



Recommended Budget
Fiscal Year 2018-19

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OVERVIEW

Fiscal year 2018-19 will be the final year of UNC's Five-year Fiscal Sustainability Plan, first discussed at the Board's June 2014 meeting. As the plan noted, "The world has changed, the economy has changed, and our students have changed." Change has accelerated over the past four years, and it has been even more challenging than anticipated to grow enrollment. We predict that Fall 2018 enrollment will be up 11% from Fall 2014, and we have improved both undergraduate retention and graduation rates. However, the net revenue growth is still not sufficient to cover expenditures, and the FY19 budget includes short-term savings strategies to hold deficit spending to about \$4.5 million. These strategies are not sustainable, but they are intended to extend reserves to give us enough time to make thoughtful decisions about our long-term financial health. Going forward, we will need to find structural cost savings.

Our growth rate for both undergraduate and graduate enrollment has slowed over the past three years. Additionally, as is true nationally, we have been increasing undergraduate discounting as competition intensifies and the number of high school graduates decreases. As discounting has become more common and other institutions' discount rates continue to rise, discounting has become a less effective tool for growing UNC enrollment. For Fall 2018, we have adjusted our discounting strategy to better address net tuition revenue (in total and per student), while continuing to pay attention to growing enrollment and serving a diverse student body. We are still working to achieve modest growth in new freshmen and transfers; however, given current indicators we have budgeted for 100 fewer new students in Fall 2018 than in Fall 2017.

As shown in Table 1, the proposed FY19 budget includes \$249.2 million in gross operating revenue and \$44.1 million in discounting (institutional scholarships and waivers) for net operating revenue of \$205.1 million. The FY19 budgeted gross revenue from students (tuition, fees, and room and board) is \$178.4 million, which is \$7.7 million (4.5%) more than the FY18 forecast. The largest source of FY19 gross revenue is undergraduate tuition and fees, at \$105.8 million, with net revenue of \$73.5 million, which includes a 30.6% institutional discount rate.

Figure 1 shows FY19 net operating revenue by source. Tuition, fees, and room and board charges to students, net of discounting, account for 65.5% of UNC's net operating revenue, while State support is 20.7%. Foundation support totals \$11.2 million (5.5%), with \$4.4 million in restricted scholarships going toward tuition and fees (not included in the institutional discount rate).

On the other side of the equation, personnel costs account for 71% of the operating budget. The FY19 budget does not include salary increases for faculty or exempt staff; it does include a 3% average increase for classified staff, which is determined by the State. Other increases include minimum wage, faculty promotions and health insurance.

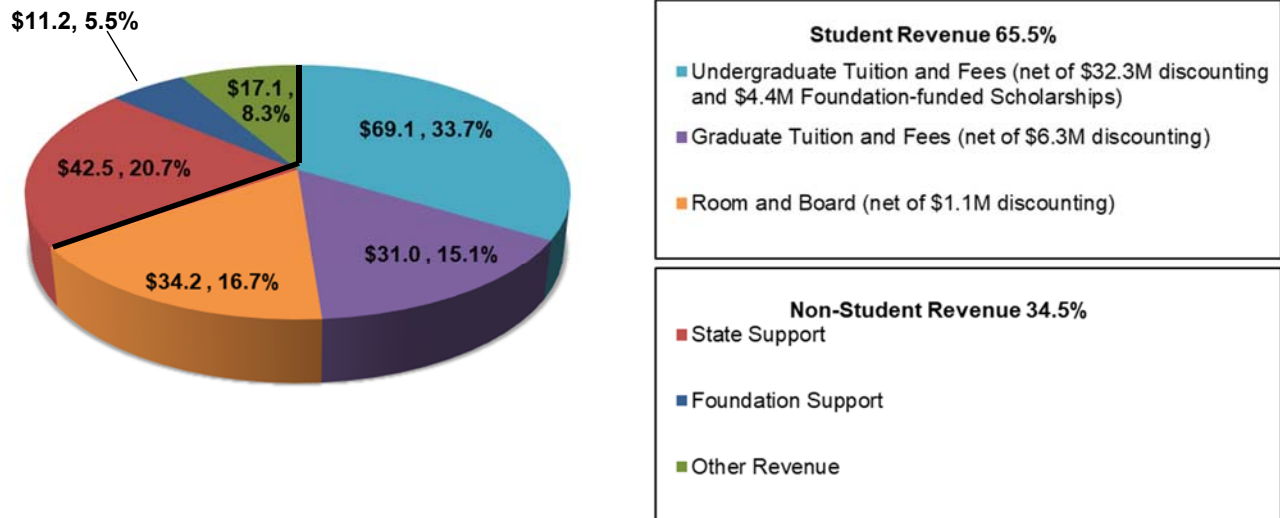
The FY19 budget is projected to result in a \$33.8 million cash balance at June 30, 2019 (Table 21, page 18).

Table 1. Operating Revenue (in millions)

	FY18 Budget	FY18 Forecast	FY19 Budget
Gross Operating Revenue			
Undergraduate Tuition and Fees	\$ 104.3	\$ 101.7	\$ 105.8
Graduate Tuition and Fees	36.5	34.1	37.3
Room and Board	34.6	34.9	35.3
Total Student Revenue	\$ 175.4	\$ 170.7	\$ 178.4
State Support	\$ 39.6	\$ 39.6	\$ 42.5
Foundation Support	10.6	12.9	11.2
Other Revenue	17.2	17.9	17.1
Total Non-Student Revenue	\$ 67.4	\$ 70.4	\$ 70.8
Total Gross Operating Revenue	\$ 242.8	\$ 241.1	\$ 249.2
Discounting			
Institutional Financial Aid	\$ 28.5	\$ 30.8	\$ 32.9
Foundation-funded Scholarships	4.2	4.4	4.4
Graduate Assistantship Waivers	5.1	5.2	5.7
Room and Board Waivers	1.2	1.1	1.1
Total Discounting	\$ 39.0	\$ 41.5	\$ 44.1
Net Operating Revenue	\$ 203.8	\$ 199.6	\$ 205.1

Figure 1. FY19 Net Revenue \$205.1 Million

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



The recommended budget includes the following key changes from the FY18 forecast:

- Increase of \$2.9 million in State funding, including \$0.7 million of SB 18-262 funding to support statewide master plan goals.
- Undergraduate base tuition rate increase of 3.0%, which is \$222 for the year for full-time Colorado residents. Base tuition rate does not include differential tuition charged for some programs. Differential tuition rates will not increase in FY19.
- Resident graduate on-campus tuition rate increases of 1.7% to 5.3%. The rate increases vary by program, considering market and competitive landscape.
- Extended Campus and online tuition rate increases of 0.0% to 5.1%. The rate increases vary by program, considering market and competitive landscape.
- Increases of \$110 to student capital fee and \$27 to student activity fee.
- Additional institutional investment of \$2.6 million in institutional discounting.
- Classified pay increases of \$1.0 million.
- A \$1.1 million increase in employee benefits (\$0.3 million is related to staffing changes and compensation increases requiring a higher employer portion of all benefits, while \$0.8 million is due to increases in medical, dental, worker's compensation, tuition waivers, and other benefit costs).
- Adjunct and summer/interim faculty increase of \$0.2 million, primarily for the increased number of courses offered in Extended Campus.
- Student wages increase of \$0.3 million to cover increases in minimum wage of \$0.90 per hour in January 2018 and another \$0.90 per hour in January 2019 and a \$0.5 million decrease in PSA, GA/TA, and other wages.
- Increase of \$0.9 million in non-personnel operating budget (details in Table 17, page 12).
- Multiyear strategic investments of \$3.3 million (details in Table 19, page 15).
- Capital investment expenditures of \$30.0 million (details in Table 20, page 17).
 - \$4.9 million of newly approved capital projects, of which \$3.4 million will be spent in FY19
 - \$3.8 million funded by UNC
 - \$0.2 million funded by the UNC Foundation
 - \$0.9 million funded by the State of Colorado
 - \$23.1 million for Campus Commons (State, bond proceeds and fund-raising combined)
 - \$0.2 million in energy performance contract projects
 - \$1.7 million for State capital projects appropriated in prior years
 - \$1.6 million of UNC projects funded in prior years
- Sustainable cost savings of \$1.0 million as detailed in Appendix B.
- Temporary savings of \$0.6 million for items deferred until at least FY20 as detailed in Appendix B-2.

OPERATING BUDGET

TUITION, FEES, AND ROOM AND BOARD RATES

For FY19 our recommendation is to:

- Increase resident undergraduate tuition by \$222 annually (3.0%, as capped by the State). Appendix D includes more detail.
- Increase resident graduate on-campus tuition by 1.7% to 5.3% and Extended Campus and online tuition by 0.0% to 5.1%.
- Increase library fees by \$4 annually (3.0%) to cover increasing costs of online resources.
- Increase the technology fee \$10 annually (3.0%) to cover inflation.
- Continue the Student LEAF initiative \$20 annual fee. The fee funds environmental improvements in campus infrastructure and educational initiatives and is managed by a student-led committee with staff and faculty representation.
- Increase the student activity fee by \$27 annually (3.0%) to cover inflation.
- Increase the capital fee by \$110 annually (13.8%); FY19 is the final year of a five-year fee implementation to address capital needs no longer funded by the State.

Table 2 summarizes the effect of the recommendations on the pricing for resident undergraduate students.

Table 2. Annual Undergraduate Resident Price

Tuition and Fees	FY18	FY19	\$ Increase	% Increase
Tuition (student share)	\$ 7,374	\$ 7,596	\$ 222	3.0%
Student Activity Fees	888	915	27	3.0%
LEAF	20	20	-	0.0%
Technology Fee	322	331	10	3.0%
Library Fee	142	146	4	3.0%
Capital Fee	800	910	110	13.8%
Subtotal Tuition and Fees	\$ 9,546	\$ 9,918	\$ 373	3.9%
Typical Room and Board	10,980	11,204	224	2.0%
Total Cost of Attendance	\$ 20,526	\$ 21,122	\$ 597	2.9%

The pricing for graduate students varies by program, considering market and competitive landscape (detailed in Appendix D).

FINANCIAL AID AND INSTITUTIONAL DISCOUNTING

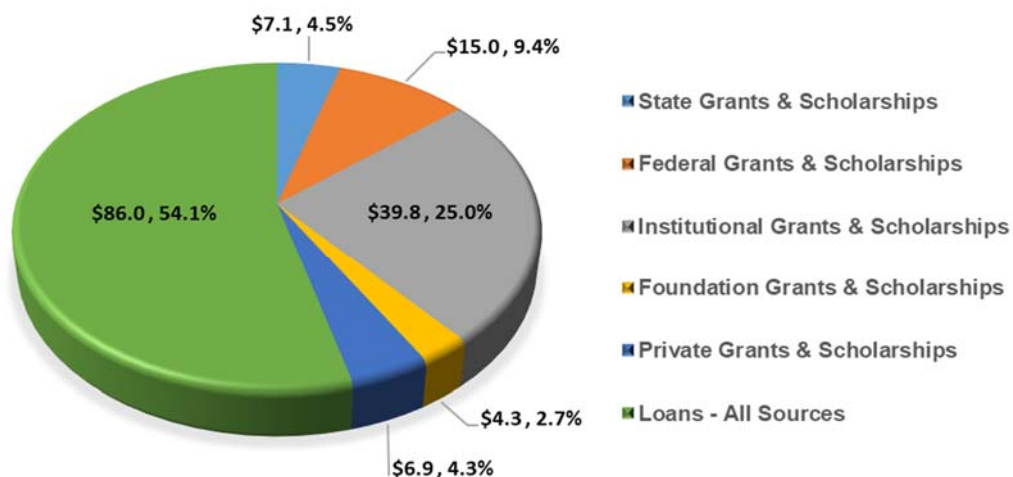
UNC continues to invest in institutionally-funded scholarships, graduate tuition and fee waivers, room and board waivers, and graduate assistantship stipends as part of our overall pricing strategy.

Total financial aid available to UNC students from all sources (state, federal, institutional, private, and loans) for FY19 is estimated at \$159.1 million, as shown in Table 3 and Figure 2.

Table 3. Financial Aid by Funding Source

Aid Type and Source	FY18 Budget	FY18 Forecast	FY19 Budget	FY18 Forecast to FY19 Budget Change
Grants & Scholarships				
State	\$ 6,158,675	\$ 6,158,675	\$ 7,145,259	\$ 986,584
Federal	13,601,952	15,402,502	14,958,911	(443,591)
UG Institutional ^(a)	27,915,144	30,225,080	32,342,794	2,117,714
UG Room & Board Waviers ^(a)	1,200,000	1,129,200	1,130,000	800
GR Institutional ^(a)	5,616,839	5,799,007	6,314,537	515,530
UNC Foundation (UG & GR) ^(b)	4,225,000	4,354,277	4,350,000	(4,277)
Private	6,798,100	7,599,091	6,910,897	(688,194)
Subtotal Grants & Scholarships	\$ 65,515,710	\$ 70,667,832	\$ 73,152,398	\$ 2,484,566
Loans-All Sources	82,349,000	83,189,400	85,989,400	2,800,000
Total Financial Aid	\$ 147,864,710	\$ 153,857,232	\$ 159,141,798	\$ 5,284,566
^(a) Total Institutional Aid	\$ 34,731,983	\$ 37,153,287	\$ 39,787,331	\$ 2,634,044
^(b) UNC Foundation	4,225,000	4,354,277	4,350,000	(4,277)
Total Discounting	\$ 38,956,983	\$ 41,507,564	\$ 44,137,331	\$ 2,629,767

Figure 2. Total Financial Aid \$159.1 Million



UNDERGRADUATE DISCOUNTING

The recommended FY19 budget includes a \$37.7 million investment in undergraduate financial aid, housing discounting, and Foundation-funded scholarships as shown in Table 4.

Table 4. Undergraduate Institutional Aid Allocation

Aid Type	FY18 Forecast	FY19 Budget	FY18 Forecast to FY19 Budget Change
Need-Based	\$ 12,839,123	\$ 13,453,408	\$ 614,285
Athletics	4,388,215	4,615,797	227,582
Merit	10,217,062	11,250,089	1,033,027
Talent	881,244	1,055,000	173,756
Match	209,835	270,000	60,165
Other	1,689,601	1,698,500	8,899
Subtotal Undergraduate Institutional Aid	\$ 30,225,080	\$ 32,342,794	\$ 2,117,714
Room and Board Waivers	1,129,200	1,130,000	800
Foundation-funded Scholarships	4,217,735	4,230,000	12,265
Total	\$ 35,572,015	\$ 37,702,794	\$ 2,130,779

We have moderated the FY19 growth in institutional discounting for undergraduates relative to the past two years.

There are two types of discount rate: (1) the *institutional* discount rate and (2) the *student* discount rate. Budget discussions use the institutional discount rate—the percentage of tuition and fee revenue we use for scholarships and waivers—because it addresses the financial impact on UNC of offering institutional scholarships and waivers. Tables 5 and 6 show the institutional discount rate for tuition and fees discounting, and room and board discounting. For additional information about the student discount rate, which compares a student’s financial aid from all sources to their full cost of attendance, see Appendix E.

Table 5. Undergraduate Tuition Discounting

	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Forecast	FY19 Budget
Undergraduate Tuition & Fees (Main & Extended)	\$ 83,192,118	\$ 86,409,555	\$ 95,389,717	\$101,728,458	\$105,810,257
Institutional Scholarships	(16,810,417)	(18,229,527)	(23,449,422)	(30,225,080)	(32,342,794)
Discounted Revenue	\$ 66,381,701	\$ 68,180,028	\$ 71,940,295	\$ 71,503,378	\$ 73,467,463
Discount Percent	20.2%	21.1%	24.6%	29.7%	30.6%

Table 6. Undergraduate Room and Board Discounting

	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Forecast	FY19 Budget
Undergraduate Room & Board Revenue	\$ 30,824,114	\$ 31,851,176	\$ 33,324,849	\$ 34,835,656	\$ 35,342,265
Room & Board Waivers/Scholarships	(1,047,182)	(1,104,576)	(1,115,924)	(1,129,200)	(1,130,000)
Discounted Revenue	\$ 29,776,932	\$ 30,746,600	\$ 32,208,925	\$ 33,706,456	\$ 34,212,265
Discount Percent	3.4%	3.5%	3.3%	3.2%	3.2%

GRADUATE DISCOUNTING

Institutionally-funded financial aid for graduate students includes tuition and fee waivers and stipends for students who are awarded teaching, research or administrative assistantships, as well as a limited number of scholarships. Only tuition and fee waivers and scholarships are included in graduate discounting calculations; stipends are budgeted as a personnel expense for teaching, conducting research or performing administrative tasks. Consistent with market expectations, certain programs, such as doctoral science programs, offer assistantships while others, such as master's education programs, generally do not.

The recommended budget includes an increase in institutional scholarships and waivers of \$0.5 million over the FY18 forecast. Approximately 16.9% of graduate tuition and fee revenue is to be used for discounting, similar to the institutional discount rate for graduate programs for the past three years. Tables 7 and 8 show the financial impact of the graduate tuition rates and discounting in the recommended budget.

Table 7. Graduate Institutional Aid Allocation

Aid Type	FY18 Forecast	FY19 Budget	FY18 Forecast to FY19 Budget Change
Waivers	\$ 5,237,500	\$ 5,717,537	\$ 480,037
Scholarships	561,507	597,000	35,493
Subtotal Graduate Institutional Aid	\$ 5,799,007	\$ 6,314,537	\$ 515,530
Foundation-funded Scholarships	136,542	120,000	(16,542)
Total	\$ 5,935,549	\$ 6,434,537	\$ 498,988

Table 8. Graduate Tuition Discounting

	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Forecast	FY19 Budget
Graduate Tuition & Fees (Main & Extended)	\$ 26,553,964	\$ 28,197,639	\$ 32,236,827	\$ 34,094,770	\$ 37,331,190
Institutional Scholarships & Waivers	(4,144,139)	(4,680,713)	(5,473,747)	(5,799,007)	(6,314,537)
Discounted Revenue	\$ 22,409,825	\$ 23,516,926	\$ 26,763,080	\$ 28,295,763	\$ 31,016,653
Discount Percent	15.6%	16.6%	17.0%	17.0%	16.9%

ENROLLMENT AND TUITION REVENUE ASSUMPTIONS

Tuition revenue assumptions reflect rate changes as well as anticipated credit hour enrollment, summarized in Table 13. Rate schedules are in Appendix D, and enrollment information is in Appendix F. Assumptions in the recommended budget include the following:

- The FY19 Main Campus undergraduate credit hour enrollment is budgeted to be 1.3% less than the FY18 forecast (Table 9). A 3.0% resident, 2.7% non-resident and 3.6% WUE tuition rate increase will result in a \$2.7 million revenue increase over the FY18 forecast (Table 10).
- The FY19 Extended Campus undergraduate credit hour enrollment is expected to be stable compared to the FY18 forecast (Table 9). Tuition rate increases will result in additional revenue of \$0.1 million over the FY18 forecast (Table 10).
- The FY19 Main Campus graduate credit hour enrollment is expected to be 7.7% greater than the FY18 forecast (Table 11). Tuition rate and enrollment increases will result in a \$1.0 million revenue increase over the FY18 forecast (Table 12).
- The FY19 Extended Campus graduate credit hour enrollment is expected to be 4.7% greater than the FY18 forecast (Table 11). Tuition rate and enrollment increases will result in a \$2.1 million revenue increase over the FY18 forecast (Table 12).

Table 9. Undergraduate Enrollment (Credit Hours)

	FY18 Budget	FY18 Forecast	FY19 Budget	FY18 Forecast to FY19 Budget Change	
				CH	%
Main Campus					
Resident	208,528	205,649	202,503	(3,146)	(1.5%)
Non-Resident	19,294	17,994	17,940	(54)	(0.3%)
WUE	22,596	20,684	20,750	66	0.3%
Subtotal Main Campus	250,418	244,327	241,193	(3,134)	(1.3%)
Extended Campus	15,845	17,043	17,046	3	0.0%
Total Enrollment	266,263	261,370	258,239	(3,131)	(1.2%)

Table 10. Undergraduate Tuition Revenue

	FY18 Budget	FY18 Forecast	FY19 Budget	FY18 Forecast to FY19 Budget Change	
				\$	%
Main Campus					
Resident	\$ 56,241,170	\$ 55,720,998	\$ 57,269,163	\$ 1,548,165	2.8%
Non-resident	12,369,830	11,663,295	12,126,453	463,158	4.0%
WUE	10,896,990	10,017,484	10,600,721	583,237	5.8%
Subtotal Main Campus	\$ 79,507,990	\$ 77,401,777	\$ 79,996,337	\$ 2,594,560	3.4%
Extended Campus	4,388,691	4,934,143	5,032,826	98,683	2.0%
Total Tuition	\$ 83,896,681	\$ 82,335,920	\$ 85,029,163	\$ 2,693,243	3.3%

Table 11. Graduate Enrollment (Credit Hours)

	FY18 Budget	FY18 Forecast	FY19 Budget	FY18 Forecast to FY19 Budget Change	
				CH	%
Main Campus					
Resident/WICHE Master's	13,517	10,673	12,432	1,759	16.5%
Resident/WICHE Doctoral	6,511	4,625	5,854	1,229	26.6%
Non-Resident Master's	3,108	4,188	3,236	(952)	(22.7%)
Non-Resident Doctoral	2,062	2,131	1,756	(375)	(17.6%)
Subtotal Main Campus	25,198	21,617	23,278	1,661	7.7%
Extended Campus	31,103	32,817	34,352	1,535	4.7%
Total Enrollment	56,301	54,434	57,630	3,196	5.9%

Table 12. Graduate Tuition Revenue

	FY18 Budget	FY18 Forecast	FY19 Budget	FY18 Forecast to FY19 Budget Change	
				\$	%
Main Campus					
Resident/WICHE Master's	\$ 7,693,697	\$ 6,026,211	\$ 7,273,260	\$ 1,247,049	20.7%
Resident/WICHE Doctoral	4,043,623	3,298,573	3,716,295	417,722	12.7%
Non-Resident Master's	3,427,992	3,769,984	3,605,596	(164,388)	(4.4%)
Non-Resident Doctoral	2,521,423	2,631,371	2,168,546	(462,825)	(17.6%)
Colo Schl of Public Health	365,170	315,464	315,464	-	0.0%
Subtotal Main Campus	\$ 18,051,905	\$ 16,041,603	\$ 17,079,161	\$ 1,037,558	6.5%
Extended Campus	16,425,485	16,175,164	18,225,765	2,050,601	12.7%
Total Tuition	\$ 34,477,390	\$ 32,216,767	\$ 35,304,926	\$ 3,088,159	9.6%

Table 13. Tuition Revenue Change Summary

	Gross	Discount	Net
Undergraduate Increase - student share¹			
FY18 Undergraduate Forecasted Tuition	\$ 82,335,920	\$ (30,225,080)	\$ 52,110,840
Due to rate increase	2,448,851		2,448,851
Due to enrollment	244,392		244,392
Due to additional discounting		(2,117,714)	(2,117,714)
Subtotal Undergraduate Tuition - student share	\$ 85,029,163	\$ (32,342,794)	\$ 52,686,369
Graduate Increase			
FY18 Graduate Forecasted Tuition	\$ 32,216,767	\$ (5,799,007)	\$ 26,417,760
Due to rate increase	1,822,795		1,822,795
Due to enrollment ²	1,265,364		1,265,364
Due to additional discounting		(515,530)	(515,530)
Subtotal Graduate Tuition	\$ 35,304,926	\$ (6,314,537)	\$ 28,990,389
FY19 Budgeted Tuition	\$120,334,089	\$ (38,657,331)	\$ 81,676,758

¹Student share excludes tuition funded by College Opportunity Fund.

²Tuition changes related to enrollment also include the effect of shifts from higher-priced to lower-priced programs.

PERSONNEL

The FY19 recommended budget does not include salary increases for faculty or exempt staff; it does include a 3% average increase for classified staff, which is determined by the State. Exempt and classified staffing increases total about \$0.8 million and are primarily related to federal compliance and Campus Commons. Other increases include minimum wage increases, increases for faculty promotions, and health insurance increases (UNC pays 60% of premiums). Also embedded in the compensation budget is \$0.8 million of higher-than-usual vacancy savings that will be generated by a 60-day hold on vacant staff positions before they are filled.

Personnel expenses in the recommended budget are \$1.9 million more than the FY18 forecast; changes are summarized in Table 14. FY19 personnel expenses total \$140.6 million (Table 16), which includes \$31.5 million in fringe benefits (Table 15).

Table 14. Changes in Personnel Expense (in millions)

	Salary	Benefit	Total
Compensation pool	\$ 1.0	\$ 0.3	\$ 1.3
Adjunct/summer faculty	0.2	0.1	0.3
Student wages, GA/TA, other wages	(0.2)	-	(0.2)
Change in vacancy savings and overtime	0.6	0.2	0.8
Vacancy savings from 60-day hold on hiring positions	(0.8)	(0.3)	(1.1)
Increases in benefit costs (Retirement, Medical, etc.)	-	0.8	0.8
Total Changes	\$ 0.8	\$ 1.1	\$ 1.9

Table 15. Estimated Fringe Benefit Budget (in millions)

Retirement	\$ 15.4
Medical, dental, life and disability insurance	14.5
Workers compensation, unemployment and FICA	2.5
Leave, tuition waivers, EAP and other	2.5
Estimated Fringe Benefit Expenses	\$ 34.9
Vacancy Savings	(2.5)
Total Fringe Benefit Budget	\$ 32.4
Less portion funded by restricted and multi-year funds	(0.9)
Total Operating Budget Fringe Benefits	\$ 31.5

OPERATING BUDGET SUMMARY

Table 16. Operating Budget (Details in Appendix C)

	FY18 Forecast	FY19 Budget	Forecast to Budget Change
REVENUES			
Tuition - Undergraduate Main Campus	\$ 77,401,777	\$ 79,996,337	\$ 2,594,560
Tuition - Graduate Main Campus	16,041,603	17,079,161	1,037,558
Tuition - Undergraduate Extended Campus	4,934,143	5,032,826	98,683
Tuition - Graduate Extended Campus	16,175,164	18,225,765	2,050,601
Student Fees	15,100,602	16,276,843	1,176,241
Academic Fees-Main Campus	6,036,493	6,418,857	382,364
Academic Fees - Extended Campus	133,446	111,658	(21,788)
Room and Board	34,835,656	35,342,265	506,609
Subtotal Tuition, Fees and Room & Board	170,658,884	178,483,712	7,824,828
Scholarships (including Foundation)	(35,140,864)	(37,289,794)	(2,148,930)
Graduate GA/TA Waivers	(5,237,500)	(5,717,537)	(480,037)
R & B Waivers	(1,129,200)	(1,130,000)	(800)
Subtotal Discounting	(41,507,564)	(44,137,331)	(2,629,767)
COF Resident	15,444,723	16,789,891	1,345,168
Fee For Service	24,152,685	25,689,034	1,536,349
Subtotal State Support	39,597,408	42,478,925	2,881,517
Foundation Restricted Gifts for Operations	3,195,409	3,027,042	(168,367)
Foundation Capital Gifts	3,806,156	2,247,518	(1,558,638)
Foundation Restricted Scholarships	4,354,277	4,350,000	(4,277)
Foundation Unrestricted (designated for scholarships)	1,550,000	1,550,000	-
Subtotal Foundation Support	12,905,842	11,174,560	(1,731,282)
Other Auxiliary Services	6,422,714	7,303,273	880,559
Restricted Grant Facilities/Admin Recovery	624,244	600,000	(24,244)
Other Revenue	8,885,092	7,713,686	(1,171,406)
Net Non-Operating Revenues	1,974,696	1,531,250	(443,446)
Subtotal Other Revenue	17,906,746	17,148,209	(758,537)
NET REVENUES	\$ 199,561,316	\$ 205,148,074	\$ 5,586,758
EXPENSES AND DEBT PAYMENTS			
Faculty Salaries	\$ 46,600,000	\$ 46,589,312	\$ (10,688)
Exempt Salaries	30,500,000	30,988,725	488,725
Classified Salaries	19,100,000	19,406,629	306,629
Graduate Stipends	5,865,000	5,678,771	(186,229)
Student and Other Wages/Compensation	6,148,700	6,367,157	218,457
Fringe Benefits	30,500,000	31,534,858	1,034,858
Subtotal Personnel Expenses	138,713,700	140,565,452	1,851,752
Cost of Sales	4,536,660	4,927,214	390,554
Other Current Expenses	11,987,314	12,605,039	617,725
Purchased Services	10,547,956	10,389,234	(158,722)
Supplies	6,262,946	6,367,290	104,344
Labor and Materials charged to Capital Projects	(782,125)	(898,173)	(116,048)
Utilities	5,331,924	5,562,313	230,389
Travel	4,508,267	4,225,166	(283,101)
Capital	2,507,058	2,607,842	100,784
Subtotal Non-personnel Expenses	44,900,000	45,785,925	885,925
Debt Service on Bonds	10,625,571	10,810,242	184,671
Capital Lease Payments	1,163,052	803,668	(359,384)
Subtotal Transfers	11,788,623	11,613,910	(174,713)
TOTAL EXPENDITURES & DEBT PAYMENTS	\$ 195,402,323	\$ 197,965,287	\$ 2,562,964
OPERATING RESULTS	\$ 4,158,993	\$ 7,182,787	\$ 3,023,794
Transfer to Capital Budget - Foundation	3,806,156	2,247,518	(1,558,638)
Transfer to Capital Budget - Equipment	120,000	140,000	20,000
Transfer to Capital Reserves - Student Capital Fee	4,315,412	5,236,164	920,752
Transfer to Capital Reserves - Housing, Dining, Parking	2,197,218	2,291,349	94,131
OPERATING RESULTS LESS TRANSFERS	\$ (6,279,793)	\$ (2,732,244)	\$ 3,547,549

SUMMARY OF CHANGES

Table 17. Summary of Changes FY18 Forecast to FY19 Budget

Operating Budget	Comments	FY19 Proposed Budget ¹
FY18 Third Quarter Net Revenue Forecast		\$ 199,561,316
State Funding	Includes \$670,000 state-wide master plan funding under SB18-262.	2,881,517
Main Campus Undergraduate Tuition	Resident-3.0% rate increase/(1.5)% enrollment change ¹ Non-Resident-2.7% rate increase/(0.3)% enrollment change ¹ WUE-3.6% rate increase/0.3% enrollment change ¹	2,594,560
Main Campus Graduate Tuition	Resident/Non-Resident Master's-average rate increase 1.7-5.0%/5.4% enrollment change ¹ Resident/Non-Resident Doctoral-average rate increase 1.0-5.3%/12.6% enrollment change ¹	1,037,558
Room and Board	2% rate increase	506,609
Extended Campus Tuition	Rate increase: UG-0.0%-4.6% Master's-0.0%-5.1% Doctoral-2.5%-3.6% Enrollment change ¹ : UG-0.0% GR-4.7%	2,149,284
Academic/Library Fees	Technology Fee increase \$10, Library Fee increase \$4, includes changes in course fees and changes in credit hours	360,576
Student Fees/Other Fees	Increase in Student Activity Fee \$27 and Capital Fee \$110	1,176,241
Foundation Support for Program, Scholarship and Capital	Campus Commons donations were \$3.8 million in FY18. The financing plan includes \$2.0 million for FY19.	(1,731,282)
Other Revenue	This includes conferences, parking, outdoor pursuits, clinics, ticket sales, indirect cost recovery, rebate revenues, interest from State Treasury, and athletic game guarantees. The game guarantees are cyclical and FY19 is a low year.	(758,537)
Discounting - Scholarships, GA/TA and Room and Board Waivers	Increases in undergraduate and graduate discounting	(2,629,767)
Estimated FY19 Net Revenue Budget		\$ 205,148,074
FY18 Third Quarter Expenditure and Transfer Forecast		\$ 195,402,323
Staffing Plan Changes		(2,772)
Compensation Pool		1,024,312
Adjunct and Summer Faculty		194,723
Student Wages and GATA		(167,849)
Changes in Vacancy Savings and Overtime		568,480
Vacancy Savings from 60 day hold on hiring positions		(800,000)
Increases in Benefits related to the above changes plus increases in benefit costs of \$800K		1,034,858
Sustainable Cost Savings	Sustainable cost savings - non-personnel	(1,016,729)
Non-Personnel Increases	Software maintenance	311,238
	Athletics roster management, football equipment & 6th football game	222,096
	Library materials	136,000
	Campus Commons facilities maintenance	306,319
	Athletics insurance, property insurance, Extended Campus building leases, legal	163,684
	Print & advertising	146,500
	Northern Colorado Health Alliance - New Clinical Partner for Nursing	16,000
	Dining cost of sales & operations	390,554
	Utilization of donations from the foundation (MCB & Stryker Institute)	181,065
	Other	425,554
	Utilities	230,389
	Temporary Savings - items deferred until FY20	(626,745)
Debt Service and Capital Leases	Variable rate bonds interest increase \$0.1 million, new IT Cisco capital lease \$0.1 million, West Campus Generator and other capital leases ending (\$0.4) million	(174,713)
Estimated FY19 Expenditure and Transfer Budget²		\$ 197,965,287
Operating Results		\$ 7,182,787
FY18 Third Quarter Other Transfers		\$ 10,438,786
Transfer-Out to Foundation Capital Projects, Student Fee Capital Reserve, Housing, Dining, and Parking Capital Reserves	Student Capital Fee Reserve increased due to increase in the student capital fee of \$110 annually for an additional \$0.9 million for capital, Campus Commons donations used for construction will be \$1.7 million less than FY18. There is \$0.2 million in new Foundation-funded capital projects in FY19 and the parking and rebate reserve is \$0.1 million more in FY19 than FY18.	(523,755)
FY19 Other Transfers Budget		\$ 9,915,031
FY19 Operating Results Less Transfers		\$ (2,732,244)

¹ Percentages are changes in credit hours and represent FY18 Forecast to FY19 Budget change.

² Totals exclude \$6.0 million in internal sales.

GRANTS AND CONTRACTS BUDGET

Table 18 includes the Grants and Contracts budget for FY19. The revenue detail by award is included in Appendix C.

Table 18. Grants and Contracts Budget

	FY19 Budget
REVENUE	
Federal Grants	\$ 4,400,000
State and Local Grants	1,097,000
UNC Foundation Grants	1,201,000
Other Private Grants	197,000
TOTAL REVENUE	\$ 6,895,000
EXPENSE/TRANSFERS	
Personnel Expense	
Faculty Salaries	\$ 1,108,000
Admin Exempt Salaries	1,277,000
Graduate Teaching Assistants	159,000
GA/TA/GRA Tuition Scholarships	96,000
Classified Salaries	6,000
Student Wages	167,000
Other Wages	134,000
Fringe	738,000
Subtotal Personnel	\$ 3,685,000
Non-Personnel Expense	
Other Current	\$ 215,000
Purchased Services	675,000
Supplies	158,000
Grant F&A	534,000
Scholarships	1,401,000
Travel	220,000
Capital	7,000
Subtotal Non-Personnel	\$ 3,210,000
TOTAL EXPENSES	\$ 6,895,000
REVENUE LESS EXPENSE	\$ -

MULTIYEAR STRATEGIC INVESTMENTS BUDGET

The multiyear strategic investments budget is conceptually similar to the capital budget. Projects and initiatives funded by the strategic investments budget typically cross fiscal years and are distinguished from ongoing operations in one of two ways. They are either (1) exploratory in nature and to be reconsidered in light of the return on the investment after several years, or (2) to be completed by an individual faculty member or department within a set time period for a specific purpose (e.g., funds for a faculty member to set up a science lab).

The strategic investments budget in the recommended FY19 budget is \$3.3 million (Table 19), a decrease from the FY18 forecast of \$4.4 million. The \$3.3 million includes \$3.0 million of new investments plus \$0.3 million of expenditures on prior commitments. These investments are related to our nine core plans, such as online course development, faculty research, new faculty start-up packages, grant-writing development and the Student Success Collaborative, as well as our annual portfolio of information technology projects. Reductions include \$350,000 in centers and institutes funding; \$200,000 in support for research, scholarship and creative works; and \$625,000 in technology projects.

Table 19. Multiyear Strategic Investments

	Forecast FY18	Approved Initiatives FY19	To Be Expended FY19
Core Plan Investments			
Enrollment and Pricing	\$ 61,500	\$ 75,000	\$ 75,000
Equity and Diversity	\$ 52,525	\$ 62,276	\$ 62,276
Compensation Identity	\$ 3,450	\$ -	\$ -
Integrated Student Support Plans			
Student Success Collaborative	\$ 210,000	\$ 210,000	\$ 210,000
Student Food Insecurity Project	50,836	40,000	40,000
LEAP	-	63,382	63,382
Subtotal Integrated Student Support Plans	\$ 260,836	\$ 313,382	\$ 313,382
Academic Portfolio			
Accreditation	\$ 173,000	\$ 150,000	\$ 150,000
Program Review & Assessment	50,000	50,000	50,000
Various Academic Portfolio	-	-	-
Subtotal Academic Portfolio	\$ 223,000	\$ 200,000	\$ 200,000
Research Scholarship and Creative Works			
Grant Match Funds	\$ 339,928	\$ 375,000	\$ 375,000
Faculty Start-Up Packages	362,089	200,000	400,000
Faculty Awards & Development	350,549	235,000	262,804
UNC Cancer Rehabilitation Institute	195,904	32,136	32,136
Innovation Dev. & Enterprise Adv. (IDEA)	66,335	-	-
Other Institutes	-	-	-
RSCW Faculty Reassign Program	106,098	120,000	120,000
Education Innovation Institute	60,693	-	-
Unrestricted Research Incentive	470,343	434,100	483,674
Subtotal Research Scholarship and Creative Works	\$ 1,951,939	\$ 1,396,236	\$ 1,673,614
Total Core Plan Investments	\$ 2,553,250	\$ 2,046,894	\$ 2,324,272
Support Plan Investments			
Information Management Plan	\$ 1,278,000	\$ 275,000	\$ 300,000
Total Support Plan Investments	\$ 1,278,000	\$ 275,000	\$ 300,000
Other Strategic Investments			
I@UNC	\$ 12,595	\$ -	\$ -
Emergency Management	-	2,000	2,000
Circulation/Master Planning	125,000	-	-
Athletics NCAA Distribution	30,000	100,000	100,000
Campus Commons	4,000	25,000	25,000
Emerging University Priorities	-	125,000	125,000
Innovation - Online Course Development	444,612	450,000	450,000
Total Other Strategic Investments	\$ 616,207	\$ 702,000	\$ 702,000
Grand Total	\$ 4,447,457	\$ 3,023,894	\$ 3,326,272

CAPITAL BUDGET

UNC's facilities and capital equipment are our most significant asset and a critical consideration for our long-term financial health. For financial statement and Composite Financial Index (the diamond) purposes, we report a capital assets book value of \$252 million or 71% of our \$353 million total assets. The book value, however, understates the economic value of our facilities and equipment. The following numbers give a better sense of the importance of our capital investment:

- Facilities building and infrastructure current replacement value (CRV) is \$722 million.
- Furniture and equipment (personal property) is insured at a value of \$82 million.

Our current "audit" calculates our deferred maintenance on facilities at \$190 million. The Association of Higher Education Facilities Officers (APPA) recommends that 1.5%-2.5% of the CRV of facilities (\$11 million-\$18 million) be invested annually in capital projects.

Table 20 shows the recommended Capital Budget for FY19, which includes \$23.1 million for the final year of the Campus Commons project. The total Campus Commons project budget is \$73.6 million over four years: \$2.6 million in FY16, \$12.1 million in FY17, \$35.8 million in FY18 and \$23.1 million in FY19.

Table 20. Capital Budget

	Total Capital Project	To Be Expended FY19	To Be Expended FY20
Fiscal Year 2018-19 New Projects			
General Fund			
FY19 projects with budgets less than \$200,000	\$ 1,253,014	\$ 1,002,117	\$ 250,897
Completion funds for fire sprinkler project	500,000	300,000	200,000
Arts Annex silica dust capture system (Phase II construction)	250,000	250,000	-
Cogen renovation (Phase II)	500,000	350,000	150,000
Heating Plant replace underground storage tank	450,000	450,000	-
Subtotal General Fund	2,953,014	2,352,117	600,897
Housing, Dining, Extended Campus, Student Fees			
FY19 projects with budgets less than \$200,000	423,000	423,000	-
Subtotal Housing, Dining, Extended Campus, Student Fees	423,000	423,000	-
Restricted Capital Gifts			
Connect rooms 1533/1630 for Biology research space	52,026	52,026	-
Add electrical for Physics/Astronomy laser	8,269	8,269	-
Convert Athletics standard streaming video to HD	130,000	130,000	-
Subtotal Restricted Capital Gifts	190,295	190,295	-
State Capital Appropriations			
Fire sprinkler upgrade-Gunter (Phase II) (COP)	863,187	-	863,187
Subtotal State Capital Appropriations	863,187	-	863,187
Equipment	484,623	434,623	50,000
Total Fiscal Year 2018-19 New Projects	\$ 4,914,119	\$ 3,400,035	\$ 1,514,084
	Amount Required to Complete Project	To Be Expended FY19	To Be Expended FY20
Fiscal Year 2017-18 Projects in Process			
General Fund			
FY18 projects with budgets less than \$200,000	\$ 557,000	\$ 542,950	\$ 14,050
Subtotal General Fund	557,000	542,950	14,050
Housing, Dining, Extended Campus, Student Fees			
FY18 projects with budgets less than \$200,000	170,455	170,455	-
Parking Lot "L" reconstruction Phase I & II	526,000	526,000	-
Arlington wireless data system replacement	84,000	84,000	-
Residence halls carpet and paint (\$4.7M total)	335,400	335,400	-
Subtotal Housing, Dining, Extended Campus, Student Fees	1,115,855	1,115,855	-
Debt-funded Capital Projects			
Energy Performance Contract	178,000	178,000	-
Subtotal Debt Funded Capital Projects	178,000	178,000	-
State Capital Appropriations			
Fire sprinkler upgrade-McKee	491,131	491,131	-
Fire sprinklers Phase III of III	450,923	450,923	-
Butler Hancock pool AHU replacement (COP)	937,268	468,634	468,634
Frasier tunnel piping replacement & abatement (COP)	339,146	169,573	169,573
Fire sprinkler upgrade-Frasier (Phase I)	1,611,931	100,000	1,511,931
Subtotal State Capital Appropriations	3,830,399	1,680,261	2,150,138
Campus Commons (multi-year)			
State Capital Appropriation and Debt Funding	19,661,866	19,661,866	-
Restricted Capital Gifts from Foundation and Bridge Funding	3,388,678	3,388,678	-
Subtotal Campus Commons (multi-year)	23,050,544	23,050,544	-
Equipment	80,000	80,000	-
Total Fiscal Year 2017-18 Projects in Process	\$ 28,811,798	\$ 26,647,610	\$ 2,164,188
Total Capital Projects	\$ 33,725,917	\$ 30,047,645	\$ 3,678,272

CASH BALANCES AND RESERVES

Table 21 shows forecasted cash balances at June 30, 2018, and the projected effect of the recommended FY19 budget on cash balances at June 30, 2019.

Table 21. Cash Forecast (in millions)

	Operating	Restricted	Strategic Investments	Capital Projects	Reserves	Total
Cash at 06/30/2017	\$ 19.5	\$ 0.5	\$ 1.9	\$ 4.7	\$ 27.3	\$ 53.9
FY18 Transfers						
Strategic Investments	-	-	3.8	-	(3.8)	-
Capital Projects/Small Equipment	(6.6)	-	-	4.3	2.3	-
Perkins UNC Portion	0.1	(0.1)	-	-	-	-
Foundation Capital Gifts	(3.8)	-	-	3.8	-	-
Subtotal Transfers	(10.3)	(0.1)	3.8	8.1	(1.5)	-
FY18 Net Cash Inflows (Outflows)						
Operating Results FY18	4.1	(0.2)	-	-	-	3.9
Payroll Date Shift from July 1 to June 30 ^(a)	(6.6)	-	-	-	-	(6.6)
Sale of Assets	-	-	-	-	0.3	0.3
Strategic Investments	-	-	(4.5)	-	-	(4.5)
Capital Cash State & Debt	-	-	-	33.9	-	33.9
Capital Projects/Small Equipment	-	-	-	(42.6)	-	(42.6)
Subtotal Inflows (Outflows)	(2.5)	(0.2)	(4.5)	(8.7)	0.3	(15.6)
Cash at 06/30/2018 (b)	\$ 6.7	\$ 0.2	\$ 1.2	\$ 4.1	\$ 26.1	\$ 38.3
FY19 Transfers						
Strategic Investments	-	-	2.1	-	(2.1)	-
Capital Projects/Small Equipment	(7.6)	-	-	5.3	2.3	-
Perkins UNC Portion	0.1	(0.1)	-	-	-	-
Reserve Transfers July 1	5.2	-	-	-	(5.2)	-
Foundation Capital Gifts	(2.2)	-	-	2.2	-	-
Subtotal Transfers	(4.5)	(0.1)	2.1	7.5	(5.0)	-
FY19 Net Cash Inflows (Outflows)						
Operating Results FY18	7.2	0.1	-	-	-	7.3
Strategic Investments	-	-	(3.3)	-	-	(3.3)
Capital Cash State & Debt	-	-	-	21.6	-	21.6
Capital Projects/Small Equipment	-	-	-	(30.1)	-	(30.1)
Subtotal Inflows (Outflows)	7.2	0.1	(3.3)	(8.5)	-	(4.5)
Cash at 06/30/2019 (b)	\$ 9.4	\$ 0.2	\$ -	\$ 3.1	\$ 21.1	\$ 33.8

(a) Payroll is generally issued on the last day of the month. In 2003 the State of Colorado changed the final year-end payroll to be issued on July 1, thus increasing the cash on the Statement of Net Position at fiscal year end. In 2018, this will be changed back and the year-end payroll will be issued on June 30th. This is a one-time shift in cash between fiscal years.

(b) The 6/30/2018 year-end annual report will include \$15.7 million of unexpended Campus Commons bond proceeds in Restricted Cash and Cash Equivalents in addition to the amount on this schedule. These remaining bond proceeds will be fully utilized in FY19.

As shown in Table 22, the portion of cash in central reserves is comprised of:

- A \$750,000 mandatory bond repair and renovation reserve.
- Capital reserves that allow projects to be fully funded at the time they are initiated and to address unexpected infrastructure failure.
- A risk management reserve that supplements and complements our insurance coverage, including funding to meet our \$50,000 property loss deductible, cover legal settlements, and a source for managing potential future changes to our insurance structure.
- A centralized uncommitted university reserve.

Table 22. Projected Cash Reserves details at 06/30/2019

	06/30/18 Forecast	FY19 Budget Changes	06/30/19 Projection
Mandatory			
Bonded R&R	\$ 750,000	\$ -	\$ 750,000
Capital			
Student Fees	4,959,320	3,222,971	8,182,291
Other Capital Reserves	5,353,895	(887,550)	4,466,345
Other			
Risk Management and Insurance	2,650,000	-	2,650,000
University Reserve	12,488,361	(7,407,612)	5,080,749
Total Reserves	\$ 26,201,576	\$ (5,072,191)	\$ 21,129,385

DEBT SERVICE

**Table 23. Fixed Rate Debt Service Schedule
(2008, 2011A, 2014A, 2015A and 2016A Bond Issues)**

Year	Aggregate Debt Service	Auxiliary Services (AUX) Debt Service	Parking Services (Prk) Debt Service	Heath Ctr, Rec Ctr, Athletics (Std Fee) Debt Service	Campus Commons (Std Fee) Debt Service
2018	9,639,288	6,364,703	484,135	1,650,950	1,139,500
2019	9,644,138	6,369,588	485,618	1,649,432	1,139,500
2020	10,095,988	6,358,256	485,737	1,652,495	1,599,500
2021	10,090,188	6,365,597	480,607	1,647,884	1,596,100
2022	10,096,087	6,363,530	487,370	1,648,337	1,596,850
2023	10,090,831	6,360,091	483,264	1,650,326	1,597,150
2024	10,099,356	6,367,156	487,326	1,647,874	1,597,000
2025	10,100,681	7,118,860	486,854	898,967	1,596,000
2026	10,094,432	7,114,922	480,754	900,006	1,598,750
2027	10,104,680	7,121,698	483,695	899,287	1,600,000
2028	10,089,445	7,114,668	483,019	897,008	1,594,750
2029	10,098,193	7,117,129	483,757	899,057	1,598,250
2030	10,095,694	7,118,253	483,427	899,014	1,595,000
2031	10,086,694	7,111,932	482,147	897,365	1,595,250
2032	6,367,975	3,648,057	222,854	898,314	1,598,750
2033	7,337,475	4,567,615	236,679	937,931	1,595,250
2034	7,336,225	4,565,443	236,050	939,732	1,595,000
2035	7,338,949	4,566,050	235,100	940,049	1,597,750
2036	6,458,650	3,752,611	221,934	885,855	1,598,250
2037	6,459,851	3,754,889	222,069	886,393	1,596,500
2038	6,461,549	3,755,429	222,100	886,520	1,597,500
2039	6,458,250	3,754,040	222,018	886,192	1,596,000
2040	6,464,801	3,758,325	222,272	887,204	1,597,000
2041	1,595,250	-	-	-	1,595,250
2042	1,595,750	-	-	-	1,595,750
2043	1,598,250	-	-	-	1,598,250
2044	1,597,500	-	-	-	1,597,500
2045	1,598,500	-	-	-	1,598,500
2046	1,596,000	-	-	-	1,596,000
Total	210,690,670	130,488,842	8,818,786	25,986,192	45,396,850

Table 24. Variable Rate Debt Service Schedule (2011B Bond Issue)

Year	Principal	Interest	Debt Service
6/30/2018	685,000	301,283	986,283
6/30/2019	710,000	456,104	1,166,104
6/30/2020	735,000	437,450	1,172,450
6/30/2021	760,000	418,140	1,178,140
6/30/2022	785,000	398,172	1,183,172
6/30/2023	815,000	377,547	1,192,547
6/30/2024	840,000	356,135	1,196,135
6/30/2025	870,000	334,065	1,204,065
6/30/2026	900,000	311,207	1,211,207
6/30/2027	935,000	287,561	1,222,561
6/30/2028	965,000	262,996	1,227,996
6/30/2029	1,000,000	237,642	1,237,642
6/30/2030	1,035,000	211,369	1,246,369
6/30/2031	1,070,000	184,176	1,254,176
6/30/2032	1,110,000	156,063	1,266,063
6/30/2033	1,145,000	126,900	1,271,900
6/30/2034	1,185,000	96,817	1,281,817
6/30/2035	1,230,000	65,683	1,295,683
6/30/2036	1,270,000	33,367	1,303,367
Total	18,045,000	5,052,677	23,097,677

*The variable rate bond schedule is calculated using a 2.62733% estimated interest rate beginning 7/1/18. These bonds are scheduled to be refinanced to a fixed rate and should close before June 30, 2018.

Table 25. Capital Lease Schedule

Year	Aggregate Capital Lease	West Campus Generators	CISCO Networking Equipment	Xerox Comm Health and Nutrition	CISCO Software Purchase	Energy Performance Contract
2018	1,202,144	367,093	31,012	371	86,000	717,668
2019	803,668	-	-	-	86,000	717,668
2020	803,668	-	-	-	86,000	717,668
2021	803,668	-	-	-	86,000	717,668
2022	803,668	-	-	-	86,000	717,668
2023	717,668	-	-	-	-	717,668
2024	717,668	-	-	-	-	717,668
2025	717,668	-	-	-	-	717,668
2026	717,668	-	-	-	-	717,668
2027	717,668	-	-	-	-	717,668
2028	717,668	-	-	-	-	717,668
2029	717,668	-	-	-	-	717,668
2030	717,668	-	-	-	-	717,668
2031	418,640	-	-	-	-	418,640
Total	10,576,800	367,093	31,012	371	430,000	9,748,324

The CISCO Software payment for FY18 was not in the budget, but was approved by the Board in March. The lease was established after the FY18 Q3 Forecast. The West Campus Generator Lease payment for FY18 was \$46,907 higher in the Q3 Forecast because we were counting the July payment, which was actually accrued in June of the previous fiscal year.

Appendices

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Appendix A: Planning and Fiscal Sustainability

Planning Map

The Planning Map (page A-3) connects numerous efforts to operationalize our vision for transformative education for students. The nine Core Plans articulate aspirations and action steps for nine areas comprising the core mission and function of UNC, the areas crucial to creating transformative learning experiences for students. The five Support Plans address major university-wide support functions that are necessary to implement the Core Plans. We operationalize these multiyear plans one year at a time through annual budgets and action steps.

Five-year Fiscal Sustainability Plan

The Five-year Fiscal Sustainability Plan was developed in 2014 to show how the actions and resource decisions emerging from UNC's Planning Map would come together over five years to effect the university's fiscal sustainability. It was designed as a roadmap to grow revenue in spite of relatively flat state funding and to spend down reserves to invest in priorities to spur enrollment growth in order to cash flow positive by Fiscal Year 2018-19.

There were five major growth targets.

1. Grow enrollment to over 15,000 students by Fall 2018.
2. Increase the proportion of graduate students in our total enrollment from 20% to 25% by Fall 2018.
3. Increase the average year-to-year undergraduate persistence rate by 2 percentage points (to 83%) by Fall 2018.
4. Identify at least \$2.4 million in new sustainable cost savings by the end of fiscal year 2018.
5. Pursue funding to break ground on the Campus Commons in the summer of 2016, and complete the second of two construction phases by the end of 2018.

In all five areas, UNC has made solid progress. Fall 2017 total enrollment was the highest in a decade and a 10% increase from Fall 2014. Graduate enrollment had grown to 23% of total enrollment as of Fall 2017. As discussed in Appendix B, we have identified \$6.1 million in sustainable cost savings. Finally, we will be opening Campus Commons in early 2019.

Nonetheless, environmental changes and challenges have accelerated over the past four years, and growing enrollment has been even more difficult than anticipated. Enrollment growth has slowed over the past three years, and undergraduate discounting has increased as competition intensifies and the number of high school graduates decreases nationally. We will not cash flow positive in Fiscal Year 2018-19, will face diminished prospects of significant enrollment revenue growth in the next several years, and must redouble our efforts to contain expenditures.

FY19 Budget as a Bridge to Future Planning

The 2018-19 year will be one of transition for UNC, with changes in presidential leadership and Academic Affairs leadership, as well as the conclusion of our \$45 million comprehensive fundraising campaign and the opening of Campus Commons.

In order to preserve both cash and flexibility to support future planning, the goal in developing the FY19 budget was to employ short-term strategies to maintain cash balances as we rely on reserve spending for the sixth year in a row. Containing the FY19 budgeted deficit to \$4.5 million required a number of unsustainable cost savings approaches, including:

- Temporary budget savings totaling \$300,000
- Restrictions on exempt and classified staff out-of-state travel to save \$300,000
- An exempt and classified staff vacancy hold and review to generate \$800,000 in savings
- Limitations on new strategic investments in research, scholarship and creative works; no new investments in centers and institutes, and reductions in new technology projects
- Limiting new capital projects to \$3.9 million, about half of the annual investment in campus infrastructure needed for long-term sustainability.

Our FY19 budget results in a projected June 30, 2019, cash balance of \$33.8 million. Of this amount, about \$21.1 million will be in reserves (about 60% capital reserves funded by student fees and capital contributions from housing, dining, conferences, parking and similar auxiliary operations).



University-wide Planning

The **Strategic Framework** is the foundation for all of UNC's planning work. As illustrated by the Venn diagram (on right), our vision is to provide students with opportunities for transformative education by focusing on the intersections among academics, research and community.

UNC's approach to planning is **entrepreneurial, multiyear**, and based in **systems thinking**. Our planning process includes multiyear direction setting and priority setting; annual identification and implementation of action steps; and evaluation of both the planning process and its outcomes.

Entrepreneurial

At UNC, we have defined planning as an ongoing, iterative process of taking control of our own future in order to fulfill UNC's mission and our shared vision for the University.

Multiyear

We have two types of multiyear plans: **core plans** and **support plans**. Core plans articulate aspirations and action steps for the nine areas that comprise the core mission and function of the University. Building on the directions and priorities in the core plans, support plans articulate aspirations and action steps for major University-wide support efforts.

Systems-based

To facilitate a systems approach, all of our planning work considers the following eight key system elements:

UNC Mission & Identity	External Funding
Cost of Attendance	Capital
Cost-saving	Compensation
Innovations	Reserves Strategy

While these eight elements are not of equal importance, each has a bearing on our ability to fulfill the vision articulated by the Strategic Framework. In the diagram on the right, a plan's color indicates only the Key System Element with which the plan is primarily associated; there is significant overlap among the plans and elements.



Five-year Fiscal Sustainability Plan	Baseline FY14	FY15	FY16	FY17	FY18			FY19			
		Actual	Actual	Actual	Plan	FY18 3rd Qtr. Forecast	Variance from Plan	Plan	Budget	Variance from Plan	
Enrollment	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017			Fall 2018			
1 New Domestic First-time Undergrads	1,954	1,938	2,035	2,142	2,280	2,138	(142)	2,201	2,040	(161)	decrease to Fall 18 (FY19) from forecast n=(98)
2 New Domestic Transfer Undergrads	787	786	726	776	834	788	(46)	804	780	(24)	decrease to Fall 18 (FY19) from forecast n=(8)
3 New Domestic Graduates	667	652	796	880	1,007	925	(82)	981	966	(15)	growth to Fall 18 (FY19) from forecast n=41
4 New Intn'l Undergrads (degree and non-degree)	102	76	71	124	144	101	(43)	104	104	-	growth to Fall 18 (FY19) from forecast n=3
5 New Int'l Graduates (degree and non-degree)	70	32	45	62	89	72	(17)	77	77	-	growth to Fall 18 (FY19) from forecast n=5
6 Continuing Domestic Undergrads	6,675	6,273	6,058	6,063	6,139	6,066	(73)	6,107	6,130	23	growth new students & inc. persistence n=64
7 Fall to Fall Undergrad Persistence	80.8%	82.1%	83.5%	83.2%	84.0%	82.3%	(0)	82.8%	83.3%	0	
8 Continuing Domestic Graduates	1,267	1,301	1,338	1,475	1,694	1,626	(68)	1,708	1,673	(35)	growth to Fall 18 (FY19) from forecast n=47
9 Cont. Int'l Undergrads & Grads(degree & non-degree)	231	258	211	209	233	221	(12)	232	213	(19)	decrease to Fall 18 (FY19) from forecast n=(8)
10 Non-Degree Domestic Undergrads & Grads	331	468	656	529	818	1,031	213	1,078	1,082	4	growth to Fall 18 (FY19) from forecast n=51
## Total Headcount	12,084	11,784	11,936	12,260	13,238	12,968	(270)	13,292	13,065	(227)	
Operating Factors											
Dollars in millions except Tuition & Fee Rates											
12 Resident Undergrad Tuition Rate (Increase %)	\$5,748	\$6024 (4.8%)	\$6372 (5.8%)	\$6906 (8.4%)	\$7376 (6.8%)	\$7374 (6.8%)		\$7596 (3.0%)	\$7596 (3.0%)		Fall '18 tuition of \$7,596 projected to be less than CSU, CSU-P, CU-B, CU-D, CU-CS, Western & Mines
13 Resident Graduate Tuition Rate (Increase %)	varies	3.0%	3.0%	7.0%	3.0%	3.0%		3.0%	3.0%		Grad tuition at market rates, varies by program
14 Full-time Student Capital Fee (Increase \$)	\$244	\$450 (\$206)	\$500 (\$50)	\$650 (\$150)	\$800 (\$150)	\$800 (\$150)		\$910 (\$110)	\$910 (\$110)		Capital fee grows to \$910 (\$580 def. maint/ sm. cap +\$170 old debt +\$160 Campus Commons)
15 Other Mandatory Fees (Increase %)	\$1,176	\$1259 (7%)	\$1294 (2.8%)	\$1332 (3.0%)	\$1372 (3.0%)	\$1372 (3.0%)		\$1412 (3.0%)	\$1412 (3.0%)		Planned inflationary increases; est. 3% CPI
16 Room & Board		0.7%	0.0%	2.0%	2.0%	2.0%		2.0%	2.0%		
17 Student Revenue (Tuition, Fees, Room & Board)	\$138.2	\$ 140.6	\$ 146.6	\$ 161.0	\$ 175.8	\$ 170.7	\$ (5.1)	\$ 182.0	\$ 178.5	\$ (3.5)	Includes growth & rate increases above
18 Discounting	(\$21.0)	\$ (26.2)	\$ (28.6)	\$ (34.3)	\$ (36.6)	\$ (41.5)	\$ (4.9)	\$ (42.4)	\$ (44.1)	\$ (1.7)	FY19: 30.5% UG / 16.9% GR discounting
19 State Operating Revenue	\$33.6	\$ 37.4	\$ 41.1	\$ 39.1	\$ 39.0	\$ 39.6	\$ 0.6	\$ 41.7	\$ 42.5	\$ 0.8	5.4% increase (\$2.2 mil) increase in FY19
20 Other Revenue (incl'd. Fdn. operating and capital)	\$24.2	\$ 27.7	\$ 26.5	\$ 27.1	\$ 27.1	\$ 30.7	\$ 3.6	\$ 29.4	\$ 28.3	\$ (1.1)	Includes donor funds and new revenue from CC
21 Average Salary Increase Pools	5.0%	3.0%	3.0%	3.0%	3.0%	2.0%		0.0%/3.0%	0.0%/3.0%		
22 Sustainable Cost Savings		\$ 1.2	\$ 1.6	\$ 0.2	\$ 0.9	\$ 0.9		\$ 1.0	\$ 1.0		
23 Utilities, Library & Software maintenance		5.0%	5.0%	\$ 0.8	\$ 0.6	\$ 0.7		\$ 0.9	\$ 0.6		4% utility; 4% library; 10% software
24 All Other Non-Personnel Operating		1.0%	1.0%	\$ 1.9	\$ 1.1	\$ (0.1)		\$ 0.2	\$ 1.3		2% inflation plus \$300,000 annual investments
25 Total Compensation	\$ (118.5)	\$ (123.0)	\$ (126.2)	\$ (133.2)	\$ (136.9)	\$ (138.7)	\$ (1.8)	\$ (138.6)	\$ (140.6)	\$ (2.0)	3% Classified salary pool, plus health and PERA increases
26 Total Non-Personnel Expenses	\$ (41.3)	\$ (42.5)	\$ (42.7)	\$ (45.2)	\$ (46.0)	\$ (44.9)	\$ 1.1	\$ (46.1)	\$ (45.8)	\$ 0.3	See lines 22,23 & 24
27 Debt Service, Capital Lease	\$ (10.4)	\$ (12.3)	\$ (10.9)	\$ (11.9)	\$ (12.5)	\$ (11.8)	\$ 0.7	\$ (12.1)	\$ (11.6)	\$ 0.5	Full yr. CC bond interest in FY19, increase in var. rate interest
28 Operating Results	\$4.8	\$ 1.7	\$ 5.8	\$ 2.6	\$ 9.9	\$ 4.1	\$ (5.8)	\$ 13.9	\$ 7.2	\$ (6.7)	
Strategic Investments											
Dollars in millions											
29 Strategic Investment Expenditures	\$ (6.1)	\$ (5.3)	\$ (3.8)	\$ (3.6)	\$ (5.1)	\$ (4.5)	\$ 0.6	\$ (3.2)	\$ (3.3)	\$ (0.1)	
Capital Investments											
Dollars in millions											
30 State & Debt Funded Capital		\$ 1.6	\$ 6.4	\$ 19.5	\$ 21.4	\$ 33.9	\$ 12.5	\$ 17.2	\$ 22.7		
31 Donor Funded Capital Expenditures			\$ (1.0)	\$ (0.1)	\$ (3.4)	\$ (3.8)	\$ (0.4)	\$ (2.7)	\$ (2.2)	\$ 0.5	
32 Institutionally Funded Capital Expenditures	\$ (9.1)	\$ (10.0)	\$ (7.7)	\$ (4.1)	\$ (7.4)	\$ (4.9)	\$ 2.5	\$ (7.5)	\$ (6.3)	\$ 1.2	Recommended is 1.5% CRV = \$11.5M. Funded from reserves until capital fee and room & board are sufficient to fund annual capital projects.
Cash											
33 Net Cash Inflow /Outflow (sum of blue lines above)	\$ (10.4)	\$ (13.6)	\$ (6.7)	\$ (5.2)	\$ (6.0)	\$ (9.1)	\$ (3.1)	\$ 0.5	\$ (4.6)	(5.1)	
34 Payables, Receivables & Other Balance Sheet Chgs		\$ 5.1	\$ (8.1)	\$ 12.2	\$ -	\$ (6.5)		\$ -	\$ 0.1		
35 Year-end (6/30) Cash Balance	\$ 70.2	\$ 61.7	\$ 46.9	\$ 53.9	\$ 48.8	\$ 38.3	(10.5)	\$ 38.8	\$ 33.8	(5.0)	Cash low point @ 8/15 ~ \$15 mil less than 6/30

Note 1: Line 32 Institutionally Funded Capital Expenditures: FY19 includes \$1.5mil of Bridge Funding

Note 2:Line 34 Timing variances: FY16 (\$8.1M) =(\$4.1) FFS, (\$4.0) Energy Perf. / FY17 \$12.2M=\$4.1 FFS, \$6.6 UA, \$4.0 Energy Perf,(\$0.9) Loan (\$1.6) Other

Note 3: FY19 Budget Enrollment Targets include Grad target set in Jan. enrollment plan and April adjustments to UG first-time and transfer students

Appendix B: Cost Savings and Non-Personnel Expenditures

Over the past several years, we have developed a regular practice of identifying “sustainable cost savings.” That terminology was selected to ensure that we did not engage in unhelpful short-term approaches like across-the-board cuts or slashing budgets one year with the expectation that the funds would be returned the next year. We knew that we were facing a permanently changed environment and that our budgeting needed to change permanently. From 2010 to 2013 we identified over \$6.5 million in sustainable cost savings including both (1) “budget cleanup” – aligning budgets to actual historical expenditure patterns, eliminating built-in contingency at the individual unit level in favor of central reserves – and (2) changes in the way we do business such as a revised approach to Extended Campus revenues and incentives, changes in telecommunication support, adjusting operating hours of certain functions, continuous attention to staffing, and eliminating activities that we can stop doing in favor of activities that are more critical in our new environment.

As part of the initial Five-year Fiscal Sustainability Plan (June 2014 version), we set a target of \$2.4 million in sustainable cost savings over five years. The five-year cumulative savings, including FY19 savings of \$1.0 million, now totals \$6.1 million.

FY19 Sustainable Cost Savings

	Sustainable Cost Savings
Cost of sales in housing, dining, Information Technology	\$ 170,729
Software maintenance agreements	13,872
Athletics game guarantees	45,000
Professional development for employees	27,025
Official functions	35,781
Independent contracts and participant stipends	51,589
Temporary personnel	22,000
Business purchased services	153,284
Advertising	58,000
Printing and quick copy service	14,611
Telephone, cell phone, extra services	13,788
Computer supplies/software/software licenses	40,449
Supplies-office, maintenance, postage, res-hall event supplies	86,471
Supplies-instruction/research/lab	37,193
Travel	163,981
Dues and memberships	8,926
Banking service fees, licenses, taxes, and fees	13,745
Books, subscriptions	6,495
Noncapital equipment, rental equipment	5,500
Cleaning, laundry service, uniforms	7,470
Employee moving expense	4,000
Rent for operating leases - non UNC building and equipment	6,550
Office equip maintenance and other equipment maintenance	6,561
All other items	23,709
Total Sustainable Cost Savings	\$ 1,016,729

Cumulative Five-Year Fiscal Sustainability Plan Sustainable Cost Savings

	Sustainable Cost Savings
Operating: Personnel	
FY15, FY16 & FY17 staffing changes	\$ 227,329
FY19 staffing changes	2,772
Operating: Non-personnel	
FY15, FY16, FY17 & FY18 reductions	3,600,429
FY19 reductions	1,016,729
Strategic Investments	
FY15 & FY16 reductions	125,000
FY19 reductions	1,175,000
Total	\$ 6,147,259

FY19 Temporary Savings

As discussed in Appendix A, in spite of enrollment and net revenue growth and \$6.1 million in sustainable cost savings, FY19 will be UNC's sixth year of deficit spending. To minimize the FY19 deficit and preserve cash balances we engaged in a campus-wide effort to scrutinize non-personnel spending, not only for sustainable cost savings, but also for non-personnel expenditure deferrals that could create temporary savings. A total of \$0.6 million was identified, as shown below by unit.

	FY19 Temporary Savings
Athletics	\$ (26,001)
Housing, Dining and Campus Recreation	(31,868)
AVP for Research	(9,000)
College of Humanities and Social Sciences	(3,000)
College of Natural and Health Sciences	(21,389)
Enrollment Management	(21,105)
Facilities Management	(166,120)
Financial Services	(29,800)
Graduate School	(10,000)
Information Technology	(34,309)
Provost and VP for Academic Affairs	(24,850)
Purchasing, Contracts and Accounts Payable	(7,400)
Registrar	(12,700)
Student Engagement and Dean of Students	(67,234)
Student Success	(8,175)
University College	(8,225)
University Libraries	(8,200)
VP Alumni and Development	(18,000)
VP for Administration	(3,606)
VP for Campus Community and Climate	(36,943)
VP University Relations	(10,000)
Central University Expenses	(68,821)
Total Temporary Savings	\$ (626,746)

Details of Non-Personnel Expenses (FY17 Actual)

In response to the Board's request for more detail on large non-personnel line items, the table below details FY17 actual non-personnel expenses totaling \$45.2 million.

		2017 Actual
Cost of Sales		\$ 4,886,203
Other Current Expenses		
Athletics: guarantees, game day expenses, meals	613,041	
Banking services	790,319	
CCHE operating transfers	295,981	
Dues and memberships	397,760	
Employee moving expense	211,545	
Library services and databases	1,281,930	
Licenses, taxes and fees	145,633	
Software maintenance agreements	2,512,617	
Conference and professional development	518,852	
Equipment lease	259,438	
Building leases	1,411,843	
Prizes and awards, official functions and other	992,866	
Insurance	754,345	
Motor pool	195,904	
Bad debt	1,143,357	
Other Current Expenses Total		\$ 11,525,430
Purchased Services		
Consultants, lobbying, SSC Campus, medical, environmental, employee search, Bear Bus	2,608,663	
Cable and internet services	377,410	
Legal and accounting services	638,605	
Advertising	1,358,601	
Public relations	261,187	
Medical services	429,247	
Printing	442,435	
Office equipment maintenance	99,685	
Independent contracts and temporary personnel	997,085	
Telephone	289,159	
Cleaning and laundry services	197,758	
Building and equipment maintenance	1,087,673	
Grounds maintenance	214,288	
Construction services	469,250	
Internal purchase and miscellaneous	1,062,727	
Purchased Services Total		\$ 10,533,774
Supplies		
Office supplies	813,342	
Maintenance and recruitment supplies, uniforms	624,089	
Custodial and cleaning supplies	148,890	
Postage	131,377	
Housing and dining supplies	321,585	
Athletic supplies	434,650	
Computer supplies	479,003	
Library books and binding	189,802	
Classroom and research supplies	889,886	
Events supplies, police equipment, Outdoor Pursuits equipment, computer equipment, internal purchases and miscellaneous	2,196,581	
Supplies Total		\$ 6,229,204
Cost Allocation and Recoveries		\$ (853,065)
Utilities		
Trash	153,638	
Heating, natural gas and steam	1,533,843	
Water and sewer	1,100,239	
Electricity and energy conservation	2,742,844	
Utilities Total		\$ 5,530,564
Travel		\$ 4,882,408
Capital		\$ 2,424,673
Total		\$ 45,159,191

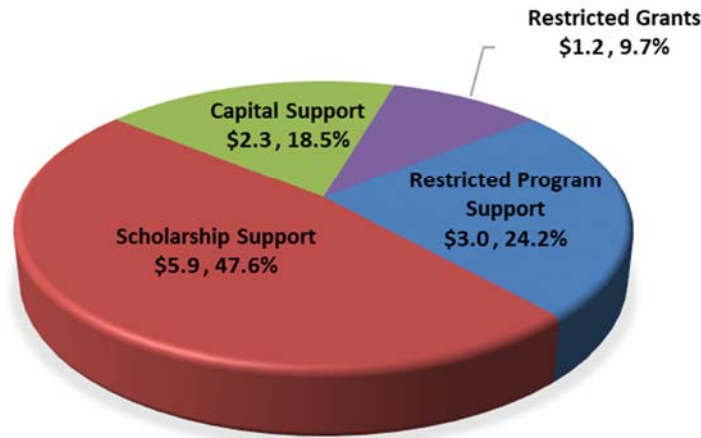
Appendix C: FY19 Operating Budget Details

	On-Campus Education and General	Housing-Dining and UC	Parking	Extended Campus	Student Fees	Athletics	All Others	Restricted Foundation Support	Eliminations	Vacancy Savings	Total
REVENUES											
Tuition, Fees and Room & Board											
Tuition-Undergraduate Main Campus	79,996,337	-	-	-	-	-	-	-	-	-	79,996,337
Tuition-Graduate Main Campus	17,079,161	-	-	-	-	-	-	-	-	-	17,079,161
Tuition-Undergraduate Extended Campus	-	-	-	5,032,826	-	-	-	-	-	-	5,032,826
Tuition-Graduate Extended Campus	-	-	-	18,225,765	-	-	-	-	-	-	18,225,765
Student Fees	-	-	-	-	16,276,843	-	-	-	-	-	16,276,843
Academic Fees-Main Campus	6,418,857	-	-	-	-	-	-	-	-	-	6,418,857
Academic Fees-Extended Campus	-	-	-	111,658	-	-	-	-	-	-	111,658
Room and Board	-	35,342,265	-	-	-	-	-	-	-	-	35,342,265
Subtotal Tuition, Fees and Room & Board	103,494,355	35,342,265	-	23,370,249	16,276,843	-	-	-	-	-	178,483,712
Discounting											
Scholarships (including Foundation)	(32,919,294)	-	-	-	-	-	(20,500)	(4,350,000)	-	-	(37,289,794)
Graduate GA/TA Waivers	(5,504,967)	(107,000)	-	(5,000)	(87,497)	-	-	(13,073)	-	-	(5,717,537)
R&B Waivers	-	(1,130,000)	-	-	-	-	-	-	-	-	(1,130,000)
Subtotal Discounting	(38,424,261)	(1,237,000)	-	(5,000)	(87,497)	-	(20,500)	(4,363,073)	-	-	(44,137,331)
State Support											
COF Resident	16,789,891	-	-	-	-	-	-	-	-	-	16,789,891
Fee For Service	25,689,034	-	-	-	-	-	-	-	-	-	25,689,034
Subtotal State Support	42,478,925	-	-	-	-	-	-	-	-	-	42,478,925
Foundation Support											
Foundation Restricted Gifts for Operations	-	-	-	-	-	-	-	3,027,042	-	-	3,027,042
Foundation Capital Gifts	-	-	-	-	-	-	-	2,247,518	-	-	2,247,518
Foundation Restricted Scholarships	-	-	-	-	-	-	-	4,350,000	-	-	4,350,000
Foundation Unrestricted (designated for scholarships)	1,550,000	-	-	-	-	-	-	-	-	-	1,550,000
Subtotal Foundation Support	1,550,000	-	-	-	-	-	-	9,624,560	-	-	11,174,560
Other Revenue											
Other Auxiliary Services	-	4,774,611	2,118,900	-	346,262	1,500	62,000	-	-	-	7,303,273
Internal Revenues	13,000	2,928,814	49,900	-	190,676	-	2,803,189	-	(5,985,580)	-	-
Restr Grant Facilities/Admin Recovery	600,000	-	-	-	-	-	-	-	-	-	600,000
Other Revenue	3,151,200	196,428	-	91,697	71,550	2,206,644	1,996,167	-	-	-	7,713,686
Net Non-Operating Revenues	1,017,250	90,297	-	-	-	-	423,703	-	-	-	1,531,250
Subtotal Other Revenue	4,781,450	7,990,150	2,168,800	91,697	608,488	2,208,144	5,285,059	-	(5,985,580)	-	17,148,209
NET REVENUES	113,880,469	42,095,415	2,168,800	23,456,946	16,797,834	2,208,144	5,264,559	5,261,487	(5,985,580)	-	205,148,074

Appendix C: Operating Budget Details – Continued

	On-Campus Education and General	Housing-Dining and UC	Parking	Extended Campus	Student Fees	Athletics	All Others	Restricted Foundation Support	Eliminations	Vacancy Savings	Total
EXPENSES AND DEBT PAYMENTS											
Personnel Expenses											
Faculty Salaries	43,354,925	-	-	5,746,155	9,000	4,880	208,096	266,256	-	(3,000,000)	46,589,312
Exempt Salaries	23,659,005	2,115,855	123,688	1,168,858	2,160,341	3,907,979	318,121	373,878	-	(2,839,000)	30,988,725
Classified Salaries	16,553,173	3,621,117	103,671	292,633	257,651	-	200,913	48,471	-	(1,671,000)	19,406,629
Graduate Stipends	5,405,959	53,840	-	57,460	140,967	-	-	20,545	-	-	5,678,771
Other Wages/Compensation/Student Wages	6,200,749	2,592,363	109,632	49,190	1,354,796	(4,098,393)	156,020	2,800	-	-	6,367,157
Fringe Benefits	28,997,347	1,947,926	77,904	2,213,842	956,230	(9,907)	(238,944)	226,026	(89,676)	(2,545,890)	31,534,858
Subtotal Personnel Expenses	124,171,158	10,331,101	414,895	9,528,138	4,878,985	(195,441)	644,206	937,976	(89,676)	(10,055,890)	140,565,452
Non-Personnel Expenses											
Cost of Sales	244,715	7,018,023	-	500	83,150	-	2,804,597	-	(5,223,771)	-	4,927,214
OCE, Purchased Services, Supplies, Capital Labor	8,273,180	9,403,142	753,232	3,617,661	4,584,897	69,985	911,786	1,521,640	(672,133)	-	28,463,390
Purchased Services	6,651,318	808,063	29,950	567,501	697,262	366,492	239,868	557,065	(42,309)	-	9,875,210
Supplies	4,120,293	625,140	58,971	155,791	333,336	493,152	236,144	538,378	(7,407)	-	6,553,799
Labor and Materials charge to Capital Projects	(10,796,243)	7,117,605	634,389	1,083,872	1,633,972	104,130	(987,815)	3,240	-	-	(1,206,850)
Utilities	2,933,158	2,655,823	83,706	70	233,468	-	(343,912)	-	-	-	5,562,313
Travel	1,294,704	3,205	-	315,694	154,761	1,994,720	26,815	435,268	-	-	4,225,167
Capital	2,432,956	55,000	-	-	-	800	-	119,085	-	-	2,607,841
Subtotal Non-Personnel Expenses	15,178,713	19,135,193	836,938	3,933,925	5,056,276	2,065,505	3,399,286	2,075,993	(5,895,904)	-	45,785,925
Debt Payments											
Mandatory Transfer Out-Debt Service	-	7,535,692	485,618	-	2,788,932	-	-	-	-	-	10,810,242
Mandatory Transfer Out-Capital Leases	803,668	-	-	-	-	-	-	-	-	-	803,668
Subtotal Debt Payments	803,668	7,535,692	485,618	-	2,788,932	-	-	-	-	-	11,613,910
TOTAL EXPENSES AND DEBT PAYMENTS	140,153,539	37,001,986	1,737,451	13,462,063	12,724,193	1,870,064	4,043,492	3,013,969	(5,985,580)	(10,055,890)	197,965,287
OPERATING RESULTS	(26,273,070)	5,093,429	431,349	9,994,883	4,073,641	338,080	1,221,067	2,247,518	-	10,055,890	7,182,787
Transfer to Capital Budget-Foundation	-	-	-	-	-	-	-	2,247,518	-	-	2,247,518
Transfer to Capital Budget-Equipment	140,000	-	-	-	-	-	-	-	-	-	140,000
Transfer to Capital Reserves-Student Capital Fee	-	-	-	-	5,236,164	-	-	-	-	-	5,236,164
Transfer to Capital Reserves-Housing, Dining, Parking	60,000	1,800,000	431,349	-	-	-	-	-	-	-	2,291,349
OPERATING RESULTS LESS TRANSFERS	(26,473,070)	3,293,429	-	9,994,883	(1,162,523)	338,080	1,221,067	-	-	10,055,890	(2,732,244)
Other Internal Transfers											
Non-Mandatory Transfer Out-Strategic Investments	810,000	-	-	-	-	-	-	-	-	-	810,000
Net Non-Mandatory Transfers-Budgeted	(800,000)	-	-	25,000	-	-	-	775,000	-	-	-
Net Non-Mandatory Transfers E & G Contribution	(12,094,858)	3,293,429	-	9,625,871	(1,162,523)	338,080	-	-	-	-	-
Net Non-Mandatory Transfers-Innovation	144,000	-	-	255,120	-	-	-	-	-	-	399,120
Subtotal Non-Mandatory Transfers	(11,940,858)	3,293,429	-	9,905,991	(1,162,523)	338,080	-	775,000	-	-	1,209,120
REVENUES LESS EXPENSES/TRANSFERS	(14,532,212)	-	-	-	-	-	1,221,067	-	-	10,055,890	(3,941,364)

FY19 FOUNDATION SUPPORT \$12.4 Million*



* Reflects the budget for funds that will be transferred to UNC and used in the current year. It does not reflect funds raised.

	FY18 Forecast	FY19 Budget	FY19 Changes
Restricted Program Support			
Athletics	\$ 702,125	\$ 482,125	\$ (220,000)
Provost	17,000	5,200	(11,800)
Library	335,010	359,860	24,850
EBS	281,000	308,040	27,040
HSS	175,675	161,944	(13,731)
MCB	638,330	751,394	113,064
NHS	122,093	156,069	33,976
PVA	208,000	165,364	(42,636)
Stryker Institute	275,876	275,876	-
Tointon Institute	300,000	228,425	(71,575)
Other	140,300	132,745	(7,555)
Total Restricted Program Support	\$ 3,195,409	\$ 3,027,042	\$ (168,367)
Scholarships			
Institutional Scholarship Support	\$ 1,550,000	\$ 1,550,000	\$ -
Restricted Scholarships			
Named and Endowed Scholarships	3,579,277	3,575,000	(4,277)
Athletics Scholarships	525,000	500,000	(25,000)
Greeley Promise & Other Scholarships	250,000	275,000	25,000
Total Scholarship Support	\$ 5,904,277	\$ 5,900,000	\$ (4,277)
Capital Support			
Campus Commons	\$ 3,786,156	\$ 2,037,223	\$ (1,748,933)
NHS	-	60,295	60,295
Athletics	5,000	130,000	125,000
PVA Gray Hall	20,000	20,000	-
Total Capital Support	\$ 3,811,156	\$ 2,247,518	\$ (1,563,638)
Grants			
Daniels Fund	\$ 161,121	\$ 149,000	\$ (12,121)
Frontiers of Science	185,615	155,000	(30,615)
Healthy Schools Professional Development System	-	630,000	630,000
Grants under \$100,000	164,428	267,000	102,572
Total Grants Support	\$ 511,164	\$ 1,201,000	\$ 689,836
Total Foundation Support	\$ 13,422,007	\$ 12,375,560	\$ (1,046,447)

Restricted Grants and Contracts Detail by Award

Federal Grants		FY19 Budget
Infants with Visual Impairment	\$	425,000
Project Climb		285,000
UNC Student Support Services (SSS) TRIO		276,000
Upward Bound TRIO		234,000
Project TREE (Training Rural Early Educators)		203,000
Teaching Excellence & Achievement (TEA) IREX (International Research and Exchanges Board)		199,000
Rehab Long Term Training		195,000
Preparation for Interpreters		178,000
McNair TRIO		126,000
Threat Assessment for School Safety		120,000
<i>Under \$100,000</i>		2,159,000
Subtotal Federal Grants	\$	4,400,000
State Grants		
UNC Solar Project	\$	496,000
UNC Center for Rural Education		331,000
<i>Under \$100,000</i>		270,000
Subtotal State Grants	\$	1,097,000
Non-Governmental Grants		
<i>Under \$100,000</i>	\$	197,000
Subtotal Non-Governmental Grants	\$	197,000
UNC Foundation Grants		
Healthy Schools Professional Development System	\$	630,000
Frontiers of Science Grant		155,000
MCB Daniels Fund Ethics		149,000
<i>Under \$100,000</i>		267,000
Subtotal UNC Foundation Grants	\$	1,201,000
Total Restricted Grants and Contracts	\$	6,895,000

Appendix D: 2018-19 Rate Schedule Detail

Main Campus Tuition Academic Year	FY18 Actual	FY19 Budget	\$ Increase	% Increase
Resident Tuition¹				
Undergraduate (15 credit hours per semester)				
Tuition	\$ 9,684	\$ 10,146	\$ 462	
College Opportunity Fund (COF) Stipend ⁴	(2,310)	(2,550)	(240)	
Student Share of Tuition Net of Stipend	\$ 7,374	\$ 7,596	\$ 222	3.0%
Non Resident Tuition²				
Undergraduate (15 credit hours per semester)	\$ 18,960	\$ 19,464	\$ 504	2.7%
WUE Tuition³				
Undergraduate (15 credit hours per semester)	\$ 13,932	\$ 14,436	\$ 504	3.6%

¹Academic year rate includes tuition window of \$50 per credit hour for the 13th through 16th credit in both FY18 and FY19. Normal rates apply for credits over 16.
²Academic year rate includes tuition window of \$140 per credit hour for the 13th through 16th credit in both FY18 and FY19. Normal rates apply for credits over 16.
³Academic year rate includes tuition window of \$170 per credit hour for the 13th through 16th credit in both FY18 and FY19. Normal rates apply for credits over 16.
⁴COF is applied to resident undergraduate credit hours, and is \$77 per credit hour in FY18 and \$85 in FY19.

Main Campus Per Credit Hour	FY18 Actual	FY19 Budget	\$ Increase	% Increase
Resident Tuition				
Undergraduate (rate per credit hour up to 12 hours) ¹				
Tuition	\$ 371.75	\$ 389.00	\$ 17.25	
College Opportunity Fund (COF) Stipend ⁴	(77.00)	(85.00)	(8.00)	
Student Share of Tuition Net of Stipend	\$ 294.75	\$ 304.00	\$ 9.25	3.1%
Non Resident Tuition²				
Undergraduate (rate per credit hour up to 12 hours) ²	\$ 755.00	\$ 776.00	\$ 21.00	2.8%
WUE Tuition³				
Undergraduate (rate per credit hour up to 12 hours) ³	\$ 538.00	\$ 559.00	\$ 21.00	3.9%

¹Per credit hour charge for credits 13-16 is \$50 in both FY18 and FY19. Normal rates apply for credits over 16.
²Per credit hour charge for credits 13-16 is \$140 in both FY18 and FY19. Normal rates apply for credits over 16.
³Per credit hour charge for credits 13-16 is \$170 in both FY18 and FY19. Normal rates apply for credits over 16.
⁴COF is applied to resident undergraduate credit hours, and is \$77 per credit hour in FY18 and \$85 in FY19.

Differential Tuition ¹ (per credit hour charge)	FY18 Actual	FY19 Budget	\$ Increase	% Increase
Program				
Science/SES/Art	\$ 18	\$ 18	\$ -	0.0%
Business	\$ 40	\$ 40	\$ -	0.0%
Music/Theatre/Dance	\$ 36	\$ 36	\$ -	0.0%
Nursing	\$ 64	\$ 64	\$ -	0.0%

¹Differential Tuition does not apply to Liberal Arts Core courses or individual music lessons

Program Fees (per credit hour charge)	FY18 Actual	FY19 Budget	\$ Increase	% Increase
Program				
College of NHS - Nursing Majors	\$ 17	\$ 17	\$ -	0.0%
College of PVA - Theatre Arts and Dance Majors	\$ 32	\$ 32	\$ -	0.0%
College of PVA - Music Majors	\$ 35	\$ 35	\$ -	0.0%
College of PVA - Art and Design Majors	\$ 38	\$ 38	\$ -	0.0%
GOAL - \$4,500 per semester				

Main Campus Graduate Tuition Rates

		Resident FY18 Actual Academic Year ¹	Resident FY19 Rate Per Credit Hour	Resident FY19 Academic Year ¹	Resident Increase \$ ²	Resident Increase % ²	Non- Resident FY18 Actual Academic Year ¹	Non- Resident FY19 Academic Year ¹	Non- Resident Increase \$ ²	Non- Resident Increase % ²
Master's										
MA Tier 1	Administrator License, Child & Adolescent Certificate, Cultural Studies & Equity Cert, Early Childhood SPED Endors, Geographic Info Science, SPEDGEN Endors	\$9,090	\$530	\$9,540	\$450	5.0%	\$19,026	\$19,476	\$450	2.4%
MA Tier 2	Most Master's programs in CEBS; Non-Degree Seeking, Education, Educational Psychology, Multilingual Education, Technology, Innovation and Pedagogy	\$9,450	\$550	\$9,900	\$450	4.8%	\$19,386	\$19,836	\$450	2.3%
MA Tier 3	Biomedical Science-MBS	\$10,062	\$585	\$10,530	\$468	4.7%	\$15,480	\$15,948	\$468	3.0%
MA Tier 4	Art & Design, Appld Statistics/Resrch Mthds, Clinical Mntl Hlth Counseling, Communication, CommCouns-MA, EdS Progs: Ed Leadership-MA & EdS, Ed Leadership & Special Ed-EdS, Spec. Ed. School Psych-EdS, Schl Psych:App Behav Anl-EdS, English, Gerontology, Grad Interdis Degree Program, Higher Ed/Student Affrs Ldrshp, History, Marriage/Couples/Family Couns, Mathematics, Music Performance Cert, Rehabilitation Counseling, School Counseling, Sport and Exercise Science, Sociology, Speech-Language Pathology, Nursing:Family Nurse Prac-MS	\$10,386	\$587	\$10,566	\$180	1.7%	\$20,016	\$20,196	\$180	0.9%
MA Tier 5	Accounting-MAcc, BioSci, Chem, Earth Sciences-MA, MM-MUS progs, PSM	\$10,476	\$610	\$10,980	\$504	4.8%	\$20,106	\$20,574	\$468	2.3%
MA Tier 6	Nursing:AGACNP-MS, Nursing certs	\$11,124	\$630	\$11,340	\$216	1.9%	\$21,060	\$21,276	\$216	1.0%
Doctoral										
Doc Tier 1	Audiology-AuD	\$9,918	\$580	\$10,440	\$522	5.3%	\$21,006	\$21,528	\$522	2.5%
Doc Tier 2	ASRM, Couns Ed, Couns Psych, Ed Psych, Educational Mathematics-PhD, Higher Ed & Std Aff Ldrshp-PhD, Rehab Sci, Schl Psych, SES, Tech Innovation Pedagogy	\$11,124	\$640	\$11,520	\$396	3.6%	\$21,888	\$22,104	\$216	1.0%
Doc Tier 3	Biological Education-PhD, Chemical Education-PhD, Ed Studies EdD, Ed Leadership EdD, SPED	\$11,394	\$650	\$11,700	\$306	2.7%	\$21,978	\$22,284	\$306	1.4%
Doc Tier 4	Music DA programs	\$11,484	\$665	\$11,970	\$486	4.2%	\$22,158	\$22,644	\$486	2.2%

¹Based upon 18 credit hours per academic year.

²Programs in some cases have rate amount and percentage changes different from indicated; they have been collapsed into tiers for ease of presentation.

Extended Campus Tuition Rates

Extended Campus	FY18 Rate Per Credit Hour	FY19 Rate Per Credit Hour	Increase %
Graduate Programs			
Master's, Specialist, Certificate, Endorsement¹			
Art & Design, Certificates or Endorsements (ABA, Autism, Composition, Geography, Gifted Ed, Math, Orientation/Mobility, TESOL) Dance Ed, Ed Psych, Education MAT progs (CLDE, Curric, Elem Ed, Eng Ed) GIDP Science Ed, Literacy, Math Teaching, Multilingual Ed, Music Ed, Special Ed, Teaching ASL, Teaching ASL WrldLng, Teaching Diverse Learners, Tech Innovation Pedagogy, Theatre Ed	\$495	\$520	5.1%
Phys Ed Phys Activity Leader-MAT	\$550	\$555	0.9%
Biomedical Science MBS, Bio MS Non-thesis, Dietetics MS, Gerontology Cert, Sports Administration, Sports Coaching	\$555	\$565	1.8%
Criminology & Criminal Justice	\$570	\$570	0.0%
Clinical Mental Health Counseling, Director of Gifted Ed Endorsement, Ed Leadership MA & EdS, Ed Leadership & Special Ed MA & EdS, School Counseling, School Psychology EdS, Principal Licensure, Admin Lic, Spec Ed Dir Lic, Teacher Leadership	\$560	\$575	2.7%
Speech-Language Pathology MA	\$585	\$600	2.6%
Nursing: AGACNP MS, FNP MS, AGACNP Cert, FNP Cert	\$605	\$620	2.5%
Doctoral			
Animal Audiology Cert, Education Studies-EdD	\$560	\$580	3.6%
Ed Leadership EdD, Nursing: AGACNP-DNP, FNP-DNP, DNP	\$605	\$620	2.5%
Nursing Ed Cert, Nursing Education PhD	\$605	\$625	3.3%
Higher Ed & Student Affairs Leadership-PhD, Special Education-PhD	\$610	\$630	3.3%
Extended Campus Undergraduate & Post-Baccalaureate Programs			
Arts Entrepreneurship	\$270	\$270	0.0%
Dietetic Internship Program	\$340	\$340	0.0%
Sociology and Psychology BA Degree Completion; Comm BA	\$360	\$360	0.0%
Nursing 2nd Degree	\$365	\$365	0.0%
Secondary Licensure, K-12 Licensure, Chinese Endorsement	\$400	\$400	0.0%
American Sign Language: English Interpretation BS Degree Completion, Dietetics BS or Didactic Program	\$405	\$405	0.0%
Nursing RN-BSN	\$450	\$450	0.0%
Off Campus State Funded Undergraduate Programs (COF Eligible)			
Elementary Education-Teaching	\$371.75	\$389.00	4.6%
Early Childhood Education	\$371.75	\$389.00	4.6%
Special Education w/Licensure BA	\$371.75	\$389.00	4.6%
UE/Off Campus State-funded Program Fee	\$40	\$40	0.0%
Extended Campus Professional Development, Independent Study, Dual Credit, Non-Credit, Contract			
Independent Study Tuition: Undergraduate	\$250	\$250	0.0%
Independent Study Tuition: Graduate	\$400	\$400	0.0%
Intensive English Program-Remedial	\$345	\$345	0.0%
Professional Development Credit, Contract Credit, Non-Credit or Continuing Education Unit, Dual Credit (High School)	Varies ¹	Varies ²	

¹Programs in some cases have rate amount and percentage changes different from indicated; they have been collapsed into tiers for ease of presentation.

²Rates vary depending on individual programs.

Mandatory Fees

Mandatory Fees	Academic Year	Per Credit Hour	Academic Year	\$	%
Student Services Fee (CPI increase) ¹	\$ 888.00	\$ 45.73	\$ 914.60	\$ 26.60	3.0%
LEAF-Leadership for Environmental Action Fund ¹	\$ 20.00	\$ 1.00	\$ 20.00	\$ -	0.0%
Capital Fee ¹	\$ 800.00	\$ 45.50	\$ 910.00	\$ 110.00	13.8%
Technology Undergraduate Fee ²	\$ 321.60	\$ 11.04	\$ 331.20	\$ 9.60	3.0%
Technology Graduate Fee ²	\$ 192.96	\$ 11.04	\$ 198.72	\$ 5.76	3.0%
Library Undergraduate Fee ²	\$ 141.60	\$ 4.86	\$ 145.80	\$ 4.20	3.0%
Library Graduate Fee ²	\$ 106.20	\$ 6.08	\$ 109.44	\$ 3.24	3.1%

¹Student Services, LEAF, and Capital fees are charged on the first 10 credit hours each semester. The academic year is based on 10 hours per semester.

²Undergraduate Technology and Library fees are based on 15 credit hours per semester. Graduate Technology and Library fees are based on 9 credit hours per semester.

User Fees

	FY18 Actual	FY19 Budget	\$ Change
Parking Fees			
Student (annual)	\$ 285	\$ 285	\$ -
Student (semester)	\$ 190	\$ 190	\$ -
Student K-lot (premium lot limited spaces annual)	\$ 305	\$ 305	\$ -
Student K-lot (premium lot limited spaces semester)	\$ 200	\$ 200	\$ -
Faculty/Staff (annual)	\$ 320	\$ 320	\$ -
Faculty/Staff (semester)	\$ 200	\$ 200	\$ -
Faculty/Staff K-lot (premium lot limited spaces annual)	\$ 340	\$ 340	\$ -
Graduate Assistant (annual)	\$ 320	\$ 320	\$ -
Student Health Insurance Premium Plan (annual)	\$ 2,580	\$ 2,530	\$ (50)
Study Abroad Application Fee	\$ 300	\$ 300	\$ -
Admissions Fees			
Freshman Application	\$ 45	\$ 45	\$ -
Four-Year Transfer	\$ 45	\$ 45	\$ -
UNC Bound (Junior College transfer)	\$ 20	\$ 20	\$ -
Graduate (U.S.)	\$ 50	\$ 50	\$ -
International (Graduate and Undergraduate)	\$ 65	\$ 150	\$ 85
Student Success Fee	\$ 250	\$ 250	\$ -
Career Services Fees			
Teacher Employment Days	\$ 25	\$ 25	\$ -

Room and Board Rates

	FY18 Actual	FY19 Budget		
		Rate Change	Annual	% Change
Room Rates				
Tier 1	\$ 4,990	\$ 100	\$ 5,090	2.0%
*Tier 2	\$ 5,200	\$ 104	\$ 5,304	2.0%
Tier 3	\$ 5,690	\$ 114	\$ 5,804	2.0%
Tier 4	\$ 6,050	\$ 122	\$ 6,172	2.0%
Tier 5	\$ 6,520	\$ 130	\$ 6,650	2.0%
Tier 6	\$ 6,780	\$ 136	\$ 6,916	2.0%
Board Rates				
5 Meals Per Week + 300 Dining Dollars + 30 Bonus Meals (not an option for Freshman)	\$ 3,300	\$ 70	\$ 3,370	2.1%
10 Meal Plan no Dining Dollars (not an option for Freshmen)	\$ 3,850	\$ 80	\$ 3,930	2.1%
10 Meal Plan + 250 Dining Dollars per semester	\$ 4,710	\$ 100	\$ 4,810	2.1%
14 Meal Plan + 200 Dining Dollars per semester	\$ 5,280	\$ 110	\$ 5,390	2.1%
*19 Meal Plan + 150 Dining Dollars per semester	\$ 5,780	\$ 120	\$ 5,900	2.1%
Any Meal/Any Time + 100 Dining Dollars per semester	\$ 6,220	\$ 130	\$ 6,350	2.1%
*Typical Room and Board (Tier 2 & 19 Meal Plan)	\$ 10,980	\$ 224	\$ 11,204	2.0%
Arlington Park Apartments (12 month contract)				
4 bedroom/2 bathroom	\$ 6,300	\$ 132	\$ 6,432	2.1%
2 bedroom/2 bathroom	\$ 6,540	\$ 132	\$ 6,672	2.0%
2 bedroom/1 bathroom	\$ 6,180	\$ 120	\$ 6,300	1.9%

Residence Hall Tiers:	Tier 1	Belford, Gordon, Sabin, Snyder, Wiebking, and Wilson (756 beds)
	Tier 2	Harrison, Sabin/Snyder Deluxes (552 beds)
	Tier 3	Bond, Brown, Dickeson, Hansen-Willis, Luján, and Lawrenson Efficiencies (332 beds)
	Tier 4	Turner Efficiencies, Lawrenson Apartments (394 beds)
	Tier 5	Turner Suites (314 beds)
	Tier 6	North and South (719 beds)

Student Fee Allocation Detail

	Fee per Credit Hour	Annual Fee per Student
Student Services	\$ 45.73	\$ 915
Student services and support are funded by this portion of the Student Fees. The services funded include, but are not limited to:		
<ul style="list-style-type: none"> Athletic Events Student Clubs Student Senate Student Programing/Student Activities UNC Counseling Center Student Newspaper International Education Bear Bus Prevention Education 	<ul style="list-style-type: none"> Asian/Pacific-American Std Serv César Chávez Cultural Center Marcus Garvey Cultural Center Native American Stdtd Serv National Student Exchange International Film Series University Program Council Campus Recreation Center Graduate Student Assoc 	<ul style="list-style-type: none"> Performing Arts Events Women's Resource Cntr Club Sports Outdoor Pursuits Student Radio Fraternity & Sorority Life Campus Bike Program GSRC
LEAF	\$ 1.00	\$ 20
The Student Leadership for Environmental Action Fund (LEAF) provides support for capital infrastructure projects, sustainability education, and promoting environmental awareness on campus. The LEAF leadership team partners with both on and off campus organizations to promote sustainability.		
Student Capital Fee	\$ 45.50	\$ 910
The Student Capital Fee supports bonded facility debt service and facility operations as well as capital repair and replacement.		
Total	\$ 92.23	\$ 1,845

Appendix E: Student Discounting

Total Grant/Scholarship Aid as a Percentage of Total Cost of Attendance
Degree-Seeking Domestic UG Students Enrolled Full-Time in Fall 2017 & Spring 2018

		Resident	Non-Resident	WUE	
Number of Students ¹		5,668	378	590	
Typical Cost of Attendance (Based on 30 Credit Hours)		Resident	Non-Resident	WUE	
Tuition ²		≈ \$7,400	≈ \$19,000	≈ \$14,000	
Fees		≈ \$2,200	≈ \$2,200	≈ \$2,200	
Typical Room and Board		≈ \$11,000	≈ \$11,000	≈ \$11,000	
Other Costs (books, insurance, transportation, etc.)		≈ \$4,100	≈ \$4,100	≈ \$4,100	
Typical Cost of Attendance ³		\$24,500 - \$25,500	\$36,500 - \$37,500	\$31,500-\$32,500	
% of Total Cost of Attendance met with Grants/Scholarships ⁴		% of Resident Population	% of Non-Resident Population	% of WUE Population	
No Grants/Scholarships		18%	15%	14%	
Some Grants/Scholarships, <20% of COA		27%	29%	38%	
20% - 39% of COA		23%	28%	25%	
40% - 59% of COA		19%	15%	14%	
60% - 79% of COA		9%	4%	5%	
80% - 99% of COA		3%	8%	3%	
100% or more of COA		0%	1%	0%	
Grant/Scholarship Award Frequency & Amount by Source		Resident	Non-Resident	WUE	
Any Grants/Scholarships		% with Award(s) ⁵	82%	85%	86%
		Typical Award Total ⁶	\$2,000 - \$3,000	\$6,000 - \$7,000	\$1,000 - \$2,000
Grants/Scholarships by Source	Institutional	% with Award(s)	77%	82%	82%
		Typical Award Total	\$2,000 - \$3,000	\$4,000 - \$5,000	\$2,000 - \$3,000
	Foundation	% with Award(s)	14%	12%	15%
		Typical Award Total	\$1,000 - \$2,000	\$1,000 - \$2,000	\$1,000 - \$2,000
	Federal	% with Award(s)	36%	31%	33%
		Typical Award Total	\$5,000 - \$6,000	\$5,000 - \$6,000	\$5,000 - \$6,000
	State	% with Award(s)	35%	n/a	n/a
		Typical Award Total	\$2,000 - \$3,000	n/a	n/a
	Private	% with Award(s)	18%	9%	10%
		Typical Award Total	\$3,000 - \$4,000	\$1,000 - \$2,000	\$1,000 - \$2,000

¹ Based on Fall 2017 "final" and Spring 2018 "census." Students are included in these calculations if they were enrolled as a degree-seeking undergraduate in both Fall and Spring and were fulltime (12+ CH) in each term. International students are excluded. Students are also excluded for any of the following reasons: the student's residency changed between fall and spring, the student received a tuition waiver for being an employee or a dependent of an employee, or the student withdrew from courses after census and was refunded some or all of their tuition and fees.

² Differential tuition and course fees are additional costs, which vary from student to student.

³ For this summary, cost of attendance is calculated based on a combination of actual amounts each student was billed by the institution and budget figures from the Office of Financial Aid. All costs for tuition and fees are based on what the student was actually billed. Room and board costs are based either on actuals or on budget figures, depending on whether the student lived on campus and/or had a full meal plan. All other costs (e.g., books, insurance, transportation, etc.) are based on budget figures.

⁴ The calculations in this table are based on total Grant/Scholarship aid from all sources (institutional, foundation, federal, state, and private). All calculations are based on student level data; a student's specific award package is compared to their own specific calculated COA.

⁵ Represents the percentage of students in this population (Resident/Non-Resident/WUE) with at least one of these awards "paid."

⁶ For students with at least one of these awards paid, this is the most common range for their total from this type of award (using standardized \$1,000 intervals).

Appendix F: 2018-19 Enrollment Detail

The reporting cycle for Academic Year 2018-19 began in January 2018 when we set enrollment targets for Fall. The information in this document gives point-in-time data for Fall 2018 along with comparable information for last year. Table 1 shows where we are in our enrollment and revenue reporting cycle.

Table 1 Key 2018-19 Enrollment and Revenue Dates

Key 2018-19 Enrollment and Revenue Dates		
Dates	Enrollment	Revenue
January 19, 2018	<ul style="list-style-type: none"> Enrollment targets set 	
May 9, 2018	<ul style="list-style-type: none"> Report to the Finance & Audit Committee on early indicators for FY19 enrollment 	
June 15, 2018	<ul style="list-style-type: none"> Report to the Board on early indicators for FY19 enrollment 	<ul style="list-style-type: none"> FY19 Budget approved by the Board
August 20, 2018	<ul style="list-style-type: none"> Opening Day enrollment statistics reported publicly 	
August 31, 2018	<ul style="list-style-type: none"> Fall Census Date-Official measurement day for most external enrollment reporting, including national databases and consumer publications (e.g., IPEDS, Peterson's, US News) 	
November 2018	<ul style="list-style-type: none"> Report to the Board on Fall Census enrollment 	<ul style="list-style-type: none"> FY19 revenue forecast updated based on Fall Census and reported to the Board
January 18, 2019	<ul style="list-style-type: none"> 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 	
March 2019	<ul style="list-style-type: none"> Report to the Board on Fall Final enrollment Report to the Board on Spring Census enrollment 	<ul style="list-style-type: none"> FY19 revenue forecast updated based on Spring Census and reported to the Board
August 2019	<ul style="list-style-type: none"> Consolidated Fall, Interim, Spring and Summer enrollment 	<ul style="list-style-type: none"> Final revenue report to the Board (quarterly Finance & Audit Committee meeting)

Table 2 provides current and historical enrollment data beginning with opening day.

Table 2 Enrollment Trend Data

	FY16 (Fall 2015, Spring 2016, Summer 2016)	FY17 (Fall 2016, Spring 2017, Summer 2017)	FY18 (Fall 2017, Spring 2018, Summer 2018)
Opening Day	11,430	12,004	12,407
Fall Census (Targets/External Reports)	11,936	12,260	12,968
Fall Final	12,216	13,087	13,399
Spring Census	11,098	11,222	11,474
Spring Final	11,402	11,789	11,954
Summer Final	4,952	5,066	
Full Year Unduplicated	14,562	15,374	

Fall 2018 (FY19) Target Enrollment Headcount

Our target enrollment for Fall Census 2018 is 13,246 students (10,140 undergraduates and 3,106 graduates), which is a 2.0% increase in headcount from 2017 actual. Tables 3 and 4 are from the 2018-19 Enrollment Plan that the Board reviewed in January and show our enrollment and persistence targets for Fall Census 2018. While our undergraduate target remains 10,140 students, we have budgeted for only 9,959 undergraduates (no growth in new freshmen or transfers). This is 100 fewer new first-time domestic degree-seeking undergraduates than we were budgeting for in the Board's May enrollment document. Some of our early enrollment indicators (e.g., confirmations) are soft relative to targets, and there are multiple moving pieces (e.g, the first year of the Common Application and high numbers of federal verifications of student FAFSA data) leading to uncertainty and the more conservative budget assumption. For graduate enrollment, budgeted enrollment is the same as the target.

Table 3 Fall 2018 Census Targets

	2014 Census Actual	2015 Census Actual	2016 Census Actual	2017 Census Actual	2018 Census Target	% Change	2018 Budget
UNDERGRADUATE							
New first-time domestic degree-seeking UG	1,938	2,035	2,142	2,138	2,201	2.9%	2,040
New transfer domestic degree-seeking UG	786	726	776	788	804	2.0%	780
New international degree & non-degree UG	76	71	124	101	104	3.0%	104
Continuing domestic degree-seeking UG	6,273	6,058	6,063	6,066	6,107	0.7%	6,130
Continuing international degree & non-degree UG	113	98	93	87	104	19.5%	85
All domestic non-degree UG	238	406	305	796	820	3.0%	820
Total Undergraduate	9,424	9,394	9,503	9,976	10,140	1.6%	9,959
GRADUATE							
New first-time domestic degree-seeking GR	652	796	880	925	966	4.4%	966
New international degree & non-degree GR	32	45	62	72	77	6.9%	77
Continuing domestic degree-seeking GR	1,301	1,338	1,475	1,626	1,673	2.9%	1,673
Continuing international degree & non-degree GR	145	113	116	134	128	-4.5%	128
All domestic non-degree GR	230	250	224	235	262	11.5%	262
Total Graduate	2,360	2,542	2,757	2,992	3,106	3.8%	3,106
Total Headcount	11,784	11,936	12,260	12,968	13,246	2.1%	13,065

Table 4 Fall-to-Fall Persistence of All Degree-Seeking Students

ACTUAL								TARGET	
Fall 09 to Fall 10	Fall 10 to Fall 11	Fall 11 to Fall 12	Fall 12 to Fall 13	Fall 13 to Fall 14	Fall 14 to Fall 15	Fall 15 to Fall 16	Fall 16 to Fall 17	Fall 17 to Fall 18	Fall 18 to Fall 19
81.9%	81.5%	80.0%	80.8%	82.1%	83.5%	83.2%	82.3%	83.3%	+0.5%

Undergraduate Enrollment Progress to Target

New First-Time Domestic Degree-Seeking Undergraduates

As shown in Table 5, our point-in-time Fall 2018 new domestic freshman admits (at May 27) is 7,391, as compared to 6,552 for Fall 2017. Our number of admits will continue to increase slightly over the summer; we are projecting 7,475 total admits. With a projected admit-to-enrolled yield of 27.3%, we predict we will have 2,040 new domestic first-time students, 98 students fewer than in Fall 17.

Table 5 New First-Time Domestic Degree-Seeking Undergraduates

New Domestic First-Time Undergraduates			
	Fall 18 (FY19) Target	Fall 18 (FY19) Prediction	Fall 17 (FY18) Actual
Census Headcount	2,201	2,040	2,138
		Fall 18 (FY19) Projected	Fall 17 (FY18) Census Actual
Census Admits		7,475	6,629
Census Yield Rate		27.3%	32.2%
		Fall 18 (FY19) Point-in-Time	Fall 17 (FY18) Point-in-Time
Admits ¹		7,391	6,552
Confirmations ¹		2,014	2,180
FAFSAs Received (Admits Only) ¹		5,627	5,155
Housing Contracts (Residence Halls) ²		1,614	1,768

¹Point-in-time is 12 weeks before classes (5/27/18 and 5/28/17).

²Point-in-time dates are 5/30/18 and 5/31/17 .

New Transfer Domestic Degree-Seeking Undergraduates

As shown in Table 6, our point-in-time Fall 2018 new domestic transfer admits (at May 27) are 1,148, as compared to 1,334 for Fall 2017. The number of admits will continue to increase slightly over the summer; we are projecting 1,520 total admits. With a projected admit-to-enrolled yield of 52.6%, we estimate 780 new domestic transfer students, essentially flat enrollment growth from Fall 17, as noted on F-2.

Table 6 New Transfer Domestic Degree-Seeking Undergraduates

New Domestic Transfer Undergraduates			
	Fall 18 (FY19) Target	Fall 18 (FY19) Prediction	Fall 17 (FY18) Actual
Census Headcount	804	780	788
		Fall 18 (FY19) Projected	Fall 17 (FY18) Census Actual
Census Admits		1,520	1,645
Census Yield Rate		52.6% ³	49.1% ⁴
		Fall 18 (FY19) Point-in-Time	Fall 17 (FY18) Point-in-Time
Admits ¹		1,148	1,334
Confirmations ¹		403	486
FAFSAs Received (Admits Only) ¹		658	789
Housing Contracts (Residence Halls) ²		111	136

¹Point-in-time is 12 weeks before classes (5/27/18 and 5/28/17).

²Point-in-time dates are 5/30/18 and 5/31/17 .

³Calculated based on projection of 800 enrolled admits, of which 780 will be reported as "new domestic transfers"; the difference is students who will be reported as continuing or non-degree seeking.

⁴Calculated based on 807 enrolled admits, of which 788 were reported as "new domestic transfers"; the difference is students who were reported as continuing or non-degree seeking.

Continuing Domestic Degree-Seeking Undergraduates

The number of continuing students for Fall 2018 is based upon the number of students we currently have minus the number who graduate, minus the number who “take a break” or permanently withdraw, plus the number who return from a temporary break.

As shown in Table 7, we had 8,101 undergraduates enrolled this Spring; 1,108 graduated in May, and we expect an additional 306 to graduate this summer. Given expected retention (those who don’t take a break or withdraw) and expected returns of students who took a break this spring, we predict 6,130 continuing domestic undergraduate students. This is higher than Fall 2017 actual and the Fall 2018 target.

Although it is still early for fall undergraduate registrations and data can vary significantly from year-to-year depending on the registration schedule, Table 7 shows point-in-time (May 27) 5,601 registered continuing domestic undergraduates, as compared to 5,544 for Fall 2017.

Table 7 Continuing Domestic Degree-Seeking Undergraduates

Continuing Domestic Undergraduates			
	Fall 18 (FY19) Target	Fall 18 (FY19) Prediction	Fall 17 (FY18) Actual
Census Headcount	6,107	6,130	6,066
		Fall 18 (FY19) Actual	Fall 17 (FY18) Actual
Enrolled Prior Spring Census		8,101	8,057
		Fall 18 (FY19) Point-in-Time	Fall 17 (FY18) Point-in-Time
Registrations ¹		5,601	5,544
		2018 Expected	2017 Actual
Spring Graduates		1,108	1,042
Summer Graduates		306	309

¹Point-in-time is 12 weeks before classes (5/27/18 and 5/28/17).

Undergraduate International and Non-Degree Students

We currently predict international and non-degree enrollment will increase slightly over Fall Census 2017.

Graduate Enrollment Progress to Target

Graduate students tend to apply and register later than undergraduate students. There is less pressure to register since graduate course sections typically do not close as undergraduate courses do. In addition, 63% of our graduate enrollment is in extended campus and online programs, which use a cohort model and occasionally have start dates later than our main campus start of classes. This makes projecting graduate enrollment more difficult.

New First-Time Domestic Degree-Seeking Graduates

As shown in Table 8, our point-in-time Fall 2018 new domestic graduate applicants (at May 27) are 2,525, as compared to 2,239 for Fall 2017. The number of admits will continue to increase over the summer and into fall; we are currently projecting 1,496 total admits. With a projected admit-to-enrolled yield of 61.8%, we predict 890 new domestic graduate students.

Table 8 New First-Time Domestic Degree-Seeking Graduates

New Domestic Degree-Seeking Graduates			
	Fall 18 (FY19) Target	Fall 18 (FY19) Prediction	Fall 17 (FY18) Actual
Census Headcount	966	890	925
Final Headcount	--	900	936
		Fall 18 (FY19) Projected	Fall 17 (FY18) Census Actual
Census Admits		1,496	1,580
Census Yield Rate		61.8% ³	60.8% ⁴
		Fall 18 (FY19) Point-in-Time	Fall 17 (FY18) Point-in-Time
Applicants ¹		2,525	2,239
Admits ²		1,142	1,282
Registrations ²		387	442

¹Students with "complete" applications; 12 weeks before classes (5/27/18 and 5/28/17).

²Point-in-time is 12 weeks before classes (5/27/18 and 5/28/17).

³Calculated based on projection of 925 enrolled admits, of which 890 will be reported as "new"; the difference is students who will be reported as continuing.

⁴Calculated based on 960 enrolled admits, of which 925 were reported as "new"; the difference is students who were reported as "continuing."

Continuing Domestic Degree-Seeking Graduates

As shown in Table 9, we had 2,378 graduate students enrolled this spring; 373 graduated in May and we expect an additional 320 to graduate this summer. Given expected retention (those who don't take a break or withdraw) and expected returns of students who took a break this spring, we predict 1,722 continuing domestic graduate students. This is above our Fall 2018 target and Fall 2017 actual.

Although it is still very early for fall graduate registrations and data can vary significantly from year-to-year, Table 9 shows point-in-time (May 27) 1,024 registered continuing domestic graduates, as compared to 927 for Fall 2017.

Table 9 Continuing Domestic Degree-Seeking Graduates

Continuing Domestic Degree-Seeking Graduates			
	Fall 18 (FY19) Target	Fall 18 (FY19) Prediction	Fall 17 (FY18) Actual
Census Headcount	1,673	1,722	1,626
Final Headcount	--	1,727	1,644
		Fall 18 (FY19) Actual	Fall 17 (FY18) Actual
Enrolled Prior Spring Census		2,378	2,208
		Fall 18 (FY19) Point-in-Time	Fall 17 (FY18) Point-in-Time
Registrations ¹		1,024	927
		2018 Expected	2017 Actual
Spring Graduates		373	306
Summer Graduates		320	322

¹Point-in-time is 12 weeks before classes (5/27/18 and 5/28/17).

Graduate International and Non-Degree Students

We currently predict international and non-degree enrollment will increase slightly over Fall Census 2017.

Undergraduate Credit Hours and Tuition Revenue

	Credit Hours			% Change		Tuition Revenue
	FY18 Budget	FY18 Forecast	FY19 Budget	FY18 Forecast to FY18 Budget	FY19 Budget to FY18 Forecast	FY19 Budget
Fall						
Resident Main Campus	103,117	101,590	101,103	(1.5%)	(0.5%)	\$28,317,963
Non-Resident Main Campus	9,500	8,901	8,908	(6.3%)	0.1%	5,970,331
WUE Main Campus	11,088	10,105	10,264	(8.9%)	1.6%	5,207,771
Extended Campus	6,782	7,570	7,571	11.6%	0.0%	1,860,657
Subtotal Fall	130,487	128,166	127,846	(1.8%)	(0.2%)	\$41,356,722
Interim						
Resident Main Campus	1,398	1,450	1,367	3.7%	(5.7%)	\$424,621
Non-Resident Main Campus	72	123	78	70.8%	(36.6%)	57,540
WUE Main Campus	109	143	113	31.2%	(21.0%)	62,643
Extended Campus	276	386	386	0.0%	0.0%	134,857
Subtotal Interim	1,855	2,102	1,944	13.3%	(7.5%)	\$679,661
Spring						
Resident Main Campus	92,028	91,174	89,278	(0.9%)	(2.1%)	\$25,240,597
Non-Resident Main Campus	8,455	7,719	7,741	(8.7%)	0.3%	5,209,211
WUE Main Campus	10,015	9,162	9,220	(8.5%)	0.6%	4,697,684
Extended Campus	5,122	5,081	5,082	(0.8%)	0.0%	1,445,733
Subtotal Spring	115,620	113,136	111,321	(2.1%)	(1.6%)	\$36,593,225
Summer						
Resident Main Campus	11,985	11,435	10,755	(4.6%)	(5.9%)	\$3,285,982
Non-Resident Main Campus	1,267	1,251	1,213	(1.3%)	(3.0%)	889,371
WUE Main Campus	1,384	1,274	1,153	(7.9%)	(9.5%)	632,623
Extended Campus	3,665	4,006	4,007	9.3%	0.0%	1,591,579
Subtotal Summer	18,301	17,966	17,128	(1.8%)	(4.7%)	\$6,399,555
Year						
Resident Main Campus	208,528	205,649	202,503	(1.4%)	(1.5%)	\$57,269,163
Non-Resident Main Campus	19,294	17,994	17,940	(6.7%)	(0.3%)	12,126,453
WUE Main Campus	22,596	20,684	20,750	(8.5%)	0.3%	10,600,721
Extended Campus	15,845	17,043	17,046	7.6%	0.0%	5,032,826
Total Year	266,263	261,370	258,239	(1.8%)	(1.2%)	\$85,029,163

Graduate Credit Hours and Tuition Revenue

	Credit Hours			% Change		Tuition Revenue
	FY18 Budget	FY18 Forecast	FY19 Budget	FY18 Forecast to FY18 Budget	FY19 Budget to FY18 Forecast	FY19 Budget
Fall						
Master's						
Resident/WICHE Main Campus	5,715	4,429	5,219	(22.5%)	17.8%	\$3,055,564
Non-Resident Main Campus	1,613	1,619	1,577	0.4%	(2.6%)	1,757,949
Doctoral						
Resident/WICHE Main Campus	2,822	2,323	2,535	(17.7%)	9.1%	1,612,610
Non-Resident Main Campus	1007	966	842	(4.1%)	(12.8%)	1,039,854
Extended Campus	11,258	12,314	12,223	9.4%	(0.7%)	6,483,444
Subtotal Fall	22,415	21,651	22,396	(3.4%)	3.4%	\$13,949,421
Interim/Spring						
Master's						
Resident/WICHE Main Campus	5,373	4,069	4,888	(24.3%)	20.1%	\$2,865,592
Non-Resident Main Campus	1,216	2,274	1,339	87.0%	(41.1%)	1,490,273
Doctoral						
Resident/WICHE Main Campus	2,750	1,535	2,472	(44.2%)	61.0%	1,571,915
Non-Resident Main Campus	845	957	759	13.3%	(20.7%)	938,106
Extended Campus	10,478	10,941	11,596	4.4%	6.0%	6,189,972
Subtotal Interim/Spring	20,662	19,776	21,054	(4.3%)	6.5%	\$13,055,858
Summer						
Master's						
Resident/WICHE Main Campus	2,429	2,175	2,325	(10.5%)	6.9%	\$1,352,104
Non-Resident Main Campus	279	295	320	5.7%	8.5%	357,374
Doctoral						
Resident/WICHE Main Campus	939	767	847	(18.3%)	10.4%	531,770
Non-Resident Main Campus	210	208	155	(1.0%)	(25.5%)	190,586
Extended Campus	9,367	9,562	10,533	2.1%	10.2%	5,552,349
Subtotal Summer	13,224	13,007	14,180	(1.6%)	9.0%	\$7,984,183
Year						
Master's						
Resident/WICHE Main Campus	13,517	10,673	12,432	(21.0%)	16.5%	\$7,273,260
Non-Resident Main Campus	3,108	4,188	3,236	34.7%	(22.7%)	3,605,596
Doctoral						
Resident/WICHE Main Campus	6,511	4,625	5,854	(29.0%)	26.6%	3,716,295
Non-Resident Main Campus	2,062	2,131	1,756	3.3%	(17.6%)	2,168,546
Extended Campus	31,103	32,817	34,352	5.5%	4.7%	18,225,765
Subtotal Year	56,301	54,434	57,630	(3.3%)	5.9%	\$34,989,462
Colorado School of Public Health	0	0	0	0.0%	0.0%	315,464
Total Year	56,301	54,434	57,630	(3.3%)	5.9%	\$35,304,926

Net Tuition and Revenue and Room & Board Stress Test

Key revenue sources for the recommended budget include Net Tuition Revenue for undergraduates and graduates, and room and board revenue. These budgeted revenue sources are based on enrollment assumptions and variations from the predicted enrollment, which will directly affect the revenue projections. Basic factors impacting Net Tuition Revenue for undergraduate students may include a difference between the budgeted headcount and the actual headcount, the mix of students by residencies, the mix of students eligible for merit scholarships and need-based scholarships. Residency classification, shifts between Master's and Doctoral students, and the credit hour load per student are factors impacting Net Tuition Revenue for graduates students. Room and board revenue is impacted by the utilization rates obtained. The following analysis shows how each of these factors could impact the related revenue source.

Key Factors Impacting Net Tuition Revenue for Undergraduate Students

Enrollment Headcount	Stressor Change	Est. Impact on Net Tuition Revenue
<i>Difference Between Budgeted Headcount & Actual Headcount</i>	<i>+10 Students (8 Resident, 1 Non-Res., 1 WUE)</i>	\$60,000
Residency Mix	Stressor Change	Est. Impact on Net Tuition Revenue
<i>Shifts in Proportions by Residency Classifications</i>	<i>+1% Resident</i>	(\$450,000)
	<i>+1% Non-Resident</i>	\$500,000
	<i>+1% WUE</i>	\$30,000
Incoming "New First-Time" Discounting Profile Mix	Stressor Change	Est. Impact on Net Tuition Revenue
<i>Shifts in Proportions by Mix of Merit Scholarship Level & Ability to Pay</i>	<i>+1% High Merit, Low Ability to Pay (NFT, Resident)</i>	(\$80,000)
	<i>+1% Low Merit, High Ability to Pay (NFT, Resident)</i>	\$40,000

Key Factors Impacting Net Tuition Revenue for Graduate Students

Enrollment Headcount	Stressor Change	Est. Impact on Net Tuition Revenue
<i>Difference Between Budgeted Headcount and Actual Headcount</i>	<i>+10 Students (Master's; 8 Res/Wiche, 2 Non-Res.)</i>	\$95,000
Residency Mix	Stressor Change	Est. Impact on Net Tuition Revenue
<i>Shifts in Proportions by Residency Classifications</i>	<i>+1% Resident/Wiche</i>	(\$65,000)
	<i>+1% Non-Resident</i>	\$65,000
Tuition Level Mix (Master's vs. Doctoral)	Stressor Change	Est. Impact on Net Tuition Revenue
<i>Shifts in Proportions of Master's/Doctoral Students</i>	<i>+1% Shift from Doctoral to Master's</i>	(\$75,000)
	<i>+1% Shift from Master's to Doctoral</i>	\$75,000
Avg. CH Load	Stressor Change	Est. Impact on Net Tuition Revenue
<i>Change in the Average Number of Credit Hours Per Student</i>	<i>-0.1 Credit Hours</i>	(\$40,000)

Example of Impact to Net Tuition Revenue

Level	Budgeted Gross Tuition Revenue	Budgeted Inst. Discounting	Budgeted Net Tuition Revenue	"Stressors"	Adjusted Net Tuition Revenue
Undergraduate	\$85,029,163	(\$32,342,794)	\$52,686,369	[A]	\$51,920,000
Graduate	\$35,304,926	(\$6,314,537)	\$28,990,389	[B]	\$28,570,000
Total	\$120,334,089	(\$38,657,331)	\$81,676,758		\$80,490,000
[A]	<i>Enrollment lower than budgeted (-40)</i>				
	<i>1% shift in residency toward Resident</i>				
	<i>1% shift in NFT discounting profile toward highest discount rates</i>				
[B]	<i>Enrollment lower than budgeted (-30)</i>				
	<i>1% shift in residency toward Resident/Wiche</i>				
	<i>1% shift in level toward Master's</i>				

Key Factors Impacting Room & Board Revenue

Room & Board Utilization Rate	Stressor Change	Est. Impact on Net Tuition Revenue
<i>Difference Between Budgeted Utilization Rate & Actual Utilization Rate</i>	<i>+1% Increase in Utilization Rate</i>	\$380,000

Estimated Impact of a Shift in the Discounting Profiles of Incoming Undergraduate Students

New First-Time Undergraduates: Resident

		INSTITUTIONAL MERIT SCHOLARSHIP		
		Higher		Lower
ABILITY TO PAY	Lower	①	②	③
		[A] (\$80,000)	[A] (\$60,000)	[A] (\$20,000)
		[B] 0.3%	[B] 0.2%	[B] 0.0%
		% of Population (Est.) 9%	% of Population (Est.) 13%	% of Population (Est.) 23%
		④	⑤	⑥
	Higher	[A] (\$10,000)	[A] \$10,000	[A] \$40,000
		[B] 0.0%	[B] -0.2%	[B] -0.3%
		% of Population (Est.) 17%	% of Population (Est.) 19%	% of Population (Est.) 19%
[A]		Estimated impact of a 1% shift toward each cell on total net tuition & fee revenue		
[B]		Estimated impact of a 1% shift toward each cell on the discount rate for resident new first-time students		

New Transfer Undergraduates: Resident

		INSTITUTIONAL MERIT SCHOLARSHIP		
		Higher		Lower
ABILITY TO PAY	Lower	①	②	③
		[A] (\$30,000)	[A] (\$10,000)	[A] (\$10,000)
		[B] 0.3%	[B] 0.1%	[B] -0.1%
		% of Population (Est.) 14%	% of Population (Est.) 11%	% of Population (Est.) 25%
		④	⑤	⑥
	Higher	[A] (\$10,000)	[A] \$5,000	[A] \$5,000
		[B] 0.0%	[B] -0.1%	[B] -0.1%
		% of Population (Est.) 16%	% of Population (Est.) 13%	% of Population (Est.) 21%
[A]		Estimated impact of a 1% shift toward each cell on total net tuition & fee revenue		
[B]		Estimated impact of a 1% shift toward each cell on the discount rate for resident incoming transfer students		

These visualizations are intended to illustrate how the changes to the "mix" of incoming students (as related to ability to pay and merit scholarship level) might impact net tuition revenue and the institutional discount rate. Figures are calculated with the budgeted headcount remaining static but the academic and economic profile of the incoming class changing. The values in each cell assume a 1% shift toward that cell, and that this shift is sourced proportionally from each of the other cells. For example, cell ① in the top table says that if the size of the incoming New First-Time, resident UG population is as budgeted, but we see a 1% shift toward higher merit scholarships and lower ability to pay (from 9% to 10%), we should expect to see a decrease of approximately \$80k in net tuition revenue and an increase of 0.3% on our NFT discount rate. Naturally, the actual shifts that we will realize will likely be much more complex than what these tables represent. Further, the bottom line figures for net tuition revenue and institutional discounting will also be impacted in shifts in the profile mixes for non-resident and WUE students.