

Recommended Budget Fiscal Year 2012-13

June 8, 2012



UNIVERSITY of
NORTHERN COLORADO

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I. Executive Summary

The recommended budget for fiscal year 2012-13 was developed in the context of UNC's efforts to use the annual budget as a tool for implementing thoughtful multiyear planning. Our recommendations take into account the need to:

- Anticipate further reductions in state higher education funding
- Continue to identify sustainable cost savings
- Smooth out cost shifting from the state to students over several years
- Invest more in financial aid, particularly for continuing low- and middle-income students, to moderate the effect of tuition increases
- Think about compensation in terms of getting the right number of people with the right qualifications doing the right things, and paying them appropriately
- Reconsider how we fund capital and deferred maintenance

Key differences between the fiscal year 2011-12 budget and the recommended fiscal year 2012-13 budget are:

- Loss of \$900,000 in state funding (\$12.2 million combined loss in fiscal years 2010-11, 2011-12 and 2012-13)
- New sustainable cost savings of \$4.6 million (\$6.5 million cumulative total for fiscal years 2011-12 and 2012-13)
- Salary increases for faculty and exempt staff and non-base-building increases for classified staff, totaling \$4.2 million
- Undergraduate base tuition rate increase of 3% or \$164 for the year for full-time in-state students (does not include differential tuition charged for some programs, which will not increase)
- Additional institutional investment of \$4.5 million in undergraduate financial aid
- Room and board rate increase averaging 3%
- Graduate on-campus tuition rate increase of 0% to 20% (varies by program, considering market, competitive landscape and UNC mission)
- Off-campus and online tuition rate increase of 0% to 15% (varies by program, considering market, competitive landscape and UNC mission)
- Additional institutional investment of \$3.4 million in capital (\$2.1 million deferred maintenance, \$1.3 million small capital projects)
- State capital funding of \$973,000 for central campus chillers
- Multiyear strategic investments budget of \$12.9 million

Revenue

Total estimated fiscal year 2012-13 revenue for the University of Northern Colorado is \$206.8 million. This includes operating revenue of \$197.1 million, \$8.7 million in restricted grants and contracts revenue and \$1.0 million in state capital deferred maintenance funding. This revenue, along with prior year balances, will fund the University's:

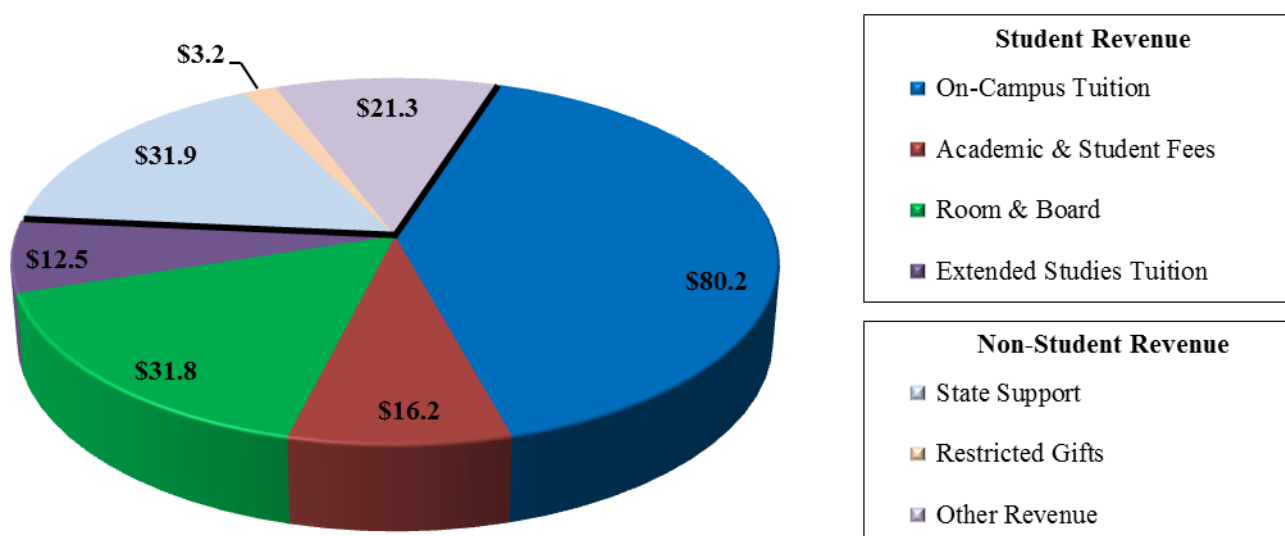
- Operating Budget—\$199.6 million (estimated annual expenses and transfers)
- Grants and Contract Budget—\$8.7 million (estimated annual expenses)
- Capital Budget—\$11.4 million (project expenditures will span multiple years)
- Multiyear Strategic Investments Budget—\$12.9 million (expenditures will span multiple years)

Tuition, fees, and room and board charges to students will account for 71.4% of UNC's operating revenue. From fiscal year 2009-10 to fiscal year 2012-13 UNC's state support¹ has decreased from \$44.1 million to \$31.9 million. State support will be 16.2% of UNC's operating revenue in fiscal year 2012-13. Undergraduate tuition is the single largest source of revenue at \$67.8 million, and graduate tuition is \$24.9 million.

Figure 1*

*Details of UNC's operating revenue; does not include grants, contracts, or capital revenue.

Fiscal Year 2012-13 Operating Revenue \$197.1 Million



¹ State support was supplemented with federal economic stimulus funding in FY09 – FY11.

Tuition revenue assumptions in the recommended budget are based on:

- A 1.5% budgeted increase in undergraduate credit hours and the recommendation to increase resident undergraduate tuition by 3%, with resulting new revenue of \$1.7 million (Tables 1 and 2)
- A 2.5% budgeted decrease in on-campus graduate credit hours and tuition increases that vary by program (0% to 20%), with resulting new revenue of \$2.1 million (Tables 3 and 4)
- A 10.9% *budgeted* decrease in extended campus credit hours and tuition increases that vary by program (0% to 15%), resulting in \$1.5 million less than *budgeted* for fiscal year 2011-12 (*actual* revenue should increase by \$476,000) (Tables 5 and 6)

Table 1

Undergraduate Main Campus Enrollment (Credit Hours)					
	FY12 Budget	FY12 Forecast	FY13 Budget	Budget Change	Budget Change %
Resident	249,326	245,824	249,575	249	0.1%
Non-Resident	26,893	28,644	30,687	3,794	14.1%
Total Enrollment	276,219	274,468	280,262	4,043	1.5%

Table 2

Undergraduate Main Campus Tuition Revenue					
	FY12 Budget	FY12 Forecast	FY13 Budget	Budget Change \$	Budget Change %
Resident	\$48,662,922	\$48,596,389	\$49,705,277	\$1,042,355	2.2%
Non-Resident	13,990,078	13,599,582	14,628,663	638,585	4.6%
Total Revenue	\$62,653,000	\$62,195,971	\$64,333,940	\$1,680,940	2.7%

Table 3

Graduate Main Campus Enrollment (Credit Hours)					
	FY12 Budget	FY12 Forecast	FY13 Budget	Budget Change	Budget Change %
Resident					
Master's	15,421	13,907	13,455	(1,966)	(12.7%)
Doctoral	6,044	3,195	6,520	476	7.9%
Non-Resident					
Master's	2,597	6,196	3,554	957	36.9%
Doctoral	2,224	1,918	2,095	(129)	(5.8%)
Total Enrollment	26,286	25,216	25,624	(662)	(2.5%)

Table 4

Graduate Main Campus Tuition Revenue					
	FY12 Budget	FY12 Forecast	FY13 Budget	Budget Change \$	Budget Change %
Resident					
Master's	\$6,000,684	\$5,438,749	\$6,193,549	\$192,865	3.2%
Doctoral	2,813,775	2,928,607	3,495,006	681,231	24.2%
Non-Resident					
Master's	2,414,365	2,992,917	3,555,753	1,141,388	47.3%
Doctoral	2,383,227	2,125,645	2,404,101	20,874	.9%
Subtotal	\$13,612,051	\$13,485,918	\$15,648,409	\$2,036,358	15.0%
Col Schl of Public Health	158,745	246,150	246,150	87,405	55.1%
Total Revenue	\$13,770,796	\$13,732,068	\$15,894,559	\$2,123,763	15.4%

Table 5

Extended Campus Enrollment (Credit Hours)					
	FY12 Budget	FY12 Forecast	FY13 Budget	Budget Change	Budget Change %
Undergraduate	11,679	12,129	11,381	(298)	(2.6%)
Graduate	24,363	19,962	20,733	(3,794)	(14.1%)
Other		361			
Total Enrollment	36,042	32,452	32,114	(3,928)	(10.9%)

Table 6

Extended Campus Tuition Revenue					
	FY12 Budget	FY12 Forecast	FY13 Budget	Budget Change \$	Budget Change %
Undergraduate	\$3,471,768	\$3,362,800	\$3,527,408	\$55,640	1.6%
Graduate	10,490,314	8,661,134	8,971,717	(1,518,597)	(14.5%)
Other	30,878	22,244	23,266	(7,612)	(24.7%)
Total Revenue	\$13,992,960	\$12,046,178	\$12,522,391	(\$1,470,569)	(10.5%)

Table 7

Tuition Revenue Change Summary	
FY12 Budgeted Tuition	\$90,416,756
Undergraduate Increase (student share*)	
Due to rate increase	1,446,155
Due to enrollment increase	234,785
Subtotal Undergraduate Increase (student share*)	1,680,940
Graduate Increase	
Due to rate increase	1,293,852
Due to enrollment increase	829,911
Subtotal Graduate Increase	2,123,763
Extended Campus Increase	
Due to rate increase	336,575
Due to enrollment	(1,807,144)
Subtotal Extended Campus Increase	(1,470,569)
FY13 Budgeted Tuition	\$92,750,890

*Student share does not include tuition funded by College Opportunity Fund (COF) stipend.

Capital

About half of the facilities now on our campus were built using state funding, and UNC has historically relied on the state to fund deferred maintenance associated with the infrastructure of these facilities.² When state capital funding began to falter in the early 2000s, while UNC continued to vie for limited state dollars, we also began annually budgeting \$886,000 (tuition revenue) for the most urgent deferred maintenance projects on these facilities. As state capital funding has further diminished, we have progressively deferred more projects for these facilities.

The other half of UNC's facilities, construction and deferred maintenance has been funded primarily by students through fees, room and board and other auxiliary revenue. When a facility is fee-funded, a portion of the fee is directed to deferred maintenance and renewal. In addition, over the past several years we have established a practice of setting aside some of the revenue associated with these facilities for their maintenance and renewal.

We have no reason to believe the state will restore its investment in capital in the foreseeable future, so we are rethinking how to fund the maintenance and renewal of facilities that were previously state-funded, as well as how we will build new facilities in the future. Given what we know about prospective UNC donors and national philanthropic trends, we do not expect to address a significant portion of our facilities costs by fundraising. This means the costs will be shifting to students.

The recommended fiscal year 2012-13 budget begins to address the changes described above by allocating \$4 million for deferred maintenance and small capital projects on previously state-funded facilities, with the intent to make this an annual allocation. (This is in addition to the \$3.0 million budgeted for facilities maintained through fees, room and board, and other auxiliary revenue.) We believe that some combination of tuition revenue and capital fees is the best approach to funding capital and deferred maintenance in the future, and we will be working on the details of this and discussing it with the Board in the coming year.

In addition, UNC expects to receive \$973,000 of state funding in fiscal year 2012-13 for chillers in several Central Campus buildings. While this is a reminder of the (occasionally pleasant) idiosyncrasies of the state legislative budgeting process, it does not reflect a shift toward restoration of state capital funding.

² By deferred maintenance, we mean the cumulative value of maintenance and repair work that will need to be done at some point for a facility to remain suitable for its intended purpose. This is in addition to ongoing routine maintenance and repair.

Compensation

As part of UNC's multiyear planning, we are working to establish sustainable practices for providing competitive compensation to recruit and retain faculty and staff to deliver on our promise of transformative education to students. Establishing a "compensation identity" for UNC is intended to provide continuity in principles from year to year as we incorporate compensation targets into the budget. We have articulated the following UNC Compensation Identity:

UNC will base its compensation decisions on three principles:

- To fulfill the promise of transformative education to students, UNC must be competitive in the local and national markets for talented faculty and staff.
- UNC will be forthright with current and prospective employees about where we fit in the market so informed career decisions can be made.
- Compensation considerations will be addressed as a central component of the budget process rather than as an afterthought.

To realize this compensation identity, we are working to move UNC's average salaries, over the next five years, to 90% of the average salaries at institutions in our identified peer group. The compensation pool in the recommended fiscal year 2012-13 budget is possible in large part because of our efforts over the past two years to identify sustainable cost savings. We have identified more than \$6.5 million in savings, which reflects an extraordinary campus-wide collaborative effort.

The recommended budget uses a temporary salary distribution model that takes into consideration the static salaries and increased costs for our staff over the past four years. It includes the following:

- 3% one-time performance incentive payment for classified staff who meet performance expectations
- 3% maintenance-of-effort increase for faculty and exempt staff who meet performance expectations
- 2% pools for faculty and exempt staff to address parity and equity
- \$275,000 for faculty promotions and inversions
- 3% increase for TA/GA stipends, adjunct pool salaries and 2013 summer faculty salaries
- Continuation of the 60/40 ratio for University/employee sharing of health insurance costs for faculty and exempt staff (the state controls classified staff health insurance options)
- \$900,000 to reinstate the 10.15% University contribution to PERA for employees in the state retirement plan (state statute required PERA employees to pay more in order to reduce the University's contribution to 7.65% in fiscal years 2010-11 and 2011-12)
- Assumed vacancy savings of \$5 million (\$4 million more than budgeted in fiscal year 2011-12)

Personnel expenses in the recommended budget total \$117.6 million; including \$23.4 million in fringe benefits detailed Table 8. Table 9 summarizes the changes in personnel expenses in the recommended budget.

Table 8

Estimated FY13 Fringe Benefit Budget (in millions)	
Retirement	\$11.0
Medical, Dental, Life and Disability Insurance	9.8
Workers Compensation, Unemployment and FICA	2.0
Leave, Tuition Waivers, EAP and Other	2.4
Estimated Fringe Benefit Expenses	25.2
Vacancy Savings	(.9)
Total Fringe Benefit Budget	24.3
Less Portion Funded by Restricted and Multiyear funds	(.9)
Total Operating Budget Fringe Benefits	\$23.4

Table 9

Changes in FY13 Personnel Expenses (in millions)	
Compensation Pool (maintenance-of-effort, parity/equity, faculty promotions and minimum wage increases)	\$4.2
Staffing Plan Changes/Sustainable Cost Savings	(.7)
Graduate Tuition Stipends	.1
Graduate Tuition Waivers	.3
Increase in Employee Benefits	1.1
Vacancy Savings	(4.0)
Total Changes	\$1.0

Sustainable Cost Savings

In the fall of 2010, UNC committed to identifying at least \$5 million in sustainable cost savings by fiscal year 2013-14. The University community identified \$1.9 million in sustainable cost savings that were implemented in fiscal year 2011-12. We have identified an additional \$4.6 million to be implemented in fiscal year 2012-13, bringing our two-year total to over \$6.5 million.

As part of the fiscal year 2012-13 budget preparation, areas of the University were responsible for budget clean-up of their revenue and non-personnel expense items. (Personnel expenses were addressed through university-wide staffing plans.) Clean-up included 1) re-assessing the expense budget, using several years of historical expenses as a point of reference and 2) reviewing the accuracy of budget allocations by line item. This resulted in \$1.8 million in sustainable cost savings.

Table 10 is a summary of sustainable cost savings identified to date:

Table 10

Cumulative Sustainable Cost Savings Fiscal Year 2012 and 2013 Initiatives	
Revised approach to extended campus revenues, profits and incentives	\$1,035,400
Elimination of Contingency Budget	803,000
Examination of delivery of telecommunications and technical support across campus	611,114
Initiatives include renegotiation of vendor contracts for IT support services, reconfiguration of labor, technology, and software in the delivery of basic telephone services, refreshing lab desktops every five years instead of four, while developing a plan for virtual labs and other initiatives for addressing quality control and technical support across campus.	
Savings from maximizing technology utilization campus-wide	244,967
Initiatives include integrating the payroll processes and finance systems, implementation of new parking management software, transitioning from print materials to electronic format for library materials, the use of Email, Facebook, videos, and Google for advertising savings and changes in outreach activities. Operating efficiencies were gained between purchasing, accounts payable and facilities management through collaboration on responsibilities enabled by technological enhancements.	
University-wide budget cleanup	1,786,896
University-wide initiative to identify operating efficiencies and change retail dining hours	271,620
Initiatives include campus-wide efforts lead by a sustainable cost savings committee that identified areas of operating efficiencies across campus such as changing retail dining hours, sharing publications to reduce subscriptions costs, using e-services, extending refresh cycles on office computers, sharing copiers and printers, eliminating cell phones and other initiatives that resulted in small amounts of savings in each area of the university in other current expenditures, purchased services, and supplies.	
Re-evaluation of travel, professional development and coaching programs	134,842
Two-year initiative to develop comprehensive university-wide staffing plan and conduct personnel budget review consistent with the compensation identity developed for UNC	1,668,060
Total Sustainable Cost Savings	\$6,555,899

The following table breaks out sustainable cost savings by personnel and non-personnel expenses. It shows the cumulative savings for fiscal years 2011-12 and 2012-13. The fiscal year 2012-13 \$2.6 million increase in transfers is an offset to the \$6.5 million in non-personnel savings and is due to separating multiyear strategic investments from operating expenses. See page 14 for additional discussion.

Table 11

Sustainable Cost Savings Recap by Operating Budget Classification Fiscal Year 2011-12 & 2012-13			
	FY12	FY13	Cumulative Total
Faculty Salaries	\$ 678,040	\$ 87,457	\$ 765,497
Exempt Salaries	192,185	479,124	671,309
Graduate Waivers and Stipends	-	(41,333)	(41,333)
Classified Salaries	227,892	68,135	296,027
Student Wages	48,163	(303,660)	(255,497)
Other Wages/Compensation	24,000	77,797	101,797
Fringe Benefits	280,900	356,176	637,076
Total Personnel Expenses	1,451,180	723,696	2,174,876
Cost of Sales	18,274	921,418	939,692
Other Current Expenses	25,128	2,813,186	2,838,314
Purchased Services	170,300	324,500	494,800
Supplies	205,975	2,735,827	2,941,802
Scholarships	-	22,844	22,844
Utilities	-	439,081	439,081
Travel	36,342	(576,342)	(540,000)
Capital	11,000	(165,360)	(154,360)
Total Non-Personnel Expenses	467,019	6,515,154	6,982,173
Transfers	-	(2,601,150)	(2,601,150)
Total Transfers	-	(2,601,150)	(2,601,150)
Total Sustainable Cost Savings	\$ 1,918,199	\$ 4,637,700	\$ 6,555,899

II. Fiscal Year 2012-13 Budget

Operating Budget

	FY12 Budget	FY13 Budget	Change
<u>REVENUE</u>			
Resident Tuition	\$ 57,636,126	\$ 59,639,982	\$ 2,003,856
Non-Resident Tuition	15,901,065	16,048,781	147,716
Other Tuition-WUE	2,886,605	4,539,736	1,653,131
Extended Studies Tuition	13,992,960	12,522,391	(1,470,569)
COF Stipend	14,935,800	14,971,140	35,340
Fee For Service	17,870,806	16,885,955	(984,851)
Academic Fees	5,213,909	5,425,328	211,419
Student Fees	9,977,514	10,749,928	772,414
Other Fees	89,770	74,600	(15,170)
Restricted Gifts for Operations	2,600,000	3,205,741	605,741
Room and Board	31,163,552	31,764,483	600,931
Other Auxiliary Services Revenue	8,599,362	9,070,541	471,179
Grants and Contracts	-	-	-
Restricted Grant F&A Recovery	881,000	881,000	-
Other Revenue	9,179,412	9,781,710	602,298
Net NonOperating Investment Revenue	788,887	1,291,668	502,781
Net NonOperating Other Revenue	55,879	245,879	190,000
TOTAL REVENUE	191,772,647	197,098,863	5,326,216
<u>EXPENSES/TRANSFERS</u>			
Faculty Salaries	37,104,868	37,946,200	841,332
Exempt Salaries	22,077,715	21,388,877	(688,838)
Grad Assistants TA/GA/GRA Stipends	3,943,943	4,083,426	139,483
TA/GA/GRA/RA Tuition and R&B Waivers	4,608,783	4,910,870	302,087
Classified Salaries	19,837,216	19,963,356	126,140
Student Wages	4,557,251	4,929,173	371,922
Other Wages/Compensation	846,246	968,539	122,293
Fringe Benefits	23,645,311	23,403,935	(241,376)
TOTAL PERSONNEL EXPENSES	116,621,333	117,594,376	973,043
Cost of Sales	5,999,738	5,329,160	(670,578)
Other Current Expenses	10,468,725	7,895,559	(2,573,166)
Purchased Services	11,563,713	11,266,963	(296,750)
Supplies	8,836,889	6,101,062	(2,735,827)
Scholarships	14,180,587	18,959,842	4,779,255
Utilities	6,727,761	5,638,048	(1,089,713)
Travel	2,818,179	3,394,521	576,342
Capital	1,657,781	2,218,141	560,360
TOTAL NON-PERSONNEL EXPENSES	62,253,373	60,803,296	(1,450,077)
Mandatory Transfer Out-Bond Debt	10,144,082	10,149,226	5,144
Mandatory Transfer Out-Cap Lease Pmt	857,912	1,393,100	535,188
Mandatory Transfer Out-Loan Match & Other	14,231	78,874	64,643
NonMandatory Transfer Out-Capital Projects	3,663,695	7,016,957	3,353,262
NonMandatory Transfer Out-Strategic Investments	-	2,580,404	2,580,404
TOTAL TRANSFERS	14,679,920	21,218,561	6,538,641
TOTAL EXPENSES/TRANSFERS	193,554,626	199,616,233	6,061,607
REVENUE LESS EXPENSES/TRANSFERS	\$ (1,781,979)	\$ (2,517,370)	\$ (735,391)

Summary of Changes Fiscal Year 2012-13

Table 12

	Comments	FY13 Proposed Budget ⁽¹⁾
Operating Budget		
FY12 BOT Approved Revenue Budget, Nov 2011		\$191,772,647
<u>FY13 Changes in Revenue</u>		
State Funding		(949,511)
Main Campus Undergraduate Tuition	3% Rate Increase/1.5% Change ⁽²⁾	1,680,940
Main Campus Graduate Tuition	0-20% Rate Increases/(2.5%) Change ⁽²⁾	2,123,763
Room and Board	3% Rate Increase (average)	885,716
Extended Campus Tuition	0-15% Rate Increase/(10.9%) Change ⁽²⁾	(1,470,569)
Library Fee		125,000
Academic Fees		35,080
Student Fees / Other Fees	2010 CPI Increase 1.9%	432,414
Development and Alumni Relations		57,872
Budget Clean-up		2,405,511
Estimated FY13 Revenue Budget ⁽¹⁾		\$197,098,863
FY12 Adjusted Expenditure Budget		\$193,554,626
<u>FY13 Changes in Expenditures</u>		
Compensation Increase	Includes faculty promotions, parity/equity, and maintenance-of-effort increases	4,251,248
Fringe Benefits	PERA flip back, eliminate payback of PERA double-dipper liability, fringe increase associated with salary increases	1,084,400
Vacancy Savings		(3,969,600)
Undergraduate Discounting		4,535,000
Graduate Waivers and Scholarships		465,525
Room and Board Waivers		85,818
Sustainable Cost Savings		(4,637,700)
Cost of Sales - Food		250,839
Instructional Costs for New Course		46,445
Utilities Savings from WC Generator		(650,482)
WC Generator Lease, Maint & Fuel		650,482
Academic Fee Allocations	Library, Classroom	160,080
Student Fee Allocations	1.9% CPI Increase and LEAF Initiative	406,052
Deferred Maintenance		2,113,500
Small Capital Projects		1,270,000
Estimated FY13 Expenditure Budget ⁽¹⁾		\$199,616,233
FY13 Estimated Surplus (Deficit)		(\$2,517,370)
Notes:		
⁽¹⁾ Totals exclude \$7 million in internal sales and include \$3.2 million in restricted gifts for operations.		
⁽²⁾ Percentages are change in credit hours and represent FY12 Budget to FY13 Budget change		

Grants and Contracts Budget

Table 13

	FY13 Budget
REVENUE	
Federal Grants	\$ 7,155,200
State & Local Grants	80,110
UNC Foundation – Grants	1,357,824
Other Private Grants	135,900
TOTAL REVENUE	8,729,034
EXPENSES/TRANSFERS	
Personnel Expenses	
Faculty Salaries	1,024,000
Administrative Exempt Salaries	1,482,000
Graduate Teaching Assistants	88,300
GA/TA GRA Tuition Scholarships	266,600
Classified Salaries	29,000
Student Wages	125,000
Other Wages/Compensation	150,000
Fringe Benefits	650,000
Subtotal Personnel Expenses	3,814,900
Non-Personnel Expenses	
Cost of Sales	-
Other Current Expenses	2,857,134
Scholarships	1,799,500
Travel	234,000
Capital	23,500
Subtotal Non-Personnel Expenses	4,914,134
TOTAL EXPENSES	8,729,034
REVENUE LESS EXPENSES	\$ 0

Table 14

Capital Project Expenditures Fiscal Year 2012-2013	
	FY13 Budget
UNIVERSITY FUNDED PROJECTS	
General Fund	
<u>FY13 Capital Projects</u>	
Assigned General Fund projects with original budgets under \$200,000	\$ 1,618,500
Fiber optic cable upgrades	500,000
High voltage switch replacement	220,000
Frasier Langworthy seating replacement	312,000
Nottingham running track replacement	550,000
<u>Prior Year Capital Projects to be completed in FY13</u>	
Projects with original budgets less than \$200,000	318,000
Projects with original budgets over \$200,000 completed in FY12	-
College of NHS Equipment	42,000
Butler-Hancock Exterior Gym Wall Replacement	260,000
Card Access System Upgrade	10,000
Subtotal General Fund Projects	3,830,500
Housing, Dining, Extended Studies, Student Fees	
<u>Projects assigned in FY13</u>	
Housing, Dining projects under \$200,000	408,200
Housing, Dining - Harrison bathroom remodel	900,000
Housing, Dining - Univ Center Mall Flooring	225,000
Potential LEAF Student Fee Capital Projects	250,000
Parking - M Lot resurfacing	210,000
Student Fee projects under \$200,000	301,000
<u>Projects assigned in FY12</u>	
Projects with original budgets less than \$200,000	635,000
Projects with original budgets over \$200,000 completed in FY12	-
Harrison Hall Bathroom Remodel	420,000
Subtotal Housing, Dining Extended Studies, Student Fees Projects	3,349,200
Restricted Capital Grants/Gifts	
Projects with budgets less than \$200,000	35,000
Subtotal Restricted Grants/Gifts Projects	35,000
TOTAL UNIVERSITY FUNDED PROJECTS	7,214,700
NON-UNIVERSITY FUNDED PROJECTS	
State Capital Appropriations	
Replace/Install Chillers	973,000
Reroof Candelaria, Butler-Hancock, McKee	-
Subtotal State Capital Appropriations Projects	973,000
Debt Funded Capital Projects	
West Campus Generator - Capital Lease	3,238,808
Subtotal Debt Funded Capital Projects	3,238,808
TOTAL NON-UNIVERSITY FUNDED PROJECTS	4,211,808
TOTAL CAPITAL PROJECTS BUDGET	\$ 11,426,508

Multiyear Strategic Investments Budget

As discussed at the November 2011 Finance & Audit Committee meeting, about \$10 million of our fiscal year 2010-11 roll-forward was for items like grant matches, faculty start-up packages, and academic initiatives that are funded and then spent over multiple years. In order to differentiate these items from the University's operating budget expenses – intended to be spent annually – we segregated these strategic investments in our budgeting and quarterly reporting.

The total funding committed as of July 1, 2012 (fiscal year 2012-13) for multiyear strategic investments is \$12.9 million. As shown in Table 15, we estimate spending \$5.9 million of that in fiscal year 2012-13 and then continuing to expend the balance of each line item in the coming years.

Table 15

	Total Commitments to Multiyear Strategic Investments						
	FY13 Funds Available	FY13 Projected Expenses	FY14 Funds Available	FY14 Projected Expenses	FY15 Funds Available	FY15 Projected Expenses	FY15 Year End Cash
Beginning Balance	\$10,276,606	(\$5,946,263)	\$6,910,747	(\$5,358,515)	\$4,132,636	(\$5,412,301)	\$1,300,739
Annual Trf Operating Revenue	2,580,404	0	2,580,404	0	2,580,404	0	0
Total	\$12,857,010	(\$5,946,263)	\$9,491,151	(\$5,358,515)	\$6,713,040	(\$5,412,301)	\$1,300,739

To better explain the nature of these commitments, we have identified three categories of multiyear strategic investments. (A more detailed schedule is available in Appendix E.)

Activities with New Funding Annually

- Instructional Technology
- University Strategic Planning
- Grant Indirect Cost Recovery Initiatives
- College Incentives and Innovation
- Small Awards for Faculty Research
- Online Course Development
- Match Funding Required by Federal and State Grants

Continuing Initiatives from Prior Year Commitments

- New Faculty Start-up
- Faculty Professional Development
- Internal Grants and Research
- Education Innovation Institute

New Initiatives Funded in FY13

- Program Accreditation
- Academic Portfolio Review
- Instruction Equipment Refresh
- Community and Civic Engagement
- International Plan
- Research and Creative Works
- Program Assessment and Review

III. Cost of Attendance

Table 16

Annual Undergraduate Resident Cost of Attendance				
	Fiscal Year 2011-12 Actual	Fiscal Year 2012-13 Budget	\$ Increase	% Increase
Tuition (Student Share)	\$5,300	\$5,464	\$164	3.0%
Student Activity Fees	972	990	18	1.9%
Technology Fee – average	285	285	0	0.0%
Library Fee – average	66	78	12	18.2%
LEAF ³ Fee	0	20	20	
Subtotal Tuition and Fees	6,623	6,837	214	3.2%
Room and Board (Low Tier)	9,750	10,043	293	3.0%
Total Cost of Attendance	\$16,373	\$16,880	\$507	3.1%

Tuition, Fees, and Room and Board Rates

In September 2010 we discussed a five-year financial plan with the Board that included the assumption of a cumulative loss of \$14.5 million in state operating funding that we would backfill with:

- \$9.5 million of new revenue
- \$5.0 million of sustainable cost savings (we have achieved \$6.5 million in savings)

This plan was the basis for our Financial Accountability Plan (FAP) that was approved by the Colorado Commission on Higher Education, allowing resident undergraduate tuition increases up to 15% in fiscal years 2011-12 and 2012-13 (as compared to the 9% typical in recent years).

Looking beyond fiscal year 2012-13, our planning assumption is that our cumulative funding loss could be \$29 million over the next several years, taking us from our fiscal year 2009-10 state funding level of \$44.1 million to \$15 million. The shift in the cost of attendance from the state to students is a troubling but permanent change. To adjust to this “new normal,” our proactive approach has been to continually refine our enrollment and pricing strategy to:

- Recruit and retain students to the point of degree completion, not simply to increase enrollment numbers
- Enroll students who have the potential to succeed at UNC and for whom we can provide appropriate levels of financial and academic support as they progress to graduation
- Provide transformative educational experiences for all UNC students, whether they are undergraduate or graduate students, whether they enroll at our main campus or our extended campus
- Consider the full cost of attendance (tuition, fees, room and board) (Table 16)
- Emphasize gradual and predictable increases over a student’s time at UNC
- Balance the need to generate sufficient revenue to provide a quality education with the ability of students to pay

³The Student Leadership for Environmental Action Fund (LEAF) is a three-year initiative to be funded with a new student fee.

For fiscal year 2012-13 our recommendation is to:

- Increase tuition across all categories of students to move UNC tuition rates gradually over several years to the level that will be necessary to provide transformative educational experiences with significantly reduced state funding, covering annual operating costs as well as deferred capital facility and equipment needs. Details, which include a \$164 annual (3%) increase in resident undergraduate tuition, are in Appendix B.
- Increase student fees by 1.9% (fiscal year 2009-10 consumer price index)
- Increase library fees by \$12 annually (18.2%) to cover increasing costs of online resources
- Hold the technology fee constant
- Support the student's LEAF initiative with a \$20 annual fee that will sunset in fiscal year 2015-16 (in effect for fiscal years 2012-13, 13-14, and 14-15). The Student Leadership for Environmental Action Fund (Student LEAF) is a three-year initiative intended to move the campus community toward a sustainability-minded culture. This fund will finance environmental improvements in campus infrastructure and educational initiatives. Student LEAF will be managed by a committee led by students, staff and faculty representation. A student fee of \$1 per credit hour up to 10 credit hours each semester (up to \$20 per a traditional academic year) will sustain the fund. The savings generated from the projects will be reinvested in ways that are directly visible to the student body. To be eligible, projects must seek to improve campus resource efficiency, strengthen the community, and provide practical career experiences for students. For example, a project might be proposed to fund and/or include academic involvement in developing a highly efficient irrigation system.

Financial Aid

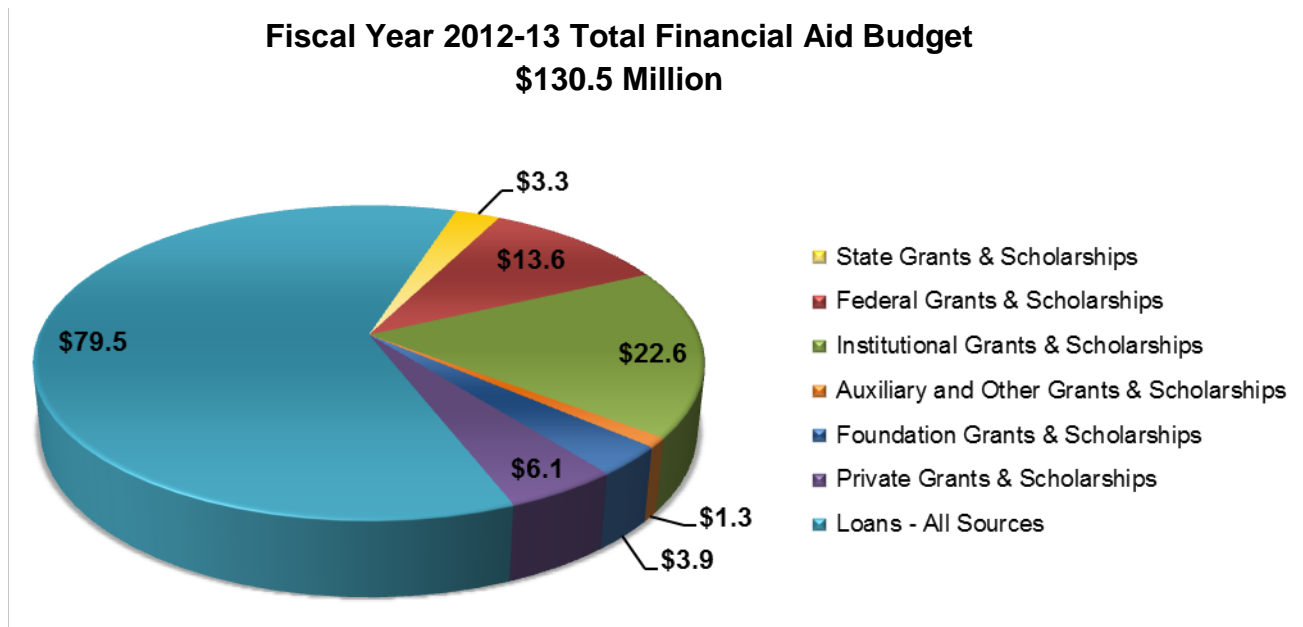
Table 17 shows the total financial aid available to students from all funding sources including state, federal, institutional, private funds and loans. The total financial aid available to UNC students in fiscal year 2012-13 is estimated at \$130.5 million. UNC continues to invest in institutionally funded scholarships, graduate tuition waivers, room and board waivers, and graduate assistantship stipends as part of our overall pricing strategy.

Table 17

Total Financial Aid by Source and Type Undergraduate and Graduate				
Source and Type	FY12 Forecast	FY12 Budget	FY13 Budget	Budget Change
Grants & Scholarships				
State	\$3,089,055	\$3,504,254	\$3,334,591	(\$169,663)
Federal	14,360,000	13,549,270	13,643,000	93,730
Institutional	17,213,427	17,610,276	22,605,957	4,995,681
Auxiliary and Other	1,606,170	1,179,094	1,264,755	85,661
Foundation	3,575,000	3,575,000	3,940,500	365,500
Private	5,631,000	6,550,000	6,138,000	(412,000)
Subtotal Grants & Scholarships	45,474,652	45,967,894	50,926,803	4,958,909
Loans – All Sources	79,033,900	70,000,000	79,525,500	9,525,500
Total Financial Aid	\$124,508,552	\$115,967,894	\$130,452,303	\$14,484,409

Note: Operating budget includes Institutional and Auxiliary and Other financial aid.

Figure 2



Institutional Discounting

Discussion of financial aid (merit-based, need-based, institution-funded and externally funded) is often in the context of enrollment management, which focuses on the student perspective, and data is presented with that in mind. For example, a common metric used in enrollment management is a “discount rate” depicting the average freshman financial aid package (including institutional, state and federal aid) as compared to the average freshman bill (including tuition, fees, and room and board). While this metric is useful to convey the extent to which our student body receives financial assistance, it is not as helpful for institutional budgeting. For budget discussions, we approach financial aid from the perspective of discounted revenue in order to focus on the financial impact to UNC of offering institutional scholarships and waivers

Undergraduate Discounting

The recommended fiscal year 2012-13 budget includes an \$18.0 million investment in institutional financial aid (Table 18). This is \$4.5 million more than we invested in fiscal year 2011-12 and is being targeted at low- and middle-income students, particularly our continuing students. The \$4.5 million increase includes \$1.4 million for student-athletes (bringing the athletics scholarship total to \$3.6 million).

Table 18

Undergraduate Institutional Aid Allocation	
Aid Type	FY13
Resident Need-Based	\$ 7,424,937
Non-Resident Need-Based	538,702
Athletics	3,563,627
Resident Merit	2,701,104
Non-Resident Merit	1,977,342
Membership-Based and Other	1,812,438
Total Institutional Aid	\$ 18,018,150

The total institutional financial aid of \$18.0 million is equivalent to 28% of our undergraduate tuition. This is our **institutional discount rate** (Table 19).

Table 19

Undergraduate Institutional Tuition Discounting				
FY10 – FY13				
	FY10 Actual	FY11 Actual	FY12 Forecast	FY13 Budget
Undergraduate Tuition	\$ 51,958,675	\$ 57,417,023	\$62,195,971	\$64,333,940
Institutional Scholarships	(12,550,855)	(12,712,312)	(13,485,351)	(18,018,150)
Discounted Revenue	\$ 39,407,820	\$ 44,704,711	\$48,710,620	\$46,315,790
Discount Percent	24.2%	22.1%	21.7%	28%

The \$4.5 million financial aid increase is more than the \$3.7 million tuition expected to be generated by undergraduate tuition increases (Table 20). The recommended financial aid for student-athletes has been increased since the May Finance and Audit Committee discussion and is intended as a one year replacement for annual donor-funded scholarships. This will allow us to raise athletics scholarship donations the year before they are to be spent (i.e., fiscal year 2012-13 fundraising will be used for fiscal year 2013-14 scholarships).

Table 20

Undergraduate Pricing & Discounting Net New Revenue (in millions)	
	FY13
Rate Increase	\$1.4
Enrollment (FY13 growth from FY12 forecast)	.3
Total Gross Tuition New Revenue	1.7
Less New Institutional Aid	(4.5)
Net New Revenue Available	(\$2.8)

Graduate Discounting

Graduate discounting includes tuition waivers and stipends for graduate students who are awarded teaching, research or administrative assistantships, as well as a limited number of scholarships for graduate students. Having students, who are awarded assistantships, take on instructional and administrative responsibilities also helps the University. Because the stipends associated with assistantships represent pay for teaching, conducting research or doing administrative tasks, they are not included in discounting calculations.

For several years, we have been increasing graduate tuition while simultaneously investing more in graduate discounting, as shown in Table 21, in order to make our programs more competitive. Graduate assistantships are designed to be an integral part of the students' educational experience. Unlike undergraduate awards, the number and amount of graduate awards vary by area 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 graduate tuition rates in the proposed budget will generate \$2.1 million in new tuition revenue, primarily due to rate increases. The extended campus tuition rates in the proposed budget will generate \$476,000 in new tuition revenue (although less than the fiscal year 2011-12 *budgeted* revenue). About 23% of the new graduate tuition revenue is to be used for discounting. Table 22 shows the financial impact of the graduate tuition rates and discounting in the recommended budget.

Table 21

Graduate Institutional Tuition Discounting FY10 – FY13				
	FY10 Actual	FY11 Actual	FY12 Forecast	FY13 Budget
Graduate Tuition	\$ 10,162,790	\$11,710,019	\$13,732,068	\$15,894,559
Institutional Scholarships and Waivers	(2,347,145)	(2,764,057)	(3,728,076)	(4,588,806)
Discounted Revenue	\$7,815,645	\$8,945,962	\$10,003,992	\$11,305,753
Discount Percent	23.1%	23.6%	27.2%	29.0%

Table 22

Summary of Graduate Tuition Revenue Impact			
	FY12 Budget	FY13 Budget	Budget Change
Graduate Main Campus	\$13,770,796	\$15,894,559	\$2,123,763
Graduate Extended Campus	10,490,314	8,971,717	(1,518,597)
Institutional Scholarships and Waivers	(4,139,579)	(4,588,806)	(449,227)
Net Tuition Revenue	\$20,121,531	\$20,277,470	\$155,939

IV. Other Financial Information

Fixed Rate Debt Service Schedule (2005, 2008 and 2011A Bond Issues)

Table 23

Year	Total Debt Service	Auxiliary Services Debt Service	Parking Services Debt Service	Student Fee Debt Service
6/30/2012	8,829,532	6,671,562	506,634	1,651,336
6/30/2013	8,834,675	6,667,545	508,194	1,658,936
6/30/2014	8,825,425	6,677,120	502,819	1,645,486
6/30/2015	8,912,225	6,682,020	503,769	1,726,436
6/30/2016	8,915,488	6,676,920	502,669	1,735,899
6/30/2017	8,919,213	6,677,770	507,619	1,733,824
6/30/2018	8,915,575	6,673,070	505,869	1,736,636
6/30/2019	8,920,625	6,677,520	507,469	1,735,636
6/30/2020	8,915,175	6,668,670	507,619	1,738,886
6/30/2021	8,913,825	6,676,320	502,369	1,735,136
6/30/2022	8,917,225	6,673,820	508,869	1,734,536
6/30/2023	8,909,919	6,669,320	504,369	1,736,230
6/30/2024	8,921,844	6,677,570	509,369	1,734,905
6/30/2025	8,922,169	7,428,570	508,369	985,230
6/30/2026	8,911,169	7,423,320	501,619	986,230
6/30/2027	8,920,319	7,429,900	505,419	985,000
6/30/2028	8,914,719	7,427,250	504,219	983,250
6/30/2029	8,916,219	7,426,000	505,219	985,000
6/30/2030	8,918,219	7,428,000	505,219	985,000
6/30/2031	8,909,969	7,422,500	504,219	983,250
6/30/2032	5,188,500	3,960,000	243,750	984,750
6/30/2033	6,160,250	4,927,250	248,750	984,250
6/30/2034	6,160,250	4,925,500	248,000	986,750
6/30/2035	6,159,250	4,925,500	246,750	987,000
6/30/2036	4,926,750	4,926,750	-	-
6/30/2037	4,928,750	4,928,750	-	-
6/30/2038	4,926,000	4,926,000	-	-
6/30/2039	4,928,250	4,928,250	-	-
6/30/2040	4,929,750	4,929,750	-	-

Variable Rate Debt Service Schedule 2011B Bonds

Table 24

Year	Principal	Interest	Debt Service
6/1/2012	\$ -	\$ 677,920.83	\$ 677,920.83
6/1/2013	\$ 575,000.00	\$ 739,550.00	\$ 1,314,550.00
6/1/2014	\$ 595,000.00	\$ 719,425.00	\$ 1,314,425.00
6/1/2015	\$ 615,000.00	\$ 698,600.00	\$ 1,313,600.00
6/1/2016	\$ 640,000.00	\$ 677,075.00	\$ 1,317,075.00
6/1/2017	\$ 660,000.00	\$ 654,675.00	\$ 1,314,675.00
6/1/2018	\$ 685,000.00	\$ 631,575.00	\$ 1,316,575.00
6/1/2019	\$ 710,000.00	\$ 607,600.00	\$ 1,317,600.00
6/1/2020	\$ 735,000.00	\$ 582,750.00	\$ 1,317,750.00
6/1/2021	\$ 760,000.00	\$ 557,025.00	\$ 1,317,025.00
6/1/2022	\$ 785,000.00	\$ 530,425.00	\$ 1,315,425.00
6/1/2023	\$ 815,000.00	\$ 502,950.00	\$ 1,317,950.00
6/1/2024	\$ 840,000.00	\$ 474,425.00	\$ 1,314,425.00
6/1/2025	\$ 870,000.00	\$ 445,025.00	\$ 1,315,025.00
6/1/2026	\$ 900,000.00	\$ 414,575.00	\$ 1,314,575.00
6/1/2027	\$ 935,000.00	\$ 383,075.00	\$ 1,318,075.00
6/1/2028	\$ 965,000.00	\$ 350,350.00	\$ 1,315,350.00
6/1/2029	\$ 1,000,000.00	\$ 316,575.00	\$ 1,316,575.00
6/1/2030	\$ 1,035,000.00	\$ 281,575.00	\$ 1,316,575.00
6/1/2031	\$ 1,070,000.00	\$ 245,350.00	\$ 1,315,350.00
6/1/2032	\$ 1,110,000.00	\$ 207,900.00	\$ 1,317,900.00
6/1/2033	\$ 1,145,000.00	\$ 169,050.00	\$ 1,314,050.00
6/1/2034	\$ 1,185,000.00	\$ 128,975.00	\$ 1,313,975.00
6/1/2035	\$ 1,230,000.00	\$ 87,500.00	\$ 1,317,500.00
6/1/2036	\$ 1,270,000.00	\$ 44,450.00	\$ 1,314,450.00

The variable rate bond schedule is calculated using a 3.5% interest rate. The operating budget includes debt service at 3.5%, although the actual interest rate may vary.

Appendices

Appendix A: Operating Budget Details

Budget by Activity Fiscal Year 2012-13

	On-Campus Education and General	Housing, Dining and UC	Parking	Extended Campus	Student Fees	Athletics	All Other	Restricted Gifts	Eliminations	Vacancy Savings	Total
REVENUE											
Tuition-Resident	\$ 59,639,982	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 59,639,982
Tuition-NonResident	16,048,781	-	-	-	-	-	-	-	-	-	16,048,781
Tuition-COF Resident	14,971,140	-	-	-	-	-	-	-	-	-	14,971,140
Tuition-Extended Studies	-	-	-	12,499,125	-	-	-	-	-	-	12,499,125
Tuition-Extended Studies NonCredit	-	-	-	23,266	-	-	-	-	-	-	23,266
Tuition-WUE	4,539,736	-	-	-	-	-	-	-	-	-	4,539,736
Fee For Service	16,885,955	-	-	-	-	-	-	-	-	-	16,885,955
Academic Fees	5,425,328	-	-	-	-	-	-	-	-	-	5,425,328
Student Fees	-	-	-	-	10,749,928	-	-	-	-	-	10,749,928
Academic Fees-Extended Studies	5,000	-	-	69,600	-	-	-	-	-	-	74,600
Gifts, Grants and Contracts	-	-	-	-	-	-	-	3,205,741	-	-	3,205,741
Room and Board	-	31,764,483	-	-	-	-	-	-	-	-	31,764,483
Other Auxiliary Services Revenue	-	5,772,691	2,024,115	-	-	1,500	1,272,235	-	-	-	9,070,541
Internal Revenues	13,000	2,963,828	48,000	-	-	-	3,618,813	-	(6,643,640)	-	-
Restricted Grant F&A Recovery	881,000	-	-	-	-	-	-	-	-	-	881,000
Other Revenue	3,551,435	135,000	-	183,362	-	2,494,844	3,417,069	-	-	-	9,781,710
NonOperating Investment Revenue	441,668	200,000	-	-	-	-	650,000	-	-	-	1,291,668
NonOperating Other Revenue	190,000	-	-	-	-	-	55,879	-	-	-	245,879
TOTAL REVENUE	122,593,025	40,836,002	2,072,115	12,775,353	10,749,928	2,496,344	9,013,996	3,205,741	(6,643,640)	-	197,098,863
EXPENSES AND TRANSFERS											
Faculty Salaries	34,036,080	-	-	4,078,381	5,000	16,898	262,516	547,324	-	(1,000,000)	37,946,200
Exempt Salaries	15,844,173	1,363,071	74,240	1,154,865	1,232,437	2,543,635	368,472	207,983	-	(1,400,000)	21,388,877
Grad Assistants TA/GA/GRA Salaries	3,710,100	98,154	-	17,500	123,440	23,690	52,884	57,658	-	-	4,083,426
TA/GA/GRA/RA Tuition and R&B Waivers	3,710,510	1,076,609	-	-	74,743	-	31,818	17,190	-	-	4,910,870
Classified Salaries	16,045,909	3,027,505	211,507	271,413	428,516	32,692	679,534	66,279	-	(800,000)	19,963,356
Student Wages	1,763,793	2,119,309	43,542	46,001	293,417	127,828	517,245	18,038	-	-	4,929,173
Other Wages/Compensation	1,958,488	102,754	5,009	31,000	605,357	(2,076,648)	98,829	43,750	-	200,000	968,539
Fringe Benefits	19,933,168	1,315,270	85,109	1,592,219	704,430	151,211	412,540	268,284	(88,696)	(969,600)	23,403,935
TOTAL PERSONNEL EXPENSES	97,002,222	9,102,671	419,407	7,191,381	3,467,341	819,306	2,423,838	1,226,506	(88,696)	(3,969,600)	117,594,376
Cost of Sales	-	6,179,890	-	-	-	143,608	4,397,720	540	(5,392,598)	-	5,329,160
Other Current Expenses	(3,282,607)	7,836,589	661,211	2,165,345	3,478,565	(771,217)	(1,828,064)	543,366	(907,630)	-	7,895,559
Purchased Services	4,787,549	1,442,594	40,950	503,550	615,331	352,792	3,234,592	544,322	(254,717)	-	11,266,963
Supplies	3,662,633	664,753	74,327	90,899	294,973	466,583	497,942	348,951	-	-	6,101,062
Scholarships	18,920,531	-	-	28,000	-	-	11,311	-	-	-	18,959,842
Utilities	3,162,839	2,860,810	80,143	-	291,337	-	(757,081)	-	-	-	5,638,048
Travel	1,022,077	55,371	200	375,604	125,416	1,459,513	47,237	309,103	-	-	3,394,521
Capital	1,667,069	260,000	18,894	-	-	11,200	28,026	232,953	-	-	2,218,141
TOTAL NON-PERSONNEL EXPENSES	29,940,091	19,300,008	875,725	3,163,398	4,805,622	1,662,479	5,631,683	1,979,235	(6,554,944)	-	60,803,296
Mandatory Transfer Out-Bond Debt	-	7,982,096	508,194	-	1,658,936	-	-	-	-	-	10,149,226
Mandatory Transfer Out-Cap Lease Pmt	919,067	-	-	3,725	-	3,059	467,249	-	-	-	1,393,100
Mandatory Transfer Out-Loan Match	3,874	-	-	-	-	-	-	-	-	-	3,874
NonMandatory Transfer Out-MultiYear	1,971,139	-	-	-	-	-	-	-	-	-	1,971,139
NonMandatory Transfer In-Budgeted	(5,361,175)	-	-	(2,513,333)	-	-	(151,500)	-	-	-	(8,026,008)
NonMandatory Transfer Out-Budgeted	823,334	2,651,226	18,649	4,464,917	-	11,500	56,382	-	-	-	8,026,008
NonMandatory Transfer Out-Innovation	144,000	-	-	465,265	-	-	-	-	-	-	609,265
NonMandatory Transfer Out-Capital Reserves	4,092,909	1,800,000	250,140	-	818,029	-	55,879	-	-	-	7,016,957
NonMandatory Transfer In-Op Reserves	-	-	-	-	-	-	75,000	-	-	-	75,000
TOTAL TRANSFERS	2,593,148	12,433,323	776,983	2,420,574	2,476,965	14,559	503,010	-	-	-	21,218,561
TOTAL EXPENSES AND TRANSFERS	129,535,461	40,836,001	2,072,115	12,775,353	10,749,928	2,496,344	8,558,530	3,205,741	(6,643,640)	(3,969,600)	199,616,233
REVENUE LESS EXPENSES AND TRANSFERS	\$ (6,942,436)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 455,465	\$ -	\$ -	\$ 3,969,600	\$ (2,517,370)

University Foundation Gifts to University Operations

	FY12 Budget	FY13 Budget	FY13 Changes
Restricted Gifts			
Athletics	\$ 415,890	\$ 462,571	\$ 46,681
Library	271,674	343,768	72,094
EBS	133,564	124,641	(8,923)
HSS	141,371	186,950	45,579
MCB	953,014	1,010,361	57,347
NHS	101,486	193,933	92,447
PVA	109,198	151,925	42,727
Stryker Institute	195,154	197,862	2,708
Tointon Institute	186,643	262,085	75,442
Other	92,006	271,645	179,639
Total Restricted Gifts	\$ 2,600,000	\$ 3,205,741	\$ 605,741

Restricted Grants and Contracts Detail by Award

	FY13 Budget
Federal Grants	
MARIE RSA DOED	\$ 100,970
NEECO SBDC	132,500
Tacaribe Virus Fruit Bats NIH	134,200
LTTR Masters DOED	142,000
STEP NSF	149,900
RETI NASA	158,000
Targeted Partnership CSU	160,713
McNair	161,305
Prep of Prof Ed Interpreters	172,531
CCTS NSF	175,200
Noyce Scholarship	207,500
Upward Bound Main DOED	210,543
Teaching w/Primary Sources	241,477
Student Support Serv DOED	284,065
CCAS Advance Main NSF	285,000
TACE DOED	625,461
Math Teacher Leadership Center Part NSF	1,130,000
Under \$100,000	2,683,835
Subtotal Federal Grants	7,155,200
State Grants	
Under \$100,000	80,110
Subtotal State Grants	80,110
Non-Governmental Grants	
Frontiers of Science	117,500
UNC Foundation Athletic Scholarship	1,013,000
Under \$100,000 UNC Foundation	227,324
Under \$100,000 Other Non-Governmental	135,900
Subtotal Non-Governmental Grants	1,493,724
Total Restricted Grants and Contracts	\$ 8,729,034

Appendix B: Rate Schedule Detail

On-Campus Undergraduate Tuition and Fees

	FY13 Budget		FY12 Actual	Increase \$	Increase %
Main Campus Tuition (full-time academic year rates)	Per Credit	Academic Year	Academic Year		
Resident Tuition					
Undergraduate (13-16 credit hours per semester) ⁽¹⁾					
Tuition	279.25	7,324	7,160		
College Opportunity Fund (COF) Stipend ⁽²⁾	(62.00)	(1,860)	(1,860)	0	0%
Student Share of Tuition Net of Stipend	217.25	5,464	5,300	164	3.0%
Non-Resident Tuition					
Undergraduate (13-16 credit hours per semester) ⁽¹⁾	687.00	16,988	16,822	166	1.0%
Program Fees (per credit hour charge)					
College of NHS-Nursing Majors	17.00	510	510	0	0%
College of PVA-Music/Theatre Arts Majors	12.00	360	360	0	0%

⁽¹⁾Tuition is charged for credits 1-13 and 17 and higher; annual rate is for 13-16 credits per semester.

⁽²⁾COF is applied to resident undergraduate credit hours.

FY13 Differential Tuition (per credit hour charge)	FY13 Budget	FY12 Actual	Increase \$	Increase %
Program				
Science/SES/Art	18.00	18.00	0.00	0%
Business	40.00	40.00	0.00	0%
Music/Theatre/Dance	36.00	36.00	0.00	0%
Nursing	64.00	64.00	0.00	0%
<i>Differential Tuition does not apply to General Education courses or individual music lessons</i>				

On-Campus Graduate Tuition and Fees

		FY12 Actual	FY13 Rate Per Credit Hour	FY13 Academic Year ⁽¹⁾	Increase \$	Increase %
Resident Graduate Programs						
Master's Tier 1	Administrators' License, Bilingual/Bicultural Ed Endorse, Child & Adolescent Cert, Early Childhood SPED Endorse, Ed Psych, Education, Educational Media, Educational Psychology, Educational Technology, Elementary Education, Family Nurse Practitioner Cert, Geography Education Cert, Gerontology Cert, K-12 Education, Ling Diverse ED-K12 Endorse, Orientation/Mobility Endorse, Principals' License, Reading Teacher/Specialist Endorse, Reading, School Library Education, School Psychologist Endorse, School Psychology, Secondary Education, Special Education, Tchg Students with Autism Cert, Teaching ESL Endorsement	\$6,390	\$426	\$7,668	\$1,278	20%
Master's Tier 2	Biomedical Science	\$8,010	\$469	\$8,442	\$432	5%
Master's Tier 3	App Statistics/Research Methods, Art & Design, Clinical Counseling, Comm:Human, Comm Couns, Criminal Justice, Earth Sciences, Ed Leadership & Special Ed, Educational Leadership, English, Foreign Lang: Spanish Teaching, Gerontology, Graduate Interdisciplinary, Higher Ed & Student Affairs Leadership, History, Mathematics, Non-degree Seeking, Nursing, Physical Education, Psychology, Public Health, Rehabilitation Counseling, School Counseling, Sports & Exercise Science, Social Science, Sociology, Speech-Language Pathology, Sports Coaching, Theatre Ed, Visual Arts	\$7,344	\$469	\$8,442	\$1,098	15%
Master's Tier 4	Accounting, BioScience, Chemistry, Music	\$8,010	\$512	\$9,216	\$1,206	15%
Doctoral Tier 1	Audiology	\$8,190	\$455	\$8,190	\$0	0%
Doctoral Tier 2	Higher Ed and Student Affairs Leadership	\$8,190	\$513	\$9,234	\$1,044	13%
Doctoral Tier 3	App Statistics/Research Methods, Counseling Psychology, Counselor Ed & Supervision, Educational Leadership, Educational Mathematics, Educational Psychology, Educational Studies, Educational Technology, Graduate Interdisciplinary, Human Rehabilitation, School Psychology, Sports & Exercise Science, Special Education	\$8,190	\$537	\$9,666	\$1,476	18%
Doctoral Tier 4	Biological Education, Chemical Education, Music, Nursing	\$8,964	\$558	\$10,044	\$1,080	12%
Non-Resident Graduate Programs						
Master's Tier 1		\$16,326	\$978	\$17,604	\$1,278	8%
Master's Tier 2		\$17,604	\$770	\$13,860	(\$3,744)	-21%
Master's Tier 3		\$16,974	\$1,004	\$18,072	\$1,098	7%
Master's Tier 4		\$17,604	\$1,045	\$18,810	\$1,206	7%
Doctoral Tier 1		\$19,278	\$1,071	\$19,278	\$0	0%
Doctoral Tier 2		\$19,278	\$1,129	\$20,322	\$1,044	5%
Doctoral Tier 3		\$19,278	\$1,153	\$20,754	\$1,476	8%
Doctoral Tier 4		\$19,635	\$1,151	\$20,718	\$1,083	6%

⁽¹⁾ Tuition is based upon 9 credit hours per semester

Mandatory Fees

	FY13 Budget		FY12 Actual	Increase \$	Increase %
Mandatory Fees (full-time academic year rates)	Per Credit	Academic Year	Academic Year		
Student Activity Fees (10 or more credits per semester)					
Student Activity Fee includes 1.87% CPI increase	49.50	990.00	972.00	18.00	1.9%
Leadership for Environmental Action Fund-LEAF	1.00	20.00			
Technology Undergraduate Fee (average)	9.51		285.30		
Specific Charge by Major (15 credit hours per semester)					
EBS	9.10	273.00	273.00	0.00	0%
HSS	9.10	273.00	273.00	0.00	0%
MCB	10.65	319.50	319.50	0.00	0%
NHS	9.60	288.00	288.00	0.00	0%
PVA	9.20	276.00	276.00	0.00	0%
Other	9.40	282.00	282.00	0.00	0%
Technology Graduate Fee (average)	9.51		171.18		
Specific Charge by Major (9 credit hours per semester)					
EBS	9.10	163.80	163.80	0.00	0%
HSS	9.10	163.80	163.80	0.00	0%
MCB	10.65	191.70	191.70	0.00	0%
NHS	9.60	172.80	172.80	0.00	0%
PVA	9.20	165.60	165.60	0.00	0%
Other	9.40	169.20	169.20	0.00	0%
Library Undergraduate Fee (average)	2.58		66.30		
Specific Charge by Major (15 credit hours per semester)					
EBS	2.65	79.50	69.00	10.50	13%
HSS	2.60	78.00	66.00	12.00	15%
MCB	2.50	75.00	63.00	12.00	16%
NHS	2.70	81.00	72.00	9.00	11%
PVA	2.45	73.50	60.00	13.50	18%
Other	2.60	78.00	67.50	10.50	13%
Library Graduate Fee (average)	3.23		49.50		
Specific Charge by Major (9 credit hours per semester)					
EBS	3.30	59.40	51.30	8.10	14%
HSS	3.25	58.50	49.50	9.00	15%
MCB	3.15	56.70	46.80	9.90	17%
NHS	3.40	61.20	54.00	7.20	12%
PVA	3.05	54.90	45.00	9.90	18%
Other	3.25	58.50	50.40	8.10	14%

Course Fees

Course Fees				
College	Course ID	Description	Current Fee	Corrected Fee
Performing and Visual Arts				
	ART 171	Intro to Visual Communication	56.00	60.00
	ART 181	History of Art I	56.00	60.00
	ART 182	History of Art II	56.00	60.00
	ART 183	Art I	56.00	60.00
	ART 184	Art II	56.00	60.00
	ART 185	History of Art III	56.00	60.00
	ART 190	Art Appreciation	56.00	60.00
	ART 211	Ceramic Design	56.00	60.00
	ART 212	Wheel Throwing	56.00	60.00
	ART 221	Fiber Design I	56.00	60.00
	ART 223	Weaving	56.00	60.00
	ART 231	Painting I	56.00	60.00
	ART 234	Drawing II	56.00	60.00
	ART 248	Art for the Exceptional Child	56.00	60.00
	ART 253	Intaglio Printmaking	56.00	60.00
	ART 254	Relief Printmaking	56.00	60.00
	ART 261	Sculpture I	56.00	60.00
	ART 265	Jewelry	56.00	60.00
	ART 270	Graphic Design	56.00	60.00
	ART 271	Basic Photography	56.00	60.00
	ART 290	Visual Thinking and Visual Images	56.00	60.00
	ART 311	Ceramic Design	56.00	60.00
	ART 312	Wheel Throwing	56.00	60.00
	ART 321	Fiber Design II	56.00	60.00
	ART 331	Painting II	56.00	60.00
	ART 333	Life Drawing	56.00	60.00
	ART 340	Clinical Experience: K-12 Art	56.00	40.00
	ART 353	Intaglio Printmaking II	56.00	60.00
	ART 356	Monotypes	56.00	60.00
	ART 358	Relief Printmaking II	56.00	60.00
	ART 361	Sculpture II	56.00	60.00
	ART 370	Graphic Design II	56.00	60.00
	ART 376	Typography	56.00	60.00
	ART 380	Graphic Design III	56.00	60.00
	ART 381	Native Art	56.00	60.00
	ART 382	African Art	56.00	60.00
	ART 383	Pre-Columbian Art	56.00	60.00
	ART 385	Medieval Art	56.00	60.00
	ART 386	Renaissance Art	56.00	60.00
	ART 389	Contemporary Art	56.00	60.00
	ART 390	Women Artists	56.00	60.00
	ART 391	Japanese Art	56.00	60.00
	ART 392	Chinese Art History	56.00	60.00
	ART 393	Greek Art	56.00	60.00
	ART 394	Roman Art	56.00	60.00
	ART 421	Fiber Design	56.00	60.00
	ART 423	Weaving	56.00	60.00
	ART 431	Painting III	56.00	60.00

Course Fees				
College	Course ID	Description	Current Fee	Corrected Fee
Performing and Visual Arts				
	ART 434	Drawing II	56.00	60.00
	ART 437	Computer Art	56.00	60.00
	ART 438	History of Computer Graphics	56.00	80.00
	ART 440	Foundations of Art Education	56.00	60.00
	ART 441	Cultural Studies in the K-12 Curriculum	56.00	60.00
	ART 442	Curriculum and Instruction in Art: Studio Strategies	56.00	60.00
	ART 444	Methods of Teaching Art in the Elementary School	56.00	20.00
	ART 461	Sculpture III	56.00	60.00
	ART 465	Advanced Jewelry	56.00	60.00
	ART 466	Visual Arts Student Teaching Seminar	56.00	20.00
	ART 469	Web Style Design	56.00	60.00
	ART 470	Publication Design	56.00	60.00
	ART 471	Computer Graphics	56.00	60.00
	ART 473	Brand Identity Design	56.00	60.00
	ART 476	Advanced Black and White Photography	56.00	60.00
	ART 477	Photographic Illustration and Lighting Techniques	56.00	60.00
	ART 511	Graduate Ceramic Design	20.00	60.00
	ART 512	Wheel Throwing	20.00	60.00
	ART 521	Fiber Design	20.00	60.00
	ART 523	Weaving	20.00	60.00
	ART 533	Life Drawing	20.00	60.00
	ART 537	Computer Art	20.00	60.00
	ART 538	History of Computer Graphics	20.00	80.00
	ART 553	Advanced Intaglio Printmaking	20.00	60.00
	ART 554	Advanced Relief Printmaking	20.00	60.00
	ART 556	Advanced Monotypes	20.00	60.00
	ART 561	Graduate Sculpture	20.00	60.00
	ART 569	Web Style Design	20.00	60.00
	ART 571	Computer Graphics	20.00	60.00
	ART 572	Digital Photography	20.00	60.00
	ART 575	Color Photography - Transparencies	20.00	60.00
	ART 576	Advanced Black and White Photography	20.00	60.00
	ART 577	Photographic Illustration and Lighting Techniques	20.00	60.00
	ART 600	Research Methods in Art	20.00	60.00
	ART 631	Painting	20.00	60.00
	ART 634	Drawing	20.00	60.00
	ART 640	Literature of Art Education	20.00	60.00
	ART 641	Art Curriculum and Instruction: Cultural Studies	20.00	60.00
	ART 642	Art Curriculum and Instruction: Studio Methods	20.00	60.00
	ART 648	Art and the Exceptional Child	20.00	40.00
	ART 661	Advanced Graduate Sculpture	20.00	60.00
	MUS 404	Jazz Methods and Materials	56.00	40.00
	MUS 546	Arranging	0.00	40.00
	THEA 250	Stage Make Up I	60.00	40.00
	THEA 404	Summer Crew Work in Theatre	60.00	20.00

Course Fees Corrected for Variable Credit Hour Courses				
College	Course ID	Description	Current Fee Per Class	Corrected Fee Per Cr Hr
Performing and Visual Arts				
	ART 308	Workshop in Art	56.00	20.00
	ART 415	Ceramic Studio	56.00	20.00
	ART 422	Directed Studies in Art	56.00	20.00
	ART 425	Fibers Studio	56.00	20.00
	ART 435	Drawing Studio	56.00	20.00
	ART 436	Painting Studio	56.00	20.00
	ART 439	Computer Graphics Studio	56.00	20.00
	ART 455	Printmaking Studio	56.00	20.00
	ART 460	Sculpture Studio	56.00	20.00
	ART 464	Jewelry Studio	56.00	20.00
	ART 472	Photography Studio	56.00	20.00
	ART 474	Graphic Studio	56.00	20.00
	ART 492	Internship in Art	56.00	20.00
	ART 508	Workshop	20.00	20.00
	ART 513	Professional Renewal	20.00	20.00
	ART 539	Computer Graphics Studio	20.00	20.00
	ART 615	Ceramic Studio	20.00	20.00
	ART 622	Directed Studies in Art	20.00	20.00
	ART 625	Fibers Studio	20.00	20.00
	ART 635	Drawing Studio	20.00	20.00
	ART 636	Painting Studio	20.00	20.00
	ART 655	Advanced Printmaking Studio	20.00	20.00
	ART 660	Graduate Sculpture Studio	20.00	20.00
	ART 672	Photography Studio	20.00	20.00
	ART 680	Seminar in Art History	20.00	20.00
	ART 692	Internship in Art	20.00	20.00
	ART 699	Thesis	20.00	20.00
	MUS 466	Madrigal Singers	20.00	20.00
	MUS 467	University Symphony Orchestra	20.00	20.00
	MUS 667	University Symphony Orchestra	20.00	20.00
	MUS 685	Performance in Opera Theatre	20.00	20.00
	MUS 686	Scene Studies in Opera	20.00	20.00
	MUS 688	Concert Band	20.00	20.00

Student Fee Allocation Detail

	FY12 Allocation	1.87% CPI or SFAP Appr'd Incr	FY13 Total
STUDENT ACTIVITIES PROGRAMS			
Asian/Pacific American Student Services	\$ 25,072	\$ 150	\$ 25,222
Cesar Chavez Cultural Center	28,000	167	28,167
Club Sports	67,430	-	67,430
DATE/CPE	77,808	-	77,808
GLBTA Resource Office	42,000	1,374	43,374
Graduate Student Association	77,836	4,486	82,322
Greek Life	-	31,668	31,668
International Ed Center	11,953	8,047	20,000
National Student Exchange	-	10,789	10,789
International Film Series	10,269	-	10,269
Marcus Garvey Cultural Center	22,441	1,122	23,563
Native American Student Services	26,153	157	26,310
Student Activities	336,993	(8,643)	328,350
Student Senate	259,730	(34,676)	225,054
University Program Council	214,407	1,822	216,229
UNC Radio Station	10,000	7,500	17,500
Women's Resource Center	104,610	624	105,234
Student Leadership for Environmental Action Fund	-	250,000	250,000
TOTAL STUDENT ACTIVITIES PROGRAMS	\$ 1,314,702	\$ 274,587	\$ 1,589,289
STUDENT FACILITIES & SERVICES FEES			
Student Services			
Intercollegiate Athletics	\$ 1,912,657	\$ 35,767	\$ 1,948,424
Student Media Corp.	72,435	1,355	73,790
Counseling Center	1,121,226	20,967	1,142,193
Bear Bus	275,000	5,143	280,143
PVA	120,000	2,244	122,244
Campus Recreation Center - Wellness	125,000	2,338	127,338
Student Health Center	132,349	2,475	134,824
Subtotal Student Services	3,758,667	70,287	3,828,954
Administrative Services			
Administrative Overhead	571,400	10,685	582,085
Subtotal Administrative Services	571,400	10,685	582,085
Bonded Facility Operating Costs			
Operating Reserve	7,721	144	7,865
University Center	672,266	12,571	684,837
Student Recreation Center / Intramurals	1,112,849	20,810	1,133,659
Cassidy Hall (Counseling Center)	67,995	1,272	69,267
Cassidy Hall (Student Health Center)	101,992	1,907	103,899
Scott-Willcoxon Hall (WRC)	39,789	744	40,533
Butler Field House Building	8,993	168	9,161
Jackson Field House Building	94,420	1,766	96,186
Subtotal Bonded Facility Operating Costs	2,106,025	39,383	2,145,408
Bonded Facility Repair & Replacement			
University Center	381,821	7,140	388,961
Student Recreation Center	165,239	3,090	168,329
Cassidy Hall (Counseling Center)	8,840	165	9,005
Cassidy Hall (Student Health Center)	11,499	215	11,714
Scott-Willcoxon Hall (WRC)	4,500	84	4,584
Butler Field House	2,580	48	2,628
Jackson Field House Building	19,667	368	20,035
Subtotal Bonded Facility Repair & Replacement	594,146	11,111	605,257
TOTAL STUDENT FACILITIES & SERVICES FEES	\$ 7,030,238	\$ 131,465	\$ 7,161,703
BOND REQUIREMENTS			
Campus Rec Center Bond Requirements	\$ 516,931	\$ 42,725	\$ 559,656
Cassidy Hall Bond Requirements	131,226	(20,226)	111,000
Recreation and Athletic Facilities	984,417	3,863	988,280
TOTAL BOND REQUIREMENTS	\$ 1,632,574	\$ 26,362	\$ 1,658,936
TOTAL STUDENT FEES	\$ 9,977,514	\$ 432,414	\$ 10,409,928

Room and Board Rates

	FY13 Budget	FY12 Actual	Increase \$	Increase %
Room Rates				
Tier 1 Freshman	4,914	4,770	144	3.0%
Tier 1 Returner	4,708	4,570	138	3.0%
Tier 2 Freshman	5,358	5,190	168	3.2%
Tier 2 Returner	5,152	4,990	162	3.2%
Tier 3 Freshman	5,630	5,460	170	3.1%
Tier 3 Returner	5,424	5,260	164	3.1%
Tier 4 Freshman	5,944	5,770	174	3.0%
Tier 4 Returner	5,738	5,570	168	3.0%
Board Rates				
200-meal plan	5,150	5,000	150	3.0%
19-meal plan	5,130	4,980	150	3.0%
250-meal plan	6,150	5,980	170	2.8%
175-meal plan	4,900	4,770	130	2.7%
Arlington Park Apartments				
2 bedroom/2 bathroom	5,988	5,868	120	2.0%
2 bedroom/1 bathroom	5,628	5,508	120	2.2%
4 bedroom/2 bathroom	5,748	5,628	120	2.1%
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

	FY13 Budget	FY12 Actual	Increase \$
Parking Fees			
Student (annual)	255	255	0
Student (semester)	170	170	0
Student K-Lot (premium lot limited spaces-annual)	275	275	0
Student K-Lot (premium lot limited spaces-semester)	180	180	0
Faculty/Staff (annual)	290	290	0
Faculty/Staff (semester)	180	180	0
Faculty/Staff K-Lot (premium lot limited spaces-annual)	310	310	0
Graduate Assistant (annual)	290	290	0
Student Health Insurance Premium Plan (annual)	2,040	1,980	60
Study Abroad Application Fee	300	300	0
Admission Fee			
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
Career Services Fees			
Teacher Employment Days	25	25	0
Graduation Check Fee	50	50	0

Extended Campus Tuition and Fee Rates

Extended Campus Graduate Programs		FY12 Rate Per Credit Hour	FY13 Rate Per Credit Hour	Increase %
Master's Tier 1	Non-degree Seeking	\$165	\$165	0%
Master's Tier 4	Ed Psych, Natural Sciences	\$430	\$440	2%
Master's Tier 5	Education, K-12 Ed: Physical Education, Reading, Secondary Ed Licensure (various disciplines), Secondary Education, Special Education, Teaching Students with Autism Cert.	\$430	\$445	4%
Master's Tier 6	Art & Design, Criminal Justice, Ed Psych, Geography, Education Cert, Theatre Education	\$435	\$450	4%
Master's Tier 9	Clinical Counseling, Educational Leadership, Gerontology Cert, Graduate Interdisciplinary, Physical Education, School Counseling	\$430	\$495	15%
Master's Tier 10	Criminal Justice, Family Nurse Practitioner Cert, Nursing Education Cert, School Psychology, Sports & Exercise Science: Sports Administration, Sports Coaching	\$485	\$500	3%
Master's Tier 11	Speech-Language Pathology	\$485	\$530	9%
Master's Tier 12	Nursing: Family Nurse Practitioner & Clinic Nurse Leader	\$530	\$545	3%
Doctoral Tier 1	App Statistic/Research Methods, Audiology, Biological Education, Chemical Education, Counseling Psychology, Counselor Ed & Supervision, Educational Mathematics, Educational Psychology, Educational Studies, Educational Technology Graduate Interdisciplinary, Human Rehabilitation, Music, School Psychology, Sports & Exercise Science, Special Education	\$485	\$495	2%
Doctoral Tier 2	Nursing	\$530	\$545	3%
Doctoral Tier 3	Educational Leadership	\$530	\$550	4%
Doctoral Tier 4	Higher Ed & Student Affairs Leadership	\$530	\$560	6%
Extended Campus		FY12 Rate Per Credit Hour	FY13 Rate Per Credit Hour	Increase %
Extended Studies Undergraduate Programs				
	Sociology BA Degree Completion	\$300	\$325	8%
	American Sign Language: English Interpretation, Dietetics BA Degree Completion	\$340	\$360	6%
	Dietetic Internship Program	\$6,500/program	\$7,500/program	15%
	Dietetics BS or Didactic Program	\$340	\$360	6%
	Nursing, 2nd Degree	\$300	\$325	8%
	Nursing, RN-BSN	\$385	\$405	5%
Urban Education Programs: State Funded Off-Campus COF Eligible				
	IDLA Elementary Education-Teaching	\$274.50	\$279.25	2%
	IDLA Early Childhood Education-PTEP	\$274.50	\$279.25	2%
	Special Education w/Licensure BA	\$274.50	\$279.25	2%
	UE Program Fee	\$35	\$40	14%
Extended Studies Professional Development, Independent Study, Dual Credit, Non-Credit, Contract				
	Independent Study Tuition: Undergraduate	\$200	\$210	5%
	Independent Study Tuition: Graduate	\$320	\$335	5%
	Intensive English Program-Remedial	\$320	\$320	0%
	Professional Development Credit, Contract Credit, Non-Credit or Continuing Education Unit, Dual Credit (High School)	Varies*		
*Rates vary depending on individual budgets				

Appendix C: Enrollment Information

Enrollment Detail

FY13 Enrollment and Revenue Cycle

The reporting cycle for Academic Year 2012-13 begins in Spring 2012 when we set enrollment targets for Fall. The information in this section gives point-in-time comparisons for the period 14 weeks before classes start along with two years historical data. Table 1 shows where we are in our enrollment and revenue reporting cycle.

Table 1

Key 2012-13 Enrollment and Revenue Dates			
Dates	Enrollment	Revenue	Notes on Headcount
March 9, 2012	• Enrollment Targets set		
May 15, 2012	• Report to Finance & Audit Committee on early indicators for FY13 enrollment		
June 8, 2012	• Report to Board on early indicators for FY13 enrollment	• FY13 Budget approved by the Board	
August 27, 2012	• Opening Day enrollment statistics reported publicly		Opening Day Headcount
August 29, 2012	• Consolidated Fall, Interim, Spring and Summer enrollment	• Final revenue report to the Board (quarterly Finance & Audit Committee meeting)	Total Year Unduplicated Headcount
September 10, 2012	• Fall Census Date-Official measurement day for most external enrollment reporting, including national databases and consumer publications (e.g., IPEDS, Peterson's, US News)		Fall Census Headcount
November 16, 2012	• Report to the Board on Fall Census enrollment	• FY13 revenue forecast updated based on Fall Census and reported to the board	
January 28, 2013	• Spring Census Date-Enrollment statistics from this point are much less widely used than those from Fall Census, but are still reported to DHE and used internally for enrollment management and updated revenue forecasts		Spring Census Headcount
March 8, 2013	• Report to the Board on Fall Final enrollment • Report to the Board on Spring Census enrollment	• FY13 revenue forecast updated based on Spring Census and reported to the board	Fall Final Headcount
August 2013	• Consolidated Fall, Interim, Spring and Summer enrollment	• Final revenue report to the Board (quarterly Finance & Audit Committee meeting)	Total Year Unduplicated Headcount

Table 2

	FY11 (Fall 2010, Spring 2011, Summer 2011)	FY12 (Fall 2011, Spring 2012, Summer 2012)	FY13 (Fall 2012, Spring 2013, Summer 2013)
Opening Day	12,162	12,389	
Fall Census (Targets/External Reports)	12,358	12,599	
Fall Final	13,030	13,038	
Spring Census	11,583	11,645	
Spring Final	11,847		
Summer Final	5,324		
Full Year Unduplicated	15,307		

FY13 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 FY13 our budget is based upon 1.9% **university-wide growth in student credit hour enrollment**. We deliver most of our credit hours to on-campus undergraduate students and expect 2% growth to 305,886 credit hours. Table 3 shows the undergraduate, graduate, on-campus, and off-campus details of our expected 1.9% growth.

Table 3

Fiscal Year 2021-13 Budgeted Enrollment by Student Credit Hours (SCH)									
	FY12 Forecast (Fall 11, Spring 12, Summer 12)			FY13 Budget (Fall 12, Spring 13, Summer 13)			FY13 Budget Down from FY12 Forecast		
	Undergrad	Grad	Total	Undergrad	Grad	Total	Undergrad	Grad	Total
On-campus SCH	274,468	25,216	299,684	280,262	25,624	305,886	2.1%	1.6%	2.1%
Off-campus SCH	12,129	19,962	32,091	11,381	20,733	32,114	-6.2%	3.9%	0.1%
Total SCH	286,597	45,178	331,775	291,643	46,357	338,000	1.8%	2.6%	1.9%

Note: Off-campus SCH excludes Extended Studies Non-credit, includes CSPH

Fall 2012 (FY13) Enrollment Targets

Our enrollment target for Fall 2012 is 12,686 students (10,315 undergraduates and 2,371 graduates), which is a .7% increase in headcount. Table 4 shows our fall enrollment targets, including new freshmen (2,353), new undergraduate transfers (845), and new graduate students (510).

Table 4

Fall 2012 (FY13) Enrollment Targets									
	Fall Census 2011			Fall 2012 Targets			Fall 2012 Budget Change from Fall 2011 Actual		
	Undergrad	Grad	Total	Undergrad	Grad	Total	Undergrad	Grad	Total
Headcount	10,231	2,368	12,599	10,315	2,371	12,686	0.8%	0.1%	0.7%
Continuing Students	7,140	1,810		7,117	1,861		-0.3%	2.8%	
New Freshmen	2,274			2,353			3.5%		
New UG Transfers	817			845			3.4%		
New Grad Students		558			510			-9%	

In the following sections on undergraduate and graduate enrollment, we discuss registration and admissions data as of May 21 as an indication of our progress toward Fall 2012 enrollment targets. Comparable point in time data is included for Fall 2011 and Fall 2010, but because enrollment cycles can vary from year-to-year, prior year comparisons are only a rough indication of our progress, especially since May 21 is still 14 weeks before the start of Fall 2012.

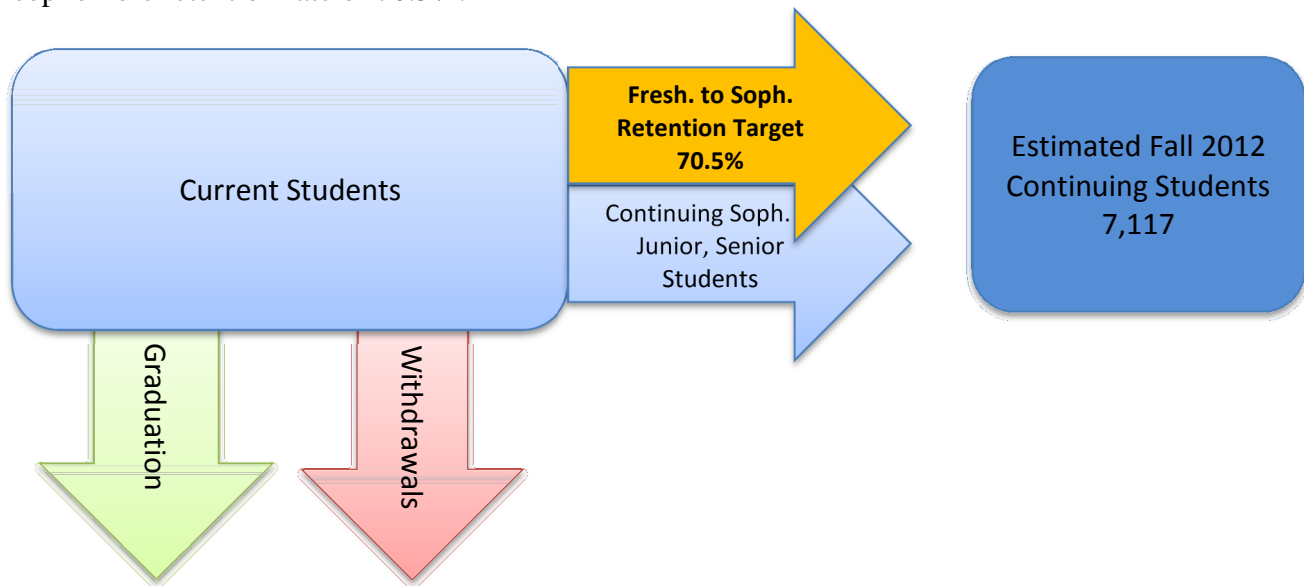
Undergraduate Enrollment

Table 5 shows that we had 6,707 undergraduate students registered 14 weeks before the start of Fall 2012 (May 21). This is **65% of our target of 10,315 undergraduate students**. At the comparable point in time in 2011 we were 63% of the way to our Fall Census undergraduate enrollment, and 62% in 2010, suggesting that 65% of our undergraduate enrollment target is within a reasonable range.

Table 5

Undergraduate Point-inTime Enrollment Comparison			
Registered			
14 Weeks before Classes Start (5/21/12)	Fall 2012	Fall 2011	Fall 2010
Freshman	1,057	832	851
Sophomore	1,648	1,731	1,781
Junior	1,735	1,784	1,643
Senior	2,216	2,028	1,888
Other	51	39	72
Total 14 Weeks before Classes Start	6,707	6,414	6,235
Historical Fall Census		10,231	10,090
Fall Census 2012 Target	10,315		
14 Weeks before Classes Start % of Target/Final	65%	63%	62%

Our Fall 2012 enrollment target of 10,315 undergraduates includes an estimated 7,117 continuing students. The number of Fall 2012 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 70.5%.



The remainder of our 10,315 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 2012 target for new freshmen is 2,353 students. To yield this many enrolled freshmen, we need 5,900 new freshmen admits (based on a 40% yield rate at this step of the funnel). As shown in Table 6, as of May 21 we had 5,918 admitted new freshmen (100% of the number needed at this step). **If our 40% admit-to-enrolled yield holds, we will exceed our target of 2,353 new freshmen.**

Table 6

Undergraduate New Freshmen Enrollment Target			
Admits-to-Enrollment Yield with Point-in-Time Comparison			
	Fall 2012	Fall 2011	Fall 2010
Admits 14 Weeks before Classes Start	5,918	5,493	5,534
Historical Fall Census New Freshmen Admits		5,949	5,635
Targeted New Freshman Admits	5,900		
14-Week Admits % of Target/Final	100%	92%	98%
Historical Fall Census Enrolled New Freshmen		2,274	2,247
Fall Census 2012 Target Freshmen	2,353		
New Freshmen Admit Yield %	40%	38%	40%

Our target for Fall 2012 transfers is 845 students. To yield this many enrolled transfers, we need 1,400 new transfer admits (based on a 60% yield rate at this step of the funnel). As shown in Table 7, we had 857 transfer admits as of May 21. **With 14 weeks until the start of classes, we believe the transfer target of 845 is attainable.**

Table 7

Undergraduate Transfer Enrollment Target			
Admits-to-Enrollment Yield with Point-in-Time Comparison			
	Fall 2012	Fall 2011	Fall 2010
Admits 14 Weeks before Classes Start	857	798	902
Historical Fall Census Transfer Admits		1,330	1,404
Targeted Transfer Admits	1,400		
14-Week Admits % of Target/Final	61%	60%	64%
Historical Fall Census Enrolled Transfers		817	835
Fall Census 2012 Target Transfers	845		
Transfer Admit Yield %	60%	61%	59%

Graduate Enrollment

Table 8 shows that 1,086 graduate students are registered for Fall 2012. This is **46% of our 2,371 graduate student target**. Graduate students tend to delay their registration longer than undergraduate students. There is not as much pressure to register, since graduate course sections do not close as undergraduate courses do. 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 2010 and 2011, we had 39% and 37% of our fall graduate enrollment, suggesting that 46% of our target is within the normal range.

Table 8

Graduate Point-inTime Enrollment Comparison			
Registered			
14 Weeks before Classes Start (5/21/12)	Fall 2012	Fall 2011	Fall 2010
Licensure	27	27	22
Masters	707	541	592
Specialist	24	21	20
Doctoral	276	245	228
Other	52	43	33
Total 14 Weeks before Classes Start	1,086	877	895
Historical Fall Census		2,368	2,268
Fall Census 2012 Target	2,371		
14 Weeks before Classes Start % of Target/Final	46%	37%	39%

Like undergraduate enrollment, our total Fall 2012 target of 2,371 graduate students includes continuing students (1,861) and new students (510). 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 2012 new graduate students is 510, up from 438 in Fall 2011. To yield this many enrolled graduate students, we need 1,450 new admits (based on a 35% yield rate at this step of the funnel). As shown in Table 9, as of May 21 we had 995 admitted graduates (69% of our targeted admits). We are ahead of where we were in both Fall 2011 and Fall 2010 and **believe that we may exceed our 510 new graduate student target**.

Table 9

Graduate New Student Enrollment Target			
Admits-to-Enrollment Yield with Point-in-Time Comparison			
	Fall 2012	Fall 2011	Fall 2010
Admits 14 Weeks before Classes Start	995	946	780
Historical Fall Census Graduate Admits		1,461	1,178
Targeted Graduate Admits	1,450		
14-Week Admits % of Target/Final	69%	65%	66%
Historical Fall Census New Graduate Students		558	438
Fall Census 2012 Target New Graduates	510		
Graduate Admit Yield %	35%	38%	37%

Main Campus Undergraduate Credit Hours and Tuition Revenue

Main Campus	Credit Hours			% Change			Tuition Revenue
Undergraduate	FY12 Budget	FY12 Forecast	FY13 Budget	FY12 Forecast to FY12 Budget	FY13 Budget to FY12 Forecast	FY13 Budget to FY12 Budget	FY13 Budget
Fall							
Resident	122,483	121,707	123,564	-1%	2%	1%	\$24,608,966
Non-Resident	13,078	14,221	15,235	9%	7%	16%	7,278,424
Subtotal Fall	135,561	135,928	138,799	0%	2%	2%	\$31,887,390
Interim							
Resident	1,550	1,356	1,377	-13%	2%	-11%	\$274,243
Non-Resident	131	108	116	-18%	7%	-11%	56,194
Subtotal Interim	1,681	1,464	1,493	-13%	2%	-11%	\$330,437
Spring							
Resident	111,965	109,433	111,103	-2%	2%	-1%	\$22,127,238
Non-Resident	12,553	13,056	13,987	4%	7%	11%	6,651,341
Subtotal Spring	124,518	122,489	125,090	-2%	2%	0%	\$28,778,579
Summer							
Resident	13,328	13,328	13,531	0%	2%	2%	2,694,830
Non-Resident	1,131	1,259	1,349	11%	7%	19%	642,704
Subtotal Summer	14,459	14,587	14,880	1%	2%	3%	\$3,337,534
Total Year							
Resident	249,326	245,824	249,575	-1%	2%	0%	\$49,705,277
Non-Resident	26,893	28,644	30,687	7%	7%	14%	14,628,663
Total Year	276,219	274,468	280,262	-1%	2%	1%	\$64,333,940

Main Campus Graduate Credit Hours and Tuition Revenue

Main Campus	Credit Hours			% Change			Tuition Revenue
Graduate	FY12 Budget	FY12 Forecast	FY13 Budget	FY12 Forecast to FY12 Budget	FY13 Budget to FY12 Forecast	FY13 Budget to FY12 Budget	FY13 Budget
Fall							
Master's							
Resident	6,452	5,638	5,508	-13%	-2%	-15%	\$2,537,496
Non-Resident	1,187	1,453	1,788	22%	23%	51%	1,790,939
Subtotal Master's	7,639	7,091	7,296	-7%	3%	-4%	4,328,435
Doctoral							
Resident	2,584	2,704	2,939	5%	9%	14%	1,560,422
Non-Resident	914	771	871	-16%	13%	-5%	1,002,403
Subtotal Doctoral	3,498	3,475	3,810	-1%	10%	9%	2,562,825
Subtotal Fall	11,137	10,566	11,106	-5%	5%	0%	\$6,891,260
Interim/Spring							
Master's							
Resident	5,914	5,214	5,059	-12%	-3%	-14%	\$2,330,791
Non-Resident	1,046	1,378	1,282	32%	-7%	23%	1,276,798
Subtotal Master's	6,960	6,592	6,341	-5%	-4%	-9%	3,607,589
Doctoral							
Resident	2,591	2,623	2,553	1%	-3%	-1%	1,380,761
Non-Resident	1,012	849	908	-16%	7%	-10%	1,040,552
Subtotal Doctoral	3,603	3,472	3,461	-4%	0%	-4%	2,421,313
Subtotal Interim/Spring	10,563	10,064	9,802	-5%	-3%	-7%	\$6,028,902
Summer							
Master's							
Resident	3,055	3,055	2,888	0%	-5%	-5%	\$1,325,262
Non-Resident	364	364	484	0%	33%	33%	488,016
Subtotal Master's	3,419	3,419	3,372	0%	-1%	-1%	1,813,278
Doctoral							
Resident	869	869	1,028	0%	18%	18%	553,823
Non-Resident	298	298	316	0%	6%	6%	361,146
Subtotal Doctoral	1,167	1,167	1,344	0%	15%	15%	914,969
Subtotal Summer	4,586	4,586	4,716	0%	3%	3%	\$2,728,247
Total Year							
Master's							
Resident	15,421	13,907	13,455	-10%	-3%	-13%	\$6,193,549
Non-Resident	2,597	3,195	3,554	23%	11%	37%	3,555,753
Subtotal Master's	18,018	17,102	17,009	-5%	-1%	-6%	9,749,302
Doctoral							
Resident	6,044	6,196	6,520	3%	5%	8%	3,495,006
Non-Resident	2,224	1,918	2,095	-14%	9%	-6%	2,404,101
Subtotal Doctoral	8,268	8,114	8,615	-2%	6%	4%	5,899,107
Subtotal Year	26,286	25,216	25,624	-4%	2%	-3%	\$15,648,409
Col Schl of Public Health	0	0	0				246,150
Total Year	26,286	25,216	25,624	-4%	2%	-3%	\$15,894,559

Extended Campus Credit Hours and Tuition Revenue

Extended Campus	Credit Hours			% Change			Tuition Revenue
	FY12 Budget	FY12 Forecast	FY13 Budget	FY12 Forecast to FY12 Budget	FY13 Budget to FY12 Forecast	FY13 Budget to FY12 Budget	FY13 Budget
Fall							
Undergraduate	4,476	4,291	3,985	-4%	-7%	-11%	\$1,163,610
Graduate	7,500	7,191	7,197	-4%	0%	-4%	3,156,810
Subtotal Fall	11,976	11,482	11,182	-4%	-3%	-7%	\$4,320,420
Interim/Spring							
Undergraduate	3,714	4,056	3,660	9%	-10%	-1%	\$977,530
Graduate	7,927	5,794	6,392	-27%	10%	-19%	2,858,889
Subtotal Interim/Spring	11,641	9,850	10,052	-15%	2%	-14%	\$3,836,419
Summer							
Undergraduate	3,489	3,782	3,736	8%	-1%	7%	1,386,268
Graduate	8,936	7,338	7,144	-18%	-3%	-20%	2,979,284
Subtotal Summer	12,425	11,120	10,880	-11%	-2%	-12%	\$4,365,552
Total Year							
Undergraduate	11,679	12,129	11,381	4%	-6%	-3%	\$3,527,408
Graduate	24,363	20,323	20,733	-17%	2%	-15%	8,994,983
Total Year	36,042	32,452	32,114	-10%	-1%	-11%	\$12,522,391

Appendix D: Sustainable Cost Savings

Sustainable Cost Savings Detail Fiscal Year 2012-13 Budget

	FY13 Staffing Plan Savings/ (Additional Cost)	Other Sustainable Cost Savings	Total
President's Office	\$10,523	\$12,000	\$22,523
Board of Trustees	-	25,490	25,490
ACADEMIC AFFAIRS			
Provost's Office/VP for Academic Affairs	(40,000)	919,638	879,638
University College	(17,000)	4,000	(13,000)
Student Engagement/Dean of Students	52,059	5,000	57,059
Enrollment Management	130,685	50,000	180,685
Graduate School	(35,000)	14,250	(20,750)
Office of Extended Studies	27,692	-	27,692
University Libraries	14,827	10,000	24,827
College of Education & Behavioral Sciences	103,057	27,050	130,107
College of Humanities & Social Sciences	153,207	15,000	168,207
Monfort College of Business	(140,630)	12,870	(127,760)
College of Natural & Health Sciences	(103,740)	147,645	43,905
College of Performing & Visual Arts	(41,075)	65,000	23,925
Housing/Dining/Campus Rec Center	25,167	-	25,167
Subtotal Academic Affairs	129,249	1,270,453	1,399,702
FINANCE & ADMINISTRATION			
VP for Finance & Administration	7,569	-	7,569
Financial Services	13,348	-	13,348
Purchasing/Contracts/Accounts Payable	741	-	741
Facilities Management	172,640	85,000	257,640
Information Management & Technology	35,274	209,225	244,499
Human Resources	39,517	5,000	44,517
University Police	72,536	12,000	84,536
University Center/Conferences & Events	-	-	-
Subtotal Finance & Administration	341,625	311,225	652,850
University Relations	-	-	-
Alumni & Development	10,757	51,261	62,018
Athletics	(67,848)	-	(67,848)
Central	-	1,116,973	1,116,973
University-wide Budget Cleanup	-	1,425,992	1,425,992
Total Sustainable Cost Savings	\$424,306	\$4,213,394	\$4,637,700

Appendix E: Multiyear Strategic Investments Budget

Multiyear Strategic Investments Budget

	FY13 Funds Available	FY13 Projected Expenses	FY14 Funds Available	FY14 Projected Expenses	FY15 Funds Available	FY15 Projected Expenses	FY15 Year End Cash
Initiatives with New Funding Annually⁽¹⁾							
Instructional Technology	\$ 1,410,173	\$ (875,000)	\$ 1,115,436	\$ (875,000)	\$ 820,699	\$ (875,000)	\$ (54,301)
University Strategic Priorities	376,165	(305,334)	330,831	(295,333)	295,498	(295,498)	-
Grant Indirect Cost Recovery Initiatives	2,007,973	(977,365)	1,780,608	(977,380)	1,553,228	(977,380)	575,848
College Incentives and Innovation	792,539	(444,502)	634,337	(280,000)	640,637	(280,000)	360,637
Small Awards for Faculty Research	81,163	(15,000)	81,163	(15,000)	81,163	(15,000)	66,163
Online Course Development	732,975	(598,000)	457,940	(350,000)	430,905	(350,000)	80,905
Match Funds	583,981	(455,000)	494,857	(470,000)	390,733	(485,000)	(94,267)
Total	\$ 5,984,969	\$ (3,670,201)	\$ 4,895,172	\$ (3,262,713)	\$ 4,212,863	\$ (3,277,878)	\$ 934,985
Continuing Initiatives from Prior Year Commitments							
New Faculty Start-up	\$ 944,012	\$ (300,504)	\$ 643,508	\$ (300,000)	\$ 343,508	\$ (300,000)	\$ 43,508
Faculty Professional Development	635,659	(300,000)	335,659	-	335,659	-	335,659
Internal Grants & Research	136,588	(50,000)	86,588	(50,000)	36,588	(50,000)	(13,412)
Education Innovation Institute	990,503	(322,920)	667,583	(330,096)	337,487	(337,487)	-
Total	\$ 2,706,762	\$ (973,424)	\$ 1,733,338	\$ (680,096)	\$ 1,053,242	\$ (687,487)	\$ 365,754
New Initiatives							
Program Accreditation	\$ 807,468	\$ (312,013)	\$ 495,455	\$ (263,188)	\$ 232,267	\$ (232,267)	-
Academic Portfolio Review	200,000	-	200,000	(100,000)	100,000	(100,000)	-
Instructional Equipment Refresh	293,143	(240,625)	52,518	(52,518)	-	-	-
Community & Civic Engagement	200,000	\$ -	200,000	(100,000)	100,000	(100,000)	-
International Plan	750,000	(200,000)	550,000	(250,000)	300,000	(300,000)	-
Research and Creative Works	964,669	(300,000)	664,669	(300,000)	364,669	(364,669)	-
Program Assessment & Review	950,000	(250,000)	700,000	(350,000)	350,000	(350,000)	-
Total	\$ 4,165,280	\$ (1,302,638)	\$ 2,862,642	\$ (1,415,706)	\$ 1,446,936	\$ (1,446,936)	\$ -
Grand Total	\$ 12,857,010	\$ (5,946,263)	\$ 9,491,151	\$ (5,358,515)	\$ 6,713,040	\$ (5,412,301)	\$ 1,300,739

⁽¹⁾The available funds include annual transfers of operating revenue