Today’s Agenda

- Intros
- Funding Streams
- Fiscal Transparency
- Enrollment | Enrollment | Enrollment
- Revenue & Expenses
- Questions & Answers
Provost and Financial Leadership

• Dr. Debbie Storrs
  - First Gen college grad
  - 2nd ranking UNCG leader. In charge when the Chancellor is travelling
  - Responsible for entire Academic Enterprise, Research, Student Life
  - PhD in Sociology, University of Oregon
  - Interim Provost at University of North Dakota
  - Dean of Arts and Sciences at University of North Dakota
  - University of Idaho

• Paul Forte
  - CPA, CFO at App State, UNCW, URI, RIC, Telecom industry

• Dr. Ghazala Bibi
  - DBA, University Controller, Financial Reporting, UNCG alum

• Michele Laudenbacher
  - Budget Director and Head of Financial Planning, longtime UNCG employee, worked in Academic Affairs
Bob Shea

• Professional
  • UNCG CFO (May 20-present)
  • Elon CFO (Feb 17- May 20)
  • NACUBO Senior Fellow (Feb 13-Feb 17)
  • Rhode Island CFO (Jun 07- Feb 13)
    • System and Community College
  • US Navy (82-07)
    • Retired Captain
    • Faculty at US Naval War College (Department Chair 04-07)
    • William & Mary MBA and Naval War College MA in Strategic Planning

• Personal
  • Originally from Boston
  • First Gen college grad
    • Higher ed changed the trajectory of my life
  • Married for 38 years
  • 2 sons
  • 2 daughters in law both from CA!!
  • 2 granddaughters
  • 15 moves, 10 states
Funding Streams

State Appropriation*
Tuition and Fees*
Student Financial Aid*
Sales & Services (Aux)*
Grants and Contracts
Endowment/Investment/Annual Fundraising spending
Federal and State Stimulus
Fiscal Transparency

- Macro/Industry
  - SHEEO
    - Annual Report
  - Ratings Agencies
    - Moody’s
    - Standard and Poor’s
    - Most Recent UNCG Report Posted Shortly
  - collegeresults.org

- Micro/UNCG
  - University Financial Statements
  - Fiscal Profile
  - System Debt Profile
  - Provost/CFO Presentations
Public Higher Education Funding

• Pretty Simple Formula
  • # of Students X Tuition Price = Tuition Revenue
  • # of Students X Fee Price = Fee Revenue
  • # of Students X Meal Plan Price = Revenue from Food Service
  • # of Students X Room Rate = Revenue from Housing
  • # of Students X Parking Rate = Revenue from Parking
  • State Subsidy based on SCH = State Appropriation

Enrollment-Enrollment-Enrollment
UNC System Budget

$2.4B State Appropriations

- UNCG: 7.63%
- UNC Greensboro: 7.63%
- NC State: 18.01%
- UNC System Office: 1.82%
- FSU: 2.31%
- ECU: 9.95%
- UNCC: 10.94%
- UNCA: 1.70%
- UNCSA: 1.43%
- NCCU: 3.64%
- NC A&T: 3.97%
- UNCP: 3.30%
- WSSU: 2.73%
- ECSU: 1.51%
- WCU: 5.63%
- App State: 6.33%
- UNCA: 1.70%
- WSSU: 2.73%
- ECSU: 1.51%
- FSU: 2.31%
- UNCSA: 1.43%
- NCSSM: 0.97%
- System Office: 1.82%
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- UNCP: 3.30%
- WSSU: 2.73%
- ECSU: 1.51%
- WCU: 5.63%
- App State: 6.33%
Operating Expenses

STATE OPERATING BUDGET 2022-23
SUMMARY BY DIVISION
(EXCLUDING BENEFITS AND OTHER INSTITUTIONAL BUDGETS)

- Academic Affairs: 71.29%
- Finance and Administration: 12.17%
- Information Technology Services: 5.87%
- Chancellor: 2.66%
- Enrollment Management: 2.75%
- Student Affairs: 1.85%
- University Advancement: 1.98%
- Research and Engagement: 1.14%
- Gateway Research Park: 0.27%

Total Allocated: $201,945,485
Higher Ed Budgeting

- What is shared governance?
  - Students
  - BoG/State Government
  - BoT
  - Chancellor
  - Provost/CFO
  - Chancellor’s Council
  - Faculty Senate/Faculty
  - Staff Senate/Staff
  - Alumni
  - Community

- Facts/Feelings
- Resources are finite
- Decision rights
  - Who gets to decide
- Always tension around resource allocation
- Higher Ed is undergoing radical change as an industry
  - What’s driving that change?
# Changes in Enrollment

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</tr>
</thead>
<tbody>
<tr>
<td>Headcount (Fall)</td>
<td>19,922</td>
<td>20,106</td>
<td>20,196</td>
<td>19,764</td>
<td>19,038</td>
<td>17,978</td>
<td>-9.76%</td>
</tr>
<tr>
<td>FTE (Fall)</td>
<td>18,153</td>
<td>18,303</td>
<td>18,249</td>
<td>17,811</td>
<td>17,025</td>
<td>16,070</td>
<td>-11.47%</td>
</tr>
<tr>
<td>SCH's (Academic Year)</td>
<td>475,892</td>
<td>485,680</td>
<td>510,607</td>
<td>512,938</td>
<td>494,985</td>
<td>456,276</td>
<td>**</td>
</tr>
</tbody>
</table>

Note: Data from Institutional Research and UNC System Office.
# Headcount & Credit Hour Trends

<table>
<thead>
<tr>
<th>Career</th>
<th>Fall 2018</th>
<th>Fall 2019</th>
<th>Fall 2020</th>
<th>Fall 2021</th>
<th>Fall 2022</th>
<th>Fall 2023</th>
<th>Fall 2024 (Projection)</th>
<th>Fall 2025 (Projection)</th>
</tr>
</thead>
<tbody>
<tr>
<td>GRAD Headcount</td>
<td>3,465</td>
<td>3,615</td>
<td>3,769</td>
<td>3,860</td>
<td>3,780</td>
<td>3,587</td>
<td></td>
<td></td>
</tr>
<tr>
<td>UG Headcount</td>
<td>16,641</td>
<td>16,581</td>
<td>15,995</td>
<td>15,178</td>
<td>14,198</td>
<td>14,156</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Headcount</td>
<td>20,106</td>
<td>20,196</td>
<td>19,764</td>
<td>19,038</td>
<td>17,978</td>
<td>17,743</td>
<td>17,450</td>
<td>17,396</td>
</tr>
<tr>
<td>Total Credit Hours</td>
<td>250,365</td>
<td>248,781</td>
<td>241,625</td>
<td>229,525</td>
<td>215,565</td>
<td>214,736</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

![Total Headcount Graph](chart.png)
### Table 2: 2023-24 Performance-Weighted Enrollment Change Funding

<table>
<thead>
<tr>
<th>Institution</th>
<th>Recurring Enrollment Change</th>
<th>Nonrecurring Performance Change</th>
<th>Cap on Enrollment Loss</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>App State</td>
<td>$(1,518,851)</td>
<td>$329,047</td>
<td>-</td>
<td>$(1,189,804)</td>
</tr>
<tr>
<td>ECU</td>
<td>(8,366,492)</td>
<td>2,565,835</td>
<td>-</td>
<td>(5,800,657)</td>
</tr>
<tr>
<td>ECSU</td>
<td>291,781</td>
<td>427,592</td>
<td>-</td>
<td>719,373</td>
</tr>
<tr>
<td>FSU</td>
<td>(1,659,319)</td>
<td>239,530</td>
<td>-</td>
<td>(1,419,789)</td>
</tr>
<tr>
<td>N.C. A&amp;T</td>
<td>(4,396,677)</td>
<td>1,629,206</td>
<td>-</td>
<td>(2,767,470)</td>
</tr>
<tr>
<td>NCCU</td>
<td>(2,445,568)</td>
<td>591,124</td>
<td>-</td>
<td>(1,854,443)</td>
</tr>
<tr>
<td>NC State</td>
<td>(6,583,499)</td>
<td>7,508,272</td>
<td>-</td>
<td>924,773</td>
</tr>
<tr>
<td>UNCA</td>
<td>(1,973,356)</td>
<td>44,206</td>
<td>484,639</td>
<td>(1,444,512)</td>
</tr>
<tr>
<td>UNC-CH</td>
<td>1,676,414</td>
<td>5,897,243</td>
<td>-</td>
<td>7,573,657</td>
</tr>
<tr>
<td>UNCC</td>
<td>(5,850,900)</td>
<td>5,699,671</td>
<td>-</td>
<td>(151,229)</td>
</tr>
<tr>
<td><strong>UNCG</strong></td>
<td><strong>(8,307,585)</strong></td>
<td><strong>2,394,967</strong></td>
<td><strong>2,352,445</strong></td>
<td><strong>(3,560,173)</strong></td>
</tr>
<tr>
<td>UNCP</td>
<td>(5,549,862)</td>
<td>1,481,679</td>
<td>-</td>
<td>(4,068,183)</td>
</tr>
<tr>
<td>UNCW</td>
<td>(2,033,965)</td>
<td>2,303,427</td>
<td>-</td>
<td>269,462</td>
</tr>
<tr>
<td>UNCSA</td>
<td>(118,925)</td>
<td>483,710</td>
<td>-</td>
<td>364,785</td>
</tr>
<tr>
<td>WCU</td>
<td>(2,515,744)</td>
<td>1,172,862</td>
<td>-</td>
<td>(1,342,882)</td>
</tr>
<tr>
<td>WSSU</td>
<td>(3,155,862)</td>
<td>152,985</td>
<td>-</td>
<td>(3,002,877)</td>
</tr>
<tr>
<td>NCSSM</td>
<td>35,991</td>
<td>-</td>
<td>-</td>
<td>35,991</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>(52,472,417)</strong></td>
<td><strong>$32,921,356</strong></td>
<td><strong>$2,837,084</strong></td>
<td><strong>(16,713,978)</strong></td>
</tr>
</tbody>
</table>

Source: October 19, 2023: [North Carolina BOG Committee on Budget and Finance](https://www.northcarolina.gov/bofg)
### Table 1: 2023-24 Recommended Allocations

<table>
<thead>
<tr>
<th>Institution</th>
<th>Performance-Weighted Enrollment Change Funding</th>
<th>Completion Assistance Program (NR)</th>
<th>Athletic Department Operating Support</th>
<th>Nursing Faculty – Salary Adjustments</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>App State</td>
<td>$(1,189,804)</td>
<td>-</td>
<td>-</td>
<td>261,092</td>
<td>-</td>
<td>$(928,712)</td>
</tr>
<tr>
<td>ECU</td>
<td>(5,800,657)</td>
<td>-</td>
<td>-</td>
<td>1,533,804</td>
<td>1,000,000</td>
<td>3,266,853</td>
</tr>
<tr>
<td>ECSU</td>
<td>719,373</td>
<td>66,744</td>
<td>1,000,000</td>
<td>-</td>
<td>-</td>
<td>1,786,117</td>
</tr>
<tr>
<td>FSU</td>
<td>(1,419,789)</td>
<td>242,562</td>
<td>1,000,000</td>
<td>403,630</td>
<td>-</td>
<td>226,403</td>
</tr>
<tr>
<td>N.C. A&amp;T</td>
<td>(2,767,470)</td>
<td>477,883</td>
<td>1,000,000</td>
<td>232,385</td>
<td>-</td>
<td>(1,057,202)</td>
</tr>
<tr>
<td>NCCU</td>
<td>(1,854,443)</td>
<td>206,353</td>
<td>1,000,000</td>
<td>123,750</td>
<td>-</td>
<td>(524,340)</td>
</tr>
<tr>
<td>NC State</td>
<td>924,773</td>
<td>-</td>
<td>-</td>
<td>3,000,000</td>
<td>-</td>
<td>3,924,773</td>
</tr>
<tr>
<td>UNCA</td>
<td>(1,444,512)</td>
<td>68,088</td>
<td>1,000,000</td>
<td>-</td>
<td>-</td>
<td>(376,424)</td>
</tr>
<tr>
<td>UNC-CH</td>
<td>7,573,657</td>
<td>-</td>
<td>-</td>
<td>958,772</td>
<td>-</td>
<td>8,532,429</td>
</tr>
<tr>
<td>UNCC</td>
<td>(151,229)</td>
<td>-</td>
<td>-</td>
<td>678,315</td>
<td>-</td>
<td>527,086</td>
</tr>
<tr>
<td><strong>UNCG</strong></td>
<td><strong>(3,560,173)</strong></td>
<td><strong>528,202</strong></td>
<td><strong>1,000,000</strong></td>
<td><strong>848,720</strong></td>
<td>-</td>
<td><strong>(1,183,251)</strong></td>
</tr>
<tr>
<td>UNCP</td>
<td>(4,068,183)</td>
<td>217,328</td>
<td>1,000,000</td>
<td>224,460</td>
<td>-</td>
<td>(2,626,395)</td>
</tr>
<tr>
<td>UNCW</td>
<td>269,462</td>
<td>-</td>
<td>1,000,000</td>
<td>1,959,214</td>
<td>-</td>
<td>3,228,676</td>
</tr>
<tr>
<td>UNCSA</td>
<td>364,785</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>364,785</td>
<td></td>
</tr>
<tr>
<td>WCU</td>
<td>(1,342,882)</td>
<td>-</td>
<td>1,000,000</td>
<td>740,767</td>
<td>-</td>
<td>397,885</td>
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<tr>
<td>WSSU</td>
<td>(3,002,877)</td>
<td>192,840</td>
<td>1,000,000</td>
<td>546,640</td>
<td>-</td>
<td>(1,263,397)</td>
</tr>
<tr>
<td>NCSSM</td>
<td>35,991</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>35,991</td>
</tr>
<tr>
<td>System Office</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>5,600,000</td>
<td>-</td>
<td>5,600,000</td>
</tr>
<tr>
<td>UNC Health</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>59,000,000</td>
<td>-</td>
<td>59,000,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>(16,713,978)</strong></td>
<td><strong>2,000,000</strong></td>
<td><strong>10,000,000</strong></td>
<td><strong>8,511,549</strong></td>
<td><strong>68,600,000</strong></td>
<td><strong>72,397,571</strong></td>
</tr>
</tbody>
</table>

The amounts shown for Performance-Weighted Enrollment Change Include both recurring and nonrecurring dollars. See Table 2 for more detail.

Source: October 19, 2023: North Carolina BOG Committee on Budget and Finance
### Changes in Costs

Source: Audited Financial Statements (GASB)

<table>
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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Instruction ($)</td>
<td>145,713,770</td>
<td>163,627,455</td>
<td>157,862,392</td>
<td>164,086,638</td>
<td>160,706,592</td>
<td>149,574,733</td>
<td>+2.65%</td>
</tr>
<tr>
<td>Institutional Support ($)</td>
<td>27,404,331</td>
<td>17,306,999</td>
<td>34,657,160</td>
<td>38,873,209</td>
<td>39,907,527</td>
<td>39,720,699</td>
<td>+44.94%</td>
</tr>
</tbody>
</table>

Source: UNCG Operational Fiscal Analysis.

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</tr>
</thead>
<tbody>
<tr>
<td>Instruction ($)</td>
<td>102,281,213</td>
<td>106,394,122</td>
<td>115,430,897</td>
<td>117,848,129</td>
<td>115,345,799</td>
<td>115,335,153</td>
<td>+12.76%</td>
</tr>
<tr>
<td>Institutional Support ($)</td>
<td>17,991,868</td>
<td>19,257,672</td>
<td>20,436,841</td>
<td>20,455,762</td>
<td>20,109,112</td>
<td>19,926,967</td>
<td>+10.76%</td>
</tr>
</tbody>
</table>

*No Benefits/Other Post Employment Benefits or Pension Adj
UNCG General Fund Expenditures and Revenues
FY 2018-19 to FY 2022-23

4.8% Increase in Total Expenditures

-11.3% Decrease in Tuition Revenue

10.7% Increase in State Appropriations

Source: October 19, 2023; North Carolina Additional Information on BOG Committee on Budget and Finance