interdis Degree Prog, Educational Mathematics, Human Rehabilitation, Sports & Exercise Science, Educational Studies, Educational Psychology, School Psychology, Special Education	455	8,190	7,128	1,062	15%
<b>Doctoral Tier 3</b>	Audiology, Biological Education, Chemical Education, Nursing Education, Music	498	8,964	7,794	1,170	15%
<b>Non-Resident Graduate Programs</b>						
<b>Master's Tier 1</b>	Educational Psych, Education, Early Childhood Educ, Reading, School Library Education, Special Education	907	16,326	14,202	2,124	15%
<b>Master's Tier 2</b>	Applied Stat & Resrch Mthds, Art & Design, Clinical Counseling, Communication, Criminal Justice, Educational Leadership, Educational Technology, English, Foreign Language, Gerontology, History, Interdisciplinary Programs, Math, Nursing, MAT- Physical Educ, Rehab Counseling, Sociology, Sports & Exercise Science, Speech Language Pathology, Theatre Education, Higher Education Leadership, School Counseling, Earth Sciences	943	16,974	14,760	2,214	15%
<b>Master's Tier 3</b>	Biological Sciences, Chemistry, Accounting, Biomedical Sciences, Music	978	17,604	15,300	2,304	15%
<b>Doctoral Tier 2</b>	Appld Stat/Resrch Mthds, Counselor Ed & Supervsn, Counseling Psych, Educational Ldrship, Educational Tech, Higher Ed/Stud Affrs Ldrship, Grad Interdis Degree Prog, Educational Mathematics, Human Rehabilitation, Sports & Exercise Science, Educational Studies, Educational Psychology, School Psychology, Special Education	1,071	19,278	17,208	2,070	12%
<b>Doctoral Tier 3</b>	Audiology, Biological Education, Chemical Education, Nursing Education, Music	1,091	19,638	17,856	1,782	10%

<sup>1</sup>Tuition is based on 9 credit hours per semester

## Mandatory Fees

	FY12 Budget		Actual FY11	Increase \$	Increase %
<b>Mandatory Fees (full-time academic year rates)</b>	<b>Per Credit</b>	<b>Academic Year</b>			
<b>Student Activity Fees</b> (10 or more credits per semester) Student Activity Fee includes no CPI increase (1 yr lag)	48.60	972.00	972.00	0	0.0%
<b>Technology Undergraduate Fee (average)</b>	9.51	285.30	279.90	5.40	1.9%
Specific Charge by Major (15 credit hours per semester)					
EBS	9.10	273.00	268.50		
HSS	9.10	273.00	267.00		
MCB	10.65	319.50	313.50		
NHS	9.60	288.00	282.00		
PVA	9.20	276.00	271.50		
Other	9.40	282.00	276.00		
<b>Technology Graduate Fee (average)</b>	9.51	171.18	167.94	3.24	1.9%
Specific Charge by Major (9 credit hours per semester)					
EBS	9.10	163.80	161.10		
HSS	9.10	163.80	160.20		
MCB	10.65	191.70	188.10		
NHS	9.60	172.80	169.20		
PVA	9.20	165.60	162.90		
Other	9.40	169.20	165.60		
<b>Library Undergraduate Fee (average)</b>	2.21	66.30	64.80	1.50	2.3% <sup>(1)</sup>
Specific Charge by Major (15 credit hours per semester)					
EBS	2.30	69.00	67.50		
HSS	2.20	66.00	64.50		
MCB	2.10	63.00	61.50		
NHS	2.40	72.00	70.50		
PVA	2.00	60.00	58.50		
Other	2.25	67.50	66.00		
<b>Library Graduate Fee (average)</b>	2.75	49.50	48.60	.90	1.9%
Specific Charge by Major (9 credit hours per semester)					
EBS	2.85	51.30	50.40		
HSS	2.75	49.50	48.60		
MCB	2.60	46.80	45.90		
NHS	3.00	54.00	53.10		
PVA	2.50	45.00	44.10		
Other	2.80	50.40	49.50		

<sup>(1)</sup>A CPI increase of 1.9% was applied to the FY11 Undergraduate Library Fee; the University's practice is to round the per credit hour fee to the nearest .05 resulting in a 2.3% average increase

**Course, Assessment and Supervision Fees****Course Fees**

College	Course Prefix	Description	Current Fee	Proposed Fee
Natural and Health Sciences				
	BIO 529	Developmental Biology	0	80.00
	BIO 442	Molecular and Cellular Biology	0	150.00
	BIO 542	Molecular and Cellular Biology	0	150.00
	FND 446	Foodservice Systems Management	0	30.00
Performing and Visual Arts				
	ART 274	Fundamentals of Black and White Photography	0	60.00
	ART 373	Digital Photography Manipulation	0	60.00
	ART 478	Alternative Photographic Expression	0	60.00
	ART 371	Photographic Design	56.00	0
	ART 372	Digital Photo Basics	56.00	0

**Assessment Fees**

College	Course Prefix	Description	Current Fee	Proposed Fee
Education and Behavioral Sciences				
	APCE 644	Assessment I: Cognitive and Academic Functioning	0	125.00
	APCE 646	Assessment II: Socio-emotional and Behavioral Functioning	0	125.00
	APCE 648	Assessment III: Early Childhood	0	70.00
	APCE 675	Social and Behavioral Assessment in Schools	0	70.00
	APCE 793	Psychological Services Clinic I	0	25.00
	APCE 794	Psychological Services Clinic II	0	25.00
	EDSE 443	Support Systems in SPED	0	39.00

**Supervision Fees**

College	Course Prefix	Description	Current Fee	Proposed Fee
Education and Behavioral Sciences				
	APCE 779	Practicum in School Psychology	0.00	20.00

## Student Fee Allocation Detail

	FY11 Allocation	FY12 Allocation*	Change	FY12 Total
<b>STUDENT ACTIVITIES PROGRAMS</b>				
Asian/Pacific American Student Services	\$ 25,072	\$ 25,072	\$ -	\$ 25,072
Cesar Chavez Cultural Center	24,879	28,000	3,121	28,000
Club Sports	67,430	67,430	-	67,430
DATE/CPE	38,895	77,808	38,913	77,808
DATE Match	27,291	0	(27,291)	-
GLBTA Resource Office	36,668	42,000	5,332	42,000
Graduate Student Association	77,836	77,836	-	77,836
International Ed Center	4,478	11,953	7,475	11,953
International Film Series	6,438	10,269	3,831	10,269
Marcus Garvey Cultural Center	22,441	22,441	-	22,441
Native American Student Services	24,153	26,153	2,000	26,153
Student Activities	306,537	336,993	30,456	336,993
Student Senate	259,730	259,730	-	259,730
University Program Council	207,372	214,407	7,035	214,407
UNC Radio Station	5,872	10,000	4,128	10,000
Women's Resource Center	104,610	104,610	-	104,610
Unallocated FY11 Quality of Life fees	75,000	-	(75,000)	-
<b>TOTAL STUDENT ACTIVITIES PROGRAMS</b>	<b>1,314,702</b>	<b>1,314,702</b>	<b>0</b>	<b>1,314,702</b>
<b>STUDENT FACILITIES &amp; SERVICES FEES</b>				
<b>Student Services</b>				
Intercollegiate Athletics	1,912,657	1,912,657	-	1,912,657
Student Media Corp.	72,435	72,435	-	72,435
Counseling Center	1,121,226	1,121,226	-	1,121,226
Bear Bus	275,000	275,000	-	275,000
PVA	120,000	120,000	-	120,000
Campus Recreation Center - Wellness	125,000	125,000	-	125,000
Student Health Center	132,349	132,349	-	132,349
<b>Subtotal Student Services</b>	<b>3,758,667</b>	<b>3,758,667</b>	<b>-</b>	<b>3,758,667</b>
<b>Administrative Services</b>				
Administrative Overhead	571,400	571,400	-	571,400
<b>Subtotal Administrative Services</b>	<b>571,400</b>	<b>571,400</b>	<b>-</b>	<b>571,400</b>
<b>Bonded Facility Operating Costs</b>				
Operating Reserve	7,721	7,721	-	7,721
University Center	672,266	672,266	-	672,266
Student Recreation Center / Intramurals	1,112,849	1,112,849	-	1,112,849
Cassidy Hall (Counseling Center)	67,995	67,995	-	67,995
Cassidy Hall (Student Health Center)	101,992	101,992	-	101,992
Scott-Willcoxon Hall (WRC)	39,789	39,789	-	39,789
Butler Field House Building	8,993	8,993	-	8,993
Jackson Field House Building	94,420	94,420	-	94,420
<b>Subtotal Bonded Facility Operating Costs</b>	<b>2,106,025</b>	<b>2,106,025</b>	<b>-</b>	<b>2,106,025</b>
<b>Bonded Facility Repair &amp; Replacement</b>				
University Center	183,821	381,821	198,000	381,821
Student Recreation Center	126,489	126,489	-	126,489
Cassidy Hall (Counseling Center)	8,840	8,840	-	8,840
Cassidy Hall (Student Health Center)	13,259	13,259	-	13,259
Scott-Willcoxon Hall (WRC)	4,500	4,500	-	4,500
Butler Field House	2,342	2,342	-	2,342
Jackson Field House Building	19,667	19,667	-	19,667
<b>Subtotal Bonded Facility Repair &amp; Replacement</b>	<b>358,918</b>	<b>556,918</b>	<b>198,000</b>	<b>556,918</b>
<b>TOTAL STUDENT FACILITIES &amp; SERVICES FEES</b>	<b>6,795,010</b>	<b>6,993,010</b>	<b>198,000</b>	<b>6,993,010</b>
<b>BOND REQUIREMENTS</b>				
UC Bond Requirements	198,000	-	(198,000)	-
Campus Rec Center Bond Requirements	594,430	555,680	(38,750)	555,680
Cassidy Hall Bond Requirements	127,706	129,466	1,760	129,466
Recreation and Athletic Facilities	984,893	984,655	(238)	984,655
<b>TOTAL BOND REQUIREMENTS</b>	<b>1,905,029</b>	<b>1,669,801</b>	<b>(235,228)</b>	<b>1,669,801</b>
<b>TOTAL STUDENT FEES</b>	<b>\$ 10,014,741</b>	<b>\$ 9,977,513</b>	<b>\$ (37,228)</b>	<b>\$ 9,977,513</b>

\*Approved by Student Senate April 6, 2011

## Room and Board Rates

		<b>FY12 Budget</b>	<b>Actual FY11</b>	<b>Increase \$</b>	<b>Increase %</b>
<b>Room Rates</b>					
	Tier 1 Freshman	4,770	4,612	158	3.43%
	Tier 1 Returner	4,570	4,442	128	2.88%
	Tier 2 Freshman	5,190	5,046	144	2.85%
	Tier 2 Returner	4,990	4,864	126	2.59%
	Tier 3 Freshman	5,460	5,162	298	3.77%
	Tier 3 Returner	5,260	4,980	280	5.62%
	Tier 4 Freshman	5,770	5,514	256	4.64%
	Tier 4 Returner	5,570	5,294	276	5.21%
<b>Board Rates</b>					
	200-meal plan	5,000	4,752	248	5.22%
	19-meal plan	4,980	4,732	248	5.24%
	250-meal plan	5,980	5,742	238	4.14%
	175-meal plan	4,770	4,562	208	4.56%
Residence Hall Tiers:					
Tier 1 Harrison, Belford, Decker, Gordon, Sabin, Snyder, Wiebking, and Wilson					
Tier 2 Brown, Lujan, Dickeson, Bond, Hansen-Willis, and Lawrenson Efficiencies					
Tier 3 Lawrenson Suites and Turner Suites					
Tier 4 North and South Halls					

## User Fees

	<b>FY12 Budget</b>	<b>Actual FY11</b>	<b>Increase \$</b>
<b>Parking Fees</b>			
Student (annual)	255	230	25
Student (semester)	170	155	15
Student K-Lot (premium lot limited spaces-annual)	275	250	25
Student K-Lot (premium lot limited spaces-semester)	180	165	15
Faculty/Staff (annual)	290	260	30
Faculty/Staff (semester)	180	165	15
Faculty/Staff K-Lot (premium lot limited spaces-annual)	310	280	30
Graduate Assistant (annual)	290	260	30
<b>Student Health Insurance Premium Plan (annual)</b>	1,980	1,830	150
<b>Study Abroad Application Fee</b>	300	300	0
<b>Admission Fee</b>			
Freshman Application	45	45	0
Four-Year Transfer	45	45	0
UNC Bound (Junior College transfer)	20	20	0
Graduate (U.S.)	50	50	0
International (Graduate and Undergraduate)	60	60	0
Student Success Fee	225	225	0
<b>Career Services Fees</b>			
Teacher Employment Days	25	25	0
<b>Graduation Check Fee</b>	50	50	0

## Extended Studies Tuition and Fee Rates

		FY11 Rate Per Credit Hour	FY12 Rate Per Credit Hour	% Increase	Campus FY12 Rate Per Credit Hour
Extended Studies Graduate Programs					
Tier A Master's Programs	Educational Psych, Early Childhood Educ, Reading, Special Education, Curriculum Studies, Elementary Education with Initial Licensure, Secondary & K12 Post Bacc with Initial Licensure, Linguistically Diverse K12 Endorsement, Reading	\$400	\$430	7.5%	\$355
	Natural Science, School Counseling, Clinical Counseling	\$400	\$430	7.5%	\$408
Tier B Master's Programs	Criminal Justice, Geography Certificate, Art and Design, Theatre Education	\$410	\$435	6.1%	\$408
Tier C Master's Programs	Coaching, Sport Administration, Physical Education-MAT, Speech Language Pathology, Nursing Clinical Nurse Leader, Gerontology Certificate	\$420	\$485	15.48%	\$408
Tier A Post Master's and EdS	Educational Studies, Educational Leadership, School Psychology	\$420	\$485	15.48%	\$455
Tier B Post Master's and Doctorate	Nursing Education, Nurse Practitioner: Post BSN and Post MSN, Higher Education and Student Affairs Leadership	\$480	\$530	10.42%	\$498
Extended Studies Undergraduate Programs					
	Sociology BA Degree Completion	N/A	\$300		
	American Sign Language: English Interpretation, Dietetics BA Degree Completion	\$300	\$340	13.33%	
	Dietetic Internship Program	\$5,128/ program	\$6,500/ program	26.76%	
	Nursing, 2 <sup>nd</sup> Degree	\$265	\$300	13.21%	
	Nursing, RN-BSN	\$340	\$385	13.24%	
Extended Studies Professional Development, Independent Study, Dual Credit, Non Credit, Contract					
	Independent Study Tuition:				
	Undergraduate	\$190	\$200	5.25%	
	Graduate	\$293	\$320	9.22%	
	Intensive English Program- Remedial	\$320	\$320	0%	
	Professional Development Credit	Varies**			
	Contract Credit	Varies**			
	Non-Credit or Continuing Educational Unit	Varies**			
	Dual Credit (High School)	Varies**			
** Rates vary depending on individual budgets					

## Appendix C: Enrollment Information

### Enrollment Detail

### FY12 Enrollment and Revenue Cycle

At the February and May Board meetings we discussed the annual enrollment and revenue cycle. As context for our FY12 revenue budget, we are providing you with our Fall 2011 (FY12) enrollment target along with information about our progress toward those targets. Table 1 shows where we are in our enrollment and revenue reporting cycle.

**Table 1**

Key 2011-12 Enrollment And Revenue Dates		
Dates	Enrollment	Revenue
<b>May 13, 2011</b>	<ul style="list-style-type: none"> <li>Early indicators of Fall 2011 (FY12) enrollment (campus visits, housing contracts, applications, etc.) regularly updated and shared at each Board meeting</li> </ul>	<ul style="list-style-type: none"> <li>FY12 tuition and fee rates approved by the Board [In an effort to provide students with more timely price and financial aid information, we would like to finalize rates sooner in the year.]</li> </ul>
<b>June 10, 2011</b>		<ul style="list-style-type: none"> <li>FY12 budget approved by the Board</li> </ul>
<b>August 22, 2011</b>	<ul style="list-style-type: none"> <li>Opening Day enrollment statistics reported publicly</li> </ul>	
<b>September 2, 2011</b>	<ul style="list-style-type: none"> <li><b>Fall Census Date<sup>(1)</sup></b> – Official measurement day for most external enrollment reporting, including national databases and consumer publications (e.g., IPEDS, Peterson's, US News)</li> </ul>	
<b>October 6, 2011</b>	<ul style="list-style-type: none"> <li>Report to the Board on <b>Fall Census<sup>(1)</sup></b> enrollment</li> </ul>	<ul style="list-style-type: none"> <li>FY12 revenue forecast updated based on Fall Census and reported to the Board</li> </ul>
<b>January 25, 2012</b>	<ul style="list-style-type: none"> <li><b>Spring Census Date<sup>(3)</sup></b></li> </ul>	
<b>February 2012</b>	<ul style="list-style-type: none"> <li>Report to the Board on <b>Fall Final<sup>(2)</sup></b> enrollment</li> <li>Report to the Board on <b>Spring Census<sup>(3)</sup></b> enrollment</li> </ul>	<ul style="list-style-type: none"> <li>FY12 revenue forecast updated based on Fall Census and reported to the Board</li> </ul>
<b>August 2012</b>		<ul style="list-style-type: none"> <li>Final revenue report to the Board (quarterly Finance &amp; Audit Committee meeting)</li> </ul>

<sup>(1)</sup>**Fall Census Date** – Approximately two weeks into the Fall semester is our official census date. Enrollment statistics from this point-in-time are used for a wide variety of mandated and voluntary external reporting. National database collection (e.g., IPEDS – the Integrated Postsecondary Education Data System) and consumer surveys (e.g., Peterson's and US News) require data from Fall Census. Annual revenue forecasts are updated based on Fall Census enrollment.

<sup>(2)</sup>**Fall Final** – After Fall Census there are some student withdrawals that decrease revenue. However, the biggest change between Census and Final is increased enrollment from classes that start throughout the semester, primarily our Off-Campus/Cash classes. Our Fall Final enrollment statistics are higher than Fall Census and best capture the concurrent enrollment size of UNC. Fall Final totals are the benchmark for the size of our university. If, for example, we set a goal of growing to 15,000 students, that would be compared to our current Fall Final enrollment of 13,000 students.

<sup>(3)</sup>**Spring Census Date** – Approximately two weeks into the Spring semester is our official census date. Enrollment statistics from this point are much less widely used than those from Fall Census, but are still reported to the Department of Higher Education and used internally for enrollment management and updated revenue forecasts.



## FY12 Budgeted Enrollment

While we typically think of enrollment in terms of number of students, we translate headcount into credit hours to develop our revenue budget. For FY12 our budget is based upon **1.5% university-wide growth in student credit hour enrollment**. We deliver most of our credit hours to on-campus undergraduate students and expect 1% growth to 276,219 credit hours. Our fastest growing enrollment is in off-campus graduate students, where we expect 11.4% growth to 24,363 credit hours. Table 2 shows the undergraduate, graduate, on-campus, and off-campus details of our expected 1.6% growth.

**Table 2**

Fiscal Year 2011-12 Budgeted Enrollment by Student Credit Hours (SCH)									
	FY11 Forecast (Fall 10, Spring 11, Summer 11)			FY12 Budget (Fall 11, Spring 12, Summer 12)			FY12 Budget Change from FY11 Forecast		
	Undergrad	Grad	Total	Undergrad	Grad	Total	Undergrad	Grad	Total
On-campus SCH	273,488	26,265	299,753	276,219	26,285	302,504	1.0%	0.1%	0.9%
Off-campus SCH	11,437	21,879	33,316	11,679	24,363	36,042	2.1%	11.4%	8.2%
<b>Total SCH</b>	<b>284,925</b>	<b>48,144</b>	<b>333,069</b>	<b>287,898</b>	<b>50,648</b>	<b>338,546</b>	<b>1.0%</b>	<b>5.2%</b>	<b>1.6%</b>

*Note: SCH excludes Non-Credit Extended Studies; includes Colorado School of Public Health*

## Fall 2011 (FY12) Enrollment Targets

We expect to deliver about 47% of the total FY12 budgeted credit hours (338,214) in the Fall semester. Our enrollment target for Fall 2011 is 13,260 students (10,561 undergraduates and 2,699 graduates), which is a 1.8% increase in headcount. Table 3 shows our fall enrollment targets, including new freshmen (2,247), new undergraduate transfers (900), and new graduate students (438).

**Table 3**

Fall 2011 (FY12) Enrollment Targets									
	Fall Final 2010			Fall 2011 Targets			Fall 2011 Budget Change from Fall 2010 Actual		
	Undergrad	Grad	Total	Undergrad	Grad	Total	Undergrad	Grad	Total
<b>Headcount</b>	<b>10,464</b>	<b>2,566</b>	<b>13,030</b>	<b>10,561</b>	<b>2,699</b>	<b>13,260</b>	0.9%	5.2%	1.8%
Continuing Students	7,361	2,188		7,414	2,261				
New Freshmen	2,290			2,247					
New UG Transfers	813			900					
New Grad Students		378			438				

In the following sections on undergraduate and graduate enrollment, we discuss registration and admissions data as of May 23 as an indication of our progress toward Fall 2011 enrollment targets. Comparable point-in-time data is included for Fall 2010 and Fall 2009, but because enrollment cycles can vary from year-to-year, prior year comparisons are only a rough indication of our progress, especially since May 23 is still 13 weeks before the start of Fall 2011. **This is updated from the April 25 data shown in the May budget proposal; the projections remain consistent.**

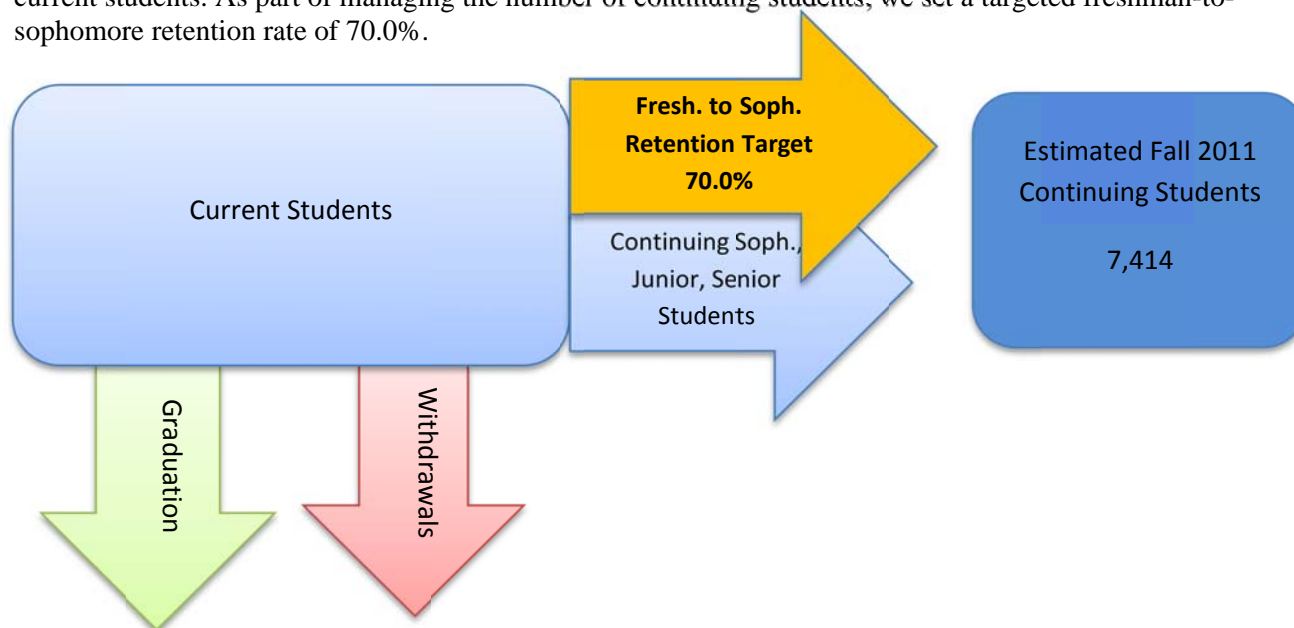
## Undergraduate Enrollment

Table 4 shows that we had 6,626 undergraduate students registered 13 weeks before the start of Fall 2011 (May 23). This is **63% of our target of 10,561 undergraduate students**. At the comparable point-in-time in 2010 we were 61% of the way to our final undergraduate enrollment, and in 2009 we were 58% of the way to our final, suggesting that 63% of our undergraduate enrollment target is within a reasonable range. New freshmen will not begin registering until early June.

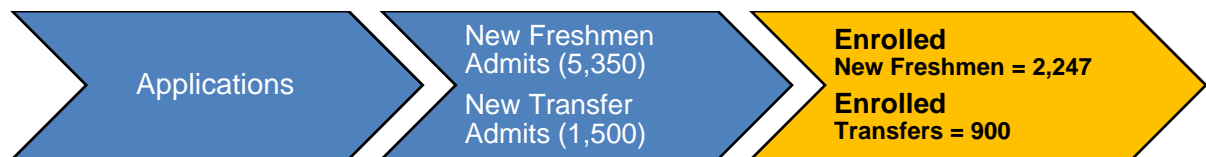
**Table 4**

Undergraduate Point-in-Time Enrollment Comparison Registered (Including New Freshmen and Transfers)			
13 Weeks before Classes Start (5/23/11)	Fall 2011	Fall 2010	Fall 2009
Freshmen	953	841	793
Sophomore	1,763	1,832	1,497
Junior	1,810	1,668	1,633
Senior	2,059	1,917	1,949
Other	41	77	73
<b>Total 13 Weeks before Classes Start</b>	<b>6,626</b>	<b>6,335</b>	<b>5,945</b>
Historical Fall Final		10,464	10,290
<b>Fall 2011 Target</b>	<b>10,561</b>		
<b>13 Weeks before Classes Start % of Target/Final</b>	<b>63%</b>	61%	58%

Our Fall 2011 enrollment target of 10,561 undergraduates includes an estimated 7,414 continuing students. The number of Fall 2011 continuing students is a function of the graduation and retention of current students. As part of managing the number of continuing students, we set a targeted freshman-to-sophomore retention rate of 70.0%.



The remainder of our 10,561 undergraduate enrollment target is new students. We have enrollment targets for both new freshmen and new transfers. The process of enrolling new students starts with applications, which yields admitted students, which yields registered and enrolled students. We refer to this as the enrollment funnel, where the pool of students narrows at each step.



Our Fall 2011 target for new freshmen is 2,247 students. To yield this many enrolled freshmen, we need 5,350 new freshmen admits (based on a 42% yield rate at this step of the funnel). As shown in Table 5, as of May 23 we had 5,513 admitted new freshmen (103% of the number needed at this step). We anticipate that we will have additional new freshmen admits before classes start. **If our 42% admit-to-enrolled yield holds, we will exceed our target of 2,247 new freshmen.**

**Table 5**

Undergraduate New Freshmen Enrollment Target Admits-to-Enrollment Yield with Point-in-Time Comparison			
	Fall 2011	Fall 2010	Fall 2009
<b>Admits 13 Weeks before Classes Start</b>	<b>5,513</b>	<b>5,522</b>	<b>5,527</b>
Historical Final New Freshmen Admits		5,635	5,675
<b>Targeted New Freshmen Admits</b>	<b>5,350</b>		
<b>13-Week Admits % of Target/Final</b>	<b>103%</b>	98%	97%
Historical Enrolled New Freshmen		2,290	2,348
<b>Fall 2011 Target Freshmen</b>	<b>2,247</b>		
<b>New Freshmen Admit Yield %</b>	<b>42%</b>	41%	41%

Our target for Fall 2011 transfers is 900 students, up from 813 in Fall 2010. To yield this many enrolled transfers, we need 1,500 new transfer admits (based on a 60% yield rate at this step of the funnel). As shown in Table 6, we had 805 transfer admits as of May 23. Our admits remain slightly behind where we generally expect to be at this point-in-time; however, completed transfer applications for Fall 2011 are slightly ahead of Fall 2010 (1,691 vs. 1,679). Admissions staff is working to convert these to transfer admits, and **with 13 weeks until the start of classes, we believe the transfer target of 900 is attainable.**

**Table 6**

Undergraduate Transfer Enrollment Target Admits-to-Enrollment Yield with Point-in-Time Comparison			
	Fall 2011	Fall 2010	Fall 2009
<b>Admits 13 Weeks before Classes Start</b>	<b>805</b>	<b>900</b>	<b>760</b>
Historical Final Transfer Admits		1,405	1,174
<b>Targeted Transfer Admits</b>	<b>1,500</b>		
<b>13-Week Admits % of Target/Final</b>	<b>54%</b>	64%	65%
Historical Enrolled Transfers		813	728
<b>Fall 2011 Target Transfers</b>	<b>900</b>		
<b>Transfer Admit Yield %</b>	<b>60%</b>	58%	62%

## Graduate Enrollment

Table 7 shows that 926 graduate students are registered for Fall 2011. This is **34% of our 2,699 graduate student target**. Graduate students tend to delay their registration longer than undergraduate students. Based on national standards, newly admitted graduate students, who have been offered any financial assistance, have until April 15 to make their enrollment decision. Graduate students often delay registration since they are essentially guaranteed enrollment into their program courses. Also, 40% of our graduate enrollment is in off-campus and online programs, which use a cohort model, often with start dates later than our on-campus start of classes. At comparable points-in-time in 2009 and 2010, we had 34% and 37% of our fall graduate enrollment, suggesting that 34% of our target is within the normal range.

**Table 7**

Graduate Point-in-Time Enrollment Comparison Registered			
13 Weeks before Classes Start (5/23/11)	Fall 2011	Fall 2010	Fall 2009
Licensure	30	23	22
Masters	571	636	536
Specialist	22	22	23
Doctoral	253	234	200
Other	50	36	34
<b>Total 13 Weeks before Classes Start</b>	<b>926</b>	<b>951</b>	<b>815</b>
Historical Fall Final		2,566	2,421
<b>Fall 2011 Target</b>	<b>2,699</b>		
<b>13 Weeks before Classes Start % of Target/Final</b>	<b>34%</b>	37%	34%

Like undergraduate enrollment, our total Fall 2011 target of 2,699 graduate students includes continuing students (2,261) and new students (438). Also like undergraduate enrollment, new graduate students flow through an enrollment funnel (applications, admissions, and enrolled) which narrows at each step.

Our target for Fall 2011 new graduate students is 438, up from 378 in Fall 2010. To yield this many enrolled graduate students, we need 1,251 new admits (based on a 35% yield rate at this step of the funnel). As shown in Table 8, as of May 23 we had 1,032 admitted graduates (82% of our targeted admits). We are ahead of where we were in both Fall 2010 and Fall 2009 and **believe that we may exceed our 438 new graduate student target**.

**Table 8**

Graduate New Student Enrollment Target Admits-to-Enrollment Yield with Point-in-Time Comparison			
	Fall 2011	Fall 2010	Fall 2009
<b>Admits 13 Weeks before Classes Start</b>	<b>1,032</b>	<b>845</b>	<b>883</b>
Historical Final Graduate Admits		1,140	1,231
<b>Targeted Graduate Admits</b>	<b>1,251</b>		
<b>13-Week Admits % of Target/Final</b>	<b>82%</b>	<b>74%</b>	<b>72%</b>
Historical New Graduate Students		378	454
<b>Fall 2011 Target New Graduates</b>	<b>438</b>		
<b>Graduate Admit Yield %</b>	<b>35%</b>	<b>33%</b>	<b>37%</b>

***On-Campus Undergraduate Credit Hours and Tuition Revenue***

	<b>FY12 Budget</b>	
	<b>Credit Hours</b>	<b>Tuition Revenue</b>
<b>Fall 2011</b>		
Resident	122,483	\$ 23,390,233
Non-Resident	13,078	7,390,490
<b>Subtotal Fall</b>	<b>135,561</b>	<b>\$ 30,780,723</b>
<b>Interim 2011-12</b>		
Resident	1,550	\$ 334,715
Non-Resident	131	85,532
<b>Subtotal Interim</b>	<b>1,681</b>	<b>\$ 420,247</b>
<b>Spring 2012</b>		
Resident	111,965	\$ 22,049,255
Non-Resident	12,553	7,090,235
<b>Subtotal Spring</b>	<b>124,518</b>	<b>\$ 29,139,490</b>
<b>Summer 2012</b>		
Resident	13,328	\$ 2,888,719
Non-Resident	1,131	723,821
<b>Subtotal Summer</b>	<b>14,459</b>	<b>\$ 3,612,540</b>
<b>Total Year</b>		
Resident	249,326	\$ 48,662,922
Non-Resident	26,893	15,290,078
<b>Total Year</b>	<b>276,219</b>	<b>\$ 63,953,000</b>

## On-Campus Graduate Credit Hours and Tuition Revenue

FY12 Budget		
	Credit Hours	Tuition Revenue
<b>Fall 2011</b>		
<b>Master's</b>		
Resident	6,452	\$ 2,574,147
Non-Resident	1,187	1,105,213
<b>Subtotal Master's</b>	<b>7,639</b>	<b>3,679,360</b>
<b>Doctoral</b>		
Resident	2,584	1,204,626
Non-Resident	914	980,089
<b>Subtotal Doctoral</b>	<b>3,498</b>	<b>2,184,715</b>
<b>Subtotal Fall</b>	<b>11,137</b>	<b>\$ 5,864,075</b>
<b>Interim 2011-12</b>		
<b>Master's</b>		
Resident	28	\$ 10,890
Non-Resident	6	5,459
<b>Subtotal Master's</b>	<b>34</b>	<b>16,349</b>
<b>Doctoral</b>		
Resident	2	991
Non-Resident	0	0
<b>Subtotal Doctoral</b>	<b>2</b>	<b>991</b>
<b>Subtotal Interim</b>	<b>36</b>	<b>\$ 17,340</b>
<b>Spring 2012</b>		
<b>Master's</b>		
Resident	5,886	\$ 2,349,450
Non-Resident	1,040	968,093
<b>Subtotal Master's</b>	<b>6,926</b>	<b>3,317,543</b>
<b>Doctoral</b>		
Resident	2,589	1,205,626
Non-Resident	1,012	1,084,442
<b>Subtotal Doctoral</b>	<b>3,601</b>	<b>2,290,068</b>
<b>Subtotal Spring</b>	<b>10,527</b>	<b>\$ 5,607,611</b>
<b>Summer 2012</b>		
<b>Master's</b>		
Resident	3,055	\$ 1,224,942
Non-Resident	364	335,600
<b>Subtotal Master's</b>	<b>3,419</b>	<b>1,560,542</b>
<b>Doctoral</b>		
Resident	869	402,532
Non-Resident	298	318,696
<b>Subtotal Doctoral</b>	<b>1,167</b>	<b>721,228</b>
<b>Subtotal Summer</b>	<b>4,586</b>	<b>\$ 2,281,770</b>
<b>Total Year</b>		
<b>Master's</b>		
Resident	15,421	\$ 6,159,429
Non-Resident	2,597	2,414,365
<b>Subtotal Master's</b>	<b>18,018</b>	<b>8,573,794</b>
<b>Doctoral</b>		
Resident	6,044	2,813,775
Non-Resident	2,224	2,383,227
<b>Subtotal Doctoral</b>	<b>8,268</b>	<b>5,197,002</b>
<b>Total Year</b>	<b>26,286</b>	<b>\$ 13,770,796</b>

***Extended Studies Credit Hours and Tuition Revenue***

	<b>FY12 Budget</b>	
	<b>Credit Hours</b>	<b>Tuition Revenue</b>
<b>Fall 2011</b>		
Undergraduate	4,476	\$ 1,186,075
Graduate	7,500	3,258,634
Non-Credit	0	13,486
<b>Subtotal Fall</b>	<b>11,976</b>	<b>\$ 4,458,195</b>
<b>Interim 2011-12</b>		
Undergraduate	0	\$ -
Graduate	0	-
Non-Credit	0	-
<b>Subtotal Interim</b>	<b>0</b>	<b>\$ -</b>
<b>Spring 2012</b>		
Undergraduate	3,714	\$ 1,113,650
Graduate	7,927	3,405,085
Non-Credit	0	-
<b>Subtotal Spring</b>	<b>11,641</b>	<b>\$ 4,518,735</b>
<b>Summer 2012</b>		
Undergraduate	3,489	\$ 1,172,043
Graduate	8,936	3,826,595
Non-Credit	0	17,392
<b>Subtotal Summer</b>	<b>12,425</b>	<b>\$ 5,016,030</b>
<b>Total Year</b>		
Undergraduate	11,679	\$ 3,471,768
Graduate	24,363	10,490,314
Non-Credit	0	30,878
<b>Total Year</b>	<b>36,042</b>	<b>\$ 13,992,960</b>

## Appendix D: Sustainable Cost Savings

### *Sustainable Cost Savings Detail Fiscal Year 2011-12 Budget*

	President	Board of Trustees/ Legal	Athletics	Provost	Finance & Administration	University Relations	Totals
<b>Personnel</b>							
Self-service exam scanning					65,883		65,883
CETL technical support				62,230			62,230
Web and database mgmt						14,000	14,000
Restructure accountant jobs					10,000		10,000
Payroll and Finance integration					76,200		76,200
Purchasing & AP duties changed					14,645		14,645
Restructure facilities purchasing					13,129		13,129
Use parking management system					25,000		25,000
Eliminate IM&T newsletter					24,485		24,485
Summer session faculty/class size				400,000			400,000
University-wide budget realignment		38,174		196,328			234,502
Assess ext'd dining hrs/scale back				21,346			21,346
MCB faculty realignment				140,998			140,998
HSS faculty realignment				194,400			194,400
NHS faculty realignment				-26,933			-26,933
PVA faculty realignment				40,258			40,258
EBS faculty realignment				141,037			141,037
<b>Subtotal Personnel</b>		<b>\$ 38,174</b>	<b>\$ -</b>	<b>\$ 1,169,664</b>	<b>\$ 229,342</b>	<b>\$ 14,000</b>	<b>\$ 1,451,180</b>
<b>Non-Personnel</b>							
Lab desktop 5 yr vs 4 yr refresh					160,000		160,000
Telephone services reconfigured					100,000		100,000
Reduce library journal binding				10,000			10,000
Eliminate IM&T newsletter					4,508		4,508
University-wide budget realignment	35,228	850		4,317	86,000		126,395
Reevaluate Big Sky travel			20,492				20,492
Eliminate coaches univ program			10,350				10,350
Reconfigure marketing/outreach				5,000		12,000	17,000
Assess ext'd dining hrs/scale back				18,274			18,274
<b>Subtotal Non-Personnel</b>	<b>\$ 35,228</b>	<b>\$ 850</b>	<b>\$ 30,842</b>	<b>\$ 37,591</b>	<b>\$ 350,508</b>	<b>\$ 12,000</b>	<b>\$ 467,019</b>
<b>Total</b>	<b>\$ 35,228</b>	<b>\$ 39,024</b>	<b>\$ 30,842</b>	<b>\$ 1,207,255</b>	<b>\$ 579,850</b>	<b>\$ 26,000</b>	<b>\$ 1,918,199</b>