



Fiscal Year 2019-20 Preliminary Budget Overview

April 29, 2019

In developing the fiscal year 2019-20 (FY20) budget, we have focused on three major areas:

1. Identifying cost-savings to significantly reduce our \$10M structural deficit so that it can be completely eliminated in FY21;
2. Setting realistic new enrollment, retention and discounting targets to maximize net tuition revenue; and
3. Engaging campus by communicating often and transparently, seeking feedback and moving toward less centralized decision-making.

The recommended budget includes a \$4.6M increase in state funding, a \$3.4M decrease in net student revenue and significant cost-savings as described below. It will reduce the structural deficit by more than \$6.0M and limit reserve spending to \$1.3M. We will be able to eliminate the deficit in FY21.

The FY20 changes described below compare the recommended budget to the FY19 third quarter year-end forecast.

We expect the strategic enrollment and student success work underway with Huron to result in measurable improvement in undergraduate retention from Fall 2019 to Fall 2020. However, early enrollment indicators suggest that we will have fewer new students for Fall 2019. Key factors in the projected \$3.4M decrease in net student revenue (tuition, fees, and room and board less discounting) are:

- \$1.6M decrease in undergraduate on-campus tuition as undergraduate FTE decreases 3.7% and resident tuition remains flat;
- \$0.1M decrease in graduate tuition as FTE decreases 5.2% and tuition rates increase 5% on average;
- \$0.8M decrease in room and board as the number of first-time freshmen decreases by ~100; and
- \$0.9M increase in discounting as we enroll an incoming class with an estimated 41% discount rate and graduate a class with a 26% discount rate.

Our year-long campus-wide effort to identify cost-savings yielded decisions to increase the faculty and exempt staff contribution to health insurance, modify our employee/dependent tuition waiver benefit, offer a faculty retirement incentive, and identify \$9.7M in savings at the division level. Every division and college met its cost-saving goal, and many identified further savings to reinvest in their highest priorities.

Divisions identified a total of \$10.3M in savings (after reinvestment of savings beyond targets). This will be offset by a \$2.4M reduction in anticipated vacancy savings, resulting in cost savings of \$7.9M. Of this amount, \$3.9M is reflected in the FY19 year-end forecast, and \$4.0M will further reduce our deficit in FY20.

The proposed FY20 budget reflects a \$1.9M decrease in net personnel expenses, which includes:

- \$7.0M in personnel savings (in addition to an estimated \$2.1M implemented in FY19);
- \$2.1M in proposed personnel investments (division-level reinvestment of savings in excess of targets);
- \$2.4M less in anticipated vacancy savings due to decreased personnel budgets; and
- \$0.6M in state-mandated increases to classified salaries and minimum wage.

The proposed FY20 budget reflects a \$1.6M increase in net non-personnel expenditures, which includes:

- \$0.8M in savings (in addition to an estimated \$1.7M implemented in FY19);
- \$0.1M in proposed investments (division-level reinvestment of savings in excess of targets);
- \$1.8 in increased operational costs including utilities (\$0.1M), food costs (\$0.2M), maintenance of Campus Commons (\$0.2M), software (\$0.3M), travel costs associated with two additional football game guarantees (\$0.3M), adjustments for reductions in internal purchases (\$0.3M) and shifting of operating expenses to donor funds (\$0.4M); and
- \$0.5M increase in bond principal payments.

In addition, to limit FY20 reserve spending, the proposed budget includes the following temporary measures:

- Continuation of the 60-day hold for vacant positions, which we estimate will yield ~\$0.6M in one-time savings;
- No salary increases; and
- A \$2.1M reduction in institutionally funded capital projects.

The following packet of draft FY20 budget materials includes:

- Section A: The University Summary, reflecting the FY19 budget, the FY19 third quarter forecast, and the proposed FY20 budget
- Section B: Net Student Revenue, including enrollment trends, pricing and discounting
- Section C: Division Details, showing net cost savings, cost savings compared to targets and all other budget adjustments by division
 - Table 1 shows net cost savings and all other budget adjustments by division
 - Table 2 shows net cost savings as compared to target
 - Table 3 shows details of budget reductions and reinvestments comprising division net cost savings
 - Table 4 shows details of all other budget adjustments, including mandated cost increases like minimum wage and classified salary increases
- Section D: Staffing Plan Clean-up with no effect on the budget
 - Table 1 shows positions that were eliminated because they had been vacant for more than a year (budget reductions offset by adjustments to budgeted vacancy savings)
 - Table 2 shows positions that had previously been “held” on the staffing plan whose elimination has no budget impact
- Section E: GA and TA details by area include allotments, yield, FY19 budget, FY19 forecast, and FY20 budget
- Section F: Capital Projects and Funding

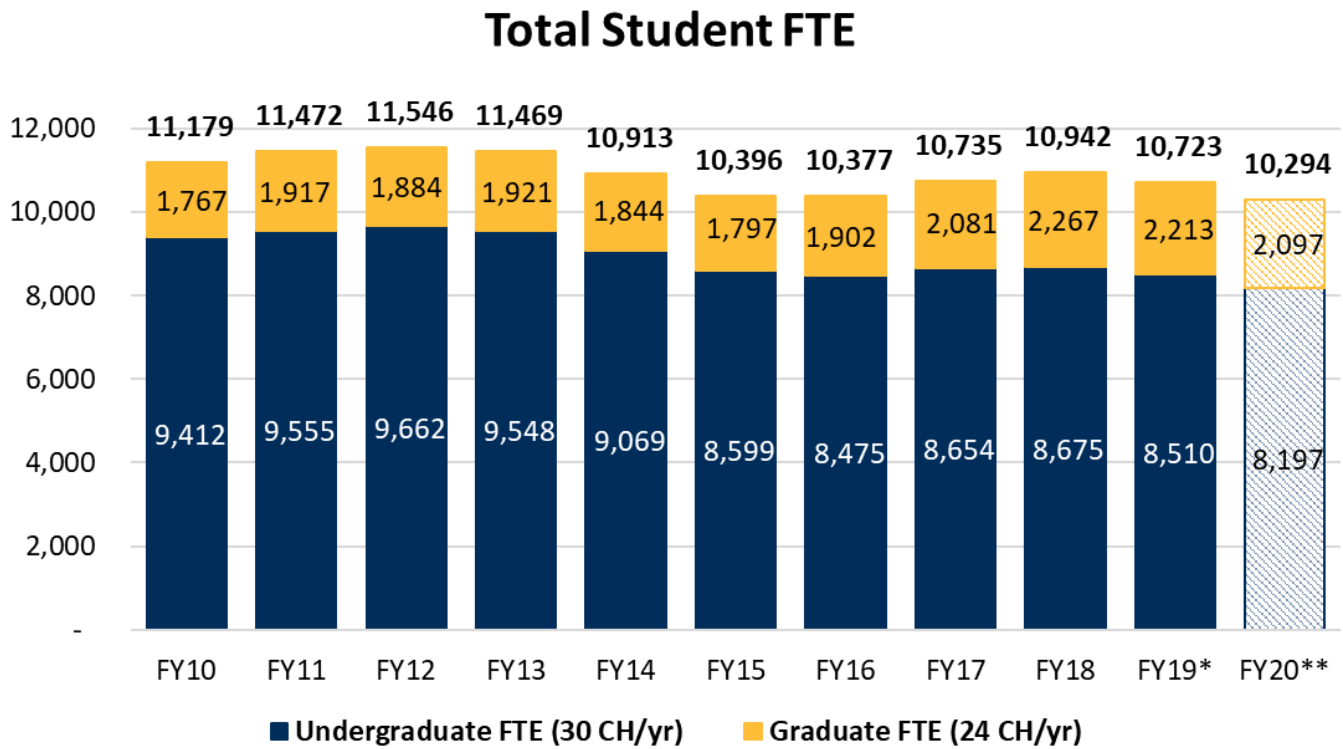
UNC FY20 Budget

Section A. University Summary

in millions	FY19 Budget	FY19 Q3 Forecast	Change	FY20 Budget
REVENUES				
Tuition-Undergraduate Main Campus	79,996,337	77,079,382	(1,615,718)	75,463,664
Tuition-Graduate Main Campus	17,079,161	14,434,104	(484,734)	13,949,370
Tuition-Undergraduate Extended Campus	5,032,826	5,509,664	-	5,509,664
Tuition-Graduate Extended Campus	18,225,765	17,887,424	400,846	18,288,270
Student Fees	16,276,843	16,290,000	(203,842)	16,086,158
Academic Fees - Main Campus	6,418,857	6,160,359	149,417	6,309,776
Academic Fees - Extended Campus	111,658	145,000	(8,342)	136,658
Room and Board	35,342,265	32,518,056	(766,381)	31,751,675
Subtotal Tuition, Fees and Room & Board	178,483,712	170,023,989	(2,528,754)	167,495,235
Scholarships (Institutional Discounting)	(32,939,794)	(29,152,253)	(605,133)	(29,757,386)
Foundation Funded Scholarships	(4,350,000)	(4,405,883)	14,883	(4,391,000)
Graduate GA/TA Waivers	(5,717,537)	(4,936,000)	(271,364)	(5,207,364)
R & B Waivers	(1,130,000)	(1,040,000)	(50,448)	(1,090,448)
Subtotal Discounting	(44,137,331)	(39,534,136)	(912,062)	(40,446,198)
Net Student Revenue	134,346,381	130,489,853	(3,440,816)	127,049,037
State Funding	42,478,925	42,492,727	4,586,737	47,079,464
Foundation Restricted Gifts for Operations	3,027,042	3,899,278	(341,518)	3,557,760
Foundation Restricted Capital Gifts	2,247,518	1,958,847	(1,556,847)	402,000
Foundation Restricted Scholarships	4,350,000	4,405,883	(14,883)	4,391,000
Foundation Unrest (design. for scholarships)	1,550,000	1,607,000	-	1,607,000
Foundation	11,174,560	11,871,008	(1,913,248)	9,957,760
Other Auxiliary Services	7,303,273	6,825,986	32,064	6,858,050
Restricted Grant Facilities/Admin Recovery	600,000	600,000	(20,000)	580,000
Other Revenue	7,713,686	8,135,783	887,218	9,023,001
Net Non-Operating Revenues	1,531,250	1,701,700	13,157	1,714,857
Other Revenue	17,148,209	17,263,469	912,439	18,175,908
NET REVENUES	205,148,075	202,117,057	145,112	202,262,169
EXPENDITURES AND DEBT PAYMENTS				
Faculty Salaries	46,589,312	47,326,000	(728,888)	46,597,112
Exempt Salaries	30,988,725	30,000,000	(889,035)	29,110,965
Classified Salaries	19,406,629	18,800,000	(26,919)	18,773,081
Graduate Stipends	5,678,771	5,495,000	95,550	5,590,550
Student and Other Wages	6,367,157	5,600,000	336,120	5,936,120
Fringe Benefits	31,534,858	31,201,056	(654,899)	30,546,157
Subtotal Personnel Expenses	140,565,452	138,422,056	(1,868,071)	136,553,985
Various Non-personnel Base	37,567,619	35,937,575	635,858	36,573,433
Cost Allocation and Recoveries	(898,173)	(866,742)	(32,016)	(898,758)
Utilities	5,500,000	5,396,970	44,254	5,441,224
Travel	4,225,166	4,150,524	472,517	4,623,041
Less: Temporary Savings in FY19 Budget	(608,687)			
Subtotal Non-personnel Expenses	45,785,925	44,618,327	1,120,613	45,738,940
Debt Service on Bonds	10,810,242	10,232,639	544,580	10,777,219
Capital Lease Payment	803,668	803,668	-	803,668
Subtotal Debt Payments	11,613,910	11,036,307	544,580	11,580,887
OPERATING EXPENDITURES	197,965,287	194,076,690	(202,878)	193,873,812
Foundation Capital Expenditures	2,247,518	1,342,452	(940,452)	402,000
Institutionally Funded Capital	6,300,000	7,572,689	(2,094,812)	5,477,877
Restricted Cash and Balance Sheet Changes	-	(127,750)	127,750	-
Strategic Investments	3,226,272	3,843,613	(17,341)	3,826,272
CAPITAL AND STRATEGIC INVESTMENT	11,773,790	12,631,004	(2,924,855)	9,706,149
TOTAL EXPENDITURES	209,739,077	206,707,694	(3,127,733)	203,579,961
CASH OUTFLOW	\$ (4,591,002)	\$(4,590,637)	\$ 3,272,845	\$ (1,317,792)

Section B: Net Student Revenue-Enrollment and Pricing (FY20)

Figure 1. Total Student FTE Trends



*FY19 Projected FTE **FY20 Preliminary FTE

Figure 2. Undergraduate Net Revenue

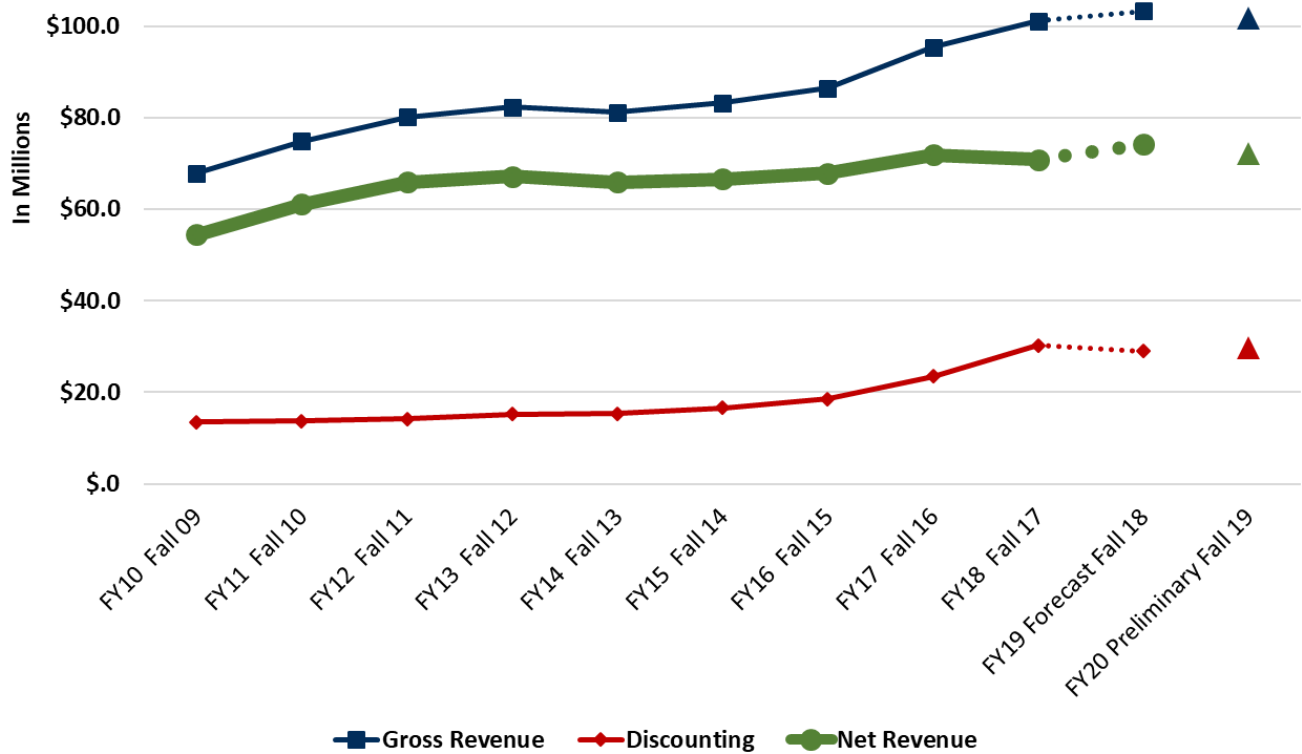
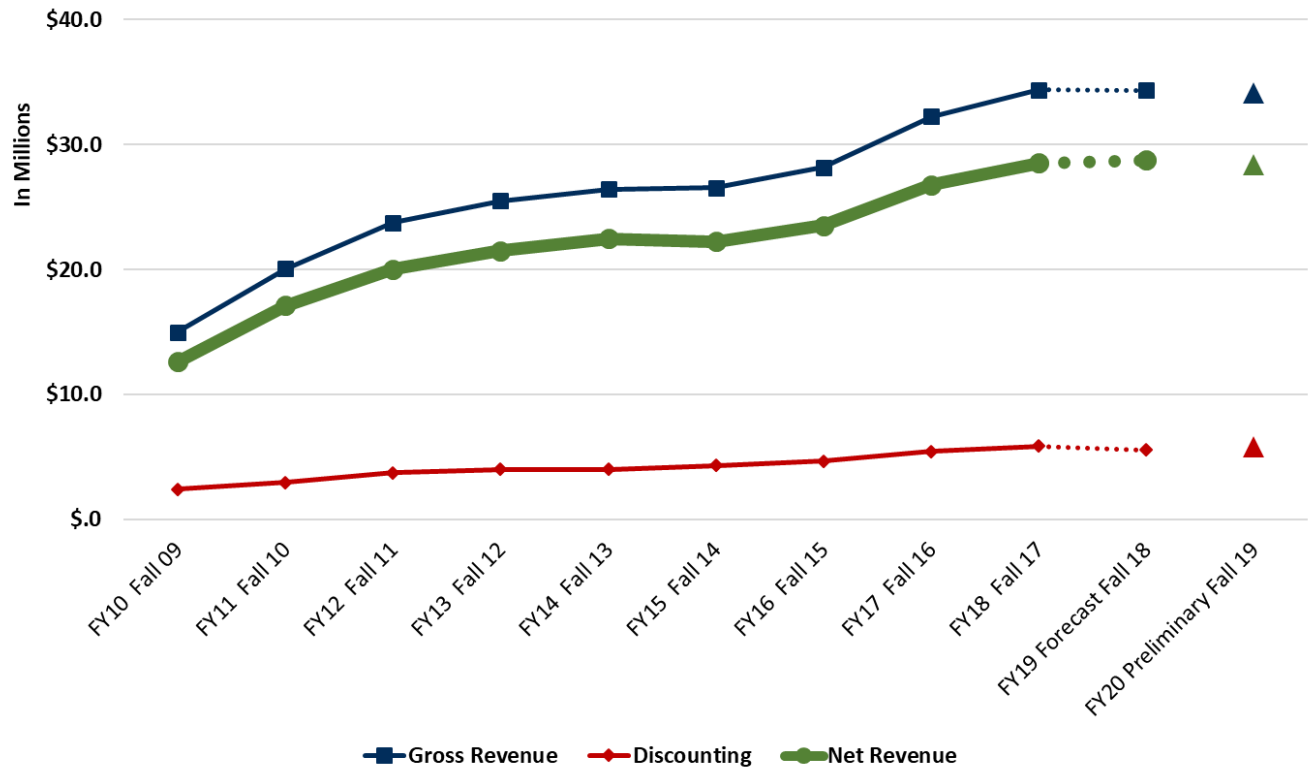


Figure 3. Graduate Net Revenue



Undergraduate Enrollment

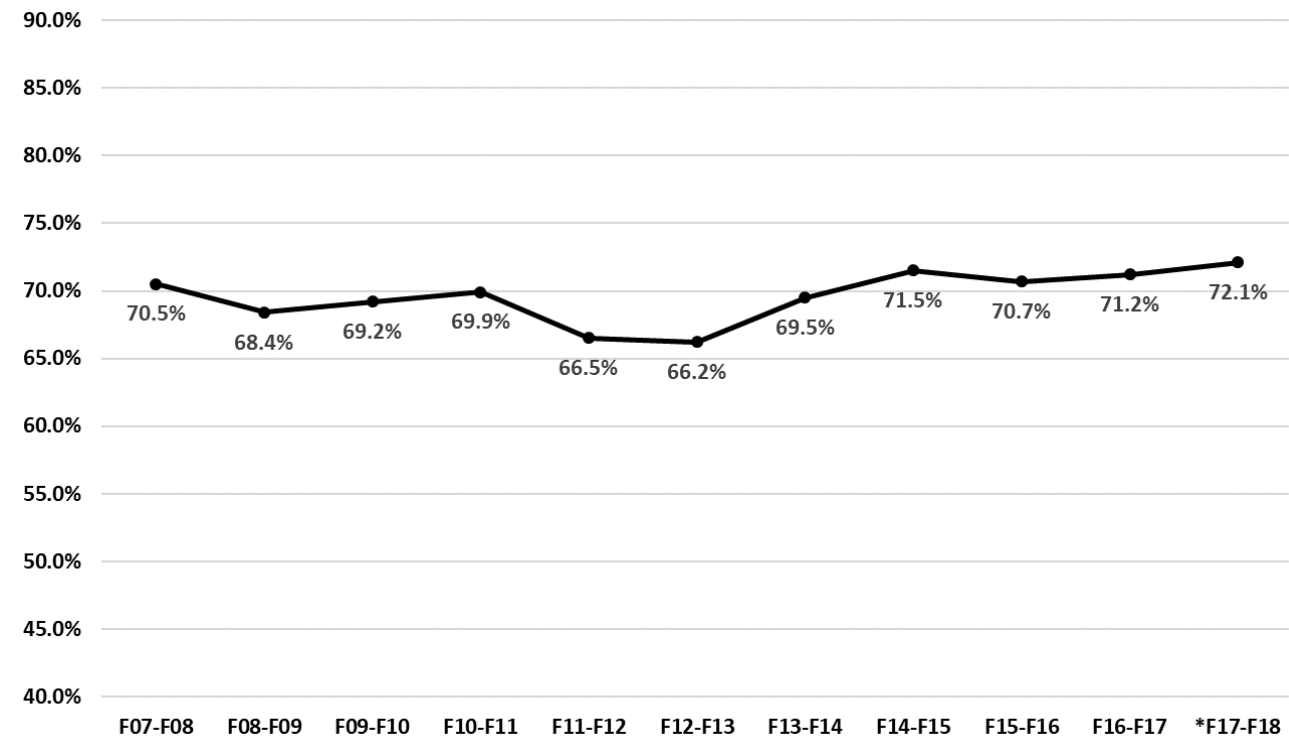
For Fall 2019, our initial budget has a 2% decrease in total undergraduate headcount as shown in Table 1.

Table 1. Undergraduate Student Enrollment Trends

Population	Subpopulation	Inst. Aid Elig.	FY15	FY16	FY17	FY18	FY19	FY20		
			Fall 2014 Census	Fall 2015 Census	Fall 2016 Census	Fall 2017 Census	Fall 2018 Census	Budget Fall 2019	Change from Prior Year	
UNDERGRADUATE										
New First-Time (Degree-Seeking)	Fulltime	Y	1,924	2,021	2,149	2,132	1,940	1,837	-103	-5%
	Part-Time	N	24	24	14	17	22	22	+0	+0%
Total New First-Time			1,948	2,045	2,163	2,149	1,962	1,859	-103	-5%
New Transfer (Degree-Seeking)	Traditional, Fulltime	Y	638	583	624	592	524	534	+10	+2%
	Traditional, Part-Time	N	97	93	111	132	121	126	+5	+4%
	2nd Bachelor's	N	55	54	53	81	74	79	+5	+7%
Total New Transfer			790	730	788	805	719	739	+20	+3%
Continuing Degree-Seeking			6,370	6,142	6,144	6,146	6,219	6,075	-144	-2%
Non-Degree	HS Concurrent/Dual Enr.	N	186	269	148	648	724	724	+0	+0%
	All Other Non-Degree	N	130	208	260	228	252	252	+0	+0%
Total Non-Degree			316	477	408	876	976	976	+0	+0%
Total Undergraduate Headcount			9,424	9,394	9,503	9,976	9,876	9,649	-227	-2.3%
Fiscal Year Total Undergraduate FTE			8,599	8,475	8,654	8,675	projected 8,510	Fall 2019		
							8,197	-313	-3.7%	

Figure 4. Student Retention

Fall to Fall Retention of New First-Time Full-Time Undergraduate Students



*unofficial

Undergraduate Pricing

Total Cost of Attendance

As shown in Table 2, our current tuition and fees per year are \$9,918. For a typical freshman, or other student who chooses to live on campus, the total cost of attendance (including room and board) is \$21,122. Differential tuition and course fees, which vary from student to student, are additional costs.

Table 2. Annual Undergraduate Resident Price (based on 30CR)

Tuition and Fees	FY19	FY20	\$ Increase	% Increase
Tuition (student share)	\$ 7,596	\$ 7,596	\$ -	0.0%
Student Activity Fees	915	942	27	3.0%
LEAF	20	20	-	0.0%
Technology Fee	331	341	10	3.1%
Library Fee	146	150	4	2.9%
Capital Fee	910	937	27	3.0%
Subtotal Tuition and Fees	\$ 9,918	\$ 9,987	\$ 69	0.7%
Typical Room and Board	11,204	11,204	-	0.0%
Total Cost of Attendance*	\$ 21,122	\$ 21,191	\$ 69	0.3%

*This is the direct cost of attendance (tuition, fees, room & board). For financial aid purposes the cost of attendance includes things such as transportation and books.

Table 3. Undergraduate Tuition and Fee Discounting

	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget	FY19 Q3 Forecast	FY20 Budget
Undergraduate Tuition & Fees (Main & Extended)	\$ 86,409,555	\$ 95,389,717	\$101,150,529	\$105,810,257	\$103,184,181	\$101,674,482
Institutional Grants and Scholarships	(18,551,234)	(23,449,422)	(30,294,507)	(32,342,794)	(28,566,611)	(29,357,386)
Discounted Revenue	\$ 67,858,321	\$ 71,940,295	\$ 70,856,022	\$ 73,467,463	\$ 74,617,570	\$ 72,317,096
Discount Percent	21.5%	24.6%	29.9%	30.6%	27.7%	28.9%
Net Tuition Revenue Per FTE	\$ 8,007	\$ 8,313	\$ 8,168	\$ 8,535	\$ 8,768	\$ 8,822

Graduate Enrollment

Table 4. Graduate Enrollment Trends

	FY15	FY16	FY17	FY18	FY19	FY20		
	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Preliminary	Change from	
	Census	Census	Census	Census	Census	Fall '19 Cen.	Prior Year	
New first-time domestic graduate students (degree-seeking)	652	796	880	925	846	820	-26	-3%
New international graduate students (degree-seeking and non-degree)	32	45	62	72	45	37	-8	-18%
Continuing graduate students (domestic and international)	1,446	1,451	1,591	1,760	1,819	1,777	-42	-2%
All domestic non-degree graduate students	230	250	224	235	276	309	+33	+12%
Total Graduate Headcount	2,360	2,542	2,757	2,992	2,986	2,943	-43	-1.4%
Fiscal Year Total Graduate FTE	1,797	1,902	2,081	2,267	<i>projected</i> 2,213	<i>preliminary</i> 2,097 -116 -5.2%		

Graduate Pricing

Table 5. Graduate Main Campus Tuition

	FY19 Annual Rate	FY20 Annual Rate
Resident		
Masters	\$9,900-\$10,980	\$10,080-\$11,340
Doctoral	\$10,440-\$11,520	\$10,800-\$11,970
Non-Resident		
Masters	\$15,948-\$20,574	\$16,488-\$21,276
Doctoral	\$21,528-\$22,104	\$21,888-\$22,644

Table 6. Graduate Extended Campus Tuition

	FY19 Credit Hour Rate	FY20 Credit Hour Rate
Resident		
Masters	\$520-\$620	\$555-\$640
Doctoral	\$580-\$620	\$600-\$640

Table 7. Graduate Tuition Revenue and Fee Discounting

	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget	FY19 Q3 Forecast	FY20 Budget
Graduate Tuition & Fees (Main & Extended)	\$28,197,639	\$32,236,827	\$34,376,812	\$37,331,190	\$34,321,752	\$34,069,078
Institutional Scholarships and Waivers	(4,661,415)	(5,448,197)	(5,856,525)	(6,314,537)	(5,521,642)	(5,607,364)
Discounted Revenue	\$23,536,224	\$26,788,630	\$28,520,287	\$31,016,653	\$28,800,110	\$28,461,714
Discount Percent	16.5%	16.9%	17.0%	16.9%	16.1%	16.5%
Net Tuition Revenue Per FTE	\$ 12,374	\$ 12,873	\$ 12,581	\$ 12,917	\$ 13,014	\$ 13,573

Recommended Pricing Net Revenue Summary

Given what we know at this point in time, recommended 2019-20 pricing would generate an estimated \$3.4 million net revenue decrease in FY20 (Table 8).

Table 8. Estimated Net Student Revenue

	FY19 Q3 Forecast	Change from FY19 Forecast	Estimate FY20 Total
Tuition	\$ 114,910,574	\$ (1,699,606)	\$ 113,210,968
Student Activity Fees/Leaf	8,283,636	(135,799)	8,147,837
Technology Fees	2,830,732	(84,172)	2,746,560
Library Fees	1,268,491	(36,127)	1,232,364
Course and Other Academic Fees	2,206,137	261,372	2,467,509
Capital Fee	8,006,364	(68,042)	7,938,322
Room and Board	32,518,056	(766,381)	31,751,675
Gross Revenue	\$ 170,023,990	\$ (2,528,755)	\$ 167,495,235
Less: Undergraduate Institutional Aid	\$ 28,566,611	\$ 790,775	\$ 29,357,386
Less: Room and Board Aid	1,040,000	50,448	1,090,448
Less: Graduate Institutional Aid	5,521,642	85,722	5,607,364
Discounting	35,128,253	926,945	36,055,198
Donor Funded Scholarships	4,405,883	(14,883)	4,391,000
Net Revenue	\$ 130,489,854	\$ (3,440,817)	\$ 127,049,037
Net Undergraduate Revenue	\$ 74,617,570	\$ (2,300,474)	\$ 72,317,096
Net Graduate Revenue	\$ 28,800,110	\$ (338,396)	\$ 28,461,714
Net Room and Board Revenue	\$ 31,478,056	\$ (816,829)	\$ 30,661,227
Donor funded Scholarships	\$ 4,405,883	\$ (14,883)	\$ 4,391,000

UNC FY20 Budget

Section C Division Details

Table 1 All Budget Changes by Division

		A	B	C	D	E=B+C+D
Division		FY19 Budget	FY19 Q3 Forecast	Net Cost Savings	All Other Adjustments	FY20 Budget
Revenue				-		
	Net Student Revenue	\$ 134,346,381	\$ 130,489,853	713,902	(4,154,718)	\$ 127,049,037
	State Funding	42,478,925	42,492,727		4,586,737	47,079,464
	Foundation	11,174,560	11,871,008		(1,913,248)	9,957,760
	Other	17,148,209	17,263,469		912,439	18,175,908
Total Net Revenue		\$ 205,148,075	\$ 202,117,057	\$ 713,902	\$ (568,790)	\$ 202,262,169
Expenditures						
	President and Board of Trustees	1,613,794	Forecasts are not currently prepared at the division level	(151,429)	2	1,462,367
	EBS	16,313,370		(794,171)	106,272	15,625,471
	HSS	14,974,159		(774,857)	27,025	14,226,327
	MCB	9,055,172		(438,192)	355,487	8,972,467
	NHS	21,177,240		(1,077,670)	92,654	20,192,224
	PVA	12,794,113		(599,325)	18,542	12,213,330
	Library	7,577,941		(256,784)	27,990	7,349,147
	All Other Academic Affairs	32,523,635		(2,161,199)	556,341	30,918,777
	Campus Community & Climate	35,906,765		(1,878,036)	(9,429)	34,019,300
	Finance & Administration	38,468,308		(1,337,780)	720,084	37,850,612
	University Relations	3,227,309		(182,272)	4,175	3,049,212
	Athletics	9,811,501		(459,037)	567,607	9,920,071
	Development & Alumni	3,260,180		(163,177)	44	3,097,047
	Sub-total Divisions	\$ 206,703,487		\$ (10,273,929)	\$ 2,466,794	\$ 198,896,352
	Vacancy Savings, Central and Debt	(8,738,200)		2,384,404	617,355	(5,736,441)
	Budget Reductions that affect net revenue			713,902		713,902
	<i>Savings reflected in FY19 Forecast</i>			3,888,597	-	
	Sub-total Operating Expenditures	\$ 197,965,287	\$ 194,076,690	\$ (3,287,026)	\$ 3,084,149	\$ 193,873,812
	Foundation Funded Capital	2,247,518	1,342,452		(940,452)	402,000
	Institutionally Funded Capital	6,300,000	7,572,689		(2,094,812)	5,477,877
	Strategic Investments & Other	3,226,272	3,715,863		110,409	3,826,272
Total Expenditures		\$ 209,739,077	\$ 206,707,694	\$ (3,287,026)	\$ 159,294	\$ 203,579,961
Cash Inflow/ (Outflow)		\$ (4,591,002)	\$ (4,590,637)	\$ 4,000,928	\$ (728,084)	\$ (1,317,792)
				Details in Table 3	Details in Table 4	

Table 2 Net Cost Savings as Compared to Target

	FY19 Budget Subject to Reduction*	Target	Expenditure Budget Reductions	Discounting Reduction	Budget Reinvestments	Net Cost Savings	Over/ (Under) Target	Savings as % of Budget
President and Board of Trustees	1,639,000	(82,000)	(167,429)	-	16,000	(151,429)	69,429	-5.0%
EBS	14,737,000	(782,000)	(844,911)	-	50,740	(794,171)	12,171	-5.3%
HSS	14,620,000	(774,000)	(876,744)	-	101,889	(774,857)	857	-5.3%
MCB	8,192,000	(434,000)	(452,385)	-	14,193	(438,192)	4,192	-5.3%
NHS	20,333,000	(1,077,000)	(1,835,550)	-	757,880	(1,077,670)	670	-5.3%
PVA	11,154,000	(591,000)	(726,432)	-	127,107	(599,325)	8,325	-5.3%
Library	4,844,943	(257,000)	(257,000)	-	-	(257,000)	-	-5.3%
All Other Academic Affairs	31,222,057	(1,940,000)	(2,250,348)	(503,902)	593,264	(2,160,983)	220,983	-6.2%
Campus Community & Climate	24,771,000	(1,829,000)	(2,011,174)	-	133,138	(1,878,036)	49,036	-7.4%
Finance & Administration	36,375,000	(1,136,000)	(1,516,912)	-	179,133	(1,337,780)	201,780	-3.1%
University Relations	3,395,000	(178,000)	(363,037)	-	180,765	(182,272)	4,272	-5.2%
Athletics	9,194,000	(459,000)	(264,793)	(210,000)	15,756	(459,037)	37	-5.0%
Development & Alumni	3,224,000	(161,000)	(204,872)	-	41,695	(163,177)	2,177	-5.0%
Sub-total Divisions	183,701,000	(9,700,000)	(11,771,587)	(713,902)	2,211,560	(10,273,929)	573,929	
Adjustments to vacancy savings	(10,056,000)	1,200,000			-	2,384,404		
Budget reductions that affect net revenue						713,902		
Savings reflected in FY19 forecast						3,888,597		
Total Change to Expenditures	\$ 173,645,000	\$ (8,500,000)	\$ (11,771,587)	\$ (713,902)	\$ 2,211,560	\$ (3,287,026)	\$ 573,929	

* Donor funds, course fee funds, utilities, overhead charges, transfers, capital, etc. were excluded from budgets subject to reduction

Section C Table 3: Net Cost Savings (Budget reductions less reinvestments- see column C in Table 1)

Area	Description	Personnel \$	Non-Personnel \$	Total \$
President's Office	eliminate temporary exempt position-President's Office	(108,005)		
	reduce: printing, business purchased services, internal purchases		(28,733)	
Board of Trustees	reduce: professional development, dues & memberships, business purchased services, book & subscriptions, internal purchases, official functions, postage, travel	-	(30,691)	
	investment-The University anticipates hosting two Association of Governing Board workshops this fiscal year and a Board of Trustees retreat.	-	16,000	
Subtotal President's Office/Board of Trustees		(108,005)	(43,424)	(151,429)
Provost & VP For AA	reduce faculty PSA in Provost Office	(5,892)		
	eliminate Administrative Aide Academic Affairs Office	(30,115)		
	eliminate Asst Provost for Academic Affairs	(129,192)		
	new Provost hired 4/1/19 at reduced salary	(5,427)		
	CCE student wages reduced	(9,500)		
	investment-Adjustments to salaries within OSP due to position elimination, increase student wages in Student Success, 4 salary adjustments in Financial Aid due to position eliminations, salary increase and one new position in Registrar due to position eliminations, promotion to assistant bursar due to reorganization, adjustments for terminated grant buyouts in Extended Campus	169,704		
	investment-Personnel cost savings in excess of target to be allocated to the division's highest priority positions.	423,560		
	reduce: professional development, dues & memberships, official functions, business purchased services, water, printing, reduce/eliminate recruitment supplies & postage, travel, international travel		(29,264)	
University College	eliminate faculty summer/interim full benefits budget	(7,110)		
	eliminate University College Scheduler	(50,605)		
	reduce: other current expenses, purchased service, supplies, travel		(51,643)	
Bear Central	eliminate Assoc Dir Financial Aid	(97,767)		
	eliminate Assistant Director GPS+	(72,485)		
	eliminate Navigator GPS+	(67,915)		
	eliminate Director GPS+	(99,086)		
	eliminate Admin Assistant Registrar's Office	(48,578)		
	eliminate Admin Assistant III Registrar's Office	(57,412)		
	reduce salary for Program Assistant I	(10,691)		
	eliminate Collections Rep II-Bursars Office	(53,896)		
	eliminate student wages in Financial Aid Office	(25,000)		
	reduce: purchased services, office supplies, travel		(17,402)	
Center for Int. Education	salary reduction Director Study Abroad	(8,853)		
	reduce student wages	(18,000)		
	reduce: prizes & awards, dues & memberships, official functions, internal purchases, printing, office supplies, travel		(17,538)	
Admissions	eliminate Admissions Counselor	(48,173)		
	salary reduction Regional Admissions Counselor	(6,919)		
	reduce: coffee and water services, advertising, office supplies, recruitment supplies, postage, printing, uniforms, vehicle rent		(57,864)	
Enr-Fin Aid	clear unused budget	(161)		
Student Success	reduce budget for Math Placement adjunct (org 31380)	(6,695)		
	FTE & salary reduction Academic Advisor	(4,900)		
	FTE & salary reduction Dir Major Explor & Acad Probation	(6,370)		
	salary reduction Academic Advisor	(757)		
	GA/TA	(8,255)		
	reduce budget for student wages salary	(2,016)		
	reduce: official functions, professional development, dues & memberships, independent contracts & public relations, office supplies, eliminate all travel except for what is required by NCAA		(24,607)	
AVP for Research	eliminate AVP Research & Sponsored Programs	(199,822)		
	eliminate Office Coordinator	(52,990)		
	salary reduction Budget & Contract Coordinator	(21,162)		

Area		Personnel	Non-Personnel	Total
	Description	\$	\$	\$
Graduate School	eliminate Admissions Recruitment Specialist	(59,369)		
	salary reduction Assistant to Assoc Provost & Dean	(13,349)		
	reduce: professional development, advertising, capital other equip		(45,000)	
Grad St Supp	GA/TA Support	(503,902)		
Assessment & Accreditation	reduce: prizes & awards, professional development, official functions, office supplies, books & subscriptions nonlibrary, travel	-	(6,580)	
Extended Campus	eliminate faculty position in the School of Nursing	(91,626)		
	faculty adjunct reductions in School of Nursing, faculty overload position in Arts Entrep Program, faculty professional coordination from School Psychology	(54,413)		
	eliminate Graphic Designer	(27,450)		
	eliminate Ext Deg Prg Serv Coordinator	(66,662)		
	eliminate Colorado Springs Site Coordinator	(37,416)		
	eliminate Loveland Center Coordinator	(63,570)		
	eliminate Adult Stu Client Rel Mgt Coord	(68,368)		
	eliminate Admin Assistant III	(58,852)		
	classified position in Audiology	(24,549)		
	eliminate student support for position no longer thru EXC, reduction of grad assistant support for School Psych, eliminate grad assistant support summer only for School of Nursing	(15,200)		
	eliminate student support for position no longer thru EXC	(9,076)		
	eliminate nonstudent wages for School of Nursing	(5,000)		
	close Colorado Springs location & Centerra 2nd floor, eliminate funds for OCE due to lack of use for School of Teacher Ed, eliminate Profess Development/Conference from PVA due to lack of use, reduce: water service, advertising, advertising for School of Teacher Ed, College of HSS, NHS & PVA, general supplies, computer refresh, yield postage campaign, instructional supplies, mileage reimbursement, travel		(250,022)	
University Libraries	fill faculty position with entry level assistant professor, contract renewable for Health Sciences program areas	(22,827)		
	eliminate library faculty lecturer position	(26,069)		
	eliminate Library Tech II	(53,972)		
	eliminate Library Tech II	(45,791)		
	eliminate Library Tech II	(45,472)		
	The learning materials budget (LMB) provides information resources to faculty/students across the university. Recognizing the campus-wide impact the Libraries tempered the 5.3% reduction to the LMB to \$51,573 (4.3%). Furthermore, in addition to the base reduction, the purchasing power of the LMB will be reduced by an additional \$146,922 in the absence of an increase to cover the annual materials inflation. In FY20 the reductions will be addressed by reducing the purchase of items requested, increased reliance on borrowed materials from other libraries, continued rigorous evaluation of journal packages & databases, & adjustments to resources based on upcoming changes to the academic portfolio. In addition, on a temporary basis unrestricted donor funds will be used to backfill \$50,000 for individual item purchases. After three pilot semesters, Michener Late Night Study hours continue to be very popular with students, positively impact their ability to complete course work & research. In order to relieve the operating budget, this expense will be moved to Foundation funds earmarked for enhanced & innovative svcs.		(62,653)	
Subtotal Academic Affairs (w/o Colleges)		(1,855,413)	(562,573)	(2,417,986)

Area		Personnel	Non-Personnel	Total
	Description	\$	\$	\$
College of Education & Behavioral Sciences	tenured elimination of Psychological Science faculty position	(127,205)		
	tenured elimination of partial stipend faculty	(26,780)		
	elimination of School of Teacher Education faculty position	(108,492)		
	reduce 1FTE to .5FTE School of Teacher Education faculty position	(43,421)		
	elimination of School of Teacher Education faculty position	(81,101)		
	elimination of Leadership & Policy faculty position	(111,990)		
	elimination of Applied Psychology & Counselor Ed position	(98,261)		
	elimination of CUE faculty position (Urban Education)	(77,400)		
	eliminate APCE position	(17,977)		
	eliminate School of Teacher Education position	(57,427)		
	eliminate Leadership & Policy position	(58,857)		
	investment-faculty line and increase director to full-time	50,740		
	reduce: mentoring costs		(36,000)	
Subtotal College of Education		(758,171)	(36,000)	(794,171)
College of Humanities & Social Sciences	reduce faculty New Success coach to .75FTE	(17,909)		
	reduce faculty salary for new hire	(2,464)		
	reduce faculty salary for new hire	(4,492)		
	reduce faculty salary for new hire	(12,506)		
	eliminate faculty position current retirement Hispanic Studies	(133,667)		
	reduce faculty salary for new hire	(24,196)		
	reduce faculty salary for new hire	(2,464)		
	reduce faculty salary for new hire	(65,501)		
	elim faculty position current retirement World Lang & Cultures	(165,674)		
	reduced faculty chair stipend	(4,700)		
	reduce faculty salary for new hire	(2,464)		
	eliminate faculty position current retirement Geography & GIS	(117,567)		
	eliminate faculty position current retirement Geography & GIS	(130,612)		
	eliminate faculty position History	(76,669)		
	reduce faculty PSA budget across college based on actual use	(21,857)		
	voluntary reduction FTE reduction to .50 Admin Asst III in Economics	(8,776)		
	eliminate Admin Assistant III in Economics	(31,093)		
	Position moving to Conflucencia fund 24163	(4,191)		
	eliminate Environmental Studies TA/GA salaries not provided by Grad School	(20,545)		
	investment-salary changes for new hires, chair stipend, new positions split w/CEBS	101,889		
	reduce: HSS instructional reserves, business purchased services, supplies, travel		(29,397)	
Subtotal College of Humanities & Social Sciences		(745,458)	(29,397)	(774,855)
Monfort College of Business	eliminate contract renewable position in Management Instruction	(144,201)		
	eliminate stipend for Accounting Instruction	(3,712)		
	decrease salary, new hire will not be Professor, but will be Asst/Asso	(38,666)		
	reduce overall adjunct t budget for MCB	(143,343)		
	eliminate PSA for Acting Dean, eliminate PSA for faculty that gave assessment test	(39,000)		
	misc fringe not needed	(3,030)		
	investment-faculty salary increase related to completed doctorate	14,193		
	reduce: professional development-used for registrations supplies-Wall Street Journal, S&P Global Market, travel-will pay with Foundation funds		(80,433)	
Subtotal Monfort College of Business		(357,759)	(80,433)	(438,192)

Area		Personnel	Non-Personnel	Total
	Description	\$	\$	\$
College of Natural & Health Sciences	reduce faculty salary for new hire	(63,265)		
	eliminate Department of Physics & Astronomy faculty position	(120,554)		
	eliminate School of Nursing faculty position	(103,149)		
	reduce faculty salary for new hire	(60,953)		
	decrease faculty chair stipend 1.5 months to 1 month in summer	(7,374)		
	eliminate School of Nursing faculty position	(107,759)		
	eliminate Human Services faculty position	(86,510)		
	eliminate School of Sports & Exercise Science faculty position	(97,570)		
	eliminate Dept. of Earth & Atmospheric Science faculty position	(141,417)		
	eliminate Community Health Program faculty position	(56,238)		
	eliminate School of Mathematic Science faculty position	(127,591)		
	reduce faculty adjunct temporary and overland and PSAs	(197,001)		
	reduce faculty summer offerings	(58,929)		
	eliminate Post Doc Research Associate MAST	(33,602)		
	eliminate Post Doc Research Associate MAST	(66,950)		
	eliminate Post Doc Research Associate MAST	(69,823)		
	reduce Administrative Specialist III SES	(13,749)		
	eliminate Instrumentation Specialist II	(65,430)		
	reduce Admin Exempt PSA full BIO	(900)		
	eliminate Admin Assistant III School of Human Sciences	(49,436)		
	reduce Admin Asst III from 1FTE to .8FTE DHS	(11,730)		
	combine 2 .5 FTE positions into 1 which will be split funded between 10000 & 22010	(23,960)		
	reduce student wages per department decisions	(27,576)		
	investment-5 promotions, adjustment for grant buyout change, replacement position for failed search, increase in adjunct for adjustments to FT faculty positions, audiology classified position, creation of advising center & development of data science prgm	742,346		
	reduce: other current expenses, purchased services, travel		(244,084)	
	investment-creation of advising center and development of data science program		15,534	
Subtotal College of Natural & Health Sciences		(849,120)	(228,550)	(1,077,670)
College of Performing & Visual Arts	reduced faculty salary in Music	(621)		
	reduced faculty salary in Music	(47,066)		
	reduced faculty salary in Music	(10,332)		
	reduced faculty salary in Music	(45,274)		
	reduced faculty salary in Art & Design	(56,127)		
	reduced faculty salary in Art & Design	(38,210)		
	eliminate School of Art & Design faculty position	(77,049)		
	Reduce Faculty Chair/Dir Stipend FT	(29,048)		
	elimination of adjunct faculty position in PVA	(29,194)		
	elimination of adjunct faculty position in PVA	(2,244)		
	reduce faculty summer offerings	(4,594)		
	reduce PSA for LTR in PVA	(7,468)		
	eliminate Props/Opera Technical Director	(64,272)		
	eliminate Production I	(18,350)		
	reduce FTE from 1.0 to .92 Admin Asst. III	(4,803)		
	investment-Salary changes for new hires, two director stipends, band faculty position	127,107		
	removal of marching band camp and game day food, reduce: awards, supplies, official functions, vehicle rental, production in PVA, guest artists, instrument maintenance and advertising, supplies, travel for schools and dean, Marching Band travel		(291,780)	
Subtotal College of Performing & Visual Arts		(307,545)	(291,780)	(599,325)
Subtotal Colleges		(3,018,053)	(666,160)	(3,684,213)

Area		Personnel	Non-Personnel	Total
	Description	\$	\$	\$
Student Engagement & Dean of Students	eliminate Testing Services Manager	(60,501)		
	eliminate Staff Counselor	(54,230)		
	eliminate Staff Psychologist	(44,586)		
	eliminate Staff Interpreter	(53,560)		
	eliminate Staff Interpreter	(53,560)		
	reduce interpreter coordinator position 1.0 to .5 FTE	(16,073)		
	reduce temp employees/nonstudent hourly	(68,382)		
	eliminate GA dollars for clubs & orgs	(12,700)		
	BEAR part of Orientation, eliminate double coverage & use more work study	(31,005)		
	eliminate gift cards as awards for focus groups, reduce: 1st yr scholars banquet & staff training official functions, water service, office equipment, office supplies, subscriptions-journals, eliminate: tent for Involvement Fair, golf carts-Sorority recruitment		(44,913)	
VP for Campus Community & Climate	student summer	(5,200)		
	investment-Reassign responsibility for career counseling due to pos elimination, increase licensed staff psychologist, adjust bsn mgr responsibilities, increase FTE in dining services classified pos	52,798		
	investment-Personnel cost savings in excess of target to be allocated to the division's highest priority positions.	80,340		
	reduce: professional development, official functions, independent contracts, advertising, printing, supplies, travel		(20,500)	
AVP for Campus Community & Climate	Restructured AVP for Equity & Inclusion and AVP for Enrollment Management into AVP for Campus Community & Climate	(176,246)		
	MORA student pos, reduce student wages for Veteran's Services	(4,545)		
	AVP Equity & Inclusion: reduce-advertising, guest speakers, coffee & water service. APASS: Taste of APASS, will not be able to bring student staff/GA's in early for training, reduce events. Cesar Chavez Cultural Center: official functions including day of training & Welcome BBQ, reduce dollars available for speakers, travel. Gender & Sexuality Resource Center: Professional Development will be cut and the GSRC will not have access to national networks on best practices. The Director utilize personal contacts as well as free resources to continue to follow best practices in the profession. The promos we use also help set up a visible network of support for queer students. NASS: Eliminate the ability to bring students/GA in early for training, no hosting of any culturally appropriate welcome event or orientation for prospective Native identifying students and their families, reduce student success series, 2 mentoring events, limit available dollars for Native American speakers / entertainers /performers. Veteran's Services: reduce dues & memberships resulting in loss of training or knowledge, reduce professional development, reduce official functions , reduced public relations, reduced printing, reduce events . Marcus Garvey Cultural Center: reduce official functions for welcome events, promo items, office supplies, postage, professional development. Center for Women & Gender Equity: eliminate awards for Journey Conference, eliminate official functions for Journey Conference, Salary Negotiation Workshops, reduce Open House, INFB Campaign & Women's History Month, coffee & water services, supplies, PR purchases for INFB Campaign & Open House, eliminate speaker fees for Journey Conference & Women's History Month.		(200,777)	

Area		Personnel	Non-Personnel	Total
	Description	\$	\$	\$
Title IX OIEC	eliminate OIEC Case Manager Position	(65,611)		
	reduce other wages/comp	(2,000)		
	reduce student hourly	(799)		
	reduce: travel		(50)	
Campus Recreation	eliminate custodial position	(36,873)		
	reduce: OCE, business purchased services, office supplies, computer supplies, maintenance, repair & inspections for climbing wall & ropes course, maintenance & repair for fitness equipment, chemical & cleaning supplies, incentive items for events		(25,900)	
Dining Services	eliminate DSI position at TK	(25,769)		
	eliminate DSI position at TK	(16,128)		
	eliminate DSI position at Holmes	(28,088)		
	eliminate .5FTE Admin Asst III	(29,429)		
	eliminate .33FTE position	(17,128)		
	eliminate University Aide budget for TK & Holmes	(27,065)		
	reductions of food costs TK & Holmes (Holiday Dinner, Call Dibs & misc reductions), UC Operations		(189,028)	
	student labor-TK, Holmes, turner coffee corner	(241,868)		
Housing & Res Education	eliminate Asst. Director of Residential Education	(74,859)		
	eliminate Counselor in Residence	(30,596)		
	eliminate 4 GA positions plus tuition assistance	(135,999)		
	tuition assistance & room and board assistance for GA's	(39,552)		
	reorganize social justice work	(134,740)		
	reduce: events in halls		(10,034)	
Central Aux Ofc	moving position to 10000-33205 in 332EQI	(32,880)		
Subtotal Campus Community & Climate		(1,386,834)	(491,202)	(1,878,036)
Finance & Administration	investment-increase for new controller/create new budget director after AVP elim position	142,575		
	reduce: Bear Bus budget-no service reduction		(9,061)	
	investment-Salary savings from eliminated AVP position intended for consulting expenses related to future budget modeling.		36,558	
Financial Services	eliminate AVP for Financial Svc.	(180,458)		
	reduce student wages	(316)		
	reduce: dues, memberships, office supplies, travel		(18,359)	
Purchasing	reduce student wages	(94)		
Facilities Management	eliminate Custodian I	(36,987)		
	eliminate Materials Supervisor	(84,766)		
	eliminate Custodian I	(36,873)		
	eliminate Custodian I	(36,986)		
	eliminate Custodian I	(38,077)		
	eliminate Custodian I	(36,895)		
	eliminate Custodian I	(38,228)		
	eliminate Custodian I	(36,873)		
	eliminate Custodian I	(36,873)		
Information Technology	eliminate Network Security position	(97,088)		
	eliminate Business Analyst	(78,668)		
	eliminate Telecomm	(84,180)		
	reduce student wages for IT security, support services, tech center, institutional architecture, infrastructure and network comm	(28,910)		
	Cancellation of Banner Recruiter, TimeClock, TMA WebHost, AwardLetter and CommonAP software renewals, Reduction in ESA software maintenance, Cancellation of IRAS Tableau and Toad, Reduction in ACSUP academic software maintenance, Cancellation of E-Fort fent, Reduction in ID badge printing, Cancellation of LabStats, Atlis TI & Respondus software maintenance, Cancellation of A10, APC, Matsch; Reduction of Cisco SmartNet software maintenance, reduce security purchased services, business card printing, cancellation of Azure Services, reduction in office supplies, postage, computer tools supplies, travel		(520,593)	

Area	Description	Personnel \$	Non-Personnel \$	Total \$
University Police	unused parking budget in fringe roll-up line	(304)		
	reduce: Police Equipment <\$5,000, this fund has historically been used to buy Police PAK Radios @ \$5,000 each, PD will do a request as part of the equipment capital process in FY21-22		(10,900)	
Other Auxiliary Services	eliminate General Labor II at Campus Commons	(44,072)		
	eliminate Admin Asst III at UC	(29,429)		
	reclassify Lead Conference Coord to Conference & Event Coord	(7,413)		
	reduce student wages-info desk hours reduced, open UC at 10 on weekends during academic year, close UC at 11 during academic year, reduce UC summer hours 8-5	(9,300)		
	eliminate Dunbar services, reduce: Conference print materials budget, supplies, Ticket Office travel		(15,209)	
Subtotal Finance & Administration		(800,215)	(537,564)	(1,337,779)
VP University Relations	eliminate Communications Professional	(69,143)		
	reduce non-student wages	(1,848)		
	investment-Personnel cost savings in excess of target to be allocated to the division's highest priority positions.	180,765		
	reduce: professional development, official functions, purchased services, printing, public relations, supplies, computer supplies		(41,800)	
AVP Marketing & University Relations	eliminate Digital Marketing & Social Media Manager	(73,645)		
	eliminate Photographer	(40,175)		
	eliminate Market Development Manager	(92,426)		
	reduce student wages	(4,000)		
	reduce: advertising		(40,000)	
Subtotal University Relations		(100,472)	(81,800)	(182,272)
Athletics	reduce salary of Asst AD for compliance	(10,000)		
	reduce salary for Director of Administration	(10,000)		
	reduce Assistant Athletic Director position to .5FTE	(35,530)		
	eliminate .5FTE Cheer Coach	(21,762)		
	eliminate Assistant Director of Marketing	(45,586)		
	investment-cheer coach tech pro	15,756		
	official functions, marketing advertising, printing, Uniforms, supplies, team travel, recruiting travel		(141,915)	
	reduce: (1) Medical Scholarship (actually appears in Financial Aid fund/org 10452-32214)		(210,000)	
Subtotal Athletics		(107,122)	(351,915)	(459,037)
VP Alumni & Development	eliminate Associate Director of Records Administration	(61,009)		
	investment-Salary increase Assoc Dir for increased workload and increase in student wages	16,695		
	reduce travel in VP Alumni & Dev & Office of Alumni Relations		(10,950)	
	investment-This adjustment is for online services & tools, onsite training, workshops & coaching-all provided by Plus Delta to remain consistent and relevant in today's higher ed fundraising efforts.		25,000	
Office of Development	eliminate Director of Development	(121,068)		
	reduce travel		(11,845)	
Subtotal Development & Alumni		(165,382)	2,205	(163,177)
University Total Gross Budget Reductions		(9,156,062)	(2,615,525)	(11,771,587)
University Total Budget Reinvestments		2,118,468	93,092	2,211,560
Sub-total Changes to Budgeted Expenditures		(7,037,594)	(2,522,433)	(9,560,027)
University Total Net Revenue Budget Reductions		(503,902)	(210,000)	(713,902)
Total University Budgeted Savings		\$ (7,541,496)	\$ (2,732,433)	\$ (10,273,929)
Exclude Adjustments to expected vacancy savings				2,384,404
Sub-total Net Cost Savings (Note 1)				\$ (7,889,525)
Exclude Savings included in FY19 Forecast				3,888,597
Net Effect on Cash flow from FY19 to FY20 (Table 1 column C)				\$ (4,000,928)
Note 1: FY19 and FY20 Effects				
FY19: Reflected in the Forecast		(2,143,396)	(1,745,201)	(3,888,597)
FY20: Net Revenue Savings		(503,902)	(210,000)	(713,902)
FY20 Expenditure Savings		(2,509,795)	(777,232)	(3,287,027)
		\$ (5,157,093)	\$ (2,732,433)	\$ (7,889,526)

Section C Table 4: All Other Adjustments (see column D in Table 1)

Investments from Dedicated Revenue (These areas have a particular revenue stream for these investments)			
Department/Division	Proposal	Personnel	Non-Personnel Operating
NHS	Use of Donor Foundation Funds for OCE, Supplies & Travel		3,200
MCB	Use of Donor Foundation Funds for OCE, Supplies & Travel		350,031
Office of Global Engagement	Reorganization from CIE to OGE	(30,061)	
Housing & Residential Education	New copy machine		1,796
HSS	Sociology Research Svs increase student wages, OCE, GIS course fee		12,400
Athletics	travel for 2 additional football games generating game guarantee revenue		350,856
Tointon Institute	increase in OCE, purchased services, cost allocation, travel		90,000
NHS	non-donor fundraising expenses, OCE, supplies, cost of sales		27,553
Frontiers of Science	Establish budgets for OCE, purchased services, cost allocation, travel, min wage increase students		31,932
SES UNCCRI	Expense adjustment - supplies		968
Parking Services	Maintenance cost PaytoPark machines, replace 8 radios to meet FCC requirements		40,400
Total Investments from Dedicated Revenue		\$ (30,061)	\$ 909,136
Contractual or Mandated Cost Increases			
Department/Division	Proposal	Personnel	Non-Personnel Operating
Campus Comm. & Climate	Minimum Wage Increase for Students	55,215	
Academic Affairs	Minimum Wage Increase for Students	32,598	
Colleges	Minimum Wage Increase for Students	11,787	
University Relations	Minimum Wage Increase for Students	4,175	
Athletics	Minimum Wage Increase for Students	6,740	
Finance & Administration	Minimum Wage Increase for Students	54,240	
Subtotal Minimum Wage		164,755	-
Academic Affairs	Estimated Classified Staff Raises	77,080	
Campus Community and Climate	Estimated Classified Staff Raises	97,499	
Colleges	Estimated Classified Staff Raises	63,411	
Finance & Administration	Estimated Classified Staff Raises	294,724	
Subtotal Classified raises		532,714	-
Postage Increase various areas		-	1,093
Utilities			44,254
Bad Debt			230,000
Banking Fees, CCHE Costs			42,769
Bond Principal			544,580
Reductions to internal sales eliminations due to budget reductions for internal purchases		(25,683)	360,676
Software contractual increases and new software			
IM&T	Increase in Banner, OnBase & R25, Banner Mobile, Canvas, ESRI, OmniUpdate, Panopto, SAS & Vericite, software maintenance, GFI Faxmaker, InfoBlox, Informacast, GPS+ Call Tree software		196,664
IM&T	New digital signage for Project 18-116		9,900
IM&T	New software to help with collection of student bad debt		4,500
IM&T	New software for replacement of campus professional development software. Moving to LinkedIn Learning		40,000
IM&T	New software maintenance for Campus Commons for queuing physical lines for Bear Central (Qless)		13,000
IM&T	New software for Sponsored Programs replacing homegrown solutions (ERA)		30,000
IM&T	New software for document retention to assist with HB1128 destruction of data no longer needed		3,180
IM&T	New software for content management Cludo		4,788
IM&T	New software for grading physical exams and integration into Canvas (Akindi)		4,184
IM&T	New software for academic software for PVA music programs (ProTools)		3,700
Sub-total software			309,916
Total Contractual or Mandated Cost Increases		\$ 671,786	\$ 1,533,288
Personnel and Non-Personnel Sub-totals		\$ 641,725	\$ 2,442,424
Total Operating Expenditure Adjustments		\$	3,084,149
Revenue Adjustments			(568,790)
Adjustments to Foundation Capital			(940,452)
Temporary Reductions in Institutionally Funded Capital			(2,094,812)
Changes in Restricted Cash			110,409
Total Effect on Cash Flow (Table 1 column D)		\$	(728,084)

Section D: Staffing Plan Adjustments**Table 1: Positions Older than One Year**

Dean/AVP Level	Department	Position Title	Position	> 1 Year Days Vacant
Provost and VP for Academic Affairs	Academic Affairs Office	Admin Assistant III	C00540	1,233
Provost and VP for Academic Affairs	Academic Affairs Office	Asst to the Provost	E99254	396
Provost and VP for Academic Affairs	Academic Affairs Office	Director, IDEA	E99334	564
University College	CETL Operations	Director of CETL	E99688	898
Center for International Education	Center for International Ed	Office Coordinator	E99625	929
Admissions	Admissions Office	Coord of Nat American Recruitm	E99250	380
Student Engagement&Dean of Students	Office of Multicultural Affairs	Admin Aide	E99621	1,445
Auxiliary Facility System	Holmes Dining	Dining Services I	C01481	448
Coll of Education & Behavioral Sci	Schl of Teacher Education Office	Faculty	F99949	380
Monfort College of Business	Sm Business Devlpmnt Ctr Activities	Dir of Education/Business Cons	E99461	625
Coll of Natural & Health Sciences	Schl of Nursing Operations Office	Faculty	F99929	745
Coll of Natural & Health Sciences	Audiology & Speech-Lang Sciences	Faculty	F99821	380
Coll of Natural & Health Sciences	Human Services	Faculty	F99681	380
Facilities Management	Custodial	Custodian I	C01385	760
University Police	Parking-Administrative/Office only	Security II	C01573	438

Section D: Staffing Plan Adjustments

Table 2: \$1 Held Positions

College/Area	Position	Title	Authorized Salary
30PRV Provost Non-College Functions			
Community & Civic Engagement	F99329		1
Education Innovation Institute	E99352	Ell Post-Doctoral Fellow	1
Education Innovation Institute	E99493	Exec Dir/Ed. Innovation Inst.	1
University College	E99597	Director PLP	1
University College	F99310		1
Honors Scholars & Leaders	C01670	Admin Assistant II	1
Upward Bound	E99582	Youth Media Coordinator	1
CETL Operations	E99318	Fac Liaison Asst Coord for PD	1
Registrar's Office	E99193	Admin Other Full Benf	1
Intl Student & Scholar Services	E99282	Admin Other Full Benf	1
Tutoring Services	E99245	Admin Other Full Benf	1
Office of Spons Programs Operations	C01692	Accountant II	1
Office of Spons Programs Operations	E99770	Assoc Dir Sponsored Programs	1
AVP Research Initiatives	E99192	Admin Other Full Benf	1
AVP Research-Animal Care	E99191	Admin Other Full Benf	1
Extended Campus Office	E99190	Admin Other Full Benf	1
Online Course Development	E99189	Admin Other Full Benf	1
Library Operations	E99291	Admin Other Full Benf	1
Library Operations	E99292	Admin Other Full Benf	1
Library Operations	E99293	Admin Other Full Benf	1
Library Operations	F99913		1
33CCC Campus Community & Climate			
Community Stnds & Conflict Resolut	E99244	Admin Other Full Benf	1
Counseling Center Operation	E99194	Admin Other Full Benf	1
Counseling Center Operation	E99198	Admin Other Full Benf	1
Counseling Center Operation	E99243	Admin Other Full Benf	1
Asian Pacific American Student Serv	E99705	Assistant to the Director	1
Dinning Services Operations	C01693	Dining Services V	1
40COL Academic Colleges			
Urban Education	F99381		1
Applied Psychology & Counselor Ed	F99363		1
Psychology	F99551		1
Psychology	F99622		1
Life of the Mind	C01664	Admin Assistant I	1
Environmental Studies	C01691	Admin Assistant III	1
Environmental Studies	F99370		1
Dean Col Human & Soc Sci Office	E99549	Administrative Specialist	1
Anthropology	F99746		1
Economics	F99876		1
Sociology	F99412		1
Sociology	F99509		1
Sociology	F99744		1
Journalism and Media Studies	F99507		1
Journalism and Media Studies	F99727		1
English	F99522		1
English	F99660		1
English	F99863		1
Political Sci & Intl Affairs	F99784		1
Africana Studies	F99506		1
Africana Studies	F99792		1
Hispanic Studies	F99354		1
Hispanic Studies	F99447		1

College/Area	Position	Title	Authorized Salary
Hispanic Studies	F99541		1
Hispanic Studies	F99645		1
Hispanic Studies	F99785		1
Hispanic Studies	F99902		1
World Languages & Cultures	F99334		1
World Languages & Cultures	F99436		1
World Languages & Cultures	F99547		1
World Languages & Cultures	F99704		1
Dean Monfort Col Bus Office	E99188	Admin Other Full Benf	1
Dean Monfort Col Bus Office	E99240	Admin Other Full Benf	1
Dean Monfort Col Bus Office	E99421	International Director	1
Dean Monfort Col Bus Office	E99497	MEPP Director	1
Schl of Nursing Operations Office	F99327		1
Schl of Sport & Exer Sci Office	F99306		1
Schl of Sport & Exer Sci Office	F99307		1
Schl of Sport & Exer Sci Office	F99308		1
Chemistry & Biochemistry	F99492		1
Science Education	F99352		1
Audiology & Speech-Lang Sciences	F99305		1
Audiology & Speech-Lang Sciences	F99332		1
Community Health Program	F99833		1
Human Services	E99358	Disaster Relief Prgm Coord	1
Schl of Mathematical Sci Office	F99304		1
Schl of Mathematical Sci Office	F99524		1
Schl of Mathematical Sci Office	F99563		1
Schl of Biological Sciences Office	F99303		1
School of Music Office	F99331		1
School of Music Office	F99477		1
Schl of Art & Design Office	F99484		1
Schl of Theatre Arts & Dance Office	F99326		1
50VPA Finance and Administration			
IT Support Services	C00479	IT Technician	1
Police Department Operations	E99186	Admin Other Full Benf	1
80ATH Intercollegiate Athletics			
Men's Wrestling	E99639	Assist Wrestling Coach	1
Grand Total			83

Created by Finance and Administration

Date run: 04/15/2019

Section E GA and TA Details

Table 1: GA and TA Summary

Stipends				
	FY19 Budget	FY19 Forecast	FY20 Budget	Change FY19 Forecast to FY20 Budget
Graduate School Allotment	5,255,959	5,255,959	4,544,639	(711,320)
Less: Adjustment for Yield	(38,205)	(209,983)	673,115 (a)	883,098
Sub-total Grad School	5,217,754	5,045,976	5,217,754	171,778
Other GA and TA	461,017	449,024	372,796	(76,228)
Total	5,678,771	5,495,000	5,590,550	95,550
Tuition and Fee Waivers				
	FY19 Budget	FY19 Forecast	FY20 Budget	Change FY19 Forecast to FY20 Budget
Graduate School Allotment	6,107,321	6,107,321	5,528,521	(578,800)
Less: Adjustment for Yield	(729,249)	(1,496,714)	(551,677)	945,037
Sub-total Grad School	5,378,072	4,610,607	4,976,844	366,237
Other GA and TA	339,465	325,393	230,520	(94,873)
Total	5,717,537	4,936,000	5,207,364	271,364
(a) GA and TA budgeted stipends should be adjusted to match the new allotment amount.				

Key Points

- 1) The allotment assumes each GA and TA contracted will enroll in the maximum amount of credit hours that the contract will cover, up to 10 per semester for full-time or 5 per semester for part-time. Therefore the allotment over-estimates the tuition and fees by about 10% on average. The expected yield is roughly 90% of the estimated tuition and fees, and therefore the budget is always lower than the allotment for the tuition and fee waivers.
- 2) The FY20 grad school allotment is \$578,800 less than the FY19 amount, but we actually anticipate \$302,237 more in FY20 expenditures. About \$225K of this is due to price increases, the balance is an expected increase in usage. The increase in usage is due to a higher expected yield on the allotments
- 3) Other GA and TA expenditures include a mix of areas on campus that are not included in the GA/TA allocation that is handled by the Graduate school. An example of these areas is the Stryker Institute which is funded through the Foundation, Extended Campus GA and TA's, Colorado School of Public Health and Campus Recreation Center.

Section E: Table 2: GA and TA Allocations by Area

GA/TA Allocation - Tuition and Fee Waivers				
FY19 Allotted compared to FY20 Allotted by area				
NHS TOTALS				
FY19 Allotted (before yield)	FY19 Contracted	FY20 Allotted (before yield)	FY20 Allotted - FY19 Contracted	
Stipend \$ 1,964,383	1,858,271	1,669,484	(188,787)	
Waivers \$ 2,019,704	1,666,506	1,759,334	92,828	
TOTALS 3,984,087	3,524,777	3,428,818	(95,959)	
EBS TOTALS				
FY19 Allotted (before yield)	FY19 Contracted	FY20 Allotted (before yield)	FY20 Allotted - FY19 Contracted	
Stipend \$ 1,483,005	1,344,899	1,443,740	98,841	
Waivers \$ 1,699,090	1,185,389	1,722,955	537,566	
TOTALS 3,182,095	2,530,288	3,166,695	636,408	
MCB TOTALS				
FY19 Allotted (before yield)	FY19 Contracted	FY20 Allotted (before yield)	FY20 Allotted - FY19 Contracted	
Stipend \$ 10,217	10,217	-	(10,217)	
Waivers \$ 6,567	6,567	-	(6,567)	
TOTALS 16,784	16,784	-	(16,784)	
HSS TOTALS				
FY19 Allotted (before yield)	FY19 Contracted	FY20 Allotted (before yield)	FY20 Allotted - FY19 Contracted	
Stipend \$ 486,096	388,698	278,014	(110,684)	
Waivers \$ 523,504	306,929	329,021	22,092	
TOTALS 1,009,600	695,627	607,035	(88,592)	
PVA TOTALS				
FY19 Allotted (before yield)	FY19 Contracted	FY20 Allotted (before yield)	FY20 Allotted - FY19 Contracted	
Stipend \$ 681,691	665,915	643,548	(22,367)	
Waivers \$ 1,147,527	889,075	1,119,786	230,711	
TOTALS 1,829,218	1,554,990	1,763,334	208,344	
Administrative Areas				
Athletics				
FY19 Allotted (before yield)	FY19 Contracted	FY20 Allotted (before yield)	FY20 Allotted - FY19 Contracted	
Stipend \$ 36,780	36,780	36,780	-	
Waivers \$ 86,748	70,165	90,276	20,111	
TOTALS 123,528	106,945	127,056	20,111	
PVA Dean				
FY19 Allotted (before yield)	FY19 Contracted	FY20 Allotted (before yield)	FY20 Allotted - FY19 Contracted	
Stipend \$ 5,449	6,411	-	(6,411)	
Waivers \$ 6,337	7,117	-	(7,117)	
TOTALS 11,786	13,528	-	(13,528)	

Dean of Students				
FY19 Allotted (before yield)		FY19 Contracted	FY20 Allotted (before yield)	FY20 Allotted - FY19 Contracted
Stipend \$	50,907	45,914	50,907	4,993
Waivers \$	44,637	25,776	46,354	20,578
TOTALS	95,544	71,690	97,261	25,571
Disability Services				
FY19 Allotted (before yield)		FY19 Contracted	FY20 Allotted (before yield)	FY20 Allotted - FY19 Contracted
Stipend \$	50,907	50,907	50,907	-
Waivers \$	44,637	35,149	46,354	11,204
TOTALS	95,544	86,056	97,261	11,204
Veteran's Services				
FY19 Allotted (before yield)		FY19 Contracted	FY20 Allotted (before yield)	FY20 Allotted - FY19 Contracted
Stipend \$	12,260	12,260	12,260	-
Waivers \$	11,935	11,407	13,263	1,856
TOTALS	24,195	23,667	25,523	1,856
Affinity Centers				
FY19 Allotted (before yield)		FY19 Contracted	FY20 Allotted (before yield)	FY20 Allotted - FY19 Contracted
Stipend \$	111,625	101,727	98,804	(2,923)
Waivers \$	108,817	81,692	98,838	17,146
TOTALS	220,442	183,419	197,642	14,223
Career Center				
FY19 Allotted (before yield)		FY19 Contracted	FY20 Allotted (before yield)	FY20 Allotted - FY19 Contracted
Stipend \$	24,520	23,839	24,520	681
Waivers \$	25,349	19,588	26,525	6,937
TOTALS	49,869	43,427	51,045	7,618
Campus Climate				
FY19 Allotted (before yield)		FY19 Contracted	FY20 Allotted (before yield)	FY20 Allotted - FY19 Contracted
Stipend \$	12,260	12,260	12,260	-
Waivers \$	12,675	9,226	13,263	4,037
TOTALS	24,935	21,486	25,523	4,037
Women's Resource Center / Stryker				
FY19 Allotted (before yield)		FY19 Contracted	FY20 Allotted (before yield)	FY20 Allotted - FY19 Contracted
Stipend \$	24,520	24,520	24,520	-
Waivers \$	12,675	9,506	13,263	3,757
TOTALS	37,195	34,026	37,783	3,757

University Program Council				
FY19 Allotted (before yield)		FY19 Contracted	FY20 Allotted (before yield)	FY20 Allotted - FY19 Contracted
Stipend \$	-	-	-	-
Waivers \$	12,675	12,041	13,263	1,222
TOTALS	12,675	12,041	13,263	1,222
EBS Dean				
FY19 Allotted (before yield)		FY19 Contracted	FY20 Allotted (before yield)	FY20 Allotted - FY19 Contracted
Stipend \$	26,684	26,684	26,684	-
Waivers \$	26,409	25,605	27,525	1,920
TOTALS	53,093	52,289	54,209	1,920
Graduate School				
FY19 Allotted (before yield)		FY19 Contracted	FY20 Allotted (before yield)	FY20 Allotted - FY19 Contracted
Stipend \$	95,896	66,578	63,348	(3,230)
Waivers \$	93,735	44,731	52,235	7,504
TOTALS	189,631	111,309	115,583	4,274
Center for International Education				
FY19 Allotted (before yield)		FY19 Contracted	FY20 Allotted (before yield)	FY20 Allotted - FY19 Contracted
Stipend \$	82,578	82,578	41,289	(41,289)
Waivers \$	94,098	30,339	49,232	18,892
TOTALS	176,676	112,917	90,521	(22,397)
University College				
FY19 Allotted (before yield)		FY19 Contracted	FY20 Allotted (before yield)	FY20 Allotted - FY19 Contracted
Stipend \$	23,719	23,719	21,796	(1,923)
Waivers \$	32,747	23,081	26,525	3,444
TOTALS	56,466	46,800	48,321	1,521
Student Success				
FY19 Allotted (before yield)		FY19 Contracted	FY20 Allotted (before yield)	FY20 Allotted - FY19 Contracted
Stipend \$	23,719	23,719	23,719	-
Waivers \$	53,878	60,355	56,051	(4,305)
TOTALS	77,597	84,074	79,770	(4,305)
Civic & Community Engagement				
FY19 Allotted (before yield)		FY19 Contracted	FY20 Allotted (before yield)	FY20 Allotted - FY19 Contracted
Stipend \$	22,059	22,059	22,059	-
Waivers \$	17,168	11,674	17,828	6,154
TOTALS	39,227	33,733	39,887	6,154

McNair				
FY19 Allotted (before yield)		FY19 Contracted	FY20 Allotted (before yield)	FY20 Allotted - FY19 Contracted
Stipend \$	-	-	-	-
Waivers \$	-	-	-	-
TOTALS	-	-	-	-
Enrollment Management				
FY19 Allotted (before yield)		FY19 Contracted	FY20 Allotted (before yield)	FY20 Allotted - FY19 Contracted
Stipend \$	26,684	-	-	-
Waivers \$	26,409	-	-	-
TOTALS	53,093	-	-	-
Office of Undergraduate Research				
FY19 Allotted (before yield)		FY19 Contracted	FY20 Allotted (before yield)	FY20 Allotted - FY19 Contracted
Stipend \$	-	-	-	-
Waivers \$	-	-	6,631	6,631
TOTALS	-	-	6,631	6,631

GA/TA Allocation TOTALS				
FY19 Allotted (before yield)	FY19 Contracted	FY20 Allotted (before yield)	FY20 Allotted - FY19 Contracted	
Stipend \$	5,255,959	4,827,955	4,544,639	(283,316)
Waivers \$	6,107,321	4,531,918	5,528,521	996,603
TOTALS	11,363,280	9,359,873	10,073,160	713,287

CAMPUS TOTALS - Stipends				
FY19 Budget	FY19 Forecasted	FY20 Budget	Change FY19 Forecast to FY20 Budget	
Stipend \$	5,255,959	4,544,639	(711,320)	
Less: Adjustment for Yield	(38,205)	673,115	1,101,119	
Sub-total Contracted	-	-	(4,827,955)	
Allocated for Summer	-	-	(218,021)	
Sub-total Stipends (Grad School)	5,217,754	5,217,754	171,778	
Other GA and TA Stipend	461,017	372,796	(76,228)	
TOTALS	5,678,771	5,590,550	95,550	

CAMPUS TOTALS - Waivers				
FY19 Budget	FY19 Forecasted	FY20 Budget	Change FY19 Forecast to FY20 Budget	
Waivers \$	6,107,321	5,528,521	(578,800)	
Less: Adjustment for Yield	(729,249)	(551,677)	1,087,726	
Sub-total Contracted	-	-	(4,467,918)	
Allocated for Summer	-	-	(142,689)	
Sub-total Waivers (Grad School)	5,378,072	4,976,844	366,237	
Other GA and TA Waivers	339,465	230,520	(94,873)	
TOTALS	5,717,537	5,207,364	271,364	

Section F

Capital Projects and Funding 2019-20

Planning Context

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 purposes, we report a capital assets book value of \$280M, or 78% of our \$358 million total assets. However, the current replacement value (CRV) of our facilities is \$792M, and our furniture and equipment are insured at a value of \$88M.

The Association of Higher Education Facilities Officers (APPA) recommends that 1.5%-2.5% of the CRV of facilities be invested annually in capital projects. This equates to \$12M-\$20M for UNC. Table 1 shows the CRV and deferred maintenance of UNC facilities.

Table 1 CRV and Deferred Maintenance

UNC Facilities Value and Deferred Maintenance					
System	Current Replacement Value			Audit Value	% Audit to Replacement Value
	Buildings	Shared Infrastructure*	Buildings & Infrastructure		
Academic and Support Buildings	\$ 421,960,527	\$ 48,853,206	\$ 470,813,733	\$ 101,475,760	22%
Buildings with Auxiliary Fee Revenue (Auxiliary-includes Residence and Dining Halls)	\$ 224,953,883	\$ 37,579,390	\$ 262,533,273	\$ 77,560,351	30%
Buildings Funded with Dedicated Mandatory Student Fees	\$ 51,481,096	\$ 7,515,878	\$ 58,996,974	\$ 10,538,471	18%
Totals	\$698,395,506	\$93,948,474	\$792,343,980	\$189,574,582	24%

*Shared infrastructure includes HTHW piping, parking, roads, primary electrical, sanitary sewer, storm sewer, tunnel and water systems.

We categorize capital projects as:

- **Deferred Maintenance**-major maintenance projects to address backlog in work necessary to maintain facilities in a condition suitable for its intended purpose. Includes "hidden" systems and infrastructure (roofing, boilers, plumbing, parking lots resurfacing, etc.)
- **Small Capital**-projects (~\$15,000-\$1,000,000) to address programmatic needs, repurposing of space, finishing refresh, etc.
- **Major Renewal and Replacement** – projects (\$1,000,000 +) to support multiyear strategic intentions.
- **Furniture and Equipment**- these needs are partially met through funds embedded within individual unit operating budgets. However, there is a sense that there has been inequity in available funding, resulting in differing levels of capital investment that may or may not be consistent with our priorities. We include a furnishing and equipment needs inventory as part of our annual capital planning.

Summary

Based upon the prioritization work that has been completed, and the availability of other funding proposed, 2019-20 distribution of capital funding is shown in Table 2. Tables 3, 4 and 5 show the detailed lists of projects.

Table 2 2019-20 Proposed Capital Projects and Funding

	Sources of Funding	Capital Projects
Capital Reserves	\$5,477,877	
Donor Funding	\$3,030,906	
State Capital	\$0	
State Controlled Maintenance (not final)	\$489,672	
Deferred Maintenance (See Table 3)		\$3,467,690 (total list \$32.2 million)
Small Capital Projects (See Table 4)		\$4,523,786 (total list \$95.5 million)
Equipment (See Table 5)		\$1,006,979 (total list \$3.5 million)
Total	\$8,998,455	\$8,998,455

Table 3 DEFERRED MAINTENANCE FY20
OUTSTANDING MAJOR MAINTENANCE/CAPITAL RENEWAL NEEDS

BUILDING	FACILITY	DESCRIPTION	Estimate	Source: State Capital	Source: UNC Capital Reserves
McKee	State	McKee Chiller Replacement	\$ 489,672	\$ 489,672	\$ -
All	All	IM&T Equipment replacement ANNUAL	\$ 75,000		\$ 75,000
All	State	Office refresh program ANNUAL (\$120K avail)	\$ -		\$ -
All	State	Classroom Reno & furniture fund ANNUAL	\$ 30,000		\$ 30,000
Parking		Parking lot maintenance ANNUAL (\$50K avail)	\$ 50,000		\$ 50,000
Site	All	sidewalk repair full campus ANNUAL (\$24K avail)	\$ 25,000		\$ 25,000
All	State	exterior caulking all campus ANNUAL (\$100K avail)	\$ 50,000		\$ 50,000
Butler Hancock	State	Replaster pool	\$ 156,000		\$ 156,000
Young House	State	Rewire	\$ 71,760		\$ 71,760
University Center	St Fee	water main replacement	\$ 65,000		\$ 65,000
All	All	BAS control upgrades Yr 2 of 2 (\$210K est) FY21 Delay	\$ -		\$ -
Tobey Kendel	Aux	Replace dish machine (construction phase) 1 of 2 years	\$ 500,000		\$ 500,000
All		elevator fire keys FE0K1 new state requirement DO FY21	\$ -		\$ -
Gunter	State	fire alarm upgrade #1	\$ 124,800		\$ 124,800
BH Fields	State	replace synthetic fields 1 of 2 years	\$ 500,000		\$ 500,000
Harrison	Aux	Replace main entry storefront	\$ 50,000		\$ 50,000
Campus Rec Center	St Fee	replace aux gym floor	\$ 156,000		\$ 156,000
Campus Recreation	St Fee	Replace front aluminum storefront system	\$ 224,262		\$ 224,262
Michener	State	Plaza waterproofing 1 of 2	\$ 200,000		\$ 200,000
BH Fields Tennis	State	Tennis Court resurface	\$ 65,000		\$ 65,000
BNCC	State	replace evaporator coil	\$ 120,936		\$ 120,936
Kepner	State	elevator upgrade #1	\$ 214,260		\$ 214,260
Central campus halls	Aux	carpet and paint student rooms \$4.7 M total	\$ 300,000		\$ 300,000
FY20 Proposed Budget			\$ 3,467,690	\$ 489,672	\$ 2,978,018

REQ #	COLL / DEPT	BLDG / LOCATION	DESCRIPTION	Estimate	Source: Donor	Source: UNC Capital Reserves
C20-034	CCC	GRC	Garage conference room	\$ 30,906	\$ 30,906	\$ -
C14-035	PVA stad	Gray	convert Gray Gym to dance studio and performance space Phase I. (Phase II theater space future) phase I harlequin dance floor, lighting pipes, dimmers, 20-30 lgt instruments, sound equipment, curtains Earmarking funds for Phase II Convert Gray Gym to dance studio and performance space	\$ -		\$ -
C20-012	PVA A&D	Arts Annex	Darkroom ventilation improvements and AC for photo classroom 132 1 of 9 Part 1 \$187K, Part 2 \$42K	\$ 229,336		\$ 229,336
C18-015	ATAG	McKee	Rm 223/224 tech, furniture (w/equip)	\$ 52,000		\$ 52,000
C18-044	NHS Nurs	Gunter	Renovations for nursing sim labs 2090, 2130 including design fees	\$ 595,328		\$ 595,328
C20-011	Library	Michener	New door to Gvt pubs area and add card access 1 of 7	\$ 23,136		\$ 23,136
C20-013	PVA SOM	Frasier	Frasier 0115, 0115A reno box office area for faculty office space	\$ 42,806		\$ 42,806
C20-014	PVA SOM	Frasier	Frasier 0110A reno closet for staff space	\$ 26,485		\$ 26,485
C20-022	CCC	Davis House	Renovate the basement and attic Replaces C19-005	\$ 32,555		\$ 32,555
C20-038	NHS Chem	Ross	10 phones for labs	\$ 3,616		\$ 3,616
C12-032	Library	Michener	Renovate archives space	\$ -		\$ -
C14-019	Library	Michener archives	HVAC upgrades to classrooms that were previously converted to archives storage. See also C12-032	\$ -		\$ -
C17-041	Athletics	BH	New weight room (Athl MP Project)	\$ 3,000,000	\$ 3,000,000	\$ -
C18-011	ATAG	Candelaria	Room 1065 high tech individual classroom	\$ 18,588		
C18-043b	NHS	Gunter	RMs 2270 (#1), 3010, 3460 faculty offices (3 parts)	\$ 54,729		\$ 54,729
C19-036	NHS SES	Gunter	Rm 1610, 1620 - replace flooring, install DI water, air, vac repeat from FY18 REVISED	\$ 24,900		\$ 24,900
C19-039	HSS ML/AS	Candelaria	Rm 0190, 0140 - renovation to increase space utilization and add offices and conference space	\$ 284,076		\$ 284,076
C20-007	NHS MAST	Ross	Ross 2278 / 2270 add door, add sink in 2270, remove cpt add tile	\$ 20,884		\$ 20,884
C20-019	CEBS	McKee	Convert mail room into faculty office. Incl furniture	\$ 8,060		\$ 8,060
C17-014	CCC	Kohl	install card access on exterior doors	\$ 13,850		\$ 13,850
C19-018	ATAG	Kepner	Rm 2035 smart classroom reno	\$ 42,603		
C20-008	NHS N&D	Gunter	Gunter 2260 confereence room reno for multi purpose room	\$ 5,599		\$ 5,599
C20-010	Library	Michener	Study rooms 3rd floor 3 of 7	\$ 59,835		\$ 59,835
C20-037	Library	Skinner	Security Cameras	\$ 4,553		\$ 4,553
C19-035	NHS ASL	Gunter	Rm 0010 add locking cabinets	\$ 11,132		\$ 11,132
FY20 Proposed Budget				\$ 4,523,786	\$ 3,030,906	\$ 1,492,880
	Safety					

FY20 Proposed Budget	\$1,006,979
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