

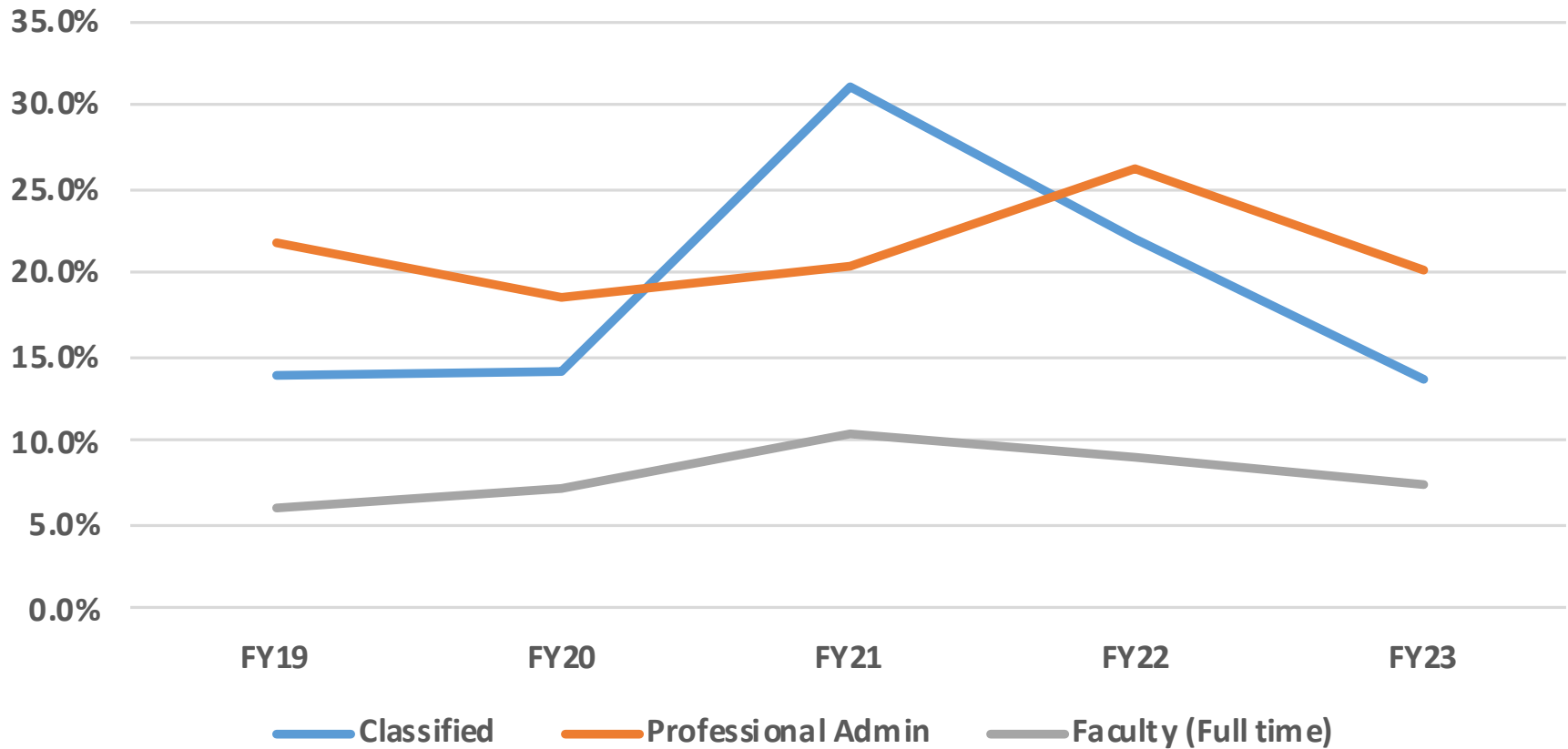
FY24 Forecast FY25 Outlook



UNC

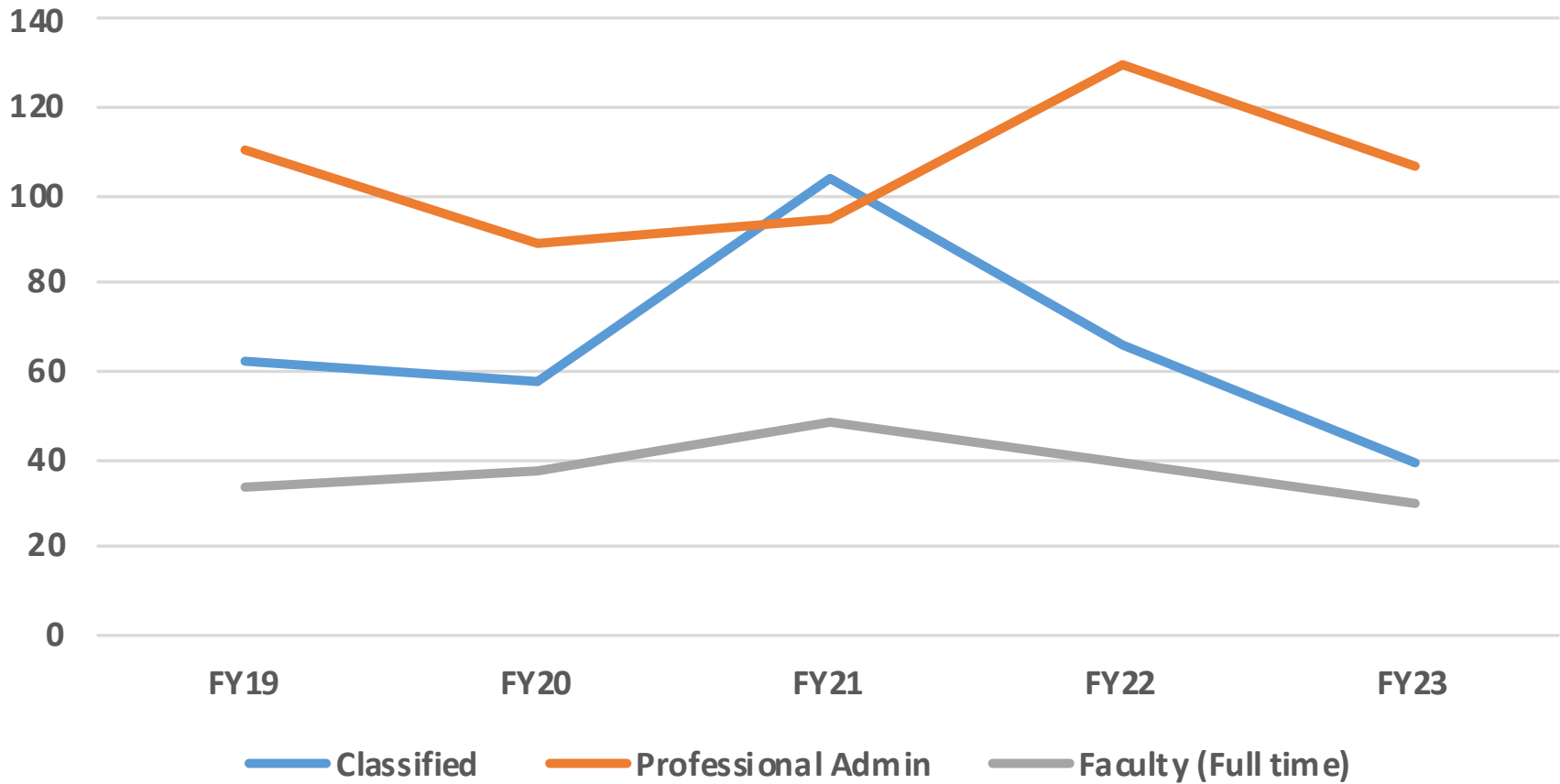
December 7, 2023

Turnover Rate (Terms/Avg. Employee Count)



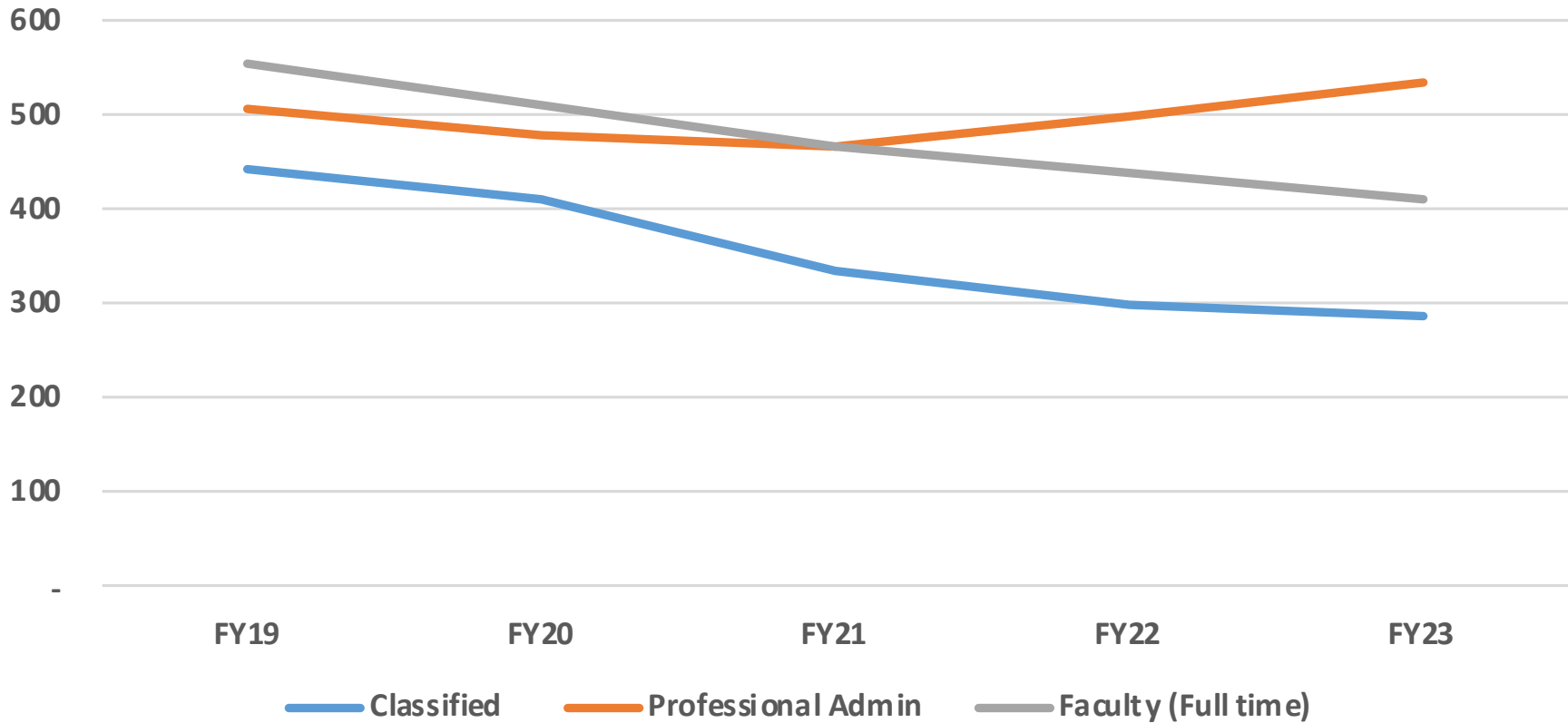
Turnover Rate	FY19	FY20	FY21	FY22	FY23
Classified	14.0%	14.1%	31.1%	22.1%	13.6%
Professional Admin	21.8%	18.6%	20.4%	26.1%	20.1%
Faculty (Full time)	6.1%	7.3%	10.3%	8.9%	7.3%
All	13.7%	13.2%	19.5%	19.1%	14.3%

Terminations (All Voluntary & Involuntary)



Terms per Year	FY19	FY20	FY21	FY22	FY23
Classified	62	58	104	66	39
Professional Admin	110	89	95	130	107
Faculty (Full time)	34	37	48	39	30
All	206	184	247	235	176

Average Employee Count



Avg. Employee Count	FY19	FY20	FY21	FY22	FY23
Classified	443	411	334	299	286
Professional Admin	505	477	466	497	532
Faculty (Full time)	555	510	464	437	410
All	1,503	1,398	1,265	1,233	1,229

Changes in Professional Admin Positions from FY21 to FY23

New Positions	49	65%
Conversion from classified	18	24%
Conversion from faculty	8	11%
Total	75	
SP Eliminations	-9	
Total	66	

New Professional Admin Positions by Division/Organization FY21 to FY23

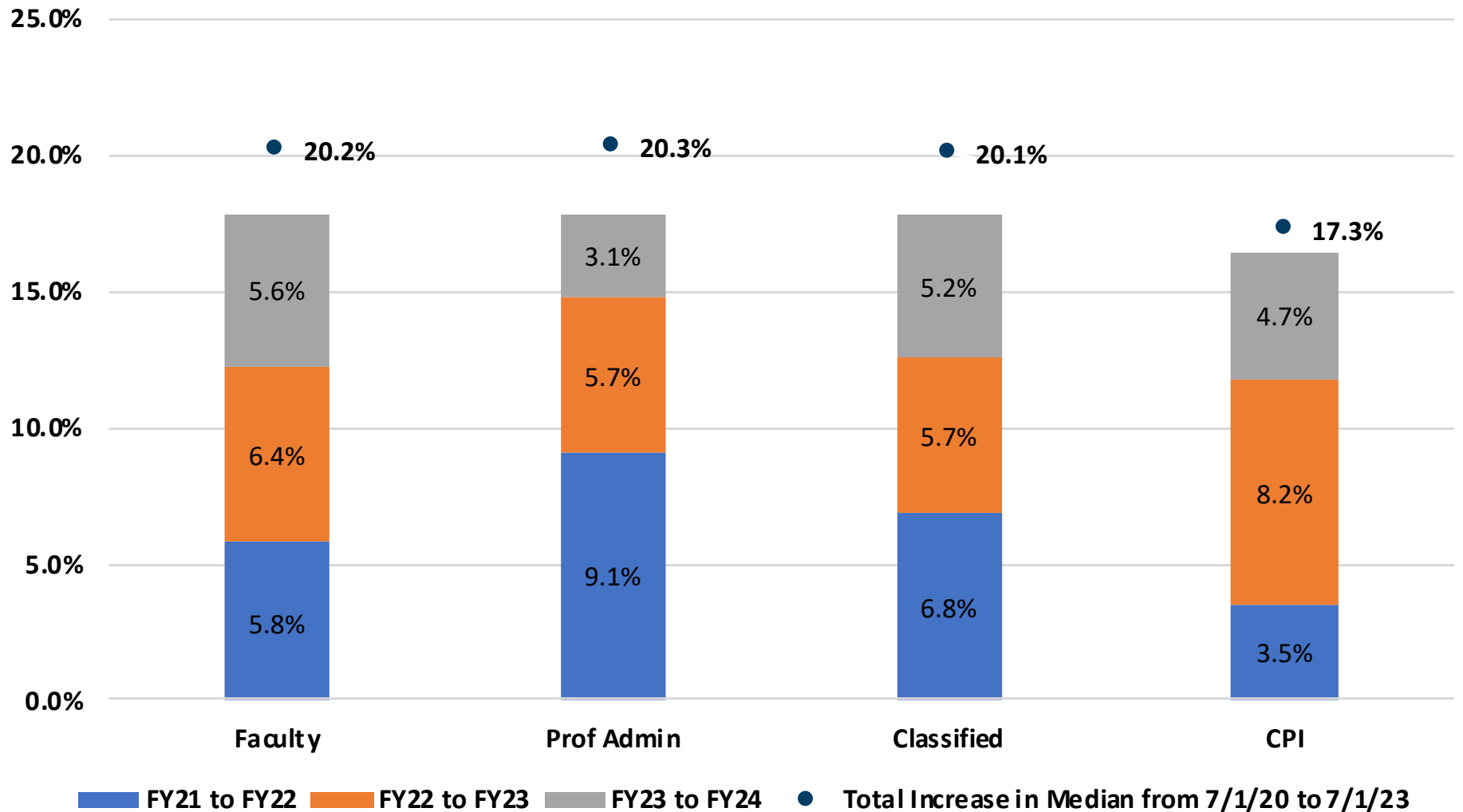
President's Office (w/ COM, Ombuds)	3	6.1%
Board of Trustees / General Counsel	2	4.1%
Provost's Office / Academic Affairs	6	12.2%
DEI	5	10.2%
Academic Colleges	24	49.0%
Finance & Administration	1	2.0%
Student Affairs & Enrollment Services	3	6.1%
Advancement	2	4.1%
Athletics	3	6.1%
Total	49	

Summary of New and Eliminated Positions in FY24 Staffing Plan					
	New			Eliminated	
Faculty	16	\$ 767,265		9	\$ 649,811
Prof. Admin.	21	1,249,389		9	722,477
Classified	1	80,000		11	432,282
Total	38	\$ 2,096,654		29	\$ 1,804,570

Note: 5 of the new Faculty positions were added but not planned to be filled in FY24. This count also includes part-time positions and donor-funded positions.

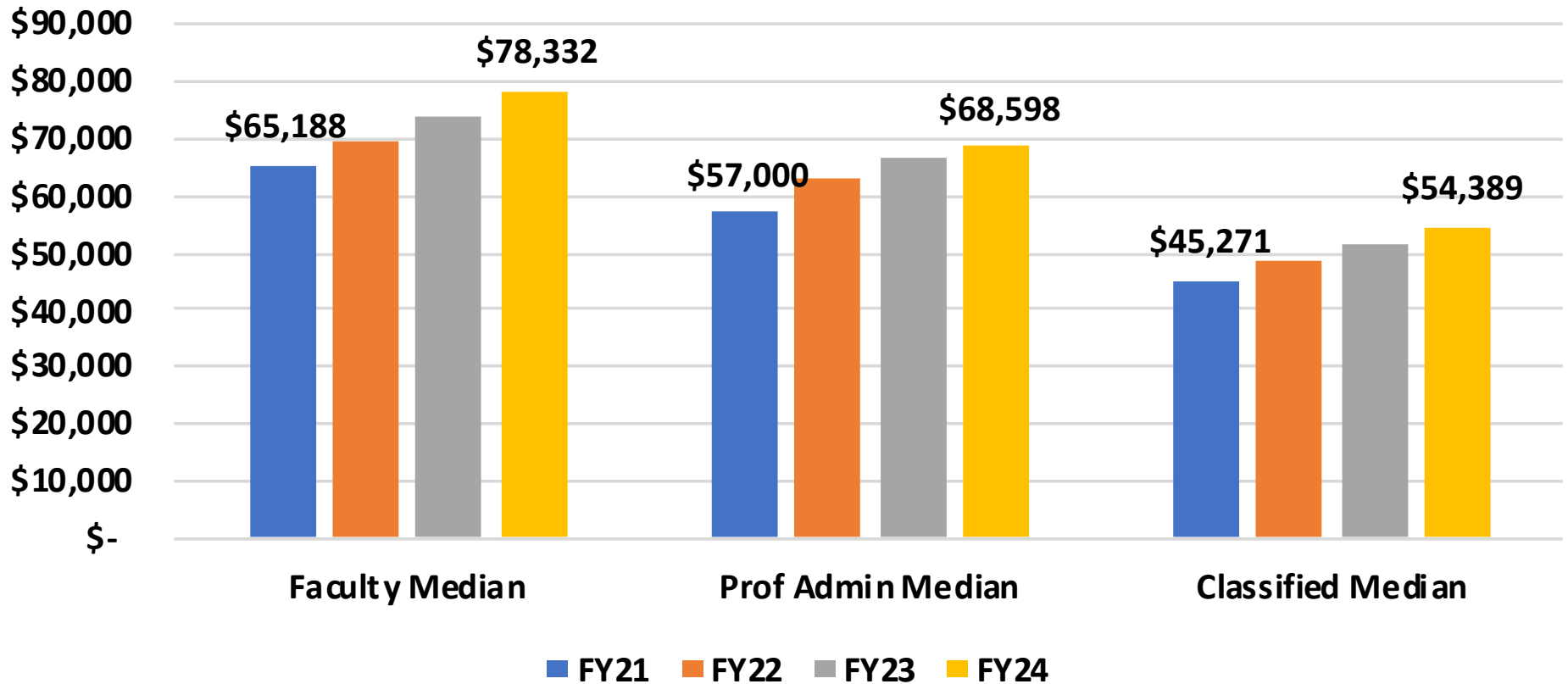
New Professional Admin Positions by Division/Organization - FY24 Budget		
President's Office (w/ COM, Ombuds)	2	9.5%
Board of Trustees / General Counsel	-	0.0%
Provost's Office / Academic Affairs	4	19.0%
DEI	3	14.3%
Academic Colleges	9	42.9%
Finance & Administration	-	0.0%
Student Affairs & Enrollment Services	2	9.5%
Advancement	-	0.0%
Athletics	1	4.8%
Total	21	

Year-Over-Year Increase in Median Pay Rates



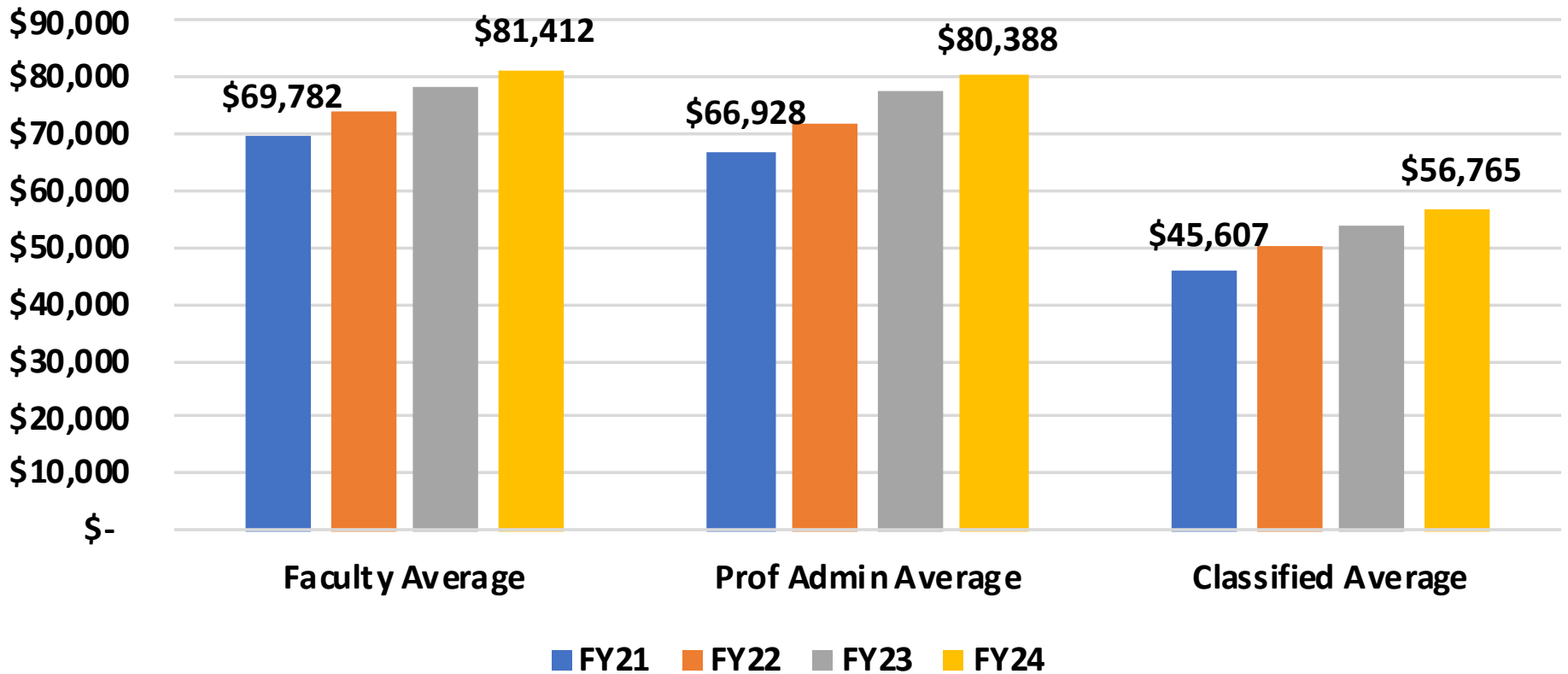
Note: This data includes only employees who have been employed at UNC from 7/1/20 to 7/1/23 or longer: Faculty 294 of 371, 79%; Prof Admin 213 of 530, 40%; Classified 181 of 278, 65%.

Median Salary Growth FY21 to FY24



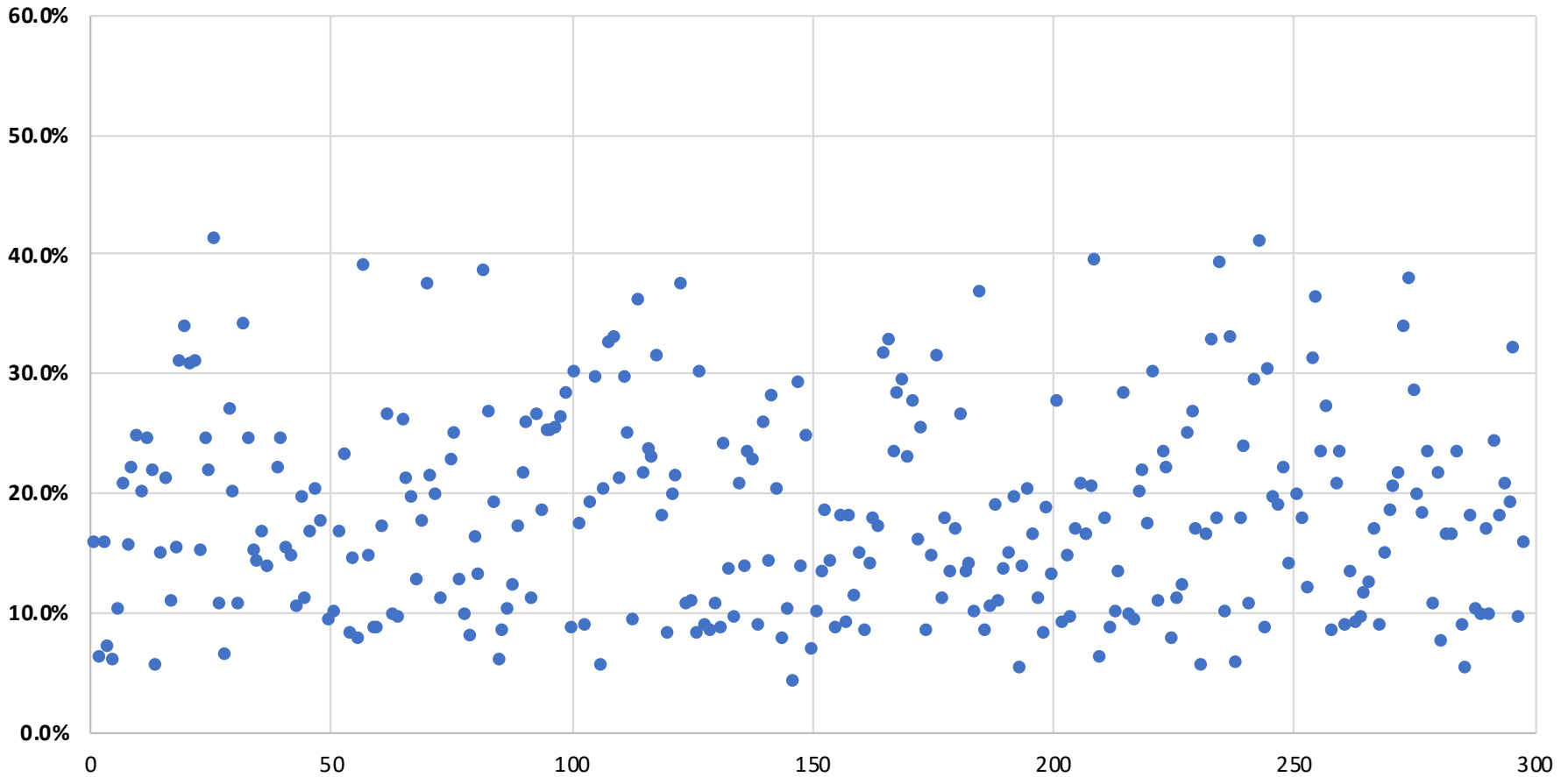
Note: This data includes only employees who have been employed at UNC from 7/1/20 to 7/1/23 or longer: Faculty 294 of 371, 79%; Prof Admin 213 of 530, 40%; Classified 181 of 278, 65%.

Average Salary Growth FY21 to FY24



Note: This data includes only employees who have been employed at UNC from 7/1/20 to 7/1/23 or longer: Faculty 294 of 371, 79%; Prof Admin 213 of 530, 40%; Classified 181 of 278, 65%.

FY21 to FY24 Overall Increase for 294 Faculty
 (CPI for Denver-Aurora-Lakewood increased 17.3% over the same time)



Summary:

17.3% CPE May 2021 to July 2023 (source BLS)

17.2% Median increase

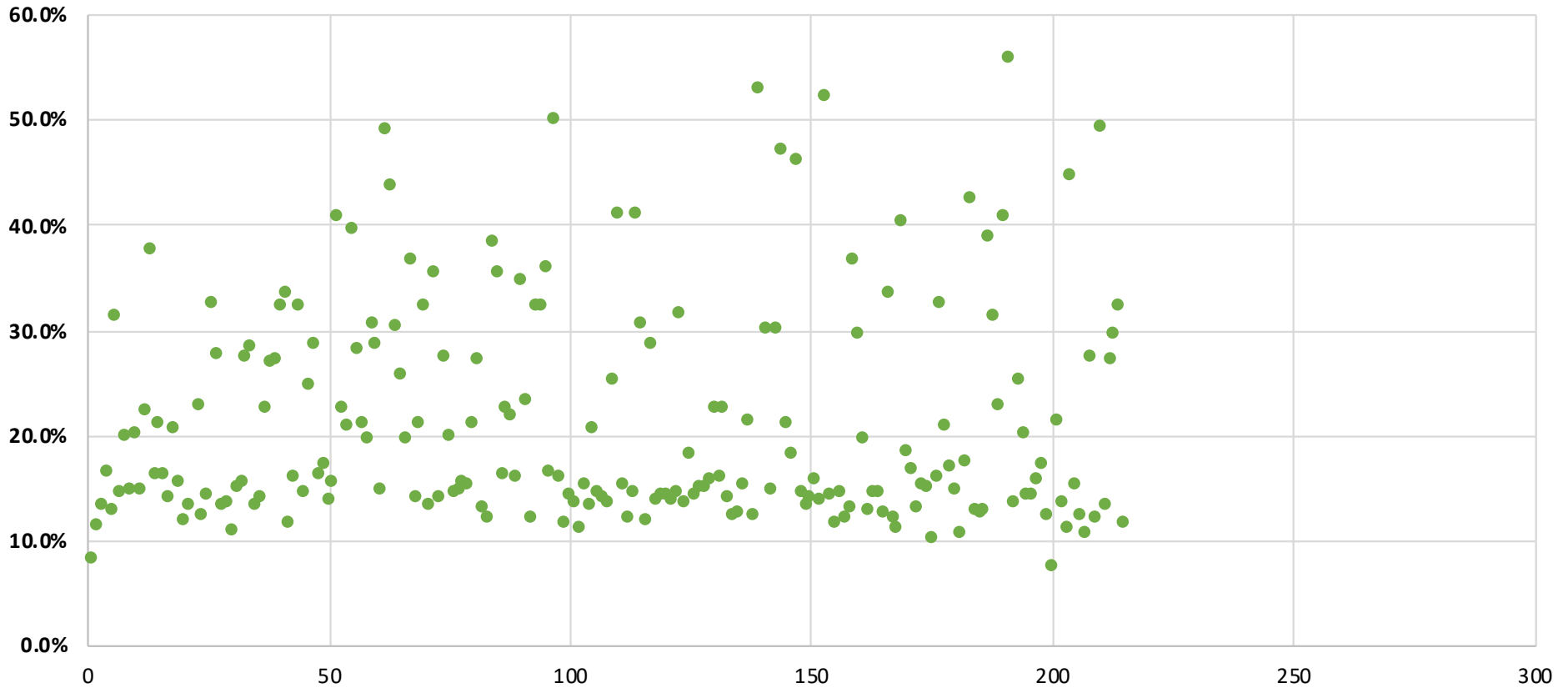
294 # employees ("same store")

50% 147 # employees at or above 17.3%

50% 147 # employees below 17.3%

Note: This data includes only employees who have been employed at UNC from 7/1/20 to 7/1/23 or longer: Faculty 294 of 371, 79%; Prof Admin 213 of 530, 40%; Classified 181 of 278, 65%.

FY21 to FY24 Overall Increase for 213 Professional Admin Staff
 (CPI for Denver-Aurora-Lakewood increased 17.3% over the same time)



Summary:

17.3% CPI May 2021 to July 2023 (source BLS)

16.2% Median increase

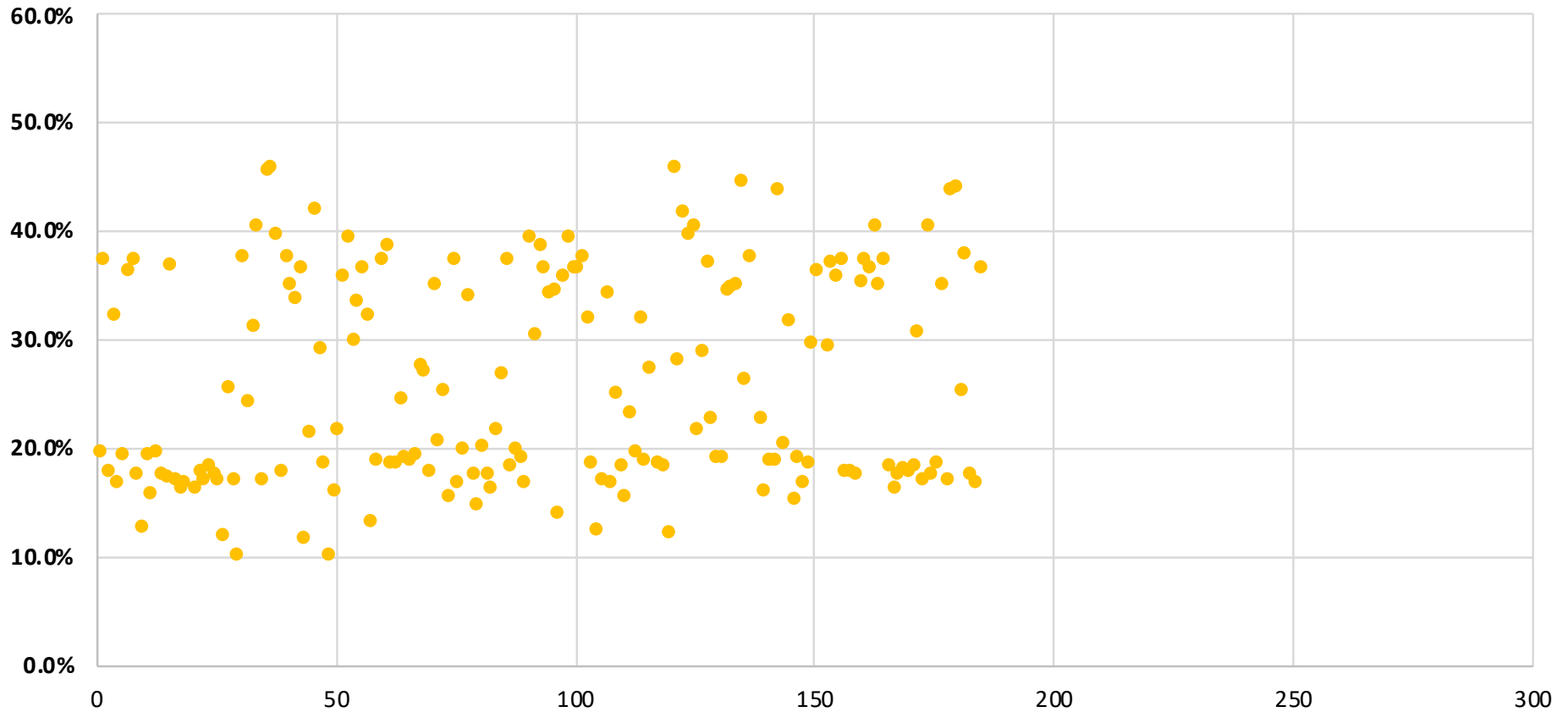
213 # employees ("same store")

45% 96 # employees at or above 17.3%

55% 117 # employees below 17.3%

Note: This data includes only employees who have been employed at UNC from 7/1/20 to 7/1/23 or longer: Faculty 294 of 371, 79%; Prof Admin 213 of 530, 40%; Classified 181 of 278, 65%.

FY21 to FY24 Overall Increase for 181 Classified Staff
 (CPI for Denver-Aurora-Lakewood increased 17.3% over the same time)



Summary:

17.3% CPI July 2020 through 2023 forecast (source BLS and CO Leg.)

21.5% Median increase (FY21 to FY24)

181 # employees ("same store")

80% 145 # employees at or above 17.3%

20% 36 # employees below 17.3% (7 exceeded max for pay band)

Note: This data includes only employees who have been employed at UNC from 7/1/20 to 7/1/23 or longer: Faculty 294 of 371, 79%; Prof Admin 213 of 530, 40%; Classified 181 of 278, 65%.

FY24 Q1 Operating Budget & Forecast				Variance Budget to Forecast fav/(unfav)
	FY23 Actual	FY24 Budget	FY24 Forecast	
Undergraduate Net Tuition and Fee Revenue	58,108,955	58,969,377	57,636,095	(1,333,282)
Graduate Net Tuition and Fee Revenue	25,210,835	25,672,672	25,074,415	(598,257)
Net Room and Board Revenue	23,607,069	27,368,564	25,716,395	(1,652,169)
NET STUDENT REVENUES	106,926,859	112,010,613	108,426,905	(3,583,708)
Subtotal State and Federal Funding	56,875,899	62,736,615	63,120,632	384,017
Subtotal Foundation	7,766,532	8,143,874	8,735,777	591,903
Subtotal Other Revenue	17,467,442	15,982,028	15,449,329	(532,699)
NET OPERATING REVENUES	189,036,732	198,873,130	195,732,643	(3,140,487)
Faculty Salaries	38,853,741	39,693,251	40,393,999	(700,748)
Exempt Salaries	36,752,057	39,868,000	40,148,662	(280,662)
Classified Salaries	13,428,722	13,738,978	14,056,956	(317,978)
Graduate Stipends	4,832,045	4,940,814	4,928,686	12,128
Student and Other Wages	3,460,814	3,249,909	3,444,351	(194,442)
Fringe Benefits	26,202,516	26,623,253	27,360,367	(737,115)
Subtotal Personnel Expenses	123,529,895	128,114,205	130,333,021	(2,218,816)
Cost of Sales	10,463,499	11,095,366	10,782,213	313,153
Utilities	6,972,500	6,866,574	7,093,166	(226,592)
Travel	3,974,854	3,874,418	3,835,582	38,836
Services, Supplies, and Other Non-personnel	28,754,999	30,348,121	31,126,306	(778,185)
Subtotal Non-personnel Expenses	50,165,852	52,184,478	52,837,267	(652,789)
Debt Service on Bonds	10,165,372	10,850,765	10,850,765	-
Notes Payable	717,668	717,668	717,668	-
Multiyear Projects	1,875,987	3,319,746	3,119,923	199,823
Subtotal Debt & Lease Payments, Multiyear	12,759,027	14,888,179	14,688,356	199,823
Foundation Capital Transfer(s)	825,966	42,610	126,262	(83,652)
Institutionally Funded Capital Transfer(s)	5,742,651	3,528,289	3,712,415	(184,126)
TOTAL EXPENSES (Including Transfers)	193,023,391	198,757,761	201,697,322	(2,939,560)
NET OPERATING RESULT	(3,986,659)	115,369	(5,964,679)	6,080,047

64.6%

26.2%

7.3%

0.1%

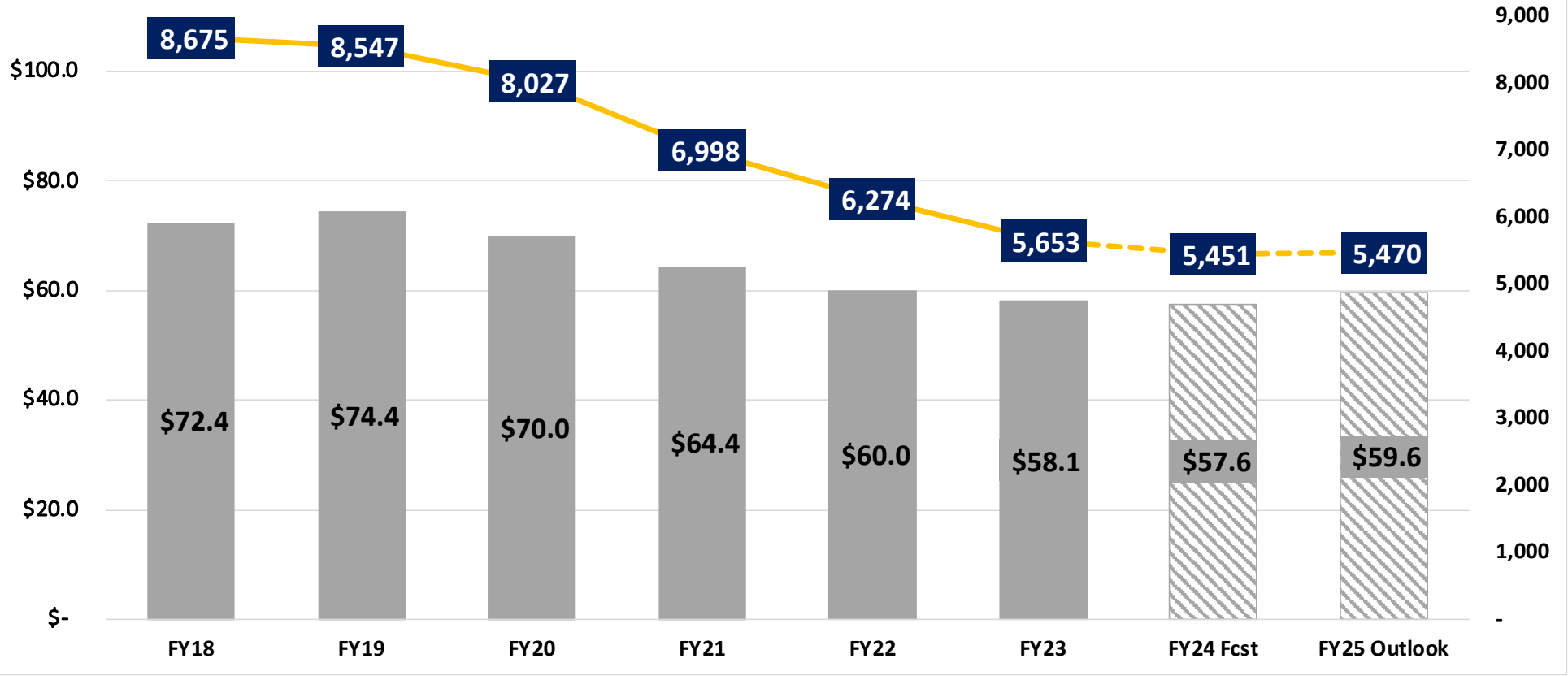
1.8%

FY25 Outlook Assumptions:

- 3% increase in UG, GR Tuition & Fee Rates
- 1300 New-First-Time UG Students (1229 in Fall 23)
- 550 New Transfer UG Students (532 in Fall 23)
- 74% New-First-Time fall-to-fall retention (75.2% Fall 22, 74.4% Fall 23)
- GR Enrollment equal to Fall 23
- 3% increase in Room & Board Rates
- 60% Housing Opening Occupancy (approx. the same as Fall 23)
- 8% increase in State Funding (10.8% Fall 23, 2.4% in FY25 Gov. Proposal)
- Personnel Expense increases = \$11.9M (estimate including fringe benefits):
 - Classified staff – COWINS Agreement: \$2.6M
 - Faculty & Professional Admin Staff – 3% ATB: \$3.4M
 - Reduction in Vacancy Savings: \$3.1M
 - Medical Benefit Plan Premium Increases: \$1.6M
 - All others (Compression, EPEW, FLSA, VSIP Savings, etc.): \$1.2M
- Non-Personnel Expenses: 1% increase for inflation, +Banner SaaS impact

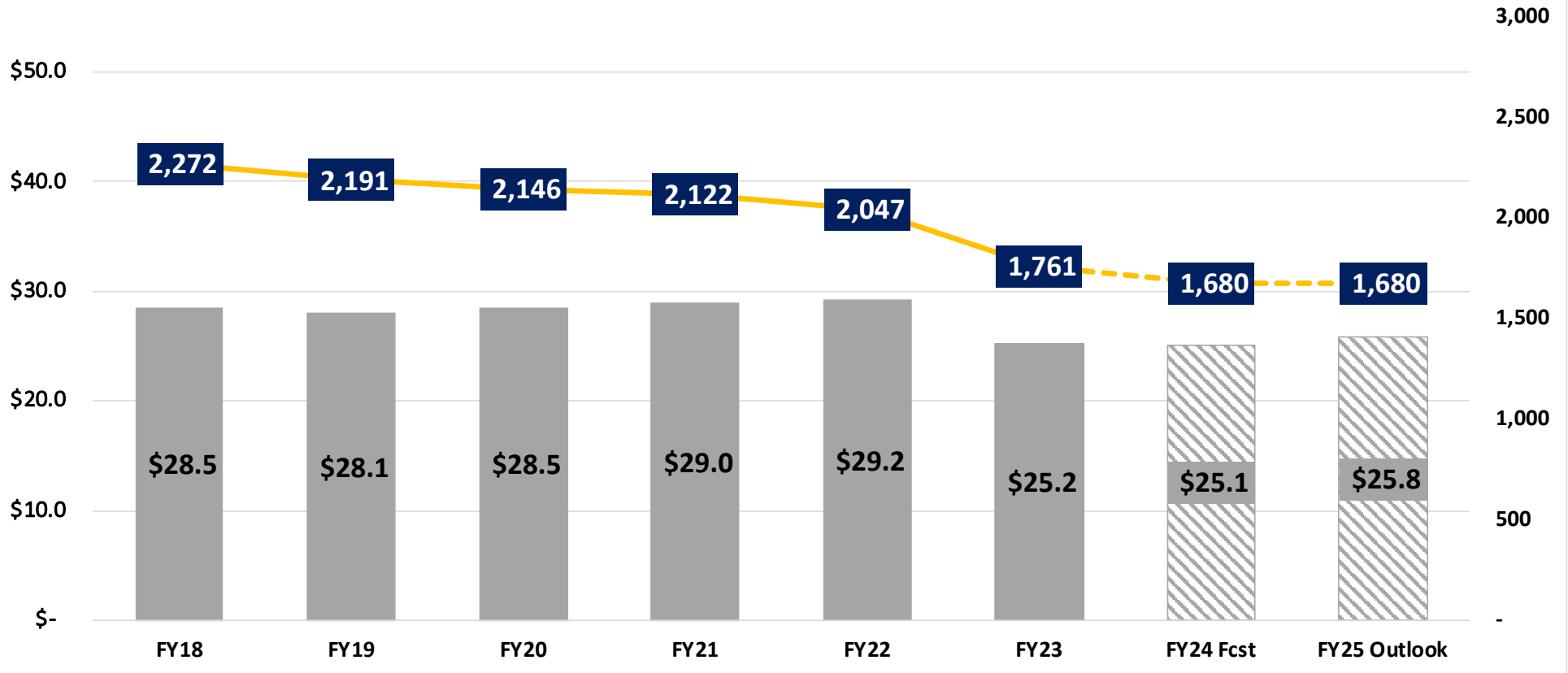
UG Enrollment & Net Tuition Revenue

UG Net Tuition Revenue (\$ in millions)
 Total UG Full-Time Equivalent



GR Enrollment & Net Tuition Revenue

■ GR Net Tuition Revenue (\$ in millions) — Total GR Full-Time Equivalent



Operating Budget Summary (\$ in millions)				
	FY23 Actual	FY24 Original Budget	FY24 Q1 Forecast	FY25 Outlook
Undergraduate Net Tuition & Fee Revenue	\$ 58.1	\$ 59.0	\$ 57.6	\$ 59.6
Graduate Net Tuition & Fee Revenue	\$ 25.2	\$ 25.7	\$ 25.1	\$ 25.8
Net Room & Board Revenue	\$ 23.6	\$ 27.4	\$ 25.7	\$ 26.5
Net Student Revenues	\$ 106.9	\$ 112.0	\$ 108.4	\$ 111.9
State Support	\$ 56.9	\$ 62.7	\$ 63.1	\$ 68.2
Foundation Support	7.8	8.1	8.7	8.9
Other Revenue (excludes Oil & Gas, Interest)	14.6	13.6	12.8	13.3
Oil & Gas Royalties	1.4	1.1	0.6	0.5
Interest Income	1.5	1.3	2.0	1.5
Other Revenue	\$ 82.1	\$ 86.9	\$ 87.3	\$ 92.3
Net Operating Revenues	\$ 189.0	\$ 198.9	\$ 195.7	\$ 204.3
Personnel Expenses	\$ 123.5	\$ 128.1	\$ 130.3	\$ 142.2
Non-personnel Expenses	50.2	52.2	52.8	53.8
Debt and Lease Payments	10.9	11.6	11.6	11.6
Multiyear Projects	1.9	3.3	3.1	2.7
Capital Transfers	6.6	3.6	3.8	2.4
Total Expenses (including Transfers)	\$ 193.0	\$ 198.8	\$ 201.7	\$ 212.7
Net Operating Result	\$ (4.0)	\$ 0.1	\$ (6.0)	\$ (8.4)

Discussion points – Revenue improvement opportunities:

- Greater increases in new student enrollment: UG, GR, EC
- Improvements in retention rates
- Fund expansion of capped/capacity-limited programs
- Housing occupancy increases and meal plan purchases
- Larger increase in state funding (via lobbying)
- Sales effort for additional conferences & events
- Asset sales – vacant houses or other properties
- Foundation funding for additional operating support
- Other opportunities?

Discussion points – Expense reduction opportunities:

- Hiring freeze – hold positions open
- Limit mid-year discretionary / counter-offer compensation changes
- Reduce PSAs, Overloads, Adjuncts
- Smaller across-the-board compensation increases for FY25
- Reduced travel expenses
- Cancel/postpone service agreements
- Cancel/postpone multi-year projects
- Cancel/postpone capital projects and/or equipment purchases
- Other opportunities?

Discussion points – Investment Needs:

- Compensation parity
- Enrollment services support
- Marketing & Communications
- Fundraising campaign staffing and services
- Academic and support services programs expansion
- DEI initiatives – staffing and program support
- Human Resources initiatives – recruiting and retention, onboarding, learning-management, career pathways, etc.
- Benefits enhancements (e.g., improved premium sharing)
- Critical facility needs for controlled maintenance
- Facility renovations / improvements – Comprehensive Plan
- Other needs?

Thank You!

