



THE
**UNIVERSITY OF
NORTH CAROLINA
SYSTEM**

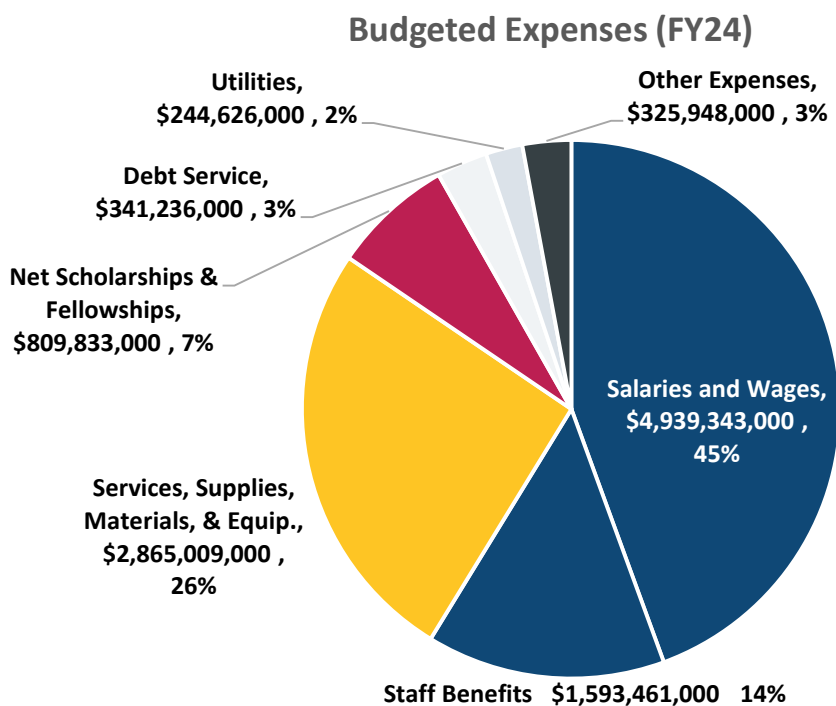
***UNC SYSTEM
2023-24 ALL-FUNDS BUDGET***

May 24, 2023

UNC System Fiscal Year 2023-24 All-Funds Budget

The UNC System is in the second year of a new All-Funds Budget process. At the direction of the Board of Governors, the constituent institutions prepared and submitted the FY 2022-23 All-Funds Budget in May 2022. That budget is currently in use by institutions for this fiscal year. Lessons learned from that process were used to refine the process further this year to ensure that the budget achieves the goals of transparency and effective financial management. This year, the system has continued to mature the process to create the FY2023-24 All-Funds Budget. The budget provides a comprehensive view of institutional operations, reflecting both General Fund and Institutional Trust Fund operating revenues and expenditures. Each budget was prepared by the institution and submitted for approval to its respective board of trustees.

The FY2023-24 All-Funds Budget comprises more than \$11 billion in operating revenues, more than half of which occur outside of the General Fund. Institutions anticipate \$2.6 billion in contract and grant activity, a 1.5% increase from the prior budget. Continued rises in non-personnel costs due to inflation are causing additional budget pressure. Enrollment funding is scheduled to decrease as enrollment fell during the 2022 calendar year at most institutions.

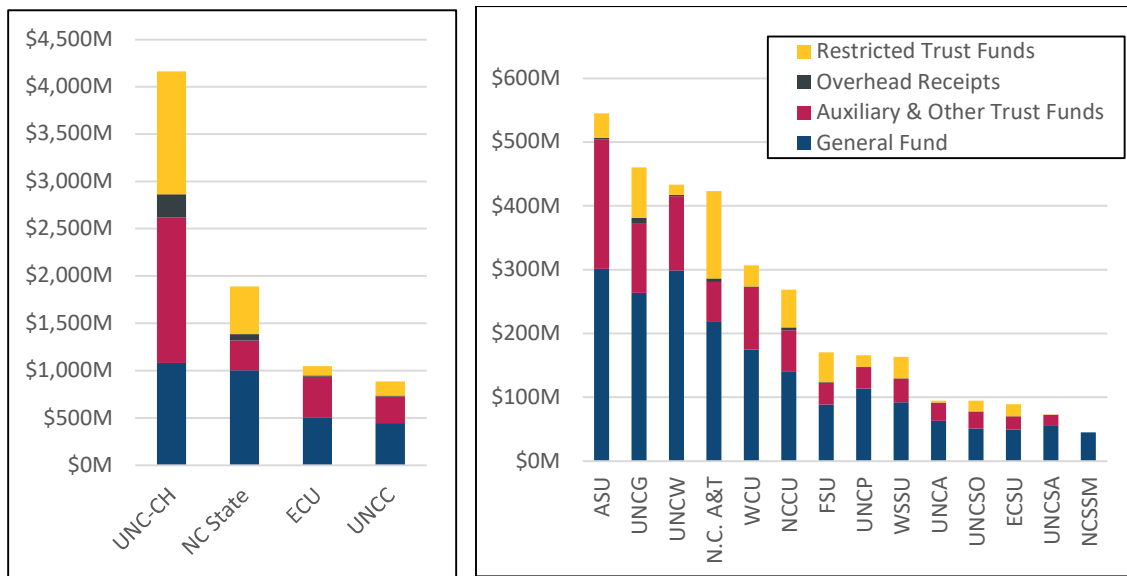


G.S. 116-1 provides that the University has a duty, in the fulfillment of its mission, to “seek an efficient use of available resources to ensure the highest quality in its service to the citizens of the State.” The comprehensive, all-funds budget provides the necessary structural foundation for the execution of the UNC System’s strategic plan and to ensure the delivery of the teaching, research, and service mission in a financially sustainable manner. Institutions have used the All-Funds Budget process to improve financial efficiency and to make targeted investments in institutional and system strategic goals. Investments in academic programs and student success initiatives will keep students on track toward degree completion. Administrative efficiencies and affordability initiatives will enable students to graduate with less debt and

will maximize the value of taxpayer investments. Investments in student mental health, enrollment strategies that target underserved populations, and improvements to faculty and staff retention will advance the UNC System’s goals in those areas.

At the same time, the UNC System is dealing with many strategic and financial challenges. Slowing enrollment and high inflation has put pressure on operating budgets. Labor market concerns have required institutions to develop thoughtful strategies for recruitment and retention. Athletic budgets face unique pressure at some institutions. The All-Funds Budget has shed light on these challenges to enable institutions to develop long-term strategies to mitigate these risks.

FY2023-24 Budgeted UNC System Revenue by Fund Type



Supporting System-Wide Strategic Priorities

Student success continues to be among the highest priorities for many institutions in FY2023-24. Institutions highlighted themes consistent with the UNC System strategic plan. Institutions are implementing plans to improve retention and academic student support. These objectives advance toward the long-term goals of improving on-time graduation and degree efficiency. Our universities are finding more effective ways to identify and support students who are most at risk of falling behind. Some institutions are using summer programs as an opportunity to help some students get back on track and to help others get ahead. Several institutions are investing in software or other resources to better track student progress and ensure that students receive support when they need it. Some institutions are making investments to improve student accessibility and remove barriers to completion.

The newly adopted performance-funding component of the enrollment funding model further aligns financial incentives with system priorities under the guidance of the Board of Governors. The performance-funding component incentivizes progress toward aggressive institution-specific goals in the 4-year graduation rate, undergraduate degree efficiency, first time and transfer student debt at graduation, education and related spending per degree, and one additional campus-selected metric from the strategic plan. Investments toward these goals will yield dividends not only for institutional financial positions, but also for the strategic goals of the system and the state.

Institutions identified connections between the system's Affordability goals with student success. Many institutions are making conscious efforts to improve affordability through limiting student costs, providing emergency grant scholarships to keep students enrolled, reducing textbook costs, and bolstering fundraising efforts for merit-based and need-based scholarships. Not only do these efforts make progress toward the UNC System's strategic goal of reducing student debt at graduation, they also enable students to progress toward a degree faster and with less risk of dropping out for financial reasons.

Institutions continue to search for ways to attract and support rural, low-income, or underrepresented student populations. Appalachian State University's new Hickory campus will expand access to one of the largest underrepresented areas in the state. UNC Greensboro continues to find ways to grow its Hispanic student enrollment. Efforts to develop and maintain diverse student bodies are key to the UNC System's Access goals.

Mental health of students and employees has become a significant priority for the system to support student success and wellbeing. Institutions have planned significant investments to increase the capacity of their mental health counseling services as well as other tools to support student wellbeing.

The UNC System's Strategic Plan has bold targets for expanding research. Many institutions are rising to that challenge by enhancing research support capabilities. Five of the system's research institutions have selected Research Productivity as their campus-selected performance metric for enrollment funding, and signs point to growing success in this area. ECU has doubled its annual sponsored award activity over the last five years and continues to be a force for rural progress, research, and growth. UNC-CH is leveraging its robust research capabilities to support start-ups and to continue to grow research activity. App State's new Conservatory for Biodiversity Education and Research is scheduled to begin construction this summer and will enhance the university's research capabilities, particularly related to the cultural and natural history of the Southern Appalachian region. These efforts are critical not only to the academic enterprise but also to the local economy.

Some examples of specific initiatives outlined by campuses include:

Student Success

- FSU – the new “Bronco One-Stop” has consolidated student support services into a single center that will remove barriers to persistence.
- UNCC – the NINERways math enhancement program will enable more students to achieve the quantitative reasoning requirements of the general education program.

Meeting Workforce Needs

- NC A&T – new academic programs in Physician's Assistant Studies and Data Analytics will lead to more graduates equipped to meet key workforce needs.
- UNC-CH – the university's new School of Data Science and Society will enable the university to continue to benefit society and meet UNC System goals.

Affordability

- WSSU – developing “Scholarship Universe,” a new scholarship matching platform that will identify scholarship opportunities for students based on their personalized profile.

- UNCW – allocating resources to support student wage growth at the Student Union. On-campus employment is a direct solution for student affordability but also aids in student retention, persistence, and graduation.

Faculty and Staff Retention

- App State – using a public-private partnership to develop housing for university employees at below-market rates.
- UNCW – strategically deploying the Labor Market Adjustment Reserve to support faculty promotion and tenure and faculty and staff recruitment and retention.
- NCSSM – reprioritizing funding to bring faculty and staff compensation in line with market rates for teachers and staff in surrounding counties.

Investment in Institution-Specific Strategic Priorities

Institutions also used the all-funds budget process to direct investments toward key institution-specific strategic priorities. There is a significant amount of overlap in the system-wide and institution-specific priorities, so many of the same themes were highlighted. Commonalities across institutional priorities were related to strategic growth of the institution. Investments included strategic program expansion, increased research support, strategies to grow economic development, and opportunities for additional public service.

Institutions have made strategic investments in existing programs to enhance the student experience, modernize technology, and find ways to optimize the return on investment to students and the state. Institutions have prioritized ensuring the career-readiness of students and enhanced academic programs to ensure that students get the most out of their time on campus.

Areas of Strategic Growth

- ECSU – new faculty for growing programs in Homeland Security, Sustainability Studies, Education, and Kinesiology.
- N.C. A&T – allocation of funding to support Research Competitiveness goal as they pursue transition from R2 to R1 Doctoral Research institution.

Academic Program and Student Service Enhancements

- App State – planned replacements of outdated IT equipment and infrastructure in the University’s academic facilities.
- NCCU – investments to reinvigorate and enhance the Career and Professional Development Center to ensure career readiness for students connected with existing academic programs.
- UNCA – extending student options in global study, internships, and student Honors and Leadership programs.

Stabilizing and Growing Enrollment

The UNC System has experienced a decade of steady enrollment growth at both the undergraduate and graduate levels. New students bring new tuition and appropriation revenues. However, this period of rapid expansion has also posed challenges to our universities to maintain efficiency during growth. This growth accelerated due to the NC Promise program, which began for three institutions in 2018 and added

a fourth institution in 2023. Now, many of our institutions anticipate slowing or falling enrollment, particularly at the undergraduate level. North Carolina is graduating fewer high school students – a trend that is mirrored at the national level. The trend was exacerbated on a one-time basis in North Carolina due to a change in the age cut-off for kindergarten twelve years ago that made the 2022 high school class abnormally small (and will make the 2023 high school class unusually large). The FY2023-24 enrollment allocation is the largest funding loss in more than a decade.

This trend is particularly acute for several of our regional institutions that have experienced the most precipitous enrollment losses. Institutions are bolstering their enrollment management efforts to grow enrollments. Several institutions are turning toward nonresidents as a solution to stabilize revenues and keep seats filled – a strategy made possible due to the Board of Governors raising the cap on nonresident enrollments in anticipation of the state’s demographic changes. Institutions are also making more concerted efforts to recruit and retain students from underserved communities.

Some examples of specific initiatives outlined by campuses include:

Enrollment Strategies

- ECU – launched a third-party partnership to enhance the institution’s academic reputation and marketing.
- UNCG – establishing new bilingual positions in Admissions, Financial Aid, and Academic Advising to support the recruitment and retention of Hispanic students.
- UNCP – investments in admissions and enrollment marketing to grow new and transfer student enrollments.

Improving Efficiency

Institutions used the all-funds budget process to identify tangible opportunities for efficiency improvements. For institutions facing enrollment losses, this practice is essential as state funds become scarcer. For institutions with stable or increasing enrollment, the savings created through this process can be passed on to students and taxpayers or used for opportunities for reinvestment in institutional success.

Several institutions implemented strategies to reduce departmental budgets. Institutions are redesigning or decommissioning low-producing degrees, reallocating vacant positions to realign staffing with the areas of greatest need, implementing cost-saving improvements to their information technology, and identifying alternative sources of funding including fundraising, fund balances, or one-time federal funding. Institutions also cited the budget process as a way to ensure that financial resource allocation is aligned with institutional priorities.

Some examples of specific initiatives outlined by campuses include:

Strategies for Operational Efficiency

- WSSU – converting low-producing degree programs into minors or tracks within more enrollment-healthy, relevant degree programs.
- UNCP – instituted a 3% operating budget reduction for most units to establish an investment reserve, enabling the university to reallocate funding to support key strategic priorities.
- NCCU – redeploying vacant positions and financial resources to achieve the university’s most pressing needs.

Financial Sustainability and Enterprise Risk

Institutions highlighted efforts to address and manage significant risks. Chief among these risks is inflation, particularly as it applies to the labor market, energy costs, and other program-specific costs. One-time aid through the Higher Education Emergency Relief Fund (HEERF) as well as other COVID-19-related funds have been used to mitigate these factors in the short-term as universities develop long-term strategies for financial sustainability. Labor market competition has forced institutions to develop thoughtful strategies for recruitment and retention, but institutions raised concerns about their long-term ability to ensure that compensation remains competitive. The impacts of the labor market are being felt most acutely in auxiliary and trust-fund units. These units do not receive state funds to support legislatively mandated salary increases – a problem that frequently leads to student fee increases. Institutions have been able to grow financial reserves based on a strong investment performance in FY22, which serves as a safeguard against financial volatility. These changes have led several institutions to receive credit rating upgrades, despite growing financial risks. Athletic programs felt a unique increase in financial limitations. Travel-related inflation and increasing staff costs have led to growing athletic budget deficits at several institutions. Funding for athletics is critical to ensure that athletes compete in safe environments with the equipment necessary to facilitate competition. Athletic revenues for smaller institutions have stagnated, with institutions forced to rely on the Athletics Fee to meet compliance and safety objectives.

In September 2022, the Board of Governors passed a motion that would require FY 2024 spending on campus security to remain at or above the level of spending for FY 2023. For nine institutions, the FY 2024 budgeted expenses for the Public Safety unit exceed the FY 2023 budget. We are working to confirm that the FY 2024 budget exceeds the FY 2023 actual activity for the remaining institutions.

Some examples of specific initiatives outlined by institutions include:

Mitigating Risk

- UNCSA – One Card Access Control systems to promote a physically safe environment.
- UNCG – using one-time funds to upgrade emergency management facilities to better respond to future emergencies.
- NC A&T – enhancing cybersecurity through critical investments in Information Technology, Human Resources, and Legal and Compliance areas.
UNC-CH – ongoing lead testing and remediation

Maturing the Process

The UNC System’s comprehensive all-funds budget continues to grow and improve. The budget has already become a tool to strengthen the fiscal accountability of the Boards of Trustees. It provides significant transparency into strategic investments of UNC System institutions. Institutions are developing best practices for using the budget as a management tool rather than just a planning process. UNCC has implemented the FY2022-23 budget as a means to understand their financials throughout the fiscal year. Other institutions are exploring ways to equip divisional leaders with tools to continue to improve transparency and operational efficiency. The UNC System is enhancing the Finance Data Mart to give the system an additional financial management tool. The FY2023-24 guidance incorporated feedback from the FY2022-23 process – a practice that we anticipate will continue as the process matures. There will be continual assessment of how the process and format of the budget can be improved.

Appalachian State University — All Funds Budget Narrative FY 2023-2024

Appalachian State University has developed the All Funds Budget to advance App State's strategic priorities, as well as UNC System strategic goals. The UNC System strategic plan includes access, affordability and efficiency, student success, economic impact and community engagement, and excellent and diverse institutions. App State's budget includes funding for the following initiatives to address university/System goals and priorities:

App State Hickory Campus

In November 2021, App State purchased the former Corning Optical Communications building (225,800 square foot building on 15.7 acres) in Hickory to establish the new App State Hickory Campus. This campus will serve the Hickory/Lenoir/Morganton metro area population — previously the state's largest metropolitan area without a UNC System university. This campus provides additional growth capacity and market potential for App State's on-campus and online programs, and will increase critical educational opportunities in the Hickory metro area to equip the local workforce with the skills required to meet the current demands of employers. This initiative will also allow App State to achieve multiple system-wide strategic goals, including increased access to higher education and a state/local partnership that will improve local communities and benefit the state economically. The university received \$9M in capital funding from the General Assembly in the FY 2023 State budget which is being used to make the necessary repairs and renovations to open the facility for instruction in Fall 2023.

Initial on-site services will provide resources and support, including advisors dedicated to App State Hickory students, a library facility, health and counseling services, tutoring, success coaching, career development services, technical support, computer labs and more. Other on-site services such as student clubs and organizations, recreation opportunities and leadership experiences will also be available as the campus evolves and grows in the coming years.

Lab Schools

App State began partnering with Elkin City Schools to open the university's second laboratory school in August 2022. Along with the Appalachian Academy at Middle Fork in Walkertown which opened in 2018, our lab schools provide future teachers in the Reich College of Education with opportunities to apply their skills in the classroom. The local communities benefit from the App State partnerships, which strengthen learning, teaching and school leadership. In FY 2024, App State's lab schools will be funded primarily with federal, state and local funds; however, App State may be required to reallocate internal funding in order to cover projected expenses at both Middle Fork and Elkin.

Auxiliary Enterprises

Renovations of the university's two primary dining facilities, Rivers Street Cafe in Roess Dining Hall and Park Place at the Pond in Trivette Hall, will take place in summer 2023 in advance of the fall semester. The planned upgrades for the facilities' service areas are designed to improve the functionality, efficiency and overall student experience as part of the All You Care to Eat dining format offered at both locations. All You Care to Eat, launched in fall 2022, is an accessible, buffet-style format that fosters community building and enhances the student experience.

The Holmes Center Parking Deck project will provide approximately 600 on-campus parking spaces through the construction of a new, five- to six-level parking deck next to App State's Holmes Convocation Center. The primary use for the new deck will be faculty, staff and student parking, with event parking as needed. App State has the flexibility to offer visitor parking in select lots as needed upon demand. The additional parking will also support events at the Holmes Center as well as the 30,000-seat Kidd Brewer multipurpose stadium. This project is being funded by a \$20M bond issuance that will be repaid with parking revenues.

A comprehensive renovation of more than 15,000 square feet of first-floor retail and service space in App State's University Bookstore is scheduled to be completed in summer 2023, which will lead to increased sales revenues that will enhance the bookstore's scholarship contributions for App State students. Bookstore profits support student scholarships at App State. Since 2014, the bookstore has contributed nearly \$5.2 million in scholarship funds to help App State students finance their education.

In addition, the nearly \$7 million renovation of App State's Newland Residence Hall is expected to extend the useful life of the building by 15-20 years. This project will address moisture and mold mitigation issues at the source and reduce operational costs, as well as improve the overall indoor air quality for the building's residents.

Appalachian State University — All Funds Budget Narrative FY 2023-2024

The All Funds Budget will support the progress towards the institution's [2022-2027 Strategic Plan](#). App State's institutional financial plans are in alignment with these priorities.

Providing Exceptional Educational Experiences

The university prioritizes providing exceptional educational experiences for its students and is committed to enhancing the student learning experience and providing support for teaching, research and scholarly activities. App State is shifting the majority of undergraduate online programs away from a cohort-based model to a flexible model to better support students' academic needs. This flexible model allows more adult students and returning Mountaineers to complete bachelor's degrees, while also allowing the university to scale up high-demand online programs. As such, the University is making increased investments in smart classrooms and IT resources needed for online/virtual learning.

App State will also utilize funding allocated by the N.C. General Assembly to begin extensive modernizations and renovations to both Wey Hall and Edwin Duncan Hall beginning in 2023. Wey Hall was built in 1976 and is home to the Department of Art, which offers more than 100 course sections to approximately 1,400 students. The building's classrooms are also used for general education and first-year seminar courses. Duncan Hall was constructed in 1965 and contains office space, classrooms and labs. Each of these projects will improve and adapt the space in these academic facilities to current and future programming needs, which includes offering more technologically advanced classrooms.

Other examples of the University's commitment to providing exceptional educational experiences include:

- The addition of new faculty and academic advising positions in 2023-24, which will be funded with enrollment growth funding and tuition receipts;
- A planned campus-wide IT network infrastructure refresh scheduled to begin in FY24 which will replace outdated IT equipment and infrastructure in the University's academic facilities;
- Lab school operations located in Walkertown and Elkin which continue to provide real-world teaching opportunities for students. *App State remains the only UNC campus to operate multiple lab schools.*

Advancing Research, Innovation and Creativity

Construction of the University's Conservatory for Biodiversity Education and Research (Conservatory) is scheduled to begin in summer 2023 and is being funded with a \$54M appropriation allocated by the N.C. General Assembly. The Conservatory will be the first academic building of App State's Innovation District, located at the site of the former Broyhill Inn and Conference Center. This facility, which is included in the first development phase for the district, will include cross-disciplinary collaboration and encourage K-12 partnerships. Paired with the adjacent Nature Preserve, the Conservatory will advance knowledge surrounding the natural and cultural history of the Southern Appalachian region and build on existing opportunities available through the Department of Biology's teaching and research facilities.

Advancing Local, Regional and Global Engagement

Furthering its commitment to providing affordable access to higher education in the Catawba Valley area, App State will make available over 100 undergraduate major programs of study at its Hickory Campus beginning in Fall 2023. In addition, Chancellor Everts has formed the App State @ Hickory Advisory Council, which consists of a group of business, education, government and civic leaders from Hickory and the surrounding area and regularly meets to discuss the area's needs and how App State can meet these needs via its academic offerings. Chancellor Everts has also announced that the University would utilize Institutional Trust fund reserves to provide the \$2,000 "Hickory First" scholarships which will be available to the first 500 first-year and transfer students who enroll at the Hickory Campus in 2023. This aid will help incoming students offset their educational expenses during their first year.

Investing in Faculty and Staff Excellence

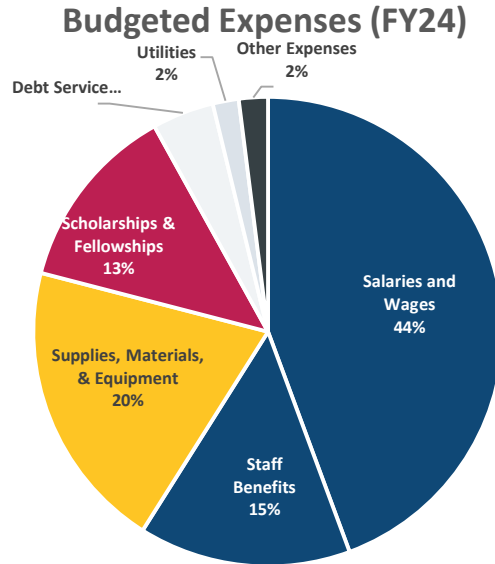
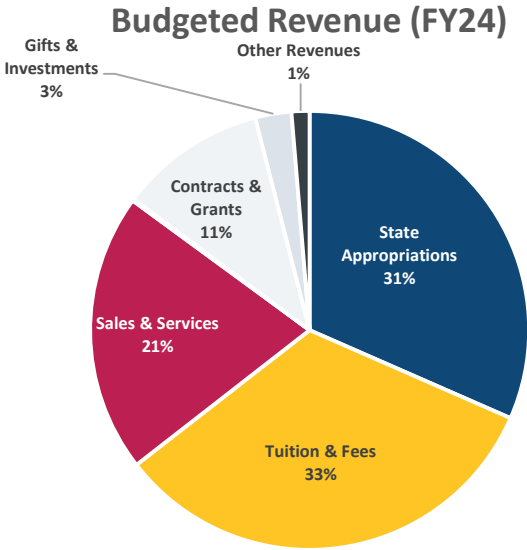
App State has received UNC Board of Governors approval to authorize public-private partnerships to develop approximately 156 multi-family residential units which will provide below market housing for university employees at below-market rates. In our highly competitive housing market, we expect this to positively impact our ability to recruit and retain talented faculty and staff. These projects are public-private partnerships and will not rely upon

Appalachian State University — All Funds Budget Narrative FY 2023-2024

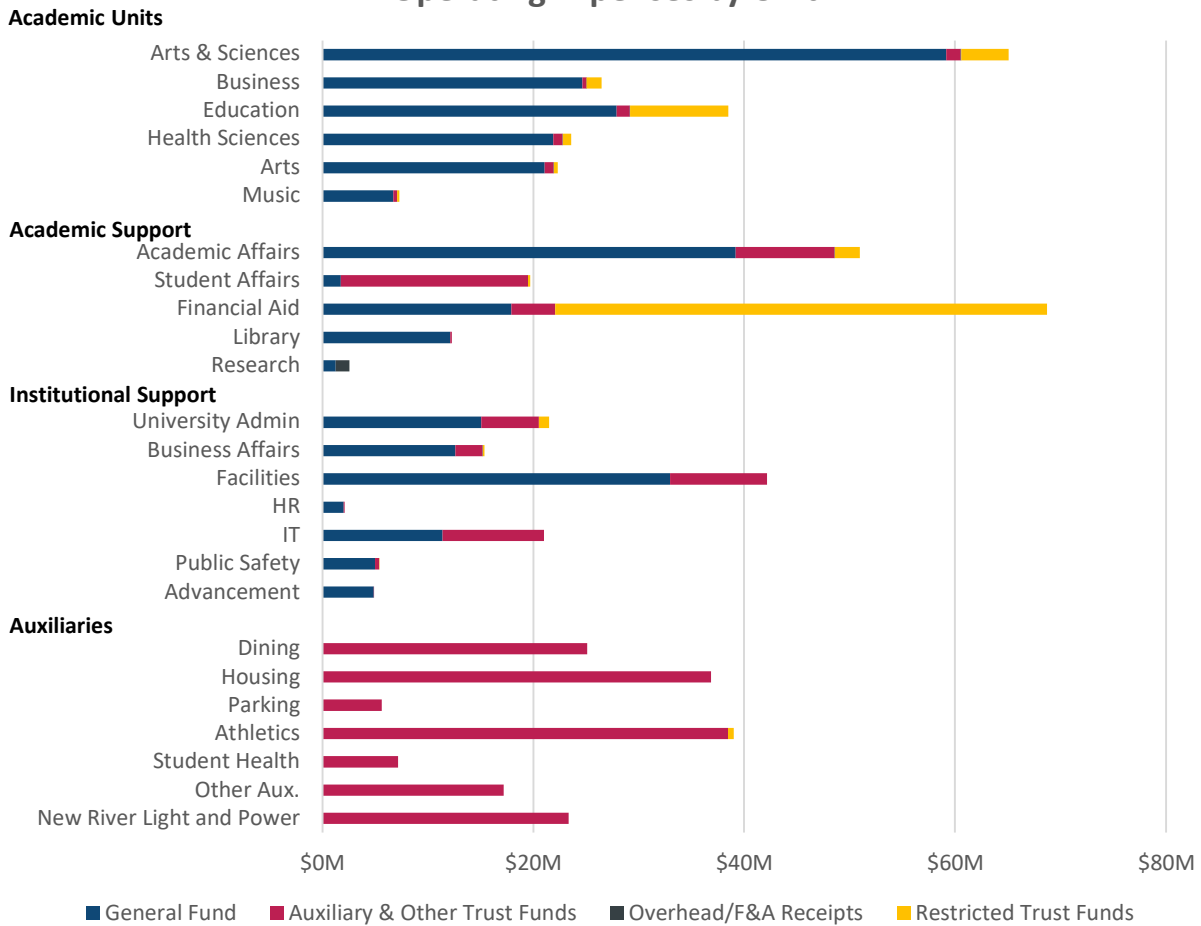
State funds or any capital from the university. Construction is scheduled to begin this summer and units are expected to be ready for occupancy in 2025.

Strengthen Resilience and Sustainability

App State will begin the development of the zero-carbon district energy system, which will begin to transition the Boone campus away from steam power. Leveraging public-private partnerships, the University will develop, construct and operate a net-zero carbon district energy system, which will generate and distribute energy to support the planned buildings in the Innovation District, including the aforementioned Conservatory and faculty and staff housing. As with the faculty-staff housing project previously mentioned, this project will not rely upon State funds or any capital from the University. The energy system is expected to become operational in 2025 and will not only supply a stable source of energy but will also contribute significant savings in avoided energy costs for the university.



Operating Expenses by Unit



**Appalachian State University
FY 2023-24 All-Funds Budget**

		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriations	\$ 185,952,000	\$ -	\$ -	\$ -	\$ 185,952,000
	Tuition & Fees	\$ 116,770,000	\$ 77,224,000	\$ -	\$ -	\$ 193,994,000
	<i>Less Discounts and Allowances</i>	\$ (9,461,000)	\$ (5,541,000)	\$ -	\$ (28,738,000)	\$ (43,740,000)
	Sales & Services	\$ 2,065,000	\$ 118,878,000	\$ -	\$ 354,000	\$ 121,297,000
	Patient Services	\$ -	\$ 800,000	\$ -	\$ -	\$ 800,000
	Contracts & Grants	\$ 5,435,000	\$ -	\$ -	\$ 58,288,000	\$ 63,723,000
	Gifts & Investments	\$ 2,000	\$ 6,774,000	\$ -	\$ 8,913,000	\$ 15,689,000
	Other Revenues	\$ 757,000	\$ 4,988,000	\$ 2,000,000	\$ -	\$ 7,745,000
Revenues Total		\$ 301,520,000	\$ 203,123,000	\$ 2,000,000	\$ 38,817,000	\$ 545,460,000
Expenses	Salaries and Wages	\$ 195,624,000	\$ 54,458,000	\$ 969,000	\$ 8,114,000	\$ 259,165,000
	Staff Benefits	\$ 65,563,000	\$ 17,254,000	\$ 381,000	\$ 2,130,000	\$ 85,328,000
	Services, Supplies, Materials, & Equip.	\$ 25,709,000	\$ 82,185,000	\$ 198,000	\$ 9,158,000	\$ 117,250,000
	Scholarships & Fellowships	\$ 15,388,000	\$ 12,565,000	\$ -	\$ 47,712,000	\$ 75,665,000
	<i>Less Discounts and Allowances</i>	\$ (9,461,000)	\$ (5,541,000)	\$ -	\$ (28,738,000)	\$ (43,740,000)
	Debt Service	\$ 2,052,000	\$ 22,687,000	\$ -	\$ -	\$ 24,739,000
	Utilities	\$ 6,102,000	\$ 4,379,000	\$ -	\$ -	\$ 10,481,000
	Other Expenses	\$ 2,346,000	\$ 9,329,000	\$ -	\$ -	\$ 11,675,000
Expenses Total		\$ 303,323,000	\$ 197,316,000	\$ 1,548,000	\$ 38,376,000	\$ 540,563,000
Net Transfers		\$ 4,881,000	\$ (10,188,000)	\$ -	\$ -	\$ (5,307,000)
Change in Fund Balance			\$ (4,381,000)	\$ 452,000	\$ 441,000	\$ (410,000)

**Appalachian State University- Unit Breakout
FY 2023-24 All-Funds Budget**

College of Arts and Sciences		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 59,259,000	\$ 1,141,000	\$ -	\$ -	\$ 60,400,000
	Sales & Services	\$ -	\$ 219,000	\$ -	\$ -	\$ 219,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 4,305,000	\$ 4,305,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 189,000	\$ 189,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 59,259,000	\$ 1,360,000	\$ -	\$ 4,494,000	\$ 65,113,000
Expenses	Salaries and Wages	\$ 43,640,000	\$ 133,000	\$ 48,000	\$ 2,056,000	\$ 45,877,000
	Staff Benefits	\$ 13,497,000	\$ 42,000	\$ 16,000	\$ 268,000	\$ 13,823,000
	Services, Supplies, Materials, & Equip.	\$ 2,045,000	\$ 1,176,000	\$ 8,000	\$ 1,625,000	\$ 4,854,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ 545,000	\$ 545,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 59,182,000	\$ 1,351,000	\$ 72,000	\$ 4,494,000	\$ 65,099,000
Net Transfers		\$ (77,000)	\$ -	\$ 173,000	\$ -	\$ 96,000
Change in Fund Balance			\$ 9,000	\$ 101,000	\$ -	\$ 110,000
College of Business		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 24,649,000	\$ 252,000	\$ -	\$ -	\$ 24,901,000
	Sales & Services	\$ -	\$ 312,000	\$ -	\$ -	\$ 312,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 92,000	\$ 92,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 1,330,000	\$ 1,330,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 24,649,000	\$ 564,000	\$ -	\$ 1,422,000	\$ 26,635,000
Expenses	Salaries and Wages	\$ 18,382,000	\$ 66,000	\$ -	\$ 779,000	\$ 19,227,000
	Staff Benefits	\$ 5,441,000	\$ 15,000	\$ -	\$ 317,000	\$ 5,773,000
	Services, Supplies, Materials, & Equip.	\$ 804,000	\$ 312,000	\$ 14,000	\$ 326,000	\$ 1,456,000
	Scholarships & Fellowships	\$ 21,000	\$ -	\$ -	\$ -	\$ 21,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 24,648,000	\$ 393,000	\$ 14,000	\$ 1,422,000	\$ 26,477,000
Net Transfers		\$ -	\$ -	\$ 20,000	\$ -	\$ 20,000
Change in Fund Balance			\$ 171,000	\$ 6,000	\$ -	\$ 178,000

**Appalachian State University- Unit Breakout
FY 2023-24 All-Funds Budget**

College of Education		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 22,522,000	\$ 463,000	\$ -	\$ -	\$ 22,985,000
	Sales & Services	\$ -	\$ 610,000	\$ -	\$ -	\$ 610,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ 5,382,000	\$ -	\$ -	\$ 9,166,000	\$ 14,548,000
	Gifts & Investments	\$ 2,000	\$ -	\$ -	\$ 146,000	\$ 148,000
	Other Revenues	\$ -	\$ 157,000	\$ -	\$ -	\$ 157,000
Revenues Total		\$ 27,906,000	\$ 1,230,000	\$ -	\$ 9,312,000	\$ 38,448,000
Expenses	Salaries and Wages	\$ 18,359,000	\$ 515,000	\$ 9,000	\$ 3,245,000	\$ 22,128,000
	Staff Benefits	\$ 7,865,000	\$ 172,000	\$ 3,000	\$ 1,014,000	\$ 9,054,000
	Services, Supplies, Materials, & Equip.	\$ 874,000	\$ 543,000	\$ 30,000	\$ 4,792,000	\$ 6,239,000
	Scholarships & Fellowships	\$ 1,000	\$ -	\$ -	\$ 261,000	\$ 262,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 808,000	\$ -	\$ -	\$ -	\$ 808,000
Expenses Total		\$ 27,907,000	\$ 1,230,000	\$ 42,000	\$ 9,312,000	\$ 38,491,000
Net Transfers		\$ -	\$ -	\$ 73,000	\$ -	\$ 73,000
Change in Fund Balance			\$ -	\$ 31,000	\$ -	\$ 30,000
College of Health Sciences		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 21,647,000	\$ 559,000	\$ -	\$ -	\$ 22,206,000
	Sales & Services	\$ -	\$ 368,000	\$ -	\$ -	\$ 368,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 696,000	\$ 696,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 87,000	\$ 87,000
	Other Revenues	\$ 257,000	\$ -	\$ -	\$ -	\$ 257,000
Revenues Total		\$ 21,904,000	\$ 927,000	\$ -	\$ 783,000	\$ 23,614,000
Expenses	Salaries and Wages	\$ 15,982,000	\$ 82,000	\$ 18,000	\$ 367,000	\$ 16,449,000
	Staff Benefits	\$ 5,016,000	\$ 27,000	\$ 1,000	\$ 105,000	\$ 5,149,000
	Services, Supplies, Materials, & Equip.	\$ 797,000	\$ 745,000	\$ 27,000	\$ 130,000	\$ 1,699,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ 181,000	\$ 181,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 108,000	\$ -	\$ -	\$ -	\$ 108,000
Expenses Total		\$ 21,903,000	\$ 854,000	\$ 46,000	\$ 783,000	\$ 23,586,000
Net Transfers		\$ -	\$ -	\$ 48,000	\$ -	\$ 48,000
Change in Fund Balance			\$ 73,000	\$ 2,000	\$ -	\$ 76,000

**Appalachian State University- Unit Breakout
FY 2023-24 All-Funds Budget**

College of Fine and Applied Arts		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 21,087,000	\$ 790,000	\$ -	\$ -	\$ 21,877,000
	Sales & Services	\$ -	\$ 43,000	\$ -	\$ -	\$ 43,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 143,000	\$ 143,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 233,000	\$ 233,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 21,087,000	\$ 833,000	\$ -	\$ 376,000	\$ 22,296,000
Expenses	Salaries and Wages	\$ 15,488,000	\$ 150,000	\$ 5,000	\$ 83,000	\$ 15,726,000
	Staff Benefits	\$ 5,095,000	\$ 48,000	\$ 1,000	\$ 19,000	\$ 5,163,000
	Services, Supplies, Materials, & Equip.	\$ 503,000	\$ 627,000	\$ 24,000	\$ 274,000	\$ 1,428,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 21,086,000	\$ 825,000	\$ 30,000	\$ 376,000	\$ 22,317,000
Net Transfers		\$ -	\$ -	\$ 33,000	\$ -	\$ 33,000
Change in Fund Balance			\$ 8,000	\$ 3,000	\$ -	\$ 12,000
School of Music		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 6,710,000	\$ 374,000	\$ -	\$ -	\$ 7,084,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 281,000	\$ 281,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 6,710,000	\$ 374,000	\$ -	\$ 281,000	\$ 7,365,000
Expenses	Salaries and Wages	\$ 5,012,000	\$ 63,000	\$ -	\$ 35,000	\$ 5,110,000
	Staff Benefits	\$ 1,528,000	\$ 28,000	\$ -	\$ 4,000	\$ 1,560,000
	Services, Supplies, Materials, & Equip.	\$ 169,000	\$ 283,000	\$ -	\$ 162,000	\$ 614,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 6,709,000	\$ 374,000	\$ -	\$ 201,000	\$ 7,284,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ 80,000	\$ 81,000

**Appalachian State University- Unit Breakout
FY 2023-24 All-Funds Budget**

Academic Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 39,458,000	\$ 6,475,000	\$ -	\$ -	\$ 45,933,000
	Sales & Services	\$ 7,000	\$ 4,100,000	\$ -	\$ -	\$ 4,107,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 2,182,000	\$ 2,182,000
	Gifts & Investments	\$ -	\$ 125,000	\$ -	\$ 172,000	\$ 297,000
	Other Revenues	\$ 2,000	\$ 7,000	\$ -	\$ -	\$ 9,000
Revenues Total		\$ 39,467,000	\$ 10,707,000	\$ -	\$ 2,354,000	\$ 52,528,000
Expenses	Salaries and Wages	\$ 27,464,000	\$ 3,006,000	\$ 21,000	\$ 971,000	\$ 31,462,000
	Staff Benefits	\$ 8,197,000	\$ 979,000	\$ 5,000	\$ 205,000	\$ 9,386,000
	Services, Supplies, Materials, & Equip.	\$ 2,886,000	\$ 3,585,000	\$ 1,000	\$ 1,131,000	\$ 7,603,000
	Scholarships & Fellowships	\$ -	\$ 50,000	\$ -	\$ 47,000	\$ 97,000
	Debt Service	\$ -	\$ 1,765,000	\$ -	\$ -	\$ 1,765,000
	Utilities	\$ 6,000	\$ -	\$ -	\$ -	\$ 6,000
	Other Expenses	\$ 645,000	\$ -	\$ -	\$ -	\$ 645,000
Expenses Total		\$ 39,198,000	\$ 9,385,000	\$ 27,000	\$ 2,354,000	\$ 50,964,000
Net Transfers		\$ (269,000)	\$ (340,000)	\$ 83,000	\$ -	\$ (526,000)
Change in Fund Balance			\$ 982,000	\$ 56,000	\$ -	\$ 1,038,000
Student Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,745,000	\$ 15,714,000	\$ -	\$ -	\$ 17,459,000
	Sales & Services	\$ -	\$ 2,785,000	\$ -	\$ -	\$ 2,785,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 176,000	\$ 176,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000
	Other Revenues	\$ -	\$ 134,000	\$ -	\$ -	\$ 134,000
Revenues Total		\$ 1,745,000	\$ 18,633,000	\$ -	\$ 196,000	\$ 20,574,000
Expenses	Salaries and Wages	\$ 1,216,000	\$ 9,376,000	\$ -	\$ 78,000	\$ 10,670,000
	Staff Benefits	\$ 414,000	\$ 3,070,000	\$ -	\$ 13,000	\$ 3,497,000
	Services, Supplies, Materials, & Equip.	\$ 87,000	\$ 3,407,000	\$ -	\$ 105,000	\$ 3,599,000
	Scholarships & Fellowships	\$ -	\$ 397,000	\$ -	\$ -	\$ 397,000
	Debt Service	\$ -	\$ 58,000	\$ -	\$ -	\$ 58,000
	Utilities	\$ -	\$ 657,000	\$ -	\$ -	\$ 657,000
	Other Expenses	\$ 25,000	\$ 797,000	\$ -	\$ -	\$ 822,000
Expenses Total		\$ 1,742,000	\$ 17,762,000	\$ -	\$ 196,000	\$ 19,700,000
Net Transfers		\$ (3,000)	\$ 1,261,000	\$ -	\$ -	\$ 1,258,000
Change in Fund Balance			\$ 2,132,000	\$ -	\$ -	\$ 2,132,000

**Appalachian State University- Unit Breakout
FY 2023-24 All-Funds Budget**

Financial Aid		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 17,903,000	\$ -	\$ -	\$ -	\$ 17,903,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 41,528,000	\$ 41,528,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 5,150,000	\$ 5,150,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 17,903,000	\$ -	\$ -	\$ 46,678,000	\$ 64,581,000
Expenses	Salaries and Wages	\$ 1,787,000	\$ 63,000	\$ -	\$ -	\$ 1,850,000
	Staff Benefits	\$ 750,000	\$ 28,000	\$ -	\$ -	\$ 778,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ -	\$ -	\$ -	\$ -
	Scholarships & Fellowships	\$ 15,366,000	\$ 4,065,000	\$ -	\$ 46,678,000	\$ 66,109,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 17,903,000	\$ 4,156,000	\$ -	\$ 46,678,000	\$ 68,737,000
Net Transfers		\$ -	\$ 4,065,000	\$ -	\$ -	\$ 4,065,000
Change in Fund Balance			\$ (91,000)	\$ -	\$ -	\$ (91,000)
Library		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 12,000,000	\$ 110,000	\$ -	\$ -	\$ 12,110,000
	Sales & Services	\$ 58,000	\$ -	\$ -	\$ -	\$ 58,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ 48,000	\$ -	\$ -	\$ -	\$ 48,000
Revenues Total		\$ 12,106,000	\$ 110,000	\$ -	\$ -	\$ 12,216,000
Expenses	Salaries and Wages	\$ 6,027,000	\$ -	\$ -	\$ -	\$ 6,027,000
	Staff Benefits	\$ 1,984,000	\$ -	\$ -	\$ -	\$ 1,984,000
	Services, Supplies, Materials, & Equip.	\$ 4,095,000	\$ 157,000	\$ -	\$ -	\$ 4,252,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 12,106,000	\$ 157,000	\$ -	\$ -	\$ 12,263,000
Net Transfers		\$ -	\$ 47,000	\$ -	\$ -	\$ 47,000
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -

**Appalachian State University- Unit Breakout
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Sponsored Research		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,262,000	\$ -	\$ -	\$ -	\$ 1,262,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 1,262,000	\$ -	\$ -	\$ -	\$ 1,262,000
Expenses	Salaries and Wages	\$ 805,000	\$ -	\$ 850,000	\$ -	\$ 1,655,000
	Staff Benefits	\$ 289,000	\$ -	\$ 350,000	\$ -	\$ 639,000
	Services, Supplies, Materials, & Equip.	\$ 167,000	\$ -	\$ 94,000	\$ -	\$ 261,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 1,261,000	\$ -	\$ 1,294,000	\$ -	\$ 2,555,000
Net Transfers		\$ -	\$ -	\$ 1,294,000	\$ -	\$ 1,294,000
Change in Fund Balance			\$ -	\$ -	\$ -	\$ 1,000
University Administration		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 12,855,000	\$ 828,000	\$ -	\$ -	\$ 13,683,000
	Sales & Services	\$ -	\$ 3,338,000	\$ -	\$ 245,000	\$ 3,583,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ 78,000	\$ -	\$ 723,000	\$ 801,000
	Other Revenues	\$ -	\$ 60,000	\$ -	\$ -	\$ 60,000
Revenues Total		\$ 12,855,000	\$ 4,304,000	\$ -	\$ 968,000	\$ 18,127,000
Expenses	Salaries and Wages	\$ 8,537,000	\$ 2,079,000	\$ -	\$ 165,000	\$ 10,781,000
	Staff Benefits	\$ 2,647,000	\$ 729,000	\$ -	\$ 23,000	\$ 3,399,000
	Services, Supplies, Materials, & Equip.	\$ 3,765,000	\$ 1,986,000	\$ -	\$ 780,000	\$ 6,531,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ 326,000	\$ -	\$ -	\$ 326,000
	Utilities	\$ -	\$ 200,000	\$ -	\$ -	\$ 200,000
	Other Expenses	\$ 108,000	\$ 137,000	\$ -	\$ -	\$ 245,000
Expenses Total		\$ 15,057,000	\$ 5,457,000	\$ -	\$ 968,000	\$ 21,482,000
Net Transfers		\$ 2,201,000	\$ 942,000	\$ -	\$ -	\$ 3,143,000
Change in Fund Balance			\$ (211,000)	\$ -	\$ -	\$ (212,000)

**Appalachian State University- Unit Breakout
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Business Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 11,289,000	\$ 1,175,000	\$ -	\$ -	\$ 12,464,000
	Sales & Services	\$ -	\$ 2,894,000	\$ -	\$ 109,000	\$ 3,003,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ 53,000	\$ -	\$ -	\$ -	\$ 53,000
	Gifts & Investments	\$ -	\$ 405,000	\$ -	\$ 32,000	\$ 437,000
	Other Revenues	\$ 386,000	\$ 202,000	\$ 2,000,000	\$ -	\$ 2,588,000
Revenues Total		\$ 11,728,000	\$ 4,676,000	\$ 2,000,000	\$ 141,000	\$ 18,545,000
Expenses	Salaries and Wages	\$ 6,597,000	\$ 600,000	\$ 18,000	\$ -	\$ 7,215,000
	Staff Benefits	\$ 2,082,000	\$ 100,000	\$ 5,000	\$ -	\$ 2,187,000
	Services, Supplies, Materials, & Equip.	\$ 3,927,000	\$ 970,000	\$ -	\$ 141,000	\$ 5,038,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ 844,000	\$ -	\$ -	\$ 844,000
	Utilities	\$ -	\$ 21,000	\$ -	\$ -	\$ 21,000
	Other Expenses	\$ -	\$ 45,000	\$ -	\$ -	\$ 45,000
Expenses Total		\$ 12,606,000	\$ 2,580,000	\$ 23,000	\$ 141,000	\$ 15,350,000
Net Transfers		\$ 878,000	\$ (863,000)	\$ (1,724,000)	\$ -	\$ (1,709,000)
Change in Fund Balance			\$ 1,233,000	\$ 253,000	\$ -	\$ 1,486,000
Facilities		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 29,137,000	\$ -	\$ -	\$ -	\$ 29,137,000
	Sales & Services	\$ 3,652,000	\$ 8,930,000	\$ -	\$ -	\$ 12,582,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ 64,000	\$ -	\$ -	\$ -	\$ 64,000
Revenues Total		\$ 32,853,000	\$ 8,930,000	\$ -	\$ -	\$ 41,783,000
Expenses	Salaries and Wages	\$ 11,684,000	\$ 876,000	\$ -	\$ -	\$ 12,560,000
	Staff Benefits	\$ 5,313,000	\$ 376,000	\$ -	\$ -	\$ 5,689,000
	Services, Supplies, Materials, & Equip.	\$ 4,895,000	\$ 2,334,000	\$ -	\$ -	\$ 7,229,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ 2,052,000	\$ 2,200,000	\$ -	\$ -	\$ 4,252,000
	Utilities	\$ 8,396,000	\$ 3,292,000	\$ -	\$ -	\$ 11,688,000
	Other Expenses	\$ 621,000	\$ 123,000	\$ -	\$ -	\$ 744,000
Expenses Total		\$ 32,961,000	\$ 9,201,000	\$ -	\$ -	\$ 42,162,000
Net Transfers		\$ 108,000	\$ 216,000	\$ -	\$ -	\$ 324,000
Change in Fund Balance			\$ (55,000)	\$ -	\$ -	\$ (55,000)

**Appalachian State University- Unit Breakout
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Human Resources		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,915,000	\$ -	\$ -	\$ -	\$ 1,915,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 1,915,000	\$ -	\$ -	\$ -	\$ 1,915,000
Expenses	Salaries and Wages	\$ 1,240,000	\$ -	\$ -	\$ -	\$ 1,240,000
	Staff Benefits	\$ 518,000	\$ -	\$ -	\$ -	\$ 518,000
	Services, Supplies, Materials, & Equip.	\$ 240,000	\$ 75,000	\$ -	\$ -	\$ 315,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 11,000	\$ -	\$ -	\$ -	\$ 11,000
Expenses Total		\$ 2,009,000	\$ 75,000	\$ -	\$ -	\$ 2,084,000
Net Transfers		\$ 94,000	\$ 75,000	\$ -	\$ -	\$ 169,000
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -
Information Technology		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 11,402,000	\$ 8,749,000	\$ -	\$ -	\$ 20,151,000
	Sales & Services	\$ -	\$ 870,000	\$ -	\$ -	\$ 870,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 11,402,000	\$ 9,619,000	\$ -	\$ -	\$ 21,021,000
Expenses	Salaries and Wages	\$ 7,128,000	\$ 3,541,000	\$ -	\$ -	\$ 10,669,000
	Staff Benefits	\$ 2,568,000	\$ 1,353,000	\$ -	\$ -	\$ 3,921,000
	Services, Supplies, Materials, & Equip.	\$ 1,706,000	\$ 4,675,000	\$ -	\$ -	\$ 6,381,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ 50,000	\$ -	\$ -	\$ 50,000
Expenses Total		\$ 11,402,000	\$ 9,619,000	\$ -	\$ -	\$ 21,021,000
Net Transfers		\$ -	\$ (400,000)	\$ -	\$ -	\$ (400,000)
Change in Fund Balance			\$ (400,000)	\$ -	\$ -	\$ (400,000)

**Appalachian State University- Unit Breakout
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Public Safety		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 3,207,000	\$ -	\$ -	\$ -	\$ 3,207,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 9,000	\$ 9,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 3,207,000	\$ -	\$ -	\$ 9,000	\$ 3,216,000
Expenses	Salaries and Wages	\$ 3,472,000	\$ 317,000	\$ -	\$ -	\$ 3,789,000
	Staff Benefits	\$ 1,280,000	\$ 65,000	\$ -	\$ -	\$ 1,345,000
	Services, Supplies, Materials, & Equip.	\$ 226,000	\$ 17,000	\$ -	\$ 9,000	\$ 252,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ 1,000	\$ -	\$ -	\$ 1,000
Expenses Total		\$ 4,978,000	\$ 400,000	\$ -	\$ 9,000	\$ 5,387,000
Net Transfers		\$ 1,772,000	\$ 400,000	\$ -	\$ -	\$ 2,172,000
Change in Fund Balance			\$ -	\$ -	\$ -	\$ 1,000
Advancement		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 4,676,000	\$ -	\$ -	\$ -	\$ 4,676,000
	Sales & Services	\$ -	\$ 50,000	\$ -	\$ -	\$ 50,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 4,676,000	\$ 50,000	\$ -	\$ -	\$ 4,726,000
Expenses	Salaries and Wages	\$ 3,415,000	\$ -	\$ -	\$ -	\$ 3,415,000
	Staff Benefits	\$ 1,352,000	\$ -	\$ -	\$ -	\$ 1,352,000
	Services, Supplies, Materials, & Equip.	\$ 65,000	\$ -	\$ -	\$ -	\$ 65,000
	Scholarships & Fellowships	\$ -	\$ 50,000	\$ -	\$ -	\$ 50,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000
Expenses Total		\$ 4,852,000	\$ 50,000	\$ -	\$ -	\$ 4,902,000
Net Transfers		\$ 177,000	\$ -	\$ -	\$ -	\$ 177,000
Change in Fund Balance			\$ -	\$ -	\$ -	\$ 1,000

**Appalachian State University- Unit Breakout
FY 2023-24 All-Funds Budget**

Dining		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 6,441,000	\$ -	\$ -	\$ 6,441,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ 1,531,000	\$ -	\$ -	\$ 1,531,000
	Sales & Services	\$ -	\$ 26,973,000	\$ -	\$ -	\$ 26,973,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 1,267,000	\$ -	\$ -	\$ 1,267,000
Revenues Total		\$ -	\$ 29,771,000	\$ -	\$ -	\$ 29,771,000
Expenses	Salaries and Wages	\$ -	\$ 6,254,000	\$ -	\$ -	\$ 6,254,000
	Staff Benefits	\$ -	\$ 2,009,000	\$ -	\$ -	\$ 2,009,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 14,045,000	\$ -	\$ -	\$ 14,045,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ 1,531,000	\$ -	\$ -	\$ 1,531,000
	Utilities	\$ -	\$ 889,000	\$ -	\$ -	\$ 889,000
	Other Expenses	\$ -	\$ 389,000	\$ -	\$ -	\$ 389,000
Expenses Total		\$ -	\$ 25,117,000	\$ -	\$ -	\$ 25,117,000
Net Transfers		\$ -	\$ (8,780,000)	\$ -	\$ -	\$ (8,780,000)
Change in Fund Balance			\$ (4,126,000)	\$ -	\$ -	\$ (4,126,000)
Ending Fund Balance			\$ 2,315,000	\$ -	\$ -	\$ 2,315,000
Housing		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 22,373,000	\$ -	\$ -	\$ 22,373,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ 630,000	\$ -	\$ -	\$ 630,000
	Sales & Services	\$ -	\$ 37,551,000	\$ -	\$ -	\$ 37,551,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ -	\$ 38,181,000	\$ -	\$ -	\$ 38,181,000
Expenses	Salaries and Wages	\$ -	\$ 6,896,000	\$ -	\$ -	\$ 6,896,000
	Staff Benefits	\$ -	\$ 2,526,000	\$ -	\$ -	\$ 2,526,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 13,330,000	\$ -	\$ -	\$ 13,330,000
	Scholarships & Fellowships	\$ -	\$ 186,000	\$ -	\$ -	\$ 186,000
	Debt Service	\$ -	\$ 8,023,000	\$ -	\$ -	\$ 8,023,000
	Utilities	\$ -	\$ 4,637,000	\$ -	\$ -	\$ 4,637,000
	Other Expenses	\$ -	\$ 1,258,000	\$ -	\$ -	\$ 1,258,000
Expenses Total		\$ -	\$ 36,856,000	\$ -	\$ -	\$ 36,856,000
Net Transfers		\$ -	\$ (2,827,000)	\$ -	\$ -	\$ (2,827,000)
Change in Fund Balance			\$ (1,502,000)	\$ -	\$ -	\$ (1,502,000)
Ending Fund Balance			\$ 20,871,000	\$ -	\$ -	\$ 20,871,000

**Appalachian State University- Unit Breakout
FY 2023-24 All-Funds Budget**

Parking		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 2,977,000	\$ -	\$ -	\$ 2,977,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ 2,958,000	\$ -	\$ -	\$ 2,958,000
	Sales & Services	\$ -	\$ 3,162,000	\$ -	\$ -	\$ 3,162,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ -	\$ 6,120,000	\$ -	\$ -	\$ 6,120,000
Expenses	Salaries and Wages	\$ -	\$ 952,000	\$ -	\$ -	\$ 952,000
	Staff Benefits	\$ -	\$ 500,000	\$ -	\$ -	\$ 500,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 1,251,000	\$ -	\$ -	\$ 1,251,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ 944,000	\$ -	\$ -	\$ 944,000
	Utilities	\$ -	\$ 33,000	\$ -	\$ -	\$ 33,000
	Other Expenses	\$ -	\$ 1,931,000	\$ -	\$ -	\$ 1,931,000
Expenses Total		\$ -	\$ 5,611,000	\$ -	\$ -	\$ 5,611,000
Net Transfers		\$ -	\$ (1,268,000)	\$ -	\$ -	\$ (1,268,000)
Change in Fund Balance			\$ (759,000)	\$ -	\$ -	\$ (759,000)
Ending Fund Balance			\$ 2,218,000	\$ -	\$ -	\$ 2,218,000
Athletics		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 672,000	\$ -	\$ -	\$ 672,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ 19,262,000	\$ -	\$ -	\$ 19,262,000
	Sales & Services	\$ -	\$ 10,491,000	\$ -	\$ -	\$ 10,491,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ 6,016,000	\$ -	\$ 541,000	\$ 6,557,000
	Other Revenues	\$ -	\$ 2,700,000	\$ -	\$ -	\$ 2,700,000
Revenues Total		\$ -	\$ 38,469,000	\$ -	\$ 541,000	\$ 39,010,000
Expenses	Salaries and Wages	\$ -	\$ 11,902,000	\$ -	\$ 335,000	\$ 12,237,000
	Staff Benefits	\$ -	\$ 2,953,000	\$ -	\$ 162,000	\$ 3,115,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 8,549,000	\$ -	\$ 44,000	\$ 8,593,000
	Scholarships & Fellowships	\$ -	\$ 6,437,000	\$ -	\$ -	\$ 6,437,000
	Debt Service	\$ -	\$ 5,712,000	\$ -	\$ -	\$ 5,712,000
	Utilities	\$ -	\$ 840,000	\$ -	\$ -	\$ 840,000
	Other Expenses	\$ -	\$ 2,075,000	\$ -	\$ -	\$ 2,075,000
Expenses Total		\$ -	\$ 38,468,000	\$ -	\$ 541,000	\$ 39,009,000
Net Transfers		\$ -	\$ (130,000)	\$ -	\$ -	\$ (130,000)
Change in Fund Balance			\$ (129,000)	\$ -	\$ -	\$ (129,000)
Ending Fund Balance			\$ 543,000	\$ -	\$ -	\$ 543,000

**Appalachian State University- Unit Breakout
FY 2023-24 All-Funds Budget**

Student Health		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 3,616,000	\$ -	\$ -	\$ 3,616,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ 6,213,000	\$ -	\$ -	\$ 6,213,000
	Sales & Services	\$ -	\$ 189,000	\$ -	\$ -	\$ 189,000
	Patient Services	\$ -	\$ 800,000	\$ -	\$ -	\$ 800,000
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ -	\$ 7,202,000	\$ -	\$ -	\$ 7,202,000
Expenses	Salaries and Wages	\$ -	\$ 4,373,000	\$ -	\$ -	\$ 4,373,000
	Staff Benefits	\$ -	\$ 1,619,000	\$ -	\$ -	\$ 1,619,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 974,000	\$ -	\$ -	\$ 974,000
	Scholarships & Fellowships	\$ -	\$ 15,000	\$ -	\$ -	\$ 15,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 70,000	\$ -	\$ -	\$ 70,000
	Other Expenses	\$ -	\$ 112,000	\$ -	\$ -	\$ 112,000
Expenses Total		\$ -	\$ 7,163,000	\$ -	\$ -	\$ 7,163,000
Net Transfers		\$ -	\$ (534,000)	\$ -	\$ -	\$ (534,000)
Change in Fund Balance			\$ (495,000)	\$ -	\$ -	\$ (495,000)
Ending Fund Balance			\$ 3,121,000	\$ -	\$ -	\$ 3,121,000
Other Auxiliaries		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ 10,000,000	\$ -	\$ -	\$ 10,000,000
	Sales & Services	\$ -	\$ 6,466,000	\$ -	\$ -	\$ 6,466,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ 150,000	\$ -	\$ -	\$ 150,000
	Other Revenues	\$ -	\$ 234,000	\$ -	\$ -	\$ 234,000
Revenues Total		\$ -	\$ 16,850,000	\$ -	\$ -	\$ 16,850,000
Expenses	Salaries and Wages	\$ -	\$ 2,376,000	\$ -	\$ -	\$ 2,376,000
	Staff Benefits	\$ -	\$ 815,000	\$ -	\$ -	\$ 815,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 11,899,000	\$ -	\$ -	\$ 11,899,000
	Scholarships & Fellowships	\$ -	\$ 1,300,000	\$ -	\$ -	\$ 1,300,000
	Debt Service	\$ -	\$ 604,000	\$ -	\$ -	\$ 604,000
	Utilities	\$ -	\$ 160,000	\$ -	\$ -	\$ 160,000
	Other Expenses	\$ -	\$ 20,000	\$ -	\$ -	\$ 20,000
Expenses Total		\$ -	\$ 17,174,000	\$ -	\$ -	\$ 17,174,000
Net Transfers		\$ -	\$ (589,000)	\$ -	\$ -	\$ (589,000)
Change in Fund Balance			\$ (913,000)	\$ -	\$ -	\$ (913,000)

ECU All Funds Budget

East Carolina University remains steadfast in our commitment to be a national model for student success, public service, and regional transformation. Through education, research, health care, community engagement, cultural enrichment and more, ECU enhances the quality of life for our students, our region, our state, and our world.

Future focused. Innovation driven. is ECU's strategic plan for 2023-2028. A refresh of the university's 2017-2022 strategic plan, it highlights the intersection of ECU's mission, vision, and values for advancing the university during the next five years. The plan, which launched in April 2023, sets ambitious vision priorities focused on social and economic mobility, workforce success, and rural health and well-being. During the summer, we will launch planning efforts across divisions to align with the new strategic plan.

ECU continues its focus on strategic enrollment initiatives, including improving retention and graduation rates, growing enrollment pipelines – which includes expansion of out of state students and adult learners, and strategic growth in high demand programs. We launched a partnership this Spring with University Admissions, University communications, and a 3rd party to collaborate and enhance ECU's academic reputation and marketing to attract faculty, parents and partners. This collaboration will extend into next fiscal year.

ECU and MrBeast, LLC., signed an exclusive educational partnership that is developing a non-curricular credentialing program to address the growing demand for a skilled workforce in the creator industry. The content creator industry, with a worldwide valuation more than \$100 billion in 2022, is seen as an emerging leader of the global economy. This program will not focus on finding the next YouTube star, but instead will provide training and credentialing for employees who work for the companies that produce creator content. The first cohort of students is expected in late Fall 2023.

Research remains a strategic priority for the University. ECU is investing in people, tools, and facilities to seek solutions to societal challenges and areas of strategic priority including education, health and well-being, coastal change and resiliency, rural economic and community development, and advanced manufacturing. Through partnerships and discovery, we will be a force for rural progress, achievement, and growth. Between 2017 and 2022, ECU doubled its sponsored awards from about \$40 million to \$82.1 million annually. Planned expenditures for fiscal year 2024 include investment in core facilities and shared equipment to advance ECU's contributions across the research enterprise. Our plan is to grow large, multidisciplinary projects funded by federal agencies. To accomplish this goal, we are investing by providing seed funding for new ECU faculty researchers with active research programs. We will also make research infrastructure investments to facilitate the administration and compliance of extramurally sponsored activities. Together, these expenditures will enable ECU to leverage the expertise of faculty in life and physical sciences, along with engineering

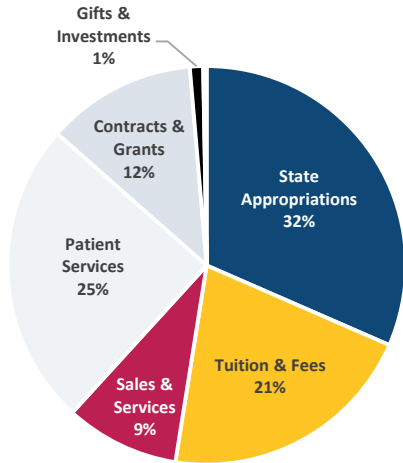
social sciences and the humanities to address issues germane to the region, state, nation and the world. Growing the number of students participating in research projects – both at the graduate and undergraduate levels – is one strategy ECU is using to meet employer demands for a workforce with analytical and critical thinking skills that complement their technical training. Additionally, the University plans to expand faculty professional development opportunities that encourage faculty engagement in extramurally supported research.

Our third area of focus is affordability. Student fee supported areas and auxiliaries underwent a review of operations and identified areas of need based on facilities, staffing, and programming offered throughout the units. The evaluation yielded permanent and temporary realignments within the student activities fee. The total approved increase for student activities fee for 2024 is \$16. By realigning these fees, the University is ensuring the continuity of operations and improved ability to respond to issues within areas that operate facilities. On an ongoing basis, leadership will continue reviewing these operations to ensure they are structured at an appropriate size and with appropriate programs and services that are in alignment with both enrollment and the strategic plans of the UNC System and ECU.

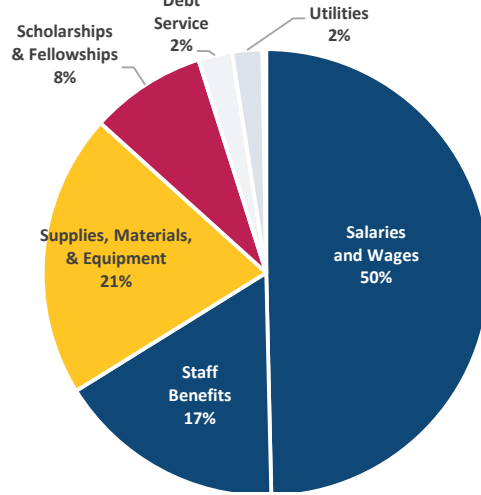
Cost challenges for next year include competitive labor markets and the inflationary impact of supplies, materials, and services. The labor market adjustment reserve from the General Assembly in 2023 provided much needed resources for state funded positions, however, nonstate funds had similar costs added without new resources. The university continues to absorb the growing impact of inflationary increases, limiting our ability to reallocate funding to new initiatives.

ECU continuously monitors its financial performance with monthly metrics identified and reported to the Board of Trustees at each regularly scheduled meeting. ECU monitors its nonstate activity with central oversight and approval for all capital spending and use of reserves. Resource reallocation is managed centrally by the Chancellor and senior leadership team based on university priorities. Annually, at the completion of the financial statement audit, financial ratios, including Composite Financial Index is calculated and evaluated.

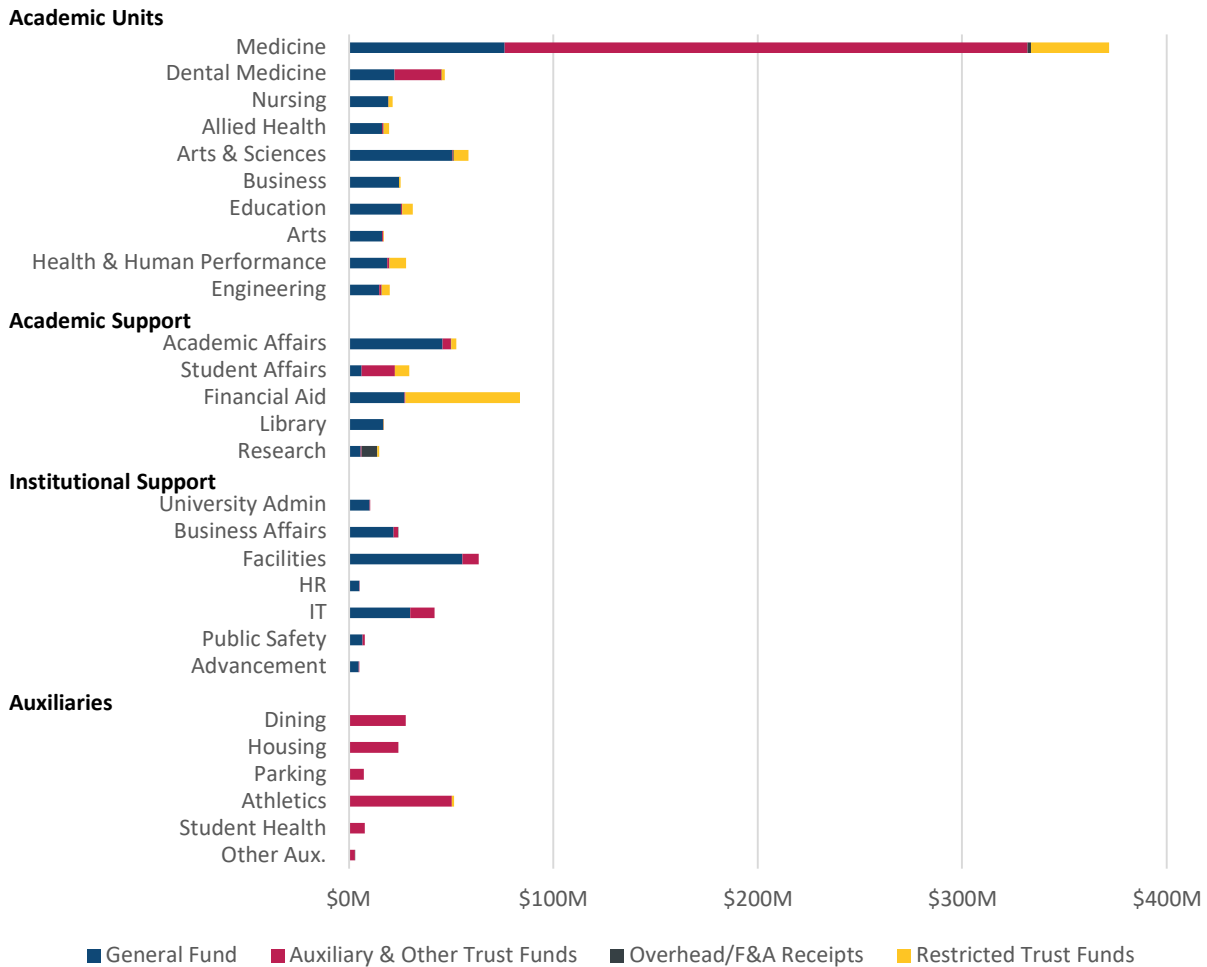
Budgeted Revenue (FY24)



Budgeted Expenses (FY24)



Operating Expenses by Unit



**East Carolina University
FY 2023-24 All-Funds Budget**

		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriations	\$ 349,182,000	\$ -	\$ -	\$ -	\$ 349,182,000
	Tuition & Fees	\$ 169,916,000	\$ 53,655,000	\$ -	\$ 8,344,000	\$ 231,915,000
	<i>Less Discounts and Allowances</i>	\$ (17,113,000)	\$ (5,519,000)	\$ -	\$ (35,858,000)	\$ (58,490,000)
	Sales & Services	\$ 1,835,000	\$ 97,928,000	\$ -	\$ 2,816,000	\$ 102,579,000
	Patient Services	\$ -	\$ 272,523,000	\$ -	\$ 1,112,000	\$ 273,635,000
	Contracts & Grants	\$ 1,614,000	\$ 246,000	\$ 12,059,000	\$ 120,595,000	\$ 134,514,000
	Gifts & Investments	\$ -	\$ 9,464,000	\$ -	\$ 2,273,000	\$ 11,737,000
	Other Revenues	\$ 741,000	\$ 2,414,000	\$ -	\$ -	\$ 3,155,000
Revenues Total		\$ 506,175,000	\$ 430,711,000	\$ 12,059,000	\$ 99,282,000	\$ 1,048,227,000
Expenses	Salaries and Wages	\$ 310,446,000	\$ 205,014,000	\$ 4,136,000	\$ 31,334,000	\$ 550,930,000
	Staff Benefits	\$ 104,547,000	\$ 68,640,000	\$ 1,287,000	\$ 8,779,000	\$ 183,253,000
	Services, Supplies, Materials, & Equip.	\$ 57,277,000	\$ 134,423,000	\$ 5,041,000	\$ 30,999,000	\$ 227,740,000
	Scholarships & Fellowships	\$ 27,567,000	\$ 8,745,000	\$ 7,000	\$ 56,860,000	\$ 93,179,000
	<i>Less Discounts and Allowances</i>	\$ (17,113,000)	\$ (5,519,000)	\$ -	\$ (35,858,000)	\$ (58,490,000)
	Debt Service	\$ -	\$ 19,078,000	\$ -	\$ 8,179,000	\$ 27,257,000
	Utilities	\$ 23,399,000	\$ 571,000	\$ -	\$ 33,000	\$ 24,003,000
	Other Expenses	\$ 3,191,000	\$ -	\$ -	\$ 3,000	\$ 3,194,000
Expenses Total		\$ 509,314,000	\$ 430,952,000	\$ 10,471,000	\$ 100,329,000	\$ 1,051,066,000
Net Transfers		\$ (1,952,000)	\$ (3,789,000)	\$ (725,000)	\$ (3,713,000)	\$ (10,179,000)
Change in Fund Balance			\$ (4,030,000)	\$ 863,000	\$ (4,760,000)	\$ (7,927,000)

**East Carolina University- Unit Breakout
FY 2023-24 All-Funds Budget**

College of Arts and Sciences		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 50,464,000	\$ 189,000	\$ -	\$ -	\$ 50,653,000
	Sales & Services	\$ 3,000	\$ 48,000	\$ -	\$ -	\$ 51,000
	Patient Services	\$ -	\$ 21,000	\$ -	\$ -	\$ 21,000
	Contracts & Grants	\$ -	\$ -	\$ 568,000	\$ 6,988,000	\$ 7,556,000
	Gifts & Investments	\$ -	\$ 3,000	\$ -	\$ 239,000	\$ 242,000
	Other Revenues	\$ -	\$ 65,000	\$ -	\$ -	\$ 65,000
Revenues Total		\$ 50,466,000	\$ 325,000	\$ 568,000	\$ 7,227,000	\$ 58,588,000
Expenses	Salaries and Wages	\$ 36,164,000	\$ 47,000	\$ 35,000	\$ 2,873,000	\$ 39,119,000
	Staff Benefits	\$ 12,900,000	\$ 10,000	\$ 6,000	\$ 365,000	\$ 13,281,000
	Services, Supplies, Materials, & Equip.	\$ 1,402,000	\$ 320,000	\$ 354,000	\$ 3,755,000	\$ 5,831,000
	Scholarships & Fellowships	\$ -	\$ 5,000	\$ -	\$ 208,000	\$ 213,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 50,466,000	\$ 381,000	\$ 395,000	\$ 7,201,000	\$ 58,444,000
Net Transfers		\$ -	\$ 46,000	\$ (73,000)	\$ (38,000)	\$ (65,000)
Change in Fund Balance			\$ (10,000)	\$ 100,000	\$ (12,000)	\$ 78,000

**East Carolina University- Unit Breakout
FY 2023-24 All-Funds Budget**

College of Business	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total	
Revenues	State Appropriation, Tuition, & Fees	\$ 24,428,000	\$ 23,000	\$ -	\$ -	\$ 24,451,000
	Sales & Services	\$ -	\$ 26,000	\$ -	\$ -	\$ 26,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 40,000	\$ 325,000	\$ 365,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 343,000	\$ 343,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 24,428,000	\$ 49,000	\$ 40,000	\$ 668,000	\$ 25,185,000
Expenses	Salaries and Wages	\$ 17,602,000	\$ 30,000	\$ 6,000	\$ 450,000	\$ 18,088,000
	Staff Benefits	\$ 5,830,000	\$ 10,000	\$ -	\$ 91,000	\$ 5,931,000
	Services, Supplies, Materials, & Equip.	\$ 840,000	\$ 72,000	\$ 21,000	\$ 183,000	\$ 1,116,000
	Scholarships & Fellowships	\$ 156,000	\$ -	\$ -	\$ 17,000	\$ 173,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 24,428,000	\$ 113,000	\$ 27,000	\$ 741,000	\$ 25,308,000
Net Transfers		\$ -	\$ (4,000)	\$ (1,000)	\$ -	\$ (5,000)
Change in Fund Balance			\$ (68,000)	\$ 12,000	\$ (73,000)	\$ (129,000)

**East Carolina University- Unit Breakout
FY 2023-24 All-Funds Budget**

College of Education	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total	
Revenues	State Appropriation, Tuition, & Fees	\$ 23,903,000	\$ 3,000	\$ -	\$ -	\$ 23,906,000
	Sales & Services	\$ -	\$ 396,000	\$ -	\$ 2,800,000	\$ 3,196,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ 1,474,000	\$ -	\$ 72,000	\$ 3,904,000	\$ 5,450,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 232,000	\$ 232,000
	Other Revenues	\$ -	\$ 10,000	\$ -	\$ -	\$ 10,000
Revenues Total		\$ 25,376,000	\$ 409,000	\$ 72,000	\$ 6,936,000	\$ 32,794,000
Expenses	Salaries and Wages	\$ 16,316,000	\$ 12,000	\$ -	\$ 1,309,000	\$ 17,637,000
	Staff Benefits	\$ 5,729,000	\$ 5,000	\$ -	\$ 372,000	\$ 6,106,000
	Services, Supplies, Materials, & Equip.	\$ 3,326,000	\$ 424,000	\$ 144,000	\$ 3,330,000	\$ 7,224,000
	Scholarships & Fellowships	\$ -	\$ 50,000	\$ -	\$ 204,000	\$ 254,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ 6,000	\$ -	\$ -	\$ -	\$ 6,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 25,376,000	\$ 491,000	\$ 144,000	\$ 5,214,000	\$ 31,227,000
Net Transfers		\$ -	\$ 4,000	\$ (1,000)	\$ (3,072,000)	\$ (3,069,000)
Change in Fund Balance			\$ (78,000)	\$ (73,000)	\$ (1,350,000)	\$ (1,501,000)

**East Carolina University- Unit Breakout
FY 2023-24 All-Funds Budget**

College of Fine Arts and Communication		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 16,275,000	\$ 71,000	\$ -	\$ -	\$ 16,346,000
	Sales & Services	\$ -	\$ 417,000	\$ -	\$ 2,000	\$ 419,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 2,000	\$ 153,000	\$ 155,000
	Gifts & Investments	\$ -	\$ 21,000	\$ -	\$ 176,000	\$ 197,000
	Other Revenues	\$ -	\$ 2,000	\$ -	\$ -	\$ 2,000
Revenues Total		\$ 16,275,000	\$ 510,000	\$ 2,000	\$ 331,000	\$ 17,119,000
Expenses	Salaries and Wages	\$ 11,435,000	\$ 44,000	\$ -	\$ 26,000	\$ 11,505,000
	Staff Benefits	\$ 4,140,000	\$ 2,000	\$ -	\$ 6,000	\$ 4,148,000
	Services, Supplies, Materials, & Equip.	\$ 700,000	\$ 452,000	\$ -	\$ 262,000	\$ 1,414,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ 53,000	\$ 53,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 16,275,000	\$ 498,000	\$ -	\$ 347,000	\$ 17,120,000
Net Transfers		\$ -	\$ (3,000)	\$ -	\$ (24,000)	\$ (27,000)
Change in Fund Balance			\$ 9,000	\$ 2,000	\$ (40,000)	\$ (29,000)

**East Carolina University- Unit Breakout
FY 2023-24 All-Funds Budget**

College of Health and Human Performance		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 18,667,000	\$ 101,000	\$ -	\$ -	\$ 18,768,000
	Sales & Services	\$ -	\$ 838,000	\$ -	\$ -	\$ 838,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 296,000	\$ 7,551,000	\$ 7,847,000
	Gifts & Investments	\$ -	\$ 5,000	\$ -	\$ 161,000	\$ 166,000
	Other Revenues	\$ -	\$ 61,000	\$ -	\$ -	\$ 61,000
Revenues Total		\$ 18,667,000	\$ 1,004,000	\$ 296,000	\$ 7,712,000	\$ 27,680,000
Expenses	Salaries and Wages	\$ 13,269,000	\$ 356,000	\$ 20,000	\$ 3,455,000	\$ 17,100,000
	Staff Benefits	\$ 4,723,000	\$ 186,000	\$ 6,000	\$ 1,049,000	\$ 5,964,000
	Services, Supplies, Materials, & Equip.	\$ 671,000	\$ 453,000	\$ 185,000	\$ 3,537,000	\$ 4,846,000
	Scholarships & Fellowships	\$ 5,000	\$ 5,000	\$ -	\$ 23,000	\$ 33,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 18,667,000	\$ 1,000,000	\$ 211,000	\$ 8,064,000	\$ 27,943,000
Net Transfers		\$ -	\$ (9,000)	\$ (4,000)	\$ -	\$ (13,000)
Change in Fund Balance			\$ (5,000)	\$ 81,000	\$ (352,000)	\$ (276,000)

**East Carolina University- Unit Breakout
FY 2023-24 All-Funds Budget**

College of Engineering and Technology		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 14,792,000	\$ 883,000	\$ -	\$ -	\$ 15,675,000
	Sales & Services	\$ -	\$ 1,000	\$ -	\$ -	\$ 1,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 112,000	\$ 3,873,000	\$ 3,985,000
	Gifts & Investments	\$ -	\$ 28,000	\$ -	\$ 31,000	\$ 59,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 14,792,000	\$ 911,000	\$ 112,000	\$ 3,904,000	\$ 19,720,000
Expenses	Salaries and Wages	\$ 10,619,000	\$ 397,000	\$ 7,000	\$ 973,000	\$ 11,996,000
	Staff Benefits	\$ 3,653,000	\$ 189,000	\$ 1,000	\$ 189,000	\$ 4,032,000
	Services, Supplies, Materials, & Equip.	\$ 520,000	\$ 581,000	\$ 41,000	\$ 2,325,000	\$ 3,467,000
	Scholarships & Fellowships	\$ -	\$ 2,000	\$ -	\$ 460,000	\$ 462,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 14,792,000	\$ 1,169,000	\$ 49,000	\$ 3,947,000	\$ 19,957,000
Net Transfers		\$ -	\$ (27,000)	\$ (7,000)	\$ -	\$ (34,000)
Change in Fund Balance			\$ (285,000)	\$ 56,000	\$ (43,000)	\$ (272,000)

**East Carolina University- Unit Breakout
FY 2023-24 All-Funds Budget**

College of Allied Health		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 16,153,000	\$ 20,000	\$ -	\$ -	\$ 16,173,000
	Sales & Services	\$ -	\$ 235,000	\$ -	\$ -	\$ 235,000
	Patient Services	\$ -	\$ 505,000	\$ -	\$ -	\$ 505,000
	Contracts & Grants	\$ -	\$ -	\$ 121,000	\$ 2,665,000	\$ 2,786,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 26,000	\$ 26,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 140,000	\$ 760,000	\$ 121,000	\$ 2,691,000	\$ 19,725,000
Expenses	Salaries and Wages	\$ 11,225,000	\$ 40,000	\$ 5,000	\$ 1,239,000	\$ 12,509,000
	Staff Benefits	\$ 3,851,000	\$ 18,000	\$ 2,000	\$ 259,000	\$ 4,130,000
	Services, Supplies, Materials, & Equip.	\$ 1,049,000	\$ 629,000	\$ 47,000	\$ 1,160,000	\$ 2,885,000
	Scholarships & Fellowships	\$ 28,000	\$ 16,000	\$ -	\$ 8,000	\$ 52,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 16,153,000	\$ 703,000	\$ 54,000	\$ 2,665,000	\$ 19,576,000
Net Transfers		\$ -	\$ (73,000)	\$ (8,000)	\$ -	\$ (81,000)
Change in Fund Balance			\$ (16,000)	\$ 59,000	\$ 26,000	\$ 69,000

**East Carolina University- Unit Breakout
FY 2023-24 All-Funds Budget**

College of Nursing	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total	
Revenues	State Appropriation, Tuition, & Fees	\$ 19,143,000	\$ 14,000	\$ -	\$ -	\$ 19,157,000
	Sales & Services	\$ -	\$ 221,000	\$ -	\$ -	\$ 221,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 41,000	\$ 1,980,000	\$ 2,021,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 72,000	\$ 72,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 19,143,000	\$ 235,000	\$ 41,000	\$ 2,053,000	\$ 21,471,000
Expenses	Salaries and Wages	\$ 13,436,000	\$ 133,000	\$ 5,000	\$ 957,000	\$ 14,531,000
	Staff Benefits	\$ 4,654,000	\$ 47,000	\$ 2,000	\$ 235,000	\$ 4,938,000
	Services, Supplies, Materials, & Equip.	\$ 810,000	\$ 45,000	\$ 4,000	\$ 454,000	\$ 1,313,000
	Scholarships & Fellowships	\$ 242,000	\$ -	\$ -	\$ 404,000	\$ 646,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 19,143,000	\$ 225,000	\$ 10,000	\$ 2,050,000	\$ 21,428,000
Net Transfers		\$ -	\$ -	\$ -	\$ (1,000)	\$ (1,000)
Change in Fund Balance			\$ 10,000	\$ 31,000	\$ 2,000	\$ 43,000

**East Carolina University- Unit Breakout
FY 2023-24 All-Funds Budget**

School of Dental Medicine		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 22,352,000	\$ 1,065,000	\$ -	\$ -	\$ 23,417,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	-
	Patient Services	\$ -	\$ 20,949,000	\$ -	\$ -	\$ 20,949,000
	Contracts & Grants	\$ -	\$ -	\$ 26,000	\$ 1,466,000	\$ 1,492,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	-
	Other Revenues	\$ -	\$ -	\$ -	\$ -	-
Revenues Total		\$ 22,352,000	\$ 22,014,000	\$ 26,000	\$ 1,466,000	\$ 45,858,000
Expenses	Salaries and Wages	\$ 15,887,000	\$ 12,839,000	\$ -	\$ 572,000	\$ 29,298,000
	Staff Benefits	\$ 4,582,000	\$ 4,527,000	\$ -	\$ 174,000	\$ 9,283,000
	Services, Supplies, Materials, & Equip.	\$ 1,882,000	\$ 5,627,000	\$ 24,000	\$ 162,000	\$ 7,695,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ 558,000	\$ 558,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	-
	Utilities	\$ -	\$ -	\$ -	\$ -	-
	Other Expenses	\$ -	\$ -	\$ -	\$ -	-
Expenses Total		\$ 22,352,000	\$ 22,993,000	\$ 24,000	\$ 1,466,000	\$ 46,834,000
Net Transfers		\$ -	\$ (374,000)	\$ -	\$ -	\$ (374,000)
Change in Fund Balance			\$ (1,353,000)	\$ 2,000	\$ -	\$ (1,351,000)

**East Carolina University- Unit Breakout
FY 2023-24 All-Funds Budget**

School of Medicine	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues					
State Appropriation, Tuition, & Fees	\$ 78,166,000	\$ 234,000	\$ -	\$ -	\$ 78,400,000
Sales & Services	\$ -	\$ 850,000	\$ -	\$ 21,000	\$ 871,000
Patient Services	\$ -	\$ 251,958,000	\$ -	\$ 1,112,000	\$ 253,070,000
Contracts & Grants	\$ -	\$ 100,000	\$ 2,238,000	\$ 32,450,000	\$ 34,788,000
Gifts & Investments	\$ -	\$ 675,000	\$ -	\$ 785,000	\$ 1,460,000
Other Revenues	\$ -	\$ 41,000	\$ -	\$ -	\$ 41,000
Revenues Total	\$ 78,166,000	\$ 253,858,000	\$ 2,238,000	\$ 34,368,000	\$ 368,630,000
Expenses					
Salaries and Wages	\$ 55,108,000	\$ 144,505,000	\$ 613,000	\$ 16,536,000	\$ 216,762,000
Staff Benefits	\$ 16,145,000	\$ 46,430,000	\$ 178,000	\$ 5,663,000	\$ 68,416,000
Services, Supplies, Materials, & Equip.	\$ 4,941,000	\$ 64,834,000	\$ 978,000	\$ 15,901,000	\$ 86,654,000
Scholarships & Fellowships	\$ -	\$ -	\$ 7,000	\$ -	\$ 7,000
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
Utilities	\$ 20,000	\$ -	\$ -	\$ 33,000	\$ 53,000
Other Expenses	\$ -	\$ -	\$ -	\$ 3,000	\$ 3,000
Expenses Total	\$ 76,214,000	\$ 255,769,000	\$ 1,775,000	\$ 38,136,000	\$ 371,895,000
Net Transfers	\$ (1,952,000)	\$ (9,756,000)	\$ (48,000)	\$ 3,228,000	\$ (8,528,000)
Change in Fund Balance		\$ (11,667,000)	\$ 415,000	\$ (540,000)	\$ (11,792,000)

**East Carolina University- Unit Breakout
FY 2023-24 All-Funds Budget**

Academic Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 45,470,000	\$ 1,321,000	\$ -	\$ -	\$ 46,791,000
	Sales & Services	\$ 163,000	\$ 2,729,000	\$ -	\$ -	\$ 2,892,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ 140,000	\$ -	\$ 260,000	\$ 2,443,000	\$ 2,843,000
	Gifts & Investments	\$ -	\$ 11,000	\$ -	\$ 45,000	\$ 56,000
	Other Revenues	\$ -	\$ 23,000	\$ -	\$ -	\$ 23,000
Revenues Total		\$ 45,773,000	\$ 4,083,000	\$ 260,000	\$ 2,488,000	\$ 52,605,000
Expenses	Salaries and Wages	\$ 31,611,000	\$ 191,000	\$ 13,000	\$ 962,000	\$ 32,777,000
	Staff Benefits	\$ 8,705,000	\$ 72,000	\$ -	\$ 238,000	\$ 9,015,000
	Services, Supplies, Materials, & Equip.	\$ 5,448,000	\$ 3,877,000	\$ 23,000	\$ 1,268,000	\$ 10,616,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ 80,000	\$ 80,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ 9,000	\$ -	\$ -	\$ -	\$ 9,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 45,773,000	\$ 4,139,000	\$ 36,000	\$ 2,548,000	\$ 52,497,000
Net Transfers		\$ -	\$ 71,000	\$ (61,000)	\$ -	\$ 10,000
Change in Fund Balance			\$ 15,000	\$ 163,000	\$ (60,000)	\$ 118,000

**East Carolina University- Unit Breakout
FY 2023-24 All-Funds Budget**

Student Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 6,061,000	\$ 14,635,000	\$ -	\$ 7,031,000	\$ 27,727,000
	Sales & Services	\$ -	\$ 1,090,000	\$ -	\$ -	\$ 1,090,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 2,000	\$ 66,000	\$ 68,000
	Gifts & Investments	\$ -	\$ 1,000	\$ -	\$ 60,000	\$ 61,000
	Other Revenues	\$ 65,000	\$ 316,000	\$ -	\$ -	\$ 381,000
Revenues Total		\$ 6,126,000	\$ 16,042,000	\$ 2,000	\$ 7,157,000	\$ 29,327,000
Expenses	Salaries and Wages	\$ 4,172,000	\$ 7,812,000	\$ -	\$ 30,000	\$ 12,014,000
	Staff Benefits	\$ 1,553,000	\$ 2,577,000	\$ -	\$ 8,000	\$ 4,138,000
	Services, Supplies, Materials, & Equip.	\$ 401,000	\$ 4,028,000	\$ -	\$ 44,000	\$ 4,473,000
	Scholarships & Fellowships	\$ -	\$ 84,000	\$ -	\$ -	\$ 84,000
	Debt Service	\$ -	\$ 742,000	\$ -	\$ 6,959,000	\$ 7,701,000
	Utilities	\$ -	\$ 1,043,000	\$ -	\$ -	\$ 1,043,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 6,126,000	\$ 16,287,000	\$ -	\$ 7,040,000	\$ 29,453,000
Net Transfers		\$ -	\$ (511,000)	\$ -	\$ -	\$ (511,000)
Change in Fund Balance			\$ (756,000)	\$ 2,000	\$ 117,000	\$ (637,000)

**East Carolina University- Unit Breakout
FY 2023-24 All-Funds Budget**

Financial Aid		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 27,136,000	\$ 18,000	\$ -	\$ -	\$ 27,154,000
	Sales & Services	\$ -	\$ 143,000	\$ -	\$ -	\$ 143,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 55,759,000	\$ 55,759,000
	Gifts & Investments	\$ -	\$ 298,000	\$ -	\$ 21,000	\$ 319,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 27,136,000	\$ 458,000	\$ -	\$ 55,780,000	\$ 83,375,000
Expenses	Salaries and Wages	\$ -	\$ 11,000	\$ -	\$ 1,235,000	\$ 1,246,000
	Staff Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
	Services, Supplies, Materials, & Equip.	\$ -	\$ 61,000	\$ -	\$ -	\$ 61,000
	Scholarships & Fellowships	\$ 27,136,000	\$ 436,000	\$ -	\$ 54,845,000	\$ 82,417,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 27,136,000	\$ 508,000	\$ -	\$ 56,079,000	\$ 83,724,000
Net Transfers		\$ -	\$ 50,000	\$ -	\$ 299,000	\$ 349,000
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -

**East Carolina University- Unit Breakout
FY 2023-24 All-Funds Budget**

Library		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 16,527,000	\$ -	\$ -	\$ -	\$ 16,527,000
	Sales & Services	\$ 37,000	\$ 31,000	\$ -	\$ -	\$ 68,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 3,000	\$ 117,000	\$ 120,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 15,000	\$ 15,000
	Other Revenues	\$ 33,000	\$ -	\$ -	\$ -	\$ 33,000
Revenues Total		\$ 16,597,000	\$ 31,000	\$ 3,000	\$ 133,000	\$ 16,763,000
Expenses	Salaries and Wages	\$ 7,745,000	\$ -	\$ -	\$ 65,000	\$ 7,810,000
	Staff Benefits	\$ 2,767,000	\$ -	\$ -	\$ 19,000	\$ 2,786,000
	Services, Supplies, Materials, & Equip.	\$ 6,085,000	\$ 23,000	\$ 5,000	\$ 71,000	\$ 6,184,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 16,597,000	\$ 23,000	\$ 5,000	\$ 155,000	\$ 16,780,000
Net Transfers		\$ -	\$ (1,000)	\$ -	\$ -	\$ (1,000)
Change in Fund Balance			\$ 7,000	\$ (2,000)	\$ (22,000)	\$ (17,000)

**East Carolina University- Unit Breakout
FY 2023-24 All-Funds Budget**

Sponsored Research		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 5,680,000	\$ -	\$ -	\$ -	\$ 5,680,000
	Sales & Services	\$ -	\$ 150,000	\$ -	\$ -	\$ 150,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ 146,000	\$ 8,278,000	\$ 855,000	\$ 9,279,000
	Gifts & Investments	\$ -	\$ 9,000	\$ -	\$ -	\$ 9,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 5,680,000	\$ 305,000	\$ 8,278,000	\$ 855,000	\$ 15,118,000
Expenses	Salaries and Wages	\$ 2,544,000	\$ 186,000	\$ 3,409,000	\$ 652,000	\$ 6,791,000
	Staff Benefits	\$ 924,000	\$ 81,000	\$ 1,085,000	\$ 111,000	\$ 2,201,000
	Services, Supplies, Materials, & Equip.	\$ 2,212,000	\$ 176,000	\$ 3,282,000	\$ 90,000	\$ 5,760,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 5,680,000	\$ 443,000	\$ 7,776,000	\$ 854,000	\$ 14,752,000
Net Transfers		\$ -	\$ 94,000	\$ (558,000)	\$ -	\$ (464,000)
Change in Fund Balance			\$ (44,000)	\$ (56,000)	\$ 1,000	\$ (99,000)

**East Carolina University- Unit Breakout
FY 2023-24 All-Funds Budget**

University Administration		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 10,020,000	\$ -	\$ -	\$ -	10,020,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	-
	Patient Services	\$ -	\$ -	\$ -	\$ -	-
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	-
	Gifts & Investments	\$ -	\$ 177,000	\$ -	\$ -	177,000
	Other Revenues	\$ -	\$ 1,000	\$ -	\$ -	1,000
Revenues Total		\$ 10,020,000	\$ 178,000	\$ -	\$ -	10,198,000
Expenses	Salaries and Wages	\$ 6,826,000	\$ 124,000	\$ -	\$ -	6,950,000
	Staff Benefits	\$ 2,350,000	\$ 51,000	\$ -	\$ -	2,401,000
	Services, Supplies, Materials, & Equip.	\$ 844,000	\$ 250,000	\$ -	\$ -	1,094,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	-
	Debt Service	\$ -	\$ -	\$ -	\$ -	-
	Utilities	\$ 1,000	\$ 4,000	\$ -	\$ -	5,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	-
Expenses Total		\$ 10,020,000	\$ 428,000	\$ -	\$ -	10,450,000
Net Transfers		\$ -	\$ 77,000	\$ -	\$ -	77,000
Change in Fund Balance			\$ (173,000)	\$ -	\$ -	(173,000)

**East Carolina University- Unit Breakout
FY 2023-24 All-Funds Budget**

Business Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 21,134,000	\$ 99,000	\$ -	\$ -	\$ 21,233,000
	Sales & Services	\$ -	\$ 323,000	\$ -	\$ -	\$ 323,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ 2,545,000	\$ -	\$ 55,000	\$ 2,600,000
	Other Revenues	\$ 643,000	\$ 556,000	\$ -	\$ -	\$ 1,199,000
Revenues Total		\$ 21,777,000	\$ 3,523,000	\$ -	\$ 55,000	\$ 25,355,000
Expenses	Salaries and Wages	\$ 11,032,000	\$ 265,000	\$ -	\$ -	\$ 11,297,000
	Staff Benefits	\$ 3,972,000	\$ 937,000	\$ -	\$ -	\$ 4,909,000
	Services, Supplies, Materials, & Equip.	\$ 3,823,000	\$ 875,000	\$ -	\$ -	\$ 4,698,000
	Scholarships & Fellowships	\$ -	\$ 150,000	\$ -	\$ -	\$ 150,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 2,950,000	\$ -	\$ -	\$ -	\$ 2,950,000
Expenses Total		\$ 21,777,000	\$ 2,227,000	\$ 1,000	\$ -	\$ 24,004,000
Net Transfers		\$ -	\$ (773,000)	\$ -	\$ -	\$ (773,000)
Change in Fund Balance			\$ 523,000	\$ (1,000)	\$ 55,000	\$ 577,000

**East Carolina University- Unit Breakout
FY 2023-24 All-Funds Budget**

Facilities		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 48,404,000	\$ 113,000	\$ -	\$ -	48,517,000
	Sales & Services	\$ 7,105,000	\$ 1,392,000	\$ -	\$ -	8,497,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	-
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	-
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	-
	Other Revenues	\$ -	\$ -	\$ -	\$ -	-
Revenues Total		\$ 55,509,000	\$ 1,504,000	\$ -	\$ -	57,014,000
Expenses	Salaries and Wages	\$ 17,668,000	\$ 5,218,000	\$ -	\$ -	22,886,000
	Staff Benefits	\$ 7,571,000	\$ 2,693,000	\$ -	\$ -	10,264,000
	Services, Supplies, Materials, & Equip.	\$ 6,879,000	\$ 65,000	\$ -	\$ -	6,944,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	-
	Debt Service	\$ -	\$ -	\$ -	\$ -	-
	Utilities	\$ 23,391,000	\$ -	\$ -	\$ -	23,391,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	-
Expenses Total		\$ 55,509,000	\$ 7,977,000	\$ -	\$ -	63,485,000
Net Transfers		\$ -	\$ 6,473,000	\$ -	\$ -	6,473,000
Change in Fund Balance			\$ -	\$ -	\$ -	-

**East Carolina University- Unit Breakout
FY 2023-24 All-Funds Budget**

Human Resources		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 5,071,000	\$ -	\$ -	\$ -	5,071,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	-
	Patient Services	\$ -	\$ -	\$ -	\$ -	-
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	-
	Gifts & Investments	\$ -	\$ 58,000	\$ -	\$ -	58,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	-
Revenues Total		\$ 5,071,000	\$ 58,000	\$ -	\$ -	5,129,000
Expenses	Salaries and Wages	\$ 3,599,000	\$ -	\$ -	\$ -	3,599,000
	Staff Benefits	\$ 1,286,000	\$ -	\$ -	\$ -	1,286,000
	Services, Supplies, Materials, & Equip.	\$ 186,000	\$ 47,000	\$ -	\$ -	233,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	-
	Debt Service	\$ -	\$ -	\$ -	\$ -	-
	Utilities	\$ -	\$ -	\$ -	\$ -	-
	Other Expenses	\$ -	\$ -	\$ -	\$ -	-
Expenses Total		\$ 5,071,000	\$ 47,000	\$ -	\$ -	5,118,000
Net Transfers		\$ -	\$ (13,000)	\$ -	\$ -	(13,000)
Change in Fund Balance			\$ (2,000)	\$ -	\$ -	(2,000)

**East Carolina University- Unit Breakout
FY 2023-24 All-Funds Budget**

Information Technology		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 29,629,000	\$ 9,913,000	\$ -	\$ -	39,542,000
	Sales & Services	\$ 400,000	\$ 58,000	\$ -	\$ -	458,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	-
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	-
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	-
	Other Revenues	\$ -	\$ -	\$ -	\$ -	-
Revenues Total		\$ 30,029,000	\$ 9,972,000	\$ -	\$ -	40,000,000
Expenses	Salaries and Wages	\$ 15,357,000	\$ 4,221,000	\$ -	\$ -	19,578,000
	Staff Benefits	\$ 5,146,000	\$ 1,433,000	\$ -	\$ -	6,579,000
	Services, Supplies, Materials, & Equip.	\$ 9,497,000	\$ 6,182,000	\$ -	\$ -	15,679,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	-
	Debt Service	\$ -	\$ -	\$ -	\$ -	-
	Utilities	\$ 29,000	\$ 71,000	\$ -	\$ -	100,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	-
Expenses Total		\$ 30,029,000	\$ 11,907,000	\$ -	\$ -	41,936,000
Net Transfers		\$ -	\$ 2,000,000	\$ -	\$ -	2,000,000
Change in Fund Balance			\$ 65,000	\$ -	\$ -	65,000

**East Carolina University- Unit Breakout
FY 2023-24 All-Funds Budget**

Public Safety		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 6,684,000	\$ 1,003,000	\$ -	\$ -	7,687,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	-
	Patient Services	\$ -	\$ -	\$ -	\$ -	-
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	-
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	-
	Other Revenues	\$ -	\$ -	\$ -	\$ -	-
Revenues Total		\$ 6,684,000	\$ 1,003,000	\$ -	\$ -	7,687,000
Expenses	Salaries and Wages	\$ 4,103,000	\$ 631,000	\$ -	\$ -	4,734,000
	Staff Benefits	\$ 1,772,000	\$ 298,000	\$ -	\$ -	2,070,000
	Services, Supplies, Materials, & Equip.	\$ 809,000	\$ 73,000	\$ -	\$ -	882,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	-
	Debt Service	\$ -	\$ -	\$ -	\$ -	-
	Utilities	\$ -	\$ -	\$ -	\$ -	-
	Other Expenses	\$ -	\$ -	\$ -	\$ -	-
Expenses Total		\$ 6,684,000	\$ 1,002,000	\$ -	\$ -	7,686,000
Net Transfers		\$ -	\$ (1,000)	\$ -	\$ -	(1,000)
Change in Fund Balance			\$ -	\$ -	\$ -	-

**East Carolina University- Unit Breakout
FY 2023-24 All-Funds Budget**

Advancement		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 4,764,000	\$ -	\$ -	\$ -	4,764,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	-
	Patient Services	\$ -	\$ -	\$ -	\$ -	-
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	-
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	-
	Other Revenues	\$ -	\$ -	\$ -	\$ -	-
Revenues Total		\$ 4,764,000	\$ -	\$ -	\$ -	4,764,000
Expenses	Salaries and Wages	\$ 3,162,000	\$ 307,000	\$ -	\$ -	3,469,000
	Staff Benefits	\$ 1,075,000	\$ 1,000	\$ -	\$ -	1,076,000
	Services, Supplies, Materials, & Equip.	\$ 528,000	\$ -	\$ -	\$ -	528,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	-
	Debt Service	\$ -	\$ -	\$ -	\$ -	-
	Utilities	\$ -	\$ -	\$ -	\$ -	-
	Other Expenses	\$ -	\$ -	\$ -	\$ -	-
Expenses Total		\$ 4,764,000	\$ 308,000	\$ -	\$ -	5,073,000
Net Transfers		\$ -	\$ 395,000	\$ -	\$ -	395,000
Change in Fund Balance			\$ 87,000	\$ -	\$ -	87,000

**East Carolina University- Unit Breakout
FY 2023-24 All-Funds Budget**

Dining		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 827,000	\$ -	\$ -	\$ 827,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ -	\$ -	\$ -	-
	Sales & Services	\$ -	\$ 30,313,000	\$ -	\$ -	30,313,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	-
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	-
	Gifts & Investments	\$ -	\$ 10,000	\$ -	\$ -	10,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	-
Revenues Total		\$ -	\$ 30,323,000	\$ -	\$ -	30,323,000
Expenses	Salaries and Wages	\$ -	\$ 538,000	\$ -	\$ -	538,000
	Staff Benefits	\$ -	\$ 232,000	\$ -	\$ -	232,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 23,433,000	\$ -	\$ -	23,433,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	-
	Debt Service	\$ -	\$ 2,596,000	\$ -	\$ -	2,596,000
	Utilities	\$ -	\$ 1,062,000	\$ -	\$ -	1,062,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	-
Expenses Total		\$ -	\$ 27,861,000	\$ -	\$ -	27,861,000
Net Transfers		\$ -	\$ (2,442,000)	\$ -	\$ -	(2,442,000)
Change in Fund Balance		\$ -	\$ 20,000	\$ -	\$ -	20,000
Ending Fund Balance		\$ -	\$ 847,000	\$ -	\$ -	847,000

**East Carolina University- Unit Breakout
FY 2023-24 All-Funds Budget**

Housing		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 4,115,000	\$ -	\$ -	\$ 4,115,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ -	\$ -	\$ -	\$ -
	Sales & Services	\$ -	\$ 32,426,000	\$ -	\$ -	\$ 32,426,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 1,329,000	\$ -	\$ -	\$ 1,329,000
Revenues Total		\$ -	\$ 33,754,000	\$ -	\$ -	\$ 33,755,000
Expenses	Salaries and Wages	\$ -	\$ 3,200,000	\$ -	\$ -	\$ 3,200,000
	Staff Benefits	\$ -	\$ 1,095,000	\$ -	\$ -	\$ 1,095,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 5,250,000	\$ -	\$ -	\$ 5,250,000
	Scholarships & Fellowships	\$ -	\$ 50,000	\$ -	\$ -	\$ 50,000
	Debt Service	\$ -	\$ 10,956,000	\$ -	\$ -	\$ 10,956,000
	Utilities	\$ -	\$ 3,682,000	\$ -	\$ -	\$ 3,682,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ -	\$ 24,233,000	\$ -	\$ -	\$ 24,233,000
Net Transfers		\$ -	\$ (8,084,000)	\$ -	\$ -	\$ (8,084,000)
Change in Fund Balance		\$ -	\$ 1,437,000	\$ -	\$ -	\$ 1,437,000
Ending Fund Balance		\$ -	\$ 5,552,000	\$ -	\$ -	\$ 5,553,000

**East Carolina University- Unit Breakout
FY 2023-24 All-Funds Budget**

Parking		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 8,517,000	\$ -	\$ -	\$ 8,517,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ 3,338,000	\$ -	\$ -	\$ 3,338,000
	Sales & Services	\$ -	\$ 5,114,000	\$ -	\$ -	\$ 5,114,000
	Patient Services	\$ -	-	\$ -	\$ -	-
	Contracts & Grants	\$ -	-	\$ -	\$ -	-
	Gifts & Investments	\$ -	-	\$ -	\$ -	-
	Other Revenues	\$ -	10,000	\$ -	\$ -	10,000
Revenues Total		\$ -	\$ 8,461,000	\$ -	\$ -	\$ 8,462,000
Expenses	Salaries and Wages	\$ -	\$ 2,949,000	\$ -	\$ -	\$ 2,949,000
	Staff Benefits	\$ -	\$ 833,000	\$ -	\$ -	\$ 833,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 3,079,000	\$ -	\$ -	\$ 3,079,000
	Scholarships & Fellowships	\$ -	-	\$ -	\$ -	-
	Debt Service	\$ -	\$ 294,000	\$ -	\$ -	\$ 294,000
	Utilities	\$ -	\$ 56,000	\$ -	\$ -	\$ 56,000
	Other Expenses	\$ -	-	\$ -	\$ -	-
Expenses Total		\$ -	\$ 7,211,000	\$ -	\$ -	\$ 7,211,000
Net Transfers		\$ -	\$ (610,000)	\$ -	\$ -	\$ (610,000)
Change in Fund Balance			\$ 640,000	\$ -	\$ -	\$ 640,000
Ending Fund Balance			\$ 9,157,000	\$ -	\$ -	\$ 9,158,000

**East Carolina University- Unit Breakout
FY 2023-24 All-Funds Budget**

Athletics		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 1,660,000	\$ -	\$ -	\$ 1,660,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ 14,494,000	\$ -	\$ 1,313,000	\$ 15,807,000
	Sales & Services	\$ -	\$ 23,575,000	\$ -	\$ -	\$ 23,575,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ 5,613,000	\$ -	\$ 12,000	\$ 5,625,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ -	\$ 43,682,000	\$ -	\$ 1,325,000	\$ 45,007,000
Expenses	Salaries and Wages	\$ -	\$ 16,565,000	\$ -	\$ -	\$ 16,565,000
	Staff Benefits	\$ -	\$ 4,479,000	\$ -	\$ -	\$ 4,479,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 16,252,000	\$ -	\$ 3,000	\$ 16,255,000
	Scholarships & Fellowships	\$ -	\$ 7,947,000	\$ -	\$ -	\$ 7,947,000
	Debt Service	\$ -	\$ 4,285,000	\$ -	\$ 1,220,000	\$ 5,505,000
	Utilities	\$ -	\$ 737,000	\$ -	\$ -	\$ 737,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ -	\$ 50,264,000	\$ -	\$ 1,223,000	\$ 51,488,000
Net Transfers		\$ -	\$ 6,694,000	\$ -	\$ -	\$ 6,694,000
Change in Fund Balance		\$ -	\$ 112,000	\$ -	\$ 102,000	\$ 214,000
Ending Fund Balance		\$ -	\$ 1,772,000	\$ -	\$ 102,000	\$ 1,873,000

**East Carolina University- Unit Breakout
FY 2023-24 All-Funds Budget**

Student Health		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 6,502,000	\$ -	\$ -	\$ 6,502,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ 6,037,000	\$ -	\$ -	\$ 6,037,000
	Sales & Services	\$ -	\$ 2,078,000	\$ -	\$ -	\$ 2,078,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ -	\$ 8,115,000	\$ -	\$ -	\$ 8,115,000
Expenses	Salaries and Wages	\$ -	\$ 4,339,000	\$ -	\$ -	\$ 4,339,000
	Staff Benefits	\$ -	\$ 1,928,000	\$ -	\$ -	\$ 1,928,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 1,421,000	\$ -	\$ -	\$ 1,421,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 83,000	\$ -	\$ -	\$ 83,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ -	\$ 7,771,000	\$ -	\$ -	\$ 7,771,000
Net Transfers		\$ -	\$ (418,000)	\$ -	\$ -	\$ (418,000)
Change in Fund Balance		\$ -	\$ (74,000)	\$ -	\$ -	\$ (74,000)
Ending Fund Balance		\$ -	\$ 6,428,000	\$ -	\$ -	\$ 6,428,000

**East Carolina University- Unit Breakout
FY 2023-24 All-Funds Budget**

Other Auxiliaries		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ 42,000	\$ -	\$ -	42,000
	Sales & Services	\$ -	\$ 3,494,000	\$ -	\$ -	3,494,000
	Patient Services	\$ -	\$ 49,000	\$ -	\$ -	49,000
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	-
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	-
	Other Revenues	\$ -	\$ -	\$ -	\$ -	-
Revenues Total		\$ -	\$ 3,585,000	\$ -	\$ -	3,585,000
Expenses	Salaries and Wages	\$ -	\$ 1,099,000	\$ 23,000	\$ -	1,122,000
	Staff Benefits	\$ -	\$ 508,000	\$ 7,000	\$ -	515,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 1,045,000	\$ -	\$ -	1,045,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	-
	Debt Service	\$ -	\$ 205,000	\$ -	\$ -	205,000
	Utilities	\$ -	\$ 52,000	\$ -	\$ -	52,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	-
Expenses Total		\$ -	\$ 2,909,000	\$ 30,000	\$ -	2,939,000
Net Transfers		\$ -	\$ (695,000)	\$ 32,000	\$ -	(663,000)
Change in Fund Balance			\$ (19,000)	\$ 2,000	\$ -	(17,000)



Elizabeth City State University's Fiscal Year 24 (FY24) All-Funds Budget reflects continued progress towards meeting the UNC System's strategic goals, ECSU's strategic goals, improved efficiency, financial sustainability, and minimizing enterprise risks.

The FY24 All-Funds Budget was prepared to allow ECSU to expand on the successes achieved in FY23. Despite a nationwide decline in the number of college-age students and flat tuition rates, ECSU was able to realize an increase in enrollment, improve the facilitation of degree completion, improve retention and degree efficiency, minimize cost per degree, and minimize student debt for degree holders. Additionally, our FY23 investment in the Division of University Advancement has resulted in increased participation and giving to ECSU.

The FY24 All-Funds Budget allocates new resources for additional faculty in high demand academic programs, key support staff positions, and continued reserve funding.

With student support services addressed in the FY23 budget, the resources allocated in FY24 for new faculty are critical as they allow for the expansion of our academic program offerings and learning opportunities, all which align with community demand, meets the needs of employers, and is consistent with our Strategic Plan. The new faculty positions are in Homeland Security, Sustainability Studies, Education, and Kinesiology degree programs. Each program is expanding; and additional faculty are required to deliver the curriculum and to also stay in compliance with The Southern Association of Colleges and Schools Commission on Colleges (SACSCOC).

Resources have also been allocated to hire additional professional staff to include an Associate General Counsel position, an Assistant Internal Auditor position, and an Architect/Engineer position. These positions are critical to maintain the necessary professional support for ECSU as enrollment continues to grow, capital projects increase, and to meet the increased demand for contracted services and other legal matters. Maintaining this type of support is consistent with our Strategic Plan. Regarding personnel growth, as identified last year, ECSU had a 5% drop in headcount from FY16 to FY20 per the 2016-2020 Workforce Analysis Summary; whereas the UNC System averaged an 8% increase in headcount during this time. In keeping with the strategy of maintaining a lean workforce, requests for new positions are fully vetted and must also show that they align with the ECSU Strategic Plan.

Additionally, ECSU is also continuing to invest in building its reserves. Resources have been allocated in FY24 to General Fund reserves that allow for a healthy 7/1/24 General Fund reserve of 7.82% of the overall General Fund budget. Non-General Fund use of fund balance is reserved for one-time purchases only and Trust & Auxiliary fund managers are required to budget revenues in excess of expenses in order to build a fund balance that equals one year of that fund's operating expenses.

Additional investments have been and continue to be made in reaching university-specific goals as detailed in the ECSU 2020-2025 Strategic Plan. While many of ECSU's strategic goals mirror the priorities set forth by the UNC Board of Governors and the UNC System President, ECSU has also identified the goals "ensure student services align with student needs and expectations" and to "cultivate and promote our unique Viking culture and pride". In working towards these and other Strategic Plan goals, a new, centralized ECSU Welcome Center will be the front door to campus for future Vikings and their families. This welcome center will house all of the enrollment functions in one building. It will also provide current students with direct access to key university resources in one centralized location. ECSU's FY23 and FY24 budgets reflect strategic investments to fulfill this goal.

Consistent with our Strategic Plan, the FY24 All-Funds Budget also shows ECSU'S efforts to generate greater value and efficiency with limited fiscal resources. For example, the University is conducting a campuswide review of all 3rd party technical services to determine which services can be assumed by our existing Information Technology department with the savings being used to fund new priorities. Another example of ECSU's move towards achieving greater efficiency is the strategic investment in technology in the Division of Business & Finance. Building upon efficiencies created during the past three years, the Division has purchased new travel management and budgeting software that will automate as many tasks as possible to reduce human error, save time, and add to the efficiencies of its operations.

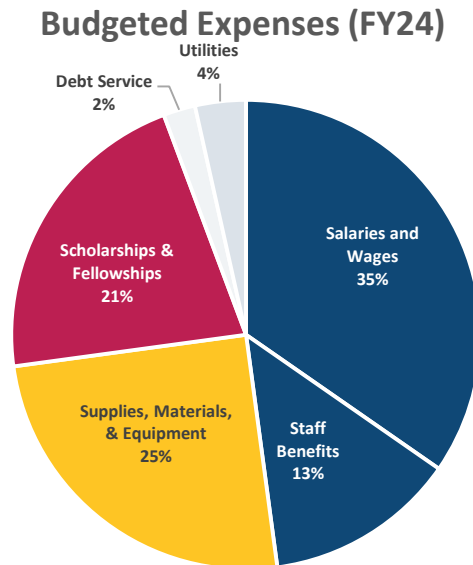
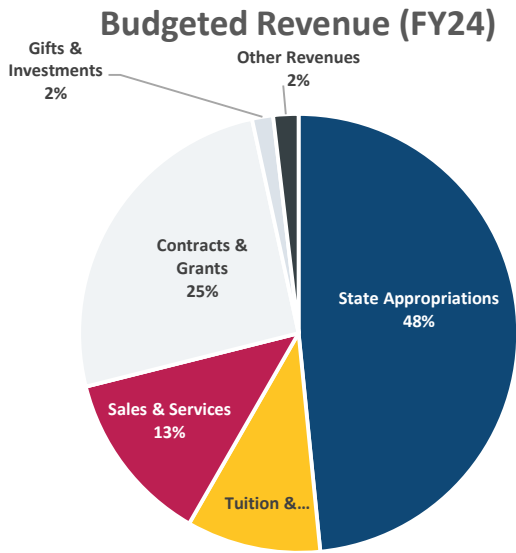
ECSU continues to make great strides towards reaching financial sustainability and limiting enterprise risk. In FY24, new recurring General Fund expenses are supported with new recurring General Fund revenues. Collective Trust and Auxiliary fund balances as well as our financial ratios continue to be at their highest level in many years. Our newly implemented reserve level policy for trust and auxiliary funds ensures that adequate reserve levels exist in future years.

These efforts were recognized in July 2022 when Moody's Investors Service upgraded ECSU's bond rating from a Baa2 (stable outlook) to a Baa1 (stable outlook). ECSU's dedication to increasing enrollment, sustaining material improvements in operating performance, and increasing wealth and unrestricted liquidity were vital to the increased rating.

Funding Athletics remains a challenge as \$1,155,201 (39.8%) of its expense in the FY24 budget will be strategically funded from the unrestricted resources. This funding is critical to ensure our student athletes compete in safe environments with the equipment necessary to facilitate competition.

The ECSU Board of Trustees approved the ECSU FY24 All-Funds Budget on March 16, 2023.

Elizabeth City State University



Operating Expenses by Unit

Academic Units

- Humanities & Social Sciences
- Education & Business
- Science, Aviation, Health, & Tech

Academic Support

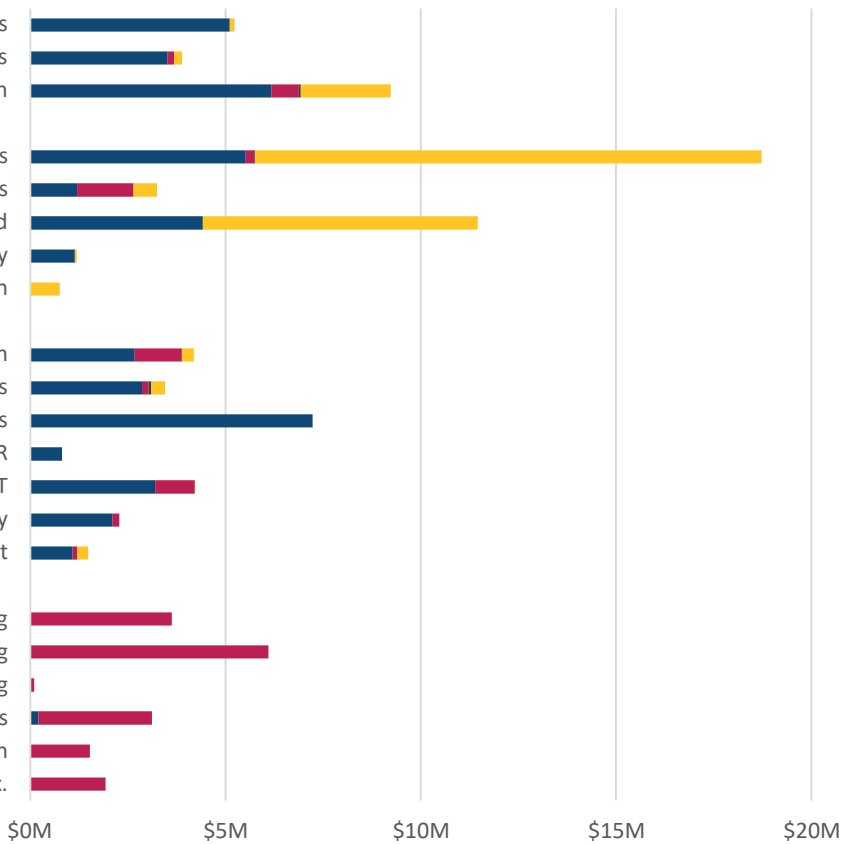
- Academic Affairs
- Student Affairs
- Financial Aid
- Library
- Research

Institutional Support

- University Admin
- Business Affairs
- Facilities
- HR
- IT
- Public Safety
- Advancement

Auxiliaries

- Dining
- Housing
- Parking
- Athletics
- Student Health
- Other Aux.



■ General Fund
 ■ Auxiliary & Other Trust Funds
 ■ Overhead/F&A Receipts
 ■ Restricted Trust Funds

Elizabeth City State University
FY 2023-24 All-Funds Budget

		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriations	\$ 46,927,000	\$ -	\$ -	\$ -	\$ 46,927,000
	Tuition & Fees	\$ 3,387,000	\$ 6,202,000	\$ -	\$ -	\$ 9,589,000
	<i>Less Discounts and Allowances</i>	\$ (1,490,000)	\$ (235,000)	\$ -	\$ (6,250,000)	\$ (7,975,000)
	Sales & Services	\$ -	\$ 12,376,000	\$ -	\$ -	\$ 12,376,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 24,703,000	\$ 24,703,000
	Gifts & Investments	\$ -	\$ 1,263,000	\$ -	\$ 242,000	\$ 1,505,000
	Other Revenues	\$ 853,000	\$ 780,000	\$ 178,000	\$ -	\$ 1,811,000
Revenues Total		\$ 49,677,000	\$ 20,386,000	\$ 178,000	\$ 18,695,000	\$ 88,936,000
Expenses	Salaries and Wages	\$ 25,274,000	\$ 4,710,000	\$ 79,000	\$ 3,790,000	\$ 33,853,000
	Staff Benefits	\$ 9,959,000	\$ 1,831,000	\$ 28,000	\$ 1,082,000	\$ 12,900,000
	Services, Supplies, Materials, & Equip.	\$ 9,582,000	\$ 11,064,000	\$ 71,000	\$ 3,674,000	\$ 24,391,000
	Scholarships & Fellowships	\$ 3,925,000	\$ 637,000	\$ -	\$ 16,399,000	\$ 20,961,000
	<i>Less Discounts and Allowances</i>	\$ (1,490,000)	\$ (235,000)	\$ -	\$ (6,250,000)	\$ (7,975,000)
	Debt Service	\$ -	\$ 2,135,000	\$ -	\$ -	\$ 2,135,000
	Utilities	\$ 2,427,000	\$ 995,000	\$ -	\$ -	\$ 3,422,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 49,677,000	\$ 21,137,000	\$ 178,000	\$ 18,695,000	\$ 89,687,000
Net Transfers		\$ -	\$ 123,000	\$ -	\$ -	\$ 123,000
Change in Fund Balance			\$ (628,000)	\$ -	\$ -	\$ (628,000)

**Elizabeth City State University- Unit Breakout
FY 2023-24 All-Funds Budget**

The School of Humanities and Social Sciences		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 5,110,000	\$ -	\$ -	\$ -	\$ 5,110,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 120,000	\$ 120,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ 1,000	\$ -	\$ 1,000
Revenues Total		\$ 5,110,000	\$ -	\$ 1,000	\$ 120,000	\$ 5,231,000
Expenses	Salaries and Wages	\$ 3,643,000	\$ -	\$ -	\$ 53,000	\$ 3,696,000
	Staff Benefits	\$ 1,411,000	\$ -	\$ -	\$ 24,000	\$ 1,435,000
	Services, Supplies, Materials, & Equip.	\$ 56,000	\$ -	\$ 1,000	\$ 44,000	\$ 101,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 5,110,000	\$ -	\$ 1,000	\$ 120,000	\$ 5,232,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ -	\$ (1,000)
The School of Education and Business		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 3,523,000	\$ 130,000	\$ -	\$ -	\$ 3,653,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 197,000	\$ 197,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 3,523,000	\$ 130,000	\$ -	\$ 197,000	\$ 3,850,000
Expenses	Salaries and Wages	\$ 2,535,000	\$ 93,000	\$ -	\$ 31,000	\$ 2,659,000
	Staff Benefits	\$ 961,000	\$ 45,000	\$ -	\$ 8,000	\$ 1,014,000
	Services, Supplies, Materials, & Equip.	\$ 27,000	\$ 25,000	\$ -	\$ 38,000	\$ 90,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ 120,000	\$ 120,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 3,523,000	\$ 164,000	\$ -	\$ 197,000	\$ 3,883,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ (34,000)	\$ -	\$ -	\$ (33,000)

**Elizabeth City State University- Unit Breakout
FY 2023-24 All-Funds Budget**

The School of Science, Aviation, Health, and Technology		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 6,170,000	\$ 675,000	\$ -	\$ -	\$ 6,845,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 2,240,000	\$ 2,240,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 56,000	\$ 56,000
	Other Revenues	\$ -	\$ -	\$ 52,000	\$ -	\$ 52,000
Revenues Total		\$ 6,170,000	\$ 675,000	\$ 52,000	\$ 2,296,000	\$ 9,193,000
Expenses	Salaries and Wages	\$ 4,132,000	\$ 56,000	\$ 10,000	\$ 985,000	\$ 5,183,000
	Staff Benefits	\$ 1,584,000	\$ 27,000	\$ 3,000	\$ 202,000	\$ 1,816,000
	Services, Supplies, Materials, & Equip.	\$ 454,000	\$ 335,000	\$ 38,000	\$ 839,000	\$ 1,666,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ 271,000	\$ 271,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 290,000	\$ -	\$ -	\$ 290,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 6,170,000	\$ 708,000	\$ 52,000	\$ 2,296,000	\$ 9,226,000
Net Transfers		\$ -	\$ 5,000	\$ -	\$ -	\$ 5,000
Change in Fund Balance			\$ (28,000)	\$ -	\$ -	\$ (28,000)

**Elizabeth City State University- Unit Breakout
FY 2023-24 All-Funds Budget**

Academic Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 4,769,000	\$ 99,000	\$ -	\$ -	\$ 4,868,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 12,962,000	\$ 12,962,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ 752,000	\$ 10,000	\$ 30,000	\$ -	\$ 792,000
Revenues Total		\$ 5,522,000	\$ 109,000	\$ 30,000	\$ 12,962,000	\$ 18,622,000
Expenses	Salaries and Wages	\$ 3,461,000	\$ 2,000	\$ 2,000	\$ 1,437,000	\$ 4,902,000
	Staff Benefits	\$ 1,275,000	\$ -	\$ -	\$ 455,000	\$ 1,730,000
	Services, Supplies, Materials, & Equip.	\$ 768,000	\$ 150,000	\$ 28,000	\$ 2,095,000	\$ 3,041,000
	Scholarships & Fellowships	\$ 9,000	\$ 62,000	\$ -	\$ 8,976,000	\$ 9,047,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 5,522,000	\$ 215,000	\$ 30,000	\$ 12,962,000	\$ 18,730,000
Net Transfers		\$ -	\$ 106,000	\$ -	\$ -	\$ 106,000
Change in Fund Balance			\$ -	\$ -	\$ -	\$ (2,000)
Student Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,201,000	\$ 1,365,000	\$ -	\$ -	\$ 2,566,000
	Sales & Services	\$ -	\$ 151,000	\$ -	\$ -	\$ 151,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 601,000	\$ 601,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ 3,000	\$ -	\$ 3,000
Revenues Total		\$ 1,201,000	\$ 1,516,000	\$ 3,000	\$ 601,000	\$ 3,321,000
Expenses	Salaries and Wages	\$ 832,000	\$ 623,000	\$ -	\$ 400,000	\$ 1,855,000
	Staff Benefits	\$ 305,000	\$ 220,000	\$ -	\$ 63,000	\$ 588,000
	Services, Supplies, Materials, & Equip.	\$ 64,000	\$ 584,000	\$ 3,000	\$ 138,000	\$ 789,000
	Scholarships & Fellowships	\$ -	\$ 13,000	\$ -	\$ -	\$ 13,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 1,201,000	\$ 1,440,000	\$ 3,000	\$ 601,000	\$ 3,245,000
Net Transfers		\$ -	\$ 17,000	\$ -	\$ -	\$ 17,000
Change in Fund Balance			\$ 93,000	\$ -	\$ -	\$ 93,000

**Elizabeth City State University- Unit Breakout
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Financial Aid		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 4,423,000	\$ -	\$ -	\$ -	4,423,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	-
	Patient Services	\$ -	\$ -	\$ -	\$ -	-
	Contracts & Grants	\$ -	\$ -	\$ -	7,032,000	7,032,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	-
	Other Revenues	\$ -	\$ -	\$ -	\$ -	-
Revenues Total		\$ 4,423,000	\$ -	\$ -	7,032,000	\$ 11,455,000
Expenses	Salaries and Wages	\$ 318,000	\$ -	\$ -	\$ -	318,000
	Staff Benefits	\$ 139,000	\$ -	\$ -	\$ -	139,000
	Services, Supplies, Materials, & Equip.	\$ 51,000	\$ -	\$ -	\$ -	51,000
	Scholarships & Fellowships	\$ 3,916,000	\$ -	\$ -	7,032,000	10,948,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	-
	Utilities	\$ -	\$ -	\$ -	\$ -	-
	Other Expenses	\$ -	\$ -	\$ -	\$ -	-
Expenses Total		\$ 4,423,000	\$ -	\$ -	7,032,000	\$ 11,456,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	-
Change in Fund Balance			\$ -	\$ -	\$ -	(1,000)

Library		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,143,000	\$ -	\$ -	\$ -	1,143,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	-
	Patient Services	\$ -	\$ -	\$ -	\$ -	-
	Contracts & Grants	\$ -	\$ -	\$ -	45,000	45,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	-
	Other Revenues	\$ 1,000	\$ -	\$ -	\$ -	1,000
Revenues Total		\$ 1,144,000	\$ -	\$ -	45,000	\$ 1,189,000
Expenses	Salaries and Wages	\$ 461,000	\$ -	\$ -	22,000	483,000
	Staff Benefits	\$ 196,000	\$ -	\$ -	1,000	197,000
	Services, Supplies, Materials, & Equip.	\$ 488,000	\$ -	\$ -	22,000	510,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	-
	Debt Service	\$ -	\$ -	\$ -	\$ -	-
	Utilities	\$ -	\$ -	\$ -	\$ -	-
	Other Expenses	\$ -	\$ -	\$ -	\$ -	-
Expenses Total		\$ 1,144,000	\$ -	\$ -	45,000	\$ 1,190,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	-
Change in Fund Balance			\$ -	\$ -	\$ -	(1,000)

**Elizabeth City State University- Unit Breakout
FY 2023-24 All-Funds Budget**

Sponsored Research		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ -	\$ -	\$ -	\$ -
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	755,000	755,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ -	\$ -	\$ -	755,000	755,000
Expenses	Salaries and Wages	\$ -	\$ -	\$ -	386,000	386,000
	Staff Benefits	\$ -	\$ -	\$ -	157,000	157,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ -	\$ -	212,000	212,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ -	\$ -	\$ -	755,000	755,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -
University Administration		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,677,000	\$ -	\$ -	\$ -	2,677,000
	Sales & Services	\$ -	8,000	\$ -	\$ -	8,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	302,000	302,000
	Gifts & Investments	\$ -	1,145,000	\$ -	\$ -	1,145,000
	Other Revenues	\$ -	15,000	13,000	\$ -	28,000
Revenues Total		\$ 2,677,000	\$ 1,169,000	\$ 13,000	\$ 302,000	4,160,000
Expenses	Salaries and Wages	\$ 1,694,000	\$ 1,000	\$ 12,000	\$ 97,000	1,804,000
	Staff Benefits	\$ 628,000	\$ -	\$ 1,000	\$ 37,000	666,000
	Services, Supplies, Materials, & Equip.	\$ 356,000	\$ 1,198,000	\$ -	\$ 168,000	1,722,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 2,677,000	\$ 1,199,000	\$ 13,000	\$ 302,000	4,192,000
Net Transfers		\$ -	\$ 15,000	\$ -	\$ -	15,000
Change in Fund Balance			\$ (15,000)	\$ -	\$ -	(17,000)

**Elizabeth City State University- Unit Breakout
FY 2023-24 All-Funds Budget**

Business Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,867,000	\$ -	\$ -	\$ -	2,867,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	-
	Patient Services	\$ -	\$ -	\$ -	\$ -	-
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 165,000	165,000
	Gifts & Investments	\$ -	\$ 32,000	\$ -	\$ 186,000	218,000
	Other Revenues	\$ -	\$ 126,000	\$ 80,000	\$ -	206,000
Revenues Total		\$ 2,867,000	\$ 158,000	\$ 80,000	\$ 351,000	\$ 3,456,000
Expenses	Salaries and Wages	\$ 1,757,000	\$ 117,000	\$ 55,000	\$ 256,000	2,185,000
	Staff Benefits	\$ 709,000	\$ 9,000	\$ 24,000	\$ 90,000	832,000
	Services, Supplies, Materials, & Equip.	\$ 401,000	\$ 32,000	\$ 1,000	\$ 5,000	439,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	-
	Debt Service	\$ -	\$ -	\$ -	\$ -	-
	Utilities	\$ -	\$ -	\$ -	\$ -	-
	Other Expenses	\$ -	\$ -	\$ -	\$ -	-
Expenses Total		\$ 2,867,000	\$ 158,000	\$ 80,000	\$ 351,000	\$ 3,456,000
Net Transfers		\$ -	\$ (110,000)	\$ -	\$ -	\$ (110,000)
Change in Fund Balance			\$ (110,000)	\$ -	\$ -	\$ (110,000)
Facilities		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 7,134,000	\$ -	\$ -	\$ -	7,134,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	-
	Patient Services	\$ -	\$ -	\$ -	\$ -	-
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	-
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	-
	Other Revenues	\$ 100,000	\$ -	\$ -	\$ -	100,000
Revenues Total		\$ 7,234,000	\$ -	\$ -	\$ -	\$ 7,234,000
Expenses	Salaries and Wages	\$ 2,363,000	\$ -	\$ -	\$ -	2,363,000
	Staff Benefits	\$ 1,089,000	\$ -	\$ -	\$ -	1,089,000
	Services, Supplies, Materials, & Equip.	\$ 1,365,000	\$ -	\$ -	\$ -	1,365,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	-
	Debt Service	\$ -	\$ -	\$ -	\$ -	-
	Utilities	\$ 2,417,000	\$ -	\$ -	\$ -	2,417,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	-
Expenses Total		\$ 7,234,000	\$ -	\$ -	\$ -	\$ 7,234,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -

**Elizabeth City State University- Unit Breakout
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Human Resources		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 813,000	\$ -	\$ -	\$ -	813,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	-
	Patient Services	\$ -	\$ -	\$ -	\$ -	-
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	-
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	-
	Other Revenues	\$ -	\$ -	\$ -	\$ -	-
Revenues Total		\$ 813,000	\$ -	\$ -	\$ -	813,000
Expenses	Salaries and Wages	\$ 488,000	\$ -	\$ -	\$ -	488,000
	Staff Benefits	\$ 197,000	\$ -	\$ -	\$ -	197,000
	Services, Supplies, Materials, & Equip.	\$ 128,000	\$ -	\$ -	\$ -	128,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	-
	Debt Service	\$ -	\$ -	\$ -	\$ -	-
	Utilities	\$ -	\$ -	\$ -	\$ -	-
	Other Expenses	\$ -	\$ -	\$ -	\$ -	-
Expenses Total		\$ 813,000	\$ -	\$ -	\$ -	813,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	-
Change in Fund Balance		\$ -	\$ -	\$ -	\$ -	-
Information Technology		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 3,199,000	\$ 608,000	\$ -	\$ -	3,807,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	-
	Patient Services	\$ -	\$ -	\$ -	\$ -	-
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 4,000	4,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	-
	Other Revenues	\$ -	\$ -	\$ -	\$ -	-
Revenues Total		\$ 3,199,000	\$ 608,000	\$ -	\$ 4,000	3,811,000
Expenses	Salaries and Wages	\$ 1,007,000	\$ 364,000	\$ -	\$ -	1,371,000
	Staff Benefits	\$ 368,000	\$ 118,000	\$ -	\$ -	486,000
	Services, Supplies, Materials, & Equip.	\$ 1,824,000	\$ 532,000	\$ -	\$ 4,000	2,360,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	-
	Debt Service	\$ -	\$ -	\$ -	\$ -	-
	Utilities	\$ -	\$ -	\$ -	\$ -	-
	Other Expenses	\$ -	\$ -	\$ -	\$ -	-
Expenses Total		\$ 3,199,000	\$ 1,014,000	\$ -	\$ 4,000	4,217,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	-
Change in Fund Balance		\$ -	\$ (406,000)	\$ -	\$ -	(406,000)

**Elizabeth City State University- Unit Breakout
FY 2023-24 All-Funds Budget**

Public Safety		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,114,000	\$ 114,000	\$ -	\$ -	2,228,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	-
	Patient Services	\$ -	\$ -	\$ -	\$ -	-
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	-
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	-
	Other Revenues	\$ -	\$ -	\$ -	\$ -	-
Revenues Total		\$ 2,114,000	\$ 114,000	\$ -	\$ -	2,228,000
Expenses	Salaries and Wages	\$ 1,286,000	\$ 95,000	\$ -	\$ -	1,381,000
	Staff Benefits	\$ 608,000	\$ 49,000	\$ -	\$ -	657,000
	Services, Supplies, Materials, & Equip.	\$ 220,000	\$ 20,000	\$ -	\$ -	240,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	-
	Debt Service	\$ -	\$ -	\$ -	\$ -	-
	Utilities	\$ -	\$ -	\$ -	\$ -	-
	Other Expenses	\$ -	\$ -	\$ -	\$ -	-
Expenses Total		\$ 2,114,000	\$ 164,000	\$ -	\$ -	2,278,000
Net Transfers		\$ -	\$ 40,000	\$ -	\$ -	40,000
Change in Fund Balance			\$ (10,000)	\$ -	\$ -	(10,000)
Advancement		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,088,000	\$ -	\$ -	\$ -	1,088,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	-
	Patient Services	\$ -	\$ -	\$ -	\$ -	-
	Contracts & Grants	\$ -	\$ -	\$ -	277,000	277,000
	Gifts & Investments	\$ -	75,000	\$ -	\$ -	75,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	-
Revenues Total		\$ 1,088,000	\$ 75,000	\$ -	277,000	1,440,000
Expenses	Salaries and Wages	\$ 642,000	\$ 34,000	\$ -	123,000	799,000
	Staff Benefits	\$ 262,000	\$ 2,000	\$ -	45,000	309,000
	Services, Supplies, Materials, & Equip.	\$ 184,000	\$ 85,000	\$ -	109,000	378,000
	Scholarships & Fellowships	\$ -	3,000	\$ -	\$ -	3,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	-
	Utilities	\$ -	\$ -	\$ -	\$ -	-
	Other Expenses	\$ -	\$ -	\$ -	\$ -	-
Expenses Total		\$ 1,088,000	\$ 124,000	\$ -	277,000	1,489,000
Net Transfers		\$ -	\$ 49,000	\$ -	\$ -	49,000
Change in Fund Balance			\$ -	\$ -	\$ -	-

**Elizabeth City State University- Unit Breakout
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Dining		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 1,703,000	\$ -	\$ -	\$ 1,703,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ -	\$ -	\$ -	\$ -
	Sales & Services	\$ -	\$ 3,656,000	\$ -	\$ -	\$ 3,656,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ -	\$ 3,656,000	\$ -	\$ -	\$ 3,656,000
Expenses	Salaries and Wages	\$ -	\$ 98,000	\$ -	\$ -	\$ 98,000
	Staff Benefits	\$ -	\$ 41,000	\$ -	\$ -	\$ 41,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 3,385,000	\$ -	\$ -	\$ 3,385,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ 23,000	\$ -	\$ -	\$ 23,000
	Utilities	\$ -	\$ 75,000	\$ -	\$ -	\$ 75,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ -	\$ 3,623,000	\$ -	\$ -	\$ 3,622,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ 33,000	\$ -	\$ -	\$ 34,000
Ending Fund Balance			\$ 1,736,000	\$ -	\$ -	\$ 1,737,000
Housing		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 9,133,000	\$ -	\$ -	\$ 9,133,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ 158,000	\$ -	\$ -	\$ 158,000
	Sales & Services	\$ -	\$ 6,815,000	\$ -	\$ -	\$ 6,815,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ 7,000	\$ -	\$ -	\$ 7,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ -	\$ 6,980,000	\$ -	\$ -	\$ 6,980,000
Expenses	Salaries and Wages	\$ -	\$ 1,309,000	\$ -	\$ -	\$ 1,309,000
	Staff Benefits	\$ -	\$ 452,000	\$ -	\$ -	\$ 452,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 1,559,000	\$ -	\$ -	\$ 1,559,000
	Scholarships & Fellowships	\$ -	\$ 59,000	\$ -	\$ -	\$ 59,000
	Debt Service	\$ -	\$ 2,112,000	\$ -	\$ -	\$ 2,112,000
	Utilities	\$ -	\$ 610,000	\$ -	\$ -	\$ 610,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ -	\$ 6,100,000	\$ -	\$ -	\$ 6,101,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ 880,000	\$ -	\$ -	\$ 879,000
Ending Fund Balance			\$ 10,013,000	\$ -	\$ -	\$ 10,012,000

**Elizabeth City State University- Unit Breakout
FY 2023-24 All-Funds Budget**

Parking		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 143,000	\$ -	\$ -	\$ 143,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ -	\$ -	\$ -	\$ -
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 145,000	\$ -	\$ -	\$ 145,000
Revenues Total		\$ -	\$ 145,000	\$ -	\$ -	\$ 145,000
Expenses	Salaries and Wages	\$ -	\$ 43,000	\$ -	\$ -	\$ 43,000
	Staff Benefits	\$ -	\$ 22,000	\$ -	\$ -	\$ 22,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 37,000	\$ -	\$ -	\$ 37,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ -	\$ 102,000	\$ -	\$ -	\$ 102,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance		\$ 43,000	\$ -	\$ -	\$ -	\$ 43,000
Ending Fund Balance		\$ 186,000	\$ -	\$ -	\$ -	\$ 186,000
Athletics		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ -	\$ -	\$ -	\$ -
Revenues	State Appropriation, Tuition, & Fees	\$ 213,000	\$ 1,460,000	\$ -	\$ -	\$ 1,673,000
	Sales & Services	\$ -	\$ 278,000	\$ -	\$ -	\$ 278,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ 4,000	\$ -	\$ -	\$ 4,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 213,000	\$ 1,742,000	\$ -	\$ -	\$ 1,955,000
Expenses	Salaries and Wages	\$ 155,000	\$ 1,134,000	\$ -	\$ -	\$ 1,289,000
	Staff Benefits	\$ 58,000	\$ 498,000	\$ -	\$ -	\$ 556,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 772,000	\$ -	\$ -	\$ 772,000
	Scholarships & Fellowships	\$ -	\$ 500,000	\$ -	\$ -	\$ 500,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 213,000	\$ 2,904,000	\$ -	\$ -	\$ 3,117,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance		\$ (1,162,000)	\$ -	\$ -	\$ -	\$ (1,162,000)
Ending Fund Balance		\$ (1,162,000)	\$ -	\$ -	\$ -	\$ (1,162,000)

**Elizabeth City State University- Unit Breakout
FY 2023-24 All-Funds Budget**

Student Health		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 625,000	\$ -	\$ -	\$ 625,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ 1,531,000	\$ -	\$ -	\$ 1,531,000
	Sales & Services	\$ -	\$ 6,000	\$ -	\$ -	\$ 6,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ -	\$ 1,537,000	\$ -	\$ -	\$ 1,537,000
Expenses	Salaries and Wages	\$ -	\$ 348,000	\$ -	\$ -	\$ 348,000
	Staff Benefits	\$ -	\$ 164,000	\$ -	\$ -	\$ 164,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 1,017,000	\$ -	\$ -	\$ 1,017,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ -	\$ 1,529,000	\$ -	\$ -	\$ 1,529,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance		\$ -	\$ 8,000	\$ -	\$ -	\$ 8,000
Ending Fund Balance		\$ -	\$ 633,000	\$ -	\$ -	\$ 633,000
Other Auxiliaries		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ 62,000	\$ -	\$ -	\$ 62,000
	Sales & Services	\$ -	\$ 1,460,000	\$ -	\$ -	\$ 1,460,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 484,000	\$ -	\$ -	\$ 484,000
Revenues Total		\$ -	\$ 2,006,000	\$ -	\$ -	\$ 2,006,000
Expenses	Salaries and Wages	\$ -	\$ 393,000	\$ -	\$ -	\$ 393,000
	Staff Benefits	\$ -	\$ 184,000	\$ -	\$ -	\$ 184,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 1,329,000	\$ -	\$ -	\$ 1,329,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 20,000	\$ -	\$ -	\$ 20,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ -	\$ 1,927,000	\$ -	\$ -	\$ 1,926,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance		\$ -	\$ 79,000	\$ -	\$ -	\$ 80,000

To: Jennifer Haygood, Senior VP for Finance and Administration/Chief Financial Officer
From: Lillian Wanjagi, Vice Chancellor for Business and Finance/Chief Financial Officer
Date: May 3, 2023
Subject: Fayetteville State University All Funds Budget



Fayetteville State University has prepared its FY 23-24 All Funds Budget. The 23-24 university's budget provides the prioritization of student success by allocating its limited resources to meet the University's and system-wide strategic goals of access, student success, affordability and degree efficiency.

FSU has devoted much of its funding towards these mission-critical goals:

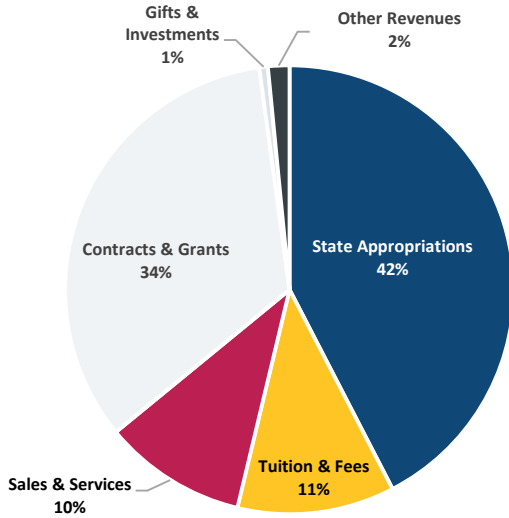
- The University's 30-60-90 program: This is a multi-faceted program focused on retention and graduation efforts. This program is critical to achieving the FSU and UNC System goal of timely degree completion. FSU has pursued and secured direct donor support for this program that totals approximate \$6.5 million to date. Our program data shows that this program has been very successful in meeting its stated objectives - students who attended 30-60-90 Free Summer School in 2022 were more likely to return in the fall (86%) compared to students who did not attend 30-60-90 Free Summer School (39%). Higher retention and progression rates are directly related to increased 4-year graduation rates. FSU has made additional investments in this program of \$3 million from the Higher Education Emergency Relief Funding (HEERF) to assist students who would otherwise drop out because of financial challenges. This program alleviates financial obstacles to summer school attendance for those students that are making progress towards degree and therefore increasing the opportunity for timely graduation completion.
- Fayetteville State University has repurposed much of its Title III programing to align with its strategic plan. Approximately \$3m was invested in labor to create a reimagined student services center called Bronco One Stop. This area physical houses enrollment management representatives, academic advisors, retention counselors, degree planning counselors, tutors, and other student support positions. The centralized student center will remove barriers to persistence that have historically affected Fayetteville State University students.
- To help increase course completion, graduation rates and reduce time to degree, the University has reserved \$1 million of HEERF to provide financial assistance to those students in financial need. Additionally, the University has set aside up to \$1.2m to relieve students of their past due account balances. This will directly alleviate affordability concerns and will have an overall effect of reducing the utilization of student loans as an education financing vehicle. This increases the likelihood that students will persist through their creasing timely completion metrics as it removes one of the barriers to degree completion.

- The new administration at Fayetteville State has prioritized improving its balance sheet position. This is reflected in the recent upgrade of the FSU S&P rating from "BBB+" to "A-" based on improved operating performance over the past two years boosted by federal COVID relief funding.

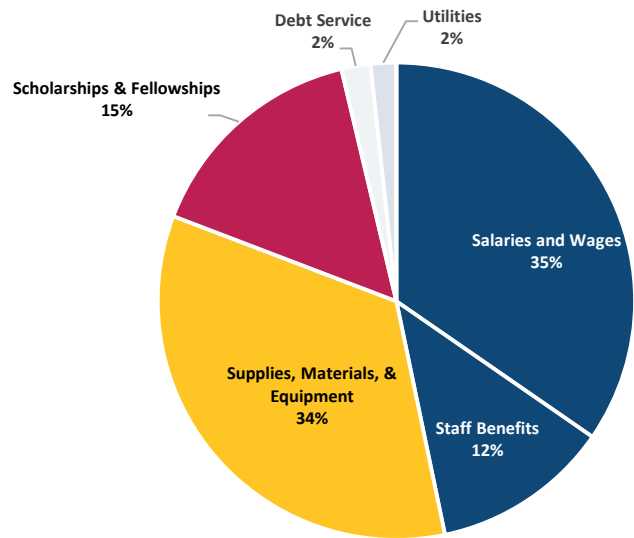
The accompanying budget provides a balanced general fund budget, surplus generating trust fund and restricted trust funds to meet the objectives of the University's strategic plan, the UNC System priorities and, most importantly, allocates resources to improve student success for FSU students.

Fayetteville State University

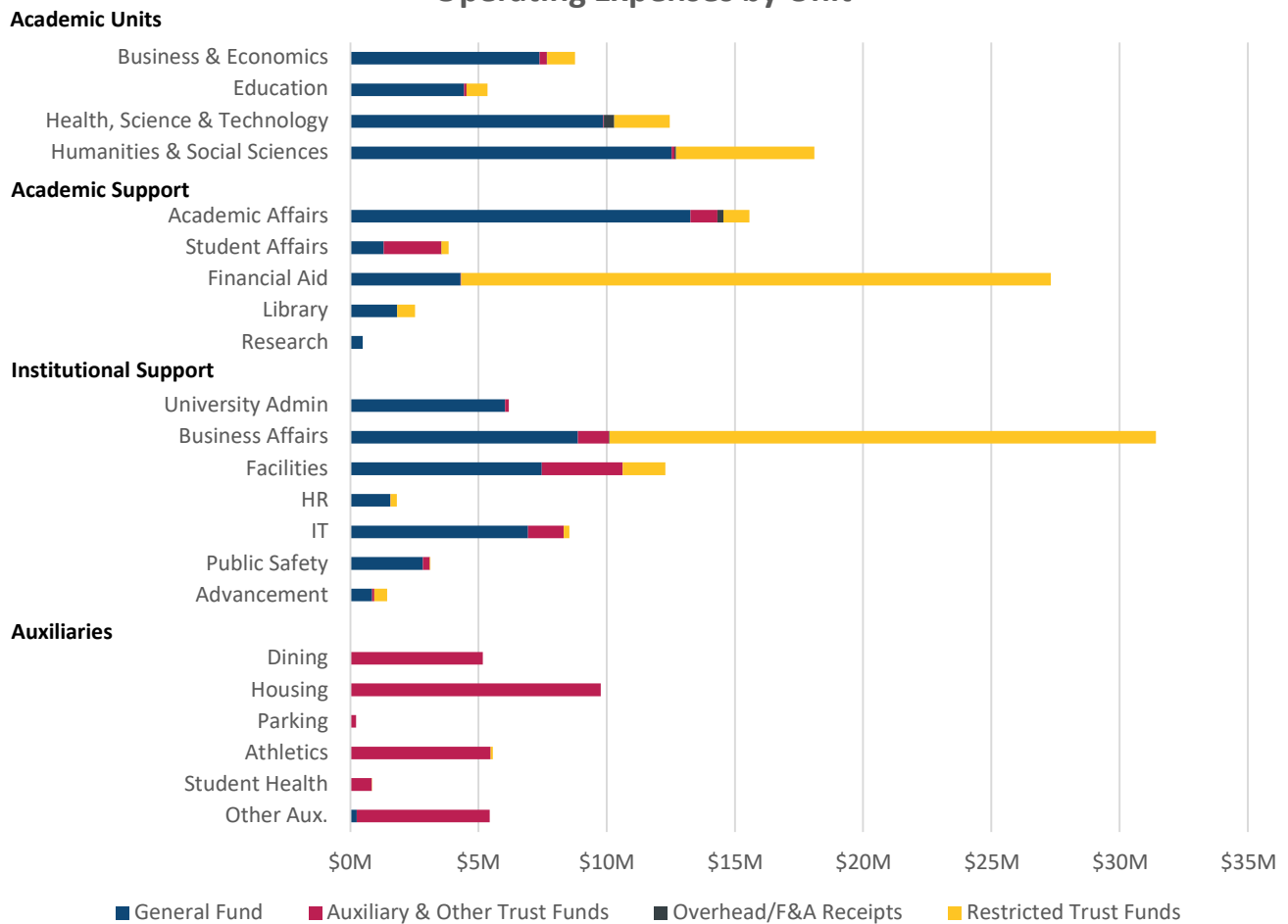
Budgeted Revenue (FY24)



Budgeted Expenses (FY24)



Operating Expenses by Unit



**Fayetteville State University
FY 2023-24 All-Funds Budget**

		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriations	\$ 80,441,000	\$ -	\$ -	\$ -	\$ 80,441,000
	Tuition & Fees	\$ 9,500,000	\$ 12,009,000	\$ 4,000	\$ -	\$ 21,513,000
	<i>Less Discounts and Allowances</i>	\$ (1,635,000)	\$ (541,000)	\$ -	\$ (16,978,000)	\$ (19,154,000)
	Sales & Services	\$ 265,000	\$ 19,341,000	\$ -	\$ 3,000	\$ 19,609,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ 248,000	\$ 827,000	\$ 62,969,000	\$ 64,044,000
	Gifts & Investments	\$ -	\$ 500,000	\$ 15,000	\$ 652,000	\$ 1,167,000
	Other Revenues	\$ 29,000	\$ 2,790,000	\$ 13,000	\$ 99,000	\$ 2,931,000
Revenues Total		\$ 88,600,000	\$ 34,347,000	\$ 859,000	\$ 46,745,000	\$ 170,551,000
Expenses	Salaries and Wages	\$ 52,239,000	\$ 6,021,000	\$ 83,000	\$ 5,851,000	\$ 64,194,000
	Staff Benefits	\$ 19,044,000	\$ 1,753,000	\$ 17,000	\$ 1,640,000	\$ 22,454,000
	Services, Supplies, Materials, & Equip.	\$ 12,757,000	\$ 22,426,000	\$ 631,000	\$ 27,362,000	\$ 63,176,000
	Scholarships & Fellowships	\$ 3,957,000	\$ 1,092,000	\$ 6,000	\$ 23,675,000	\$ 28,730,000
	<i>Less Discounts and Allowances</i>	\$ (1,635,000)	\$ (541,000)	\$ -	\$ (16,978,000)	\$ (19,154,000)
	Debt Service	\$ -	\$ 3,665,000	\$ -	\$ -	\$ 3,665,000
	Utilities	\$ 2,172,000	\$ 1,019,000	\$ -	\$ 2,000	\$ 3,193,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 88,534,000	\$ 35,435,000	\$ 737,000	\$ 41,552,000	\$ 166,258,000
Net Transfers		\$ (66,000)	\$ 1,831,000	\$ 306,000	\$ (2,270,000)	\$ (199,000)
Change in Fund Balance		\$ -	\$ 743,000	\$ 428,000	\$ 2,923,000	\$ 4,094,000

¹ Contracts and Grants(Restricted Trust Funds) includes approximately \$15M of Higher Education Emergency Relief Funding

**Fayetteville State University- Unit Breakout
FY 2023-24 All-Funds Budget**

College of Business and Economics		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 7,387,000	\$ 256,000	\$ -	\$ -	\$ 7,643,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ 12,000	\$ 36,000	\$ 1,043,000	\$ 1,091,000
	Gifts & Investments	\$ -	\$ 11,000	\$ 6,000	\$ -	\$ 17,000
	Other Revenues	\$ -	\$ 2,000	\$ -	\$ -	\$ 2,000
Revenues Total		\$ 7,387,000	\$ 281,000	\$ 42,000	\$ 1,043,000	\$ 8,753,000
Expenses	Salaries and Wages	\$ 5,236,000	\$ 32,000	\$ -	\$ 537,000	\$ 5,805,000
	Staff Benefits	\$ 1,394,000	\$ 4,000	\$ -	\$ 161,000	\$ 1,559,000
	Services, Supplies, Materials, & Equip.	\$ 757,000	\$ 227,000	\$ 4,000	\$ 267,000	\$ 1,255,000
	Scholarships & Fellowships	\$ -	\$ 16,000	\$ -	\$ 127,000	\$ 143,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 7,387,000	\$ 279,000	\$ 4,000	\$ 1,092,000	\$ 8,762,000
Net Transfers		\$ -	\$ (2,000)	\$ 25,000	\$ 49,000	\$ 72,000
Change in Fund Balance		\$ -	\$ -	\$ 63,000	\$ -	\$ 63,000
College of Education		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 4,436,000	\$ 17,000	\$ -	\$ -	\$ 4,453,000
	Sales & Services	\$ -	\$ 6,000	\$ -	\$ -	\$ 6,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ 26,000	\$ -	\$ 814,000	\$ 840,000
	Gifts & Investments	\$ -	\$ 131,000	\$ 2,000	\$ 6,000	\$ 139,000
	Other Revenues	\$ -	\$ 154,000	\$ -	\$ -	\$ 154,000
Revenues Total		\$ 4,436,000	\$ 334,000	\$ 2,000	\$ 820,000	\$ 5,592,000
Expenses	Salaries and Wages	\$ 3,589,000	\$ 68,000	\$ -	\$ 198,000	\$ 3,855,000
	Staff Benefits	\$ 780,000	\$ 20,000	\$ -	\$ 51,000	\$ 851,000
	Services, Supplies, Materials, & Equip.	\$ 67,000	\$ 9,000	\$ 2,000	\$ 354,000	\$ 432,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ 212,000	\$ 212,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 4,436,000	\$ 97,000	\$ 2,000	\$ 815,000	\$ 5,350,000
Net Transfers		\$ -	\$ 75,000	\$ -	\$ -	\$ 75,000
Change in Fund Balance		\$ -	\$ 312,000	\$ -	\$ 5,000	\$ 317,000

**Fayetteville State University- Unit Breakout
FY 2023-24 All-Funds Budget**

College of Health, Science and Technology		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 9,860,000	\$ 34,000	\$ 4,000	\$ -	\$ 9,898,000
	Sales & Services	\$ -	\$ 6,000	\$ -	\$ -	\$ 6,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 168,000	\$ 2,143,000	\$ 2,311,000
	Gifts & Investments	\$ -	\$ 45,000	\$ 5,000	\$ 25,000	\$ 75,000
	Other Revenues	\$ -	\$ 20,000	\$ -	\$ -	\$ 20,000
Revenues Total		\$ 9,860,000	\$ 105,000	\$ 177,000	\$ 2,168,000	\$ 12,310,000
Expenses	Salaries and Wages	\$ 7,954,000	\$ 15,000	\$ 26,000	\$ 936,000	\$ 8,931,000
	Staff Benefits	\$ 1,593,000	\$ 3,000	\$ 4,000	\$ 208,000	\$ 1,808,000
	Services, Supplies, Materials, & Equip.	\$ 313,000	\$ 15,000	\$ 366,000	\$ 757,000	\$ 1,451,000
	Scholarships & Fellowships	\$ -	\$ -	\$ 1,000	\$ 267,000	\$ 268,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 9,860,000	\$ 33,000	\$ 397,000	\$ 2,168,000	\$ 12,458,000
Net Transfers		\$ -	\$ -	\$ 282,000	\$ -	\$ 282,000
Change in Fund Balance		\$ -	\$ 72,000	\$ 62,000	\$ -	\$ 134,000
College of Humanities & Social Sciences		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 12,526,000	\$ 27,000	\$ -	\$ -	\$ 12,553,000
	Sales & Services	\$ -	\$ 1,000	\$ -	\$ -	\$ 1,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 61,000	\$ 5,310,000	\$ 5,371,000
	Gifts & Investments	\$ -	\$ 7,000	\$ 2,000	\$ 6,000	\$ 15,000
	Other Revenues	\$ -	\$ -	\$ -	\$ 83,000	\$ 83,000
Revenues Total		\$ 12,526,000	\$ 35,000	\$ 63,000	\$ 5,399,000	\$ 18,023,000
Expenses	Salaries and Wages	\$ 10,005,000	\$ 36,000	\$ 15,000	\$ 2,690,000	\$ 12,746,000
	Staff Benefits	\$ 2,208,000	\$ 3,000	\$ 7,000	\$ 809,000	\$ 3,027,000
	Services, Supplies, Materials, & Equip.	\$ 313,000	\$ 75,000	\$ 37,000	\$ 1,817,000	\$ 2,242,000
	Scholarships & Fellowships	\$ -	\$ 3,000	\$ -	\$ 83,000	\$ 86,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 12,526,000	\$ 117,000	\$ 59,000	\$ 5,399,000	\$ 18,101,000
Net Transfers		\$ -	\$ 39,000	\$ -	\$ -	\$ 39,000
Change in Fund Balance		\$ -	\$ (43,000)	\$ 4,000	\$ -	\$ (39,000)

**Fayetteville State University- Unit Breakout
FY 2023-24 All-Funds Budget**

Academic Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 13,267,000	\$ 1,585,000	\$ -	\$ -	\$ 14,852,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 317,000	\$ 3,723,000	\$ 4,040,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 2,000	\$ 8,000	\$ -	\$ 10,000
Revenues Total		\$ 13,267,000	\$ 1,587,000	\$ 325,000	\$ 3,723,000	\$ 18,902,000
Expenses	Salaries and Wages	\$ 6,794,000	\$ 184,000	\$ 16,000	\$ 547,000	\$ 7,541,000
	Staff Benefits	\$ 2,356,000	\$ 33,000	\$ 2,000	\$ 167,000	\$ 2,558,000
	Services, Supplies, Materials, & Equip.	\$ 4,117,000	\$ 832,000	\$ 215,000	\$ 295,000	\$ 5,459,000
	Scholarships & Fellowships	\$ -	\$ -	\$ 5,000	\$ -	\$ 5,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 13,267,000	\$ 1,049,000	\$ 238,000	\$ 1,009,000	\$ 15,563,000
Net Transfers		\$ -	\$ (321,000)	\$ (1,000)	\$ -	\$ (322,000)
Change in Fund Balance		\$ -	\$ 217,000	\$ 86,000	\$ 2,714,000	\$ 3,017,000
Student Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,304,000	\$ 2,051,000	\$ -	\$ -	\$ 3,355,000
	Sales & Services	\$ -	\$ 34,000	\$ -	\$ -	\$ 34,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 6,000	\$ 300,000	\$ 306,000
	Gifts & Investments	\$ -	\$ 8,000	\$ -	\$ 2,000	\$ 10,000
	Other Revenues	\$ -	\$ 53,000	\$ -	\$ -	\$ 53,000
Revenues Total		\$ 1,304,000	\$ 2,146,000	\$ 6,000	\$ 302,000	\$ 3,758,000
Expenses	Salaries and Wages	\$ 952,000	\$ 520,000	\$ -	\$ 101,000	\$ 1,573,000
	Staff Benefits	\$ 183,000	\$ 183,000	\$ -	\$ 18,000	\$ 384,000
	Services, Supplies, Materials, & Equip.	\$ 169,000	\$ 1,466,000	\$ 4,000	\$ 133,000	\$ 1,772,000
	Scholarships & Fellowships	\$ -	\$ 1,000	\$ -	\$ 24,000	\$ 25,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 74,000	\$ -	\$ -	\$ 74,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 1,304,000	\$ 2,244,000	\$ 4,000	\$ 276,000	\$ 3,828,000
Net Transfers		\$ -	\$ 98,000	\$ -	\$ -	\$ 98,000
Change in Fund Balance		\$ -	\$ -	\$ 2,000	\$ 26,000	\$ 28,000

**Fayetteville State University- Unit Breakout
FY 2023-24 All-Funds Budget**

Financial Aid		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 4,294,000	\$ -	\$ -	\$ -	\$ 4,294,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	22,735,000	\$ 22,735,000
	Gifts & Investments	\$ -	49,000	\$ -	141,000	\$ 190,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 4,294,000	\$ 49,000	\$ -	22,876,000	\$ 27,219,000
Expenses	Salaries and Wages	\$ 266,000	\$ 1,000	\$ -	240,000	\$ 507,000
	Staff Benefits	\$ 56,000	\$ -	\$ -	19,000	\$ 75,000
	Services, Supplies, Materials, & Equip.	\$ 15,000	\$ -	\$ -	45,000	\$ 60,000
	Scholarships & Fellowships	\$ 3,957,000	\$ 29,000	\$ -	22,693,000	\$ 26,679,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 4,294,000	\$ 30,000	\$ -	22,997,000	\$ 27,321,000
Net Transfers		\$ -	\$ -	\$ -	121,000	\$ 121,000
Change in Fund Balance		\$ -	\$ 19,000	\$ -	\$ -	\$ 19,000
Library		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,823,000	\$ -	\$ -	\$ -	\$ 1,823,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	703,000	\$ 703,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 1,823,000	\$ -	\$ -	703,000	\$ 2,526,000
Expenses	Salaries and Wages	\$ 1,070,000	\$ -	\$ -	\$ -	\$ 1,070,000
	Staff Benefits	\$ 260,000	\$ -	\$ -	\$ -	\$ 260,000
	Services, Supplies, Materials, & Equip.	\$ 493,000	\$ -	\$ -	703,000	\$ 1,196,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 1,823,000	\$ -	\$ -	703,000	\$ 2,526,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance		\$ -	\$ -	\$ -	\$ -	\$ -

**Fayetteville State University- Unit Breakout
FY 2023-24 All-Funds Budget**

Sponsored Research		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 480,000	\$ -	\$ -	\$ -	\$ 480,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 480,000	\$ -	\$ -	\$ -	\$ 480,000
Expenses	Salaries and Wages	\$ 338,000	\$ -	\$ -	\$ -	\$ 338,000
	Staff Benefits	\$ 71,000	\$ -	\$ -	\$ -	\$ 71,000
	Services, Supplies, Materials, & Equip.	\$ 71,000	\$ -	\$ -	\$ -	\$ 71,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 480,000	\$ -	\$ -	\$ -	\$ 480,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance		\$ -	\$ -	\$ -	\$ -	\$ -
University Administration		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 6,039,000	\$ -	\$ -	\$ -	\$ 6,039,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	212,000	\$ -	\$ -	\$ 212,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 6,039,000	\$ 212,000	\$ -	\$ -	\$ 6,251,000
Expenses	Salaries and Wages	\$ 3,469,000	\$ 51,000	\$ -	\$ -	\$ 3,520,000
	Staff Benefits	\$ 1,602,000	\$ 20,000	\$ -	\$ -	\$ 1,622,000
	Services, Supplies, Materials, & Equip.	\$ 968,000	\$ 72,000	\$ -	\$ -	\$ 1,040,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 6,039,000	\$ 143,000	\$ -	\$ -	\$ 6,182,000
Net Transfers		\$ -	\$ 8,000	\$ -	\$ -	\$ 8,000
Change in Fund Balance		\$ -	\$ 77,000	\$ -	\$ -	\$ 77,000

**Fayetteville State University- Unit Breakout
FY 2023-24 All-Funds Budget**

Business Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 8,914,000	\$ 1,049,000	\$ -	\$ -	\$ 9,963,000
	Sales & Services	\$ -	\$ 1,000	\$ -	\$ -	\$ 1,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ 210,000	\$ 239,000	\$ 23,855,000	\$ 24,304,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ 29,000	\$ 26,000	\$ 5,000	\$ 4,000	\$ 64,000
Revenues Total		\$ 8,943,000	\$ 1,286,000	\$ 244,000	\$ 23,859,000	\$ 34,332,000
Expenses	Salaries and Wages	\$ 2,278,000	\$ -	\$ 26,000	\$ 220,000	\$ 2,524,000
	Staff Benefits	\$ 6,216,000	\$ -	\$ 4,000	\$ 52,000	\$ 6,272,000
	Services, Supplies, Materials, & Equip.	\$ 383,000	\$ 1,202,000	\$ 3,000	\$ 21,040,000	\$ 22,628,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 2,000	\$ -	\$ -	\$ 2,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 8,877,000	\$ 1,204,000	\$ 33,000	\$ 21,312,000	\$ 31,426,000
Net Transfers		\$ (66,000)	\$ 955,000	\$ -	\$ (2,438,000)	\$ (1,549,000)
Change in Fund Balance		\$ -	\$ 1,037,000	\$ 211,000	\$ 109,000	\$ 1,357,000
Facilities		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 7,193,000	\$ -	\$ -	\$ -	\$ 7,193,000
	Sales & Services	\$ 279,000	\$ -	\$ -	\$ -	\$ 279,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 1,659,000	\$ 1,659,000
	Gifts & Investments	\$ -	\$ 4,000	\$ -	\$ -	\$ 4,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 7,472,000	\$ 4,000	\$ -	\$ 1,659,000	\$ 9,135,000
Expenses	Salaries and Wages	\$ 3,395,000	\$ 114,000	\$ -	\$ 43,000	\$ 3,552,000
	Staff Benefits	\$ 794,000	\$ 48,000	\$ -	\$ 21,000	\$ 863,000
	Services, Supplies, Materials, & Equip.	\$ 1,111,000	\$ 2,990,000	\$ -	\$ 1,593,000	\$ 5,694,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ 2,172,000	\$ -	\$ -	\$ -	\$ 2,172,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 7,472,000	\$ 3,152,000	\$ -	\$ 1,657,000	\$ 12,281,000
Net Transfers		\$ -	\$ 3,148,000	\$ -	\$ -	\$ 3,148,000
Change in Fund Balance		\$ -	\$ -	\$ -	\$ 2,000	\$ 2,000

**Fayetteville State University- Unit Breakout
FY 2023-24 All-Funds Budget**

Human Resources		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,554,000	\$ -	\$ -	\$ -	\$ 1,554,000
	Sales & Services	\$ -	\$ 3,000	\$ -	\$ -	\$ 3,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 236,000	\$ 236,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 2,000	\$ -	\$ -	\$ 2,000
Revenues Total		\$ 1,554,000	\$ 5,000	\$ -	\$ 236,000	\$ 1,795,000
Expenses	Salaries and Wages	\$ 1,052,000	\$ 5,000	\$ -	\$ 76,000	\$ 1,133,000
	Staff Benefits	\$ 225,000	\$ -	\$ -	\$ 35,000	\$ 260,000
	Services, Supplies, Materials, & Equip.	\$ 277,000	\$ 5,000	\$ -	\$ 140,000	\$ 422,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 1,554,000	\$ 10,000	\$ -	\$ 251,000	\$ 1,815,000
Net Transfers		\$ -	\$ 12,000	\$ -	\$ -	\$ 12,000
Change in Fund Balance		\$ -	\$ 7,000	\$ -	\$ (15,000)	\$ (8,000)
Information Technology		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 6,933,000	\$ 1,781,000	\$ -	\$ -	\$ 8,714,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 201,000	\$ 201,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 3,000	\$ -	\$ -	\$ 3,000
Revenues Total		\$ 6,933,000	\$ 1,784,000	\$ -	\$ 201,000	\$ 8,918,000
Expenses	Salaries and Wages	\$ 3,357,000	\$ 488,000	\$ -	\$ 123,000	\$ 3,968,000
	Staff Benefits	\$ 726,000	\$ 132,000	\$ -	\$ 46,000	\$ 904,000
	Services, Supplies, Materials, & Equip.	\$ 2,850,000	\$ 774,000	\$ -	\$ 47,000	\$ 3,671,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ 2,000	\$ 2,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 6,933,000	\$ 1,394,000	\$ -	\$ 218,000	\$ 8,545,000
Net Transfers		\$ -	\$ (53,000)	\$ -	\$ -	\$ (53,000)
Change in Fund Balance		\$ -	\$ 337,000	\$ -	\$ (17,000)	\$ 320,000

**Fayetteville State University- Unit Breakout
FY 2023-24 All-Funds Budget**

Public Safety		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,831,000	\$ 318,000	\$ -	\$ -	\$ 3,149,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 23,000	\$ 23,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 2,831,000	\$ 318,000	\$ -	\$ 23,000	\$ 3,172,000
Expenses	Salaries and Wages	\$ 1,987,000	\$ 193,000	\$ -	\$ -	\$ 2,180,000
	Staff Benefits	\$ 453,000	\$ 74,000	\$ -	\$ -	\$ 527,000
	Services, Supplies, Materials, & Equip.	\$ 391,000	\$ -	\$ -	\$ 25,000	\$ 416,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 2,831,000	\$ 267,000	\$ -	\$ 25,000	\$ 3,123,000
Net Transfers		\$ -	\$ 683,000	\$ -	\$ -	\$ 683,000
Change in Fund Balance		\$ -	\$ 734,000	\$ -	\$ (2,000)	\$ 732,000
Advancement		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 851,000	\$ -	\$ -	\$ -	\$ 851,000
	Sales & Services	\$ -	\$ 33,000	\$ -	\$ -	\$ 33,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 211,000	\$ 211,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 295,000	\$ 295,000
	Other Revenues	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000
Revenues Total		\$ 851,000	\$ 33,000	\$ -	\$ 507,000	\$ 1,391,000
Expenses	Salaries and Wages	\$ 339,000	\$ -	\$ -	\$ 140,000	\$ 479,000
	Staff Benefits	\$ 87,000	\$ -	\$ -	\$ 53,000	\$ 140,000
	Services, Supplies, Materials, & Equip.	\$ 425,000	\$ 79,000	\$ -	\$ 48,000	\$ 552,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ 264,000	\$ 264,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 851,000	\$ 79,000	\$ -	\$ 505,000	\$ 1,435,000
Net Transfers		\$ -	\$ 2,000	\$ -	\$ (2,000)	\$ -
Change in Fund Balance		\$ -	\$ (44,000)	\$ -	\$ -	\$ (44,000)

**Fayetteville State University- Unit Breakout
FY 2023-24 All-Funds Budget**

Dining		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 930,000	\$ -	\$ -	\$ 930,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ -	\$ -	\$ -	\$ -
	Sales & Services	\$ -	\$ 4,831,000	\$ -	\$ -	\$ 4,831,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 51,000	\$ -	\$ -	\$ 51,000
Revenues Total		\$ -	\$ 4,882,000	\$ -	\$ -	\$ 4,882,000
Expenses	Salaries and Wages	\$ -	\$ 59,000	\$ -	\$ -	\$ 59,000
	Staff Benefits	\$ -	\$ 13,000	\$ -	\$ -	\$ 13,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 5,001,000	\$ -	\$ -	\$ 5,001,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 90,000	\$ -	\$ -	\$ 90,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ -	\$ 5,163,000	\$ -	\$ -	\$ 5,163,000
Net Transfers		\$ -	\$ (649,000)	\$ -	\$ -	\$ (649,000)
Change in Fund Balance		\$ -	\$ (930,000)	\$ -	\$ -	\$ (930,000)
Ending Fund Balance		\$ -	\$ -	\$ -	\$ -	\$ -
Housing		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 8,088,000	\$ -	\$ -	\$ 8,088,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ -	\$ -	\$ -	\$ -
	Sales & Services	\$ -	\$ 9,713,000	\$ -	\$ -	\$ 9,713,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ 1,000	\$ -	\$ -	\$ 1,000
	Other Revenues	\$ -	\$ 2,056,000	\$ -	\$ -	\$ 2,056,000
Revenues Total		\$ -	\$ 11,770,000	\$ -	\$ -	\$ 11,770,000
Expenses	Salaries and Wages	\$ -	\$ 1,836,000	\$ -	\$ -	\$ 1,836,000
	Staff Benefits	\$ -	\$ 408,000	\$ -	\$ -	\$ 408,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 3,012,000	\$ -	\$ -	\$ 3,012,000
	Scholarships & Fellowships	\$ -	\$ 11,000	\$ -	\$ -	\$ 11,000
	Debt Service	\$ -	\$ 3,665,000	\$ -	\$ -	\$ 3,665,000
	Utilities	\$ -	\$ 837,000	\$ -	\$ -	\$ 837,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ -	\$ 9,769,000	\$ -	\$ -	\$ 9,769,000
Net Transfers		\$ -	\$ (2,882,000)	\$ -	\$ -	\$ (2,882,000)
Change in Fund Balance		\$ -	\$ (881,000)	\$ -	\$ -	\$ (881,000)
Ending Fund Balance		\$ -	\$ 7,207,000	\$ -	\$ -	\$ 7,207,000

**Fayetteville State University- Unit Breakout
FY 2023-24 All-Funds Budget**

Parking		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 416,000	\$ -	\$ -	\$ 416,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ -	\$ -	\$ -	\$ -
	Sales & Services	\$ -	\$ 230,000	\$ -	\$ -	\$ 230,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 9,000	\$ -	\$ -	\$ 9,000
Revenues Total		\$ -	\$ 239,000	\$ -	\$ -	\$ 239,000
Expenses	Salaries and Wages	\$ -	\$ 24,000	\$ -	\$ -	\$ 24,000
	Staff Benefits	\$ -	\$ 8,000	\$ -	\$ -	\$ 8,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 193,000	\$ -	\$ -	\$ 193,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ -	\$ 225,000	\$ -	\$ -	\$ 225,000
Net Transfers		\$ -	\$ 81,000	\$ -	\$ -	\$ 81,000
Change in Fund Balance		\$ -	\$ 95,000	\$ -	\$ -	\$ 95,000
Ending Fund Balance		\$ -	\$ 511,000	\$ -	\$ -	\$ 511,000
Athletics		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ (7,571,000)	\$ -	\$ 167,000	\$ (7,404,000)
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ 3,603,000	\$ -	\$ -	\$ 3,603,000
	Sales & Services	\$ -	\$ 114,000	\$ -	\$ 3,000	\$ 117,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ 32,000	\$ -	\$ 177,000	\$ 209,000
	Other Revenues	\$ -	\$ 131,000	\$ -	\$ 11,000	\$ 142,000
Revenues Total		\$ -	\$ 3,880,000	\$ -	\$ 191,000	\$ 4,071,000
Expenses	Salaries and Wages	\$ -	\$ 1,444,000	\$ -	\$ -	\$ 1,444,000
	Staff Benefits	\$ -	\$ 461,000	\$ -	\$ -	\$ 461,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 2,538,000	\$ -	\$ 85,000	\$ 2,623,000
	Scholarships & Fellowships	\$ -	\$ 1,030,000	\$ -	\$ 5,000	\$ 1,035,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ -	\$ 5,473,000	\$ -	\$ 90,000	\$ 5,563,000
Net Transfers		\$ -	\$ 201,000	\$ -	\$ -	\$ 201,000
Change in Fund Balance		\$ -	\$ (1,392,000)	\$ -	\$ 101,000	\$ (1,291,000)
Ending Fund Balance		\$ -	\$ (8,963,000)	\$ -	\$ 268,000	\$ (8,695,000)

**Fayetteville State University- Unit Breakout
FY 2023-24 All-Funds Budget**

Student Health		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 730,000	\$ -	\$ 13,000	\$ 743,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ 1,288,000	\$ -	\$ -	\$ 1,288,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 13,000	\$ 13,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 15,000	\$ -	\$ -	\$ 15,000
Revenues Total		\$ -	\$ 1,303,000	\$ -	\$ 13,000	\$ 1,316,000
Expenses	Salaries and Wages	\$ -	\$ 410,000	\$ -	\$ -	\$ 410,000
	Staff Benefits	\$ -	\$ 142,000	\$ -	\$ -	\$ 142,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 270,000	\$ -	\$ 13,000	\$ 283,000
	Scholarships & Fellowships	\$ -	\$ 2,000	\$ -	\$ -	\$ 2,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 15,000	\$ -	\$ -	\$ 15,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ -	\$ 839,000	\$ -	\$ 13,000	\$ 852,000
Net Transfers		\$ -	\$ (27,000)	\$ -	\$ -	\$ (27,000)
Change in Fund Balance		\$ -	\$ 437,000	\$ -	\$ -	\$ 437,000
Ending Fund Balance		\$ -	\$ 1,167,000	\$ -	\$ 13,000	\$ 1,180,000
Other Auxiliaries		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 249,000.00	\$ -	\$ -	\$ -	\$ 249,000
	Sales & Services	\$ -	\$ 5,149,000	\$ -	\$ -	\$ 5,149,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 266,000	\$ -	\$ -	\$ 266,000
Revenues Total		\$ 249,000	\$ 5,415,000	\$ -	\$ -	\$ 5,664,000
Expenses	Salaries and Wages	\$ 158,000	\$ 541,000	\$ -	\$ -	\$ 699,000
	Staff Benefits	\$ 40,000	\$ 201,000	\$ -	\$ -	\$ 241,000
	Services, Supplies, Materials, & Equip.	\$ 51,000	\$ 4,446,000	\$ -	\$ -	\$ 4,497,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 1,000	\$ -	\$ -	\$ 1,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 249,000	\$ 5,189,000	\$ -	\$ -	\$ 5,438,000
Net Transfers		\$ -	\$ 463,000	\$ -	\$ -	\$ 463,000
Change in Fund Balance		\$ -	\$ 689,000	\$ -	\$ -	\$ 689,000



April 14, 2023

Jennifer Haygood
University of North Carolina- General Administration
Senior Vice President for Finance & Administration and CFO
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North Carolina A&T State University (the University) has developed the FY23-24 All Funds Budget to advance the UNC System strategic goals, as well as NC A&T's strategic priorities. The UNC System strategic plan includes access, affordability and efficiency, student success, economic impact and community engagement, and excellent and diverse institutions. In direct support of the goals the University presents a \$423 Million budget for Board of Governor Approval.

University Impact to the State of North Carolina

North Carolina A&T State University continues to provide an education that supports the goals of the UNC System, as detailed in its Strategic Plan. The University provides affordable education to our in-state students without imposing significant burdens to our taxpayers. Our tuition and fees are the 7th lowest in the UNC System.

By producing well-educated professionals ready to enter fields such as engineering, healthcare, agriculture, advanced manufacturing, logistics, media and many other fields, N.C. A&T helps the state attract businesses that create thousands of new jobs. The University is a major contributor to the economy, as evidenced by the approximate \$1.6 Billion economic impact to the State. Sponsored Research Awards are expected to surpass \$100 Million in the FY 23 fiscal year. As per the U.S. News & World Report, our early career graduates have the second highest career salaries among all universities in the UNC System.

The University has experienced unprecedented growth. Since 2010, our enrollment has increased from 10,759 to 13,487 for an increase of 24%. The current enrollment level is larger than any HBCU in history. Over this same period of time, the number of degrees awarded has increased from 1,680 to 2,568 for an increase of 53%. The fact that the percentage increase of degrees awarded far outpaces the percentage increase in enrollment is a strong indicator of the enhanced efficient use of resources provided by the citizens in support of the University and the effectiveness in the execution of the strategies per the University's and the UNC System Strategic Plans.

The University appreciates the continued support from the taxpayers in supporting our students, as indicated by the projected appropriation of \$114 Million in FY 2024. However, over the last 10 years the University has continued to reduce the reliance on state appropriation in comparison to tuition revenues. Tuition revenues have grown from \$56 Million in FY 2014 to a budgeted amount of \$100 Million in FY2024, for an increase of \$44 Million or 56%. Over this same period of time, the State Appropriation has increased from \$97 million to \$114 million for a \$17 million or 18%. This has enabled the university to provide a quality education to our in-state students without placing excessive demands on our taxpayers.



The University remains committed to success of students with significant financial need. Our total Fall 2022 UG enrollment was 11,833 and of that Undergraduate Pell Eligible students was 5,235 (44%) of our total enrollment. The university awards on average \$5,643 in pell awards per year for these students. Our success at graduating our students, and especially Pell students, has greatly contributed to social mobility. The University has been recognized by the US News & World Report as Top 50 in Social Mobility and Economic Diversity.

FY 2024 Budget

Tuition and Fees, State Appropriations, and Contracts and Grants comprise approximately 27%, 24%, and 36% of total revenues, respectively. The most significant revenue comprising the contracts and grants category is Pell Grant Revenues. Pell Grant revenues also comprise the predominance of the student aid category. Consistent with most University, salaries and benefits comprises the greatest portion of our expenses at 47%. The services category includes major items such as facilities contracted services and food services contracts, and housing and athletic expenses.

FY 2024 Budget Investments

For FY2024, North Carolina A&T is allocating funding to develop and implement degree programs, minors and certificates based on market research, industry demand and strategic partnerships. This is in support of our goal Research Competitiveness as we pursue our transition from R-2 to R-1 Doctoral Research institution. We allocated funding for new programs that support the Physician Assistants Program, Data Analytics program and the College of Agriculture and Environmental Sciences.

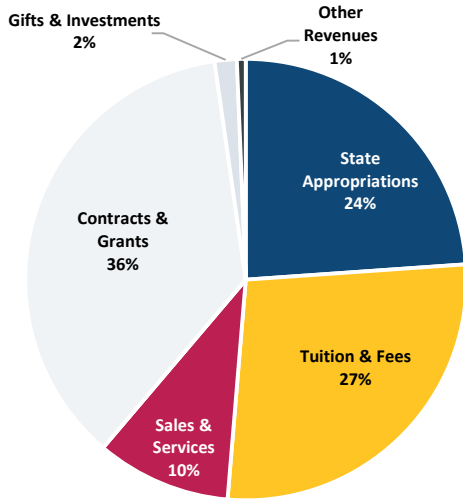
North Carolina A&T is also investing in evidence-based initiatives to enhance the undergraduate and graduate student success and experience. One such investment initiative is, EMPOWER: Exceptional Men Pursuing Opportunities Within Education & Research whose goal is to recruit and retain black male students by hosting events. The College of Education, whose research is also centered on Black males in Education and Black Male wellbeing, will provide great faculty mentors to engage these scholars in research and outreach activities. We also aim to increase the number of women and African American Students pursuing a doctoral degree in Nanoengineering. We plan to accomplish this by providing more graduate assistantships. The implementation of this goal will lead to impactful and inclusive recruitment and student success plan for under-represented students (e.g., Black male students, rural, etc.).

To help support student success, the University is also making investments in high growth Colleges and Majors, such as the College of Health Sciences, building capacity in enrollment management, and enhancing cybersecurity and compliance by making critical investments in the Information Technology, Human Resources, and Legal and Compliance areas.

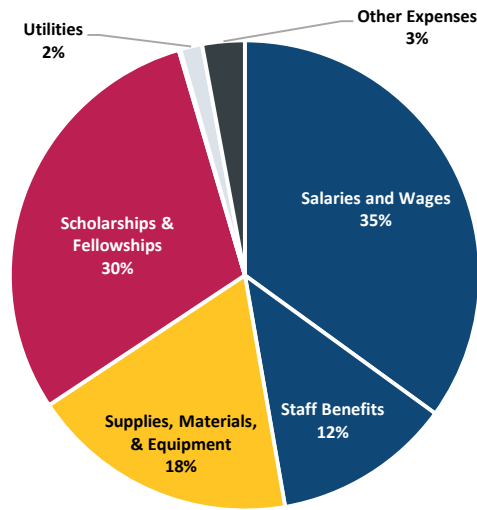
The Board of Trustees approved the FY23-24 All-Funds Budget during our April 14, 2023 meeting.

cc: Robert Pompey

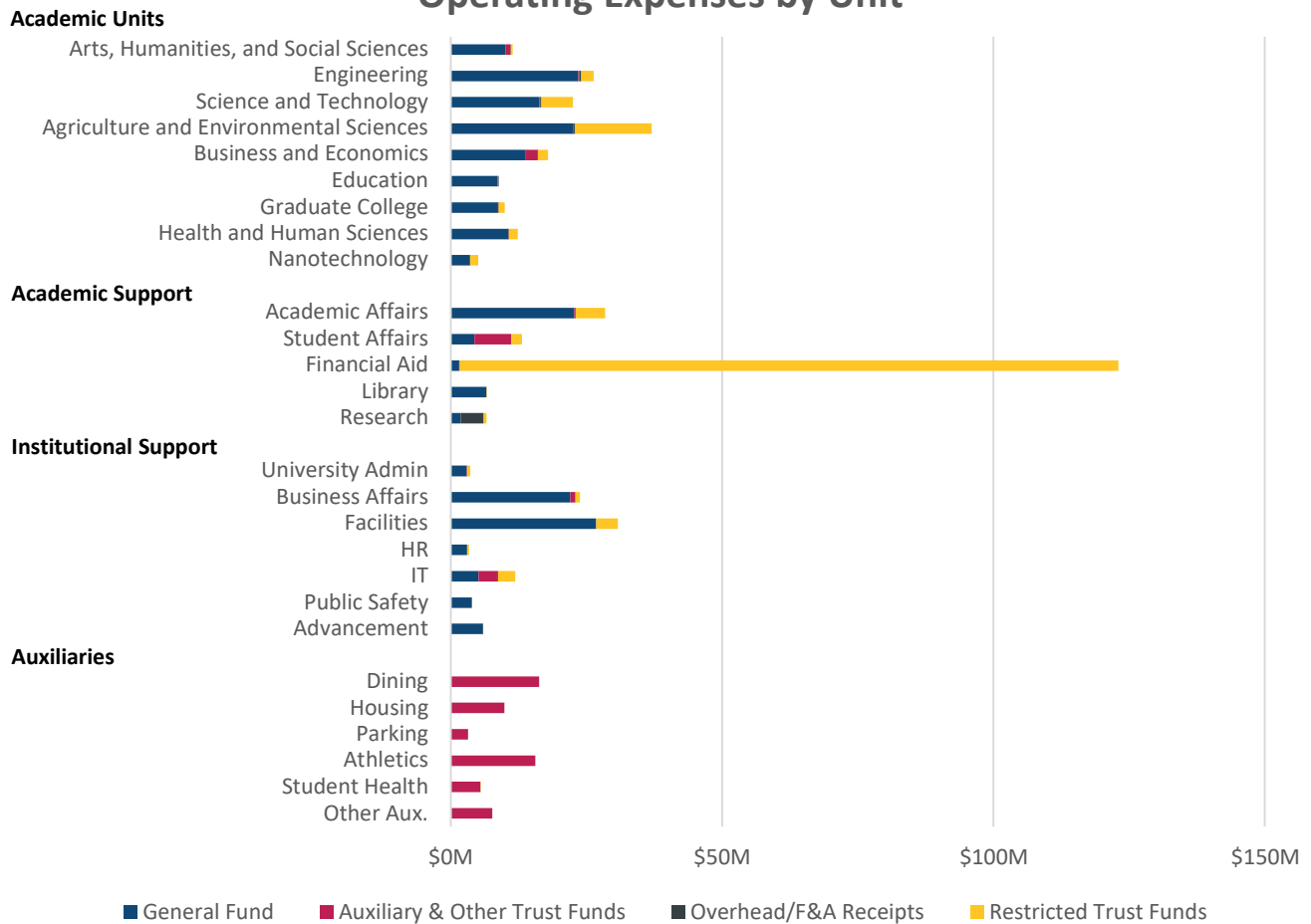
Budgeted Revenue (FY24)



Budgeted Expenses (FY24)



Operating Expenses by Unit



**North Carolina A&T State University
FY 2023-24 All-Funds Budget**

		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriations	\$ 114,258,000	\$ -	\$ -	\$ -	\$ 114,258,000
	Tuition & Fees	\$ 100,414,000	\$ 30,609,000	\$ -	\$ 66,000	\$ 131,089,000
	<i>Less Discounts and Allowances</i>	\$ -	\$ (15,005,000)	\$ -	\$ (39,966,000)	\$ (54,971,000)
	Sales & Services	\$ 2,013,000	\$ 42,976,000	\$ -	\$ 2,286,000	\$ 47,275,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ 510,000	\$ 1,049,000	\$ 5,434,000	\$ 167,517,000	\$ 174,510,000
	Gifts & Investments	\$ -	\$ 2,283,000	\$ -	\$ 5,467,000	\$ 7,750,000
	Other Revenues	\$ 1,016,000	\$ 626,000	\$ -	\$ 1,540,000	\$ 3,182,000
Revenues Total		\$ 218,211,000	\$ 62,538,000	\$ 5,434,000	\$ 136,910,000	\$ 423,093,000
Expenses	Salaries and Wages	\$ 128,845,000	\$ 19,030,000	\$ 2,829,000	\$ 15,413,000	\$ 166,117,000
	Staff Benefits	\$ 46,831,000	\$ 7,511,000	\$ 850,000	\$ 3,026,000	\$ 58,218,000
	Services, Supplies, Materials, & Equip.	\$ 30,217,000	\$ 39,970,000	\$ 1,616,000	\$ 15,739,000	\$ 87,542,000
	Scholarships & Fellowships	\$ 12,109,000	\$ 6,984,000	\$ -	\$ 122,200,000	\$ 141,293,000
	<i>Less Discounts and Allowances</i>	\$ -	\$ (15,005,000)	\$ -	\$ (39,966,000)	\$ (54,971,000)
	Debt Service	\$ -	\$ 514,000	\$ -	\$ -	\$ 514,000
	Utilities	\$ 6,497,000	\$ 736,000	\$ -	\$ -	\$ 7,233,000
	Other Expenses	\$ 516,000	\$ 727,000	\$ 139,000	\$ 12,483,000	\$ 13,865,000
Expenses Total		\$ 225,015,000	\$ 60,467,000	\$ 5,434,000	\$ 128,895,000	\$ 419,811,000
Net Transfers		\$ 6,810,000	\$ (4,443,000)	\$ -	\$ (2,367,000)	\$ -
Change in Fund Balance			\$ (2,372,000)	\$ -	\$ 5,648,000	\$ 3,276,000

**North Carolina A&T State University- Unit Breakout
FY 2023-24 All-Funds Budget**

College of Arts, Humanities, and Social Sciences		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 10,050,000	\$ -	\$ -	\$ -	\$ 10,050,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 120,000	\$ 120,000
	Other Revenues	\$ -	\$ 100,000	\$ -	\$ 3,000	\$ 103,000
Revenues Total		\$ 10,050,000	\$ 100,000	\$ -	\$ 124,000	\$ 10,274,000
Expenses	Salaries and Wages	\$ 7,511,000	\$ 249,000	\$ -	\$ 159,000	\$ 7,919,000
	Staff Benefits	\$ 2,238,000	\$ 81,000	\$ -	\$ 27,000	\$ 2,346,000
	Services, Supplies, Materials, & Equip.	\$ 297,000	\$ 679,000	\$ 2,000	\$ 16,000	\$ 994,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ 160,000	\$ 160,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 3,000	\$ -	\$ -	\$ -	\$ 3,000
Expenses Total		\$ 10,049,000	\$ 1,009,000	\$ 2,000	\$ 362,000	\$ 11,422,000
Net Transfers		\$ -	\$ 909,000	\$ -	\$ -	\$ 909,000
Change in Fund Balance			\$ -	\$ (2,000)	\$ (238,000)	\$ (240,000)
College of Engineering		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 23,552,000	\$ -	\$ -	\$ -	\$ 23,552,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ 124,000	\$ -	\$ -	\$ 124,000
	Gifts & Investments	\$ -	\$ 1,000	\$ -	\$ -	\$ 1,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 23,552,000	\$ 125,000	\$ -	\$ -	\$ 23,677,000
Expenses	Salaries and Wages	\$ 15,300,000	\$ 52,000	\$ -	\$ 637,000	\$ 15,989,000
	Staff Benefits	\$ 4,219,000	\$ -	\$ -	\$ 135,000	\$ 4,354,000
	Services, Supplies, Materials, & Equip.	\$ 4,020,000	\$ 78,000	\$ 361,000	\$ 481,000	\$ 4,940,000
	Scholarships & Fellowships	\$ 3,000	\$ 9,000	\$ -	\$ 1,039,000	\$ 1,051,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 9,000	\$ -	\$ -	\$ -	\$ 9,000
Expenses Total		\$ 23,551,000	\$ 139,000	\$ 361,000	\$ 2,292,000	\$ 26,343,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ (14,000)	\$ (361,000)	\$ (2,292,000)	\$ (2,667,000)

**North Carolina A&T State University- Unit Breakout
FY 2023-24 All-Funds Budget**

College of Science and Technology		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 16,355,000	\$ -	\$ -	\$ -	\$ 16,355,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 5,623,000	\$ 5,623,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 209,000	\$ 209,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 16,355,000	\$ -	\$ -	\$ 5,832,000	\$ 22,187,000
Expenses	Salaries and Wages	\$ 12,159,000	\$ 70,000	\$ -	\$ 1,715,000	\$ 13,944,000
	Staff Benefits	\$ 3,559,000	\$ -	\$ -	\$ 300,000	\$ 3,859,000
	Services, Supplies, Materials, & Equip.	\$ 638,000	\$ 30,000	\$ 268,000	\$ 1,445,000	\$ 2,381,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ 1,165,000	\$ 1,165,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ 1,162,000	\$ 1,162,000
Expenses Total		\$ 16,356,000	\$ 100,000	\$ 268,000	\$ 5,787,000	\$ 22,511,000
Net Transfers		\$ -	\$ -	\$ -	\$ 12,000	\$ 12,000
Change in Fund Balance			\$ (100,000)	\$ (268,000)	\$ 57,000	\$ (311,000)
College of Agriculture and Environmental Sciences		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 22,693,000	\$ -	\$ -	\$ -	\$ 22,693,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ 10,000	\$ -	\$ -	\$ 16,769,000	\$ 16,779,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 309,000	\$ 309,000
	Other Revenues	\$ -	\$ -	\$ -	\$ 48,000	\$ 48,000
Revenues Total		\$ 22,703,000	\$ -	\$ -	\$ 17,126,000	\$ 39,829,000
Expenses	Salaries and Wages	\$ 13,732,000	\$ -	\$ -	\$ 7,146,000	\$ 20,878,000
	Staff Benefits	\$ 5,277,000	\$ -	\$ -	\$ 1,362,000	\$ 6,639,000
	Services, Supplies, Materials, & Equip.	\$ 3,514,000	\$ 77,000	\$ 215,000	\$ 3,385,000	\$ 7,191,000
	Scholarships & Fellowships	\$ 9,000	\$ -	\$ -	\$ 1,035,000	\$ 1,044,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 94,000	\$ -	\$ -	\$ 1,184,000	\$ 1,278,000
Expenses Total		\$ 22,626,000	\$ 77,000	\$ 215,000	\$ 14,112,000	\$ 37,030,000
Net Transfers		\$ (78,000)	\$ -	\$ -	\$ (456,000)	\$ (534,000)
Change in Fund Balance			\$ (77,000)	\$ (215,000)	\$ 2,558,000	\$ 2,266,000

**North Carolina A&T State University- Unit Breakout
FY 2023-24 All-Funds Budget**

College of Business and Economics		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 13,699,000	\$ -	\$ -	\$ -	\$ 13,699,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 2,229,000	\$ 2,229,000
	Gifts & Investments	\$ -	\$ 2,092,000	\$ -	\$ 1,450,000	\$ 3,542,000
	Other Revenues	\$ -	\$ 40,000	\$ -	\$ -	\$ 40,000
Revenues Total		\$ 13,699,000	\$ 2,132,000	\$ -	\$ 3,679,000	\$ 19,510,000
Expenses	Salaries and Wages	\$ 10,582,000	\$ 96,000	\$ -	\$ 313,000	\$ 10,991,000
	Staff Benefits	\$ 2,769,000	\$ 2,000	\$ -	\$ 85,000	\$ 2,856,000
	Services, Supplies, Materials, & Equip.	\$ 348,000	\$ 2,247,000	\$ 26,000	\$ 839,000	\$ 3,460,000
	Scholarships & Fellowships	\$ -	\$ 1,000	\$ -	\$ 481,000	\$ 482,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ 132,000	\$ 132,000
Expenses Total		\$ 13,699,000	\$ 2,346,000	\$ 26,000	\$ 1,850,000	\$ 17,921,000
Net Transfers		\$ -	\$ 15,000	\$ -	\$ -	\$ 15,000
Change in Fund Balance			\$ (199,000)	\$ (26,000)	\$ 1,829,000	\$ 1,604,000
College of Education		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 8,401,000	\$ -	\$ -	\$ -	\$ 8,401,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ 211,000	\$ -	\$ -	\$ -	\$ 211,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 8,612,000	\$ -	\$ -	\$ -	\$ 8,612,000
Expenses	Salaries and Wages	\$ 5,636,000	\$ 52,000	\$ -	\$ -	\$ 5,688,000
	Staff Benefits	\$ 1,734,000	\$ 78,000	\$ -	\$ -	\$ 1,812,000
	Services, Supplies, Materials, & Equip.	\$ 1,185,000	\$ -	\$ 76,000	\$ -	\$ 1,261,000
	Scholarships & Fellowships	\$ 47,000	\$ -	\$ -	\$ -	\$ 47,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 9,000	\$ -	\$ -	\$ -	\$ 9,000
Expenses Total		\$ 8,611,000	\$ 130,000	\$ 76,000	\$ -	\$ 8,817,000
Net Transfers		\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000
Change in Fund Balance			\$ (130,000)	\$ (76,000)	\$ 1,000	\$ (205,000)

**North Carolina A&T State University- Unit Breakout
FY 2023-24 All-Funds Budget**

The Graduate College		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 8,743,000	\$ -	\$ -	\$ 65,000	\$ 8,808,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 2,994,000	\$ 2,994,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 8,743,000	\$ -	\$ -	\$ 3,059,000	\$ 11,802,000
Expenses	Salaries and Wages	\$ 6,085,000	\$ -	\$ -	\$ 748,000	\$ 6,833,000
	Staff Benefits	\$ 1,279,000	\$ -	\$ -	\$ 7,000	\$ 1,286,000
	Services, Supplies, Materials, & Equip.	\$ 698,000	\$ 106,000	\$ 5,000	\$ 368,000	\$ 1,177,000
	Scholarships & Fellowships	\$ 675,000	\$ -	\$ -	\$ -	\$ 675,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 6,000	\$ -	\$ -	\$ -	\$ 6,000
Expenses Total		\$ 8,743,000	\$ 106,000	\$ 5,000	\$ 1,123,000	\$ 9,977,000
Net Transfers		\$ -	\$ (11,000)	\$ -	\$ -	\$ (11,000)
Change in Fund Balance			\$ (117,000)	\$ (5,000)	\$ 1,936,000	\$ 1,814,000
College of Health and Human Sciences		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 10,651,000	\$ -	\$ -	\$ -	\$ 10,651,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 1,782,000	\$ 1,782,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 242,000	\$ 242,000
	Other Revenues	\$ -	\$ 61,000	\$ -	\$ 31,000	\$ 92,000
Revenues Total		\$ 10,651,000	\$ 61,000	\$ -	\$ 2,055,000	\$ 12,767,000
Expenses	Salaries and Wages	\$ 7,796,000	\$ 2,000	\$ -	\$ 258,000	\$ 8,056,000
	Staff Benefits	\$ 2,356,000	\$ -	\$ -	\$ 70,000	\$ 2,426,000
	Services, Supplies, Materials, & Equip.	\$ 481,000	\$ 12,000	\$ 47,000	\$ 316,000	\$ 856,000
	Scholarships & Fellowships	\$ 5,000	\$ -	\$ -	\$ 826,000	\$ 831,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 13,000	\$ -	\$ -	\$ 170,000	\$ 183,000
Expenses Total		\$ 10,651,000	\$ 14,000	\$ 47,000	\$ 1,640,000	\$ 12,352,000
Net Transfers		\$ -	\$ 50,000	\$ -	\$ -	\$ 50,000
Change in Fund Balance			\$ 97,000	\$ (47,000)	\$ 415,000	\$ 465,000

**North Carolina A&T State University- Unit Breakout
FY 2023-24 All-Funds Budget**

Joint School of Nanotechnology		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 3,548,000	\$ -	\$ -	\$ -	\$ 3,548,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 1,329,000	\$ 1,329,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 3,548,000	\$ -	\$ -	\$ 1,329,000	\$ 4,877,000
Expenses	Salaries and Wages	\$ 2,701,000	\$ -	\$ -	\$ 523,000	\$ 3,224,000
	Staff Benefits	\$ 527,000	\$ -	\$ -	\$ 83,000	\$ 610,000
	Services, Supplies, Materials, & Equip.	\$ 299,000	\$ -	\$ 69,000	\$ 413,000	\$ 781,000
	Scholarships & Fellowships	\$ 21,000	\$ -	\$ -	\$ 33,000	\$ 54,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ 382,000	\$ 382,000
Expenses Total		\$ 3,548,000	\$ -	\$ 69,000	\$ 1,434,000	\$ 5,051,000
Net Transfers		\$ -	\$ -	\$ -	\$ (7,000)	\$ (7,000)
Change in Fund Balance			\$ -	\$ (69,000)	\$ (112,000)	\$ (181,000)

**North Carolina A&T State University- Unit Breakout
FY 2023-24 All-Funds Budget**

Academic Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 19,947,000	\$ 284,000	\$ -	\$ -	\$ 20,231,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 3,986,000	\$ 3,986,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 1,511,000	\$ 1,511,000
	Other Revenues	\$ -	\$ 12,000	\$ -	\$ 1,379,000	\$ 1,391,000
Revenues Total		\$ 19,947,000	\$ 296,000	\$ -	\$ 6,876,000	\$ 27,119,000
Expenses	Salaries and Wages	\$ 9,822,000	\$ 134,000	\$ -	\$ 1,304,000	\$ 11,260,000
	Staff Benefits	\$ 6,378,000	\$ 8,000	\$ -	\$ 373,000	\$ 6,759,000
	Services, Supplies, Materials, & Equip.	\$ 5,728,000	\$ 53,000	\$ 104,000	\$ 1,212,000	\$ 7,097,000
	Scholarships & Fellowships	\$ 784,000	\$ -	\$ -	\$ 2,185,000	\$ 2,969,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 62,000	\$ -	\$ -	\$ 305,000	\$ 367,000
Expenses Total		\$ 22,774,000	\$ 195,000	\$ 104,000	\$ 5,379,000	\$ 28,452,000
Net Transfers		\$ 2,828,000	\$ 143,000	\$ -	\$ 6,000	\$ 2,977,000
Change in Fund Balance			\$ 244,000	\$ (104,000)	\$ 1,503,000	\$ 1,643,000
Student Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 4,345,000	\$ 8,462,000	\$ -	\$ -	\$ 12,807,000
	Sales & Services	\$ -	\$ 50,000	\$ -	\$ -	\$ 50,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 1,795,000	\$ 1,795,000
	Gifts & Investments	\$ -	\$ 19,000	\$ -	\$ 19,000	\$ 38,000
	Other Revenues	\$ -	\$ 162,000	\$ -	\$ -	\$ 162,000
Revenues Total		\$ 4,345,000	\$ 8,693,000	\$ -	\$ 1,814,000	\$ 14,852,000
Expenses	Salaries and Wages	\$ 2,372,000	\$ 2,891,000	\$ -	\$ 723,000	\$ 5,986,000
	Staff Benefits	\$ 1,158,000	\$ 986,000	\$ -	\$ 178,000	\$ 2,322,000
	Services, Supplies, Materials, & Equip.	\$ 805,000	\$ 2,659,000	\$ 18,000	\$ 636,000	\$ 4,118,000
	Scholarships & Fellowships	\$ -	\$ 162,000	\$ -	\$ 142,000	\$ 304,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 77,000	\$ -	\$ -	\$ 77,000
	Other Expenses	\$ 23,000	\$ 22,000	\$ -	\$ 254,000	\$ 299,000
Expenses Total		\$ 4,358,000	\$ 6,797,000	\$ 18,000	\$ 1,933,000	\$ 13,106,000
Net Transfers		\$ 12,000	\$ (1,897,000)	\$ -	\$ 75,000	\$ (1,810,000)
Change in Fund Balance			\$ (1,000)	\$ (18,000)	\$ (44,000)	\$ (63,000)

**North Carolina A&T State University- Unit Breakout
FY 2023-24 All-Funds Budget**

Financial Aid		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,565,000	\$ -	\$ -	\$ -	\$ 1,565,000
	Sales & Services	\$ -	\$ -	\$ -	\$ 2,280,000	\$ 2,280,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ 75,000	\$ -	\$ 118,952,000	\$ 119,027,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 1,009,000	\$ 1,009,000
	Other Revenues	\$ -	\$ 1,000	\$ -	\$ 28,000	\$ 29,000
Revenues Total		\$ 1,565,000	\$ 76,000	\$ -	\$ 122,269,000	\$ 123,910,000
Expenses	Salaries and Wages	\$ 1,031,000	\$ 65,000	\$ -	\$ 154,000	\$ 1,250,000
	Staff Benefits	\$ 426,000	\$ -	\$ -	\$ -	\$ 426,000
	Services, Supplies, Materials, & Equip.	\$ 107,000	\$ 59,000	\$ -	\$ 5,000	\$ 171,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ 112,603,000	\$ 112,603,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ 8,614,000	\$ 8,614,000
Expenses Total		\$ 1,564,000	\$ 124,000	\$ -	\$ 121,376,000	\$ 123,064,000
Net Transfers		\$ -	\$ 277,000	\$ -	\$ 64,000	\$ 341,000
Change in Fund Balance			\$ 229,000	\$ -	\$ 957,000	\$ 1,186,000
Library		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 6,475,000	\$ -	\$ -	\$ -	\$ 6,475,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 7,000	\$ 7,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 6,475,000	\$ -	\$ -	\$ 7,000	\$ 6,482,000
Expenses	Salaries and Wages	\$ 2,918,000	\$ -	\$ -	\$ 9,000	\$ 2,927,000
	Staff Benefits	\$ 1,098,000	\$ -	\$ -	\$ -	\$ 1,098,000
	Services, Supplies, Materials, & Equip.	\$ 2,515,000	\$ -	\$ 3,000	\$ 19,000	\$ 2,537,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 2,000	\$ -	\$ -	\$ 12,000	\$ 14,000
Expenses Total		\$ 6,533,000	\$ -	\$ 3,000	\$ 40,000	\$ 6,576,000
Net Transfers		\$ 58,000	\$ -	\$ -	\$ -	\$ 58,000
Change in Fund Balance			\$ -	\$ (3,000)	\$ (33,000)	\$ (36,000)

**North Carolina A&T State University- Unit Breakout
FY 2023-24 All-Funds Budget**

Sponsored Research		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,514,000	\$ -	\$ -	\$ -	\$ 1,514,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 527,000	\$ 527,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ 11,000	\$ 11,000
Revenues Total		\$ 1,514,000	\$ -	\$ -	\$ 538,000	\$ 2,052,000
Expenses	Salaries and Wages	\$ 1,261,000	\$ -	\$ 2,829,000	\$ 166,000	\$ 4,256,000
	Staff Benefits	\$ 564,000	\$ -	\$ 850,000	\$ 36,000	\$ 1,450,000
	Services, Supplies, Materials, & Equip.	\$ 22,000	\$ -	\$ 421,000	\$ 106,000	\$ 549,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ 99,000	\$ 99,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 10,000	\$ -	\$ 139,000	\$ 128,000	\$ 277,000
Expenses Total		\$ 1,857,000	\$ -	\$ 4,239,000	\$ 535,000	\$ 6,631,000
Net Transfers		\$ 344,000	\$ -	\$ -	\$ -	\$ 344,000
Change in Fund Balance			\$ -	\$ (4,239,000)	\$ 3,000	\$ (4,236,000)
University Administration		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,984,000	\$ -	\$ -	\$ -	\$ 2,984,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 357,000	\$ 357,000
	Gifts & Investments	\$ -	\$ 51,000	\$ -	\$ 541,000	\$ 592,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 2,984,000	\$ 51,000	\$ -	\$ 898,000	\$ 3,933,000
Expenses	Salaries and Wages	\$ 2,112,000	\$ -	\$ -	\$ 329,000	\$ 2,441,000
	Staff Benefits	\$ 648,000	\$ -	\$ -	\$ 122,000	\$ 770,000
	Services, Supplies, Materials, & Equip.	\$ 223,000	\$ -	\$ -	\$ 120,000	\$ 343,000
	Scholarships & Fellowships	\$ -	\$ 51,000	\$ -	\$ 23,000	\$ 74,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 1,000	\$ -	\$ -	\$ -	\$ 1,000
Expenses Total		\$ 2,984,000	\$ 51,000	\$ -	\$ 594,000	\$ 3,629,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ 304,000	\$ 304,000

**North Carolina A&T State University- Unit Breakout
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Business Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 15,197,000	\$ 65,000	\$ -	\$ 1,000	\$ 15,263,000
	Sales & Services	\$ 2,013,000	\$ -	\$ -	\$ 6,000	\$ 2,019,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ 289,000	\$ -	\$ -	\$ 3,715,000	\$ 4,004,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 25,000	\$ 25,000
	Other Revenues	\$ 1,016,000	\$ -	\$ -	\$ 40,000	\$ 1,056,000
Revenues Total		\$ 18,515,000	\$ 65,000	\$ -	\$ 3,787,000	\$ 22,367,000
Expenses	Salaries and Wages	\$ 3,361,000	\$ 49,000	\$ -	\$ 23,000	\$ 3,433,000
	Staff Benefits	\$ 3,349,000	\$ 16,000	\$ -	\$ 52,000	\$ 3,417,000
	Services, Supplies, Materials, & Equip.	\$ 4,521,000	\$ -	\$ -	\$ 241,000	\$ 4,762,000
	Scholarships & Fellowships	\$ 10,565,000	\$ 850,000	\$ -	\$ 411,000	\$ 11,826,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 264,000	\$ -	\$ -	\$ 137,000	\$ 401,000
Expenses Total		\$ 22,060,000	\$ 915,000	\$ -	\$ 864,000	\$ 23,839,000
Net Transfers		\$ 3,546,000	\$ 850,000	\$ -	\$ (37,000)	\$ 4,359,000
Change in Fund Balance			\$ -	\$ -	\$ 2,886,000	\$ 2,886,000
Facilities		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 26,742,000	\$ -	\$ -	\$ -	\$ 26,742,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 3,939,000	\$ 3,939,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 26,742,000	\$ -	\$ -	\$ 3,939,000	\$ 30,681,000
Expenses	Salaries and Wages	\$ 12,219,000	\$ -	\$ -	\$ -	\$ 12,219,000
	Staff Benefits	\$ 5,381,000	\$ -	\$ -	\$ -	\$ 5,381,000
	Services, Supplies, Materials, & Equip.	\$ 2,734,000	\$ -	\$ -	\$ 3,947,000	\$ 6,681,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ 6,497,000	\$ -	\$ -	\$ -	\$ 6,497,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 26,831,000	\$ -	\$ -	\$ 3,947,000	\$ 30,778,000
Net Transfers		\$ 90,000	\$ -	\$ -	\$ (79,000)	\$ 11,000
Change in Fund Balance			\$ -	\$ -	\$ (87,000)	\$ (87,000)

**North Carolina A&T State University- Unit Breakout
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Human Resources		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,991,000	\$ -	\$ -	\$ -	2,991,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	-
	Patient Services	\$ -	\$ -	\$ -	\$ -	-
	Contracts & Grants	\$ -	\$ -	\$ -	343,000	343,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	-
	Other Revenues	\$ -	\$ -	\$ -	\$ -	-
Revenues Total		\$ 2,991,000	\$ -	\$ -	343,000	\$ 3,334,000
Expenses	Salaries and Wages	\$ 2,174,000	\$ -	\$ -	101,000	2,275,000
	Staff Benefits	\$ 687,000	\$ -	\$ -	25,000	712,000
	Services, Supplies, Materials, & Equip.	\$ 139,000	\$ -	\$ -	259,000	398,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	-
	Debt Service	\$ -	\$ -	\$ -	\$ -	-
	Utilities	\$ -	\$ -	\$ -	\$ -	-
	Other Expenses	\$ -	\$ -	\$ -	\$ -	-
Expenses Total		\$ 3,000,000	\$ -	\$ -	385,000	\$ 3,385,000
Net Transfers		\$ 10,000	\$ -	\$ -	\$ -	10,000
Change in Fund Balance			\$ -	\$ -	(42,000)	\$ (42,000)
Information Technology		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 5,134,000	\$ 4,497,000	\$ -	\$ -	9,631,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	-
	Patient Services	\$ -	\$ -	\$ -	\$ -	-
	Contracts & Grants	\$ -	\$ -	\$ -	3,148,000	3,148,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	-
	Other Revenues	\$ -	\$ -	\$ -	\$ -	-
Revenues Total		\$ 5,134,000	\$ 4,497,000	\$ -	3,148,000	\$ 12,779,000
Expenses	Salaries and Wages	\$ 3,814,000	\$ 1,778,000	\$ -	1,102,000	6,694,000
	Staff Benefits	\$ 1,267,000	\$ 515,000	\$ -	171,000	1,953,000
	Services, Supplies, Materials, & Equip.	\$ 52,000	\$ 1,280,000	\$ 1,000	1,901,000	3,234,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	-
	Debt Service	\$ -	\$ -	\$ -	\$ -	-
	Utilities	\$ -	\$ -	\$ -	\$ -	-
	Other Expenses	\$ -	\$ -	\$ -	3,000	3,000
Expenses Total		\$ 5,133,000	\$ 3,573,000	\$ 1,000	3,177,000	\$ 11,884,000
Net Transfers		\$ -	(969,000)	\$ -	\$ -	(969,000)
Change in Fund Balance			\$ (45,000)	\$ (1,000)	(29,000)	\$ (75,000)

**North Carolina A&T State University- Unit Breakout
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Public Safety		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 3,889,000	\$ -	\$ -	\$ -	3,889,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	-
	Patient Services	\$ -	\$ -	\$ -	\$ -	-
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	-
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	-
	Other Revenues	\$ -	\$ -	\$ -	\$ -	-
Revenues Total		\$ 3,889,000	\$ -	\$ -	\$ -	3,889,000
Expenses	Salaries and Wages	\$ 2,208,000	\$ -	\$ -	\$ -	2,208,000
	Staff Benefits	\$ 908,000	\$ -	\$ -	\$ -	908,000
	Services, Supplies, Materials, & Equip.	\$ 773,000	\$ -	\$ -	\$ -	773,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	-
	Debt Service	\$ -	\$ -	\$ -	\$ -	-
	Utilities	\$ -	\$ -	\$ -	\$ -	-
	Other Expenses	\$ -	\$ -	\$ -	\$ -	-
Expenses Total		\$ 3,889,000	\$ -	\$ -	\$ -	3,889,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	-
Change in Fund Balance		\$ -	\$ -	\$ -	\$ -	-
Advancement		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 5,979,000	\$ -	\$ -	\$ -	5,979,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	-
	Patient Services	\$ -	\$ -	\$ -	\$ -	-
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 3,000	3,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 10,000	10,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	-
Revenues Total		\$ 5,979,000	\$ -	\$ -	\$ 13,000	5,992,000
Expenses	Salaries and Wages	\$ 3,905,000	\$ -	\$ -	\$ -	3,905,000
	Staff Benefits	\$ 937,000	\$ -	\$ -	\$ -	937,000
	Services, Supplies, Materials, & Equip.	\$ 1,118,000	\$ -	\$ -	\$ 4,000	1,122,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	-
	Debt Service	\$ -	\$ -	\$ -	\$ -	-
	Utilities	\$ -	\$ -	\$ -	\$ -	-
	Other Expenses	\$ 20,000	\$ -	\$ -	\$ -	20,000
Expenses Total		\$ 5,980,000	\$ -	\$ -	\$ 4,000	5,984,000
Net Transfers		\$ -	\$ -	\$ -	\$ (1,946,000)	(1,946,000)
Change in Fund Balance		\$ -	\$ -	\$ -	\$ (1,937,000)	(1,937,000)

**North Carolina A&T State University- Unit Breakout
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Dining		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 11,354,000	\$ -	\$ -	\$ 11,354,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ -	\$ -	\$ -	\$ -
	Sales & Services	\$ -	\$ 20,307,000	\$ -	\$ -	\$ 20,307,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ 49,000	\$ -	\$ -	\$ 49,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ -	\$ 20,356,000	\$ -	\$ -	\$ 20,356,000
Expenses	Salaries and Wages	\$ -	\$ 305,000	\$ -	\$ -	\$ 305,000
	Staff Benefits	\$ -	\$ 150,000	\$ -	\$ -	\$ 150,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 15,590,000	\$ -	\$ -	\$ 15,590,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 245,000	\$ -	\$ -	\$ 245,000
	Other Expenses	\$ -	\$ 1,000	\$ -	\$ -	\$ 1,000
Expenses Total		\$ -	\$ 16,291,000	\$ -	\$ -	\$ 16,291,000
Net Transfers		\$ -	\$ (4,064,000)	\$ -	\$ -	\$ (4,064,000)
Change in Fund Balance			\$ 1,000	\$ -	\$ -	\$ 1,000
Ending Fund Balance			\$ 11,355,000	\$ -	\$ -	\$ 11,355,000
Housing		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 5,301,000	\$ -	\$ -	\$ 5,301,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ -	\$ -	\$ -	\$ -
	Sales & Services	\$ -	\$ 14,424,000	\$ -	\$ -	\$ 14,424,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ 15,000	\$ -	\$ -	\$ 15,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ -	\$ 14,439,000	\$ -	\$ -	\$ 14,439,000
Expenses	Salaries and Wages	\$ -	\$ 1,363,000	\$ -	\$ -	\$ 1,363,000
	Staff Benefits	\$ -	\$ 1,862,000	\$ -	\$ -	\$ 1,862,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 6,212,000	\$ -	\$ -	\$ 6,212,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ 167,000	\$ -	\$ -	\$ 167,000
	Utilities	\$ -	\$ 275,000	\$ -	\$ -	\$ 275,000
	Other Expenses	\$ -	\$ 8,000	\$ -	\$ -	\$ 8,000
Expenses Total		\$ -	\$ 9,887,000	\$ -	\$ -	\$ 9,887,000
Net Transfers		\$ -	\$ (1,853,000)	\$ -	\$ -	\$ (1,853,000)
Change in Fund Balance			\$ 2,699,000	\$ -	\$ -	\$ 2,699,000
Ending Fund Balance			\$ 8,000,000	\$ -	\$ -	\$ 8,000,000

**North Carolina A&T State University- Unit Breakout
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Parking		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 3,249,000	\$ -	\$ -	\$ 3,249,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ 1,038,000	\$ -	\$ -	\$ 1,038,000
	Sales & Services	\$ -	\$ 1,938,000	\$ -	\$ -	\$ 1,938,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ -	\$ 2,976,000	\$ -	\$ -	\$ 2,976,000
Expenses	Salaries and Wages	\$ -	\$ 927,000	\$ -	\$ -	\$ 927,000
	Staff Benefits	\$ -	\$ 423,000	\$ -	\$ -	\$ 423,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 1,520,000	\$ -	\$ -	\$ 1,520,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ 347,000	\$ -	\$ -	\$ 347,000
	Utilities	\$ -	\$ 4,000	\$ -	\$ -	\$ 4,000
	Other Expenses	\$ -	\$ 1,000	\$ -	\$ -	\$ 1,000
Expenses Total		\$ -	\$ 3,222,000	\$ -	\$ -	\$ 3,222,000
Net Transfers		\$ -	\$ 245,000	\$ -	\$ -	\$ 245,000
Change in Fund Balance			\$ (1,000)	\$ -	\$ -	\$ (1,000)
Ending Fund Balance			\$ 3,248,000	\$ -	\$ -	\$ 3,248,000
Athletics		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 227,000	\$ -	\$ -	\$ 227,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ 9,878,000	\$ -	\$ -	\$ 9,878,000
	Sales & Services	\$ -	\$ 3,574,000	\$ -	\$ -	\$ 3,574,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ 850,000	\$ -	\$ 6,000	\$ 856,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 16,000	\$ 16,000
	Other Revenues	\$ -	\$ 28,000	\$ -	\$ -	\$ 28,000
Revenues Total		\$ -	\$ 14,330,000	\$ -	\$ 22,000	\$ 14,352,000
Expenses	Salaries and Wages	\$ -	\$ 5,736,000	\$ -	\$ -	\$ 5,736,000
	Staff Benefits	\$ -	\$ 1,503,000	\$ -	\$ -	\$ 1,503,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 4,635,000	\$ -	\$ -	\$ 4,635,000
	Scholarships & Fellowships	\$ -	\$ 2,951,000	\$ -	\$ -	\$ 2,951,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 57,000	\$ -	\$ -	\$ 57,000
	Other Expenses	\$ -	\$ 688,000	\$ -	\$ -	\$ 688,000
Expenses Total		\$ -	\$ 15,570,000	\$ -	\$ -	\$ 15,570,000
Net Transfers		\$ -	\$ 1,259,000	\$ -	\$ -	\$ 1,259,000
Change in Fund Balance			\$ 19,000	\$ -	\$ 22,000	\$ 41,000
Ending Fund Balance			\$ 246,000	\$ -	\$ 22,000	\$ 268,000

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Student Health		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 6,818,000	\$ -	\$ -	\$ 6,818,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ 6,006,000	\$ -	\$ -	\$ 6,006,000
	Sales & Services	\$ -	\$ 165,000	\$ -	\$ -	\$ 165,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 12,000	\$ 12,000
	Gifts & Investments	\$ -	\$ 34,000	\$ -	\$ 6,000	\$ 40,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ -	\$ 6,205,000	\$ -	\$ 18,000	\$ 6,223,000
Expenses	Salaries and Wages	\$ -	\$ 3,721,000	\$ -	\$ 3,000	\$ 3,724,000
	Staff Benefits	\$ -	\$ 1,309,000	\$ -	\$ -	\$ 1,309,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 402,000	\$ -	\$ 26,000	\$ 428,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ 3,000	\$ 3,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 42,000	\$ -	\$ -	\$ 42,000
	Other Expenses	\$ -	\$ 5,000	\$ -	\$ -	\$ 5,000
Expenses Total		\$ -	\$ 5,479,000	\$ -	\$ 32,000	\$ 5,511,000
Net Transfers		\$ -	\$ (726,000)	\$ -	\$ -	\$ (726,000)
Change in Fund Balance			\$ -	\$ -	\$ (14,000)	\$ (14,000)
Ending Fund Balance			\$ 6,818,000	\$ -	\$ (14,000)	\$ 6,804,000
Other Auxiliaries		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 219,000.00	\$ 379,000	\$ -	\$ -	\$ 598,000
	Sales & Services	\$ -	\$ 2,518,000	\$ -	\$ -	\$ 2,518,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ 22,000	\$ -	\$ -	\$ 22,000
	Other Revenues	\$ -	\$ 222,000	\$ -	\$ -	\$ 222,000
Revenues Total		\$ 219,000	\$ 3,141,000	\$ -	\$ -	\$ 3,360,000
Expenses	Salaries and Wages	\$ 146,000	\$ 1,540,000	\$ -	\$ -	\$ 1,686,000
	Staff Benefits	\$ 72,000	\$ 578,000	\$ -	\$ -	\$ 650,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 2,313,000	\$ -	\$ -	\$ 2,313,000
	Scholarships & Fellowships	\$ -	\$ 2,960,000	\$ -	\$ -	\$ 2,960,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 36,000	\$ -	\$ -	\$ 36,000
	Other Expenses	\$ -	\$ 2,000	\$ -	\$ -	\$ 2,000
Expenses Total		\$ 218,000	\$ 7,429,000	\$ -	\$ -	\$ 7,647,000
Net Transfers		\$ -	\$ 1,329,000	\$ -	\$ -	\$ 1,329,000
Change in Fund Balance			\$ (2,959,000)	\$ -	\$ -	\$ (2,959,000)

North Carolina Central University
All Funds Budget – Narrative Justification

North Carolina Central University did not receive any ‘net new’ funding, therefore current resources have been strategically repurposed to meet the goals and objectives. The University has adopted a strategy to redeploy and realign existing resources, including the use of vacant positions to achieve the University’s most pressing needs. The budget was developed through the lens of one budget with many parts, versus several individual budgets. This allows NCCU to develop, budget and allocate resources with a singular goal in mind.

The Academic Affairs budget provides the base to directly support the strategic priorities of the University of North Carolina System, North Carolina Central University and the Division of Academic Affairs with an emphasis on:

- **Student achievement and success by expanding retention efforts and support for academic programs;**
- **Programmatic excellence by strengthening the design and implementation of courses across different instructional modes;**
- **Professional development for further advancement of faculty and staff; and**
- **Community support and partnerships by aligning programs with educational and workforce needs.**

The FY24 Budget request includes funding for various efforts and initiatives that support instruction and foster research activities. For the FY24 Budget Cycle, there are no new requests to the Academic Affairs’ funding allocation.

In addition, the Academic Affairs budget request across the schools and colleges, reflects the bulk of adjustments for enrollment reduction. In order to reset for continued growth, the reduction was achieved through the realignment of resources from areas with little to no growth. During this process, areas of focus for continued high growth or focused growth (programs that have been slated for future growth) were also identified. This allows the University to push forward while mitigating the enrollment reduction.

Additionally, emphasis on initiatives to support recruitment and retention. Additional resources have been redirected to support both undergraduate and graduate admissions, University College and upper division retention efforts, inclusive of graduate programs and the School of Law.

The budget request also reflects efforts to stimulate additional research as this remains a top priority of the University as we push towards a research II classification. Continuous investments are made to provide faculty with support to enhance their research and scholarly production.

The budget request for Student Affairs reflects continued efforts to reinvigorate and enhance the Career and Professional Development Center to ensure career readiness of our students that connects with the existing academic programs. Funding has also been strategically allocated to support students’ sense of

connection both on campus and within the larger community of Durham. Additional funding through the student activity fee (fee increase) supports the rise in costs to maintain the student center.

In Housing and Residence life, additional funding has been allocated (through tuition and fee request) to support maintenance and renovation related to life safety and ADA compliance.

The budget request for Administration and Finance reflects an effort to collaborate with other University partners to achieve overall University objectives, this includes positions in Environmental Health and Safety that support the expansion of research. In facilities, funding is allocated for preventative maintenance program and master contract usage. The budget for police and public safety provides strategic use of campus security funding to support initiatives that create a sense of presence, provide ongoing threat assessment training and necessary equipment for campus safety. Security positions are also being repurposed to provide strategic patrols.

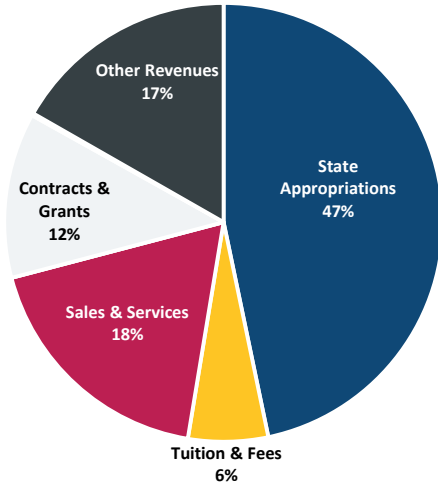
In Advancement and Athletics, funding is allocated to support a full complement of advancement staff as the University ramps up for a capital campaign that seeks to engage alumni, identify potential donors and expand partnerships. The athletics budget reflects strategic efforts pointed to fundraising and game guarantees that allow full support of coaches as well infrastructure support.

A fee increase in the education and technology budget allows additional budget support for the rising costs of hardware and software maintenance. Additionally, a fee increase in dining services allows the budget to continue to offer high quality retail services throughout the campus. This is an important focus for NCCU as we are located in an area designated as a food desert. It also allows for strategic investment in infrastructure improvements.

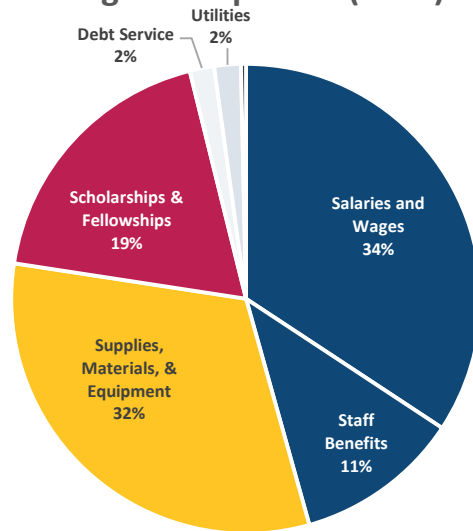
The budget request also addresses other critical areas of Administrative Services including support of continuing operations in Human Resources, Legal Affairs and Communication and Marketing. Strategic realignment allowed the addition of select positions to support efforts with Title IX investigations, compliance, strategic marketing and Internal Audit.

The budget development process involved stakeholders across the campus and allowed all to review how well the unit budgets performed against metrics and goals in FY 23 as a measure on how best to realign for FY 24. Each division reviewed the University strategic goals, as well as division specific goals in developing the request. Overall the NCCU budget process had a focus on continued and increased revenue generation that helps move the University forward. The all funds budget was ultimately reviewed by the University Budget committee and the Extended Leadership Council. It was advanced to the Board of Trustees during their regularly scheduled meeting on April 26, 2023. The all funds budget was approved for submission to the UNC System.

Budgeted Revenue (FY24)

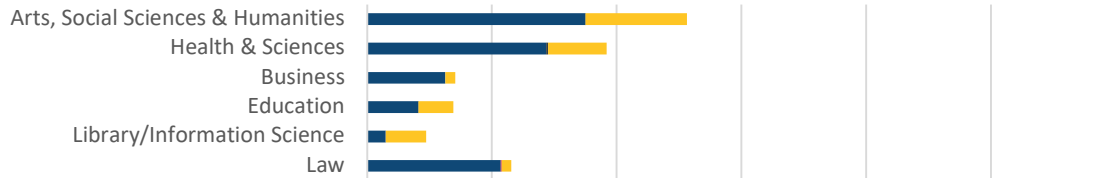


Budgeted Expenses (FY24)

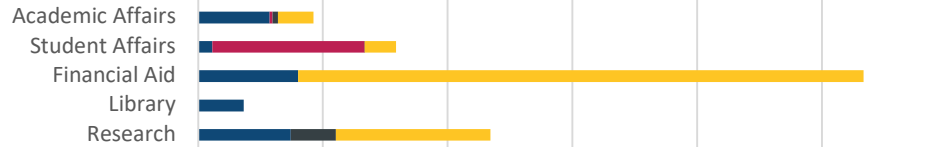


Operating Expenses by Unit

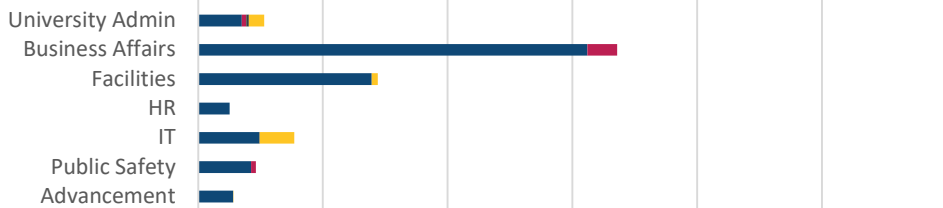
Academic Units



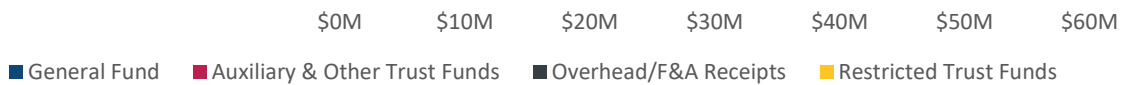
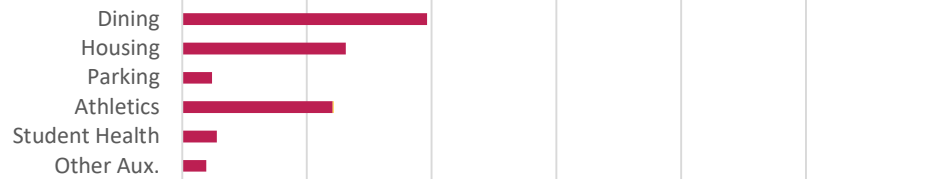
Academic Support



Institutional Support



Auxiliaries



**North Carolina Central University
FY 2023-24 All-Funds Budget**

		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriations	\$ 143,469,000	\$ -	\$ -	\$ -	\$ 143,469,000
	Tuition & Fees	\$ -	\$ 11,160,000	\$ -	\$ 6,892,000	\$ 18,052,000
	<i>Less Discounts and Allowances</i>	\$ (2,724,000)	\$ (5,503,000)	\$ -	\$ (30,194,000)	\$ (38,421,000)
	Sales & Services	\$ -	\$ 54,949,000	\$ -	\$ 1,309,000	\$ 56,258,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 4,823,000	\$ 32,555,000	\$ 37,378,000
	Gifts & Investments	\$ -	\$ 500,000	\$ -	\$ -	\$ 500,000
	Other Revenues	\$ -	\$ 2,976,000	\$ -	\$ 48,406,000	\$ 51,382,000
Revenues Total		\$ 140,745,000	\$ 64,082,000	\$ 4,823,000	\$ 58,968,000	\$ 268,618,000
Expenses	Salaries and Wages	\$ 86,601,000	\$ 13,676,000	\$ 913,000	\$ 2,861,000	\$ 104,051,000
	Staff Benefits	\$ 28,268,000	\$ 5,082,000	\$ 335,000	\$ 882,000	\$ 34,567,000
	Services, Supplies, Materials, & Equip.	\$ 16,149,000	\$ 38,393,000	\$ 3,011,000	\$ 38,882,000	\$ 96,435,000
	Scholarships & Fellowships	\$ 7,105,000	\$ 4,400,000	\$ -	\$ 45,360,000	\$ 56,865,000
	<i>Less Discounts and Allowances</i>	\$ (2,724,000)	\$ (5,503,000)	\$ -	\$ (30,194,000)	\$ (38,421,000)
	Debt Service	\$ -	\$ 5,135,000	\$ -	\$ -	\$ 5,135,000
	Utilities	\$ 4,970,000	\$ 591,000	\$ -	\$ -	\$ 5,561,000
	Other Expenses	\$ 376,000	\$ 342,000	\$ 217,000	\$ 103,000	\$ 1,038,000
Expenses Total		\$ 140,745,000	\$ 62,116,000	\$ 4,476,000	\$ 57,894,000	\$ 265,231,000
Net Transfers		\$ -	\$ (2,542,000)	\$ -	\$ 74,000	\$ (2,468,000)
Change in Fund Balance			\$ (576,000)	\$ 347,000	\$ 1,148,000	\$ 919,000

**North Carolina Central University- Unit Breakout
FY 2023-24 All-Funds Budget**

College of Arts, Social Sciences & Humanities		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 17,509,000	\$ -	\$ -	\$ 519,000	\$ 18,028,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 7,312,000	\$ 7,312,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ 299,000	\$ 299,000
Revenues Total		\$ 17,509,000	\$ -	\$ -	\$ 8,130,000	\$ 25,639,000
Expenses	Salaries and Wages	\$ 13,733,000	\$ -	\$ -	\$ 226,000	\$ 13,959,000
	Staff Benefits	\$ 3,287,000	\$ -	\$ -	\$ 68,000	\$ 3,355,000
	Services, Supplies, Materials, & Equip.	\$ 410,000	\$ -	\$ 6,000	\$ 7,834,000	\$ 8,250,000
	Scholarships & Fellowships	\$ 75,000	\$ -	\$ -	\$ -	\$ 75,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 4,000	\$ -	\$ -	\$ 1,000	\$ 5,000
Expenses Total		\$ 17,509,000	\$ -	\$ 6,000	\$ 8,129,000	\$ 25,644,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ (6,000)	\$ 1,000	\$ (5,000)

College of Health & Sciences		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 14,356,000	\$ -	\$ -	\$ 90,000	\$ 14,446,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 4,303,000	\$ 4,303,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ 238,000	\$ 238,000
Revenues Total		\$ 14,356,000	\$ -	\$ -	\$ 4,631,000	\$ 18,987,000
Expenses	Salaries and Wages	\$ 11,326,000	\$ -	\$ -	\$ -	\$ 11,326,000
	Staff Benefits	\$ 2,583,000	\$ -	\$ -	\$ -	\$ 2,583,000
	Services, Supplies, Materials, & Equip.	\$ 443,000	\$ -	\$ 150,000	\$ 4,700,000	\$ 5,293,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 4,000	\$ -	\$ -	\$ -	\$ 4,000
Expenses Total		\$ 14,356,000	\$ -	\$ 150,000	\$ 4,700,000	\$ 19,206,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ (150,000)	\$ (69,000)	\$ (219,000)

**North Carolina Central University- Unit Breakout
FY 2023-24 All-Funds Budget**

School of Business		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 6,265,000	\$ -	\$ -	\$ -	\$ 6,265,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 514,000	\$ 514,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ 288,000	\$ 288,000
Revenues Total		\$ 6,265,000	\$ -	\$ -	\$ 802,000	\$ 7,067,000
Expenses	Salaries and Wages	\$ 5,101,000	\$ -	\$ -	\$ 225,000	\$ 5,326,000
	Staff Benefits	\$ 994,000	\$ -	\$ -	\$ 32,000	\$ 1,026,000
	Services, Supplies, Materials, & Equip.	\$ 159,000	\$ -	\$ -	\$ 550,000	\$ 709,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 11,000	\$ -	\$ -	\$ -	\$ 11,000
Expenses Total		\$ 6,265,000	\$ -	\$ -	\$ 807,000	\$ 7,072,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ (5,000)	\$ (5,000)

School of Education		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 4,109,000	\$ -	\$ -	\$ -	\$ 4,109,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 2,799,000	\$ 2,799,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 4,109,000	\$ -	\$ -	\$ 2,799,000	\$ 6,908,000
Expenses	Salaries and Wages	\$ 3,316,000	\$ -	\$ -	\$ -	\$ 3,316,000
	Staff Benefits	\$ 624,000	\$ -	\$ -	\$ -	\$ 624,000
	Services, Supplies, Materials, & Equip.	\$ 165,000	\$ -	\$ 5,000	\$ 2,799,000	\$ 2,969,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000
Expenses Total		\$ 4,110,000	\$ -	\$ 5,000	\$ 2,799,000	\$ 6,914,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ (5,000)	\$ -	\$ (5,000)

**North Carolina Central University- Unit Breakout
FY 2023-24 All-Funds Budget**

School of Library/Information Science		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,486,000	\$ -	\$ -	\$ -	\$ 1,486,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 3,234,000	\$ 3,234,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 1,486,000	\$ -	\$ -	\$ 3,234,000	\$ 4,720,000
Expenses	Salaries and Wages	\$ 1,083,000	\$ -	\$ -	\$ -	\$ 1,083,000
	Staff Benefits	\$ 278,000	\$ -	\$ -	\$ -	\$ 278,000
	Services, Supplies, Materials, & Equip.	\$ 125,000	\$ -	\$ 1,000	\$ 3,235,000	\$ 3,361,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 1,486,000	\$ -	\$ 1,000	\$ 3,235,000	\$ 4,722,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ (1,000)	\$ (1,000)	\$ (2,000)
Law School		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 10,699,000	\$ 87,000	\$ -	\$ 88,000	\$ 10,874,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 70,000	\$ 70,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ 610,000	\$ 610,000
Revenues Total		\$ 10,699,000	\$ 87,000	\$ -	\$ 768,000	\$ 11,554,000
Expenses	Salaries and Wages	\$ 7,865,000	\$ -	\$ -	\$ 291,000	\$ 8,156,000
	Staff Benefits	\$ 1,552,000	\$ -	\$ -	\$ 69,000	\$ 1,621,000
	Services, Supplies, Materials, & Equip.	\$ 1,245,000	\$ 87,000	\$ -	\$ 408,000	\$ 1,740,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 37,000	\$ -	\$ -	\$ -	\$ 37,000
Expenses Total		\$ 10,699,000	\$ 87,000	\$ -	\$ 768,000	\$ 11,554,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -

**North Carolina Central University- Unit Breakout
FY 2023-24 All-Funds Budget**

Academic Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 5,728,000	\$ 113,000	\$ -	\$ 1,779,000	\$ 7,620,000
	Sales & Services	\$ -	\$ 125,000	\$ -	\$ -	\$ 125,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 75,000	\$ 75,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 3,000	\$ -	\$ 1,450,000	\$ 1,453,000
Revenues Total		\$ 5,728,000	\$ 241,000	\$ -	\$ 3,304,000	\$ 9,273,000
Expenses	Salaries and Wages	\$ 1,035,000	\$ -	\$ -	\$ 709,000	\$ 1,744,000
	Staff Benefits	\$ 2,247,000	\$ -	\$ -	\$ 230,000	\$ 2,477,000
	Services, Supplies, Materials, & Equip.	\$ 1,868,000	\$ 246,000	\$ 215,000	\$ 1,861,000	\$ 4,190,000
	Scholarships & Fellowships	\$ 477,000	\$ -	\$ -	\$ 40,000	\$ 517,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 101,000	\$ -	\$ 217,000	\$ -	\$ 318,000
Expenses Total		\$ 5,728,000	\$ 246,000	\$ 432,000	\$ 2,840,000	\$ 9,246,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ (5,000)	\$ (432,000)	\$ 464,000	\$ 27,000
Student Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,147,000	\$ 1,749,000	\$ -	\$ 325,000	\$ 3,221,000
	Sales & Services	\$ -	\$ 10,998,000	\$ -	\$ 693,000	\$ 11,691,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 1,219,000	\$ 1,219,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 8,000	\$ -	\$ -	\$ 8,000
Revenues Total		\$ 1,147,000	\$ 12,755,000	\$ -	\$ 2,237,000	\$ 16,139,000
Expenses	Salaries and Wages	\$ 863,000	\$ 950,000	\$ -	\$ 66,000	\$ 1,879,000
	Staff Benefits	\$ 200,000	\$ 1,217,000	\$ -	\$ -	\$ 1,417,000
	Services, Supplies, Materials, & Equip.	\$ 84,000	\$ 9,807,000	\$ 5,000	\$ 2,445,000	\$ 12,341,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 11,000	\$ -	\$ -	\$ 11,000
	Other Expenses	\$ -	\$ 218,000	\$ -	\$ 8,000	\$ 226,000
Expenses Total		\$ 1,147,000	\$ 12,203,000	\$ 5,000	\$ 2,519,000	\$ 15,874,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ 552,000	\$ (5,000)	\$ (282,000)	\$ 265,000

**North Carolina Central University- Unit Breakout
FY 2023-24 All-Funds Budget**

Financial Aid		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 8,014,000	\$ -	\$ -	\$ -	\$ 8,014,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ 45,320,000	\$ 45,320,000
Revenues Total		\$ 8,014,000	\$ -	\$ -	\$ 45,320,000	\$ 53,334,000
Expenses	Salaries and Wages	\$ 1,081,000	\$ -	\$ -	\$ -	\$ 1,081,000
	Staff Benefits	\$ 368,000	\$ -	\$ -	\$ -	\$ 368,000
	Services, Supplies, Materials, & Equip.	\$ 12,000	\$ -	\$ -	\$ -	\$ 12,000
	Scholarships & Fellowships	\$ 6,553,000	\$ -	\$ -	\$ 45,320,000	\$ 51,873,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 8,014,000	\$ -	\$ -	\$ 45,320,000	\$ 53,334,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -
Library		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 3,647,000	\$ -	\$ -	\$ -	\$ 3,647,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 3,647,000	\$ -	\$ -	\$ -	\$ 3,647,000
Expenses	Salaries and Wages	\$ 1,161,000	\$ -	\$ -	\$ -	\$ 1,161,000
	Staff Benefits	\$ 156,000	\$ -	\$ -	\$ -	\$ 156,000
	Services, Supplies, Materials, & Equip.	\$ 2,329,000	\$ -	\$ -	\$ -	\$ 2,329,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 3,646,000	\$ -	\$ -	\$ -	\$ 3,646,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -

**North Carolina Central University- Unit Breakout
FY 2023-24 All-Funds Budget**

Sponsored Research		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 7,422,000	\$ -	\$ -	\$ -	\$ 7,422,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 4,823,000	\$ 12,348,000	\$ 17,171,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ 31,000	\$ 31,000
Revenues Total		\$ 7,422,000	\$ -	\$ 4,823,000	\$ 12,379,000	\$ 24,624,000
Expenses	Salaries and Wages	\$ 5,314,000	\$ -	\$ 790,000	\$ -	\$ 6,104,000
	Staff Benefits	\$ 1,196,000	\$ -	\$ 281,000	\$ -	\$ 1,477,000
	Services, Supplies, Materials, & Equip.	\$ 912,000	\$ -	\$ 2,547,000	\$ 12,378,000	\$ 15,837,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ 11,000	\$ 11,000
Expenses Total		\$ 7,422,000	\$ -	\$ 3,618,000	\$ 12,389,000	\$ 23,429,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ 1,205,000	\$ (10,000)	\$ 1,195,000
University Administration		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 3,508,000	\$ -	\$ -	\$ 4,091,000	\$ 7,599,000
	Sales & Services	\$ -	\$ 137,000	\$ -	\$ -	\$ 137,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 100,000	\$ -	\$ 170,000	\$ 270,000
Revenues Total		\$ 3,508,000	\$ 237,000	\$ -	\$ 4,261,000	\$ 8,006,000
Expenses	Salaries and Wages	\$ 1,925,000	\$ -	\$ 123,000	\$ 193,000	\$ 2,241,000
	Staff Benefits	\$ 704,000	\$ -	\$ 54,000	\$ 59,000	\$ 817,000
	Services, Supplies, Materials, & Equip.	\$ 873,000	\$ 357,000	\$ 33,000	\$ 969,000	\$ 2,232,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 6,000	\$ -	\$ -	\$ -	\$ 6,000
Expenses Total		\$ 3,508,000	\$ 357,000	\$ 210,000	\$ 1,221,000	\$ 5,296,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ (120,000)	\$ (210,000)	\$ 3,040,000	\$ 2,710,000

**North Carolina Central University- Unit Breakout
FY 2023-24 All-Funds Budget**

Business Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 31,189,000	\$ -	\$ -	\$ -	\$ 31,189,000
	Sales & Services	\$ -	\$ 2,404,000	\$ -	\$ -	\$ 2,404,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 38,000	\$ -	\$ -	\$ 38,000
Revenues Total		\$ 31,189,000	\$ 2,442,000	\$ -	\$ -	\$ 33,631,000
Expenses	Salaries and Wages	\$ 17,213,000	\$ 582,000	\$ -	\$ -	\$ 17,795,000
	Staff Benefits	\$ 9,665,000	\$ 225,000	\$ -	\$ -	\$ 9,890,000
	Services, Supplies, Materials, & Equip.	\$ 3,745,000	\$ 1,590,000	\$ -	\$ -	\$ 5,335,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ 379,000	\$ -	\$ -	\$ -	\$ 379,000
	Other Expenses	\$ 188,000	\$ 3,000	\$ -	\$ -	\$ 191,000
Expenses Total		\$ 31,190,000	\$ 2,400,000	\$ -	\$ -	\$ 33,590,000
Net Transfers		\$ -	\$ (38,000)	\$ -	\$ -	\$ (38,000)
Change in Fund Balance			\$ 4,000	\$ -	\$ -	\$ 4,000
Facilities		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 13,910,000	\$ -	\$ -	\$ -	\$ 13,910,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 13,910,000	\$ -	\$ -	\$ 500,000	\$ 14,410,000
Expenses	Salaries and Wages	\$ 5,566,000	\$ -	\$ -	\$ -	\$ 5,566,000
	Staff Benefits	\$ 2,080,000	\$ -	\$ -	\$ -	\$ 2,080,000
	Services, Supplies, Materials, & Equip.	\$ 1,667,000	\$ -	\$ -	\$ 500,000	\$ 2,167,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ 4,591,000	\$ -	\$ -	\$ -	\$ 4,591,000
	Other Expenses	\$ 6,000	\$ -	\$ -	\$ -	\$ 6,000
Expenses Total		\$ 13,910,000	\$ -	\$ -	\$ 500,000	\$ 14,410,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -

**North Carolina Central University- Unit Breakout
FY 2023-24 All-Funds Budget**

Human Resources		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,527,000	\$ -	\$ -	\$ -	\$ 2,527,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 2,527,000	\$ -	\$ -	\$ -	\$ 2,527,000
Expenses	Salaries and Wages	\$ 1,555,000	\$ -	\$ -	\$ -	\$ 1,555,000
	Staff Benefits	\$ 585,000	\$ -	\$ -	\$ -	\$ 585,000
	Services, Supplies, Materials, & Equip.	\$ 383,000	\$ -	\$ -	\$ -	\$ 383,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 4,000	\$ -	\$ -	\$ -	\$ 4,000
Expenses Total		\$ 2,527,000	\$ -	\$ -	\$ -	\$ 2,527,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -
Information Technology		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 4,890,000	\$ -	\$ -	\$ -	\$ 4,890,000
	Sales & Services	\$ -	\$ -	\$ -	\$ 616,000	\$ 616,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 172,000	\$ 172,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 4,890,000	\$ -	\$ -	\$ 788,000	\$ 5,678,000
Expenses	Salaries and Wages	\$ 3,213,000	\$ -	\$ -	\$ 1,102,000	\$ 4,315,000
	Staff Benefits	\$ 837,000	\$ -	\$ -	\$ 399,000	\$ 1,236,000
	Services, Supplies, Materials, & Equip.	\$ 840,000	\$ -	\$ 49,000	\$ 1,183,000	\$ 2,072,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ 83,000	\$ 83,000
Expenses Total		\$ 4,890,000	\$ -	\$ 49,000	\$ 2,767,000	\$ 7,706,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ (49,000)	\$ (1,979,000)	\$ (2,028,000)

**North Carolina Central University- Unit Breakout
FY 2023-24 All-Funds Budget**

Public Safety		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 4,248,000	\$ 390,000	\$ -	\$ -	\$ 4,638,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 4,248,000	\$ 390,000	\$ -	\$ -	\$ 4,638,000
Expenses	Salaries and Wages	\$ 3,257,000	\$ 135,000	\$ -	\$ -	\$ 3,392,000
	Staff Benefits	\$ 453,000	\$ 34,000	\$ -	\$ -	\$ 487,000
	Services, Supplies, Materials, & Equip.	\$ 530,000	\$ 221,000	\$ -	\$ -	\$ 751,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 7,000	\$ -	\$ -	\$ -	\$ 7,000
Expenses Total		\$ 4,247,000	\$ 390,000	\$ -	\$ -	\$ 4,637,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -
Advancement		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,814,000	\$ -	\$ -	\$ -	\$ 2,814,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 2,814,000	\$ -	\$ -	\$ -	\$ 2,814,000
Expenses	Salaries and Wages	\$ 1,994,000	\$ -	\$ -	\$ -	\$ 1,994,000
	Staff Benefits	\$ 459,000	\$ -	\$ -	\$ -	\$ 459,000
	Services, Supplies, Materials, & Equip.	\$ 359,000	\$ -	\$ -	\$ 11,000	\$ 370,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 3,000	\$ -	\$ -	\$ -	\$ 3,000
Expenses Total		\$ 2,815,000	\$ -	\$ -	\$ 11,000	\$ 2,826,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ (11,000)	\$ (11,000)

**North Carolina Central University- Unit Breakout
FY 2023-24 All-Funds Budget**

Dining		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 4,359,000	\$ -	\$ -	\$ 4,359,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ -	\$ -	\$ -	\$ -
	Sales & Services	\$ -	\$ 21,119,000	\$ -	\$ -	\$ 21,119,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ -	\$ 21,119,000	\$ -	\$ -	\$ 21,119,000
Expenses	Salaries and Wages	\$ -	\$ 819,000	\$ -	\$ -	\$ 819,000
	Staff Benefits	\$ -	\$ 231,000	\$ -	\$ -	\$ 231,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 18,416,000	\$ -	\$ -	\$ 18,416,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 150,000	\$ -	\$ -	\$ 150,000
	Other Expenses	\$ -	\$ 3,000	\$ -	\$ -	\$ 3,000
Expenses Total		\$ -	\$ 19,619,000	\$ -	\$ -	\$ 19,619,000
Net Transfers		\$ -	\$ (1,500,000)	\$ -	\$ -	\$ (1,500,000)
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -
Ending Fund Balance			\$ 4,359,000	\$ -	\$ -	\$ 4,359,000
Housing		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 8,966,000	\$ -	\$ -	\$ 8,966,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ -	\$ -	\$ -	\$ -
	Sales & Services	\$ -	\$ 13,129,000	\$ -	\$ -	\$ 13,129,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ -	\$ 13,129,000	\$ -	\$ -	\$ 13,129,000
Expenses	Salaries and Wages	\$ -	\$ 4,156,000	\$ -	\$ -	\$ 4,156,000
	Staff Benefits	\$ -	\$ 1,622,000	\$ -	\$ -	\$ 1,622,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 2,922,000	\$ -	\$ -	\$ 2,922,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ 4,008,000	\$ -	\$ -	\$ 4,008,000
	Utilities	\$ -	\$ 421,000	\$ -	\$ -	\$ 421,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ -	\$ 13,129,000	\$ -	\$ -	\$ 13,129,000
Net Transfers		\$ -	\$ (1,000,000)	\$ -	\$ -	\$ (1,000,000)
Change in Fund Balance			\$ (1,000,000)	\$ -	\$ -	\$ (1,000,000)
Ending Fund Balance			\$ 7,966,000	\$ -	\$ -	\$ 7,966,000

**North Carolina Central University- Unit Breakout
FY 2023-24 All-Funds Budget**

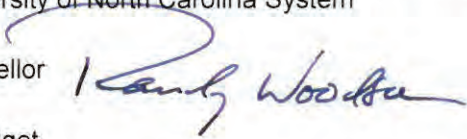
Parking		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 1,657,000	\$ -	\$ -	\$ 1,657,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ 636,000	\$ -	\$ -	\$ 636,000
	Sales & Services	\$ -	\$ 1,488,000	\$ -	\$ -	\$ 1,488,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 280,000	\$ -	\$ -	\$ 280,000
Revenues Total		\$ -	\$ 2,404,000	\$ -	\$ -	\$ 2,404,000
Expenses	Salaries and Wages	\$ -	\$ 552,000	\$ -	\$ -	\$ 552,000
	Staff Benefits	\$ -	\$ 180,000	\$ -	\$ -	\$ 180,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 544,000	\$ -	\$ -	\$ 544,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ 1,127,000	\$ -	\$ -	\$ 1,127,000
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ 1,000	\$ -	\$ -	\$ 1,000
Expenses Total		\$ -	\$ 2,404,000	\$ -	\$ -	\$ 2,404,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -
Ending Fund Balance			\$ 1,657,000	\$ -	\$ -	\$ 1,657,000
Athletics		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ (13,325,000)	\$ -	\$ -	\$ (13,325,000)
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ 6,034,000	\$ -	\$ -	\$ 6,034,000
	Sales & Services	\$ -	\$ 3,035,000	\$ -	\$ -	\$ 3,035,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 9,000	\$ 9,000
	Gifts & Investments	\$ -	\$ 500,000	\$ -	\$ -	\$ 500,000
	Other Revenues	\$ -	\$ 2,500,000	\$ -	\$ -	\$ 2,500,000
Revenues Total		\$ -	\$ 12,069,000	\$ -	\$ 9,000	\$ 12,078,000
Expenses	Salaries and Wages	\$ -	\$ 4,475,000	\$ -	\$ 49,000	\$ 4,524,000
	Staff Benefits	\$ -	\$ 904,000	\$ -	\$ 25,000	\$ 929,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 2,289,000	\$ -	\$ 9,000	\$ 2,298,000
	Scholarships & Fellowships	\$ -	\$ 4,400,000	\$ -	\$ -	\$ 4,400,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ 1,000	\$ -	\$ -	\$ 1,000
Expenses Total		\$ -	\$ 12,069,000	\$ -	\$ 83,000	\$ 12,152,000
Net Transfers		\$ -	\$ -	\$ -	\$ 74,000	\$ 74,000
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -
Ending Fund Balance			\$ (13,325,000)	\$ -	\$ -	\$ (13,325,000)

**North Carolina Central University- Unit Breakout
FY 2023-24 All-Funds Budget**

Student Health		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 2,671,000	\$ -	\$ -	\$ 2,671,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ 2,151,000	\$ -	\$ -	\$ 2,151,000
	Sales & Services	\$ -	\$ 630,000	\$ -	\$ -	\$ 630,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 9,000	\$ -	\$ -	\$ 9,000
Revenues Total		\$ -	\$ 2,790,000	\$ -	\$ -	\$ 2,790,000
Expenses	Salaries and Wages	\$ -	\$ 1,707,000	\$ -	\$ -	\$ 1,707,000
	Staff Benefits	\$ -	\$ 550,000	\$ -	\$ -	\$ 550,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 440,000	\$ -	\$ -	\$ 440,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 9,000	\$ -	\$ -	\$ 9,000
	Other Expenses	\$ -	\$ 86,000	\$ -	\$ -	\$ 86,000
Expenses Total		\$ -	\$ 2,792,000	\$ -	\$ -	\$ 2,792,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ (2,000)	\$ -	\$ -	\$ (2,000)
Ending Fund Balance			\$ 2,669,000	\$ -	\$ -	\$ 2,669,000
Other Auxiliaries		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ -	\$ -	\$ -	\$ -
	Sales & Services	\$ -	\$ 1,884,000	\$ -	\$ -	\$ 1,884,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 38,000	\$ -	\$ -	\$ 38,000
Revenues Total		\$ -	\$ 1,922,000	\$ -	\$ -	\$ 1,922,000
Expenses	Salaries and Wages	\$ -	\$ 300,000	\$ -	\$ -	\$ 300,000
	Staff Benefits	\$ -	\$ 119,000	\$ -	\$ -	\$ 119,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 1,474,000	\$ -	\$ -	\$ 1,474,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ 30,000	\$ -	\$ -	\$ 30,000
Expenses Total		\$ -	\$ 1,923,000	\$ -	\$ -	\$ 1,923,000
Net Transfers		\$ -	\$ (4,000)	\$ -	\$ -	\$ (4,000)
Change in Fund Balance			\$ (5,000)	\$ -	\$ -	\$ (5,000)

MEMORANDUM

TO: Jennifer Haygood, Senior Vice President for Finance & Administration and Chief Financial Officer, University of North Carolina System

FROM: W. Randolph Woodson, Chancellor 

SUBJECT: NC State's FY24 All-Funds Budget

DATE: April 26, 2023

I am pleased to provide NC State's FY 2023-24 All-Funds Budget and accompanying narrative. NC State's Board of Trustees reviewed the All-Funds Budget over the past few months and voted to approve the budget on April 14, 2023, as attached.

We ask that you please note NC State's General Fund budget comprises of three separate budget codes for Academic Affairs, Agricultural Research, and Cooperative Extension as was included in the Board of Governors meeting materials last year.

We look forward to working with you in the future on the All-Funds Budget process. Please let me know if you have any questions.

FY 2023-24 All-Funds Budget for NC State University

NC State's land-grant mission to provide education, research, and outreach that benefits all North Carolinians drives the university's path forward and is reflected in the goals identified in our strategic plan, "Wolfpack 2030: Powering the Extraordinary." A strong North Carolina depends on attracting students from all backgrounds, providing them with a high-quality experiential education, making extensive efforts to ensure they graduate in a timely manner, and positioning them to solve society's grand challenges. Our state benefits greatly from NC State's position as a pre-eminent research enterprise, which continues to create and grow economic, societal, and intellectual prosperity. With the local, national, and global landscape constantly changing, we seek to improve the future by preparing today's students for tomorrow's careers in science, technology, engineering, and mathematics.

NC State is home to 37,873 (or 36,700, our IPEDS number) students and 9,593 (or 9,569 IPEDS) faculty and staff. Our footprint in Wake County includes our main campus (home to eight of our eleven colleges), centennial campus (home to the College of Engineering, Wilson College of Textiles, interdisciplinary research spaces and co-located industry partners) and the centennial biomedical campus (home to the College of Veterinary Medicine and their industry partners). In addition, NC State has locally focused agricultural extension services in every North Carolina county and the Eastern Band of Cherokee. We manage a budget of \$2 billion consisting of state and federal appropriations, tuition and fees, contracts and grants, sales and services and other sources. The scope and scale of who we are and what we do requires a strategic approach to resource management.

NC State's recent successes were achieved through aligning resources (budget) with strategic goals and initiatives including:

- In the past 10 years, NC State's first-year retention rate climbed to **94.8%**.
- Our six-year graduation rate increased from 73% to **85.8%** for students entering NC State as full-time first time students and graduating from NC State.
- The UNC SO uses a 4-year graduation rate based on an assessment of completions at any accredited institution of higher education. NC State's 4-yr graduation rate on this basis is **70%**, a 4% increase over two years.
- First-year applications for enrollment have increased to nearly **40,000** for Fall 2023, a **20%** increase over Fall 2021 applications.
- We've seen recent gains in the proportion of incoming female students, Black students, Hispanic students, first-generation students and rural students
- Rural enrollments are up **10%** from fall 2017.
- To date, more than **190 startups and spinoffs** — new companies — have been created from NC State intellectual property. And **18** of those were launched in the most recently completed fiscal year (FY22).
- The Association of University Technology Managers ranks us **No. 4** among all U.S. universities without medical schools for research-based startups.
- And we're **No. 1** nationwide for active licenses and options among universities without a medical school.

The outcome measures cited above provide evidence that NC State has been engaged in best practices encouraged by the All-Funds Budget initiative for over a decade; and continues with this focus. To achieve these successes, NC State reviews budgets and expenditures in all funding sources relative to strategic initiatives in an ongoing, cyclic way both centrally and within the campus units. Specifically, the college annual review conducted by the Provost, with participation by the Chief Financial Officer and the Chief Research Officer, evaluates a suite of data that captures college based performance relative to our mission. Data categories include student, faculty and staff as well as credit hour production, credentials awarded and graduation rates. Strategic budget planning meetings are conducted with all colleges and units to review budgets from a multi-year perspective, analyze funding needs, and allocate resources for strategic initiatives. Annual reviews of research, trust and fee supported units (non-credit hour producing units) also undergo annual performance review with discussion of budget performance and management.

NC State continually monitors changes in financial condition or resources that could affect our standing in the capital markets. Particular attention is given to the impact of inflation and competitive employment markets on our labor costs, materials, and supplies, and an increase in institutional debt burden. NC State's debt burden, with under \$560 million of total debt outstanding at June 30, 2022, is also lower than other large research/land grant universities.

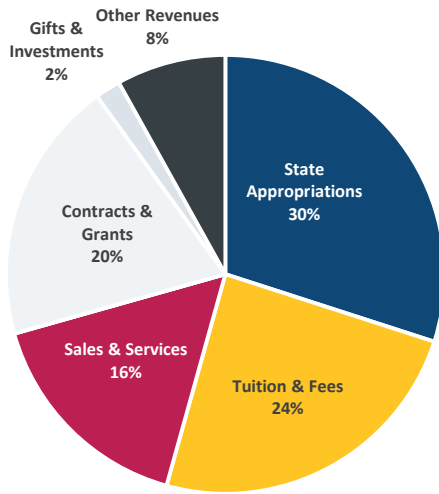
Our resource reallocation strategy involves a tiered approach beginning with departments and programs realigning existing funds to pursue strategic priorities and address unforeseen circumstances. College and unit leadership similarly assesses and realigns resources across their respective organizations to address needs that cannot be resolved with department level resources. It is difficult to measure the full magnitude of the university's resource reallocation strategy as a result of the tiered approach and on-going assessment of resource allocations made by the units. However, through the FY 2022-23 annual budget planning review process, college and unit leaders presented 77 projects amounting to \$49M. Utilizing existing funds, the university leadership activated 42 projects reallocating \$22M to these strategic initiatives. Colleges and units will continue their resource reallocation strategies in pursuit of their long range budget plans. The university also continues to absorb the growing impact of inflationary increases further challenging our ability to reallocate to new initiatives. For FY 2023-24, our budget planning has identified \$40M of existing General Fund resources for strategic reallocation.

NC State embarks upon "Wolfpack 2030: Powering the Extraordinary," our newly established strategic plan which provides new goals supporting our core mission of teaching, research and engagement, as well as campus culture, university effectiveness, partnerships and brand and reputation. In the spring of 2023, NC State announced the first cycle of the implementation actions supporting our Wolfpack 2030 goals and published our university strategic plan metrics. In addition, the UNC System Office published their refreshed Higher Expectations 2022-2027 strategic plan metrics and is finalizing targets for each institution. Together these sets of metrics provide a rich assessment of progress toward goals.

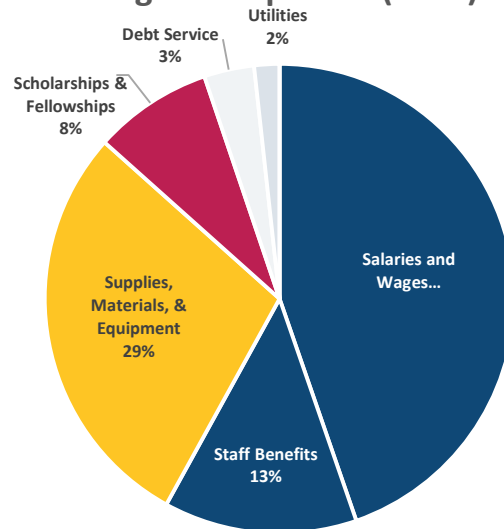
NC State's FY24 All-Funds Budget aligns planned investments with strategic initiatives articulated by unit leadership and by the university as part of implementing these strategic plans. Actions at both the unit level and the university level together will contribute to the success of our new strategic plan. Some of these include:

- **STEM Education** - FY24 is the second year of efforts to plan and implement expansion of the College of Engineering by approximately 4,000 students. Funds are strategically budgeted to begin building capacity through the planned hiring of 135 additional faculty and 35 academic and institutional support staff to ensure the success of the students while enhancing the global reputation of the college and the university.
- **Student Mental Health Support** - The FY24 All-Funds Budget increases funding for Student Health Counseling and Prevention Services from \$6.4M in FY22 to \$8.0M in FY24. The budget also supports the recent addition of eight new counseling clinical positions.
- **Degree Completions** - Provides student support including academic advisors, academic and institutional affairs professionals, and health care and mental health professionals who are essential to helping our students thrive, and who have proven highly successful in achieving significant increases in student success metrics.
- **Affordability** - The FY24 budget continues a tradition of low resident tuition and fees offering an affordable education for North Carolinians. Undergraduate resident tuition is not increasing for the 7th consecutive year. Mandatory student fees are decreasing by \$23. Housing and Dining rates are increasing by 3.7% and 4.5% respectively, well below inflation. Overall, NC State ranks 12th out of 13 peer institutions for undergraduate in-state average tuition and fees.
- **Research** - Includes a variety of positions that support and advance NC State's research enterprise, which has achieved record levels of grants and other external funding support and has driven tremendous economic benefit throughout the state.
- **Extension and Public Service** - Increases the capacity of the university to apply expertise that benefits all communities in all 100 counties across North Carolina in agriculture, engineering, textiles and other disciplines.

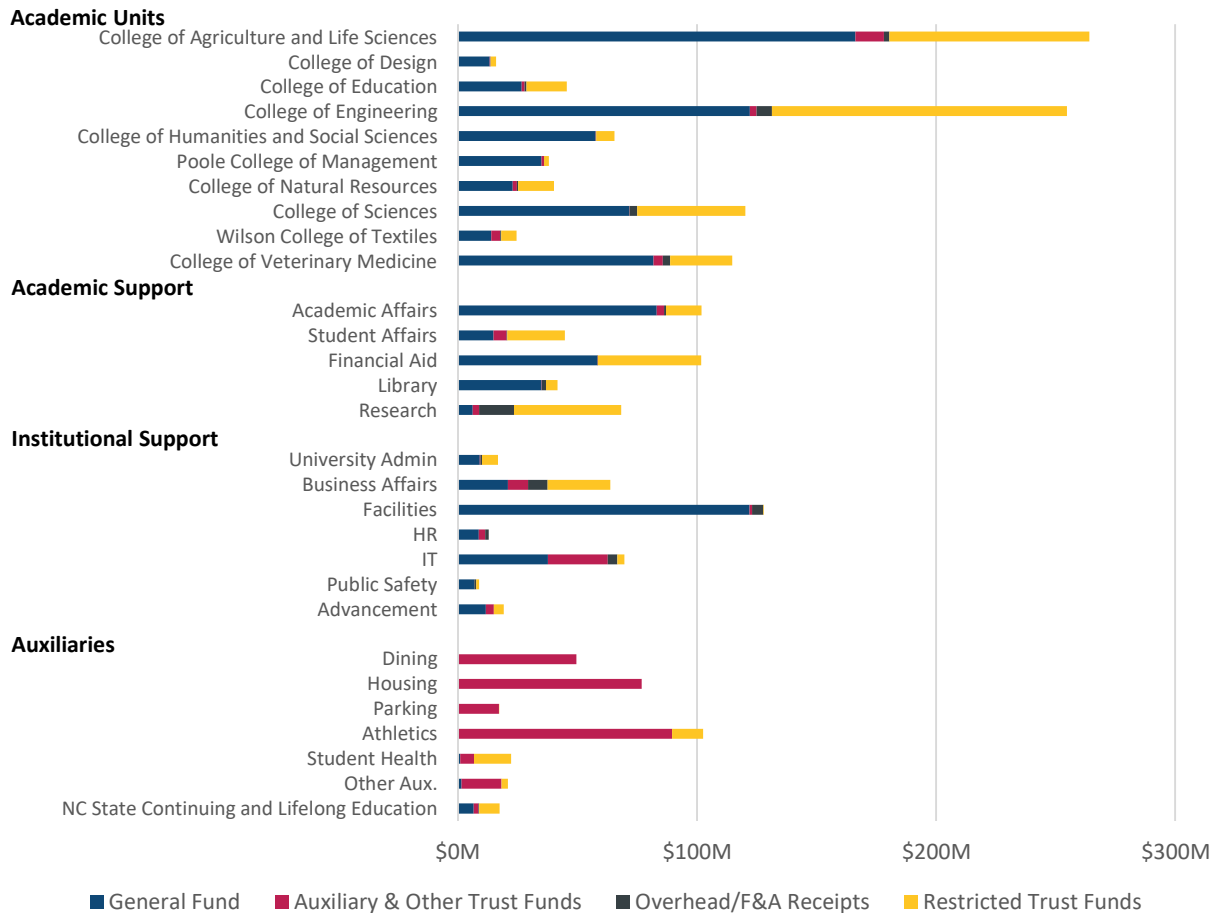
Budgeted Revenue (FY24)



Budgeted Expenses (FY24)



Operating Expenses by Unit



**North Carolina State University
FY 2023-24 All-Funds Budget**

		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriations	\$ 606,581,000	\$ -	\$ -	\$ -	\$ 606,581,000
	Tuition & Fees	\$ 376,633,000	\$ 19,938,000	\$ -	\$ 96,422,000	\$ 492,993,000
	<i>Less Discounts and Allowances</i>	\$ (52,834,000)	\$ (9,354,000)	\$ -	\$ (71,950,000)	\$ (134,138,000)
	Sales & Services	\$ 44,885,000	\$ 282,612,000	\$ -	\$ 2,272,000	\$ 329,769,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ 200,000	\$ 15,000	\$ -	\$ 392,998,000	\$ 393,213,000
	Gifts & Investments	\$ -	\$ 1,786,000	\$ -	\$ 36,254,000	\$ 38,040,000
	Other Revenues	\$ 27,039,000	\$ 21,704,000	\$ 65,163,000	\$ 49,209,000	\$ 163,115,000
Revenues Total		\$ 1,002,504,000	\$ 316,701,000	\$ 65,163,000	\$ 505,205,000	\$ 1,889,573,000
Expenses	Salaries and Wages	\$ 594,737,000	\$ 105,891,000	\$ 17,650,000	\$ 172,031,000	\$ 890,309,000
	Staff Benefits	\$ 188,358,000	\$ 27,157,000	\$ 6,014,000	\$ 43,398,000	\$ 264,927,000
	Services, Supplies, Materials, & Equip.	\$ 162,020,000	\$ 136,110,000	\$ 31,236,000	\$ 240,406,000	\$ 569,772,000
	Scholarships & Fellowships	\$ 84,080,000	\$ 936,000	\$ 171,000	\$ 77,950,000	\$ 163,137,000
	<i>Less Discounts and Allowances</i>	\$ (52,834,000)	\$ (9,354,000)	\$ -	\$ (71,950,000)	\$ (134,138,000)
	Debt Service	\$ 8,896,000	\$ 32,150,000	\$ 611,000	\$ 26,965,000	\$ 68,622,000
	Utilities	\$ 30,026,000	\$ 2,879,000	\$ 1,396,000	\$ 454,000	\$ 34,755,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 1,015,283,000	\$ 295,769,000	\$ 57,078,000	\$ 489,254,000	\$ 1,857,384,000
Net Transfers		\$ (3,201,000)	\$ (27,957,000)	\$ (3,491,000)	\$ (17,566,000)	\$ (52,215,000)
Change in Fund Balance			\$ (7,025,000)	\$ 4,594,000	\$ (1,615,000)	\$ (4,046,000)

**North Carolina State University- Unit Breakout
FY 2023-24 All-Funds Budget**

College of Agriculture and Life Sciences		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 130,638,000	\$ -	\$ -	\$ 1,720,000	\$ 132,358,000
	Sales & Services	\$ 11,011,000	\$ 13,415,000	\$ -	\$ 249,000	\$ 24,675,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 81,081,000	\$ 81,081,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 2,296,000	\$ 2,296,000
	Other Revenues	\$ 24,653,000	\$ 424,000	\$ 2,216,000	\$ 1,726,000	\$ 29,019,000
Revenues Total		\$ 166,302,000	\$ 13,839,000	\$ 2,216,000	\$ 87,072,000	\$ 269,429,000
Expenses	Salaries and Wages	\$ 102,237,000	\$ 4,224,000	\$ 9,000	\$ 32,021,000	\$ 138,491,000
	Staff Benefits	\$ 31,166,000	\$ 1,355,000	\$ 3,000	\$ 8,444,000	\$ 40,968,000
	Services, Supplies, Materials, & Equip.	\$ 31,689,000	\$ 6,151,000	\$ 2,204,000	\$ 41,130,000	\$ 81,174,000
	Scholarships & Fellowships	\$ 130,000	\$ 137,000	\$ -	\$ 2,102,000	\$ 2,369,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ 1,081,000	\$ 34,000	\$ -	\$ 7,000	\$ 1,122,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 166,303,000	\$ 11,901,000	\$ 2,216,000	\$ 83,704,000	\$ 264,124,000
Net Transfers		\$ -	\$ (407,000)	\$ -	\$ (1,382,000)	\$ (1,789,000)
Change in Fund Balance			\$ 1,531,000	\$ -	\$ 1,986,000	\$ 3,517,000
College of Design		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 13,295,000	\$ 63,000	\$ -	\$ 324,000	\$ 13,682,000
	Sales & Services	\$ -	\$ 409,000	\$ -	\$ 19,000	\$ 428,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 1,951,000	\$ 1,951,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ 136,000	\$ 91,000	\$ 227,000
Revenues Total		\$ 13,295,000	\$ 472,000	\$ 136,000	\$ 2,385,000	\$ 16,288,000
Expenses	Salaries and Wages	\$ 9,505,000	\$ 170,000	\$ 8,000	\$ 1,056,000	\$ 10,739,000
	Staff Benefits	\$ 2,797,000	\$ 45,000	\$ 3,000	\$ 292,000	\$ 3,137,000
	Services, Supplies, Materials, & Equip.	\$ 982,000	\$ 78,000	\$ 125,000	\$ 889,000	\$ 2,074,000
	Scholarships & Fellowships	\$ 10,000	\$ -	\$ -	\$ 53,000	\$ 63,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 13,294,000	\$ 293,000	\$ 136,000	\$ 2,290,000	\$ 16,013,000
Net Transfers		\$ -	\$ -	\$ -	\$ (56,000)	\$ (56,000)
Change in Fund Balance			\$ 179,000	\$ -	\$ 39,000	\$ 218,000

**North Carolina State University- Unit Breakout
FY 2023-24 All-Funds Budget**

College of Education		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 26,653,000	\$ -	\$ -	\$ 476,000	\$ 27,129,000
	Sales & Services	\$ 21,000	\$ 1,310,000	\$ -	\$ 1,000	\$ 1,332,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 16,636,000	\$ 16,636,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 75,000	\$ 75,000
	Other Revenues	\$ -	\$ 11,000	\$ 757,000	\$ 265,000	\$ 1,033,000
Revenues Total		\$ 26,674,000	\$ 1,321,000	\$ 757,000	\$ 17,453,000	\$ 46,205,000
Expenses	Salaries and Wages	\$ 19,079,000	\$ 787,000	\$ -	\$ 6,142,000	\$ 26,008,000
	Staff Benefits	\$ 5,383,000	\$ 206,000	\$ -	\$ 1,504,000	\$ 7,093,000
	Services, Supplies, Materials, & Equip.	\$ 2,202,000	\$ 151,000	\$ 757,000	\$ 8,654,000	\$ 11,764,000
	Scholarships & Fellowships	\$ 10,000	\$ 58,000	\$ -	\$ 619,000	\$ 687,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 26,674,000	\$ 1,202,000	\$ 757,000	\$ 16,919,000	\$ 45,552,000
Net Transfers		\$ -	\$ -	\$ -	\$ (270,000)	\$ (270,000)
Change in Fund Balance			\$ 119,000	\$ -	\$ 264,000	\$ 383,000

College of Engineering		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 119,008,000	\$ -	\$ -	\$ 16,570,000	\$ 135,578,000
	Sales & Services	\$ 3,140,000	\$ 4,212,000	\$ -	\$ 286,000	\$ 7,638,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 106,606,000	\$ 106,606,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 396,000	\$ 396,000
	Other Revenues	\$ -	\$ 20,000	\$ 6,343,000	\$ 1,043,000	\$ 7,406,000
Revenues Total		\$ 122,148,000	\$ 4,232,000	\$ 6,343,000	\$ 124,901,000	\$ 257,624,000
Expenses	Salaries and Wages	\$ 89,365,000	\$ 1,381,000	\$ 247,000	\$ 46,104,000	\$ 137,097,000
	Staff Benefits	\$ 24,190,000	\$ 399,000	\$ 63,000	\$ 8,612,000	\$ 33,264,000
	Services, Supplies, Materials, & Equip.	\$ 7,007,000	\$ 1,020,000	\$ 5,387,000	\$ 60,515,000	\$ 73,929,000
	Scholarships & Fellowships	\$ 1,587,000	\$ -	\$ 34,000	\$ 8,182,000	\$ 9,803,000
	Debt Service	\$ -	\$ -	\$ 611,000	\$ -	\$ 611,000
	Utilities	\$ -	\$ 3,000	\$ -	\$ 1,000	\$ 4,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 122,149,000	\$ 2,803,000	\$ 6,342,000	\$ 123,414,000	\$ 254,708,000
Net Transfers		\$ -	\$ -	\$ -	\$ (461,000)	\$ (461,000)
Change in Fund Balance			\$ 1,429,000	\$ 1,000	\$ 1,026,000	\$ 2,456,000

**North Carolina State University- Unit Breakout
FY 2023-24 All-Funds Budget**

College of Humanities and Social Sciences		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 56,714,000	\$ -	\$ -	\$ 1,081,000	\$ 57,795,000
	Sales & Services	\$ 800,000	\$ 11,000	\$ -	\$ 12,000	\$ 823,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 6,532,000	\$ 6,532,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 6,000	\$ 315,000	\$ 282,000	\$ 603,000
Revenues Total		\$ 57,514,000	\$ 17,000	\$ 315,000	\$ 7,907,000	\$ 65,753,000
Expenses	Salaries and Wages	\$ 42,809,000	\$ 9,000	\$ 119,000	\$ 3,371,000	\$ 46,308,000
	Staff Benefits	\$ 12,234,000	\$ 1,000	\$ 39,000	\$ 819,000	\$ 13,093,000
	Services, Supplies, Materials, & Equip.	\$ 2,183,000	\$ 10,000	\$ 152,000	\$ 2,794,000	\$ 5,139,000
	Scholarships & Fellowships	\$ 289,000	\$ 5,000	\$ 5,000	\$ 710,000	\$ 1,009,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 57,515,000	\$ 25,000	\$ 315,000	\$ 7,694,000	\$ 65,549,000
Net Transfers		\$ -	\$ -	\$ -	\$ (211,000)	\$ (211,000)
Change in Fund Balance			\$ (8,000)	\$ -	\$ 2,000	\$ (6,000)

Poole College of Management		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 34,977,000	\$ -	\$ -	\$ 412,000	\$ 35,389,000
	Sales & Services	\$ -	\$ 354,000	\$ -	\$ -	\$ 354,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 1,651,000	\$ 1,651,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 10,000	\$ 10,000
	Other Revenues	\$ -	\$ 849,000	\$ 77,000	\$ 103,000	\$ 1,029,000
Revenues Total		\$ 34,977,000	\$ 1,203,000	\$ 77,000	\$ 2,176,000	\$ 38,433,000
Expenses	Salaries and Wages	\$ 25,390,000	\$ 391,000	\$ -	\$ 910,000	\$ 26,691,000
	Staff Benefits	\$ 5,763,000	\$ 101,000	\$ -	\$ 159,000	\$ 6,023,000
	Services, Supplies, Materials, & Equip.	\$ 2,555,000	\$ 508,000	\$ 77,000	\$ 979,000	\$ 4,119,000
	Scholarships & Fellowships	\$ 1,270,000	\$ 5,000	\$ -	\$ 6,000	\$ 1,281,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 34,978,000	\$ 1,005,000	\$ 77,000	\$ 2,054,000	\$ 38,114,000
Net Transfers		\$ -	\$ -	\$ -	\$ (64,000)	\$ (64,000)
Change in Fund Balance			\$ 198,000	\$ -	\$ 58,000	\$ 256,000

**North Carolina State University- Unit Breakout
FY 2023-24 All-Funds Budget**

College of Natural Resources		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 21,460,000	\$ -	\$ -	\$ 631,000	\$ 22,091,000
	Sales & Services	\$ 202,000	\$ 1,935,000	\$ -	\$ 6,000	\$ 2,143,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 12,289,000	\$ 12,289,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 2,126,000	\$ 2,126,000
	Other Revenues	\$ 1,288,000	\$ -	\$ 527,000	\$ 400,000	\$ 2,215,000
Revenues Total		\$ 22,950,000	\$ 1,935,000	\$ 527,000	\$ 15,452,000	\$ 40,864,000
Expenses	Salaries and Wages	\$ 16,390,000	\$ 869,000	\$ 225,000	\$ 6,992,000	\$ 24,476,000
	Staff Benefits	\$ 4,703,000	\$ 251,000	\$ 88,000	\$ 1,680,000	\$ 6,722,000
	Services, Supplies, Materials, & Equip.	\$ 1,857,000	\$ 651,000	\$ 214,000	\$ 5,281,000	\$ 8,003,000
	Scholarships & Fellowships	\$ -	\$ 2,000	\$ -	\$ 969,000	\$ 971,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 1,000	\$ -	\$ 7,000	\$ 8,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 22,950,000	\$ 1,774,000	\$ 527,000	\$ 14,929,000	\$ 40,180,000
Net Transfers		\$ -	\$ (25,000)	\$ -	\$ (142,000)	\$ (167,000)
Change in Fund Balance			\$ 136,000	\$ -	\$ 381,000	\$ 517,000

College of Sciences		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 71,955,000	\$ -	\$ -	\$ 1,933,000	\$ 73,888,000
	Sales & Services	\$ -	\$ 157,000	\$ -	\$ 55,000	\$ 212,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 43,080,000	\$ 43,080,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 22,000	\$ 22,000
	Other Revenues	\$ -	\$ 10,000	\$ 3,129,000	\$ 784,000	\$ 3,923,000
Revenues Total		\$ 71,955,000	\$ 167,000	\$ 3,129,000	\$ 45,874,000	\$ 121,125,000
Expenses	Salaries and Wages	\$ 56,837,000	\$ 78,000	\$ 12,000	\$ 15,741,000	\$ 72,668,000
	Staff Benefits	\$ 13,896,000	\$ 20,000	\$ 3,000	\$ 3,405,000	\$ 17,324,000
	Services, Supplies, Materials, & Equip.	\$ 664,000	\$ 57,000	\$ 3,114,000	\$ 23,689,000	\$ 27,524,000
	Scholarships & Fellowships	\$ 260,000	\$ -	\$ -	\$ 2,458,000	\$ 2,718,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 71,657,000	\$ 155,000	\$ 3,129,000	\$ 45,293,000	\$ 120,234,000
Net Transfers		\$ (299,000)	\$ -	\$ -	\$ (387,000)	\$ (686,000)
Change in Fund Balance			\$ 12,000	\$ -	\$ 194,000	\$ 206,000

**North Carolina State University- Unit Breakout
FY 2023-24 All-Funds Budget**

Wilson College of Textiles		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 13,808,000	\$ 220,000	\$ -	\$ 505,000	\$ 14,533,000
	Sales & Services	\$ 149,000	\$ 2,333,000	\$ -	\$ 12,000	\$ 2,494,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 5,368,000	\$ 5,368,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 347,000	\$ 347,000
	Other Revenues	\$ -	\$ 40,000	\$ 419,000	\$ 359,000	\$ 818,000
Revenues Total		\$ 13,957,000	\$ 2,593,000	\$ 419,000	\$ 6,591,000	\$ 23,560,000
Expenses	Salaries and Wages	\$ 9,778,000	\$ 1,616,000	\$ -	\$ 2,326,000	\$ 13,720,000
	Staff Benefits	\$ 2,964,000	\$ 516,000	\$ -	\$ 490,000	\$ 3,970,000
	Services, Supplies, Materials, & Equip.	\$ 1,215,000	\$ 1,544,000	\$ 419,000	\$ 3,337,000	\$ 6,515,000
	Scholarships & Fellowships	\$ -	\$ 6,000	\$ -	\$ 308,000	\$ 314,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 13,957,000	\$ 3,682,000	\$ 419,000	\$ 6,461,000	\$ 24,519,000
Net Transfers		\$ -	\$ -	\$ -	\$ (186,000)	\$ (186,000)
Change in Fund Balance			\$ (1,089,000)	\$ -	\$ (56,000)	\$ (1,145,000)

College of Veterinary Medicine		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 47,532,000	\$ -	\$ -	\$ 276,000	\$ 47,808,000
	Sales & Services	\$ 34,051,000	\$ 2,474,000	\$ -	\$ 31,000	\$ 36,556,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 21,216,000	\$ 21,216,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 1,080,000	\$ 1,080,000
	Other Revenues	\$ 85,000	\$ -	\$ 3,004,000	\$ 4,911,000	\$ 8,000,000
Revenues Total		\$ 81,668,000	\$ 2,474,000	\$ 3,004,000	\$ 27,514,000	\$ 114,660,000
Expenses	Salaries and Wages	\$ 50,946,000	\$ 1,651,000	\$ 73,000	\$ 7,464,000	\$ 60,134,000
	Staff Benefits	\$ 15,073,000	\$ 572,000	\$ 11,000	\$ 1,935,000	\$ 17,591,000
	Services, Supplies, Materials, & Equip.	\$ 15,573,000	\$ 1,695,000	\$ 2,905,000	\$ 15,305,000	\$ 35,478,000
	Scholarships & Fellowships	\$ 201,000	\$ 4,000	\$ 16,000	\$ 1,319,000	\$ 1,540,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ 26,000	\$ 26,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 81,793,000	\$ 3,922,000	\$ 3,005,000	\$ 26,049,000	\$ 114,769,000
Net Transfers		\$ 125,000	\$ -	\$ -	\$ (121,000)	\$ 4,000
Change in Fund Balance			\$ (1,448,000)	\$ (1,000)	\$ 1,344,000	\$ (105,000)

**North Carolina State University- Unit Breakout
FY 2023-24 All-Funds Budget**

Academic Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 82,887,000	\$ 1,747,000	\$ -	\$ 5,580,000	\$ 90,214,000
	Sales & Services	\$ 253,000	\$ 2,140,000	\$ -	\$ 62,000	\$ 2,455,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 3,594,000	\$ 3,594,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 4,147,000	\$ 4,147,000
	Other Revenues	\$ 11,000	\$ 214,000	\$ 685,000	\$ 1,808,000	\$ 2,718,000
Revenues Total		\$ 83,151,000	\$ 4,101,000	\$ 685,000	\$ 15,191,000	\$ 103,128,000
Expenses	Salaries and Wages	\$ 31,674,000	\$ 1,116,000	\$ 102,000	\$ 3,796,000	\$ 36,688,000
	Staff Benefits	\$ 13,650,000	\$ 393,000	\$ 30,000	\$ 1,355,000	\$ 15,428,000
	Services, Supplies, Materials, & Equip.	\$ 13,768,000	\$ 1,614,000	\$ 553,000	\$ 3,525,000	\$ 19,460,000
	Scholarships & Fellowships	\$ 24,060,000	\$ 26,000	\$ -	\$ 6,178,000	\$ 30,264,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 83,152,000	\$ 3,149,000	\$ 685,000	\$ 14,854,000	\$ 101,840,000
Net Transfers		\$ -	\$ (12,000)	\$ -	\$ (1,206,000)	\$ (1,218,000)
Change in Fund Balance			\$ 940,000	\$ -	\$ (869,000)	\$ 71,000
Student Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 14,923,000	\$ -	\$ -	\$ 18,411,000	\$ 33,334,000
	Sales & Services	\$ -	\$ 2,203,000	\$ -	\$ 45,000	\$ 2,248,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 4,100,000	\$ 4,100,000
	Gifts & Investments	\$ -	\$ 15,000	\$ -	\$ 2,000	\$ 17,000
	Other Revenues	\$ -	\$ 5,385,000	\$ 178,000	\$ 698,000	\$ 6,261,000
Revenues Total		\$ 14,923,000	\$ 7,603,000	\$ 178,000	\$ 23,256,000	\$ 45,960,000
Expenses	Salaries and Wages	\$ 10,699,000	\$ 4,183,000	\$ 79,000	\$ 10,364,000	\$ 25,325,000
	Staff Benefits	\$ 3,281,000	\$ 1,219,000	\$ 25,000	\$ 3,039,000	\$ 7,564,000
	Services, Supplies, Materials, & Equip.	\$ 943,000	\$ -	\$ 75,000	\$ 10,029,000	\$ 11,047,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ 78,000	\$ 78,000
	Debt Service	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000
	Utilities	\$ -	\$ -	\$ -	\$ 608,000	\$ 608,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 14,923,000	\$ 5,502,000	\$ 179,000	\$ 24,118,000	\$ 44,722,000
Net Transfers		\$ -	\$ -	\$ -	\$ (500,000)	\$ (500,000)
Change in Fund Balance			\$ 2,101,000	\$ (1,000)	\$ (1,362,000)	\$ 738,000

**North Carolina State University- Unit Breakout
FY 2023-24 All-Funds Budget**

Financial Aid		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 58,353,000	\$ -	\$ -	\$ -	\$ 58,353,000
	Sales & Services	\$ -	\$ 15,000	\$ -	\$ -	\$ 15,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 29,456,000	\$ 29,456,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 12,957,000	\$ 12,957,000
	Other Revenues	\$ -	\$ -	\$ 129,000	\$ 364,000	\$ 493,000
Revenues Total		\$ 58,353,000	\$ 15,000	\$ 129,000	\$ 42,777,000	\$ 101,274,000
Expenses	Salaries and Wages	\$ 1,644,000	\$ -	\$ -	\$ 921,000	\$ 2,565,000
	Staff Benefits	\$ 584,000	\$ -	\$ -	\$ 9,000	\$ 593,000
	Services, Supplies, Materials, & Equip.	\$ 56,000	\$ 25,000	\$ 13,000	\$ 140,000	\$ 234,000
	Scholarships & Fellowships	\$ 56,069,000	\$ -	\$ 116,000	\$ 42,176,000	\$ 98,361,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 58,353,000	\$ 25,000	\$ 129,000	\$ 43,246,000	\$ 101,753,000
Net Transfers		\$ -	\$ -	\$ -	\$ 617,000	\$ 617,000
Change in Fund Balance			\$ (10,000)	\$ -	\$ 148,000	\$ 138,000

Library		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 36,167,000	\$ -	\$ -	\$ 911,000	\$ 37,078,000
	Sales & Services	\$ 35,000	\$ 15,000	\$ -	\$ -	\$ 50,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 3,864,000	\$ 3,864,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ 20,000	\$ -	\$ 1,819,000	\$ 1,000	\$ 1,840,000
Revenues Total		\$ 36,222,000	\$ 15,000	\$ 1,819,000	\$ 4,776,000	\$ 42,832,000
Expenses	Salaries and Wages	\$ 16,500,000	\$ 35,000	\$ 300,000	\$ 325,000	\$ 17,160,000
	Staff Benefits	\$ 4,665,000	\$ 1,000	\$ 90,000	\$ 44,000	\$ 4,800,000
	Services, Supplies, Materials, & Equip.	\$ 13,849,000	\$ 12,000	\$ 1,429,000	\$ 4,437,000	\$ 19,727,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 35,014,000	\$ 48,000	\$ 1,819,000	\$ 4,806,000	\$ 41,687,000
Net Transfers		\$ (1,209,000)	\$ -	\$ -	\$ -	\$ (1,209,000)
Change in Fund Balance			\$ (33,000)	\$ -	\$ (30,000)	\$ (63,000)

**North Carolina State University- Unit Breakout
FY 2023-24 All-Funds Budget**

Sponsored Research		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 5,603,000	\$ -	\$ -	\$ -	\$ 5,603,000
	Sales & Services	\$ 1,800,000	\$ 2,709,000	\$ -	\$ 19,000	\$ 4,528,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ 15,000	\$ -	\$ 40,011,000	\$ 40,026,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 98,000	\$ 98,000
	Other Revenues	\$ -	\$ 19,000	\$ 14,586,000	\$ 9,722,000	\$ 24,327,000
Revenues Total		\$ 7,403,000	\$ 2,743,000	\$ 14,586,000	\$ 49,850,000	\$ 74,582,000
Expenses	Salaries and Wages	\$ 3,421,000	\$ 795,000	\$ 6,478,000	\$ 15,167,000	\$ 25,861,000
	Staff Benefits	\$ 1,261,000	\$ 265,000	\$ 2,140,000	\$ 4,461,000	\$ 8,127,000
	Services, Supplies, Materials, & Equip.	\$ 1,537,000	\$ 1,546,000	\$ 5,968,000	\$ 24,627,000	\$ 33,678,000
	Scholarships & Fellowships	\$ -	\$ 11,000	\$ -	\$ 527,000	\$ 538,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 34,000	\$ -	\$ 1,000	\$ 35,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 6,219,000	\$ 2,651,000	\$ 14,586,000	\$ 44,783,000	\$ 68,239,000
Net Transfers		\$ (1,184,000)	\$ -	\$ -	\$ (4,183,000)	\$ (5,367,000)
Change in Fund Balance			\$ 92,000	\$ -	\$ 884,000	\$ 976,000
University Administration		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 9,850,000	\$ -	\$ -	\$ -	\$ 9,850,000
	Sales & Services	\$ -	\$ 205,000	\$ -	\$ 29,000	\$ 234,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 6,559,000	\$ 6,559,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 112,000	\$ 705,000	\$ 30,000	\$ 847,000
Revenues Total		\$ 9,850,000	\$ 317,000	\$ 705,000	\$ 6,618,000	\$ 17,490,000
Expenses	Salaries and Wages	\$ 6,658,000	\$ 50,000	\$ 388,000	\$ 1,834,000	\$ 8,930,000
	Staff Benefits	\$ 1,728,000	\$ 23,000	\$ 69,000	\$ 661,000	\$ 2,481,000
	Services, Supplies, Materials, & Equip.	\$ 739,000	\$ 206,000	\$ 247,000	\$ 4,093,000	\$ 5,285,000
	Scholarships & Fellowships	\$ -	\$ 13,000	\$ -	\$ 20,000	\$ 33,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 9,125,000	\$ 292,000	\$ 704,000	\$ 6,608,000	\$ 16,729,000
Net Transfers		\$ (725,000)	\$ (9,000)	\$ -	\$ -	\$ (734,000)
Change in Fund Balance			\$ 16,000	\$ 1,000	\$ 10,000	\$ 27,000

**North Carolina State University- Unit Breakout
FY 2023-24 All-Funds Budget**

Business Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 20,501,000	\$ 29,000	\$ -	\$ -	\$ 20,530,000
	Sales & Services	\$ 255,000	\$ 2,934,000	\$ -	\$ 2,000	\$ 3,191,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 239,000	\$ 239,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ 211,000	\$ 2,829,000	\$ 8,163,000	\$ 19,953,000	\$ 31,156,000
Revenues Total		\$ 20,967,000	\$ 5,792,000	\$ 8,163,000	\$ 20,194,000	\$ 55,116,000
Expenses	Salaries and Wages	\$ 14,044,000	\$ 2,868,000	\$ 4,642,000	\$ 107,000	\$ 21,661,000
	Staff Benefits	\$ 4,540,000	\$ 758,000	\$ 1,619,000	\$ 52,000	\$ 6,969,000
	Services, Supplies, Materials, & Equip.	\$ 2,383,000	\$ 4,621,000	\$ 1,903,000	\$ 24,146,000	\$ 33,053,000
	Scholarships & Fellowships	\$ -	\$ 1,000	\$ -	\$ 239,000	\$ 240,000
	Debt Service	\$ -	\$ 10,000	\$ -	\$ 1,775,000	\$ 1,785,000
	Utilities	\$ -	\$ 85,000	\$ -	\$ -	\$ 85,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 20,967,000	\$ 8,343,000	\$ 8,164,000	\$ 26,319,000	\$ 63,793,000
Net Transfers		\$ -	\$ 157,000	\$ -	\$ (4,922,000)	\$ (4,765,000)
Change in Fund Balance			\$ (2,394,000)	\$ (1,000)	\$ (11,047,000)	\$ (13,442,000)
Facilities		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 89,014,000	\$ -	\$ -	\$ 157,000	\$ 89,171,000
	Sales & Services	\$ 32,978,000	\$ 1,313,000	\$ -	\$ 9,000	\$ 34,300,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 12,000	\$ 12,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 18,000	\$ 4,770,000	\$ -	\$ 4,788,000
Revenues Total		\$ 121,992,000	\$ 1,331,000	\$ 4,770,000	\$ 178,000	\$ 128,271,000
Expenses	Salaries and Wages	\$ 44,647,000	\$ -	\$ 1,420,000	\$ -	\$ 46,067,000
	Staff Benefits	\$ 16,588,000	\$ 5,000	\$ 607,000	\$ -	\$ 17,200,000
	Services, Supplies, Materials, & Equip.	\$ 22,452,000	\$ 1,020,000	\$ 1,346,000	\$ 198,000	\$ 25,016,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ 8,896,000	\$ -	\$ -	\$ -	\$ 8,896,000
	Utilities	\$ 29,408,000	\$ -	\$ 1,396,000	\$ -	\$ 30,804,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 121,991,000	\$ 1,025,000	\$ 4,769,000	\$ 198,000	\$ 127,983,000
Net Transfers		\$ -	\$ (1,000,000)	\$ -	\$ -	\$ (1,000,000)
Change in Fund Balance			\$ (694,000)	\$ 1,000	\$ (20,000)	\$ (713,000)

**North Carolina State University- Unit Breakout
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Human Resources		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 8,702,000	\$ -	\$ -	\$ -	\$ 8,702,000
	Sales & Services	\$ 95,000	\$ 2,467,000	\$ -	\$ -	\$ 2,562,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 336,000	\$ 1,445,000	\$ -	\$ 1,781,000
Revenues Total		\$ 8,797,000	\$ 2,803,000	\$ 1,445,000	\$ -	\$ 13,045,000
Expenses	Salaries and Wages	\$ 5,947,000	\$ 1,171,000	\$ 987,000	\$ -	\$ 8,105,000
	Staff Benefits	\$ 1,774,000	\$ 902,000	\$ 329,000	\$ -	\$ 3,005,000
	Services, Supplies, Materials, & Equip.	\$ 1,075,000	\$ 544,000	\$ 128,000	\$ -	\$ 1,747,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 8,796,000	\$ 2,617,000	\$ 1,444,000	\$ -	\$ 12,857,000
Net Transfers		\$ -	\$ (250,000)	\$ -	\$ -	\$ (250,000)
Change in Fund Balance			\$ (64,000)	\$ 1,000	\$ -	\$ (63,000)
Information Technology		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 35,895,000	\$ -	\$ -	\$ 2,873,000	\$ 38,768,000
	Sales & Services	\$ 1,817,000	\$ 21,865,000	\$ -	\$ -	\$ 23,682,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 60,000	\$ 60,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 1,559,000	\$ 4,035,000	\$ -	\$ 5,594,000
Revenues Total		\$ 37,712,000	\$ 23,424,000	\$ 4,035,000	\$ 2,933,000	\$ 68,104,000
Expenses	Salaries and Wages	\$ 22,327,000	\$ 4,724,000	\$ 2,233,000	\$ 456,000	\$ 29,740,000
	Staff Benefits	\$ 7,035,000	\$ 2,089,000	\$ 757,000	\$ 85,000	\$ 9,966,000
	Services, Supplies, Materials, & Equip.	\$ 8,350,000	\$ 18,082,000	\$ 1,045,000	\$ 2,392,000	\$ 29,869,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 37,000	\$ -	\$ -	\$ 37,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 37,712,000	\$ 24,932,000	\$ 4,035,000	\$ 2,933,000	\$ 69,612,000
Net Transfers		\$ -	\$ (1,560,000)	\$ -	\$ -	\$ (1,560,000)
Change in Fund Balance			\$ (3,068,000)	\$ -	\$ -	\$ (3,068,000)

**North Carolina State University- Unit Breakout
FY 2023-24 All-Funds Budget**

Public Safety		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 6,308,000	\$ -	\$ -	\$ 1,281,000	\$ 7,589,000
	Sales & Services	\$ 580,000	\$ -	\$ -	\$ -	\$ 580,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ 715,000	\$ -	\$ 715,000
Revenues Total		\$ 6,888,000	\$ -	\$ 715,000	\$ 1,281,000	\$ 8,884,000
Expenses	Salaries and Wages	\$ 4,406,000	\$ -	\$ 313,000	\$ 792,000	\$ 5,511,000
	Staff Benefits	\$ 1,882,000	\$ -	\$ 134,000	\$ 389,000	\$ 2,405,000
	Services, Supplies, Materials, & Equip.	\$ 600,000	\$ -	\$ 269,000	\$ 100,000	\$ 969,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 6,888,000	\$ -	\$ 716,000	\$ 1,281,000	\$ 8,885,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ (1,000)	\$ -	\$ (1,000)
Advancement		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 11,040,000	\$ -	\$ -	\$ -	\$ 11,040,000
	Sales & Services	\$ 668,000	\$ 50,000	\$ -	\$ 8,000	\$ 726,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 68,000	\$ 68,000
	Other Revenues	\$ -	\$ 2,511,000	\$ -	\$ 7,561,000	\$ 10,072,000
Revenues Total		\$ 11,708,000	\$ 2,561,000	\$ -	\$ 7,637,000	\$ 21,906,000
Expenses	Salaries and Wages	\$ 8,654,000	\$ 1,782,000	\$ -	\$ 2,861,000	\$ 13,297,000
	Staff Benefits	\$ 2,829,000	\$ 588,000	\$ -	\$ 911,000	\$ 4,328,000
	Services, Supplies, Materials, & Equip.	\$ 225,000	\$ 936,000	\$ -	\$ 366,000	\$ 1,527,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ 80,000	\$ 80,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 11,708,000	\$ 3,306,000	\$ -	\$ 4,218,000	\$ 19,232,000
Net Transfers		\$ -	\$ -	\$ -	\$ (3,700,000)	\$ (3,700,000)
Change in Fund Balance			\$ (745,000)	\$ -	\$ (281,000)	\$ (1,026,000)

**North Carolina State University- Unit Breakout
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Dining		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 10,397,000	\$ -	\$ 15,000	\$ 10,412,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ -	\$ -	\$ -	\$ -
	Sales & Services	\$ -	\$ 52,385,000	\$ -	\$ -	\$ 52,385,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ 107,000	\$ -	\$ -	\$ 107,000
	Other Revenues	\$ -	\$ 622,000	\$ -	\$ -	\$ 622,000
Revenues Total		\$ -	\$ 53,114,000	\$ -	\$ -	\$ 53,114,000
Expenses	Salaries and Wages	\$ -	\$ 15,998,000	\$ -	\$ -	\$ 15,998,000
	Staff Benefits	\$ -	\$ 4,792,000	\$ -	\$ -	\$ 4,792,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 27,182,000	\$ -	\$ -	\$ 27,182,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ 474,000	\$ -	\$ -	\$ 474,000
	Utilities	\$ -	\$ 1,078,000	\$ -	\$ -	\$ 1,078,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ -	\$ 49,524,000	\$ -	\$ -	\$ 49,524,000
Net Transfers		\$ -	\$ (3,151,000)	\$ -	\$ -	\$ (3,151,000)
Change in Fund Balance			\$ 439,000	\$ -	\$ -	\$ 439,000
Ending Fund Balance			\$ 10,836,000	\$ -	\$ 15,000	\$ 10,851,000
Housing		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 31,079,000	\$ -	\$ (199,000)	\$ 30,880,000
Revenues	State Appropriation, Tuition, & Fees	\$ 11,000	\$ -	\$ -	\$ -	\$ 11,000
	Sales & Services	\$ -	\$ 78,750,000	\$ -	\$ -	\$ 78,750,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 1,195,000	\$ -	\$ -	\$ 1,195,000
Revenues Total		\$ 11,000	\$ 79,945,000	\$ -	\$ -	\$ 79,956,000
Expenses	Salaries and Wages	\$ -	\$ 8,846,000	\$ -	\$ -	\$ 8,846,000
	Staff Benefits	\$ -	\$ 2,854,000	\$ -	\$ -	\$ 2,854,000
	Services, Supplies, Materials, & Equip.	\$ 11,000	\$ 30,084,000	\$ -	\$ -	\$ 30,095,000
	Scholarships & Fellowships	\$ -	\$ 200,000	\$ -	\$ -	\$ 200,000
	Debt Service	\$ -	\$ 29,263,000	\$ -	\$ -	\$ 29,263,000
	Utilities	\$ -	\$ 5,590,000	\$ -	\$ -	\$ 5,590,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 11,000	\$ 76,837,000	\$ -	\$ -	\$ 76,848,000
Net Transfers		\$ -	\$ (4,498,000)	\$ -	\$ -	\$ (4,498,000)
Change in Fund Balance			\$ (1,390,000)	\$ -	\$ -	\$ (1,390,000)
Ending Fund Balance			\$ 29,689,000	\$ -	\$ (199,000)	\$ 29,490,000

**North Carolina State University- Unit Breakout
FY 2023-24 All-Funds Budget**

Parking		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 18,732,000	\$ -	\$ (38,000)	\$ 18,694,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ 6,752,000	\$ -	\$ -	\$ 6,752,000
	Sales & Services	\$ -	\$ 11,512,000	\$ -	\$ -	\$ 11,512,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000
	Gifts & Investments	\$ -	\$ 50,000	\$ -	\$ -	\$ 50,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ -	\$ 18,314,000	\$ -	\$ 50,000	\$ 18,364,000
Expenses	Salaries and Wages	\$ -	\$ 2,583,000	\$ -	\$ 28,000	\$ 2,611,000
	Staff Benefits	\$ -	\$ 1,219,000	\$ -	\$ 13,000	\$ 1,232,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 12,978,000	\$ -	\$ 9,000	\$ 12,987,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 373,000	\$ -	\$ -	\$ 373,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ -	\$ 17,153,000	\$ -	\$ 50,000	\$ 17,203,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ 1,161,000	\$ -	\$ -	\$ 1,161,000
Ending Fund Balance			\$ 19,893,000	\$ -	\$ (38,000)	\$ 19,855,000
Athletics		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 18,129,000	\$ -	\$ (1,659,000)	\$ 16,470,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ 7,391,000	\$ -	\$ -	\$ 7,391,000
	Sales & Services	\$ -	\$ 83,595,000	\$ -	\$ 1,412,000	\$ 85,007,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 12,523,000	\$ 12,523,000
	Other Revenues	\$ -	\$ 2,242,000	\$ -	\$ 492,000	\$ 2,734,000
Revenues Total		\$ -	\$ 93,228,000	\$ -	\$ 14,427,000	\$ 107,655,000
Expenses	Salaries and Wages	\$ -	\$ 43,491,000	\$ -	\$ -	\$ 43,491,000
	Staff Benefits	\$ -	\$ 9,096,000	\$ -	\$ 121,000	\$ 9,217,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 33,966,000	\$ -	\$ 809,000	\$ 34,775,000
	Scholarships & Fellowships	\$ -	\$ 464,000	\$ -	\$ 12,119,000	\$ 12,583,000
	Debt Service	\$ -	\$ 818,000	\$ -	\$ -	\$ 818,000
	Utilities	\$ -	\$ 1,730,000	\$ -	\$ -	\$ 1,730,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ -	\$ 89,565,000	\$ -	\$ 13,049,000	\$ 102,614,000
Net Transfers		\$ -	\$ (4,894,000)	\$ -	\$ (392,000)	\$ (5,286,000)
Change in Fund Balance			\$ (1,231,000)	\$ -	\$ 986,000	\$ (245,000)
Ending Fund Balance			\$ 16,898,000	\$ -	\$ (673,000)	\$ 16,225,000

**North Carolina State University- Unit Breakout
FY 2023-24 All-Funds Budget**

Student Health		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 288,000	\$ -	\$ 7,159,000	\$ 7,447,000
Revenues	State Appropriation, Tuition, & Fees	\$ 1,031,000	\$ -	\$ -	\$ 14,596,000	\$ 15,627,000
	Sales & Services	\$ -	\$ 5,610,000	\$ -	\$ 15,000	\$ 5,625,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 77,000	\$ 77,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 7,000	\$ 7,000
	Other Revenues	\$ -	\$ 70,000	\$ -	\$ -	\$ 70,000
Revenues Total		\$ 1,031,000	\$ 5,680,000	\$ -	\$ 14,695,000	\$ 21,406,000
Expenses	Salaries and Wages	\$ 748,000	\$ 1,364,000	\$ -	\$ 9,132,000	\$ 11,244,000
	Staff Benefits	\$ 264,000	\$ 470,000	\$ -	\$ 3,405,000	\$ 4,139,000
	Services, Supplies, Materials, & Equip.	\$ 19,000	\$ 3,851,000	\$ -	\$ 2,795,000	\$ 6,665,000
	Scholarships & Fellowships	\$ -	\$ 4,000	\$ -	\$ 16,000	\$ 20,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ 195,000	\$ 195,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 1,031,000	\$ 5,689,000	\$ -	\$ 15,543,000	\$ 22,263,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ (9,000)	\$ -	\$ (848,000)	\$ (857,000)
Ending Fund Balance			\$ 279,000	\$ -	\$ 6,311,000	\$ 6,590,000
Other Auxiliaries		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,032,000.00	\$ 3,735,000	\$ -	\$ 1,062,000	\$ 5,829,000
	Sales & Services	\$ 472,000	\$ 14,123,000	\$ -	\$ -	\$ 14,595,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 37,000	\$ 37,000
	Other Revenues	\$ -	\$ 81,000	\$ -	\$ -	\$ 81,000
Revenues Total		\$ 1,504,000	\$ 17,939,000	\$ -	\$ 1,099,000	\$ 20,542,000
Expenses	Salaries and Wages	\$ 967,000	\$ 3,990,000	\$ -	\$ -	\$ 4,957,000
	Staff Benefits	\$ 237,000	\$ 1,491,000	\$ -	\$ -	\$ 1,728,000
	Services, Supplies, Materials, & Equip.	\$ 301,000	\$ 10,429,000	\$ -	\$ 2,564,000	\$ 13,294,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ 426,000	\$ -	\$ -	\$ 426,000
	Utilities	\$ -	\$ 452,000	\$ -	\$ -	\$ 452,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 1,505,000	\$ 16,788,000	\$ -	\$ 2,564,000	\$ 20,857,000
Net Transfers		\$ -	\$ (1,221,000)	\$ -	\$ -	\$ (1,221,000)
Change in Fund Balance			\$ (70,000)	\$ -	\$ (1,465,000)	\$ (1,535,000)

**North Carolina State University- Unit Breakout
FY 2023-24 All-Funds Budget**

NC State Continuing and Lifelong Education		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 4,946,000.00	\$ 1,000.00	\$ -	\$ -	\$ 4,947,000
	Sales & Services	\$ 1,678,000.00	\$ 2,459,000.00	\$ -	\$ -	\$ 4,137,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 8,566,000.00	\$ 8,566,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 63,000.00	\$ 63,000
	Other Revenues	\$ 2,000.00	\$ -	\$ 247,000.00	\$ 22,000.00	\$ 271,000
Revenues Total		\$ 6,626,000	\$ 2,460,000	\$ 247,000	\$ 8,651,000	\$ 17,984,000
Expenses	Salaries and Wages	\$ 2,499,000	\$ 1,048,000	\$ -	\$ 4,121,000	\$ 7,668,000
	Staff Benefits	\$ 927,000	\$ 457,000	\$ -	\$ 1,513,000	\$ 2,897,000
	Services, Supplies, Materials, & Equip.	\$ 3,200,000	\$ 466,000	\$ 247,000	\$ 2,956,000	\$ 6,869,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ 27,000	\$ 27,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 6,626,000	\$ 1,971,000	\$ 247,000	\$ 8,617,000	\$ 17,461,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ 489,000	\$ -	\$ 34,000	\$ 523,000

UNC Asheville FY2023-2024 All Funds Budget

The UNC System strategic plan includes access, affordability and efficiency, student success, economic impact and community engagement, and excellent and diverse institutions. Through the following initiatives, UNC Asheville will be better positioned to achieve several of these key strategic elements and establish a framework that delivers these important priorities as we move forward.

UNC Asheville developed an All Funds Budget for Fiscal Year 2023-2024 that enhances progress toward several priorities in the UNC System Strategic Plan as well as the UNC Asheville Strategic Plan, including a recently presented Revitalization Plan funded by the North Carolina State Legislature.

Guided by our current campus-wide UNC Asheville 2022-2028 Revitalization Plan, we remain focused on three strategic institutional imperatives: 1) to build fiscal capacity for the university through enrollment and retention, philanthropy, new program revenues and market positioning; 2) to evolve and modernize our academic and co-curricular programs; and 3) to enhance and expand existing and new private public partnerships.

Through a collaborative budgeting process involving university faculty and staff, we have identified the highest impact use of these resources to focus on initiatives that significantly improve institutional quality and fiscal capacity through measurable results in:

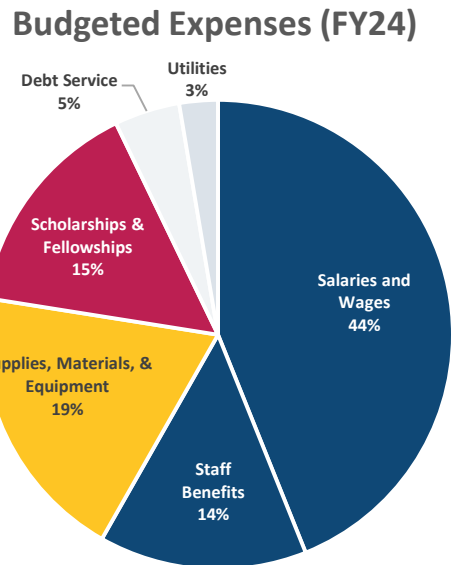
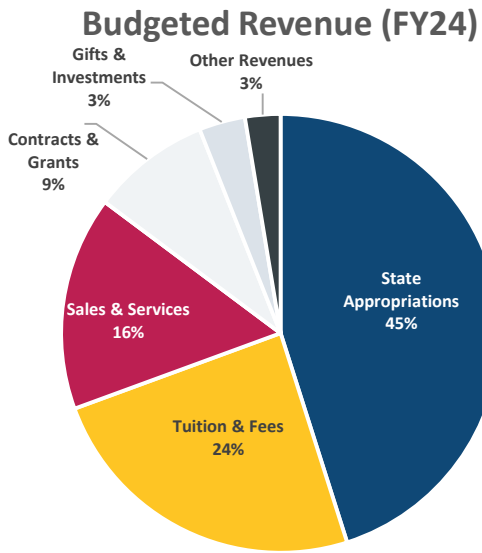
- Undergraduate enrollment and market position strength
- Launching Graduate programs and building enrollment
- Retention, student success, and degree completion
- 3, 4, 5 and 6-year graduation rates and degree efficiency
- Modernizing student life activities and high impact processes and strengthening career and graduate acceptance results
- Extending student options in global study, internships, and student Honors and Leadership programs.

The key categories of expenditures in these efforts break down as follows:

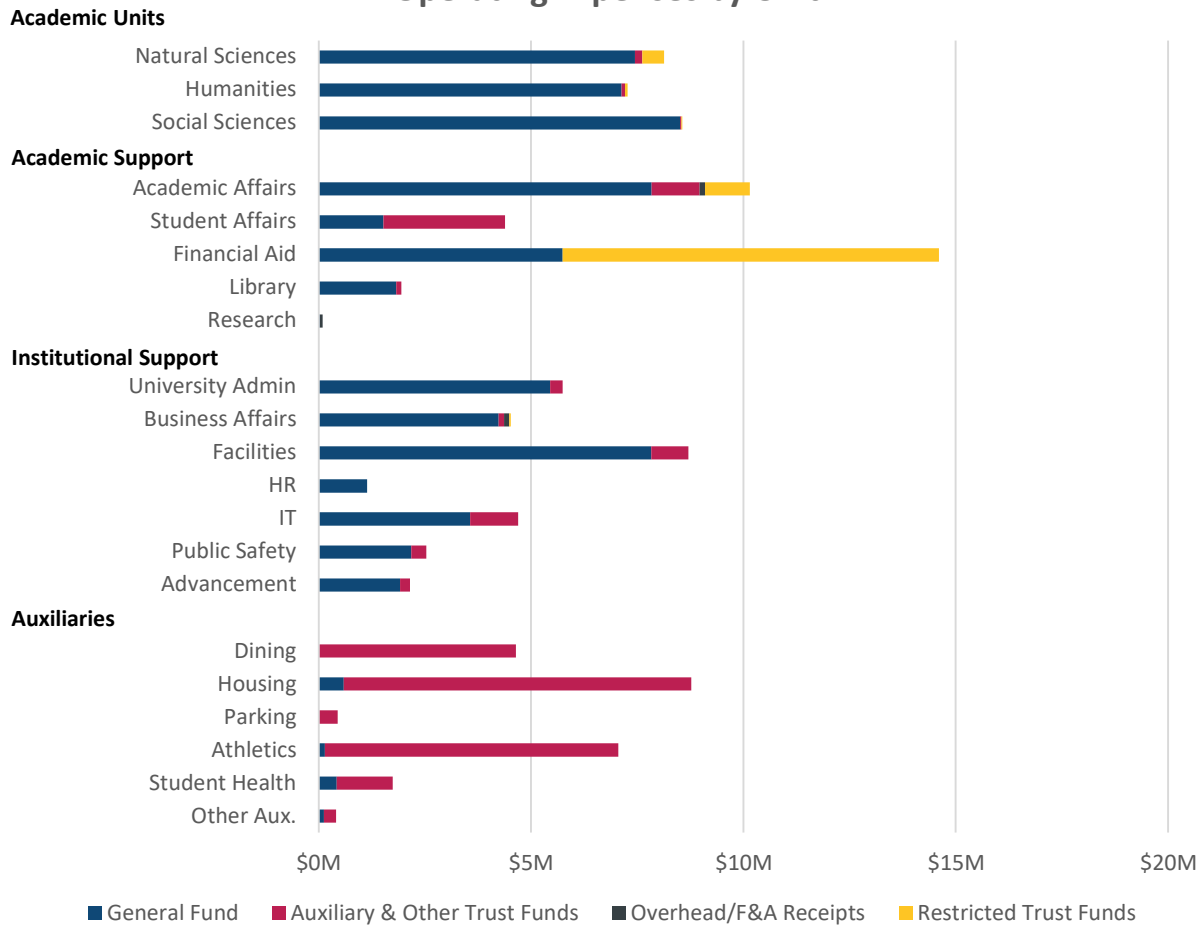
- Strengthen Enrollment of New Students
- Student Retention Initiatives
- Student Life Experiences through Program Development and Major Improvements
- Substantial investment in branding & marketing UNC Asheville to potential students

In addition, the North Carolina State Legislature has approved recurring funding for the UNC Asheville Talent Scholarship in the annual amount of \$2 Million to drive UNC Asheville's competitiveness in yielding and retaining its strongest applicants. The University will use this scholarship to support merit-based and need-linked scholarships for students from rural, first-generation, or underrepresented communities.

With recent declines in enrollment and the corresponding revenue (including appropriations as impacted by the Enrollment Funding Model), UNC Asheville is undertaking an extensive review of all aspects of the operating budget to identify opportunities for program efficiencies where those funds can be reinvested in strategic opportunities. Senior Staff has begun a process of re-aligning funding into opportunities to enhance revenues and operate the institution more effectively as enrollment begins to recover and eventually grow.



Operating Expenses by Unit



UNC Asheville
FY 2023-24 All-Funds Budget

		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriations	\$ 49,009,000	\$ -	\$ -	\$ -	\$ 49,009,000
	Tuition & Fees	\$ 17,015,000	\$ 9,417,000	\$ -	\$ -	\$ 26,432,000
	<i>Less Discounts and Allowances</i>	\$ (4,524,000)	\$ (1,889,000)	\$ -	\$ (7,440,000)	\$ (13,853,000)
	Sales & Services	\$ 10,000	\$ 17,150,000	\$ -	\$ -	\$ 17,160,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ 16,000	\$ 569,000	\$ -	\$ 8,947,000	\$ 9,532,000
	Gifts & Investments	\$ -	\$ 1,987,000	\$ -	\$ 1,700,000	\$ 3,687,000
	Other Revenues	\$ 1,535,000	\$ 745,000	\$ 566,000	\$ -	\$ 2,846,000
Revenues Total		\$ 63,061,000	\$ 27,979,000	\$ 566,000	\$ 3,207,000	\$ 94,813,000
Expenses	Salaries and Wages	\$ 38,548,000	\$ 7,749,000	\$ 168,000	\$ 830,000	\$ 47,295,000
	Staff Benefits	\$ 12,819,000	\$ 2,371,000	\$ 61,000	\$ 181,000	\$ 15,432,000
	Services, Supplies, Materials, & Equip.	\$ 9,084,000	\$ 10,908,000	\$ 91,000	\$ 667,000	\$ 20,750,000
	Scholarships & Fellowships	\$ 5,390,000	\$ 2,250,000	\$ -	\$ 8,880,000	\$ 16,520,000
	<i>Less Discounts and Allowances</i>	\$ (4,524,000)	\$ (1,889,000)	\$ -	\$ (7,440,000)	\$ (13,853,000)
	Debt Service	\$ -	\$ 4,856,000	\$ -	\$ -	\$ 4,856,000
	Utilities	\$ 1,800,000	\$ 1,057,000	\$ -	\$ -	\$ 2,857,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 63,117,000	\$ 27,302,000	\$ 320,000	\$ 3,118,000	\$ 93,857,000
Net Transfers		\$ 56,000	\$ (122,000)	\$ (243,000)	\$ (87,000)	\$ (396,000)
Change in Fund Balance			\$ 555,000	\$ 3,000	\$ 2,000	\$ 560,000

**UNC Asheville- Unit Breakout
FY 2023-24 All-Funds Budget**

Department of Natural Sciences		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 7,278,000	\$ 273,000	\$ -	\$ -	\$ 7,551,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 541,000	\$ 541,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ 169,000	\$ -	\$ -	\$ -	\$ 169,000
Revenues Total		\$ 7,447,000	\$ 273,000	\$ -	\$ 541,000	\$ 8,261,000
Expenses	Salaries and Wages	\$ 5,362,000	\$ 75,000	\$ -	\$ 228,000	\$ 5,665,000
	Staff Benefits	\$ 1,758,000	\$ -	\$ -	\$ 64,000	\$ 1,822,000
	Services, Supplies, Materials, & Equip.	\$ 328,000	\$ 95,000	\$ -	\$ 215,000	\$ 638,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ 6,000	\$ 6,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 7,448,000	\$ 170,000	\$ -	\$ 513,000	\$ 8,131,000
Net Transfers		\$ -	\$ 8,000	\$ -	\$ (27,000)	\$ (19,000)
Change in Fund Balance			\$ 111,000	\$ -	\$ 1,000	\$ 112,000
Department of Humanities		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 6,969,000	\$ 76,000	\$ -	\$ -	\$ 7,045,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 58,000	\$ 58,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ 162,000	\$ -	\$ -	\$ -	\$ 162,000
Revenues Total		\$ 7,131,000	\$ 76,000	\$ -	\$ 58,000	\$ 7,265,000
Expenses	Salaries and Wages	\$ 5,225,000	\$ 22,000	\$ -	\$ 34,000	\$ 5,281,000
	Staff Benefits	\$ 1,775,000	\$ -	\$ -	\$ 5,000	\$ 1,780,000
	Services, Supplies, Materials, & Equip.	\$ 131,000	\$ 64,000	\$ -	\$ 18,000	\$ 213,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 7,131,000	\$ 86,000	\$ -	\$ 57,000	\$ 7,274,000
Net Transfers		\$ -	\$ 10,000	\$ -	\$ -	\$ 10,000
Change in Fund Balance			\$ -	\$ -	\$ 1,000	\$ 1,000

**UNC Asheville- Unit Breakout
FY 2023-24 All-Funds Budget**

Department of Social Sciences		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 8,320,000	\$ 44,000	\$ -	\$ -	\$ 8,364,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 27,000	\$ 27,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ 193,000	\$ -	\$ -	\$ -	\$ 193,000
Revenues Total		\$ 8,513,000	\$ 44,000	\$ -	\$ 27,000	\$ 8,584,000
Expenses	Salaries and Wages	\$ 6,188,000	\$ 1,000	\$ -	\$ 7,000	\$ 6,196,000
	Staff Benefits	\$ 2,110,000	\$ -	\$ -	\$ -	\$ 2,110,000
	Services, Supplies, Materials, & Equip.	\$ 216,000	\$ 25,000	\$ -	\$ 20,000	\$ 261,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 8,514,000	\$ 26,000	\$ -	\$ 27,000	\$ 8,567,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ 18,000	\$ -	\$ -	\$ 18,000

**UNC Asheville- Unit Breakout
FY 2023-24 All-Funds Budget**

Academic Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 7,631,000	\$ 479,000	\$ -	\$ -	\$ 8,110,000
	Sales & Services	\$ -	\$ 25,000	\$ -	\$ -	\$ 25,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ 70,000	\$ -	\$ 1,121,000	\$ 1,191,000
	Gifts & Investments	\$ -	\$ 250,000	\$ -	\$ -	\$ 250,000
	Other Revenues	\$ 115,000	\$ 161,000	\$ -	\$ -	\$ 276,000
Revenues Total		\$ 7,746,000	\$ 985,000	\$ -	\$ 1,121,000	\$ 9,852,000
Expenses	Salaries and Wages	\$ 5,417,000	\$ 617,000	\$ 31,000	\$ 531,000	\$ 6,596,000
	Staff Benefits	\$ 990,000	\$ 238,000	\$ 2,000	\$ 106,000	\$ 1,336,000
	Services, Supplies, Materials, & Equip.	\$ 1,436,000	\$ 274,000	\$ 91,000	\$ 414,000	\$ 2,215,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ 10,000	\$ 10,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 7,843,000	\$ 1,129,000	\$ 124,000	\$ 1,061,000	\$ 10,157,000
Net Transfers		\$ 97,000	\$ 10,000	\$ 126,000	\$ (60,000)	\$ 173,000
Change in Fund Balance			\$ (134,000)	\$ 2,000	\$ -	\$ (132,000)
Student Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,491,000	\$ 2,162,000	\$ -	\$ -	\$ 3,653,000
	Sales & Services	\$ -	\$ 819,000	\$ -	\$ -	\$ 819,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ 30,000	\$ -	\$ -	\$ 30,000
	Other Revenues	\$ 35,000	\$ 74,000	\$ -	\$ -	\$ 109,000
Revenues Total		\$ 1,526,000	\$ 3,085,000	\$ -	\$ -	\$ 4,611,000
Expenses	Salaries and Wages	\$ 805,000	\$ 1,502,000	\$ -	\$ -	\$ 2,307,000
	Staff Benefits	\$ 250,000	\$ 364,000	\$ -	\$ -	\$ 614,000
	Services, Supplies, Materials, & Equip.	\$ 471,000	\$ 908,000	\$ -	\$ -	\$ 1,379,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 87,000	\$ -	\$ -	\$ 87,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 1,526,000	\$ 2,861,000	\$ -	\$ -	\$ 4,387,000
Net Transfers		\$ -	\$ (263,000)	\$ -	\$ -	\$ (263,000)
Change in Fund Balance			\$ (39,000)	\$ -	\$ -	\$ (39,000)

**UNC Asheville- Unit Breakout
FY 2023-24 All-Funds Budget**

Financial Aid		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 5,483,000	\$ -	\$ -	\$ -	\$ 5,483,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 7,164,000	\$ 7,164,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 1,700,000	\$ 1,700,000
	Other Revenues	\$ 288,000	\$ -	\$ -	\$ -	\$ 288,000
Revenues Total		\$ 5,771,000	\$ -	\$ -	\$ 8,864,000	\$ 14,635,000
Expenses	Salaries and Wages	\$ 214,000	\$ -	\$ -	\$ -	\$ 214,000
	Staff Benefits	\$ 80,000	\$ -	\$ -	\$ -	\$ 80,000
	Services, Supplies, Materials, & Equip.	\$ 61,000	\$ -	\$ -	\$ -	\$ 61,000
	Scholarships & Fellowships	\$ 5,390,000	\$ -	\$ -	\$ 8,864,000	\$ 14,254,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 5,745,000	\$ -	\$ -	\$ 8,864,000	\$ 14,609,000
Net Transfers		\$ (25,000)	\$ -	\$ -	\$ -	\$ (25,000)
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -
Library		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,776,000	\$ 169,000	\$ -	\$ -	\$ 1,945,000
	Sales & Services	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ 41,000	\$ -	\$ -	\$ -	\$ 41,000
Revenues Total		\$ 1,827,000	\$ 169,000	\$ -	\$ -	\$ 1,996,000
Expenses	Salaries and Wages	\$ 757,000	\$ 82,000	\$ -	\$ -	\$ 839,000
	Staff Benefits	\$ 301,000	\$ 34,000	\$ -	\$ -	\$ 335,000
	Services, Supplies, Materials, & Equip.	\$ 769,000	\$ 1,000	\$ -	\$ -	\$ 770,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 1,827,000	\$ 117,000	\$ -	\$ -	\$ 1,944,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ 52,000	\$ -	\$ -	\$ 52,000

**UNC Asheville- Unit Breakout
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Sponsored Research		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 18,000	\$ -	\$ -	\$ -	\$ 18,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 18,000	\$ -	\$ -	\$ -	\$ 18,000
Expenses	Salaries and Wages	\$ -	\$ -	\$ 52,000	\$ -	\$ 52,000
	Staff Benefits	\$ -	\$ -	\$ 23,000	\$ -	\$ 23,000
	Services, Supplies, Materials, & Equip.	\$ 19,000	\$ -	\$ -	\$ -	\$ 19,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 19,000	\$ -	\$ 75,000	\$ -	\$ 94,000
Net Transfers		\$ -	\$ -	\$ 75,000	\$ -	\$ 75,000
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -
University Administration		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 5,328,000	\$ 190,000	\$ -	\$ -	\$ 5,518,000
	Sales & Services	\$ -	\$ 23,000	\$ -	\$ -	\$ 23,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ 51,000	\$ -	\$ -	\$ 51,000
	Other Revenues	\$ 124,000	\$ 95,000	\$ -	\$ -	\$ 219,000
Revenues Total		\$ 5,452,000	\$ 359,000	\$ -	\$ -	\$ 5,811,000
Expenses	Salaries and Wages	\$ 2,743,000	\$ 18,000	\$ -	\$ -	\$ 2,761,000
	Staff Benefits	\$ 904,000	\$ 8,000	\$ -	\$ -	\$ 912,000
	Services, Supplies, Materials, & Equip.	\$ 1,805,000	\$ 265,000	\$ -	\$ -	\$ 2,070,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 5,452,000	\$ 291,000	\$ -	\$ -	\$ 5,743,000
Net Transfers		\$ -	\$ 120,000	\$ -	\$ -	\$ 120,000
Change in Fund Balance			\$ 188,000	\$ -	\$ -	\$ 188,000

**UNC Asheville- Unit Breakout
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Business Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 4,219,000	\$ 1,050,000	\$ -	\$ -	\$ 5,269,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ 16,000	\$ -	\$ -	\$ 36,000	\$ 52,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 176,000	\$ 566,000	\$ -	\$ 742,000
Revenues Total		\$ 4,235,000	\$ 1,226,000	\$ 566,000	\$ 36,000	\$ 6,063,000
Expenses	Salaries and Wages	\$ 2,515,000	\$ 43,000	\$ 85,000	\$ 30,000	\$ 2,673,000
	Staff Benefits	\$ 912,000	\$ 17,000	\$ 36,000	\$ 6,000	\$ 971,000
	Services, Supplies, Materials, & Equip.	\$ 808,000	\$ 16,000	\$ -	\$ -	\$ 824,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 55,000	\$ -	\$ -	\$ 55,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 4,235,000	\$ 131,000	\$ 121,000	\$ 36,000	\$ 4,523,000
Net Transfers		\$ -	\$ (883,000)	\$ (444,000)	\$ -	\$ (1,327,000)
Change in Fund Balance			\$ 212,000	\$ 1,000	\$ -	\$ 213,000
Facilities		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 7,652,000	\$ -	\$ -	\$ -	\$ 7,652,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ 178,000	\$ -	\$ -	\$ -	\$ 178,000
Revenues Total		\$ 7,830,000	\$ -	\$ -	\$ -	\$ 7,830,000
Expenses	Salaries and Wages	\$ 3,368,000	\$ -	\$ -	\$ -	\$ 3,368,000
	Staff Benefits	\$ 1,549,000	\$ -	\$ -	\$ -	\$ 1,549,000
	Services, Supplies, Materials, & Equip.	\$ 1,112,000	\$ 876,000	\$ -	\$ -	\$ 1,988,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ 1,800,000	\$ -	\$ -	\$ -	\$ 1,800,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 7,829,000	\$ 876,000	\$ -	\$ -	\$ 8,705,000
Net Transfers		\$ -	\$ 876,000	\$ -	\$ -	\$ 876,000
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -

**UNC Asheville- Unit Breakout
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Human Resources		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,114,000	\$ -	\$ -	\$ -	\$ 1,114,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ 26,000	\$ -	\$ -	\$ -	\$ 26,000
Revenues Total		\$ 1,140,000	\$ -	\$ -	\$ -	\$ 1,140,000
Expenses	Salaries and Wages	\$ 724,000	\$ -	\$ -	\$ -	\$ 724,000
	Staff Benefits	\$ 313,000	\$ -	\$ -	\$ -	\$ 313,000
	Services, Supplies, Materials, & Equip.	\$ 103,000	\$ -	\$ -	\$ -	\$ 103,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 1,140,000	\$ -	\$ -	\$ -	\$ 1,140,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -
Information Technology		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 3,485,000	\$ 1,009,000	\$ -	\$ -	\$ 4,494,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ 81,000	\$ -	\$ -	\$ -	\$ 81,000
Revenues Total		\$ 3,566,000	\$ 1,009,000	\$ -	\$ -	\$ 4,575,000
Expenses	Salaries and Wages	\$ 1,833,000	\$ 314,000	\$ -	\$ -	\$ 2,147,000
	Staff Benefits	\$ 712,000	\$ 63,000	\$ -	\$ -	\$ 775,000
	Services, Supplies, Materials, & Equip.	\$ 1,021,000	\$ 750,000	\$ -	\$ -	\$ 1,771,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 3,566,000	\$ 1,127,000	\$ -	\$ -	\$ 4,693,000
Net Transfers		\$ -	\$ 125,000	\$ -	\$ -	\$ 125,000
Change in Fund Balance			\$ 7,000	\$ -	\$ -	\$ 7,000

**UNC Asheville- Unit Breakout
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Public Safety		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,135,000	\$ 156,000	\$ -	\$ -	\$ 2,291,000
	Sales & Services	\$ -	\$ 288,000	\$ -	\$ -	\$ 288,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000
Revenues Total		\$ 2,185,000	\$ 444,000	\$ -	\$ -	\$ 2,629,000
Expenses	Salaries and Wages	\$ 1,375,000	\$ 202,000	\$ -	\$ -	\$ 1,577,000
	Staff Benefits	\$ 584,000	\$ 48,000	\$ -	\$ -	\$ 632,000
	Services, Supplies, Materials, & Equip.	\$ 223,000	\$ 103,000	\$ -	\$ -	\$ 326,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 2,182,000	\$ 353,000	\$ -	\$ -	\$ 2,535,000
Net Transfers		\$ (2,000)	\$ 36,000	\$ -	\$ -	\$ 34,000
Change in Fund Balance			\$ 127,000	\$ -	\$ -	\$ 127,000
Advancement		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,887,000	\$ -	\$ -	\$ -	\$ 1,887,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ 44,000	\$ -	\$ -	\$ -	\$ 44,000
Revenues Total		\$ 1,931,000	\$ -	\$ -	\$ -	\$ 1,931,000
Expenses	Salaries and Wages	\$ 1,299,000	\$ 170,000	\$ -	\$ -	\$ 1,469,000
	Staff Benefits	\$ 381,000	\$ 59,000	\$ -	\$ -	\$ 440,000
	Services, Supplies, Materials, & Equip.	\$ 237,000	\$ -	\$ -	\$ -	\$ 237,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 1,917,000	\$ 229,000	\$ -	\$ -	\$ 2,146,000
Net Transfers		\$ (14,000)	\$ 230,000	\$ -	\$ -	\$ 216,000
Change in Fund Balance			\$ 1,000	\$ -	\$ -	\$ 1,000

**UNC Asheville- Unit Breakout
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Dining		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 1,400,000	\$ -	\$ -	\$ 1,400,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ -	\$ -	\$ -	\$ -
	Sales & Services	\$ -	\$ 5,032,000	\$ -	\$ -	\$ 5,032,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 5,000	\$ -	\$ -	\$ 5,000
Revenues Total		\$ -	\$ 5,037,000	\$ -	\$ -	\$ 5,037,000
Expenses	Salaries and Wages	\$ -	\$ 22,000	\$ -	\$ -	\$ 22,000
	Staff Benefits	\$ -	\$ 6,000	\$ -	\$ -	\$ 6,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 3,902,000	\$ -	\$ -	\$ 3,902,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ 600,000	\$ -	\$ -	\$ 600,000
	Utilities	\$ -	\$ 115,000	\$ -	\$ -	\$ 115,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ -	\$ 4,645,000	\$ -	\$ -	\$ 4,645,000
Net Transfers		\$ -	\$ (390,000)	\$ -	\$ -	\$ (390,000)
Change in Fund Balance			\$ 2,000	\$ -	\$ -	\$ 2,000
Ending Fund Balance			\$ 1,402,000	\$ -	\$ -	\$ 1,402,000
Housing		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 4,452,000	\$ -	\$ -	\$ 4,452,000
Revenues	State Appropriation, Tuition, & Fees	\$ 577,000	\$ 3,000	\$ -	\$ -	\$ 580,000
	Sales & Services	\$ -	\$ 9,346,000	\$ -	\$ -	\$ 9,346,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ 13,000	\$ 224,000	\$ -	\$ -	\$ 237,000
Revenues Total		\$ 590,000	\$ 9,573,000	\$ -	\$ -	\$ 10,163,000
Expenses	Salaries and Wages	\$ 287,000	\$ 2,024,000	\$ -	\$ -	\$ 2,311,000
	Staff Benefits	\$ 58,000	\$ 657,000	\$ -	\$ -	\$ 715,000
	Services, Supplies, Materials, & Equip.	\$ 245,000	\$ 684,000	\$ -	\$ -	\$ 929,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ 4,039,000	\$ -	\$ -	\$ 4,039,000
	Utilities	\$ -	\$ 777,000	\$ -	\$ -	\$ 777,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 590,000	\$ 8,181,000	\$ -	\$ -	\$ 8,771,000
Net Transfers		\$ -	\$ (898,000)	\$ -	\$ -	\$ (898,000)
Change in Fund Balance			\$ 494,000	\$ -	\$ -	\$ 494,000
Ending Fund Balance			\$ 4,946,000	\$ -	\$ -	\$ 4,946,000

**UNC Asheville- Unit Breakout
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Parking		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 147,000	\$ -	\$ -	\$ 147,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ -	\$ -	\$ -	\$ -
	Sales & Services	\$ -	\$ 672,000	\$ -	\$ -	\$ 672,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 1,000	\$ -	\$ -	\$ 1,000
Revenues Total		\$ -	\$ 673,000	\$ -	\$ -	\$ 673,000
Expenses	Salaries and Wages	\$ -	\$ 84,000	\$ -	\$ -	\$ 84,000
	Staff Benefits	\$ -	\$ 34,000	\$ -	\$ -	\$ 34,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 110,000	\$ -	\$ -	\$ 110,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ 217,000	\$ -	\$ -	\$ 217,000
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ -	\$ 445,000	\$ -	\$ -	\$ 445,000
Net Transfers		\$ -	\$ (139,000)	\$ -	\$ -	\$ (139,000)
Change in Fund Balance			\$ 89,000	\$ -	\$ -	\$ 89,000
Ending Fund Balance			\$ 236,000	\$ -	\$ -	\$ 236,000
Athletics		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ -	\$ -	\$ -	\$ -
Revenues	State Appropriation, Tuition, & Fees	\$ 138,000	\$ 2,356,000	\$ -	\$ -	\$ 2,494,000
	Sales & Services	\$ -	\$ 888,000	\$ -	\$ -	\$ 888,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ 499,000	\$ -	\$ -	\$ 499,000
	Gifts & Investments	\$ -	\$ 1,655,000	\$ -	\$ -	\$ 1,655,000
	Other Revenues	\$ 3,000	\$ -	\$ -	\$ -	\$ 3,000
Revenues Total		\$ 141,000	\$ 5,398,000	\$ -	\$ -	\$ 5,539,000
Expenses	Salaries and Wages	\$ 113,000	\$ 1,925,000	\$ -	\$ -	\$ 2,038,000
	Staff Benefits	\$ 27,000	\$ 613,000	\$ -	\$ -	\$ 640,000
	Services, Supplies, Materials, & Equip.	\$ 1,000	\$ 2,125,000	\$ -	\$ -	\$ 2,126,000
	Scholarships & Fellowships	\$ -	\$ 2,250,000	\$ -	\$ -	\$ 2,250,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 141,000	\$ 6,913,000	\$ -	\$ -	\$ 7,054,000
Net Transfers		\$ -	\$ 1,194,000	\$ -	\$ -	\$ 1,194,000
Change in Fund Balance			\$ (321,000)	\$ -	\$ -	\$ (321,000)
Ending Fund Balance			\$ (321,000)	\$ -	\$ -	\$ (321,000)

**UNC Asheville- Unit Breakout
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Student Health		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ -	\$ -	\$ -	\$ -
Revenues	State Appropriation, Tuition, & Fees	\$ 409,000	\$ 1,106,000	\$ -	\$ -	\$ 1,515,000
	Sales & Services	\$ -	\$ 54,000	\$ -	\$ -	\$ 54,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ 10,000	\$ 2,000	\$ -	\$ -	\$ 12,000
Revenues Total		\$ 419,000	\$ 1,162,000	\$ -	\$ -	\$ 1,581,000
Expenses	Salaries and Wages	\$ 232,000	\$ 444,000	\$ -	\$ -	\$ 676,000
	Staff Benefits	\$ 89,000	\$ 167,000	\$ -	\$ -	\$ 256,000
	Services, Supplies, Materials, & Equip.	\$ 98,000	\$ 686,000	\$ -	\$ -	\$ 784,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 23,000	\$ -	\$ -	\$ 23,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 419,000	\$ 1,320,000	\$ -	\$ -	\$ 1,739,000
Net Transfers		\$ -	\$ (155,000)	\$ -	\$ -	\$ (155,000)
Change in Fund Balance			\$ (313,000)	\$ -	\$ -	\$ (313,000)
Ending Fund Balance			\$ (313,000)	\$ -	\$ -	\$ (313,000)
Other Auxiliaries		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 114,000.00	\$ 344,000	\$ -	\$ -	\$ 458,000
	Sales & Services	\$ -	\$ 3,000	\$ -	\$ -	\$ 3,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ 1,000	\$ -	\$ -	\$ 1,000
	Other Revenues	\$ 3,000	\$ 7,000	\$ -	\$ -	\$ 10,000
Revenues Total		\$ 117,000	\$ 355,000	\$ -	\$ -	\$ 472,000
Expenses	Salaries and Wages	\$ 91,000	\$ 204,000	\$ -	\$ -	\$ 295,000
	Staff Benefits	\$ 26,000	\$ 63,000	\$ -	\$ -	\$ 89,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 24,000	\$ -	\$ -	\$ 24,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 117,000	\$ 291,000	\$ -	\$ -	\$ 408,000
Net Transfers		\$ -	\$ (3,000)	\$ -	\$ -	\$ (3,000)
Change in Fund Balance			\$ 61,000	\$ -	\$ -	\$ 61,000

To: Jennifer Haygood
Senior Vice President for Finance & Administration and CFO, UNC System

From: Nate Knuffman
Vice Chancellor for Finance and Operations and CFO, UNC-Chapel Hill

Date: May 9, 2023

Re: UNC-Chapel Hill FY24 All-Funds Budget Narrative

The fiscal year 2023-24 (FY24) budget for the University of North Carolina at Chapel Hill was adopted by the Board of Trustees on April 27, 2023. This all-funds budget is balanced and is consistent with UNC system guidelines, supporting both the System and University strategic priorities. In the previous fiscal year, the University instituted a prospective, comprehensive funding plan for the first time, marking significant accomplishments in eliminating a structural deficit, achieving a balanced budget, building a process based on transparency and visibility, and investing in new initiatives. In our second year of developing an all-funds budget, we continue to promote transparency of the centralized budget process, tying resource allocation with our strategic initiatives.

The FY24 All-Funds Budget totals \$4.2 billion, reflecting the broad scope and impact of the University's mission. Following a year of significant investments in top priorities, the primary focus for the FY24 budget is to maintain our financial position and focus on carrying out currently funded initiatives. As such, campus units were asked to maintain their base budgets in their proposals, with the understanding that there would be limited availability of recurring and nonrecurring funding for new initiatives. The University's budget process started in fall 2022 and included more than 30 meetings between campus units and the Chancellor and other campus leaders to discuss fiscal challenges, opportunities and priorities.

The centralized process and resulting budget meetings were an effective way for units to highlight their successes over the last fiscal year and help tie any additional funding requests to this year's four budget priorities. These priorities, which were informed by the University's strategic plan **Carolina Next: Innovations for Public Good**, create the framework for the University's strategic investment and decision-making over a three-year horizon.

FY24 Budget Priorities

- **Fiscal Responsibility**
 - Respond to and prepare for economic conditions.
 - Achieve a balanced budget.
 - Maintain affordability.
 - Continue to build reserves.
- **Enable Career Development**
 - Support enrollment expansion to meet critical workforce needs.
 - Expand career planning services.

- Increase accessibility and student support services.
- **Discover**
 - Reserve funds for pan-campus research infrastructure investments.
 - Bolster research enterprise.
 - Support University start-up and research.
- **Serve to Benefit Society**
 - Increase resources to meet demand for programs, such as data science and computer science.
 - Sustain Carolina Across 100.
 - Increase training and support for local government.
 - Invest in the local economy.

Additional funds were prioritized to support strategic, collaborative initiatives that illustrated benefit to multiple units across campus, with a focus on addressing operational uncertainties and curricular expansion:

- Ongoing lead testing and remediation.
- Information technology review.
- Operational support for dentistry.
- Campus-wide accessibility projects.
- Continued build out of School of Data Science and Society.
- Curriculum development: “School of Civic Life and Leadership.”

Allocation of even modest additional funding in this second year of all-funds budget implementation was possible due to the enormous efforts of our partners across campus to support our values of fiscal responsibility and sound financial stewardship. Campus units are underpinning the budget process with development of administrative efficiencies to absorb increases in energy costs and personnel costs, along with inflation-related and other miscellaneous program cost increases.

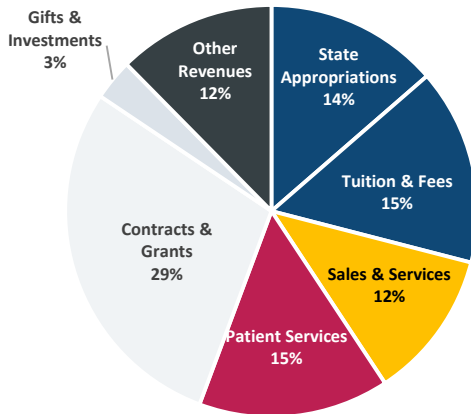
To further the goal of fiscal responsibility, the FY24 budget includes efficiency plans, such as restructuring funding relationships with certain associated entities; reviews of select administrative operations; consolidation of leased space and reduction of leasing costs; and new tuition and appropriation allocation in the College of Arts and Sciences to better align resources with growing enrollment in demand areas.

Limiting our cost increases, remaining affordable and accessible to students, and sticking to our values of good financial stewardship — as guided by the UNC System’s strategic plan — enables us to invest strategically in our mission. This was recognized in March 2023 by Moody’s Investors Service, when they issued our Aaa stable credit profile, specifically stating that the “move to all funds budgeting and closer expense alignment efforts support the likelihood that the university’s operating performance gains in fiscal 2021 and 2022 will remain durable.”

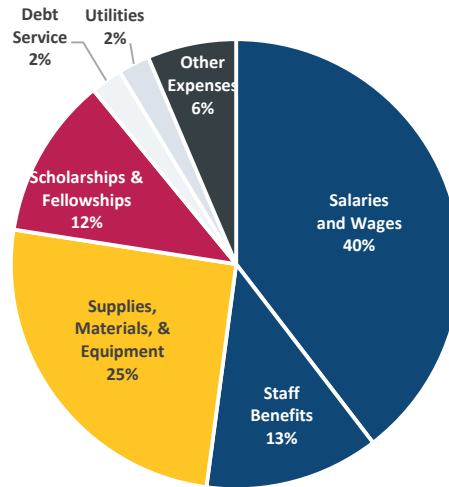
As the oldest public university in the United States and the flagship university of the University of North Carolina system, Carolina has a long tradition of leading the way for our peers in the state and nationwide. In that spirit, last year we published our first Budget Book for FY23, held up as a model of transparency for the budget process and supporting partnerships across the University, the System and the state.

As we present our budget for FY24, we are proud of the work we have done to develop a balanced all-funds budget for the second year, built on lessons learned from year one and a shared commitment to creating the next generation of leaders in North Carolina, the United States and across the globe.

Budgeted Revenue (FY24)

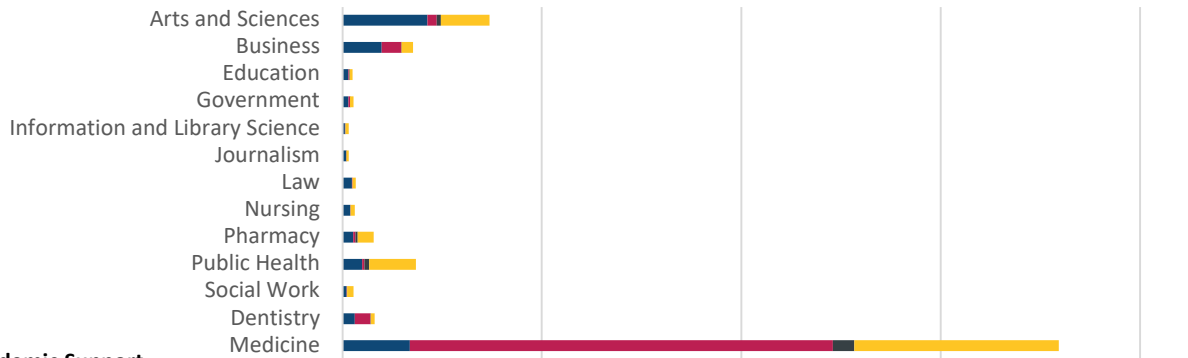


Budgeted Expenses (FY24)



Operating Expenses by Unit

Academic Units



Academic Support



Institutional Support



Auxiliaries



\$0M \$500M \$1000M \$1500M \$2000M

■ General Fund ■ Auxiliary & Other Trust Funds ■ Overhead/F&A Receipts ■ Restricted Trust Funds

UNC Chapel Hill
FY 2023-24 All-Funds Budget

		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriations	\$ 587,948,000	\$ -	\$ -	\$ -	\$ 587,948,000
	Tuition & Fees	\$ 542,720,000	\$ 121,644,000	\$ -	\$ 24,000	\$ 664,388,000
	<i>Less Discounts and Allowances</i>	\$ (53,418,000)	\$ (6,708,000)	\$ -	\$ (96,874,000)	\$ (157,000,000)
	Sales & Services	\$ 973,000	\$ 499,629,000	\$ -	\$ 4,660,000	\$ 505,262,000
	Patient Services	\$ -	\$ 647,006,000	\$ -	\$ -	\$ 647,006,000
	Contracts & Grants	\$ 1,700,000	\$ 69,771,000	\$ 244,236,000	\$ 924,075,000	\$ 1,239,782,000
	Gifts & Investments	\$ -	\$ 12,864,000	\$ 240,000	\$ 125,364,000	\$ 138,468,000
	Other Revenues	\$ 68,000	\$ 194,382,000	\$ -	\$ 340,807,000	\$ 535,257,000
Revenues Total		\$ 1,079,991,000	\$ 1,538,588,000	\$ 244,476,000	\$ 1,298,056,000	\$ 4,161,111,000
Expenses	Salaries and Wages	\$ 591,287,000	\$ 616,288,000	\$ 76,711,000	\$ 425,632,000	\$ 1,709,918,000
	Staff Benefits	\$ 183,302,000	\$ 202,857,000	\$ 28,465,000	\$ 125,754,000	\$ 540,378,000
	Services, Supplies, Materials, & Equip.	\$ 133,482,000	\$ 501,848,000	\$ 80,013,000	\$ 379,695,000	\$ 1,095,038,000
	Scholarships & Fellowships	\$ 108,677,000	\$ 68,649,000	\$ 5,494,000	\$ 319,294,000	\$ 502,114,000
	<i>Less Discounts and Allowances</i>	\$ (53,418,000)	\$ (6,708,000)	\$ -	\$ (96,874,000)	\$ (157,000,000)
	Debt Service	\$ -	\$ 71,789,000	\$ 25,752,000	\$ 830,000	\$ 98,371,000
	Utilities	\$ 76,789,000	\$ 20,566,000	\$ 280,000	\$ 139,000	\$ 97,774,000
	Other Expenses	\$ 34,221,000	\$ 131,181,000	\$ 21,611,000	\$ 88,942,000	\$ 275,955,000
Expenses Total		\$ 1,074,340,000	\$ 1,606,470,000	\$ 238,326,000	\$ 1,243,412,000	\$ 4,162,548,000
Net Transfers		\$ (5,650,000)	\$ (1,369,000)	\$ (6,150,000)	\$ (34,667,000)	\$ (47,836,000)
Change in Fund Balance			\$ (69,251,000)	\$ -	\$ 19,977,000	\$ (49,274,000)

**UNC Chapel Hill- Unit Breakout
FY 2023-24 All-Funds Budget**

College of Arts and Sciences		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 212,912,000	\$ 12,622,000	\$ -	\$ 4,000	\$ 225,538,000
	Sales & Services	\$ 36,000	\$ 6,248,000	\$ -	\$ 1,159,000	\$ 7,443,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ 844,000	\$ 9,544,000	\$ 81,109,000	\$ 91,497,000
	Gifts & Investments	\$ -	\$ 505,000	\$ -	\$ 40,145,000	\$ 40,650,000
	Other Revenues	\$ -	\$ 4,371,000	\$ -	\$ 20,766,000	\$ 25,137,000
Revenues Total		\$ 212,948,000	\$ 24,590,000	\$ 9,544,000	\$ 143,183,000	\$ 390,265,000
Expenses	Salaries and Wages	\$ 161,272,000	\$ 8,411,000	\$ 2,010,000	\$ 52,045,000	\$ 223,738,000
	Staff Benefits	\$ 45,127,000	\$ 2,555,000	\$ 644,000	\$ 12,538,000	\$ 60,864,000
	Services, Supplies, Materials, & Equip.	\$ 3,586,000	\$ 5,412,000	\$ 4,808,000	\$ 29,190,000	\$ 42,996,000
	Scholarships & Fellowships	\$ 1,115,000	\$ 302,000	\$ 1,449,000	\$ 12,538,000	\$ 15,404,000
	Debt Service	\$ -	\$ -	\$ -	\$ 556,000	\$ 556,000
	Utilities	\$ 535,000	\$ 474,000	\$ -	\$ 5,000	\$ 1,014,000
	Other Expenses	\$ 1,310,000	\$ 6,238,000	\$ 1,655,000	\$ 14,778,000	\$ 23,981,000
Expenses Total		\$ 212,945,000	\$ 23,392,000	\$ 10,566,000	\$ 121,650,000	\$ 368,553,000
Net Transfers		\$ (3,000)	\$ (4,559,000)	\$ (26,000)	\$ (15,479,000)	\$ (20,067,000)
Change in Fund Balance			\$ (3,361,000)	\$ (1,048,000)	\$ 6,054,000	\$ 1,645,000
Business School		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 103,783,000	\$ 41,342,000	\$ -	\$ 9,000	\$ 145,134,000
	Sales & Services	\$ 22,000	\$ 3,441,000	\$ -	\$ 18,000	\$ 3,481,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ 601,000	\$ 76,000	\$ 1,636,000	\$ 2,313,000
	Gifts & Investments	\$ -	\$ 6,000	\$ -	\$ 7,753,000	\$ 7,759,000
	Other Revenues	\$ 2,000	\$ 1,250,000	\$ -	\$ 16,906,000	\$ 18,158,000
Revenues Total		\$ 103,807,000	\$ 46,640,000	\$ 76,000	\$ 26,322,000	\$ 176,845,000
Expenses	Salaries and Wages	\$ 46,465,000	\$ 13,706,000	\$ 18,000	\$ 12,502,000	\$ 72,691,000
	Staff Benefits	\$ 9,612,000	\$ 4,011,000	\$ 36,000	\$ 3,442,000	\$ 17,101,000
	Services, Supplies, Materials, & Equip.	\$ 33,657,000	\$ 5,904,000	\$ 6,000	\$ 1,685,000	\$ 41,252,000
	Scholarships & Fellowships	\$ 7,537,000	\$ 3,318,000	\$ 10,000	\$ 8,148,000	\$ 19,013,000
	Debt Service	\$ -	\$ 7,548,000	\$ -	\$ -	\$ 7,548,000
	Utilities	\$ -	\$ 1,000	\$ -	\$ -	\$ 1,000
	Other Expenses	\$ 1,536,000	\$ 14,914,000	\$ 6,000	\$ 2,967,000	\$ 19,423,000
Expenses Total		\$ 98,807,000	\$ 49,402,000	\$ 76,000	\$ 28,744,000	\$ 177,029,000
Net Transfers		\$ (5,000,000)	\$ 2,627,000	\$ -	\$ (4,472,000)	\$ (6,845,000)
Change in Fund Balance			\$ (135,000)	\$ -	\$ (6,894,000)	\$ (7,029,000)

**UNC Chapel Hill- Unit Breakout
FY 2023-24 All-Funds Budget**

School of Data Science		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,000,000	\$ -	\$ -	\$ -	\$ 1,000,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 252,000	\$ -	\$ 252,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 1,000,000	\$ -	\$ 252,000	\$ -	\$ 1,252,000
Expenses	Salaries and Wages	\$ -	\$ 3,000,000	\$ 68,000	\$ -	\$ 3,068,000
	Staff Benefits	\$ -	\$ 944,000	\$ 24,000	\$ -	\$ 968,000
	Services, Supplies, Materials, & Equip.	\$ 1,000,000	\$ 396,000	\$ -	\$ -	\$ 1,396,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ 60,000	\$ 160,000	\$ -	\$ 220,000
Expenses Total		\$ 1,000,000	\$ 4,400,000	\$ 252,000	\$ -	\$ 5,652,000
Net Transfers		\$ -	\$ 4,400,000	\$ -	\$ -	\$ 4,400,000
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -
School of Education		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 15,311,000	\$ 252,000	\$ -	\$ -	\$ 15,563,000
	Sales & Services	\$ -	\$ 764,000	\$ -	\$ -	\$ 764,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 510,000	\$ 5,701,000	\$ 6,211,000
	Gifts & Investments	\$ -	\$ 301,000	\$ -	\$ 1,230,000	\$ 1,531,000
	Other Revenues	\$ -	\$ 387,000	\$ -	\$ 677,000	\$ 1,064,000
Revenues Total		\$ 15,311,000	\$ 1,704,000	\$ 510,000	\$ 7,608,000	\$ 25,133,000
Expenses	Salaries and Wages	\$ 10,698,000	\$ 585,000	\$ 442,000	\$ 3,017,000	\$ 14,742,000
	Staff Benefits	\$ 3,240,000	\$ 174,000	\$ 115,000	\$ 812,000	\$ 4,341,000
	Services, Supplies, Materials, & Equip.	\$ 811,000	\$ 430,000	\$ 498,000	\$ 1,340,000	\$ 3,079,000
	Scholarships & Fellowships	\$ 57,000	\$ 90,000	\$ 11,000	\$ 1,707,000	\$ 1,865,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 500,000	\$ 259,000	\$ 23,000	\$ 661,000	\$ 1,443,000
Expenses Total		\$ 15,306,000	\$ 1,538,000	\$ 1,089,000	\$ 7,537,000	\$ 25,470,000
Net Transfers		\$ (5,000)	\$ (126,000)	\$ -	\$ 341,000	\$ 210,000
Change in Fund Balance			\$ 40,000	\$ (579,000)	\$ 412,000	\$ (127,000)

**UNC Chapel Hill- Unit Breakout
FY 2023-24 All-Funds Budget**

School of Government		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 14,528,000	\$ 59,000	\$ -	\$ -	\$ 14,587,000
	Sales & Services	\$ 570,000	\$ 3,847,000	\$ -	\$ 24,000	\$ 4,441,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ 44,000	\$ 102,000	\$ 5,064,000	\$ 5,210,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 1,025,000	\$ 1,025,000
	Other Revenues	\$ -	\$ 181,000	\$ -	\$ 2,889,000	\$ 3,070,000
Revenues Total		\$ 15,098,000	\$ 4,131,000	\$ 102,000	\$ 9,002,000	\$ 28,333,000
Expenses	Salaries and Wages	\$ 9,874,000	\$ 2,483,000	\$ 52,000	\$ 5,061,000	\$ 17,470,000
	Staff Benefits	\$ 3,237,000	\$ 690,000	\$ 13,000	\$ 1,369,000	\$ 5,309,000
	Services, Supplies, Materials, & Equip.	\$ 40,000	\$ 342,000	\$ -	\$ 1,962,000	\$ 2,344,000
	Scholarships & Fellowships	\$ 386,000	\$ 16,000	\$ -	\$ 537,000	\$ 939,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 1,561,000	\$ 384,000	\$ -	\$ 329,000	\$ 2,274,000
Expenses Total		\$ 15,098,000	\$ 3,915,000	\$ 65,000	\$ 9,258,000	\$ 28,336,000
Net Transfers		\$ -	\$ 116,000	\$ -	\$ 201,000	\$ 317,000
Change in Fund Balance			\$ 332,000	\$ 37,000	\$ (55,000)	\$ 314,000
School of Information and Library Science		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 6,655,000	\$ 133,000	\$ -	\$ -	\$ 6,788,000
	Sales & Services	\$ 20,000	\$ 32,000	\$ -	\$ -	\$ 52,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 293,000	\$ 6,034,000	\$ 6,327,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 1,738,000	\$ 1,738,000
	Other Revenues	\$ -	\$ 63,000	\$ -	\$ 568,000	\$ 631,000
Revenues Total		\$ 6,675,000	\$ 228,000	\$ 293,000	\$ 8,340,000	\$ 15,536,000
Expenses	Salaries and Wages	\$ 4,804,000	\$ 164,000	\$ 363,000	\$ 2,830,000	\$ 8,161,000
	Staff Benefits	\$ 1,499,000	\$ 73,000	\$ 109,000	\$ 763,000	\$ 2,444,000
	Services, Supplies, Materials, & Equip.	\$ 14,000	\$ 135,000	\$ 248,000	\$ 1,953,000	\$ 2,350,000
	Scholarships & Fellowships	\$ 308,000	\$ -	\$ 168,000	\$ 1,640,000	\$ 2,116,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 50,000	\$ 29,000	\$ 21,000	\$ 494,000	\$ 594,000
Expenses Total		\$ 6,675,000	\$ 401,000	\$ 909,000	\$ 7,680,000	\$ 15,665,000
Net Transfers		\$ -	\$ 40,000	\$ -	\$ 41,000	\$ 81,000
Change in Fund Balance			\$ (133,000)	\$ (616,000)	\$ 701,000	\$ (48,000)

**UNC Chapel Hill- Unit Breakout
FY 2023-24 All-Funds Budget**

School of Journalism		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 9,201,000	\$ 234,000	\$ -	\$ -	\$ 9,435,000
	Sales & Services	\$ -	\$ 186,000	\$ -	\$ 2,000	\$ 188,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ 5,000	\$ 223,000	\$ 838,000	\$ 1,066,000
	Gifts & Investments	\$ -	\$ 332,000	\$ -	\$ 2,006,000	\$ 2,338,000
	Other Revenues	\$ -	\$ 373,000	\$ -	\$ 1,708,000	\$ 2,081,000
Revenues Total		\$ 9,201,000	\$ 1,130,000	\$ 223,000	\$ 4,554,000	\$ 15,108,000
Expenses	Salaries and Wages	\$ 6,848,000	\$ 333,000	\$ 67,000	\$ 2,478,000	\$ 9,726,000
	Staff Benefits	\$ 1,981,000	\$ 124,000	\$ 21,000	\$ 787,000	\$ 2,913,000
	Services, Supplies, Materials, & Equip.	\$ 290,000	\$ 177,000	\$ -	\$ 174,000	\$ 641,000
	Scholarships & Fellowships	\$ 48,000	\$ 11,000	\$ -	\$ 298,000	\$ 357,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 34,000	\$ 267,000	\$ 33,000	\$ 1,845,000	\$ 2,179,000
Expenses Total		\$ 9,201,000	\$ 912,000	\$ 121,000	\$ 5,582,000	\$ 15,816,000
Net Transfers		\$ -	\$ (190,000)	\$ -	\$ (5,000)	\$ (195,000)
Change in Fund Balance			\$ 28,000	\$ 102,000	\$ (1,033,000)	\$ (903,000)
School of Law		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 24,070,000	\$ 929,000	\$ -	\$ -	\$ 24,999,000
	Sales & Services	\$ -	\$ 494,000	\$ -	\$ -	\$ 494,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 1,959,000	\$ 1,959,000
	Other Revenues	\$ -	\$ 594,000	\$ -	\$ 5,411,000	\$ 6,005,000
Revenues Total		\$ 24,070,000	\$ 2,017,000	\$ -	\$ 7,370,000	\$ 33,457,000
Expenses	Salaries and Wages	\$ 15,117,000	\$ 344,000	\$ -	\$ 693,000	\$ 16,154,000
	Staff Benefits	\$ 4,045,000	\$ 109,000	\$ -	\$ 259,000	\$ 4,413,000
	Services, Supplies, Materials, & Equip.	\$ 59,000	\$ 373,000	\$ -	\$ 796,000	\$ 1,228,000
	Scholarships & Fellowships	\$ 4,352,000	\$ 418,000	\$ -	\$ 4,294,000	\$ 9,064,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000
	Other Expenses	\$ 323,000	\$ 772,000	\$ -	\$ 1,208,000	\$ 2,303,000
Expenses Total		\$ 23,896,000	\$ 2,016,000	\$ -	\$ 7,251,000	\$ 33,163,000
Net Transfers		\$ (174,000)	\$ (1,000)	\$ -	\$ (119,000)	\$ (294,000)
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -

**UNC Chapel Hill- Unit Breakout
FY 2023-24 All-Funds Budget**

School of Nursing		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 18,891,000	\$ 918,000	\$ -	\$ 11,000	\$ 19,820,000
	Sales & Services	\$ -	\$ 447,000	\$ -	\$ 31,000	\$ 478,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ 12,000	\$ 919,000	\$ 8,024,000	\$ 8,955,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 736,000	\$ 736,000
	Other Revenues	\$ -	\$ 184,000	\$ -	\$ 1,341,000	\$ 1,525,000
Revenues Total		\$ 18,891,000	\$ 1,561,000	\$ 919,000	\$ 10,143,000	\$ 31,514,000
Expenses	Salaries and Wages	\$ 13,658,000	\$ 204,000	\$ 301,000	\$ 3,997,000	\$ 18,160,000
	Staff Benefits	\$ 4,319,000	\$ 63,000	\$ 58,000	\$ 1,153,000	\$ 5,593,000
	Services, Supplies, Materials, & Equip.	\$ 274,000	\$ 611,000	\$ 60,000	\$ 1,244,000	\$ 2,189,000
	Scholarships & Fellowships	\$ 222,000	\$ 99,000	\$ 14,000	\$ 2,090,000	\$ 2,425,000
	Debt Service	\$ -	\$ -	\$ 610,000	\$ 235,000	\$ 845,000
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 416,000	\$ 45,000	\$ 143,000	\$ 1,153,000	\$ 1,757,000
Expenses Total		\$ 18,889,000	\$ 1,022,000	\$ 1,186,000	\$ 9,872,000	\$ 30,969,000
Net Transfers		\$ (2,000)	\$ 26,000	\$ -	\$ (43,000)	\$ (19,000)
Change in Fund Balance			\$ 565,000	\$ (267,000)	\$ 228,000	\$ 526,000
School of Pharmacy		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 26,742,000	\$ 552,000	\$ -	\$ -	\$ 27,294,000
	Sales & Services	\$ -	\$ 4,148,000	\$ -	\$ 935,000	\$ 5,083,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ 1,555,000	\$ 5,337,000	\$ 28,365,000	\$ 35,257,000
	Gifts & Investments	\$ -	\$ 134,000	\$ -	\$ 3,207,000	\$ 3,341,000
	Other Revenues	\$ -	\$ 1,080,000	\$ -	\$ 5,197,000	\$ 6,277,000
Revenues Total		\$ 26,742,000	\$ 7,469,000	\$ 5,337,000	\$ 37,704,000	\$ 77,252,000
Expenses	Salaries and Wages	\$ 16,642,000	\$ 3,030,000	\$ 2,421,000	\$ 17,921,000	\$ 40,014,000
	Staff Benefits	\$ 4,847,000	\$ 852,000	\$ 624,000	\$ 4,706,000	\$ 11,029,000
	Services, Supplies, Materials, & Equip.	\$ 1,024,000	\$ 1,332,000	\$ 1,280,000	\$ 12,326,000	\$ 15,962,000
	Scholarships & Fellowships	\$ 1,572,000	\$ 107,000	\$ 109,000	\$ 2,932,000	\$ 4,720,000
	Debt Service	\$ -	\$ -	\$ 362,000	\$ -	\$ 362,000
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 2,657,000	\$ 848,000	\$ 540,000	\$ 2,071,000	\$ 6,116,000
Expenses Total		\$ 26,742,000	\$ 6,169,000	\$ 5,336,000	\$ 39,956,000	\$ 78,203,000
Net Transfers		\$ -	\$ 149,000	\$ (1,000)	\$ (434,000)	\$ (286,000)
Change in Fund Balance			\$ 1,449,000	\$ -	\$ (2,686,000)	\$ (1,237,000)

**UNC Chapel Hill- Unit Breakout
FY 2023-24 All-Funds Budget**

School of Public Health		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 49,330,000	\$ 468,000	\$ -	\$ -	\$ 49,798,000
	Sales & Services	\$ -	\$ 3,225,000	\$ -	\$ 41,000	\$ 3,266,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ 482,000	\$ 9,622,000	\$ 109,349,000	\$ 119,453,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 2,316,000	\$ 2,316,000
	Other Revenues	\$ -	\$ 671,000	\$ -	\$ 7,796,000	\$ 8,467,000
Revenues Total		\$ 49,330,000	\$ 4,846,000	\$ 9,622,000	\$ 119,502,000	\$ 183,300,000
Expenses	Salaries and Wages	\$ 29,408,000	\$ 3,111,000	\$ 4,202,000	\$ 37,466,000	\$ 74,187,000
	Staff Benefits	\$ 8,991,000	\$ 1,000,000	\$ 1,762,000	\$ 11,317,000	\$ 23,070,000
	Services, Supplies, Materials, & Equip.	\$ 4,369,000	\$ 666,000	\$ 1,218,000	\$ 50,423,000	\$ 56,676,000
	Scholarships & Fellowships	\$ 2,479,000	\$ 961,000	\$ 1,218,000	\$ 10,383,000	\$ 15,041,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ 1,000	\$ -	\$ 1,000
	Other Expenses	\$ 4,083,000	\$ 505,000	\$ 2,966,000	\$ 7,608,000	\$ 15,162,000
Expenses Total		\$ 49,330,000	\$ 6,243,000	\$ 11,367,000	\$ 117,197,000	\$ 184,137,000
Net Transfers		\$ -	\$ 1,177,000	\$ (8,000)	\$ (1,655,000)	\$ (486,000)
Change in Fund Balance			\$ (220,000)	\$ (1,753,000)	\$ 650,000	\$ (1,323,000)
School of Social Work		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 10,132,000	\$ 410,000	\$ -	\$ -	\$ 10,542,000
	Sales & Services	\$ -	\$ 322,000	\$ -	\$ 1,000	\$ 323,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 1,024,000	\$ 13,656,000	\$ 14,680,000
	Gifts & Investments	\$ -	\$ 209,000	\$ -	\$ 741,000	\$ 950,000
	Other Revenues	\$ -	\$ 150,000	\$ -	\$ 1,200,000	\$ 1,350,000
Revenues Total		\$ 10,132,000	\$ 1,091,000	\$ 1,024,000	\$ 15,598,000	\$ 27,845,000
Expenses	Salaries and Wages	\$ 7,020,000	\$ 419,000	\$ 125,000	\$ 7,658,000	\$ 15,222,000
	Staff Benefits	\$ 2,073,000	\$ 159,000	\$ 107,000	\$ 2,602,000	\$ 4,941,000
	Services, Supplies, Materials, & Equip.	\$ 421,000	\$ 213,000	\$ 360,000	\$ 2,459,000	\$ 3,453,000
	Scholarships & Fellowships	\$ 389,000	\$ -	\$ 11,000	\$ 1,370,000	\$ 1,770,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 229,000	\$ 311,000	\$ 187,000	\$ 1,543,000	\$ 2,270,000
Expenses Total		\$ 10,132,000	\$ 1,102,000	\$ 790,000	\$ 15,632,000	\$ 27,656,000
Net Transfers		\$ -	\$ 473,000	\$ -	\$ (183,000)	\$ 290,000
Change in Fund Balance			\$ 462,000	\$ 234,000	\$ (217,000)	\$ 479,000

**UNC Chapel Hill- Unit Breakout
FY 2023-24 All-Funds Budget**

School of Dentistry		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 31,547,000	\$ 3,380,000	\$ -	\$ -	\$ 34,927,000
	Sales & Services	\$ -	\$ 4,538,000	\$ -	\$ 32,000	\$ 4,570,000
	Patient Services	\$ -	\$ 26,108,000	\$ -	\$ -	\$ 26,108,000
	Contracts & Grants	\$ -	\$ -	\$ 594,000	\$ 4,695,000	\$ 5,289,000
	Gifts & Investments	\$ -	\$ 34,000	\$ -	\$ 985,000	\$ 1,019,000
	Other Revenues	\$ -	\$ 825,000	\$ -	\$ 4,478,000	\$ 5,303,000
Revenues Total		\$ 31,547,000	\$ 34,885,000	\$ 594,000	\$ 10,190,000	\$ 77,216,000
Expenses	Salaries and Wages	\$ 21,463,000	\$ 15,647,000	\$ 250,000	\$ 3,822,000	\$ 41,182,000
	Staff Benefits	\$ 6,012,000	\$ 6,889,000	\$ 94,000	\$ 1,112,000	\$ 14,107,000
	Services, Supplies, Materials, & Equip.	\$ 323,000	\$ 14,382,000	\$ 201,000	\$ 1,432,000	\$ 16,338,000
	Scholarships & Fellowships	\$ 2,531,000	\$ 37,000	\$ 20,000	\$ 2,038,000	\$ 4,626,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ 4,000	\$ 4,000
	Other Expenses	\$ 1,218,000	\$ 2,355,000	\$ 29,000	\$ 1,384,000	\$ 4,986,000
Expenses Total		\$ 31,547,000	\$ 39,310,000	\$ 594,000	\$ 9,792,000	\$ 81,243,000
Net Transfers		\$ -	\$ 1,729,000	\$ -	\$ (360,000)	\$ 1,369,000
Change in Fund Balance			\$ (2,696,000)	\$ -	\$ 38,000	\$ (2,658,000)
School of Medicine		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 169,495,000	\$ 1,627,000	\$ -	\$ -	\$ 171,122,000
	Sales & Services	\$ 13,000	\$ 233,779,000	\$ -	\$ 2,112,000	\$ 235,904,000
	Patient Services	\$ -	\$ 620,898,000	\$ -	\$ -	\$ 620,898,000
	Contracts & Grants	\$ -	\$ 2,596,000	\$ 53,832,000	\$ 485,570,000	\$ 541,998,000
	Gifts & Investments	\$ -	\$ 1,042,000	\$ -	\$ 15,377,000	\$ 16,419,000
	Other Revenues	\$ -	\$ 149,216,000	\$ -	\$ 26,304,000	\$ 175,520,000
Revenues Total		\$ 169,508,000	\$ 1,009,158,000	\$ 53,832,000	\$ 529,363,000	\$ 1,761,861,000
Expenses	Salaries and Wages	\$ 76,341,000	\$ 458,586,000	\$ 22,639,000	\$ 204,062,000	\$ 761,628,000
	Staff Benefits	\$ 20,912,000	\$ 151,390,000	\$ 8,425,000	\$ 62,970,000	\$ 243,697,000
	Services, Supplies, Materials, & Equip.	\$ 65,496,000	\$ 391,452,000	\$ 12,494,000	\$ 181,322,000	\$ 650,764,000
	Scholarships & Fellowships	\$ 5,716,000	\$ 3,701,000	\$ 1,729,000	\$ 26,945,000	\$ 38,091,000
	Debt Service	\$ -	\$ 1,790,000	\$ 1,790,000	\$ -	\$ 3,580,000
	Utilities	\$ -	\$ 329,000	\$ 185,000	\$ 66,000	\$ 580,000
	Other Expenses	\$ 1,043,000	\$ 52,842,000	\$ 6,570,000	\$ 37,061,000	\$ 97,516,000
Expenses Total		\$ 169,508,000	\$ 1,060,090,000	\$ 53,832,000	\$ 512,426,000	\$ 1,795,856,000
Net Transfers		\$ -	\$ 14,505,000	\$ -	\$ (6,211,000)	\$ 8,294,000
Change in Fund Balance			\$ (36,427,000)	\$ -	\$ 10,726,000	\$ (25,701,000)

**UNC Chapel Hill- Unit Breakout
FY 2023-24 All-Funds Budget**

Academic Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 68,433,000	\$ 7,259,000	\$ -	\$ -	\$ 75,692,000
	Sales & Services	\$ 1,422,000	\$ 3,746,000	\$ -	\$ 104,000	\$ 5,272,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ 536,000	\$ 6,385,000	\$ 10,194,000	\$ 17,115,000
	Gifts & Investments	\$ -	\$ 1,167,000	\$ -	\$ 15,699,000	\$ 16,866,000
	Other Revenues	\$ -	\$ 347,000	\$ -	\$ 4,654,000	\$ 5,001,000
Revenues Total		\$ 69,855,000	\$ 13,055,000	\$ 6,385,000	\$ 30,651,000	\$ 119,946,000
Expenses	Salaries and Wages	\$ 33,849,000	\$ 7,214,000	\$ 3,552,000	\$ 12,075,000	\$ 56,690,000
	Staff Benefits	\$ 10,506,000	\$ 2,338,000	\$ 1,314,000	\$ 3,201,000	\$ 17,359,000
	Services, Supplies, Materials, & Equip.	\$ 1,458,000	\$ 2,418,000	\$ 573,000	\$ 2,913,000	\$ 7,362,000
	Scholarships & Fellowships	\$ 16,778,000	\$ 2,392,000	\$ 88,000	\$ 7,045,000	\$ 26,303,000
	Debt Service	\$ -	\$ -	\$ 282,000	\$ -	\$ 282,000
	Utilities	\$ -	\$ 21,000	\$ -	\$ 4,000	\$ 25,000
	Other Expenses	\$ 7,259,000	\$ 4,402,000	\$ 558,000	\$ 3,953,000	\$ 16,172,000
Expenses Total		\$ 69,850,000	\$ 18,785,000	\$ 6,367,000	\$ 29,191,000	\$ 124,193,000
Net Transfers		\$ (5,000)	\$ 2,717,000	\$ (18,000)	\$ (2,005,000)	\$ 689,000
Change in Fund Balance			\$ (3,013,000)	\$ -	\$ (545,000)	\$ (3,558,000)
Student Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 11,183,000	\$ 8,817,000	\$ -	\$ -	\$ 20,000,000
	Sales & Services	\$ -	\$ 985,000	\$ -	\$ -	\$ 985,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 5,000	\$ 86,000	\$ 91,000
	Gifts & Investments	\$ -	\$ 103,000	\$ -	\$ 955,000	\$ 1,058,000
	Other Revenues	\$ -	\$ 20,000	\$ -	\$ 34,000	\$ 54,000
Revenues Total		\$ 11,183,000	\$ 9,925,000	\$ 5,000	\$ 1,075,000	\$ 22,188,000
Expenses	Salaries and Wages	\$ 7,074,000	\$ 5,041,000	\$ -	\$ 115,000	\$ 12,230,000
	Staff Benefits	\$ 2,592,000	\$ 1,771,000	\$ -	\$ 47,000	\$ 4,410,000
	Services, Supplies, Materials, & Equip.	\$ 585,000	\$ 1,740,000	\$ 5,000	\$ 205,000	\$ 2,535,000
	Scholarships & Fellowships	\$ -	\$ 28,000	\$ -	\$ 118,000	\$ 146,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 660,000	\$ -	\$ -	\$ 660,000
	Other Expenses	\$ 854,000	\$ 2,818,000	\$ -	\$ 429,000	\$ 4,101,000
Expenses Total		\$ 11,105,000	\$ 12,058,000	\$ 5,000	\$ 914,000	\$ 24,082,000
Net Transfers		\$ (78,000)	\$ (815,000)	\$ -	\$ 79,000	\$ (814,000)
Change in Fund Balance			\$ (2,948,000)	\$ -	\$ 240,000	\$ (2,708,000)

**UNC Chapel Hill- Unit Breakout
FY 2023-24 All-Funds Budget**

Financial Aid		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 67,873,000	\$ 30,000	\$ -	\$ -	\$ 67,903,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ 200,000	\$ 55,058,000	\$ 613,000	\$ 22,000	\$ 55,893,000
	Gifts & Investments	\$ -	\$ 186,000	\$ -	\$ 12,141,000	\$ 12,327,000
	Other Revenues	\$ -	\$ -	\$ -	\$ 211,090,000	\$ 211,090,000
Revenues Total		\$ 68,073,000	\$ 55,274,000	\$ 613,000	\$ 223,253,000	\$ 347,213,000
Expenses	Salaries and Wages	\$ 2,117,000	\$ 60,000	\$ 277,000	\$ 3,334,000	\$ 5,788,000
	Staff Benefits	\$ 878,000	\$ 18,000	\$ 104,000	\$ 246,000	\$ 1,246,000
	Services, Supplies, Materials, & Equip.	\$ 70,000	\$ 2,000	\$ 68,000	\$ 28,000	\$ 168,000
	Scholarships & Fellowships	\$ 64,499,000	\$ 56,757,000	\$ 54,000	\$ 216,449,000	\$ 337,759,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 134,000	\$ 16,000	\$ 98,000	\$ 258,000	\$ 506,000
Expenses Total		\$ 67,698,000	\$ 56,853,000	\$ 601,000	\$ 220,315,000	\$ 345,467,000
Net Transfers		\$ (375,000)	\$ 4,972,000	\$ (12,000)	\$ 1,918,000	\$ 6,503,000
Change in Fund Balance			\$ 3,393,000	\$ -	\$ 4,856,000	\$ 8,249,000
Library		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 29,276,000	\$ -	\$ -	\$ -	\$ 29,276,000
	Sales & Services	\$ 64,000	\$ 41,000	\$ -	\$ -	\$ 105,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ 206,000	\$ 11,133,000	\$ 1,261,000	\$ 12,600,000
	Gifts & Investments	\$ -	\$ 752,000	\$ -	\$ 5,007,000	\$ 5,759,000
	Other Revenues	\$ -	\$ 462,000	\$ -	\$ 374,000	\$ 836,000
Revenues Total		\$ 29,340,000	\$ 1,461,000	\$ 11,133,000	\$ 6,642,000	\$ 48,576,000
Expenses	Salaries and Wages	\$ 18,676,000	\$ 351,000	\$ -	\$ 1,059,000	\$ 20,086,000
	Staff Benefits	\$ 6,691,000	\$ 126,000	\$ -	\$ 363,000	\$ 7,180,000
	Services, Supplies, Materials, & Equip.	\$ 3,137,000	\$ 995,000	\$ 10,993,000	\$ 3,977,000	\$ 19,102,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ 22,000	\$ 22,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 835,000	\$ 59,000	\$ 140,000	\$ 510,000	\$ 1,544,000
Expenses Total		\$ 29,339,000	\$ 1,531,000	\$ 11,133,000	\$ 5,931,000	\$ 47,934,000
Net Transfers		\$ (1,000)	\$ 235,000	\$ -	\$ 555,000	\$ 789,000
Change in Fund Balance			\$ 165,000	\$ -	\$ 1,266,000	\$ 1,431,000

**UNC Chapel Hill- Unit Breakout
FY 2023-24 All-Funds Budget**

Sponsored Research		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 29,306,000	\$ 308,000	\$ -	\$ -	\$ 29,614,000
	Sales & Services	\$ 11,500,000	\$ 5,439,000	\$ -	\$ 38,000	\$ 16,977,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ 1,500,000	\$ 453,000	\$ 51,705,000	\$ 161,063,000	\$ 214,721,000
	Gifts & Investments	\$ -	\$ 174,000	\$ -	\$ 2,187,000	\$ 2,361,000
	Other Revenues	\$ -	\$ 17,000	\$ -	\$ 539,000	\$ 556,000
Revenues Total		\$ 42,306,000	\$ 6,391,000	\$ 51,705,000	\$ 163,827,000	\$ 264,229,000
Expenses	Salaries and Wages	\$ 20,007,000	\$ 2,978,000	\$ 24,723,000	\$ 47,671,000	\$ 95,379,000
	Staff Benefits	\$ 6,586,000	\$ 976,000	\$ 9,276,000	\$ 15,224,000	\$ 32,062,000
	Services, Supplies, Materials, & Equip.	\$ 8,597,000	\$ 1,705,000	\$ 10,709,000	\$ 84,904,000	\$ 105,915,000
	Scholarships & Fellowships	\$ 84,000	\$ 111,000	\$ 412,000	\$ 4,386,000	\$ 4,993,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ 499,000	\$ 13,000	\$ 94,000	\$ -	\$ 606,000
	Other Expenses	\$ 6,532,000	\$ 1,015,000	\$ 2,680,000	\$ 9,320,000	\$ 19,547,000
Expenses Total		\$ 42,305,000	\$ 6,798,000	\$ 47,894,000	\$ 161,505,000	\$ 258,502,000
Net Transfers		\$ (1,000)	\$ 5,575,000	\$ (14,000)	\$ (926,000)	\$ 4,634,000
Change in Fund Balance			\$ 5,168,000	\$ 3,797,000	\$ 1,396,000	\$ 10,361,000
University Administration		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 22,391,000	\$ -	\$ -	\$ -	\$ 22,391,000
	Sales & Services	\$ -	\$ 4,247,000	\$ -	\$ -	\$ 4,247,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ 171,000	\$ 14,167,000	\$ 1,263,000	\$ 15,601,000
	Gifts & Investments	\$ -	\$ 109,000	\$ -	\$ 338,000	\$ 447,000
	Other Revenues	\$ 5,000	\$ -	\$ -	\$ 437,000	\$ 442,000
Revenues Total		\$ 22,396,000	\$ 4,527,000	\$ 14,167,000	\$ 2,038,000	\$ 43,128,000
Expenses	Salaries and Wages	\$ 14,854,000	\$ 1,326,000	\$ 6,204,000	\$ 645,000	\$ 23,029,000
	Staff Benefits	\$ 5,118,000	\$ 542,000	\$ 2,135,000	\$ 193,000	\$ 7,988,000
	Services, Supplies, Materials, & Equip.	\$ 1,096,000	\$ 1,479,000	\$ 2,013,000	\$ 895,000	\$ 5,483,000
	Scholarships & Fellowships	\$ 100,000	\$ -	\$ 201,000	\$ 5,000	\$ 306,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 1,222,000	\$ 4,751,000	\$ 1,417,000	\$ 502,000	\$ 7,892,000
Expenses Total		\$ 22,390,000	\$ 8,098,000	\$ 11,970,000	\$ 2,240,000	\$ 44,698,000
Net Transfers		\$ (6,000)	\$ 4,043,000	\$ (2,103,000)	\$ (879,000)	\$ 1,055,000
Change in Fund Balance			\$ 472,000	\$ 94,000	\$ (1,081,000)	\$ (515,000)

**UNC Chapel Hill- Unit Breakout
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Business Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 17,479,000	\$ -	\$ -	\$ -	\$ 17,479,000
	Sales & Services	\$ -	\$ 12,352,000	\$ -	\$ -	\$ 12,352,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ 865,000	\$ 7,187,000	\$ -	\$ 8,052,000
	Gifts & Investments	\$ -	\$ 90,000	\$ -	\$ -	\$ 90,000
	Other Revenues	\$ -	\$ -	\$ -	\$ 411,000	\$ 411,000
Revenues Total		\$ 17,479,000	\$ 13,307,000	\$ 7,187,000	\$ 411,000	\$ 38,384,000
Expenses	Salaries and Wages	\$ 9,868,000	\$ 5,857,000	\$ 4,346,000	\$ 192,000	\$ 20,263,000
	Staff Benefits	\$ 3,872,000	\$ 2,550,000	\$ 1,891,000	\$ 75,000	\$ 8,388,000
	Services, Supplies, Materials, & Equip.	\$ 275,000	\$ 2,720,000	\$ 316,000	\$ 52,000	\$ 3,363,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 3,464,000	\$ 502,000	\$ 635,000	\$ 27,000	\$ 4,628,000
Expenses Total		\$ 17,479,000	\$ 11,629,000	\$ 7,188,000	\$ 346,000	\$ 36,642,000
Net Transfers		\$ -	\$ (2,068,000)	\$ -	\$ -	\$ (2,068,000)
Change in Fund Balance			\$ (390,000)	\$ (1,000)	\$ 65,000	\$ (326,000)
Facilities		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 129,990,000	\$ -	\$ -	\$ -	\$ 129,990,000
	Sales & Services	\$ -	\$ 192,044,000	\$ -	\$ 173,000	\$ 192,217,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 13,107,000	\$ 18,000	\$ 13,125,000
	Gifts & Investments	\$ -	\$ 3,000	\$ -	\$ 63,000	\$ 66,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 129,990,000	\$ 192,047,000	\$ 13,107,000	\$ 254,000	\$ 335,398,000
Expenses	Salaries and Wages	\$ 30,700,000	\$ 20,739,000	\$ -	\$ 31,000	\$ 51,470,000
	Staff Benefits	\$ 16,619,000	\$ 9,284,000	\$ -	\$ 14,000	\$ 25,917,000
	Services, Supplies, Materials, & Equip.	\$ 6,332,000	\$ 103,190,000	\$ 12,897,000	\$ 58,000	\$ 122,477,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ 28,512,000	\$ -	\$ -	\$ 28,512,000
	Utilities	\$ 75,891,000	\$ 19,718,000	\$ -	\$ 6,000	\$ 95,615,000
	Other Expenses	\$ 448,000	\$ 1,231,000	\$ 210,000	\$ 22,000	\$ 1,911,000
Expenses Total		\$ 129,990,000	\$ 182,674,000	\$ 13,107,000	\$ 131,000	\$ 325,902,000
Net Transfers		\$ -	\$ 1,754,000	\$ -	\$ -	\$ 1,754,000
Change in Fund Balance			\$ 11,127,000	\$ -	\$ 123,000	\$ 11,250,000

**UNC Chapel Hill- Unit Breakout
FY 2023-24 All-Funds Budget**

Human Resources		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 8,970,000	\$ -	\$ -	\$ -	\$ 8,970,000
	Sales & Services	\$ -	\$ -	\$ -	\$ 28,000	\$ 28,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 8,893,000	\$ -	\$ 8,893,000
	Gifts & Investments	\$ -	\$ 1,000	\$ -	\$ 1,000	\$ 2,000
	Other Revenues	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000
Revenues Total		\$ 8,970,000	\$ 1,000	\$ 8,893,000	\$ 49,000	\$ 17,913,000
Expenses	Salaries and Wages	\$ 6,524,000	\$ 1,194,000	\$ 4,532,000	\$ -	\$ 12,250,000
	Staff Benefits	\$ 2,446,000	\$ 601,000	\$ 1,674,000	\$ 6,000	\$ 4,727,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 937,000	\$ 1,982,000	\$ 14,000	\$ 2,933,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ 115,000	\$ 705,000	\$ 9,000	\$ 829,000
Expenses Total		\$ 8,970,000	\$ 2,847,000	\$ 8,893,000	\$ 29,000	\$ 20,739,000
Net Transfers		\$ -	\$ 2,751,000	\$ -	\$ -	\$ 2,751,000
Change in Fund Balance			\$ (95,000)	\$ -	\$ 20,000	\$ (75,000)
Information Technology		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 36,932,000	\$ 8,254,000	\$ -	\$ -	\$ 45,186,000
	Sales & Services	\$ 617,000	\$ 24,181,000	\$ -	\$ 5,000	\$ 24,803,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 21,816,000	\$ -	\$ 21,816,000
	Gifts & Investments	\$ -	\$ 26,000	\$ -	\$ 1,000	\$ 27,000
	Other Revenues	\$ -	\$ 3,000	\$ -	\$ 9,000	\$ 12,000
Revenues Total		\$ 37,549,000	\$ 32,464,000	\$ 21,816,000	\$ 15,000	\$ 91,844,000
Expenses	Salaries and Wages	\$ 26,406,000	\$ 7,344,000	\$ 119,000	\$ -	\$ 33,869,000
	Staff Benefits	\$ 10,362,000	\$ 3,057,000	\$ 39,000	\$ -	\$ 13,458,000
	Services, Supplies, Materials, & Equip.	\$ 344,000	\$ 23,309,000	\$ 18,940,000	\$ -	\$ 42,593,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 4,000	\$ -	\$ -	\$ 4,000
	Other Expenses	\$ 437,000	\$ 1,785,000	\$ 2,717,000	\$ 10,000	\$ 4,949,000
Expenses Total		\$ 37,549,000	\$ 35,499,000	\$ 21,815,000	\$ 10,000	\$ 94,873,000
Net Transfers		\$ -	\$ (646,000)	\$ (1,000)	\$ -	\$ (647,000)
Change in Fund Balance			\$ (3,681,000)	\$ -	\$ 5,000	\$ (3,676,000)

**UNC Chapel Hill- Unit Breakout
FY 2023-24 All-Funds Budget**

Public Safety		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 10,985,000	\$ -	\$ -	\$ -	\$ 10,985,000
	Sales & Services	\$ -	\$ 3,074,000	\$ -	\$ -	\$ 3,074,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 10,985,000	\$ 3,074,000	\$ -	\$ -	\$ 14,059,000
Expenses	Salaries and Wages	\$ 5,774,000	\$ 1,771,000	\$ -	\$ -	\$ 7,545,000
	Staff Benefits	\$ 2,844,000	\$ 553,000	\$ -	\$ -	\$ 3,397,000
	Services, Supplies, Materials, & Equip.	\$ 2,016,000	\$ 238,000	\$ -	\$ -	\$ 2,254,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 351,000	\$ 385,000	\$ -	\$ -	\$ 736,000
Expenses Total		\$ 10,985,000	\$ 2,947,000	\$ -	\$ -	\$ 13,932,000
Net Transfers		\$ -	\$ 254,000	\$ -	\$ -	\$ 254,000
Change in Fund Balance			\$ 381,000	\$ -	\$ -	\$ 381,000
Advancement		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ -	\$ -	\$ -	\$ -
	Sales & Services	\$ -	\$ 203,000	\$ -	\$ -	\$ 203,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ 343,000	\$ -	\$ -	\$ 343,000
	Gifts & Investments	\$ -	\$ 4,229,000	\$ -	\$ 922,000	\$ 5,151,000
	Other Revenues	\$ -	\$ 20,919,000	\$ -	\$ 488,000	\$ 21,407,000
Revenues Total		\$ -	\$ 25,694,000	\$ -	\$ 1,410,000	\$ 27,104,000
Expenses	Salaries and Wages	\$ -	\$ 13,758,000	\$ -	\$ -	\$ 13,758,000
	Staff Benefits	\$ -	\$ 5,147,000	\$ -	\$ 66,000	\$ 5,213,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 4,726,000	\$ -	\$ 91,000	\$ 4,817,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ 303,000	\$ -	\$ -	\$ 303,000
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ 2,913,000	\$ -	\$ 732,000	\$ 3,645,000
Expenses Total		\$ -	\$ 26,847,000	\$ -	\$ 889,000	\$ 27,736,000
Net Transfers		\$ -	\$ 204,000	\$ -	\$ 95,000	\$ 299,000
Change in Fund Balance			\$ (949,000)	\$ -	\$ 616,000	\$ (333,000)

**UNC Chapel Hill- Unit Breakout
FY 2023-24 All-Funds Budget**

Dining		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 9,771,000	\$ -	\$ -	\$ 9,771,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ 2,600,000	\$ -	\$ -	\$ 2,600,000
	Sales & Services	\$ -	\$ 40,190,000	\$ -	\$ -	\$ 40,190,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ 36,000	\$ -	\$ -	\$ 36,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ -	\$ 42,826,000	\$ -	\$ -	\$ 42,826,000
Expenses	Salaries and Wages	\$ -	\$ 293,000	\$ -	\$ -	\$ 293,000
	Staff Benefits	\$ -	\$ 154,000	\$ -	\$ -	\$ 154,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 36,982,000	\$ -	\$ -	\$ 36,982,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ 2,991,000	\$ -	\$ -	\$ 2,991,000
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ 274,000	\$ -	\$ -	\$ 274,000
Expenses Total		\$ -	\$ 40,694,000	\$ -	\$ -	\$ 40,694,000
Net Transfers		\$ -	\$ (210,000)	\$ -	\$ -	\$ (210,000)
Change in Fund Balance			\$ 1,922,000	\$ -	\$ -	\$ 1,922,000
Ending Fund Balance			\$ 11,693,000	\$ -	\$ -	\$ 11,693,000
Housing		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 39,581,000	\$ -	\$ -	\$ 39,581,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ -	\$ -	\$ -	\$ -
	Sales & Services	\$ -	\$ 65,682,000	\$ -	\$ -	\$ 65,682,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ 31,000	\$ -	\$ 1,000	\$ 32,000
	Other Revenues	\$ -	\$ 1,000	\$ -	\$ -	\$ 1,000
Revenues Total		\$ -	\$ 65,714,000	\$ -	\$ 1,000	\$ 65,715,000
Expenses	Salaries and Wages	\$ -	\$ 16,338,000	\$ -	\$ -	\$ 16,338,000
	Staff Benefits	\$ -	\$ 5,992,000	\$ -	\$ -	\$ 5,992,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 5,776,000	\$ -	\$ -	\$ 5,776,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ 16,794,000	\$ -	\$ -	\$ 16,794,000
	Utilities	\$ -	\$ 11,830,000	\$ -	\$ -	\$ 11,830,000
	Other Expenses	\$ -	\$ 3,039,000	\$ -	\$ 1,000	\$ 3,040,000
Expenses Total		\$ -	\$ 59,769,000	\$ -	\$ 1,000	\$ 59,770,000
Net Transfers		\$ -	\$ (3,592,000)	\$ -	\$ -	\$ (3,592,000)
Change in Fund Balance			\$ 2,353,000	\$ -	\$ -	\$ 2,353,000
Ending Fund Balance			\$ 41,934,000	\$ -	\$ -	\$ 41,934,000

**UNC Chapel Hill- Unit Breakout
FY 2023-24 All-Funds Budget**

Parking		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 35,216,000	\$ -	\$ -	\$ 35,216,000
Revenues	State Appropriation, Tuition, & Fees	\$ 181,000	\$ 6,190,000	\$ -	\$ -	\$ 6,371,000
	Sales & Services	\$ -	\$ 28,629,000	\$ -	\$ -	\$ 28,629,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ 85,000	\$ -	\$ -	\$ 85,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 181,000	\$ 34,904,000	\$ -	\$ -	\$ 35,085,000
Expenses	Salaries and Wages	\$ 122,000	\$ 5,569,000	\$ -	\$ -	\$ 5,691,000
	Staff Benefits	\$ 59,000	\$ 2,502,000	\$ -	\$ -	\$ 2,561,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 20,131,000	\$ -	\$ -	\$ 20,131,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ 7,370,000	\$ -	\$ -	\$ 7,370,000
	Utilities	\$ -	\$ 651,000	\$ -	\$ -	\$ 651,000
	Other Expenses	\$ -	\$ 699,000	\$ -	\$ -	\$ 699,000
Expenses Total		\$ 181,000	\$ 36,922,000	\$ -	\$ -	\$ 37,103,000
Net Transfers		\$ -	\$ (11,131,000)	\$ -	\$ -	\$ (11,131,000)
Change in Fund Balance			\$ (13,149,000)	\$ -	\$ -	\$ (13,149,000)
Ending Fund Balance			\$ 22,067,000	\$ -	\$ -	\$ 22,067,000
Athletics		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 4,016,000	\$ -	\$ 3,612,000	\$ 7,628,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ 7,855,000	\$ -	\$ -	\$ 7,855,000
	Sales & Services	\$ -	\$ 93,083,000	\$ -	\$ -	\$ 93,083,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ 2,774,000	\$ -	\$ 888,000	\$ 3,662,000
	Other Revenues	\$ -	\$ 1,500,000	\$ -	\$ 18,634,000	\$ 20,134,000
Revenues Total		\$ -	\$ 105,212,000	\$ -	\$ 19,522,000	\$ 124,734,000
Expenses	Salaries and Wages	\$ -	\$ 40,234,000	\$ -	\$ 408,000	\$ 40,642,000
	Staff Benefits	\$ -	\$ 11,773,000	\$ -	\$ 123,000	\$ 11,896,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 13,296,000	\$ -	\$ 106,000	\$ 13,402,000
	Scholarships & Fellowships	\$ -	\$ 700,000	\$ -	\$ 16,283,000	\$ 16,983,000
	Debt Service	\$ -	\$ -	\$ -	\$ 39,000	\$ 39,000
	Utilities	\$ -	\$ 5,041,000	\$ -	\$ -	\$ 5,041,000
	Other Expenses	\$ -	\$ 30,375,000	\$ -	\$ 2,000	\$ 30,377,000
Expenses Total		\$ -	\$ 101,419,000	\$ -	\$ 16,961,000	\$ 118,380,000
Net Transfers		\$ -	\$ (6,701,000)	\$ -	\$ (308,000)	\$ (7,009,000)
Change in Fund Balance			\$ (2,908,000)	\$ -	\$ 2,253,000	\$ (655,000)
Ending Fund Balance			\$ 1,108,000	\$ -	\$ 5,865,000	\$ 6,973,000

**UNC Chapel Hill- Unit Breakout
FY 2023-24 All-Funds Budget**

Student Health		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 32,231,000	\$ -	\$ -	\$ 32,231,000
Revenues	State Appropriation, Tuition, & Fees	\$ 168,000	\$ 12,175,000	\$ -	\$ -	\$ 12,343,000
	Sales & Services	\$ -	\$ 8,849,000	\$ -	\$ -	\$ 8,849,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ 23,000	\$ -	\$ 11,000	\$ 34,000
	Other Revenues	\$ -	\$ 131,000	\$ -	\$ -	\$ 131,000
Revenues Total		\$ 168,000	\$ 21,178,000	\$ -	\$ 11,000	\$ 21,357,000
Expenses	Salaries and Wages	\$ 123,000	\$ 13,795,000	\$ -	\$ -	\$ 13,918,000
	Staff Benefits	\$ 45,000	\$ 5,344,000	\$ -	\$ -	\$ 5,389,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 5,016,000	\$ -	\$ -	\$ 5,016,000
	Scholarships & Fellowships	\$ -	\$ 106,000	\$ -	\$ -	\$ 106,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 398,000	\$ -	\$ -	\$ 398,000
	Other Expenses	\$ -	\$ 1,374,000	\$ -	\$ 6,000	\$ 1,380,000
Expenses Total		\$ 168,000	\$ 26,033,000	\$ -	\$ 6,000	\$ 26,207,000
Net Transfers		\$ -	\$ 1,153,000	\$ -	\$ -	\$ 1,153,000
Change in Fund Balance			\$ (3,702,000)	\$ -	\$ 5,000	\$ (3,697,000)
Ending Fund Balance			\$ 28,529,000	\$ -	\$ 5,000	\$ 28,534,000
Other Auxiliaries		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 6,085,000	\$ -	\$ -	\$ 6,085,000
Revenues	State Appropriation, Tuition, & Fees	\$ 1,437,000	\$ 299,000	\$ -	\$ -	\$ 1,736,000
	Sales & Services	\$ -	\$ 7,201,000	\$ -	\$ -	\$ 7,201,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 127,000	\$ 127,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000
	Other Revenues	\$ -	\$ 9,000	\$ -	\$ 6,166,000	\$ 6,175,000
Revenues Total		\$ 1,437,000	\$ 7,509,000	\$ -	\$ 6,298,000	\$ 15,244,000
Expenses	Salaries and Wages	\$ 858,000	\$ 964,000	\$ -	\$ 6,347,000	\$ 8,169,000
	Staff Benefits	\$ 451,000	\$ 454,000	\$ -	\$ 2,311,000	\$ 3,216,000
	Services, Supplies, Materials, & Equip.	\$ 126,000	\$ 3,468,000	\$ -	\$ 14,000	\$ 3,608,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ 753,000	\$ -	\$ -	\$ 753,000
	Utilities	\$ -	\$ 380,000	\$ -	\$ 7,000	\$ 387,000
	Other Expenses	\$ 2,000	\$ 348,000	\$ -	\$ 37,000	\$ 387,000
Expenses Total		\$ 1,437,000	\$ 6,367,000	\$ -	\$ 8,716,000	\$ 16,520,000
Net Transfers		\$ -	\$ (1,223,000)	\$ -	\$ 2,222,000	\$ 999,000
Change in Fund Balance			\$ (81,000)	\$ -	\$ (196,000)	\$ (277,000)
Ending Fund Balance			\$ 6,004,000	\$ -	\$ (196,000)	\$ 5,808,000



May 2, 2023

Ms. Jennifer Haygood
Senior Vice President for Finance and Administration and CFO
The University of North Carolina System

Re: University of North Carolina at Charlotte - All-Funds Budget Narrative FY 2023-24

Dear Ms. Haygood,

The All-Funds Budget for the University of North Carolina at Charlotte for fiscal year 2023-24 was developed consistent with UNC System guidelines to support the System and University strategic plans. The budget process began in late 2022 and included significant cross-university collaboration and support with the final budget approved by the UNC Charlotte Board of Trustees on April 27, 2023. This budget includes revenue and expenditure information for all University auxiliary units as well as academic and administrative units. As requested, the following sections provide additional detail on how the FY 2023-24 All-Funds Budget aligns resources with strategic priorities.

Progress towards system-wide strategic goals and UNC Charlotte strategic plan

The FY 2023-24 budget reflects UNC Charlotte's priority to continuously improve student outcomes, affordability, and success. One major initiative included in this budget is a NINERways math enhancement that will improve student success in quantitative reasoning requirements of the general education program. Through coordinated, and enhanced math courses, the university will decrease student failure rates, reduce equity gaps, and increase four-year graduation rates. Also included in the budget is a university-wide textbook program that will reduce the cost of attendance and improve student outcomes by lowering the cost of textbooks and ensuring every student has access to affordable textbooks on the first day of class. Additionally, the FY 2023-24 budget includes reduced summer fees and tuition to encourage increased summer participation, which will better utilize facilities and resources and reduce time to graduation for students.

Administrative Efficiency

UNC Charlotte continues to streamline programs and departments across campus to reduce layers of management and administration. With reduced labor pools and increasing vacancies, the University continues to review opportunities to economize and rethink administration and resources through the

*Vice Chancellor for
Business Affairs*

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9201 University City Boulevard
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redeployment of positions and resources. The FY 2023-24 budget includes internal reorganizations that are anticipated to reduce long-term costs and improve effectiveness and communication across the campus. Included in those reorganizations is the move of the Student Activities Center from Student Affairs to the Athletic budget, which this consolidation will benefit from economies of scale. Also included is the move of the Student Orientation and Academic Resources (SOAR) program from Student Affairs to the Enrollment department (in Academic Affairs) which will consolidate resources and focus efforts on student success.

Financial Sustainability

Strategic decisions for FY 2023-24 include utilizing fund balances to cover inflationary costs, support capital and equipment expenditures in auxiliaries and other-than-general fund budgets, and leverage economies of scale. Fund balances and administrative efficiencies continue to allow the university to absorb inflationary increases in the costs of construction, equipment, supplies, and services without increasing student fees or undergraduate tuition. Campus auxiliary enterprises anticipate using fund balances to maintain existing infrastructure, renovate aging facilities, and improve various assets in need of maintenance. These planned, necessary expenditures will extend the life of critical infrastructure and provide ongoing student and university support. Other uses of fund balances from fees, research revenue, and restricted funds in FY 2023-24 are budgeted for equipment purchases necessary to support campus IT infrastructure, research, and academic programs. These purchases reflect planning that continues to require saving fees and other revenue over multiple years.

Sincerely,

A handwritten signature in black ink, appearing to read 'Richard Amon', written in a cursive style.

Dr. Richard Amon
Vice Chancellor for Business Affairs

Cc: Susan DeVore, Board of Trustees Chair
Dr. Sharon Gaber, Chancellor
Dr. Alicia Bertone, Vice Chancellor for Academic Affairs/Provost
Kim Bradley, Chief of Staff
Ken Smith, AVC of Budgets & Chief Budget Officer
Carrie Smith, Deputy Chief Budget Officer

**Vice Chancellor for
Business Affairs**

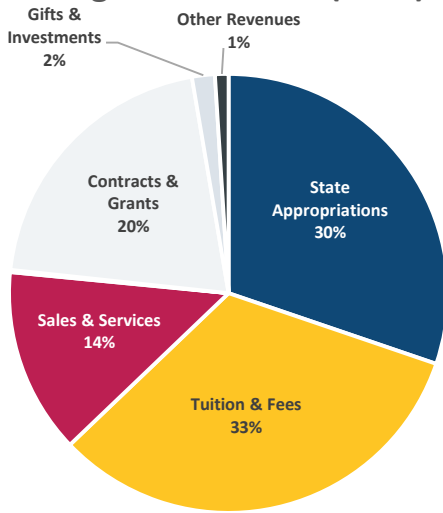
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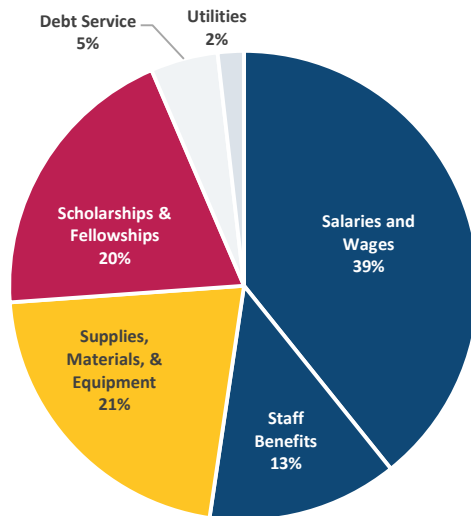
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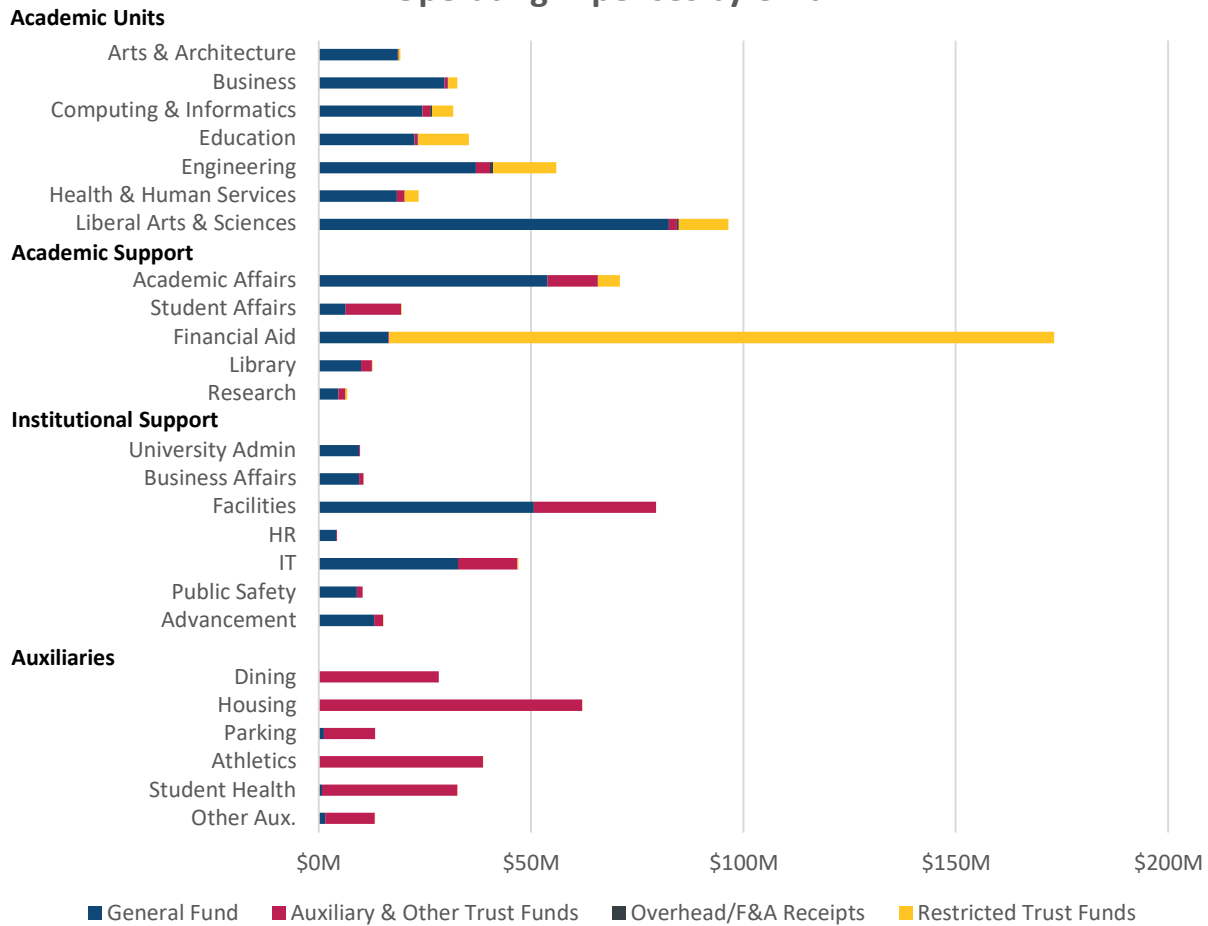
Budgeted Revenue (FY24)



Budgeted Expenses (FY24)



Operating Expenses by Unit



UNC Charlotte
FY 2023-24 All-Funds Budget

		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriations	\$ 288,499,000	\$ -	\$ -	\$ -	\$ 288,499,000
	Tuition & Fees	\$ 172,655,000	\$ 138,976,000	\$ -	\$ -	\$ 311,631,000
	<i>Less Discounts and Allowances</i>	\$ (17,204,000)	\$ (4,689,000)	\$ -	\$ (48,538,000)	\$ (70,431,000)
	Sales & Services	\$ -	\$ 130,292,000	\$ -	\$ 248,000	\$ 130,540,000
	Patient Services	\$ -	\$ 1,588,000	\$ -	\$ -	\$ 1,588,000
	Contracts & Grants	\$ 1,150,000	\$ -	\$ 10,611,000	\$ 185,021,000	\$ 196,782,000
	Gifts & Investments	\$ -	\$ 5,301,000	\$ -	\$ 10,831,000	\$ 16,132,000
	Other Revenues	\$ 760,000	\$ 8,610,000	\$ -	\$ 123,000	\$ 9,493,000
Revenues Total		\$ 445,860,000	\$ 280,078,000	\$ 10,611,000	\$ 147,685,000	\$ 884,234,000
Expenses	Salaries and Wages	\$ 298,404,000	\$ 55,503,000	\$ 674,000	\$ 18,757,000	\$ 373,338,000
	Staff Benefits	\$ 95,133,000	\$ 26,055,000	\$ 128,000	\$ 3,458,000	\$ 124,774,000
	Services, Supplies, Materials, & Equip.	\$ 40,325,000	\$ 146,189,000	\$ 732,000	\$ 17,540,000	\$ 204,786,000
	Scholarships & Fellowships	\$ 17,429,000	\$ 7,680,000	\$ 25,000	\$ 162,078,000	\$ 187,212,000
	<i>Less Discounts and Allowances</i>	\$ (17,204,000)	\$ (4,689,000)	\$ -	\$ (48,538,000)	\$ (70,431,000)
	Debt Service	\$ 983,000	\$ 41,502,000	\$ 1,750,000	\$ -	\$ 44,235,000
	Utilities	\$ 12,687,000	\$ 4,348,000	\$ (50,000)	\$ -	\$ 16,985,000
	Other Expenses	\$ 75,000	\$ -	\$ -	\$ -	\$ 75,000
Expenses Total		\$ 447,832,000	\$ 276,588,000	\$ 3,259,000	\$ 153,295,000	\$ 880,974,000
Net Transfers		\$ 1,971,000	\$ (18,960,000)	\$ -	\$ (24,000)	\$ (17,013,000)
Change in Fund Balance			\$ (15,470,000)	\$ 7,352,000	\$ (5,634,000)	\$ (13,752,000)

**UNC Charlotte- Unit Breakout
FY 2023-24 All-Funds Budget**

College of Arts & Architecture		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 18,627,000	\$ 774,000	\$ -	\$ -	\$ 19,401,000
	Sales & Services	\$ -	\$ 139,000	\$ -	\$ -	\$ 139,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 23,000	\$ 259,000	\$ 282,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 102,000	\$ 102,000
	Other Revenues	\$ -	\$ -	\$ -	\$ 7,000	\$ 7,000
Revenues Total		\$ 18,627,000	\$ 913,000	\$ 23,000	\$ 368,000	\$ 19,931,000
Expenses	Salaries and Wages	\$ 14,143,000	\$ -	\$ -	\$ 105,000	\$ 14,248,000
	Staff Benefits	\$ 3,798,000	\$ -	\$ -	\$ 51,000	\$ 3,849,000
	Services, Supplies, Materials, & Equip.	\$ 670,000	\$ 175,000	\$ 23,000	\$ 147,000	\$ 1,015,000
	Scholarships & Fellowships	\$ 16,000	\$ -	\$ -	\$ 89,000	\$ 105,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 18,627,000	\$ 175,000	\$ 23,000	\$ 392,000	\$ 19,217,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ 738,000	\$ -	\$ (24,000)	\$ 714,000

College of Business		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 29,622,000	\$ 301,000	\$ -	\$ -	\$ 29,923,000
	Sales & Services	\$ -	\$ -	\$ -	\$ 7,000	\$ 7,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 9,000	\$ 325,000	\$ 334,000
	Gifts & Investments	\$ -	\$ 466,000	\$ -	\$ 1,655,000	\$ 2,121,000
	Other Revenues	\$ -	\$ 26,000	\$ -	\$ 5,000	\$ 31,000
Revenues Total		\$ 29,622,000	\$ 793,000	\$ 9,000	\$ 1,992,000	\$ 32,416,000
Expenses	Salaries and Wages	\$ 23,234,000	\$ 144,000	\$ 23,000	\$ 878,000	\$ 24,279,000
	Staff Benefits	\$ 5,196,000	\$ 19,000	\$ -	\$ 341,000	\$ 5,556,000
	Services, Supplies, Materials, & Equip.	\$ 1,192,000	\$ 583,000	\$ 17,000	\$ 465,000	\$ 2,257,000
	Scholarships & Fellowships	\$ -	\$ 44,000	\$ -	\$ 496,000	\$ 540,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 29,622,000	\$ 790,000	\$ 40,000	\$ 2,180,000	\$ 32,632,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ 3,000	\$ (31,000)	\$ (188,000)	\$ (216,000)

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College of Computing & Informatics		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 24,414,000	\$ 1,757,000	\$ -	\$ -	\$ 26,171,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 134,000	\$ 4,645,000	\$ 4,779,000
	Gifts & Investments	\$ -	\$ 849,000	\$ -	\$ 268,000	\$ 1,117,000
	Other Revenues	\$ -	\$ 8,000	\$ -	\$ -	\$ 8,000
Revenues Total		\$ 24,414,000	\$ 2,614,000	\$ 134,000	\$ 4,913,000	\$ 32,075,000
Expenses	Salaries and Wages	\$ 20,675,000	\$ 864,000	\$ 262,000	\$ 1,880,000	\$ 23,681,000
	Staff Benefits	\$ 1,744,000	\$ 80,000	\$ 101,000	\$ 284,000	\$ 2,209,000
	Services, Supplies, Materials, & Equip.	\$ 1,995,000	\$ 903,000	\$ 86,000	\$ 2,675,000	\$ 5,659,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ 141,000	\$ 141,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 24,414,000	\$ 1,847,000	\$ 449,000	\$ 4,980,000	\$ 31,690,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ 767,000	\$ (315,000)	\$ (67,000)	\$ 385,000

College of Education		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 21,835,000	\$ 246,000	\$ -	\$ -	\$ 22,081,000
	Sales & Services	\$ -	\$ 15,000	\$ -	\$ 7,000	\$ 22,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ 704,000	\$ -	\$ 116,000	\$ 9,658,000	\$ 10,478,000
	Gifts & Investments	\$ -	\$ 25,000	\$ -	\$ 2,226,000	\$ 2,251,000
	Other Revenues	\$ 3,000	\$ 167,000	\$ -	\$ -	\$ 170,000
Revenues Total		\$ 22,542,000	\$ 453,000	\$ 116,000	\$ 11,891,000	\$ 35,002,000
Expenses	Salaries and Wages	\$ 15,960,000	\$ 101,000	\$ 58,000	\$ 4,297,000	\$ 20,416,000
	Staff Benefits	\$ 5,093,000	\$ -	\$ 1,000	\$ 1,021,000	\$ 6,115,000
	Services, Supplies, Materials, & Equip.	\$ 1,489,000	\$ 685,000	\$ 22,000	\$ 5,534,000	\$ 7,730,000
	Scholarships & Fellowships	\$ -	\$ 1,000	\$ -	\$ 1,062,000	\$ 1,063,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 22,542,000	\$ 787,000	\$ 81,000	\$ 11,914,000	\$ 35,324,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ (334,000)	\$ 35,000	\$ (23,000)	\$ (322,000)

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College of Engineering		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 37,035,000	\$ 2,906,000	\$ -	\$ -	\$ 39,941,000
	Sales & Services	\$ -	\$ 112,000	\$ -	\$ 40,000	\$ 152,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 406,000	\$ 13,744,000	\$ 14,150,000
	Gifts & Investments	\$ -	\$ 38,000	\$ -	\$ 793,000	\$ 831,000
	Other Revenues	\$ -	\$ 200,000	\$ -	\$ 6,000	\$ 206,000
Revenues Total		\$ 37,035,000	\$ 3,256,000	\$ 406,000	\$ 14,583,000	\$ 55,280,000
Expenses	Salaries and Wages	\$ 28,442,000	\$ 303,000	\$ 139,000	\$ 5,353,000	\$ 34,237,000
	Staff Benefits	\$ 6,400,000	\$ 82,000	\$ 52,000	\$ 635,000	\$ 7,169,000
	Services, Supplies, Materials, & Equip.	\$ 2,193,000	\$ 2,900,000	\$ 520,000	\$ 7,967,000	\$ 13,580,000
	Scholarships & Fellowships	\$ -	\$ 20,000	\$ 21,000	\$ 877,000	\$ 918,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 37,035,000	\$ 3,305,000	\$ 732,000	\$ 14,832,000	\$ 55,904,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ (49,000)	\$ (326,000)	\$ (249,000)	\$ (624,000)
College of Health & Human Services		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 18,418,000	\$ 1,360,000	\$ -	\$ -	\$ 19,778,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 164,000	\$ 3,012,000	\$ 3,176,000
	Gifts & Investments	\$ -	\$ 42,000	\$ -	\$ 315,000	\$ 357,000
	Other Revenues	\$ -	\$ -	\$ -	\$ 55,000	\$ 55,000
Revenues Total		\$ 18,418,000	\$ 1,402,000	\$ 164,000	\$ 3,382,000	\$ 23,366,000
Expenses	Salaries and Wages	\$ 13,591,000	\$ 835,000	\$ 11,000	\$ 1,652,000	\$ 16,089,000
	Staff Benefits	\$ 4,006,000	\$ 72,000	\$ 2,000	\$ 446,000	\$ 4,526,000
	Services, Supplies, Materials, & Equip.	\$ 732,000	\$ 861,000	\$ 24,000	\$ 1,074,000	\$ 2,691,000
	Scholarships & Fellowships	\$ 89,000	\$ -	\$ -	\$ 101,000	\$ 190,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 18,418,000	\$ 1,768,000	\$ 37,000	\$ 3,273,000	\$ 23,496,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ (366,000)	\$ 127,000	\$ 109,000	\$ (130,000)

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College of Liberal Arts & Sciences		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 82,416,000	\$ 1,200,000	\$ -	\$ -	\$ 83,616,000
	Sales & Services	\$ 61,000	\$ 148,000	\$ -	\$ 7,000	\$ 216,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 243,000	\$ 11,014,000	\$ 11,257,000
	Gifts & Investments	\$ -	\$ 57,000	\$ -	\$ 610,000	\$ 667,000
	Other Revenues	\$ -	\$ 15,000	\$ -	\$ 50,000	\$ 65,000
Revenues Total		\$ 82,477,000	\$ 1,420,000	\$ 243,000	\$ 11,681,000	\$ 95,821,000
Expenses	Salaries and Wages	\$ 64,857,000	\$ 385,000	\$ 135,000	\$ 2,817,000	\$ 68,194,000
	Staff Benefits	\$ 16,574,000	\$ 258,000	\$ 1,000	\$ 453,000	\$ 17,286,000
	Services, Supplies, Materials, & Equip.	\$ 1,039,000	\$ 1,259,000	\$ 305,000	\$ 8,233,000	\$ 10,836,000
	Scholarships & Fellowships	\$ 6,000	\$ 7,000	\$ 4,000	\$ 176,000	\$ 193,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 82,476,000	\$ 1,909,000	\$ 445,000	\$ 11,679,000	\$ 96,509,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ (489,000)	\$ (202,000)	\$ 2,000	\$ (689,000)

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Academic Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 53,877,000	\$ 16,743,000	\$ -	\$ -	\$ 70,620,000
	Sales & Services	\$ -	\$ 813,000	\$ -	\$ -	\$ 813,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 9,000	\$ 1,651,000	\$ 1,660,000
	Gifts & Investments	\$ -	\$ 342,000	\$ -	\$ 3,522,000	\$ 3,864,000
	Other Revenues	\$ -	\$ 386,000	\$ -	\$ -	\$ 386,000
Revenues Total		\$ 53,877,000	\$ 18,284,000	\$ 9,000	\$ 5,173,000	\$ 77,343,000
Expenses	Salaries and Wages	\$ 29,129,000	\$ 3,748,000	\$ 2,000	\$ 543,000	\$ 33,422,000
	Staff Benefits	\$ 11,717,000	\$ 1,492,000	\$ -	\$ 166,000	\$ 13,375,000
	Services, Supplies, Materials, & Equip.	\$ 10,120,000	\$ 6,321,000	\$ 7,000	\$ 1,065,000	\$ 17,513,000
	Scholarships & Fellowships	\$ 2,911,000	\$ 278,000	\$ -	\$ 3,428,000	\$ 6,617,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 53,877,000	\$ 11,839,000	\$ 9,000	\$ 5,202,000	\$ 70,927,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ 6,445,000	\$ -	\$ (29,000)	\$ 6,416,000
Student Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 6,340,000	\$ 12,208,000	\$ -	\$ -	\$ 18,548,000
	Sales & Services	\$ -	\$ 1,912,000	\$ -	\$ -	\$ 1,912,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ 10,000	\$ -	\$ 26,000	\$ 36,000
	Other Revenues	\$ -	\$ 492,000	\$ -	\$ -	\$ 492,000
Revenues Total		\$ 6,340,000	\$ 14,622,000	\$ -	\$ 26,000	\$ 20,988,000
Expenses	Salaries and Wages	\$ 3,755,000	\$ 5,651,000	\$ -	\$ 9,000	\$ 9,415,000
	Staff Benefits	\$ 1,088,000	\$ 3,085,000	\$ -	\$ -	\$ 4,173,000
	Services, Supplies, Materials, & Equip.	\$ 1,497,000	\$ 3,805,000	\$ -	\$ 66,000	\$ 5,368,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ 18,000	\$ 18,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 518,000	\$ -	\$ -	\$ 518,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 6,340,000	\$ 13,059,000	\$ -	\$ 93,000	\$ 19,492,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ 1,563,000	\$ -	\$ (67,000)	\$ 1,496,000

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Financial Aid		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 16,395,000	\$ 171,000	\$ -	\$ -	\$ 16,566,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 150,539,000	\$ 150,539,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 1,055,000	\$ 1,055,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 16,395,000	\$ 171,000	\$ -	\$ 151,594,000	\$ 168,160,000
Expenses	Salaries and Wages	\$ 1,516,000	\$ -	\$ -	\$ 1,137,000	\$ 2,653,000
	Staff Benefits	\$ 472,000	\$ 7,000	\$ -	\$ -	\$ 479,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 169,000	\$ -	\$ -	\$ 169,000
	Scholarships & Fellowships	\$ 14,407,000	\$ -	\$ -	\$ 155,558,000	\$ 169,965,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 16,395,000	\$ 176,000	\$ -	\$ 156,695,000	\$ 173,266,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ (5,000)	\$ -	\$ (5,101,000)	\$ (5,106,000)

Library		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 9,920,000	\$ 2,577,000	\$ -	\$ -	\$ 12,497,000
	Sales & Services	\$ -	\$ 29,000	\$ -	\$ -	\$ 29,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 3,000	\$ 114,000	\$ 117,000
	Gifts & Investments	\$ -	\$ 118,000	\$ -	\$ 94,000	\$ 212,000
	Other Revenues	\$ -	\$ 25,000	\$ -	\$ -	\$ 25,000
Revenues Total		\$ 9,920,000	\$ 2,749,000	\$ 3,000	\$ 208,000	\$ 12,880,000
Expenses	Salaries and Wages	\$ 5,758,000	\$ -	\$ -	\$ -	\$ 5,758,000
	Staff Benefits	\$ 1,987,000	\$ -	\$ -	\$ -	\$ 1,987,000
	Services, Supplies, Materials, & Equip.	\$ 2,176,000	\$ 2,577,000	\$ -	\$ 119,000	\$ 4,872,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ 11,000	\$ 11,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 9,921,000	\$ 2,577,000	\$ -	\$ 130,000	\$ 12,628,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ 172,000	\$ 3,000	\$ 78,000	\$ 253,000

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Sponsored Research		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 4,564,000	\$ 388,000	\$ -	\$ -	\$ 4,952,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 4,000	\$ 344,000	\$ 348,000
	Gifts & Investments	\$ -	\$ 175,000	\$ -	\$ -	\$ 175,000
	Other Revenues	\$ -	\$ 1,208,000	\$ -	\$ -	\$ 1,208,000
Revenues Total		\$ 4,564,000	\$ 1,771,000	\$ 4,000	\$ 344,000	\$ 6,683,000
Expenses	Salaries and Wages	\$ 2,968,000	\$ 513,000	\$ 44,000	\$ -	\$ 3,525,000
	Staff Benefits	\$ 908,000	\$ 203,000	\$ -	\$ -	\$ 1,111,000
	Services, Supplies, Materials, & Equip.	\$ 688,000	\$ 853,000	\$ -	\$ 404,000	\$ 1,945,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 115,000	\$ -	\$ -	\$ 115,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 4,564,000	\$ 1,684,000	\$ 44,000	\$ 404,000	\$ 6,696,000
Net Transfers		\$ -	\$ -	\$ -	\$ (24,000)	\$ (24,000)
Change in Fund Balance			\$ 87,000	\$ (40,000)	\$ (84,000)	\$ (37,000)
University Administration		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 9,526,000	\$ -	\$ -	\$ -	\$ 9,526,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ 162,000	\$ -	\$ -	\$ 162,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 9,526,000	\$ 162,000	\$ -	\$ -	\$ 9,688,000
Expenses	Salaries and Wages	\$ 5,709,000	\$ -	\$ -	\$ -	\$ 5,709,000
	Staff Benefits	\$ 1,563,000	\$ 37,000	\$ -	\$ -	\$ 1,600,000
	Services, Supplies, Materials, & Equip.	\$ 2,255,000	\$ 9,000	\$ -	\$ -	\$ 2,264,000
	Scholarships & Fellowships	\$ -	\$ 136,000	\$ -	\$ -	\$ 136,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 9,527,000	\$ 182,000	\$ -	\$ -	\$ 9,709,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ (20,000)	\$ -	\$ -	\$ (20,000)

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Business Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 9,485,000	\$ 750,000	\$ -	\$ -	\$ 10,235,000
	Sales & Services	\$ -	\$ 612,000	\$ -	\$ 167,000	\$ 779,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 19,000	\$ 19,000
	Other Revenues	\$ -	\$ 1,083,000	\$ -	\$ -	\$ 1,083,000
Revenues Total		\$ 9,485,000	\$ 2,445,000	\$ -	\$ 186,000	\$ 12,116,000
Expenses	Salaries and Wages	\$ 5,908,000	\$ 594,000	\$ -	\$ 69,000	\$ 6,571,000
	Staff Benefits	\$ 2,132,000	\$ 335,000	\$ -	\$ 59,000	\$ 2,526,000
	Services, Supplies, Materials, & Equip.	\$ 1,446,000	\$ 120,000	\$ -	\$ 3,000	\$ 1,569,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 9,486,000	\$ 1,049,000	\$ -	\$ 132,000	\$ 10,667,000
Net Transfers		\$ -	\$ 204,000	\$ -	\$ -	\$ 204,000
Change in Fund Balance			\$ 1,600,000	\$ -	\$ 54,000	\$ 1,654,000
Facilities		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 50,655,000	\$ 1,103,000	\$ -	\$ -	\$ 51,758,000
	Sales & Services	\$ -	\$ 22,409,000	\$ -	\$ -	\$ 22,409,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 106,000	\$ -	\$ -	\$ 106,000
Revenues Total		\$ 50,655,000	\$ 23,618,000	\$ -	\$ -	\$ 74,273,000
Expenses	Salaries and Wages	\$ 19,032,000	\$ 3,776,000	\$ -	\$ -	\$ 22,808,000
	Staff Benefits	\$ 6,668,000	\$ 3,540,000	\$ -	\$ -	\$ 10,208,000
	Services, Supplies, Materials, & Equip.	\$ 9,831,000	\$ 21,378,000	\$ -	\$ -	\$ 31,209,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ 15,125,000	\$ 79,000	\$ -	\$ -	\$ 15,204,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 50,656,000	\$ 28,773,000	\$ -	\$ -	\$ 79,429,000
Net Transfers		\$ -	\$ 84,000	\$ -	\$ -	\$ 84,000
Change in Fund Balance			\$ (5,071,000)	\$ -	\$ -	\$ (5,071,000)

**UNC Charlotte- Unit Breakout
FY 2023-24 All-Funds Budget**

Human Resources		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 4,109,000	\$ 30,000	\$ -	\$ -	\$ 4,139,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ 2,000	\$ -	\$ -	\$ 2,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 4,109,000	\$ 32,000	\$ -	\$ -	\$ 4,141,000
Expenses	Salaries and Wages	\$ 2,536,000	\$ 58,000	\$ -	\$ -	\$ 2,594,000
	Staff Benefits	\$ 944,000	\$ 27,000	\$ -	\$ -	\$ 971,000
	Services, Supplies, Materials, & Equip.	\$ 628,000	\$ 89,000	\$ -	\$ -	\$ 717,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 4,108,000	\$ 174,000	\$ -	\$ -	\$ 4,282,000
Net Transfers		\$ -	\$ 86,000	\$ -	\$ -	\$ 86,000
Change in Fund Balance			\$ (56,000)	\$ -	\$ -	\$ (56,000)
Information Technology		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 32,756,000	\$ 8,292,000	\$ -	\$ -	\$ 41,048,000
	Sales & Services	\$ -	\$ 2,273,000	\$ -	\$ -	\$ 2,273,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 270,000	\$ 270,000
	Gifts & Investments	\$ -	\$ 10,000	\$ -	\$ -	\$ 10,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 32,756,000	\$ 10,575,000	\$ -	\$ 270,000	\$ 43,601,000
Expenses	Salaries and Wages	\$ 23,268,000	\$ 437,000	\$ -	\$ -	\$ 23,705,000
	Staff Benefits	\$ 7,449,000	\$ 178,000	\$ -	\$ -	\$ 7,627,000
	Services, Supplies, Materials, & Equip.	\$ 2,039,000	\$ 13,433,000	\$ -	\$ 270,000	\$ 15,742,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 32,756,000	\$ 14,048,000	\$ -	\$ 270,000	\$ 47,074,000
Net Transfers		\$ -	\$ 1,571,000	\$ -	\$ -	\$ 1,571,000
Change in Fund Balance			\$ (1,902,000)	\$ -	\$ -	\$ (1,902,000)

**UNC Charlotte- Unit Breakout
FY 2023-24 All-Funds Budget**

Public Safety		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 8,941,000	\$ 1,169,000	\$ -	\$ -	\$ 10,110,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 8,941,000	\$ 1,169,000	\$ -	\$ -	\$ 10,110,000
Expenses	Salaries and Wages	\$ 5,609,000	\$ 921,000	\$ -	\$ -	\$ 6,530,000
	Staff Benefits	\$ 2,019,000	\$ 436,000	\$ -	\$ -	\$ 2,455,000
	Services, Supplies, Materials, & Equip.	\$ 1,312,000	\$ 1,000	\$ -	\$ -	\$ 1,313,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 8,940,000	\$ 1,358,000	\$ -	\$ -	\$ 10,298,000
Net Transfers		\$ -	\$ (377,000)	\$ -	\$ -	\$ (377,000)
Change in Fund Balance			\$ (566,000)	\$ -	\$ -	\$ (566,000)
Advancement		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 13,017,000	\$ 1,318,000	\$ -	\$ -	\$ 14,335,000
	Sales & Services	\$ -	\$ 479,000	\$ -	\$ -	\$ 479,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ 379,000	\$ -	\$ -	\$ 379,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 13,017,000	\$ 2,176,000	\$ -	\$ -	\$ 15,193,000
Expenses	Salaries and Wages	\$ 8,712,000	\$ 124,000	\$ -	\$ 5,000	\$ 8,841,000
	Staff Benefits	\$ 2,891,000	\$ 67,000	\$ -	\$ -	\$ 2,958,000
	Services, Supplies, Materials, & Equip.	\$ 1,414,000	\$ 1,975,000	\$ -	\$ -	\$ 3,389,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 13,017,000	\$ 2,166,000	\$ -	\$ 5,000	\$ 15,188,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ 10,000	\$ -	\$ (5,000)	\$ 5,000

**UNC Charlotte- Unit Breakout
FY 2023-24 All-Funds Budget**

Dining		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 29,137,000	\$ -	\$ -	\$ 29,137,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ 596,000	\$ -	\$ -	\$ 596,000
	Sales & Services	\$ -	\$ 31,163,000	\$ -	\$ -	\$ 31,163,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 902,000	\$ -	\$ -	\$ 902,000
Revenues Total		\$ -	\$ 32,661,000	\$ -	\$ -	\$ 32,661,000
Expenses	Salaries and Wages	\$ -	\$ 588,000	\$ -	\$ -	\$ 588,000
	Staff Benefits	\$ -	\$ 117,000	\$ -	\$ -	\$ 117,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 26,992,000	\$ -	\$ -	\$ 26,992,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 587,000	\$ -	\$ -	\$ 587,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ -	\$ 28,284,000	\$ -	\$ -	\$ 28,284,000
Net Transfers		\$ -	\$ (13,102,000)	\$ -	\$ -	\$ (13,102,000)
Change in Fund Balance			\$ (8,725,000)	\$ -	\$ -	\$ (8,725,000)
Ending Fund Balance			\$ 20,412,000	\$ -	\$ -	\$ 20,412,000
Housing		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 41,970,000	\$ -	\$ 8,000	\$ 41,978,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ -	\$ -	\$ -	\$ -
	Sales & Services	\$ -	\$ 56,131,000	\$ -	\$ -	\$ 56,131,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 150,000	\$ -	\$ -	\$ 150,000
Revenues Total		\$ -	\$ 56,281,000	\$ -	\$ -	\$ 56,281,000
Expenses	Salaries and Wages	\$ -	\$ 9,378,000	\$ -	\$ -	\$ 9,378,000
	Staff Benefits	\$ -	\$ 6,521,000	\$ -	\$ -	\$ 6,521,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 20,730,000	\$ -	\$ -	\$ 20,730,000
	Scholarships & Fellowships	\$ -	\$ 98,000	\$ -	\$ 20,000	\$ 118,000
	Debt Service	\$ -	\$ 22,219,000	\$ -	\$ -	\$ 22,219,000
	Utilities	\$ -	\$ 3,099,000	\$ -	\$ -	\$ 3,099,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ -	\$ 62,045,000	\$ -	\$ 20,000	\$ 62,065,000
Net Transfers		\$ -	\$ (775,000)	\$ -	\$ -	\$ (775,000)
Change in Fund Balance			\$ (6,539,000)	\$ -	\$ (20,000)	\$ (6,559,000)
Ending Fund Balance			\$ 35,431,000	\$ -	\$ (12,000)	\$ 35,419,000

**UNC Charlotte- Unit Breakout
FY 2023-24 All-Funds Budget**

Parking		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 21,037,000	\$ -	\$ -	\$ 21,037,000
Revenues	State Appropriation, Tuition, & Fees	\$ 1,225,000	\$ 4,620,000	\$ -	\$ -	\$ 5,845,000
	Sales & Services	\$ -	\$ 10,235,000	\$ -	\$ -	\$ 10,235,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 517,000	\$ -	\$ -	\$ 517,000
Revenues Total		\$ 1,225,000	\$ 15,372,000	\$ -	\$ -	\$ 16,597,000
Expenses	Salaries and Wages	\$ 412,000	\$ 1,898,000	\$ -	\$ -	\$ 2,310,000
	Staff Benefits	\$ 136,000	\$ 348,000	\$ -	\$ -	\$ 484,000
	Services, Supplies, Materials, & Equip.	\$ 678,000	\$ 5,724,000	\$ -	\$ -	\$ 6,402,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ 3,838,000	\$ -	\$ -	\$ 3,838,000
	Utilities	\$ -	\$ 206,000	\$ -	\$ -	\$ 206,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 1,226,000	\$ 12,014,000	\$ -	\$ -	\$ 13,240,000
Net Transfers		\$ -	\$ (3,501,000)	\$ -	\$ -	\$ (3,501,000)
Change in Fund Balance			\$ (143,000)	\$ -	\$ -	\$ (143,000)
Ending Fund Balance			\$ 20,894,000	\$ -	\$ -	\$ 20,893,000
Athletics		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 11,416,000	\$ -	\$ 10,000	\$ 11,426,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ 25,571,000	\$ -	\$ -	\$ 25,571,000
	Sales & Services	\$ -	\$ 10,015,000	\$ -	\$ -	\$ 10,015,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ 2,362,000	\$ -	\$ 90,000	\$ 2,452,000
	Other Revenues	\$ -	\$ 203,000	\$ -	\$ -	\$ 203,000
Revenues Total		\$ -	\$ 38,151,000	\$ -	\$ 90,000	\$ 38,241,000
Expenses	Salaries and Wages	\$ -	\$ 13,045,000	\$ -	\$ -	\$ 13,045,000
	Staff Benefits	\$ -	\$ 4,260,000	\$ -	\$ -	\$ 4,260,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 13,740,000	\$ -	\$ -	\$ 13,740,000
	Scholarships & Fellowships	\$ -	\$ 7,096,000	\$ -	\$ 90,000	\$ 7,186,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 545,000	\$ -	\$ -	\$ 545,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ -	\$ 38,686,000	\$ -	\$ 90,000	\$ 38,776,000
Net Transfers		\$ -	\$ (150,000)	\$ -	\$ -	\$ (150,000)
Change in Fund Balance			\$ (685,000)	\$ -	\$ -	\$ (685,000)
Ending Fund Balance			\$ 10,731,000	\$ -	\$ 10,000	\$ 10,741,000

**UNC Charlotte- Unit Breakout
FY 2023-24 All-Funds Budget**

Student Health		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 25,434,000	\$ 19,000	\$ 5,000	\$ 25,458,000
Revenues	State Appropriation, Tuition, & Fees	\$ 756,000	\$ 21,831,000	\$ -	\$ -	\$ 22,587,000
	Sales & Services	\$ -	\$ 139,000	\$ -	\$ 5,000	\$ 144,000
	Patient Services	\$ -	\$ 1,588,000	\$ -	\$ -	\$ 1,588,000
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 56,000	\$ 56,000
	Gifts & Investments	\$ -	\$ 14,000	\$ -	\$ 56,000	\$ 70,000
	Other Revenues	\$ -	\$ 13,000	\$ -	\$ -	\$ 13,000
Revenues Total		\$ 756,000	\$ 23,585,000	\$ -	\$ 117,000	\$ 24,458,000
Expenses	Salaries and Wages	\$ 407,000	\$ 9,811,000	\$ -	\$ 12,000	\$ 10,230,000
	Staff Benefits	\$ 194,000	\$ 4,977,000	\$ -	\$ 2,000	\$ 5,173,000
	Services, Supplies, Materials, & Equip.	\$ 154,000	\$ 16,662,000	\$ -	\$ 83,000	\$ 16,899,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ 10,000	\$ 10,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 422,000	\$ -	\$ -	\$ 422,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 755,000	\$ 31,872,000	\$ -	\$ 107,000	\$ 32,734,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ (8,287,000)	\$ -	\$ 10,000	\$ (8,277,000)
Ending Fund Balance			\$ 17,147,000	\$ 19,000	\$ 15,000	\$ 17,182,000
Other Auxiliaries		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,485,000.00	\$ 7,719,000	\$ -	\$ -	\$ 9,204,000
	Sales & Services	\$ -	\$ 2,447,000	\$ -	\$ 15,000	\$ 2,462,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 457,000	\$ -	\$ -	\$ 457,000
Revenues Total		\$ 1,485,000	\$ 10,623,000	\$ -	\$ 15,000	\$ 12,123,000
Expenses	Salaries and Wages	\$ 742,000	\$ 1,624,000	\$ -	\$ -	\$ 2,366,000
	Staff Benefits	\$ 293,000	\$ 348,000	\$ -	\$ -	\$ 641,000
	Services, Supplies, Materials, & Equip.	\$ 450,000	\$ 9,714,000	\$ -	\$ 45,000	\$ 10,209,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 7,000	\$ -	\$ -	\$ 7,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 1,485,000	\$ 11,693,000	\$ -	\$ 45,000	\$ 13,223,000
Net Transfers		\$ -	\$ (3,000,000)	\$ -	\$ -	\$ (3,000,000)
Change in Fund Balance			\$ (4,070,000)	\$ -	\$ (30,000)	\$ (4,100,000)

UNCG All Funds Budget Narrative

The 2023-24 All Funds Budget will support UNCG's strategic priorities and the UNC System Office goals.

Affordability and Efficiency

The 2023-24 All Funds Budget (AFB) continues UNCG's Path Forward to explore areas of innovation, reinvention, and operational efficiency to adjust to the structural enrollment and budget challenges faced by regional public universities like UNCG. A new task force has been established by the chancellor to identify and develop administrative recommendations to make the University more efficient and cost-effective and another task force to review the academic portfolio.

UNCG is deep into a significant capital campaign. Currently, this campaign has raised a total of \$158 million toward a goal of \$200 million. This will allow UNCG to provide more scholarships to students and increase endowments to respond to future needs of the university.

Student Transformation

We continue to modernize the enrollment management function. These improvements include the purchase of student tracking software, remote proctoring software, academic catalog management software, and a student success platform. New strategic initiatives include the use of an international agency for recruitment and enrollment, engaging a new vendor called Verto Education to assist in the growth of out of state enrollment, and further investment in the CHANCE (Campamento Hispano Abriendo Nuestro Camino a la Educación) summer program to support the increase enrollment of the Hispanic student demographic starting at the high school level.

Student success initiatives are designed to assist students earlier in the learning process to ensure success, retention and graduation. It requires collaboration from several areas. These initiatives include additional academic support programming such as reading a syllabus, time management strategies, study habits, test taking strategies, and introduction to the various academic support resources on campus. Many of these services will be targeted at high enrollment and high drop classes, withdrawal, and failure rates. Through more effective training, faculty can recognize the signs of a struggling student earlier and guide them to assistance quicker.

A strategic investment fund, from reallocated resources, has been established and will grow over time to address initiatives that will have a high return on investment. It is anticipated that these initiatives could be new academic programs, new student success initiatives, and enrollment management priorities. To support the increased Hispanic community recruitment initiatives, increase funding has been added to hire more bilingual positions in Admissions, Financial Aid, and Academic Advising.

eSports is a growing field of study in higher education. UNCG received an initial allocation of \$2.4 million to start this program back in FY2022. Pending general fund legislative changes include a potential \$1.5m recurring and \$7m non-recurring in the next biennium 2023-25. It is expected to draw new students in various fields of study including computer science, informatics and data analytics, business administration, etc.

Upgrading classroom equipment to include lecture capture equipment to facilitate a hybrid-flexible learning environment. This technology allows students to receive the same learning experience whether they are in-person or online.

To continue to invest in Canvas, UNCG's learning management system. It is the primary way in which faculty create and deliver content to students beyond the physical classroom.

The deployment of remote access technologies to support research for both graduate and undergraduate research. UNCG also plans to provide remote access to computer labs through the MyCloud service offerings.

Risk Management

Modernize IT infrastructure by moving core server infrastructure to the cloud, requiring multi-factor authentication, and deploying remote device management software.

Moving core servers to the cloud ensures availability when local network connectivity is lost, reduces IT costs, provides better business continuity, provides access to automatic updates, back-ups can be dispersed geographically, provides scalability, and provides high speed access to data.

UNCG has implemented multi-factor authentication to help minimize cyber risk. This requires at least two different methods of authentication before someone can log into the computer system. This minimizes the risk of unauthorized use of the computer network.

UNCG has upgraded our emergency management facilities, with HERRF investments to better respond to future emergencies.

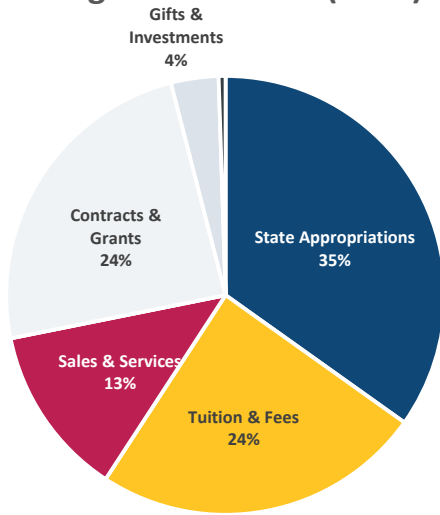
The UNC System Office increased the security fee last year. This will continue to provide salary increases to campus police officers to reduce turnover, Title IX, emergency management, and Student Health Services.

Strategy to Address Budget Constraints

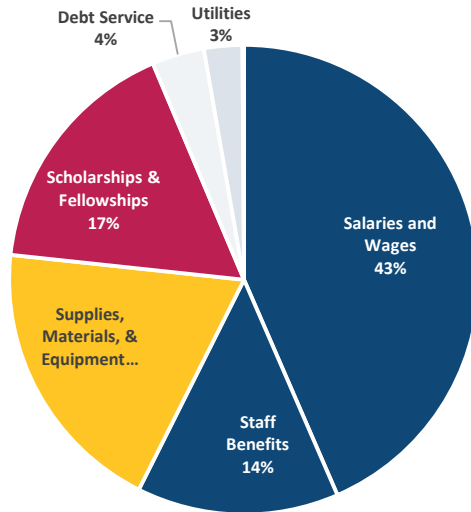
UNCG has a three-pronged approach to addressing its budget situation.

- First UNCG is seeking relief from current state personnel regulations to begin right sizing our workforce consistent with our enrollment. Key to this strategy is the early retirement incentive under consideration FY 24. This is UNCG's highest priority as we work towards aligning declining revenues with fixed expenses that based on current state regulations disallow easy adjustment.
- Second, UNCG has cut departmental operating budgets 2% in FY23 and 4% in FY2024.
- Third, UNCG will work closely with the system office on implementing the new workload policy to assure that we are as efficient and productive as possible under the new guidelines.

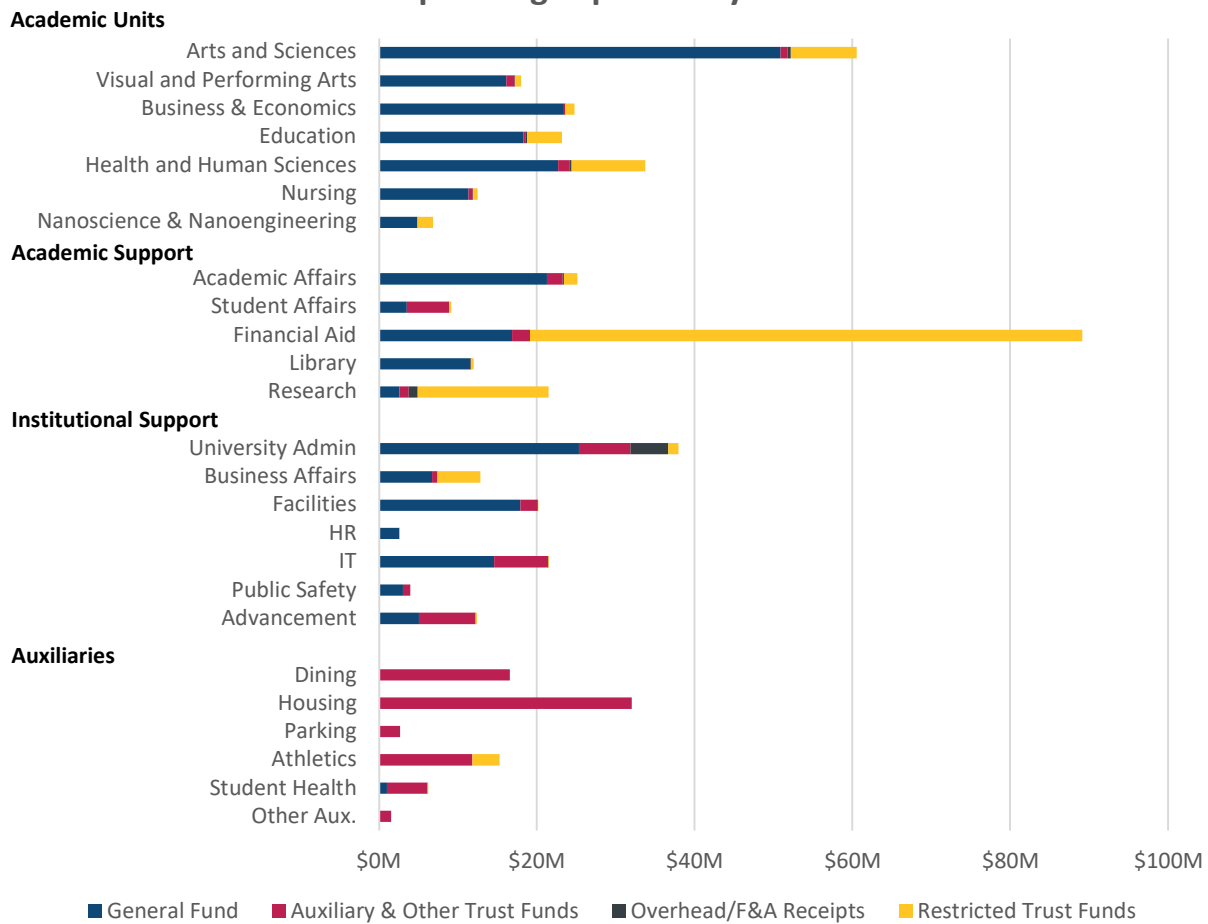
Budgeted Revenue (FY24)



Budgeted Expenses (FY24)



Operating Expenses by Unit



UNC Greensboro
FY 2023-24 All-Funds Budget

		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriations	\$ 181,509,000	\$ -	\$ -	\$ -	\$ 181,509,000
	Tuition & Fees	\$ 92,000,000	\$ 34,825,000	\$ -	\$ -	\$ 126,825,000
	<i>Less Discounts and Allowances</i>	\$ (10,050,000)	\$ (3,138,000)	\$ -	\$ (46,949,000)	\$ (60,137,000)
	Sales & Services	\$ 89,000	\$ 64,614,000	\$ -	\$ 1,182,000	\$ 65,885,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ 132,000	\$ 2,086,000	\$ 8,062,000	\$ 115,403,000	\$ 125,683,000
	Gifts & Investments	\$ -	\$ 8,400,000	\$ -	\$ 9,874,000	\$ 18,274,000
	Other Revenues	\$ 13,000	\$ 2,422,000	\$ -	\$ 195,000	\$ 2,630,000
Revenues Total		\$ 263,693,000	\$ 109,209,000	\$ 8,062,000	\$ 79,705,000	\$ 460,669,000
Expenses	Salaries and Wages	\$ 175,741,000	\$ 31,304,000	\$ 1,169,000	\$ 22,220,000	\$ 230,434,000
	Staff Benefits	\$ 56,507,000	\$ 10,453,000	\$ 338,000	\$ 6,418,000	\$ 73,716,000
	Services, Supplies, Materials, & Equip.	\$ 33,063,000	\$ 38,729,000	\$ 5,769,000	\$ 24,673,000	\$ 102,234,000
	Scholarships & Fellowships	\$ 15,029,000	\$ 2,112,000	\$ -	\$ 72,789,000	\$ 89,930,000
	<i>Less Discounts and Allowances</i>	\$ (10,050,000)	\$ (3,138,000)	\$ -	\$ (46,949,000)	\$ (60,137,000)
	Debt Service	\$ -	\$ 19,027,000	\$ -	\$ -	\$ 19,027,000
	Utilities	\$ 10,154,000	\$ 3,914,000	\$ -	\$ 2,000	\$ 14,070,000
	Other Expenses	\$ -	\$ 524,000	\$ -	\$ -	\$ 524,000
Expenses Total		\$ 280,444,000	\$ 102,925,000	\$ 7,276,000	\$ 79,153,000	\$ 469,798,000
Net Transfers		\$ 6,605,000	\$ (11,416,000)	\$ 903,000	\$ 3,115,000	\$ (793,000)
Change in Fund Balance			\$ (5,132,000)	\$ 1,689,000	\$ 3,667,000	\$ 224,000

**UNC Greensboro- Unit Breakout
FY 2023-24 All-Funds Budget**

College of Arts and Sciences		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 50,892,000	\$ 422,000	\$ -	\$ -	\$ 51,314,000
	Sales & Services	\$ -	\$ 403,000	\$ -	\$ 23,000	\$ 426,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 8,376,000	\$ 8,376,000
	Gifts & Investments	\$ -	\$ 229,000	\$ -	\$ 429,000	\$ 658,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 50,892,000	\$ 1,054,000	\$ -	\$ 8,828,000	\$ 60,774,000
Expenses	Salaries and Wages	\$ 37,920,000	\$ 255,000	\$ 115,000	\$ 3,443,000	\$ 41,733,000
	Staff Benefits	\$ 12,200,000	\$ 14,000	\$ 15,000	\$ 773,000	\$ 13,002,000
	Services, Supplies, Materials, & Equip.	\$ 772,000	\$ 625,000	\$ 309,000	\$ 4,132,000	\$ 5,838,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 50,892,000	\$ 894,000	\$ 439,000	\$ 8,348,000	\$ 60,573,000
Net Transfers		\$ -	\$ (241,000)	\$ 605,000	\$ -	\$ 364,000
Change in Fund Balance			\$ (81,000)	\$ 166,000	\$ 480,000	\$ 565,000
College of Visual and Performing Arts		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 16,133,000	\$ 682,000	\$ -	\$ -	\$ 16,815,000
	Sales & Services	\$ -	\$ 1,235,000	\$ -	\$ 62,000	\$ 1,297,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 27,000	\$ 27,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 503,000	\$ 503,000
	Other Revenues	\$ -	\$ 5,000	\$ -	\$ -	\$ 5,000
Revenues Total		\$ 16,133,000	\$ 1,922,000	\$ -	\$ 592,000	\$ 18,647,000
Expenses	Salaries and Wages	\$ 11,986,000	\$ 388,000	\$ 9,000	\$ 250,000	\$ 12,633,000
	Staff Benefits	\$ 3,863,000	\$ 77,000	\$ 3,000	\$ 48,000	\$ 3,991,000
	Services, Supplies, Materials, & Equip.	\$ 284,000	\$ 615,000	\$ 41,000	\$ 460,000	\$ 1,400,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 16,133,000	\$ 1,080,000	\$ 53,000	\$ 758,000	\$ 18,024,000
Net Transfers		\$ -	\$ (279,000)	\$ 65,000	\$ -	\$ (214,000)
Change in Fund Balance			\$ 563,000	\$ 12,000	\$ (166,000)	\$ 409,000

**UNC Greensboro- Unit Breakout
FY 2023-24 All-Funds Budget**

School of Business & Economics		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 23,432,000	\$ 25,000	\$ -	\$ -	\$ 23,457,000
	Sales & Services	\$ -	\$ 23,000	\$ -	\$ 85,000	\$ 108,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 704,000	\$ 704,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 498,000	\$ 498,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 23,432,000	\$ 48,000	\$ -	\$ 1,287,000	\$ 24,767,000
Expenses	Salaries and Wages	\$ 17,217,000	\$ 50,000	\$ -	\$ 728,000	\$ 17,995,000
	Staff Benefits	\$ 5,548,000	\$ 9,000	\$ -	\$ 177,000	\$ 5,734,000
	Services, Supplies, Materials, & Equip.	\$ 667,000	\$ 109,000	\$ 20,000	\$ 278,000	\$ 1,074,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 23,432,000	\$ 168,000	\$ 20,000	\$ 1,183,000	\$ 24,803,000
Net Transfers		\$ -	\$ 10,000	\$ 20,000	\$ 27,000	\$ 57,000
Change in Fund Balance			\$ (110,000)	\$ -	\$ 131,000	\$ 21,000

School of Education		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 18,285,000	\$ 199,000	\$ -	\$ -	\$ 18,484,000
	Sales & Services	\$ -	\$ 96,000	\$ -	\$ 557,000	\$ 653,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 4,693,000	\$ 4,693,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 332,000	\$ 332,000
	Other Revenues	\$ -	\$ 18,000	\$ -	\$ 1,000	\$ 19,000
Revenues Total		\$ 18,285,000	\$ 313,000	\$ -	\$ 5,583,000	\$ 24,181,000
Expenses	Salaries and Wages	\$ 13,336,000	\$ 76,000	\$ 96,000	\$ 2,238,000	\$ 15,746,000
	Staff Benefits	\$ 4,298,000	\$ 12,000	\$ 24,000	\$ 569,000	\$ 4,903,000
	Services, Supplies, Materials, & Equip.	\$ 651,000	\$ 236,000	\$ 40,000	\$ 1,644,000	\$ 2,571,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 18,285,000	\$ 324,000	\$ 160,000	\$ 4,451,000	\$ 23,220,000
Net Transfers		\$ -	\$ 189,000	\$ 153,000	\$ -	\$ 342,000
Change in Fund Balance			\$ 178,000	\$ (7,000)	\$ 1,132,000	\$ 1,303,000

**UNC Greensboro- Unit Breakout
FY 2023-24 All-Funds Budget**

School of Health and Human Sciences		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 22,725,000	\$ 75,000	\$ -	\$ -	\$ 22,800,000
	Sales & Services	\$ -	\$ 1,473,000	\$ -	\$ 57,000	\$ 1,530,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 9,076,000	\$ 9,076,000
	Gifts & Investments	\$ -	\$ 1,000	\$ -	\$ 354,000	\$ 355,000
	Other Revenues	\$ -	\$ 18,000	\$ -	\$ 4,000	\$ 22,000
Revenues Total		\$ 22,725,000	\$ 1,567,000	\$ -	\$ 9,491,000	\$ 33,783,000
Expenses	Salaries and Wages	\$ 16,404,000	\$ 786,000	\$ 148,000	\$ 4,562,000	\$ 21,900,000
	Staff Benefits	\$ 5,287,000	\$ 242,000	\$ 19,000	\$ 1,648,000	\$ 7,196,000
	Services, Supplies, Materials, & Equip.	\$ 1,034,000	\$ 388,000	\$ 113,000	\$ 2,636,000	\$ 4,171,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 22,725,000	\$ 1,416,000	\$ 280,000	\$ 9,346,000	\$ 33,767,000
Net Transfers		\$ -	\$ 20,000	\$ 332,000	\$ -	\$ 352,000
Change in Fund Balance			\$ 171,000	\$ 52,000	\$ 145,000	\$ 368,000
School of Nursing		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 11,374,000	\$ 539,000	\$ -	\$ -	\$ 11,913,000
	Sales & Services	\$ -	\$ 60,000	\$ -	\$ -	\$ 60,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 826,000	\$ 826,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 259,000	\$ 259,000
	Other Revenues	\$ -	\$ -	\$ -	\$ 3,000	\$ 3,000
Revenues Total		\$ 11,374,000	\$ 599,000	\$ -	\$ 1,088,000	\$ 13,061,000
Expenses	Salaries and Wages	\$ 7,267,000	\$ 274,000	\$ 13,000	\$ 386,000	\$ 7,940,000
	Staff Benefits	\$ 2,341,000	\$ 83,000	\$ -	\$ 105,000	\$ 2,529,000
	Services, Supplies, Materials, & Equip.	\$ 1,766,000	\$ 136,000	\$ 28,000	\$ 93,000	\$ 2,023,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 11,374,000	\$ 493,000	\$ 41,000	\$ 584,000	\$ 12,492,000
Net Transfers		\$ -	\$ (592,000)	\$ 75,000	\$ -	\$ (517,000)
Change in Fund Balance			\$ (486,000)	\$ 34,000	\$ 504,000	\$ 52,000

**UNC Greensboro- Unit Breakout
FY 2023-24 All-Funds Budget**

Joint School Nanoscience & Nanoengineering		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 4,809,000	\$ -	\$ -	\$ -	\$ 4,809,000
	Sales & Services	\$ -	\$ 63,000	\$ -	\$ -	\$ 63,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ 5,000	\$ -	\$ 2,011,000	\$ 2,016,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 4,000	\$ 4,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 4,809,000	\$ 68,000	\$ -	\$ 2,015,000	\$ 6,892,000
Expenses	Salaries and Wages	\$ 2,847,000	\$ -	\$ 19,000	\$ 645,000	\$ 3,511,000
	Staff Benefits	\$ 918,000	\$ 3,000	\$ 8,000	\$ 81,000	\$ 1,010,000
	Services, Supplies, Materials, & Equip.	\$ 1,044,000	\$ 26,000	\$ 18,000	\$ 1,240,000	\$ 2,328,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 4,809,000	\$ 29,000	\$ 45,000	\$ 1,966,000	\$ 6,849,000
Net Transfers		\$ -	\$ -	\$ 209,000	\$ -	\$ 209,000
Change in Fund Balance			\$ 39,000	\$ 164,000	\$ 49,000	\$ 252,000

**UNC Greensboro- Unit Breakout
FY 2023-24 All-Funds Budget**

Academic Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 21,279,000	\$ 3,110,000	\$ -	\$ -	\$ 24,389,000
	Sales & Services	\$ -	\$ 140,000	\$ -	\$ 1,000	\$ 141,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 765,000	\$ 765,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 1,279,000	\$ 1,279,000
	Other Revenues	\$ -	\$ 469,000	\$ -	\$ 17,000	\$ 486,000
Revenues Total		\$ 21,279,000	\$ 3,719,000	\$ -	\$ 2,062,000	\$ 27,060,000
Expenses	Salaries and Wages	\$ 12,499,000	\$ 789,000	\$ 107,000	\$ 873,000	\$ 14,268,000
	Staff Benefits	\$ 4,028,000	\$ 292,000	\$ 24,000	\$ 226,000	\$ 4,570,000
	Services, Supplies, Materials, & Equip.	\$ 4,752,000	\$ 935,000	\$ 27,000	\$ 603,000	\$ 6,317,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 21,279,000	\$ 2,016,000	\$ 158,000	\$ 1,702,000	\$ 25,155,000
Net Transfers		\$ -	\$ 1,271,000	\$ 821,000	\$ -	\$ 2,092,000
Change in Fund Balance			\$ 2,974,000	\$ 663,000	\$ 360,000	\$ 3,997,000
Student Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 3,524,000	\$ 4,828,000	\$ -	\$ -	\$ 8,352,000
	Sales & Services	\$ -	\$ 437,000	\$ -	\$ -	\$ 437,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 136,000	\$ 136,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 129,000	\$ 129,000
	Other Revenues	\$ -	\$ 41,000	\$ -	\$ -	\$ 41,000
Revenues Total		\$ 3,524,000	\$ 5,306,000	\$ -	\$ 265,000	\$ 9,095,000
Expenses	Salaries and Wages	\$ 2,376,000	\$ 3,249,000	\$ -	\$ 101,000	\$ 5,726,000
	Staff Benefits	\$ 766,000	\$ 869,000	\$ -	\$ 1,000	\$ 1,636,000
	Services, Supplies, Materials, & Equip.	\$ 374,000	\$ 1,247,000	\$ -	\$ 189,000	\$ 1,810,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ 8,000	\$ -	\$ -	\$ -	\$ 8,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 3,524,000	\$ 5,365,000	\$ -	\$ 291,000	\$ 9,180,000
Net Transfers		\$ -	\$ 323,000	\$ -	\$ -	\$ 323,000
Change in Fund Balance			\$ 264,000	\$ -	\$ (26,000)	\$ 238,000

**UNC Greensboro- Unit Breakout
FY 2023-24 All-Funds Budget**

Financial Aid		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 16,742,000	\$ -	\$ -	\$ -	\$ 16,742,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ 130,000	\$ 2,062,000	\$ -	\$ 62,829,000	\$ 65,021,000
	Gifts & Investments	\$ -	\$ 24,000	\$ -	\$ 3,440,000	\$ 3,464,000
	Other Revenues	\$ -	\$ -	\$ -	\$ 32,000	\$ 32,000
Revenues Total		\$ 16,872,000	\$ 2,086,000	\$ -	\$ 66,301,000	\$ 85,259,000
Expenses	Salaries and Wages	\$ 1,165,000	\$ 190,000	\$ -	\$ 190,000	\$ 1,545,000
	Staff Benefits	\$ 375,000	\$ -	\$ -	\$ -	\$ 375,000
	Services, Supplies, Materials, & Equip.	\$ 303,000	\$ 1,000	\$ -	\$ 117,000	\$ 421,000
	Scholarships & Fellowships	\$ 15,029,000	\$ 2,062,000	\$ -	\$ 69,724,000	\$ 86,815,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 16,872,000	\$ 2,253,000	\$ -	\$ 70,031,000	\$ 89,156,000
Net Transfers		\$ -	\$ 6,962,000	\$ -	\$ 4,000,000	\$ 10,962,000
Change in Fund Balance			\$ 6,795,000	\$ -	\$ 270,000	\$ 7,065,000
Library		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 11,625,000	\$ -	\$ -	\$ -	\$ 11,625,000
	Sales & Services	\$ -	\$ -	\$ -	\$ 2,000	\$ 2,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 1,090,000	\$ 1,090,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 11,625,000	\$ -	\$ -	\$ 1,342,000	\$ 12,967,000
Expenses	Salaries and Wages	\$ 4,883,000	\$ 1,000	\$ -	\$ 84,000	\$ 4,968,000
	Staff Benefits	\$ 1,574,000	\$ -	\$ -	\$ 37,000	\$ 1,611,000
	Services, Supplies, Materials, & Equip.	\$ 5,168,000	\$ 13,000	\$ 19,000	\$ 244,000	\$ 5,444,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 11,625,000	\$ 14,000	\$ 19,000	\$ 365,000	\$ 12,023,000
Net Transfers		\$ -	\$ -	\$ 20,000	\$ -	\$ 20,000
Change in Fund Balance			\$ (14,000)	\$ 1,000	\$ 977,000	\$ 964,000

**UNC Greensboro- Unit Breakout
FY 2023-24 All-Funds Budget**

Sponsored Research		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,598,000	\$ 97,000	\$ -	\$ -	\$ 2,695,000
	Sales & Services	\$ -	\$ 661,000	\$ -	\$ 50,000	\$ 711,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ 19,000	\$ -	\$ 16,458,000	\$ 16,477,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 25,000	\$ 25,000
	Other Revenues	\$ -	\$ 392,000	\$ -	\$ 52,000	\$ 444,000
Revenues Total		\$ 2,598,000	\$ 1,169,000	\$ -	\$ 16,585,000	\$ 20,352,000
Expenses	Salaries and Wages	\$ 1,284,000	\$ 339,000	\$ 655,000	\$ 7,172,000	\$ 9,450,000
	Staff Benefits	\$ 414,000	\$ 117,000	\$ 242,000	\$ 2,471,000	\$ 3,244,000
	Services, Supplies, Materials, & Equip.	\$ 900,000	\$ 704,000	\$ 262,000	\$ 6,930,000	\$ 8,796,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ 2,000	\$ 2,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 2,598,000	\$ 1,160,000	\$ 1,159,000	\$ 16,575,000	\$ 21,492,000
Net Transfers		\$ -	\$ (2,081,000)	\$ (1,584,000)	\$ -	\$ (3,665,000)
Change in Fund Balance			\$ (2,072,000)	\$ (2,743,000)	\$ 10,000	\$ (4,805,000)
University Administration		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 18,660,000	\$ 97,000	\$ -	\$ -	\$ 18,757,000
	Sales & Services	\$ 89,000	\$ 30,000	\$ -	\$ -	\$ 119,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ 2,000	\$ -	\$ 8,062,000	\$ 9,133,000	\$ 17,197,000
	Gifts & Investments	\$ -	\$ 1,047,000	\$ -	\$ 137,000	\$ 1,184,000
	Other Revenues	\$ 13,000	\$ 366,000	\$ -	\$ 13,000	\$ 392,000
Revenues Total		\$ 18,764,000	\$ 1,540,000	\$ 8,062,000	\$ 9,283,000	\$ 37,649,000
Expenses	Salaries and Wages	\$ 13,310,000	\$ 1,190,000	\$ -	\$ 1,103,000	\$ 15,603,000
	Staff Benefits	\$ 4,289,000	\$ -	\$ -	\$ 123,000	\$ 4,412,000
	Services, Supplies, Materials, & Equip.	\$ 7,770,000	\$ 5,309,000	\$ 4,800,000	\$ 78,000	\$ 17,957,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 25,369,000	\$ 6,499,000	\$ 4,800,000	\$ 1,304,000	\$ 37,972,000
Net Transfers		\$ 6,605,000	\$ (3,406,000)	\$ -	\$ (1,069,000)	\$ 2,130,000
Change in Fund Balance			\$ (8,365,000)	\$ 3,262,000	\$ 6,910,000	\$ 1,807,000

**UNC Greensboro- Unit Breakout
FY 2023-24 All-Funds Budget**

Business Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 6,712,000	\$ 604,000	\$ -	\$ -	\$ 7,316,000
	Sales & Services	\$ -	\$ 228,000	\$ -	\$ 6,000	\$ 234,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ 19,000	\$ -	\$ 79,000	\$ 98,000
	Other Revenues	\$ -	\$ 628,000	\$ -	\$ 18,000	\$ 646,000
Revenues Total		\$ 6,712,000	\$ 1,479,000	\$ -	\$ 103,000	\$ 8,294,000
Expenses	Salaries and Wages	\$ 4,724,000	\$ 207,000	\$ -	\$ 253,000	\$ 5,184,000
	Staff Benefits	\$ 1,522,000	\$ 98,000	\$ -	\$ 42,000	\$ 1,662,000
	Services, Supplies, Materials, & Equip.	\$ 466,000	\$ 357,000	\$ 29,000	\$ 5,145,000	\$ 5,997,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 6,712,000	\$ 662,000	\$ 29,000	\$ 5,440,000	\$ 12,843,000
Net Transfers		\$ -	\$ (1,218,000)	\$ 115,000	\$ (2,198,000)	\$ (3,301,000)
Change in Fund Balance			\$ (401,000)	\$ 86,000	\$ (7,535,000)	\$ (7,850,000)
Facilities		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 17,918,000	\$ 2,408,000	\$ -	\$ -	\$ 20,326,000
	Sales & Services	\$ -	\$ 21,000	\$ -	\$ -	\$ 21,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000
	Other Revenues	\$ -	\$ 8,000	\$ -	\$ -	\$ 8,000
Revenues Total		\$ 17,918,000	\$ 2,437,000	\$ -	\$ 1,000	\$ 20,356,000
Expenses	Salaries and Wages	\$ 10,691,000	\$ 1,037,000	\$ 7,000	\$ -	\$ 11,735,000
	Staff Benefits	\$ 3,445,000	\$ 511,000	\$ 3,000	\$ -	\$ 3,959,000
	Services, Supplies, Materials, & Equip.	\$ 3,782,000	\$ 668,000	\$ 33,000	\$ 1,000	\$ 4,484,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 17,918,000	\$ 2,216,000	\$ 43,000	\$ 1,000	\$ 20,178,000
Net Transfers		\$ -	\$ (276,000)	\$ 64,000	\$ (1,000)	\$ (213,000)
Change in Fund Balance			\$ (55,000)	\$ 21,000	\$ (1,000)	\$ (35,000)

**UNC Greensboro- Unit Breakout
FY 2023-24 All-Funds Budget**

Human Resources		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,558,000	\$ -	\$ -	\$ -	\$ 2,558,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 2,558,000	\$ -	\$ -	\$ -	\$ 2,558,000
Expenses	Salaries and Wages	\$ 1,841,000	\$ 13,000	\$ -	\$ -	\$ 1,854,000
	Staff Benefits	\$ 593,000	\$ 7,000	\$ -	\$ 3,000	\$ 603,000
	Services, Supplies, Materials, & Equip.	\$ 124,000	\$ -	\$ -	\$ -	\$ 124,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 2,558,000	\$ 20,000	\$ -	\$ 3,000	\$ 2,581,000
Net Transfers		\$ -	\$ 20,000	\$ -	\$ 3,000	\$ 23,000
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -
Information Technology		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 14,593,000	\$ 6,046,000	\$ -	\$ -	\$ 20,639,000
	Sales & Services	\$ -	\$ 773,000	\$ -	\$ -	\$ 773,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 31,000	\$ 31,000
	Gifts & Investments	\$ -	\$ 5,000	\$ -	\$ 1,000	\$ 6,000
	Other Revenues	\$ -	\$ 48,000	\$ -	\$ -	\$ 48,000
Revenues Total		\$ 14,593,000	\$ 6,872,000	\$ -	\$ 32,000	\$ 21,497,000
Expenses	Salaries and Wages	\$ 9,383,000	\$ 4,576,000	\$ -	\$ 37,000	\$ 13,996,000
	Staff Benefits	\$ 3,024,000	\$ 1,558,000	\$ -	\$ 7,000	\$ 4,589,000
	Services, Supplies, Materials, & Equip.	\$ 2,186,000	\$ 717,000	\$ 30,000	\$ 6,000	\$ 2,939,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 14,593,000	\$ 6,851,000	\$ 30,000	\$ 50,000	\$ 21,524,000
Net Transfers		\$ -	\$ -	\$ 8,000	\$ -	\$ 8,000
Change in Fund Balance			\$ 21,000	\$ (22,000)	\$ (18,000)	\$ (19,000)

**UNC Greensboro- Unit Breakout
FY 2023-24 All-Funds Budget**

Public Safety		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 3,030,000	\$ 630,000	\$ -	\$ -	\$ 3,660,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 165,000	\$ -	\$ 5,000	\$ 170,000
Revenues Total		\$ 3,030,000	\$ 795,000	\$ -	\$ 5,000	\$ 3,830,000
Expenses	Salaries and Wages	\$ 2,138,000	\$ 571,000	\$ -	\$ -	\$ 2,709,000
	Staff Benefits	\$ 689,000	\$ 261,000	\$ -	\$ -	\$ 950,000
	Services, Supplies, Materials, & Equip.	\$ 203,000	\$ 126,000	\$ -	\$ -	\$ 329,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 3,030,000	\$ 958,000	\$ -	\$ -	\$ 3,988,000
Net Transfers		\$ -	\$ 170,000	\$ -	\$ -	\$ 170,000
Change in Fund Balance			\$ 7,000	\$ -	\$ 5,000	\$ 12,000
Advancement		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 5,054,000	\$ -	\$ -	\$ -	\$ 5,054,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ 6,948,000	\$ -	\$ 121,000	\$ 7,069,000
	Other Revenues	\$ -	\$ 37,000	\$ -	\$ 33,000	\$ 70,000
Revenues Total		\$ 5,054,000	\$ 6,985,000	\$ -	\$ 154,000	\$ 12,193,000
Expenses	Salaries and Wages	\$ 3,605,000	\$ 1,754,000	\$ -	\$ -	\$ 5,359,000
	Staff Benefits	\$ 1,162,000	\$ 531,000	\$ -	\$ -	\$ 1,693,000
	Services, Supplies, Materials, & Equip.	\$ 287,000	\$ 4,921,000	\$ -	\$ 147,000	\$ 5,355,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 5,054,000	\$ 7,206,000	\$ -	\$ 147,000	\$ 12,407,000
Net Transfers		\$ -	\$ (2,421,000)	\$ -	\$ (6,000)	\$ (2,427,000)
Change in Fund Balance			\$ (2,642,000)	\$ -	\$ 1,000	\$ (2,641,000)

**UNC Greensboro- Unit Breakout
FY 2023-24 All-Funds Budget**

Dining		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 6,646,000	\$ -	\$ -	\$ 6,646,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ -	\$ -	\$ -	\$ -
	Sales & Services	\$ -	\$ 17,126,000	\$ -	\$ -	\$ 17,126,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ 21,000	\$ -	\$ -	\$ 21,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ -	\$ 17,147,000	\$ -	\$ -	\$ 17,147,000
Expenses	Salaries and Wages	\$ -	\$ 281,000	\$ -	\$ -	\$ 281,000
	Staff Benefits	\$ -	\$ 124,000	\$ -	\$ -	\$ 124,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 13,634,000	\$ -	\$ -	\$ 13,634,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ 2,000,000	\$ -	\$ -	\$ 2,000,000
	Utilities	\$ -	\$ 539,000	\$ -	\$ -	\$ 539,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ -	\$ 16,578,000	\$ -	\$ -	\$ 16,578,000
Net Transfers		\$ -	\$ (476,000)	\$ -	\$ -	\$ (476,000)
Change in Fund Balance			\$ 93,000	\$ -	\$ -	\$ 93,000
Ending Fund Balance			\$ 6,739,000	\$ -	\$ -	\$ 6,739,000
Housing		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 9,885,000	\$ -	\$ 10,000	\$ 9,895,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ -	\$ -	\$ -	\$ -
	Sales & Services	\$ -	\$ 37,178,000	\$ -	\$ -	\$ 37,178,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ 15,000	\$ -	\$ 4,000	\$ 19,000
	Other Revenues	\$ -	\$ 859,000	\$ -	\$ -	\$ 859,000
Revenues Total		\$ -	\$ 38,052,000	\$ -	\$ 4,000	\$ 38,056,000
Expenses	Salaries and Wages	\$ -	\$ 6,625,000	\$ -	\$ -	\$ 6,625,000
	Staff Benefits	\$ -	\$ 2,421,000	\$ -	\$ -	\$ 2,421,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 3,463,000	\$ -	\$ -	\$ 3,463,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ 16,029,000	\$ -	\$ -	\$ 16,029,000
	Utilities	\$ -	\$ 3,200,000	\$ -	\$ -	\$ 3,200,000
	Other Expenses	\$ -	\$ 326,000	\$ -	\$ -	\$ 326,000
Expenses Total		\$ -	\$ 32,064,000	\$ -	\$ -	\$ 32,064,000
Net Transfers		\$ -	\$ (8,837,000)	\$ -	\$ (2,000)	\$ (8,839,000)
Change in Fund Balance			\$ (2,849,000)	\$ -	\$ 2,000	\$ (2,847,000)
Ending Fund Balance			\$ 7,036,000	\$ -	\$ 12,000	\$ 7,048,000

**UNC Greensboro- Unit Breakout
FY 2023-24 All-Funds Budget**

Parking		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 5,815,000	\$ -	\$ -	\$ 5,815,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ -	\$ -	\$ -	\$ -
	Sales & Services	\$ -	\$ 3,760,000	\$ -	\$ -	\$ 3,760,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ 79,000	\$ -	\$ -	\$ 79,000
	Other Revenues	\$ -	\$ 56,000	\$ -	\$ -	\$ 56,000
Revenues Total		\$ -	\$ 3,895,000	\$ -	\$ -	\$ 3,895,000
Expenses	Salaries and Wages	\$ -	\$ 794,000	\$ -	\$ -	\$ 794,000
	Staff Benefits	\$ -	\$ 331,000	\$ -	\$ -	\$ 331,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 457,000	\$ -	\$ -	\$ 457,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ 998,000	\$ -	\$ -	\$ 998,000
	Utilities	\$ -	\$ 80,000	\$ -	\$ -	\$ 80,000
	Other Expenses	\$ -	\$ 11,000	\$ -	\$ -	\$ 11,000
Expenses Total		\$ -	\$ 2,671,000	\$ -	\$ -	\$ 2,671,000
Net Transfers		\$ -	\$ (1,312,000)	\$ -	\$ -	\$ (1,312,000)
Change in Fund Balance			\$ (88,000)	\$ -	\$ -	\$ (88,000)
Ending Fund Balance			\$ 5,727,000	\$ -	\$ -	\$ 5,727,000
Athletics		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 800,000	\$ -	\$ 2,000,000	\$ 2,800,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ 10,174,000	\$ -	\$ -	\$ 10,174,000
	Sales & Services	\$ -	\$ 608,000	\$ -	\$ 339,000	\$ 947,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ 1,000	\$ -	\$ 1,180,000	\$ 1,181,000
	Other Revenues	\$ -	\$ 19,000	\$ -	\$ 16,000	\$ 35,000
Revenues Total		\$ -	\$ 10,802,000	\$ -	\$ 1,535,000	\$ 12,337,000
Expenses	Salaries and Wages	\$ -	\$ 4,485,000	\$ -	\$ 133,000	\$ 4,618,000
	Staff Benefits	\$ -	\$ 1,481,000	\$ -	\$ 106,000	\$ 1,587,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 3,071,000	\$ -	\$ 673,000	\$ 3,744,000
	Scholarships & Fellowships	\$ -	\$ 2,565,000	\$ -	\$ 2,565,000	\$ 5,130,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ 220,000	\$ -	\$ -	\$ 220,000
Expenses Total		\$ -	\$ 11,822,000	\$ -	\$ 3,477,000	\$ 15,299,000
Net Transfers		\$ -	\$ 1,053,000	\$ -	\$ 2,361,000	\$ 3,414,000
Change in Fund Balance			\$ 33,000	\$ -	\$ 419,000	\$ 452,000
Ending Fund Balance			\$ 833,000	\$ -	\$ 2,419,000	\$ 3,252,000

**UNC Greensboro- Unit Breakout
FY 2023-24 All-Funds Budget**

Student Health		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 3,271,000	\$ -	\$ 60,000	\$ 3,331,000
Revenues	State Appropriation, Tuition, & Fees	\$ 1,001,000	\$ 4,828,000	\$ -	\$ -	\$ 5,829,000
	Sales & Services	\$ -	\$ 740,000	\$ -	\$ -	\$ 740,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 88,000	\$ 88,000
	Gifts & Investments	\$ -	\$ 12,000	\$ -	\$ 9,000	\$ 21,000
	Other Revenues	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000
Revenues Total		\$ 1,001,000	\$ 5,580,000	\$ -	\$ 98,000	\$ 6,679,000
Expenses	Salaries and Wages	\$ 784,000	\$ 2,897,000	\$ -	\$ 22,000	\$ 3,703,000
	Staff Benefits	\$ 145,000	\$ 1,206,000	\$ -	\$ 1,000	\$ 1,352,000
	Services, Supplies, Materials, & Equip.	\$ 72,000	\$ 1,000,000	\$ -	\$ 57,000	\$ 1,129,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 70,000	\$ -	\$ -	\$ 70,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 1,001,000	\$ 5,173,000	\$ -	\$ 80,000	\$ 6,254,000
Net Transfers		\$ -	\$ 15,000	\$ -	\$ -	\$ 15,000
Change in Fund Balance			\$ 422,000	\$ -	\$ 18,000	\$ 440,000
Ending Fund Balance			\$ 3,693,000	\$ -	\$ 78,000	\$ 3,771,000
Other Auxiliaries		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ 61,000	\$ -	\$ -	\$ 61,000
	Sales & Services	\$ -	\$ 2,249,000	\$ -	\$ -	\$ 2,249,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 5,000	\$ -	\$ -	\$ 5,000
Revenues Total		\$ -	\$ 2,315,000	\$ -	\$ -	\$ 2,315,000
Expenses	Salaries and Wages	\$ -	\$ 629,000	\$ -	\$ -	\$ 629,000
	Staff Benefits	\$ -	\$ 275,000	\$ -	\$ -	\$ 275,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 605,000	\$ -	\$ -	\$ 605,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 25,000	\$ -	\$ -	\$ 25,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ -	\$ 1,534,000	\$ -	\$ -	\$ 1,534,000
Net Transfers		\$ -	\$ (310,000)	\$ -	\$ -	\$ (310,000)
Change in Fund Balance			\$ 471,000	\$ -	\$ -	\$ 471,000

**UNC Greensboro- Unit Breakout
FY 2023-24 All-Funds Budget**

Gateway Research Park		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 565,000.00	\$ -	\$ -	\$ -	\$ 565,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 565,000	\$ -	\$ -	\$ -	\$ 565,000
Expenses	Salaries and Wages	\$ 81,000	\$ -	\$ -	\$ -	\$ 81,000
	Staff Benefits	\$ 26,000	\$ -	\$ -	\$ -	\$ 26,000
	Services, Supplies, Materials, & Equip.	\$ 458,000	\$ -	\$ -	\$ -	\$ 458,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 565,000	\$ -	\$ -	\$ -	\$ 565,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance		\$ -	\$ -	\$ -	\$ -	\$ -

The University of North Carolina at Pembroke FY 2024 All-Funds Budget Narrative

The University of North Carolina at Pembroke’s proposed FY24 All-Funds Budget simultaneously manages decreased recurring operating revenues and invests in strategic priorities identified by the system and the university. Overall general fund recurring operating revenues are decreasing approximately 4.0%, reflecting decreased enrollment in calendar year 2022; however, this decline in revenue is somewhat offset by enrollment assumptions used in the FY24 budget that include modest increases in new freshmen, new graduate students and new transfers.

UNC Pembroke strategically held recurring funding from prior years’ enrollment growth in “reserve” (i.e., only available for one-time uses in successive years) due to uncertainty about the impacts of the “new” funding model, as well as anticipation of a reduction in enrollment funding in FY24. These reserves allow the university to absorb the anticipated revenue reductions.

To invest in priorities, UNC Pembroke will reallocate funds internally. To accomplish this reallocation, most units within the university will have to reduce their budgets by a little over 3%. This reduction, in conjunction with utilizing remaining “reserves,” allows the university to reallocate approximately \$5.6 million to support the following priorities:

Student Success (System and University Priorities)

UNC Pembroke’s investments for FY24 include funding allocations for initiatives to improve student success. Academic success and student retention are critical to UNCP’s mission and resources to continually improve these metrics are imperative. Investments include providing four additional professional student advisor positions, advancing the university’s move to a wholly professional advising model which started during FY23 with the conversion of some existing staff positions into advisors. The university is also investing in *Degree Works*, a software tool used to help students graduate on time, a critical strategic goal. Finally, the Office of Financial Aid will receive two positions to provide more timely, responsive, and effective counseling to students.

Economic Impact and Innovative Programs (System and University Priorities)

Investments will be made to support newer degrees and concentrations including cybersecurity, business analytics, and occupational therapy. As our online degree programs grow, UNCP will continue to dedicate resources to support these programs. UNC Pembroke will also set aside funding to support growth in Nursing and new potential healthcare related degrees. By making these investments, UNC Pembroke is fulfilling its strategic plan goals of providing innovative programs for students and improving the surrounding communities by supplying critically needed workers in high demand skills.

Enrollment (University priority)

UNC Pembroke made significant investments in admissions and enrollment in FY23 using one-time funds. These investments yielded higher new student and transfer student enrollment in the Spring 2023 semester and leading indicators for the Fall 2023 semester are significantly higher than last year at this time. These investments need to be regularized in the recurring budget and expanded upon to ensure that the university succeeds in bringing students who will thrive at UNC Pembroke. These investments include an enrollment marketing firm, incremental funds for marketing, two positions in Admissions, and elevating the Assistant Vice Chancellor of Enrollment to Vice Chancellor and member of cabinet.

All Funds Perspective

While most of the discussion has focused on general funds, student fee and auxiliary revenue are also impacted by decreasing enrollments and shifting student types (i.e., more online students reduce mandatory fees). The largest impact from changes in student fees affects Athletics, whose student fee revenue has not recovered to its pre-pandemic high in FY20. At the same time inflation and changing regulatory and economic environments are forcing increased expenditures for athletic programs to remain compliant and competitive. Although the proposed budget generally makes no attempt to predict legislative or policy changes that may be enacted, the singular exception is in Athletics where it is assumed that some expenses will be allowed to move onto state funding sources thus relieving some pressure on auxiliary funds. Even with that accommodation, the auxiliary budget for Athletics continues to show a deficit.

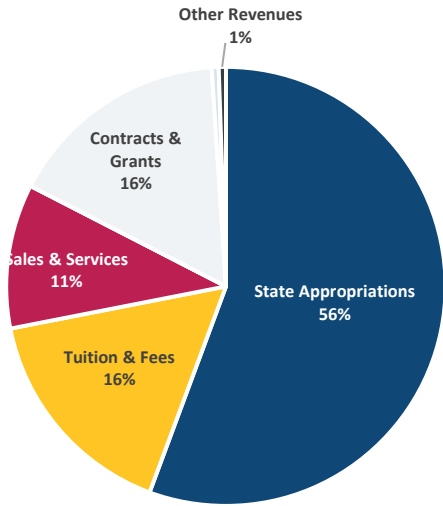
Auxiliary fund balances have been negatively impacted in FY23 by the closure of a residence hall, reduced enrollments, and support provided to Athletics and other university priorities. Evaluations of the three largest auxiliaries (housing, dining, bookstore) are underway to improve both top and bottom-line performance. Strategies unique to each auxiliary have been identified and are being implemented for FY24 which go beyond just hoping that enrollment numbers return to prior levels.

Any new appropriations approved during the state budget process will positively impact the preceding discussion by allowing greater investments in priority areas and/or reducing some of the projected reallocations.

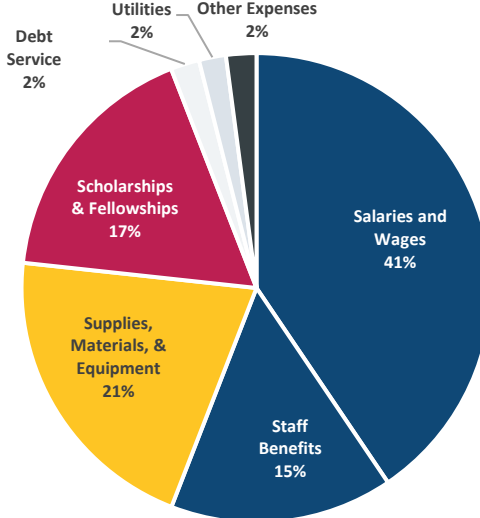
Beyond FY24

The university will weather the challenges in FY24 and will invest in strategic areas. Early modelling for FY25 indicates that the lingering effect of decreased enrollment in FY23 will negatively impact that year as well before revenues turn up again in FY26. However, if actual enrollments robustly rebound in FY24 and the same can be safely assumed for FY25, the resulting decrease in revenue can be managed with just small reductions and use of carry-forward funding.

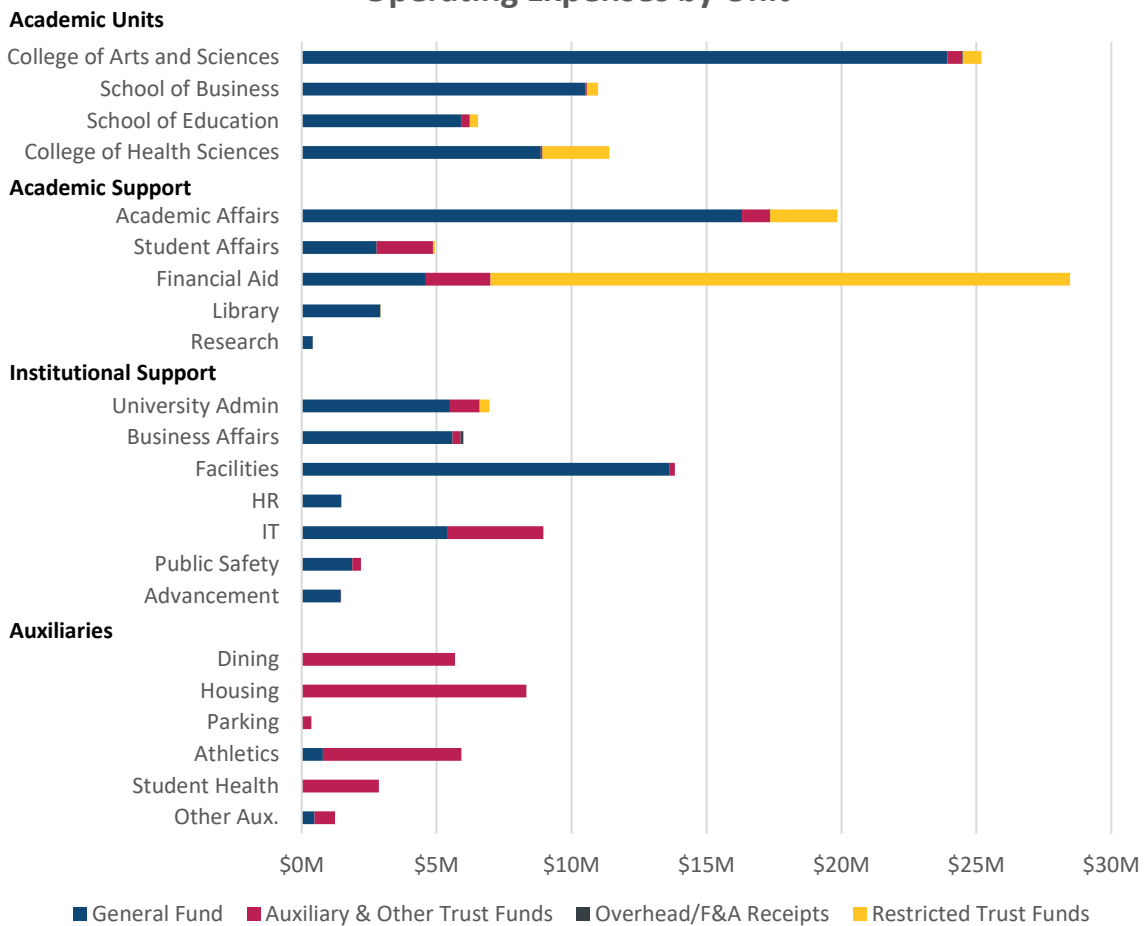
Budgeted Revenue (FY24)



Budgeted Expenses (FY24)



Operating Expenses by Unit



UNC Pembroke
FY 2023-24 All-Funds Budget

		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriations	\$ 98,551,000	\$ -	\$ -	\$ -	\$ 98,551,000
	Tuition & Fees	\$ 16,405,000	\$ 12,405,000	\$ -	\$ -	\$ 28,810,000
	<i>Less Discounts and Allowances</i>	\$ (1,270,000)	\$ (809,000)	\$ -	\$ (9,252,000)	\$ (11,331,000)
	Sales & Services	\$ 68,000	\$ 18,782,000	\$ -	\$ 10,000	\$ 18,860,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ 2,234,000	\$ 282,000	\$ 26,528,000	\$ 29,044,000
	Gifts & Investments	\$ -	\$ 163,000	\$ -	\$ 747,000	\$ 910,000
	Other Revenues	\$ 141,000	\$ 695,000	\$ -	\$ 81,000	\$ 917,000
Revenues Total		\$ 113,895,000	\$ 33,470,000	\$ 282,000	\$ 18,114,000	\$ 165,761,000
Expenses	Salaries and Wages	\$ 64,528,000	\$ 5,968,000	\$ 68,000	\$ 2,051,000	\$ 72,615,000
	Staff Benefits	\$ 24,771,000	\$ 2,059,000	\$ 29,000	\$ 655,000	\$ 27,514,000
	Services, Supplies, Materials, & Equip.	\$ 16,699,000	\$ 18,294,000	\$ 57,000	\$ 2,269,000	\$ 37,319,000
	Scholarships & Fellowships	\$ 3,499,000	\$ 4,357,000	\$ -	\$ 23,300,000	\$ 31,156,000
	<i>Less Discounts and Allowances</i>	\$ (1,270,000)	\$ (809,000)	\$ -	\$ (9,252,000)	\$ (11,331,000)
	Debt Service	\$ 417,000	\$ 3,110,000	\$ -	\$ -	\$ 3,527,000
	Utilities	\$ 2,221,000	\$ 1,117,000	\$ -	\$ -	\$ 3,338,000
	Other Expenses	\$ 3,710,000	\$ -	\$ -	\$ -	\$ 3,710,000
Expenses Total		\$ 114,575,000	\$ 34,096,000	\$ 154,000	\$ 19,023,000	\$ 167,848,000
Net Transfers		\$ 887,000	\$ (2,336,000)	\$ -	\$ 935,000	\$ (514,000)
Change in Fund Balance			\$ (2,962,000)	\$ 128,000	\$ 26,000	\$ (2,808,000)

**UNC Pembroke- Unit Breakout
FY 2023-24 All-Funds Budget**

College of Arts and Sciences		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 23,925,000	\$ 361,000	\$ -	\$ -	\$ 24,286,000
	Sales & Services	\$ -	\$ 8,000	\$ -	\$ -	\$ 8,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 3,000	\$ 366,000	\$ 369,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 30,000	\$ 30,000
	Other Revenues	\$ -	\$ 2,000	\$ -	\$ -	\$ 2,000
Revenues Total		\$ 23,925,000	\$ 371,000	\$ 3,000	\$ 396,000	\$ 24,695,000
Expenses	Salaries and Wages	\$ 17,232,000	\$ 81,000	\$ -	\$ 178,000	\$ 17,491,000
	Staff Benefits	\$ 6,168,000	\$ 12,000	\$ -	\$ 57,000	\$ 6,237,000
	Services, Supplies, Materials, & Equip.	\$ 525,000	\$ 428,000	\$ 23,000	\$ 449,000	\$ 1,425,000
	Scholarships & Fellowships	\$ -	\$ 32,000	\$ -	\$ 3,000	\$ 35,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 23,925,000	\$ 553,000	\$ 23,000	\$ 687,000	\$ 25,188,000
Net Transfers		\$ -	\$ 203,000	\$ -	\$ 246,000	\$ 449,000
Change in Fund Balance			\$ 21,000	\$ (20,000)	\$ (45,000)	\$ (44,000)

School of Business		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 10,503,000	\$ 85,000	\$ -	\$ -	\$ 10,588,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 5,000	\$ 209,000	\$ 214,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000
	Other Revenues	\$ -	\$ 2,000	\$ -	\$ -	\$ 2,000
Revenues Total		\$ 10,503,000	\$ 87,000	\$ 5,000	\$ 214,000	\$ 10,809,000
Expenses	Salaries and Wages	\$ 5,882,000	\$ -	\$ -	\$ 257,000	\$ 6,139,000
	Staff Benefits	\$ 1,780,000	\$ -	\$ -	\$ 83,000	\$ 1,863,000
	Services, Supplies, Materials, & Equip.	\$ 2,841,000	\$ 60,000	\$ 1,000	\$ 74,000	\$ 2,976,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ 10,000	\$ 10,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 10,503,000	\$ 60,000	\$ 1,000	\$ 424,000	\$ 10,988,000
Net Transfers		\$ -	\$ -	\$ -	\$ 202,000	\$ 202,000
Change in Fund Balance			\$ 27,000	\$ 4,000	\$ (8,000)	\$ 23,000

**UNC Pembroke- Unit Breakout
FY 2023-24 All-Funds Budget**

School of Education		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 5,928,000	\$ -	\$ -	\$ -	\$ 5,928,000
	Sales & Services	\$ -	\$ 70,000	\$ -	\$ -	\$ 70,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 3,000	\$ 230,000	\$ 233,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 46,000	\$ 46,000
	Other Revenues	\$ -	\$ 226,000	\$ -	\$ -	\$ 226,000
Revenues Total		\$ 5,928,000	\$ 296,000	\$ 3,000	\$ 276,000	\$ 6,503,000
Expenses	Salaries and Wages	\$ 3,683,000	\$ 155,000	\$ -	\$ 119,000	\$ 3,957,000
	Staff Benefits	\$ 1,389,000	\$ 62,000	\$ -	\$ 49,000	\$ 1,500,000
	Services, Supplies, Materials, & Equip.	\$ 856,000	\$ 80,000	\$ 2,000	\$ 147,000	\$ 1,085,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 5,928,000	\$ 297,000	\$ 2,000	\$ 315,000	\$ 6,542,000
Net Transfers		\$ -	\$ -	\$ -	\$ 40,000	\$ 40,000
Change in Fund Balance			\$ (1,000)	\$ 1,000	\$ 1,000	\$ 1,000
College of Health Sciences		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 8,857,000	\$ -	\$ -	\$ -	\$ 8,857,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 2,282,000	\$ 2,282,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 8,857,000	\$ -	\$ -	\$ 2,287,000	\$ 11,144,000
Expenses	Salaries and Wages	\$ 6,148,000	\$ -	\$ -	\$ 275,000	\$ 6,423,000
	Staff Benefits	\$ 2,235,000	\$ -	\$ -	\$ 80,000	\$ 2,315,000
	Services, Supplies, Materials, & Equip.	\$ 475,000	\$ 64,000	\$ 2,000	\$ 106,000	\$ 647,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ 2,011,000	\$ 2,011,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 8,858,000	\$ 64,000	\$ 2,000	\$ 2,472,000	\$ 11,396,000
Net Transfers		\$ -	\$ 62,000	\$ -	\$ 151,000	\$ 213,000
Change in Fund Balance			\$ (2,000)	\$ (2,000)	\$ (34,000)	\$ (38,000)

**UNC Pembroke- Unit Breakout
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Academic Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 16,313,000	\$ 1,108,000	\$ -	\$ -	\$ 17,421,000
	Sales & Services	\$ -	\$ 408,000	\$ -	\$ -	\$ 408,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ 16,000	\$ 5,000	\$ 2,331,000	\$ 2,352,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 36,000	\$ 36,000
	Other Revenues	\$ 5,000	\$ -	\$ -	\$ 48,000	\$ 53,000
Revenues Total		\$ 16,318,000	\$ 1,532,000	\$ 5,000	\$ 2,415,000	\$ 20,270,000
Expenses	Salaries and Wages	\$ 9,625,000	\$ 195,000	\$ 1,000	\$ 768,000	\$ 10,589,000
	Staff Benefits	\$ 3,040,000	\$ 45,000	\$ -	\$ 320,000	\$ 3,405,000
	Services, Supplies, Materials, & Equip.	\$ 3,653,000	\$ 802,000	\$ 6,000	\$ 1,343,000	\$ 5,804,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ 49,000	\$ 49,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 16,318,000	\$ 1,042,000	\$ 7,000	\$ 2,480,000	\$ 19,847,000
Net Transfers		\$ -	\$ (265,000)	\$ -	\$ 4,000	\$ (261,000)
Change in Fund Balance			\$ 225,000	\$ (2,000)	\$ (61,000)	\$ 162,000
Student Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,770,000	\$ 1,542,000	\$ -	\$ -	\$ 4,312,000
	Sales & Services	\$ -	\$ 91,000	\$ -	\$ -	\$ 91,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 2,000	\$ 47,000	\$ 49,000
	Gifts & Investments	\$ -	\$ 40,000	\$ -	\$ 18,000	\$ 58,000
	Other Revenues	\$ 3,000	\$ 51,000	\$ -	\$ -	\$ 54,000
Revenues Total		\$ 2,773,000	\$ 1,724,000	\$ 2,000	\$ 65,000	\$ 4,564,000
Expenses	Salaries and Wages	\$ 1,753,000	\$ 1,224,000	\$ -	\$ 37,000	\$ 3,014,000
	Staff Benefits	\$ 740,000	\$ 438,000	\$ -	\$ 4,000	\$ 1,182,000
	Services, Supplies, Materials, & Equip.	\$ 279,000	\$ 434,000	\$ -	\$ 27,000	\$ 740,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 2,772,000	\$ 2,096,000	\$ -	\$ 68,000	\$ 4,936,000
Net Transfers		\$ -	\$ 57,000	\$ -	\$ 3,000	\$ 60,000
Change in Fund Balance			\$ (315,000)	\$ 2,000	\$ -	\$ (313,000)

**UNC Pembroke- Unit Breakout
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Financial Aid		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 4,600,000	\$ -	\$ -	\$ -	\$ 4,600,000
	Sales & Services	\$ -	\$ 2,000	\$ -	\$ -	\$ 2,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ 2,218,000	\$ -	\$ 20,706,000	\$ 22,924,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 484,000	\$ 484,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 4,600,000	\$ 2,220,000	\$ -	\$ 21,190,000	\$ 28,010,000
Expenses	Salaries and Wages	\$ 719,000	\$ 3,000	\$ -	\$ 249,000	\$ 971,000
	Staff Benefits	\$ 280,000	\$ 2,000	\$ -	\$ 1,000	\$ 283,000
	Services, Supplies, Materials, & Equip.	\$ 102,000	\$ 9,000	\$ -	\$ 1,000	\$ 112,000
	Scholarships & Fellowships	\$ 3,499,000	\$ 2,384,000	\$ -	\$ 21,227,000	\$ 27,110,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 4,600,000	\$ 2,398,000	\$ -	\$ 21,478,000	\$ 28,476,000
Net Transfers		\$ -	\$ -	\$ -	\$ 290,000	\$ 290,000
Change in Fund Balance			\$ (178,000)	\$ -	\$ 2,000	\$ (176,000)
Library		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,901,000	\$ -	\$ -	\$ -	\$ 2,901,000
	Sales & Services	\$ 2,000	\$ -	\$ -	\$ -	\$ 2,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000
	Other Revenues	\$ 16,000	\$ -	\$ -	\$ -	\$ 16,000
Revenues Total		\$ 2,919,000	\$ -	\$ -	\$ 1,000	\$ 2,920,000
Expenses	Salaries and Wages	\$ 1,174,000	\$ -	\$ -	\$ -	\$ 1,174,000
	Staff Benefits	\$ 545,000	\$ -	\$ -	\$ -	\$ 545,000
	Services, Supplies, Materials, & Equip.	\$ 1,200,000	\$ -	\$ -	\$ 3,000	\$ 1,203,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 2,919,000	\$ -	\$ -	\$ 3,000	\$ 2,922,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ (2,000)	\$ (2,000)

**UNC Pembroke- Unit Breakout
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Sponsored Research		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 407,000	\$ -	\$ -	\$ -	\$ 407,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 154,000	\$ -	\$ 154,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 407,000	\$ -	\$ 154,000	\$ -	\$ 561,000
Expenses	Salaries and Wages	\$ 229,000	\$ -	\$ -	\$ -	\$ 229,000
	Staff Benefits	\$ 101,000	\$ -	\$ -	\$ -	\$ 101,000
	Services, Supplies, Materials, & Equip.	\$ 77,000	\$ -	\$ 13,000	\$ -	\$ 90,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 407,000	\$ -	\$ 13,000	\$ -	\$ 420,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ 141,000	\$ -	\$ 141,000
University Administration		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 5,496,000	\$ 326,000	\$ -	\$ -	\$ 5,822,000
	Sales & Services	\$ -	\$ 628,000	\$ -	\$ -	\$ 628,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 357,000	\$ 357,000
	Gifts & Investments	\$ -	\$ 112,000	\$ -	\$ 36,000	\$ 148,000
	Other Revenues	\$ 2,000	\$ 25,000	\$ -	\$ -	\$ 27,000
Revenues Total		\$ 5,498,000	\$ 1,091,000	\$ -	\$ 393,000	\$ 6,982,000
Expenses	Salaries and Wages	\$ 3,006,000	\$ 342,000	\$ -	\$ 163,000	\$ 3,511,000
	Staff Benefits	\$ 1,260,000	\$ 96,000	\$ -	\$ 61,000	\$ 1,417,000
	Services, Supplies, Materials, & Equip.	\$ 1,231,000	\$ 663,000	\$ -	\$ 145,000	\$ 2,039,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 5,497,000	\$ 1,101,000	\$ -	\$ 369,000	\$ 6,967,000
Net Transfers		\$ -	\$ 3,000	\$ -	\$ (1,000)	\$ 2,000
Change in Fund Balance			\$ (7,000)	\$ -	\$ 23,000	\$ 16,000

**UNC Pembroke- Unit Breakout
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Business Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 5,532,000	\$ -	\$ -	\$ -	\$ 5,532,000
	Sales & Services	\$ -	\$ 125,000	\$ -	\$ -	\$ 125,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 110,000	\$ -	\$ 110,000
	Gifts & Investments	\$ -	\$ 10,000	\$ -	\$ -	\$ 10,000
	Other Revenues	\$ 54,000	\$ 132,000	\$ -	\$ -	\$ 186,000
Revenues Total		\$ 5,586,000	\$ 267,000	\$ 110,000	\$ -	\$ 5,963,000
Expenses	Salaries and Wages	\$ 2,787,000	\$ 58,000	\$ 67,000	\$ -	\$ 2,912,000
	Staff Benefits	\$ 1,367,000	\$ 56,000	\$ 29,000	\$ -	\$ 1,452,000
	Services, Supplies, Materials, & Equip.	\$ 1,432,000	\$ 182,000	\$ 10,000	\$ -	\$ 1,624,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 5,586,000	\$ 296,000	\$ 106,000	\$ -	\$ 5,988,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ (29,000)	\$ 4,000	\$ -	\$ (25,000)
Facilities		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 12,622,000	\$ 29,000	\$ -	\$ -	\$ 12,651,000
	Sales & Services	\$ 97,000	\$ 164,000	\$ -	\$ -	\$ 261,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ 6,000	\$ -	\$ -	\$ -	\$ 6,000
Revenues Total		\$ 12,725,000	\$ 193,000	\$ -	\$ -	\$ 12,918,000
Expenses	Salaries and Wages	\$ 5,792,000	\$ 40,000	\$ -	\$ -	\$ 5,832,000
	Staff Benefits	\$ 3,047,000	\$ 9,000	\$ -	\$ -	\$ 3,056,000
	Services, Supplies, Materials, & Equip.	\$ 2,134,000	\$ 173,000	\$ -	\$ -	\$ 2,307,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ 417,000	\$ -	\$ -	\$ -	\$ 417,000
	Utilities	\$ 2,221,000	\$ -	\$ -	\$ -	\$ 2,221,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 13,611,000	\$ 222,000	\$ -	\$ -	\$ 13,833,000
Net Transfers		\$ 887,000	\$ -	\$ -	\$ -	\$ 887,000
Change in Fund Balance			\$ (29,000)	\$ -	\$ -	\$ (29,000)

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Human Resources		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,462,000	\$ -	\$ -	\$ -	\$ 1,462,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 1,462,000	\$ -	\$ -	\$ -	\$ 1,462,000
Expenses	Salaries and Wages	\$ 920,000	\$ -	\$ -	\$ -	\$ 920,000
	Staff Benefits	\$ 413,000	\$ -	\$ -	\$ -	\$ 413,000
	Services, Supplies, Materials, & Equip.	\$ 129,000	\$ 10,000	\$ -	\$ -	\$ 139,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 1,462,000	\$ 10,000	\$ -	\$ -	\$ 1,472,000
Net Transfers		\$ -	\$ 10,000	\$ -	\$ -	\$ 10,000
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -
Information Technology		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 5,384,000	\$ 3,550,000	\$ -	\$ -	\$ 8,934,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 5,384,000	\$ 3,550,000	\$ -	\$ -	\$ 8,934,000
Expenses	Salaries and Wages	\$ 2,895,000	\$ 947,000	\$ -	\$ -	\$ 3,842,000
	Staff Benefits	\$ 1,162,000	\$ 280,000	\$ -	\$ -	\$ 1,442,000
	Services, Supplies, Materials, & Equip.	\$ 1,327,000	\$ 2,338,000	\$ -	\$ -	\$ 3,665,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 5,384,000	\$ 3,565,000	\$ -	\$ -	\$ 8,949,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ (15,000)	\$ -	\$ -	\$ (15,000)

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Public Safety		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,882,000	\$ 401,000	\$ -	\$ -	\$ 2,283,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 1,882,000	\$ 401,000	\$ -	\$ -	\$ 2,283,000
Expenses	Salaries and Wages	\$ 1,186,000	\$ 175,000	\$ -	\$ -	\$ 1,361,000
	Staff Benefits	\$ 579,000	\$ 85,000	\$ -	\$ -	\$ 664,000
	Services, Supplies, Materials, & Equip.	\$ 117,000	\$ 56,000	\$ -	\$ -	\$ 173,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 1,882,000	\$ 316,000	\$ -	\$ -	\$ 2,198,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ 85,000	\$ -	\$ -	\$ 85,000
Advancement		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,447,000	\$ -	\$ -	\$ -	\$ 1,447,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ 1,000	\$ -	\$ -	\$ 1,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 1,447,000	\$ 1,000	\$ -	\$ -	\$ 1,448,000
Expenses	Salaries and Wages	\$ 846,000	\$ -	\$ -	\$ -	\$ 846,000
	Staff Benefits	\$ 361,000	\$ -	\$ -	\$ -	\$ 361,000
	Services, Supplies, Materials, & Equip.	\$ 240,000	\$ 13,000	\$ -	\$ -	\$ 253,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 1,447,000	\$ 13,000	\$ -	\$ -	\$ 1,460,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ (12,000)	\$ -	\$ -	\$ (12,000)

**UNC Pembroke- Unit Breakout
FY 2023-24 All-Funds Budget**

Dining		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 3,541,000	\$ -	\$ -	\$ 3,541,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ -	\$ -	\$ -	\$ -
	Sales & Services	\$ -	\$ 5,684,000	\$ -	\$ -	\$ 5,684,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ -	\$ 5,684,000	\$ -	\$ -	\$ 5,684,000
Expenses	Salaries and Wages	\$ -	\$ 26,000	\$ -	\$ -	\$ 26,000
	Staff Benefits	\$ -	\$ 10,000	\$ -	\$ -	\$ 10,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 5,511,000	\$ -	\$ -	\$ 5,511,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 138,000	\$ -	\$ -	\$ 138,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ -	\$ 5,685,000	\$ -	\$ -	\$ 5,685,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ (1,000)	\$ -	\$ -	\$ (1,000)
Ending Fund Balance			\$ 3,540,000	\$ -	\$ -	\$ 3,540,000
Housing		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 5,785,000	\$ -	\$ -	\$ 5,785,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ -	\$ -	\$ -	\$ -
	Sales & Services	\$ -	\$ 8,970,000	\$ -	\$ -	\$ 8,970,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 245,000	\$ -	\$ -	\$ 245,000
Revenues Total		\$ -	\$ 9,215,000	\$ -	\$ -	\$ 9,215,000
Expenses	Salaries and Wages	\$ -	\$ 842,000	\$ -	\$ -	\$ 842,000
	Staff Benefits	\$ -	\$ 271,000	\$ -	\$ -	\$ 271,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 4,431,000	\$ -	\$ -	\$ 4,431,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ 1,942,000	\$ -	\$ -	\$ 1,942,000
	Utilities	\$ -	\$ 845,000	\$ -	\$ -	\$ 845,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ -	\$ 8,331,000	\$ -	\$ -	\$ 8,331,000
Net Transfers		\$ -	\$ (614,000)	\$ -	\$ -	\$ (614,000)
Change in Fund Balance			\$ 270,000	\$ -	\$ -	\$ 270,000
Ending Fund Balance			\$ 6,055,000	\$ -	\$ -	\$ 6,055,000

**UNC Pembroke- Unit Breakout
FY 2023-24 All-Funds Budget**

Parking		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 836,000	\$ -	\$ -	\$ 836,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ -	\$ -	\$ -	\$ -
	Sales & Services	\$ -	\$ 434,000	\$ -	\$ -	\$ 434,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ -	\$ 434,000	\$ -	\$ -	\$ 434,000
Expenses	Salaries and Wages	\$ -	\$ 95,000	\$ -	\$ -	\$ 95,000
	Staff Benefits	\$ -	\$ 36,000	\$ -	\$ -	\$ 36,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 174,000	\$ -	\$ -	\$ 174,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 56,000	\$ -	\$ -	\$ 56,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ -	\$ 361,000	\$ -	\$ -	\$ 361,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ 73,000	\$ -	\$ -	\$ 73,000
Ending Fund Balance			\$ 909,000	\$ -	\$ -	\$ 909,000
Athletics		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 2,008,000	\$ -	\$ -	\$ 2,008,000
Revenues	State Appropriation, Tuition, & Fees	\$ 790,000	\$ 3,749,000	\$ -	\$ -	\$ 4,539,000
	Sales & Services	\$ -	\$ 407,000	\$ -	\$ 10,000	\$ 417,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 86,000	\$ 86,000
	Other Revenues	\$ -	\$ 125,000	\$ -	\$ 33,000	\$ 158,000
Revenues Total		\$ 790,000	\$ 4,281,000	\$ -	\$ 129,000	\$ 5,200,000
Expenses	Salaries and Wages	\$ 347,000	\$ 1,002,000	\$ -	\$ 5,000	\$ 1,354,000
	Staff Benefits	\$ 143,000	\$ 286,000	\$ -	\$ -	\$ 429,000
	Services, Supplies, Materials, & Equip.	\$ 300,000	\$ 1,279,000	\$ -	\$ 14,000	\$ 1,593,000
	Scholarships & Fellowships	\$ -	\$ 1,737,000	\$ -	\$ -	\$ 1,737,000
	Debt Service	\$ -	\$ 787,000	\$ -	\$ -	\$ 787,000
	Utilities	\$ -	\$ 35,000	\$ -	\$ -	\$ 35,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 790,000	\$ 5,126,000	\$ -	\$ 19,000	\$ 5,935,000
Net Transfers		\$ -	\$ (1,791,000)	\$ -	\$ -	\$ (1,791,000)
Change in Fund Balance			\$ (2,636,000)	\$ -	\$ 110,000	\$ (2,526,000)
Ending Fund Balance			\$ (628,000)	\$ -	\$ 110,000	\$ (518,000)

**UNC Pembroke- Unit Breakout
FY 2023-24 All-Funds Budget**

Student Health		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 1,624,000	\$ -	\$ -	\$ 1,624,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ 1,151,000	\$ -	\$ -	\$ 1,151,000
	Sales & Services	\$ -	\$ 1,516,000	\$ -	\$ -	\$ 1,516,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ -	\$ 2,667,000	\$ -	\$ -	\$ 2,667,000
Expenses	Salaries and Wages	\$ -	\$ 660,000	\$ -	\$ -	\$ 660,000
	Staff Benefits	\$ -	\$ 297,000	\$ -	\$ -	\$ 297,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 1,545,000	\$ -	\$ -	\$ 1,545,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ 340,000	\$ -	\$ -	\$ 340,000
	Utilities	\$ -	\$ 15,000	\$ -	\$ -	\$ 15,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ -	\$ 2,857,000	\$ -	\$ -	\$ 2,857,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ (190,000)	\$ -	\$ -	\$ (190,000)
Ending Fund Balance			\$ 1,434,000	\$ -	\$ -	\$ 1,434,000
Other Auxiliaries		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 428,000.00	\$ 103,000	\$ -	\$ -	\$ 531,000
	Sales & Services	\$ -	\$ 637,000	\$ -	\$ -	\$ 637,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ 55,000	\$ 10,000	\$ -	\$ -	\$ 65,000
Revenues Total		\$ 483,000	\$ 750,000	\$ -	\$ -	\$ 1,233,000
Expenses	Salaries and Wages	\$ 304,000	\$ 123,000	\$ -	\$ -	\$ 427,000
	Staff Benefits	\$ 161,000	\$ 74,000	\$ -	\$ -	\$ 235,000
	Services, Supplies, Materials, & Equip.	\$ 17,000	\$ 229,000	\$ -	\$ -	\$ 246,000
	Scholarships & Fellowships	\$ -	\$ 204,000	\$ -	\$ -	\$ 204,000
	Debt Service	\$ -	\$ 92,000	\$ -	\$ -	\$ 92,000
	Utilities	\$ -	\$ 28,000	\$ -	\$ -	\$ 28,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 482,000	\$ 750,000	\$ -	\$ -	\$ 1,232,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -

UNC Wilmington

All Funds Budget Narrative



Through the FY24 All Funds Budgeting process, the University of North Carolina Wilmington developed a budget which will help support system-wide strategic goals as well as strategic priorities identified by the university. In addition, the budget further reflects an institutional commitment to efficient operations and financial plans which are responsive to enterprise risks. Examples of how UNCW's budget supports each of the aforementioned efforts is provided below.

UNC System Strategic Goals

UNCW continues to make student access and success a priority. This is reflected in UNCW's strong performance across various UNC System priority metrics – particularly: (1) Undergraduate Degree Efficiency (UGDE), (2) First Time Student Debt at Graduation, (3) Transfer Student Debt at Graduation, and (4) Education and Related Expenses per Degree. To build upon existing efforts at UNCW to enhance student access and success, the FY24 budget provides additional investments across a number of areas – including, but not limited to:

- *Student Aid:* Additional investments will be used to appropriately scale the campus's need-based aid budget to its growing student body and to enable UNCW to remain accessible and affordable to students with demonstrated need. As a result, these investments should inversely impact the amount of debt that resident students need to incur to attend UNCW.
- *Student Employee Wage Adjustments:* Additional funding is budgeted to increase wages for students working in the Student Union. On-campus employment not only reduces the need for students to borrow, it is a high-impact practice that aids in student retention, persistence, and graduation. In addition, the applicable positions within the Student Union are intended to complement the student's academic and career goals.
- *Physical and Mental Health Services:* Additional funding will enable the Student Health Center to cover the costs associated with mandatory and discretionary salary adjustments for clinical care professionals (which are necessary to attract/retain the high quality staff which provide important medical services to students). Further, increased funding will also support the hiring of an additional psychologist at the counseling center to better meet growing student demand for mental health services and enable the university to offer enhanced after hours support for students in need.

UNCW Strategic Priorities

The FY24 budget continues to make important investments which directly align with the university's existing strategic plan goals, while holding some funding in reserve to provide immediate support for new strategic priorities identified in the updated strategic plan (anticipated to be completed in the summer of 2023). Existing strategic plan priorities supported by the FY24 budget include, but are not limited to:

- *Attracting/Retaining Students:* Supported by maintaining recent investments in the Student Learning Center (to ensure convenient access to tutoring services), along with investments at the Disability Resources Center (to ensure convenient access to assistive technologies and associated services for eligible students). This priority is also supported

through enhanced investments in institutional based financial aid and student support services (as referenced in the preceding section).

- *Attracting/Retaining Faculty and Staff:* Supported through the strategic deployment of the Labor Market Adjustment Reserve (originally provided to UNCW in FY23), which enabled campus to address considerable salary issues in more than 400 positions across campus. Additional investments being made in FY24 to support this priority include (1) Faculty Promotion & Tenure Adjustments and (2) increases to the UNCW faculty and staff recruitment and retention fund.
- *Fundraising and Aligning Donor Support with Strategic Priorities:* Supported through the hiring of an additional Major Gifts Officer which is necessary as the university stands up two new academic colleges.¹

Improved Efficiency

UNCW seeks to provide students with a high-quality education in a manner which is efficient and provides excellent value to taxpayers. That commitment is reflected in UNCW's performance pursuant to the UGDE metric and Education and Related Expenses per Degree metric. Specifically, UNCW's UGDE score of 28 (using FY21 data) is among the highest and/or best in the system, while its education and related expenses per degree of \$42,310 (using FY21 data), is among the lowest and/or best in the system.

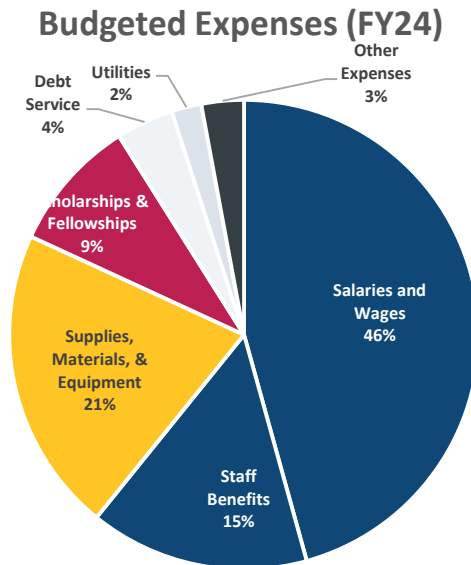
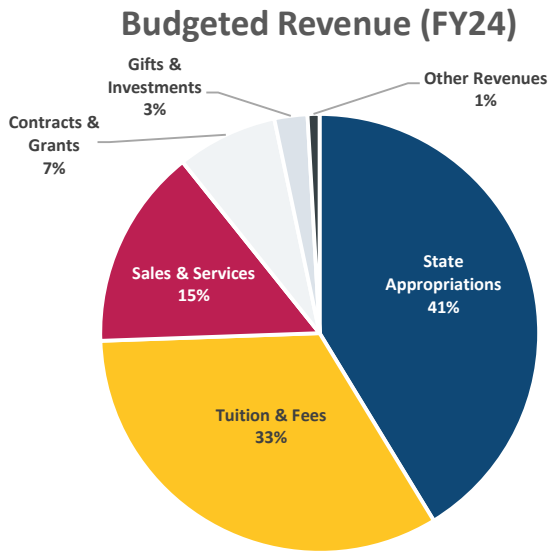
While UNCW has arguably been one of the most efficient campuses in the UNC System in recent years, we continue to evaluate opportunities to improve operations/operate more efficiently, while maintaining the quality experience that students expect and deserve. This commitment to improvement is apparent in UNCW's approach to the development of the All-Funds-Budget for FY24. Specifically, UNCW's divisions were tasked with identifying savings opportunities in units where efficiency opportunities existed and where we expect variable expenses will naturally decline as student demand changes and enrollment attrits in applicable disciplines. This process resulted in budget savings across UNCW of more than \$2 million² (which will be used offset the FY24 appropriations reduction (related to SCH change), and therefore fully preserves the \$2.3 million appropriations increase for campus (related to performance) so that the performance funding can be deployed in a manner which supports UNCW's new strategic plan.

Enterprise Risks

Enterprise Risk Management and Internal Audit collaborate each year to identify the top enterprise risks across the university. These risks and corresponding mitigation strategies are taken into account as a component of the annual budgeting process. For example, Human Capital (recruiting/retaining) was identified as a prevailing risk in FY22 and FY23. Accordingly, and consistent with UNCW's strategic plan goals, the university has established a recruitment/retention fund (as referenced above) and used University Risk Management and Insurance Association risk classifications to help prioritize allocations from the Labor Market Adjustment Reserve (in an effort to help minimize employee turnover in positions which are essential for managing key risk functions).

¹ *Necessitated by the dissolution of the College of Arts and Sciences, and the creation of two new colleges – specifically: (1) College of Science and Engineering, and (2) College of Humanities, Social Sciences, and the Arts.*

² *The source of savings/budget reductions (by division) is as follows: Academic Affairs at \$1.563 million, Business Affairs at \$296k, Central Administration at \$81k, and Student Affairs at \$58k.*



Operating Expenses by Unit

Academic Units

- Humanities, Social Sciences, and the Arts
- Science and Engineering
- Education
- Health and Human Services
- Business

Academic Support

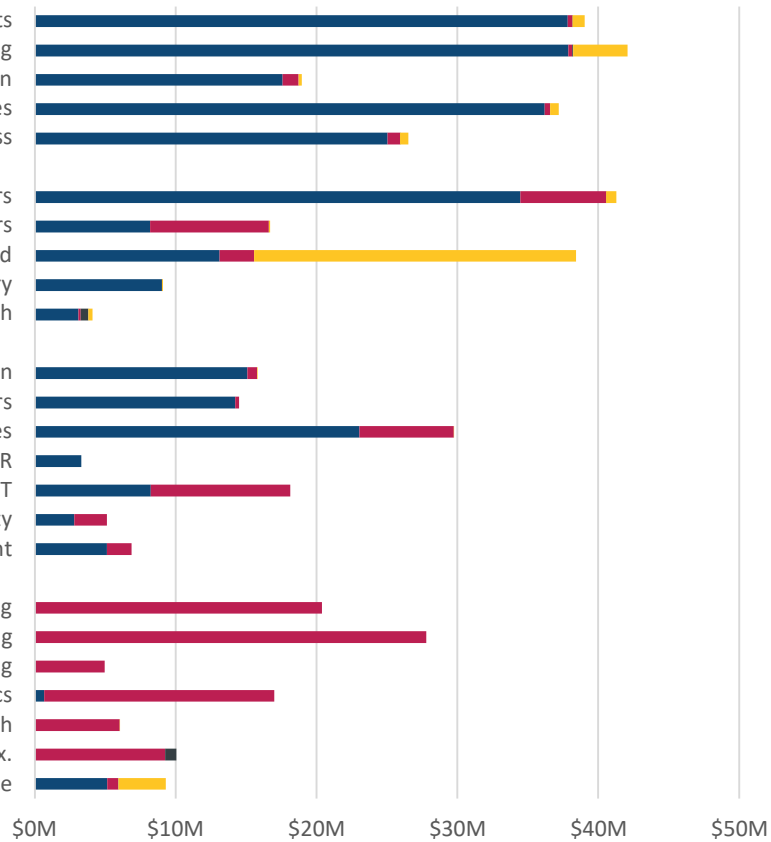
- Academic Affairs
- Student Affairs
- Financial Aid
- Library
- Research

Institutional Support

- University Admin
- Business Affairs
- Facilities
- HR
- IT
- Public Safety
- Advancement

Auxiliaries

- Dining
- Housing
- Parking
- Athletics
- Student Health
- Other Aux.
- Center for Marine Science



■ General Fund ■ Auxiliary & Other Trust Funds ■ Overhead/F&A Receipts ■ Restricted Trust Funds

**UNC Wilmington
FY 2023-24 All-Funds Budget**

		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriations	\$ 190,717,000	\$ -	\$ -	\$ -	\$ 190,717,000
	Tuition & Fees	\$ 111,467,000	\$ 41,746,000	\$ -	\$ -	\$ 153,213,000
	<i>Less Discounts and Allowances</i>	\$ (6,032,000)	\$ (4,435,000)	\$ -	\$ (18,010,000)	\$ (28,477,000)
	Sales & Services	\$ 131,000	\$ 68,279,000	\$ -	\$ 6,000	\$ 68,416,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ 2,276,000	\$ -	\$ 1,892,000	\$ 30,150,000	\$ 34,318,000
	Gifts & Investments	\$ -	\$ 7,296,000	\$ -	\$ 3,960,000	\$ 11,256,000
	Other Revenues	\$ 132,000	\$ 3,724,000	\$ -	\$ 184,000	\$ 4,040,000
Revenues Total		\$ 298,691,000	\$ 116,610,000	\$ 1,892,000	\$ 16,290,000	\$ 433,483,000
Expenses	Salaries and Wages	\$ 179,973,000	\$ 22,819,000	\$ 119,000	\$ 4,736,000	\$ 207,647,000
	Staff Benefits	\$ 58,117,000	\$ 9,731,000	\$ 27,000	\$ 779,000	\$ 68,654,000
	Services, Supplies, Materials, & Equip.	\$ 36,971,000	\$ 52,685,000	\$ 457,000	\$ 5,637,000	\$ 95,750,000
	Scholarships & Fellowships	\$ 12,123,000	\$ 7,336,000	\$ 4,000	\$ 22,273,000	\$ 41,736,000
	<i>Less Discounts and Allowances</i>	\$ (6,032,000)	\$ (4,435,000)	\$ -	\$ (18,010,000)	\$ (28,477,000)
	Debt Service	\$ 896,000	\$ 16,278,000	\$ 796,000	\$ -	\$ 17,970,000
	Utilities	\$ 6,391,000	\$ 3,040,000	\$ -	\$ -	\$ 9,431,000
	Other Expenses	\$ 10,252,000	\$ 2,782,000	\$ 6,000	\$ 191,000	\$ 13,231,000
Expenses Total		\$ 298,691,000	\$ 110,236,000	\$ 1,409,000	\$ 15,606,000	\$ 425,942,000
Net Transfers		\$ -	\$ (1,964,000)	\$ 154,000	\$ 752,000	\$ (1,058,000)
Change in Fund Balance			\$ 4,410,000	\$ 637,000	\$ 1,436,000	\$ 6,483,000

**UNC Wilmington- Unit Breakout
FY 2023-24 All-Funds Budget**

College of Humanities, Social Sciences, and the Arts		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 37,848,000	\$ 1,000	\$ -	\$ -	\$ 37,849,000
	Sales & Services	\$ -	\$ 68,000	\$ -	\$ -	\$ 68,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 712,000	\$ 712,000
	Gifts & Investments	\$ -	\$ 81,000	\$ -	\$ 270,000	\$ 351,000
	Other Revenues	\$ -	\$ 49,000	\$ -	\$ -	\$ 49,000
Revenues Total		\$ 37,848,000	\$ 199,000	\$ -	\$ 982,000	\$ 39,029,000
Expenses	Salaries and Wages	\$ 27,643,000	\$ 48,000	\$ -	\$ 430,000	\$ 28,121,000
	Staff Benefits	\$ 9,060,000	\$ 8,000	\$ -	\$ 103,000	\$ 9,171,000
	Services, Supplies, Materials, & Equip.	\$ 1,143,000	\$ 248,000	\$ 2,000	\$ 320,000	\$ 1,713,000
	Scholarships & Fellowships	\$ -	\$ 12,000	\$ -	\$ 6,000	\$ 18,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ 20,000	\$ -	\$ -	\$ 20,000
Expenses Total		\$ 37,846,000	\$ 336,000	\$ 2,000	\$ 859,000	\$ 39,043,000
Net Transfers		\$ -	\$ 143,000	\$ 46,000	\$ -	\$ 189,000
Change in Fund Balance			\$ 6,000	\$ 44,000	\$ 123,000	\$ 173,000
College of Science and Engineering		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 37,879,000	\$ 47,000	\$ -	\$ -	\$ 37,926,000
	Sales & Services	\$ -	\$ 20,000	\$ -	\$ -	\$ 20,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 3,825,000	\$ 3,825,000
	Gifts & Investments	\$ -	\$ 252,000	\$ -	\$ 214,000	\$ 466,000
	Other Revenues	\$ -	\$ 42,000	\$ -	\$ -	\$ 42,000
Revenues Total		\$ 37,879,000	\$ 361,000	\$ -	\$ 4,039,000	\$ 42,279,000
Expenses	Salaries and Wages	\$ 27,477,000	\$ 23,000	\$ 12,000	\$ 1,399,000	\$ 28,911,000
	Staff Benefits	\$ 9,007,000	\$ 3,000	\$ 2,000	\$ 187,000	\$ 9,199,000
	Services, Supplies, Materials, & Equip.	\$ 1,395,000	\$ 225,000	\$ 34,000	\$ 2,163,000	\$ 3,817,000
	Scholarships & Fellowships	\$ -	\$ 30,000	\$ 4,000	\$ 88,000	\$ 122,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ 6,000	\$ 3,000	\$ 23,000	\$ 32,000
Expenses Total		\$ 37,879,000	\$ 287,000	\$ 55,000	\$ 3,860,000	\$ 42,081,000
Net Transfers		\$ -	\$ 11,000	\$ 139,000	\$ (37,000)	\$ 113,000
Change in Fund Balance			\$ 85,000	\$ 84,000	\$ 142,000	\$ 311,000

**UNC Wilmington- Unit Breakout
FY 2023-24 All-Funds Budget**

College of Education		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 15,388,000	\$ -	\$ -	\$ -	\$ 15,388,000
	Sales & Services	\$ -	\$ 144,000	\$ -	\$ -	\$ 144,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ 2,201,000	\$ -	\$ -	\$ 201,000	\$ 2,402,000
	Gifts & Investments	\$ -	\$ 56,000	\$ -	\$ 80,000	\$ 136,000
	Other Revenues	\$ -	\$ 856,000	\$ -	\$ -	\$ 856,000
Revenues Total		\$ 17,589,000	\$ 1,056,000	\$ -	\$ 281,000	\$ 18,926,000
Expenses	Salaries and Wages	\$ 12,067,000	\$ 556,000	\$ -	\$ 111,000	\$ 12,734,000
	Staff Benefits	\$ 3,955,000	\$ 164,000	\$ -	\$ 33,000	\$ 4,152,000
	Services, Supplies, Materials, & Equip.	\$ 1,345,000	\$ 383,000	\$ -	\$ 78,000	\$ 1,806,000
	Scholarships & Fellowships	\$ -	\$ 4,000	\$ -	\$ 3,000	\$ 7,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 221,000	\$ 46,000	\$ -	\$ 1,000	\$ 268,000
Expenses Total		\$ 17,588,000	\$ 1,153,000	\$ -	\$ 226,000	\$ 18,967,000
Net Transfers		\$ -	\$ 97,000	\$ 5,000	\$ -	\$ 102,000
Change in Fund Balance			\$ -	\$ 5,000	\$ 55,000	\$ 60,000
College of Health and Human Services		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 36,195,000	\$ 163,000	\$ -	\$ -	\$ 36,358,000
	Sales & Services	\$ -	\$ 141,000	\$ -	\$ -	\$ 141,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 583,000	\$ 583,000
	Gifts & Investments	\$ -	\$ 234,000	\$ -	\$ 259,000	\$ 493,000
	Other Revenues	\$ -	\$ 36,000	\$ -	\$ -	\$ 36,000
Revenues Total		\$ 36,195,000	\$ 574,000	\$ -	\$ 842,000	\$ 37,611,000
Expenses	Salaries and Wages	\$ 25,283,000	\$ 82,000	\$ -	\$ 189,000	\$ 25,554,000
	Staff Benefits	\$ 8,288,000	\$ 30,000	\$ -	\$ 53,000	\$ 8,371,000
	Services, Supplies, Materials, & Equip.	\$ 2,573,000	\$ 266,000	\$ -	\$ 361,000	\$ 3,200,000
	Scholarships & Fellowships	\$ -	\$ 12,000	\$ -	\$ 10,000	\$ 22,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 51,000	\$ 9,000	\$ -	\$ 1,000	\$ 61,000
Expenses Total		\$ 36,195,000	\$ 399,000	\$ -	\$ 614,000	\$ 37,208,000
Net Transfers		\$ -	\$ -	\$ 21,000	\$ (43,000)	\$ (22,000)
Change in Fund Balance			\$ 175,000	\$ 21,000	\$ 185,000	\$ 381,000

**UNC Wilmington- Unit Breakout
FY 2023-24 All-Funds Budget**

School of Business		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 25,039,000	\$ 118,000	\$ -	\$ -	\$ 25,157,000
	Sales & Services	\$ -	\$ 273,000	\$ -	\$ -	\$ 273,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 458,000	\$ 458,000
	Gifts & Investments	\$ -	\$ 259,000	\$ -	\$ 260,000	\$ 519,000
	Other Revenues	\$ -	\$ 375,000	\$ -	\$ 3,000	\$ 378,000
Revenues Total		\$ 25,039,000	\$ 1,025,000	\$ -	\$ 721,000	\$ 26,785,000
Expenses	Salaries and Wages	\$ 17,717,000	\$ 320,000	\$ -	\$ 410,000	\$ 18,447,000
	Staff Benefits	\$ 5,808,000	\$ 133,000	\$ -	\$ 111,000	\$ 6,052,000
	Services, Supplies, Materials, & Equip.	\$ 1,444,000	\$ 378,000	\$ 1,000	\$ 76,000	\$ 1,899,000
	Scholarships & Fellowships	\$ -	\$ 30,000	\$ -	\$ -	\$ 30,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 70,000	\$ 37,000	\$ 1,000	\$ 1,000	\$ 109,000
Expenses Total		\$ 25,039,000	\$ 898,000	\$ 2,000	\$ 598,000	\$ 26,537,000
Net Transfers		\$ -	\$ -	\$ 11,000	\$ -	\$ 11,000
Change in Fund Balance			\$ 127,000	\$ 9,000	\$ 123,000	\$ 259,000
Academic Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 34,483,000	\$ 5,267,000	\$ -	\$ -	\$ 39,750,000
	Sales & Services	\$ -	\$ 271,000	\$ -	\$ -	\$ 271,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 593,000	\$ 593,000
	Gifts & Investments	\$ -	\$ 26,000	\$ -	\$ 180,000	\$ 206,000
	Other Revenues	\$ -	\$ 728,000	\$ -	\$ -	\$ 728,000
Revenues Total		\$ 34,483,000	\$ 6,292,000	\$ -	\$ 773,000	\$ 41,548,000
Expenses	Salaries and Wages	\$ 16,636,000	\$ 1,217,000	\$ -	\$ 288,000	\$ 18,141,000
	Staff Benefits	\$ 5,453,000	\$ 434,000	\$ -	\$ 58,000	\$ 5,945,000
	Services, Supplies, Materials, & Equip.	\$ 11,589,000	\$ 3,442,000	\$ 7,000	\$ 232,000	\$ 15,270,000
	Scholarships & Fellowships	\$ 512,000	\$ 625,000	\$ -	\$ 27,000	\$ 1,164,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 294,000	\$ 353,000	\$ -	\$ 115,000	\$ 762,000
Expenses Total		\$ 34,484,000	\$ 6,071,000	\$ 7,000	\$ 720,000	\$ 41,282,000
Net Transfers		\$ -	\$ (220,000)	\$ 7,000	\$ -	\$ (213,000)
Change in Fund Balance			\$ 1,000	\$ -	\$ 53,000	\$ 54,000

**UNC Wilmington- Unit Breakout
FY 2023-24 All-Funds Budget**

Student Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 8,185,000	\$ 7,077,000	\$ -	\$ -	\$ 15,262,000
	Sales & Services	\$ -	\$ 978,000	\$ -	\$ -	\$ 978,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 7,000	\$ 7,000
	Gifts & Investments	\$ -	\$ 38,000	\$ -	\$ 168,000	\$ 206,000
	Other Revenues	\$ -	\$ 300,000	\$ -	\$ -	\$ 300,000
Revenues Total		\$ 8,185,000	\$ 8,393,000	\$ -	\$ 175,000	\$ 16,753,000
Expenses	Salaries and Wages	\$ 5,655,000	\$ 4,386,000	\$ -	\$ 12,000	\$ 10,053,000
	Staff Benefits	\$ 1,876,000	\$ 1,285,000	\$ -	\$ -	\$ 3,161,000
	Services, Supplies, Materials, & Equip.	\$ 641,000	\$ 2,212,000	\$ -	\$ 69,000	\$ 2,922,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ 2,000	\$ 2,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 315,000	\$ -	\$ -	\$ 315,000
	Other Expenses	\$ 13,000	\$ 238,000	\$ -	\$ 1,000	\$ 252,000
Expenses Total		\$ 8,185,000	\$ 8,436,000	\$ -	\$ 84,000	\$ 16,705,000
Net Transfers		\$ -	\$ 42,000	\$ 1,000	\$ (1,000)	\$ 42,000
Change in Fund Balance			\$ (1,000)	\$ 1,000	\$ 90,000	\$ 90,000
Financial Aid		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 13,132,000	\$ -	\$ -	\$ -	\$ 13,132,000
	Sales & Services	\$ -	\$ -	\$ -	\$ 6,000	\$ 6,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 20,032,000	\$ 20,032,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 2,431,000	\$ 2,431,000
	Other Revenues	\$ -	\$ -	\$ -	\$ 181,000	\$ 181,000
Revenues Total		\$ 13,132,000	\$ -	\$ -	\$ 22,650,000	\$ 35,782,000
Expenses	Salaries and Wages	\$ 1,139,000	\$ -	\$ -	\$ 718,000	\$ 1,857,000
	Staff Benefits	\$ 373,000	\$ -	\$ -	\$ -	\$ 373,000
	Services, Supplies, Materials, & Equip.	\$ 65,000	\$ -	\$ -	\$ 90,000	\$ 155,000
	Scholarships & Fellowships	\$ 11,542,000	\$ 2,437,000	\$ -	\$ 22,047,000	\$ 36,026,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 13,000	\$ -	\$ -	\$ -	\$ 13,000
Expenses Total		\$ 13,132,000	\$ 2,437,000	\$ -	\$ 22,855,000	\$ 38,424,000
Net Transfers		\$ -	\$ 3,198,000	\$ -	\$ 801,000	\$ 3,999,000
Change in Fund Balance			\$ 761,000	\$ -	\$ 596,000	\$ 1,357,000

**UNC Wilmington- Unit Breakout
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Library		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 9,004,000	\$ -	\$ -	\$ -	\$ 9,004,000
	Sales & Services	\$ -	\$ 21,000	\$ -	\$ -	\$ 21,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 40,000	\$ 40,000
	Gifts & Investments	\$ -	\$ 10,000	\$ -	\$ 22,000	\$ 32,000
	Other Revenues	\$ 26,000	\$ -	\$ -	\$ -	\$ 26,000
Revenues Total		\$ 9,030,000	\$ 31,000	\$ -	\$ 62,000	\$ 9,123,000
Expenses	Salaries and Wages	\$ 4,159,000	\$ 1,000	\$ -	\$ 16,000	\$ 4,176,000
	Staff Benefits	\$ 1,363,000	\$ -	\$ -	\$ 6,000	\$ 1,369,000
	Services, Supplies, Materials, & Equip.	\$ 3,493,000	\$ 11,000	\$ -	\$ 37,000	\$ 3,541,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 15,000	\$ 1,000	\$ -	\$ -	\$ 16,000
Expenses Total		\$ 9,030,000	\$ 13,000	\$ -	\$ 59,000	\$ 9,102,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ 18,000	\$ -	\$ 3,000	\$ 21,000
Sponsored Research		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 3,102,000	\$ -	\$ -	\$ -	\$ 3,102,000
	Sales & Services	\$ -	\$ 4,000	\$ -	\$ -	\$ 4,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 308,000	\$ 308,000
	Gifts & Investments	\$ -	\$ 87,000	\$ -	\$ -	\$ 87,000
	Other Revenues	\$ -	\$ 78,000	\$ -	\$ -	\$ 78,000
Revenues Total		\$ 3,102,000	\$ 169,000	\$ -	\$ 308,000	\$ 3,579,000
Expenses	Salaries and Wages	\$ 1,934,000	\$ 60,000	\$ 94,000	\$ 92,000	\$ 2,180,000
	Staff Benefits	\$ 634,000	\$ 25,000	\$ 22,000	\$ 12,000	\$ 693,000
	Services, Supplies, Materials, & Equip.	\$ 530,000	\$ 49,000	\$ 410,000	\$ 100,000	\$ 1,089,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ 55,000	\$ 55,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 5,000	\$ 36,000	\$ 2,000	\$ 49,000	\$ 92,000
Expenses Total		\$ 3,103,000	\$ 170,000	\$ 528,000	\$ 308,000	\$ 4,109,000
Net Transfers		\$ -	\$ -	\$ 930,000	\$ -	\$ 930,000
Change in Fund Balance			\$ (1,000)	\$ 402,000	\$ -	\$ 401,000

**UNC Wilmington- Unit Breakout
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University Administration		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 15,103,000	\$ 21,000	\$ -	\$ -	\$ 15,124,000
	Sales & Services	\$ -	\$ 4,000	\$ -	\$ -	\$ 4,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 3,000	\$ 3,000
	Gifts & Investments	\$ -	\$ 421,000	\$ -	\$ 4,000	\$ 425,000
	Other Revenues	\$ -	\$ 96,000	\$ -	\$ -	\$ 96,000
Revenues Total		\$ 15,103,000	\$ 542,000	\$ -	\$ 7,000	\$ 15,652,000
Expenses	Salaries and Wages	\$ 5,388,000	\$ 25,000	\$ -	\$ -	\$ 5,413,000
	Staff Benefits	\$ 1,766,000	\$ 104,000	\$ -	\$ -	\$ 1,870,000
	Services, Supplies, Materials, & Equip.	\$ 3,343,000	\$ 416,000	\$ -	\$ 40,000	\$ 3,799,000
	Scholarships & Fellowships	\$ -	\$ 3,000	\$ -	\$ -	\$ 3,000
	Debt Service	\$ -	\$ 119,000	\$ -	\$ -	\$ 119,000
	Utilities	\$ 18,000	\$ -	\$ -	\$ -	\$ 18,000
	Other Expenses	\$ 4,588,000	\$ 22,000	\$ -	\$ -	\$ 4,610,000
Expenses Total		\$ 15,103,000	\$ 689,000	\$ -	\$ 40,000	\$ 15,832,000
Net Transfers		\$ -	\$ 259,000	\$ -	\$ 35,000	\$ 294,000
Change in Fund Balance			\$ 112,000	\$ -	\$ 2,000	\$ 114,000
Business Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 14,056,000	\$ -	\$ -	\$ -	\$ 14,056,000
	Sales & Services	\$ -	\$ 192,000	\$ -	\$ -	\$ 192,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ 75,000	\$ -	\$ 1,892,000	\$ -	\$ 1,967,000
	Gifts & Investments	\$ -	\$ 3,596,000	\$ -	\$ -	\$ 3,596,000
	Other Revenues	\$ 106,000	\$ 150,000	\$ -	\$ -	\$ 256,000
Revenues Total		\$ 14,237,000	\$ 3,938,000	\$ 1,892,000	\$ -	\$ 20,067,000
Expenses	Salaries and Wages	\$ 7,861,000	\$ 45,000	\$ -	\$ -	\$ 7,906,000
	Staff Benefits	\$ 1,678,000	\$ 28,000	\$ -	\$ -	\$ 1,706,000
	Services, Supplies, Materials, & Equip.	\$ 3,337,000	\$ 152,000	\$ -	\$ -	\$ 3,489,000
	Scholarships & Fellowships	\$ 69,000	\$ -	\$ -	\$ -	\$ 69,000
	Debt Service	\$ 896,000	\$ -	\$ -	\$ -	\$ 896,000
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 396,000	\$ 47,000	\$ -	\$ -	\$ 443,000
Expenses Total		\$ 14,237,000	\$ 272,000	\$ -	\$ -	\$ 14,509,000
Net Transfers		\$ -	\$ (2,656,000)	\$ (1,892,000)	\$ -	\$ (4,548,000)
Change in Fund Balance			\$ 1,010,000	\$ -	\$ -	\$ 1,010,000

**UNC Wilmington- Unit Breakout
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Facilities		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 22,929,000	\$ -	\$ -	\$ -	\$ 22,929,000
	Sales & Services	\$ 131,000	\$ 5,767,000	\$ -	\$ -	\$ 5,898,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 4,000	\$ 4,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 23,060,000	\$ 5,767,000	\$ -	\$ 4,000	\$ 28,831,000
Expenses	Salaries and Wages	\$ 10,144,000	\$ 1,146,000	\$ -	\$ -	\$ 11,290,000
	Staff Benefits	\$ 3,325,000	\$ 561,000	\$ -	\$ -	\$ 3,886,000
	Services, Supplies, Materials, & Equip.	\$ 3,206,000	\$ 4,993,000	\$ -	\$ 4,000	\$ 8,203,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ 6,373,000	\$ -	\$ -	\$ -	\$ 6,373,000
	Other Expenses	\$ 12,000	\$ 2,000	\$ -	\$ -	\$ 14,000
Expenses Total		\$ 23,060,000	\$ 6,702,000	\$ -	\$ 4,000	\$ 29,766,000
Net Transfers		\$ -	\$ 936,000	\$ -	\$ -	\$ 936,000
Change in Fund Balance			\$ 1,000	\$ -	\$ -	\$ 1,000
Human Resources		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 3,300,000	\$ -	\$ -	\$ -	\$ 3,300,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 3,300,000	\$ -	\$ -	\$ -	\$ 3,300,000
Expenses	Salaries and Wages	\$ 2,328,000	\$ -	\$ -	\$ -	\$ 2,328,000
	Staff Benefits	\$ 763,000	\$ -	\$ -	\$ -	\$ 763,000
	Services, Supplies, Materials, & Equip.	\$ 194,000	\$ -	\$ -	\$ -	\$ 194,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 16,000	\$ -	\$ -	\$ -	\$ 16,000
Expenses Total		\$ 3,301,000	\$ -	\$ -	\$ -	\$ 3,301,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -

**UNC Wilmington- Unit Breakout
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Information Technology		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 8,229,000	\$ 7,019,000	\$ -	\$ -	\$ 15,248,000
	Sales & Services	\$ -	\$ 2,923,000	\$ -	\$ -	\$ 2,923,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 8,229,000	\$ 9,942,000	\$ -	\$ -	\$ 18,171,000
Expenses	Salaries and Wages	\$ 5,557,000	\$ 3,395,000	\$ -	\$ -	\$ 8,952,000
	Staff Benefits	\$ 1,822,000	\$ 1,302,000	\$ -	\$ -	\$ 3,124,000
	Services, Supplies, Materials, & Equip.	\$ 849,000	\$ 5,145,000	\$ -	\$ -	\$ 5,994,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 13,000	\$ -	\$ -	\$ 13,000
	Other Expenses	\$ 1,000	\$ 55,000	\$ -	\$ -	\$ 56,000
Expenses Total		\$ 8,229,000	\$ 9,910,000	\$ -	\$ -	\$ 18,139,000
Net Transfers		\$ -	\$ 69,000	\$ -	\$ -	\$ 69,000
Change in Fund Balance			\$ 101,000	\$ -	\$ -	\$ 101,000
Public Safety		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,801,000	\$ 810,000	\$ -	\$ -	\$ 3,611,000
	Sales & Services	\$ -	\$ 1,520,000	\$ -	\$ -	\$ 1,520,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ 1,000	\$ -	\$ -	\$ 1,000
	Other Revenues	\$ -	\$ 1,000	\$ -	\$ -	\$ 1,000
Revenues Total		\$ 2,801,000	\$ 2,332,000	\$ -	\$ -	\$ 5,133,000
Expenses	Salaries and Wages	\$ 1,961,000	\$ 1,354,000	\$ -	\$ -	\$ 3,315,000
	Staff Benefits	\$ 643,000	\$ 670,000	\$ -	\$ -	\$ 1,313,000
	Services, Supplies, Materials, & Equip.	\$ 198,000	\$ 277,000	\$ -	\$ -	\$ 475,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ 31,000	\$ -	\$ -	\$ 31,000
Expenses Total		\$ 2,802,000	\$ 2,332,000	\$ -	\$ -	\$ 5,134,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -

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Advancement		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 5,120,000	\$ -	\$ -	\$ -	\$ 5,120,000
	Sales & Services	\$ -	\$ 1,465,000	\$ -	\$ -	\$ 1,465,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ 28,000	\$ -	\$ -	\$ 28,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 5,120,000	\$ 1,493,000	\$ -	\$ -	\$ 6,613,000
Expenses	Salaries and Wages	\$ 3,683,000	\$ 154,000	\$ -	\$ -	\$ 3,837,000
	Staff Benefits	\$ 1,207,000	\$ 46,000	\$ -	\$ -	\$ 1,253,000
	Services, Supplies, Materials, & Equip.	\$ 230,000	\$ 1,383,000	\$ -	\$ -	\$ 1,613,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ 176,000	\$ -	\$ -	\$ 176,000
Expenses Total		\$ 5,120,000	\$ 1,759,000	\$ -	\$ -	\$ 6,879,000
Net Transfers		\$ -	\$ 266,000	\$ -	\$ -	\$ 266,000
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -
Dining		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 5,516,000	\$ -	\$ -	\$ 5,516,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ -	\$ -	\$ -	\$ -
	Sales & Services	\$ -	\$ 21,230,000	\$ -	\$ -	\$ 21,230,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ 281,000	\$ -	\$ -	\$ 281,000
	Other Revenues	\$ -	\$ 80,000	\$ -	\$ -	\$ 80,000
Revenues Total		\$ -	\$ 21,591,000	\$ -	\$ -	\$ 21,591,000
Expenses	Salaries and Wages	\$ -	\$ 408,000	\$ -	\$ -	\$ 408,000
	Staff Benefits	\$ -	\$ 183,000	\$ -	\$ -	\$ 183,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 17,916,000	\$ -	\$ -	\$ 17,916,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ 1,117,000	\$ -	\$ -	\$ 1,117,000
	Utilities	\$ -	\$ 429,000	\$ -	\$ -	\$ 429,000
	Other Expenses	\$ -	\$ 349,000	\$ -	\$ -	\$ 349,000
Expenses Total		\$ -	\$ 20,402,000	\$ -	\$ -	\$ 20,402,000
Net Transfers		\$ -	\$ (232,000)	\$ -	\$ -	\$ (232,000)
Change in Fund Balance			\$ 957,000	\$ -	\$ -	\$ 957,000
Ending Fund Balance			\$ 6,473,000	\$ -	\$ -	\$ 6,473,000

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Housing		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 23,724,000	\$ -	\$ -	\$ 23,724,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ -	\$ -	\$ -	\$ -
	Sales & Services	\$ -	\$ 31,620,000	\$ -	\$ -	\$ 31,620,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ 10,000	\$ -	\$ -	\$ 10,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ -	\$ 31,630,000	\$ -	\$ -	\$ 31,630,000
Expenses	Salaries and Wages	\$ -	\$ 2,980,000	\$ -	\$ -	\$ 2,980,000
	Staff Benefits	\$ -	\$ 878,000	\$ -	\$ -	\$ 878,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 11,950,000	\$ -	\$ -	\$ 11,950,000
	Scholarships & Fellowships	\$ -	\$ 1,478,000	\$ -	\$ -	\$ 1,478,000
	Debt Service	\$ -	\$ 8,490,000	\$ -	\$ -	\$ 8,490,000
	Utilities	\$ -	\$ 1,988,000	\$ -	\$ -	\$ 1,988,000
	Other Expenses	\$ -	\$ 35,000	\$ -	\$ -	\$ 35,000
Expenses Total		\$ -	\$ 27,799,000	\$ -	\$ -	\$ 27,799,000
Net Transfers		\$ -	\$ (3,831,000)	\$ -	\$ -	\$ (3,831,000)
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -
Ending Fund Balance			\$ 23,724,000	\$ -	\$ -	\$ 23,724,000
Parking		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 1,221,000	\$ -	\$ -	\$ 1,221,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ 1,340,000	\$ -	\$ -	\$ 1,340,000
	Sales & Services	\$ -	\$ 4,172,000	\$ -	\$ -	\$ 4,172,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 9,000	\$ -	\$ -	\$ 9,000
Revenues Total		\$ -	\$ 5,521,000	\$ -	\$ -	\$ 5,521,000
Expenses	Salaries and Wages	\$ -	\$ 713,000	\$ -	\$ -	\$ 713,000
	Staff Benefits	\$ -	\$ 336,000	\$ -	\$ -	\$ 336,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 1,826,000	\$ -	\$ -	\$ 1,826,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ 1,830,000	\$ -	\$ -	\$ 1,830,000
	Utilities	\$ -	\$ 105,000	\$ -	\$ -	\$ 105,000
	Other Expenses	\$ -	\$ 161,000	\$ -	\$ -	\$ 161,000
Expenses Total		\$ -	\$ 4,971,000	\$ -	\$ -	\$ 4,971,000
Net Transfers		\$ -	\$ (466,000)	\$ -	\$ -	\$ (466,000)
Change in Fund Balance			\$ 84,000	\$ -	\$ -	\$ 84,000
Ending Fund Balance			\$ 1,305,000	\$ -	\$ -	\$ 1,305,000

**UNC Wilmington- Unit Breakout
FY 2023-24 All-Funds Budget**

Athletics		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 3,369,000	\$ -	\$ -	\$ 3,369,000
Revenues	State Appropriation, Tuition, & Fees	\$ 683,000	\$ 12,146,000	\$ -	\$ -	\$ 12,829,000
	Sales & Services	\$ -	\$ 2,269,000	\$ -	\$ -	\$ 2,269,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ 1,659,000	\$ -	\$ -	\$ 1,659,000
	Other Revenues	\$ -	\$ 105,000	\$ -	\$ -	\$ 105,000
Revenues Total		\$ 683,000	\$ 16,179,000	\$ -	\$ -	\$ 16,862,000
Expenses	Salaries and Wages	\$ 485,000	\$ 5,447,000	\$ -	\$ -	\$ 5,932,000
	Staff Benefits	\$ 159,000	\$ 1,925,000	\$ -	\$ -	\$ 2,084,000
	Services, Supplies, Materials, & Equip.	\$ 38,000	\$ 5,748,000	\$ -	\$ -	\$ 5,786,000
	Scholarships & Fellowships	\$ -	\$ 2,670,000	\$ -	\$ -	\$ 2,670,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 20,000	\$ -	\$ -	\$ 20,000
	Other Expenses	\$ 1,000	\$ 505,000	\$ -	\$ -	\$ 506,000
Expenses Total		\$ 683,000	\$ 16,315,000	\$ -	\$ -	\$ 16,998,000
Net Transfers		\$ -	\$ 136,000	\$ -	\$ -	\$ 136,000
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -
Ending Fund Balance			\$ 3,369,000	\$ -	\$ -	\$ 3,369,000
Student Health		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 2,205,000	\$ -	\$ -	\$ 2,205,000
Revenues	State Appropriation, Tuition, & Fees	\$ 3,000	\$ 3,497,000	\$ -	\$ -	\$ 3,500,000
	Sales & Services	\$ -	\$ 2,769,000	\$ -	\$ -	\$ 2,769,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 35,000	\$ 35,000
	Gifts & Investments	\$ -	\$ 11,000	\$ -	\$ -	\$ 11,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 3,000	\$ 6,277,000	\$ -	\$ 35,000	\$ 6,315,000
Expenses	Salaries and Wages	\$ -	\$ 2,198,000	\$ -	\$ 14,000	\$ 2,212,000
	Staff Benefits	\$ -	\$ 859,000	\$ -	\$ 2,000	\$ 861,000
	Services, Supplies, Materials, & Equip.	\$ 3,000	\$ 2,869,000	\$ -	\$ 18,000	\$ 2,890,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000
Expenses Total		\$ 3,000	\$ 6,026,000	\$ -	\$ 34,000	\$ 6,063,000
Net Transfers		\$ -	\$ 261,000	\$ -	\$ -	\$ 261,000
Change in Fund Balance			\$ 512,000	\$ -	\$ 1,000	\$ 513,000
Ending Fund Balance			\$ 2,717,000	\$ -	\$ 1,000	\$ 2,718,000

**UNC Wilmington- Unit Breakout
FY 2023-24 All-Funds Budget**

Other Auxiliaries		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 15,000.00	\$ 4,287,000	\$ -	\$ -	\$ 4,302,000
	Sales & Services	\$ -	\$ 4,499,000	\$ -	\$ -	\$ 4,499,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ 147,000	\$ -	\$ -	\$ 147,000
	Other Revenues	\$ -	\$ 819,000	\$ -	\$ -	\$ 819,000
Revenues Total		\$ 15,000	\$ 9,752,000	\$ -	\$ -	\$ 9,767,000
Expenses	Salaries and Wages	\$ 11,000	\$ 1,486,000	\$ -	\$ -	\$ 1,497,000
	Staff Benefits	\$ 4,000	\$ 640,000	\$ -	\$ -	\$ 644,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 1,768,000	\$ -	\$ -	\$ 1,768,000
	Scholarships & Fellowships	\$ -	\$ 35,000	\$ -	\$ -	\$ 35,000
	Debt Service	\$ -	\$ 4,722,000	\$ 796,000	\$ -	\$ 5,518,000
	Utilities	\$ -	\$ 44,000	\$ -	\$ -	\$ 44,000
	Other Expenses	\$ -	\$ 548,000	\$ -	\$ -	\$ 548,000
Expenses Total		\$ 15,000	\$ 9,243,000	\$ 796,000	\$ -	\$ 10,054,000
Net Transfers		\$ -	\$ -	\$ 796,000	\$ -	\$ 796,000
Change in Fund Balance			\$ 509,000	\$ -	\$ -	\$ 509,000
Center for Marine Science		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 5,146,000.00	\$ -	\$ -	\$ -	\$ 5,146,000
	Sales & Services	\$ -	\$ 658,000	\$ -	\$ -	\$ 658,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 3,353,000	\$ 3,353,000
	Gifts & Investments	\$ -	\$ 99,000	\$ -	\$ 68,000	\$ 167,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 5,146,000	\$ 757,000	\$ -	\$ 3,421,000	\$ 9,324,000
Expenses	Salaries and Wages	\$ 2,845,000	\$ 336,000	\$ 13,000	\$ 1,057,000	\$ 4,251,000
	Staff Benefits	\$ 933,000	\$ 117,000	\$ 3,000	\$ 214,000	\$ 1,267,000
	Services, Supplies, Materials, & Equip.	\$ 1,355,000	\$ 196,000	\$ 3,000	\$ 2,049,000	\$ 3,603,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ 35,000	\$ 35,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 126,000	\$ -	\$ -	\$ 126,000
	Other Expenses	\$ 14,000	\$ 5,000	\$ -	\$ -	\$ 19,000
Expenses Total		\$ 5,147,000	\$ 780,000	\$ 19,000	\$ 3,355,000	\$ 9,301,000
Net Transfers		\$ -	\$ 23,000	\$ 90,000	\$ (3,000)	\$ 110,000
Change in Fund Balance			\$ -	\$ 71,000	\$ 63,000	\$ 134,000

The University of North Carolina School of the Arts (UNCSA) All-Funds Budget for FY 2023-2024 supports the strategic priorities set by the UNC System and Board of Governors, as well as UNCSA's strategic plan which was inspired by our mission to provide gifted emerging artists with the experience, knowledge and skills needed to excel in their disciplines and in their lives, and to enrich the cultural and economic prosperity of the people of North Carolina. In addition, the UNCSA All-Funds Budget reflects examples of addressing student affordability and supporting campus safety.

Supporting System-Wide Strategic Priorities

Increase Access for Underserved Populations

- The Admissions budget is used for recruitment efforts that are focused on, among other things, underserved populations as UNCSEA seeks to recruit and enroll top-tier emerging artists.

Address Student Affordability

- The Advancement division's budget focuses on cultivating donors and fundraising opportunities, the results of which directly support student scholarships. These scholarships allow UNCSEA to recruit and retain historically underrepresented students and assist our students, so they graduate with as little debt as possible.

Improve Student Mental Health

- The Health Services budget provides accessible, quality health care and educational services to promote the health and well-being of UNCSEA students. Services are provided through our partnership with Atrium Health Wake Forest Baptist and include diagnosis and treatment of general medical problems, immunizations, testing, athletic training, and a licensed pharmacy.
- The Counseling Services budget provides individual and group sessions that include a confidential environment where students can discuss issues from personal problems to life goals. Counselors help students identify stresses, explore acceptable forms of emotional expression and behavior, and establish healthy mental attitudes to facilitate both personal and professional growth.

Investing in Institution-Specific Strategic Priorities

Advance Mental Health Support Infrastructure

- The Police and Public Safety budget is used to ensure all officers and tele-communicators receive CIT (Crisis Intervention Training). This program gives officers more tools to increase

their knowledge about mental illness while simultaneously increasing the likelihood that individuals will receive mental health services.

- The Human Resources budget supports the services provided for the Employee Assistance Program – ComPsych as well as Ginger, which provides mental health services.

Support and Advocate for Safety and Wellbeing

- The Police and Public Safety budget supports operations that include One Card Access Control systems which help promote a physically safe environment.
- The Police and Public Safety and Facilities budgets are utilized for the installation/maintenance of lighting and blue light emergency call boxes to promote a physically safe environment.
- The Information Technology budget supports efforts associated with securing our network and the various technology tools utilized by our students, faculty, and staff.
- During their educational experience at UNCSA our college and high school students are likely to spend at least half of their time in their residence, which for many will include on-campus housing. The Housing budgets enable students to experience a sense of community and belonging among their room/suite /hall mates. In addition, the Residence Life staff coordinate educational and culturally responsive programs that help foster a safe and welcoming climate for high school students.

Increase Fiscal Sustainability

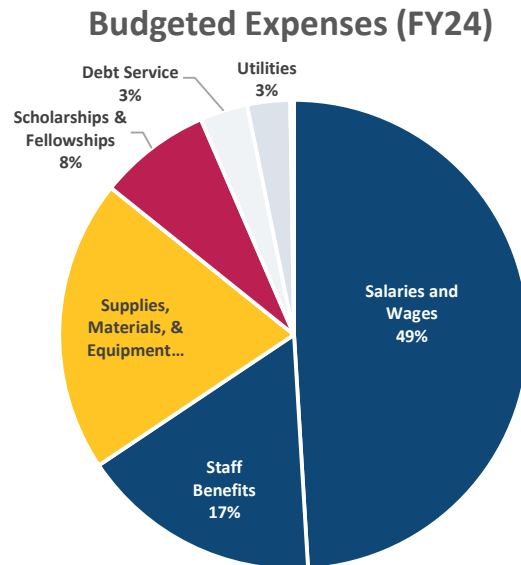
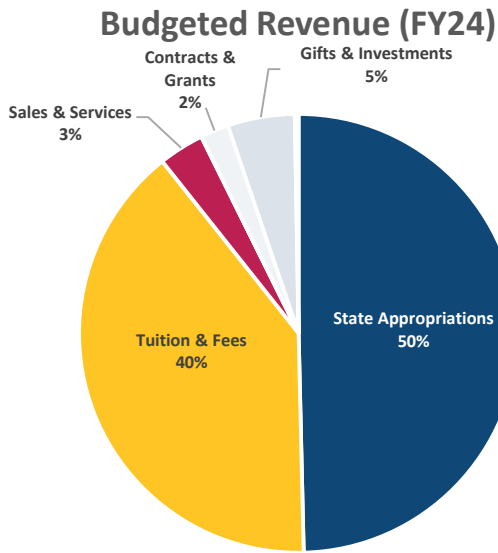
- UNCSA continues to review its technology applications to identify opportunities to eliminate redundancies, increase efficiencies, and promote cost savings. We are piloting a project with a new vendor for their managed 24/7 endpoint services. If it goes well, we can replace the current services which will generate approximately \$70,000 in savings that can be repurposed to other strategic priorities in FY24.

Maintain and Expand Industry Relevance

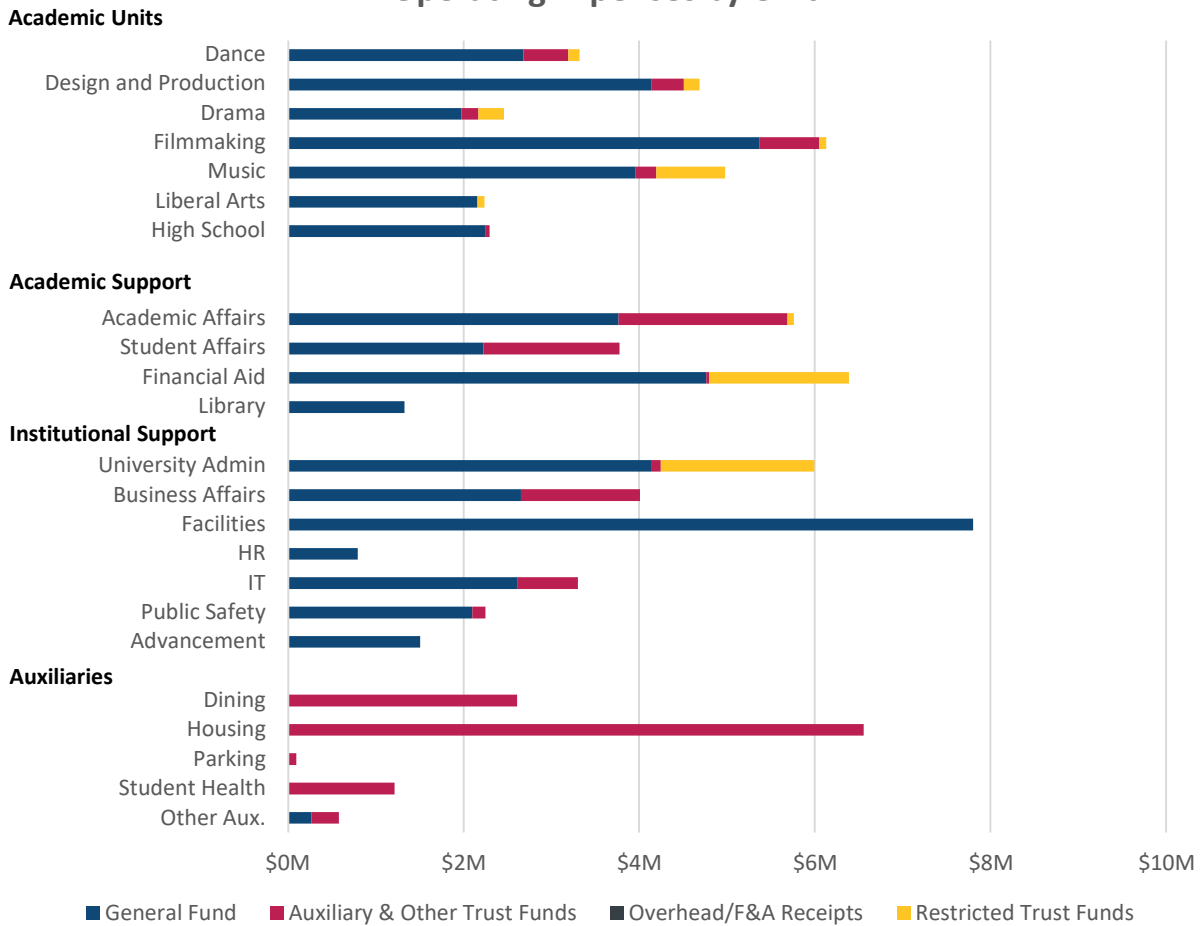
- Budgets for the Art Schools are used to purchase necessary items needed in the classroom to teach our students the elements of stage, film, dance, and opera work they will use after graduation in getting employment in the entertainment industry. The Budgets also support industry related trips, and workshops, including health and wellness sessions, and classroom technology.
- The School of Filmmaking's Media and Emerging Technology program collaborated with other educational partners to develop a highly customized virtual reality training platform for nurses. As we continue to develop this type of training platform, it enables our students to expand their employment opportunities after graduation.

UNCSA's All-Funds Budget for FY 2023-2024 supports the University's strategic plan, the strategic plans of our campus departments, and the strategic priorities set by the UNC System and Board of Governors.

UNC School of the Arts



Operating Expenses by Unit



**UNC School of the Arts
FY 2023-24 All-Funds Budget**

		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriations	\$ 39,704,000	\$ -	\$ -	\$ -	\$ 39,704,000
	Tuition & Fees	\$ 16,784,000	\$ 14,981,000	\$ -	\$ -	\$ 31,765,000
	<i>Less Discounts and Allowances</i>	\$ (1,509,000)	\$ (854,000)	\$ -	\$ (4,403,000)	\$ (6,766,000)
	Sales & Services	\$ -	\$ 2,671,000	\$ -	\$ -	\$ 2,671,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 1,669,000	\$ 1,669,000
	Gifts & Investments	\$ -	\$ 675,000	\$ -	\$ 3,290,000	\$ 3,965,000
	Other Revenues	\$ -	\$ 221,000	\$ -	\$ -	\$ 221,000
Revenues Total		\$ 54,979,000	\$ 17,694,000	\$ -	\$ 556,000	\$ 73,229,000
Expenses	Salaries and Wages	\$ 31,782,000	\$ 6,402,000	\$ -	\$ 1,077,000	\$ 39,261,000
	Staff Benefits	\$ 10,892,000	\$ 2,115,000	\$ -	\$ 261,000	\$ 13,268,000
	Services, Supplies, Materials, & Equip.	\$ 7,285,000	\$ 7,181,000	\$ -	\$ 1,673,000	\$ 16,139,000
	Scholarships & Fellowships	\$ 4,433,000	\$ 23,000	\$ -	\$ 1,742,000	\$ 6,198,000
	<i>Less Discounts and Allowances</i>	\$ (1,509,000)	\$ (854,000)	\$ -	\$ (4,403,000)	\$ (6,766,000)
	Debt Service	\$ -	\$ 2,632,000	\$ -	\$ -	\$ 2,632,000
	Utilities	\$ 2,095,000	\$ 269,000	\$ -	\$ 4,000	\$ 2,368,000
	Other Expenses	\$ -	\$ -	\$ -	\$ 201,000	\$ 201,000
Expenses Total		\$ 54,978,000	\$ 17,768,000	\$ -	\$ 555,000	\$ 73,301,000
Net Transfers		\$ -	\$ 70,000	\$ -	\$ -	\$ 70,000
Change in Fund Balance			\$ (4,000)	\$ -	\$ 1,000	\$ (3,000)

**UNC School of the Arts- Unit Breakout
FY 2023-24 All-Funds Budget**

School of Dance		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,681,000	\$ 60,000	\$ -	\$ -	\$ 2,741,000
	Sales & Services	\$ -	\$ 453,000	\$ -	\$ -	\$ 453,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 125,000	\$ 125,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 2,681,000	\$ 513,000	\$ -	\$ 125,000	\$ 3,319,000
Expenses	Salaries and Wages	\$ 1,965,000	\$ 220,000	\$ -	\$ 22,000	\$ 2,207,000
	Staff Benefits	\$ 662,000	\$ 62,000	\$ -	\$ 3,000	\$ 727,000
	Services, Supplies, Materials, & Equip.	\$ 54,000	\$ 231,000	\$ -	\$ 100,000	\$ 385,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 2,681,000	\$ 513,000	\$ -	\$ 125,000	\$ 3,319,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance		\$ -	\$ -	\$ -	\$ -	\$ -
School of Design and Production		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 4,136,000	\$ 335,000	\$ -	\$ -	\$ 4,471,000
	Sales & Services	\$ -	\$ 36,000	\$ -	\$ -	\$ 36,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 178,000	\$ 178,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 4,136,000	\$ 371,000	\$ -	\$ 178,000	\$ 4,685,000
Expenses	Salaries and Wages	\$ 2,960,000	\$ 65,000	\$ -	\$ 122,000	\$ 3,147,000
	Staff Benefits	\$ 996,000	\$ 20,000	\$ -	\$ 41,000	\$ 1,057,000
	Services, Supplies, Materials, & Equip.	\$ 181,000	\$ 286,000	\$ -	\$ 15,000	\$ 482,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 4,137,000	\$ 371,000	\$ -	\$ 178,000	\$ 4,686,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance		\$ -	\$ -	\$ -	\$ -	\$ -

**UNC School of the Arts- Unit Breakout
FY 2023-24 All-Funds Budget**

School of Drama		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,975,000	\$ 51,000	\$ -	\$ -	\$ 2,026,000
	Sales & Services	\$ -	\$ 143,000	\$ -	\$ -	\$ 143,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 292,000	\$ 292,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 1,975,000	\$ 194,000	\$ -	\$ 292,000	\$ 2,461,000
Expenses	Salaries and Wages	\$ 1,450,000	\$ 54,000	\$ -	\$ 72,000	\$ 1,576,000
	Staff Benefits	\$ 488,000	\$ 26,000	\$ -	\$ 19,000	\$ 533,000
	Services, Supplies, Materials, & Equip.	\$ 37,000	\$ 114,000	\$ -	\$ 201,000	\$ 352,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 1,975,000	\$ 194,000	\$ -	\$ 292,000	\$ 2,461,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance		\$ -	\$ -	\$ -	\$ -	\$ -
School of Filmmaking		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 5,374,000	\$ 585,000	\$ -	\$ -	\$ 5,959,000
	Sales & Services	\$ -	\$ 92,000	\$ -	\$ -	\$ 92,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 82,000	\$ 82,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 5,374,000	\$ 677,000	\$ -	\$ 82,000	\$ 6,133,000
Expenses	Salaries and Wages	\$ 3,897,000	\$ 249,000	\$ -	\$ 38,000	\$ 4,184,000
	Staff Benefits	\$ 1,312,000	\$ 59,000	\$ -	\$ 5,000	\$ 1,376,000
	Services, Supplies, Materials, & Equip.	\$ 165,000	\$ 369,000	\$ -	\$ 39,000	\$ 573,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 5,374,000	\$ 677,000	\$ -	\$ 82,000	\$ 6,133,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance		\$ -	\$ -	\$ -	\$ -	\$ -

**UNC School of the Arts- Unit Breakout
FY 2023-24 All-Funds Budget**

School of Music		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 3,957,000	\$ 198,000	\$ -	\$ -	\$ 4,155,000
	Sales & Services	\$ -	\$ 40,000	\$ -	\$ -	\$ 40,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 784,000	\$ 784,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 3,957,000	\$ 238,000	\$ -	\$ 784,000	\$ 4,979,000
Expenses	Salaries and Wages	\$ 2,921,000	\$ 172,000	\$ -	\$ 110,000	\$ 3,203,000
	Staff Benefits	\$ 983,000	\$ 22,000	\$ -	\$ 25,000	\$ 1,030,000
	Services, Supplies, Materials, & Equip.	\$ 52,000	\$ 44,000	\$ -	\$ 460,000	\$ 556,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ 189,000	\$ 189,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 3,956,000	\$ 238,000	\$ -	\$ 784,000	\$ 4,978,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance		\$ -	\$ -	\$ -	\$ -	\$ -
Division of Liberal Arts		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,159,000	\$ -	\$ -	\$ -	\$ 2,159,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 80,000	\$ 80,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 2,159,000	\$ -	\$ -	\$ 80,000	\$ 2,239,000
Expenses	Salaries and Wages	\$ 1,597,000	\$ -	\$ -	\$ 37,000	\$ 1,634,000
	Staff Benefits	\$ 537,000	\$ -	\$ -	\$ 7,000	\$ 544,000
	Services, Supplies, Materials, & Equip.	\$ 24,000	\$ -	\$ -	\$ 36,000	\$ 60,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 2,158,000	\$ -	\$ -	\$ 80,000	\$ 2,238,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance		\$ -	\$ -	\$ -	\$ -	\$ -

**UNC School of the Arts- Unit Breakout
FY 2023-24 All-Funds Budget**

High School		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,251,000	\$ 32,000	\$ -	\$ -	\$ 2,283,000
	Sales & Services	\$ -	\$ 12,000	\$ -	\$ -	\$ 12,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 2,251,000	\$ 44,000	\$ -	\$ -	\$ 2,295,000
Expenses	Salaries and Wages	\$ 1,632,000	\$ 2,000	\$ -	\$ -	\$ 1,634,000
	Staff Benefits	\$ 552,000	\$ 1,000	\$ -	\$ -	\$ 553,000
	Services, Supplies, Materials, & Equip.	\$ 67,000	\$ 41,000	\$ -	\$ -	\$ 108,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 2,251,000	\$ 44,000	\$ -	\$ -	\$ 2,295,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance		\$ -	\$ -	\$ -	\$ -	\$ -

**UNC School of the Arts- Unit Breakout
FY 2023-24 All-Funds Budget**

Academic Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 3,766,000	\$ 392,000	\$ -	\$ -	\$ 4,158,000
	Sales & Services	\$ -	\$ 1,467,000	\$ -	\$ -	\$ 1,467,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 75,000	\$ 75,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 103,000	\$ -	\$ -	\$ 103,000
Revenues Total		\$ 3,766,000	\$ 1,962,000	\$ -	\$ 75,000	\$ 5,803,000
Expenses	Salaries and Wages	\$ 2,610,000	\$ 926,000	\$ -	\$ 49,000	\$ 3,585,000
	Staff Benefits	\$ 882,000	\$ 217,000	\$ -	\$ 9,000	\$ 1,108,000
	Services, Supplies, Materials, & Equip.	\$ 274,000	\$ 780,000	\$ -	\$ 17,000	\$ 1,071,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 3,766,000	\$ 1,923,000	\$ -	\$ 75,000	\$ 5,764,000
Net Transfers		\$ -	\$ (40,000)	\$ -	\$ -	\$ (40,000)
Change in Fund Balance			\$ (1,000)	\$ -	\$ -	\$ (1,000)
Student Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,228,000	\$ 1,310,000	\$ -	\$ -	\$ 3,538,000
	Sales & Services	\$ -	\$ 82,000	\$ -	\$ -	\$ 82,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 74,000	\$ -	\$ -	\$ 74,000
Revenues Total		\$ 2,228,000	\$ 1,466,000	\$ -	\$ -	\$ 3,694,000
Expenses	Salaries and Wages	\$ 1,207,000	\$ 861,000	\$ -	\$ -	\$ 2,068,000
	Staff Benefits	\$ 408,000	\$ 300,000	\$ -	\$ -	\$ 708,000
	Services, Supplies, Materials, & Equip.	\$ 613,000	\$ 388,000	\$ -	\$ -	\$ 1,001,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 2,228,000	\$ 1,549,000	\$ -	\$ -	\$ 3,777,000
Net Transfers		\$ -	\$ 82,000	\$ -	\$ -	\$ 82,000
Change in Fund Balance			\$ (1,000)	\$ -	\$ -	\$ (1,000)

**UNC School of the Arts- Unit Breakout
FY 2023-24 All-Funds Budget**

Financial Aid		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 4,763,000	\$ 36,000	\$ -	\$ -	\$ 4,799,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 1,568,000	\$ 1,568,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 26,000	\$ 26,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 4,763,000	\$ 36,000	\$ -	\$ 1,594,000	\$ 6,393,000
Expenses	Salaries and Wages	\$ 250,000	\$ 6,000	\$ -	\$ 40,000	\$ 296,000
	Staff Benefits	\$ 80,000	\$ 3,000	\$ -	\$ -	\$ 83,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 25,000	\$ -	\$ -	\$ 25,000
	Scholarships & Fellowships	\$ 4,433,000	\$ -	\$ -	\$ 1,553,000	\$ 5,986,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 4,763,000	\$ 34,000	\$ -	\$ 1,593,000	\$ 6,390,000
Net Transfers		\$ -	\$ (3,000)	\$ -	\$ -	\$ (3,000)
Change in Fund Balance			\$ (1,000)	\$ -	\$ 1,000	\$ -
Library		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,324,000	\$ -	\$ -	\$ -	\$ 1,324,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 1,324,000	\$ -	\$ -	\$ -	\$ 1,324,000
Expenses	Salaries and Wages	\$ 721,000	\$ -	\$ -	\$ -	\$ 721,000
	Staff Benefits	\$ 244,000	\$ -	\$ -	\$ -	\$ 244,000
	Services, Supplies, Materials, & Equip.	\$ 359,000	\$ -	\$ -	\$ -	\$ 359,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 1,324,000	\$ -	\$ -	\$ -	\$ 1,324,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -

**UNC School of the Arts- Unit Breakout
FY 2023-24 All-Funds Budget**

University Administration		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 4,145,000	\$ -	\$ -	\$ -	\$ 4,145,000
	Sales & Services	\$ -	\$ 101,000	\$ -	\$ -	\$ 101,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 26,000	\$ 26,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ 1,723,000	\$ 1,723,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 4,145,000	\$ 101,000	\$ -	\$ 1,749,000	\$ 5,995,000
Expenses	Salaries and Wages	\$ 1,990,000	\$ 1,000	\$ -	\$ 587,000	\$ 2,578,000
	Staff Benefits	\$ 672,000	\$ -	\$ -	\$ 152,000	\$ 824,000
	Services, Supplies, Materials, & Equip.	\$ 1,483,000	\$ 100,000	\$ -	\$ 805,000	\$ 2,388,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ 4,000	\$ 4,000
	Other Expenses	\$ -	\$ -	\$ -	\$ 201,000	\$ 201,000
Expenses Total		\$ 4,145,000	\$ 101,000	\$ -	\$ 1,749,000	\$ 5,995,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -

**UNC School of the Arts- Unit Breakout
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Business Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,652,000	\$ -	\$ -	\$ -	2,652,000
	Sales & Services	\$ -	\$ 45,000	\$ -	\$ -	45,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	-
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	-
	Gifts & Investments	\$ -	\$ 512,000	\$ -	\$ -	512,000
	Other Revenues	\$ -	\$ 40,000	\$ -	\$ -	40,000
Revenues Total		\$ 2,652,000	\$ 597,000	\$ -	\$ -	3,249,000
Expenses	Salaries and Wages	\$ 1,442,000	\$ 593,000	\$ -	\$ -	2,035,000
	Staff Benefits	\$ 487,000	\$ 238,000	\$ -	\$ -	725,000
	Services, Supplies, Materials, & Equip.	\$ 723,000	\$ 525,000	\$ -	\$ -	1,248,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	-
	Debt Service	\$ -	\$ -	\$ -	\$ -	-
	Utilities	\$ -	\$ -	\$ -	\$ -	-
	Other Expenses	\$ -	\$ -	\$ -	\$ -	-
Expenses Total		\$ 2,652,000	\$ 1,356,000	\$ -	\$ -	4,008,000
Net Transfers		\$ -	\$ 758,000	\$ -	\$ -	758,000
Change in Fund Balance			\$ (1,000)	\$ -	\$ -	(1,000)
Facilities		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 7,804,000	\$ -	\$ -	\$ -	7,804,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	-
	Patient Services	\$ -	\$ -	\$ -	\$ -	-
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	-
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	-
	Other Revenues	\$ -	\$ -	\$ -	\$ -	-
Revenues Total		\$ 7,804,000	\$ -	\$ -	\$ -	7,804,000
Expenses	Salaries and Wages	\$ 2,953,000	\$ -	\$ -	\$ -	2,953,000
	Staff Benefits	\$ 998,000	\$ -	\$ -	\$ -	998,000
	Services, Supplies, Materials, & Equip.	\$ 1,758,000	\$ -	\$ -	\$ -	1,758,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	-
	Debt Service	\$ -	\$ -	\$ -	\$ -	-
	Utilities	\$ 2,095,000	\$ -	\$ -	\$ -	2,095,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	-
Expenses Total		\$ 7,804,000	\$ -	\$ -	\$ -	7,804,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	-
Change in Fund Balance			\$ -	\$ -	\$ -	-

**UNC School of the Arts- Unit Breakout
FY 2023-24 All-Funds Budget**

Human Resources		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 791,000	\$ -	\$ -	\$ -	791,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	-
	Patient Services	\$ -	\$ -	\$ -	\$ -	-
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	-
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	-
	Other Revenues	\$ -	\$ -	\$ -	\$ -	-
Revenues Total		\$ 791,000	\$ -	\$ -	\$ -	791,000
Expenses	Salaries and Wages	\$ 467,000	\$ -	\$ -	\$ -	467,000
	Staff Benefits	\$ 158,000	\$ -	\$ -	\$ -	158,000
	Services, Supplies, Materials, & Equip.	\$ 167,000	\$ -	\$ -	\$ -	167,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	-
	Debt Service	\$ -	\$ -	\$ -	\$ -	-
	Utilities	\$ -	\$ -	\$ -	\$ -	-
	Other Expenses	\$ -	\$ -	\$ -	\$ -	-
Expenses Total		\$ 792,000	\$ -	\$ -	\$ -	792,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	-
Change in Fund Balance		\$ -	\$ -	\$ -	\$ -	-
Information Technology		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,615,000	\$ 687,000	\$ -	\$ -	3,302,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	-
	Patient Services	\$ -	\$ -	\$ -	\$ -	-
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	-
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	-
	Other Revenues	\$ -	\$ -	\$ -	\$ -	-
Revenues Total		\$ 2,615,000	\$ 687,000	\$ -	\$ -	3,302,000
Expenses	Salaries and Wages	\$ 1,196,000	\$ 259,000	\$ -	\$ -	1,455,000
	Staff Benefits	\$ 404,000	\$ 96,000	\$ -	\$ -	500,000
	Services, Supplies, Materials, & Equip.	\$ 1,015,000	\$ 332,000	\$ -	\$ -	1,347,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	-
	Debt Service	\$ -	\$ -	\$ -	\$ -	-
	Utilities	\$ -	\$ -	\$ -	\$ -	-
	Other Expenses	\$ -	\$ -	\$ -	\$ -	-
Expenses Total		\$ 2,615,000	\$ 687,000	\$ -	\$ -	3,302,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	-
Change in Fund Balance		\$ -	\$ -	\$ -	\$ -	-

**UNC School of the Arts- Unit Breakout
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Public Safety		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,097,000	\$ 80,000	\$ -	\$ -	\$ 2,177,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 2,097,000	\$ 80,000	\$ -	\$ -	\$ 2,177,000
Expenses	Salaries and Wages	\$ 1,232,000	\$ 103,000	\$ -	\$ -	\$ 1,335,000
	Staff Benefits	\$ 592,000	\$ 47,000	\$ -	\$ -	\$ 639,000
	Services, Supplies, Materials, & Equip.	\$ 273,000	\$ -	\$ -	\$ -	\$ 273,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 2,097,000	\$ 150,000	\$ -	\$ -	\$ 2,247,000
Net Transfers		\$ -	\$ 70,000	\$ -	\$ -	\$ 70,000
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -
Advancement		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,506,000	\$ -	\$ -	\$ -	\$ 1,506,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 1,506,000	\$ -	\$ -	\$ -	\$ 1,506,000
Expenses	Salaries and Wages	\$ 1,095,000	\$ -	\$ -	\$ -	\$ 1,095,000
	Staff Benefits	\$ 370,000	\$ -	\$ -	\$ -	\$ 370,000
	Services, Supplies, Materials, & Equip.	\$ 40,000	\$ -	\$ -	\$ -	\$ 40,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 1,505,000	\$ -	\$ -	\$ -	\$ 1,505,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -

**UNC School of the Arts- Unit Breakout
FY 2023-24 All-Funds Budget**

Dining		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 5,492,000	\$ -	\$ -	\$ 5,492,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ 2,804,000	\$ -	\$ -	\$ 2,804,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ -	\$ 2,804,000	\$ -	\$ -	\$ 2,804,000
Expenses	Salaries and Wages	\$ -	\$ 164,000	\$ -	\$ -	\$ 164,000
	Staff Benefits	\$ -	\$ 61,000	\$ -	\$ -	\$ 61,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 2,373,000	\$ -	\$ -	\$ 2,373,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 11,000	\$ -	\$ -	\$ 11,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ -	\$ 2,609,000	\$ -	\$ -	\$ 2,609,000
Net Transfers		\$ -	\$ (195,000)	\$ -	\$ -	\$ (195,000)
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -
Ending Fund Balance			\$ 5,492,000	\$ -	\$ -	\$ 5,492,000
Housing		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 7,592,000	\$ -	\$ -	\$ 7,592,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ 6,848,000	\$ -	\$ -	\$ 6,848,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ 163,000	\$ -	\$ -	\$ 163,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ -	\$ 7,011,000	\$ -	\$ -	\$ 7,011,000
Expenses	Salaries and Wages	\$ -	\$ 1,778,000	\$ -	\$ -	\$ 1,778,000
	Staff Benefits	\$ -	\$ 623,000	\$ -	\$ -	\$ 623,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 1,265,000	\$ -	\$ -	\$ 1,265,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ 2,632,000	\$ -	\$ -	\$ 2,632,000
	Utilities	\$ -	\$ 258,000	\$ -	\$ -	\$ 258,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ -	\$ 6,556,000	\$ -	\$ -	\$ 6,556,000
Net Transfers		\$ -	\$ (454,000)	\$ -	\$ -	\$ (454,000)
Change in Fund Balance			\$ 1,000	\$ -	\$ -	\$ 1,000
Ending Fund Balance			\$ 7,593,000	\$ -	\$ -	\$ 7,593,000

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Parking		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 426,000	\$ -	\$ -	\$ 426,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ 31,000	\$ -	\$ -	\$ 31,000
	Sales & Services	\$ -	\$ 64,000	\$ -	\$ -	\$ 64,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 4,000	\$ -	\$ -	\$ 4,000
Revenues Total		\$ -	\$ 99,000	\$ -	\$ -	\$ 99,000
Expenses	Salaries and Wages	\$ -	\$ 43,000	\$ -	\$ -	\$ 43,000
	Staff Benefits	\$ -	\$ 21,000	\$ -	\$ -	\$ 21,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 7,000	\$ -	\$ -	\$ 7,000
	Scholarships & Fellowships	\$ -	\$ 23,000	\$ -	\$ -	\$ 23,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ -	\$ 94,000	\$ -	\$ -	\$ 94,000
Net Transfers		\$ -	\$ (5,000)	\$ -	\$ -	\$ (5,000)
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -
Ending Fund Balance			\$ 426,000	\$ -	\$ -	\$ 426,000
Student Health		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 1,686,000	\$ -	\$ -	\$ 1,686,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ 1,257,000	\$ -	\$ -	\$ 1,257,000
	Sales & Services	\$ -	\$ 85,000	\$ -	\$ -	\$ 85,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ -	\$ 1,342,000	\$ -	\$ -	\$ 1,342,000
Expenses	Salaries and Wages	\$ -	\$ 797,000	\$ -	\$ -	\$ 797,000
	Staff Benefits	\$ -	\$ 282,000	\$ -	\$ -	\$ 282,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 133,000	\$ -	\$ -	\$ 133,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ -	\$ 1,212,000	\$ -	\$ -	\$ 1,212,000
Net Transfers		\$ -	\$ (131,000)	\$ -	\$ -	\$ (131,000)
Change in Fund Balance			\$ (1,000)	\$ -	\$ -	\$ (1,000)
Ending Fund Balance			\$ 1,685,000	\$ -	\$ -	\$ 1,685,000

**UNC School of the Arts- Unit Breakout
FY 2023-24 All-Funds Budget**

Other Auxiliaries		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 263,000.00	\$ 275,000	\$ -	\$ -	\$ 538,000
	Sales & Services	\$ -	\$ 51,000	\$ -	\$ -	\$ 51,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 263,000	\$ 326,000	\$ -	\$ -	\$ 589,000
Expenses	Salaries and Wages	\$ 197,000	\$ 109,000	\$ -	\$ -	\$ 306,000
	Staff Benefits	\$ 67,000	\$ 37,000	\$ -	\$ -	\$ 104,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 168,000	\$ -	\$ -	\$ 168,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 264,000	\$ 314,000	\$ -	\$ -	\$ 578,000
Net Transfers		\$ -	\$ (12,000)	\$ -	\$ -	\$ (12,000)
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -

Memorandum

To: Jennifer Haygood, Senior VP for Finance and Administration and CFO

From: Michael T. Byers, Vice Chancellor for Administration and Finance 

Date: May 3, 2023

Subject: 2023-24 All-Funds Budget Narrative

Western Carolina University (WCU) has a tradition and culture of transparency and campus-wide involvement in its incremental budget process. We are hopeful that the All-Funds Budget forecast, as a component of our budget process, will become a logical "layer" of an existing process that is very highly valued. Again, this year, the development of this All-Funds Budget forecast has been an exercise in capturing what we need from our existing process and beginning a more deliberate campus-wide engagement in the development of it. We believe that over time, the All-Funds Budget forecast will become an important component of the current, mature WCU budget process.

WCU's campus budget process for the 2023-24 fiscal year began in the spring of 2022, with the development of planning for 2023-24 Tuition, Fees, Rates and Charges (TFRC). This annual process requires campus units with responsibility or interests in TFRC to communicate their intent regarding proposals/requests with their division head and with the Budget Office. Vetted requests are allowed to be presented in the summer to the Chancellor's Leadership Council during its annual retreat, where Deans and Department heads provide a presentation on their proposed change and the presenter undergoes a mock BOG presentation. Proposals that survive this process are developed into a slate of proposed changes to TFRC for consideration by the Tuition and Fee Committee (made up of 50% students and 50% faculty and staff) in the fall. This committee makes recommendations to the Chancellor late in the fall for consideration by the Board of Trustees at its November retreat and subsequently at its December regular meeting. If approved by the Board of Trustees, any tuition or fee changes that require approval by the Board of Governors are considered by that body in February/March each year. Thus, tuition, fees rates and charges are set for inclusion in the WCU All-Funds Budget forecast by March each year. The robust vetting of the proposed changes ensures that affordability is at the forefront of these decisions.

WCU's campus budget process for changes in enrollment funding for the 2023-24 fiscal year began in

fall 2022, as it does each year. This incremental budget process seeks requests for both recurring and non-recurring funds originating at the department level to be communicated to the Budget Office by December 31 each year and are finalized in the spring by each division after a series of open forums. All requests must cite their alignment with the WCU Strategic Plan, including the impact the budget request will have on enrollment, affordability, retention, graduation, risk mitigation, health and safety issues, efficiency, and effectiveness. These division requests are presented at a campus forum by division heads. During these presentations, division heads are expected to report on any reallocation of resources made or planned within the division during the prior or upcoming period. In April, a prioritization exercise is undertaken by campus leadership (Chancellor's Leadership Council and the Budget Advisory Committee) and is intended to be coupled with the incremental requests from the divisions to guide allocation/reallocation decisions by executive leadership in the fall, when legislative action has prescribed enrollment funding. WCU's current and past years' budget process information can be found at budgetprocess.wcu.edu. Although the priorities set by this process, or the forecasted outcomes of legislative action in the upcoming summer, are not considered in the development of the All-Funds Budget forecast, the time spent between the Budget office and the respective units and campus stakeholders in its development has been of value.

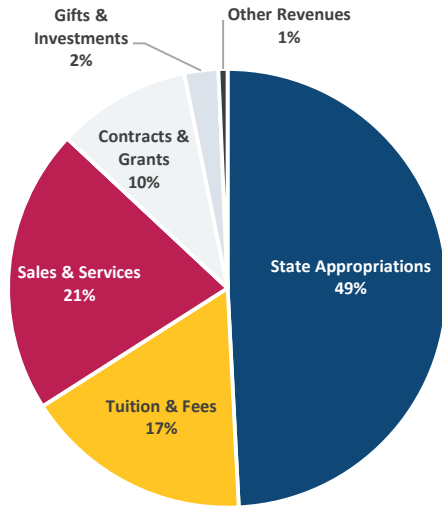
The WCU budget process requires units to tie all budget requests to the WCU Strategic Plan (Honoring Our Promise, 2021) by citing the specific Strategic Direction by number and section. Division heads are required to report each year during their divisional budget forum instances where resources were reallocated from less productive initiatives in favor of more productive initiatives or to keep the cost of an education to the students and taxpayers from escalating. As a matter of emphasis, any employee can have input into the budget request process. The forms on the budget webpage are open for all employees.

Finally, as the highest priorities arise through the budget process, final decisions get viewed through the lens of their impact on credit and risk, including compliance with WCU reserve balance requirements for self-liquidating units.

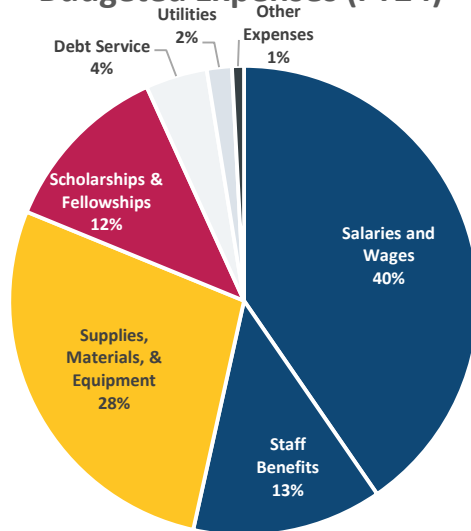
WCU's Board of Trustees approved the attached All Funds Budget forecast at its March 2023 meeting. Please contact me if you have any questions.

Cc: Kelli R. Brown, Chancellor

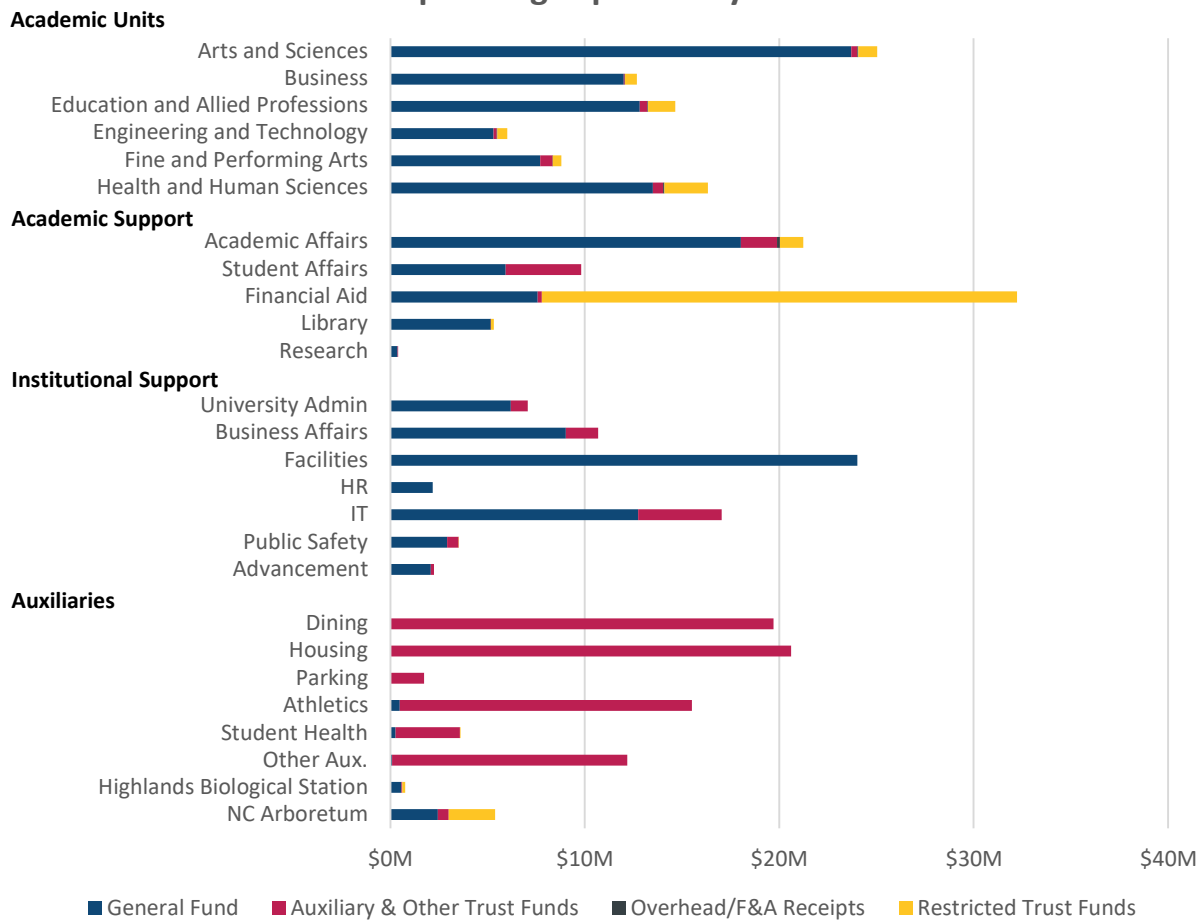
Budgeted Revenue (FY24)



Budgeted Expenses (FY24)



Operating Expenses by Unit



**Western Carolina University
FY 2023-24 All-Funds Budget**

		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriations	\$ 151,049,000	\$ -	\$ -	\$ -	\$ 151,049,000
	Tuition & Fees	\$ 23,825,000	\$ 27,642,000	\$ -	\$ -	\$ 51,467,000
	<i>Less Discounts and Allowances</i>	\$ -	\$ -	\$ -	\$ -	\$ -
	Sales & Services	\$ -	\$ 64,543,000	\$ -	\$ -	\$ 64,543,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 30,255,000	\$ 30,255,000
	Gifts & Investments	\$ -	\$ 5,111,000	\$ -	\$ 2,552,000	\$ 7,663,000
	Other Revenues	\$ 198,000	\$ 1,033,000	\$ 573,000	\$ 263,000	\$ 2,067,000
Revenues Total		\$ 175,072,000	\$ 98,329,000	\$ 573,000	\$ 33,070,000	\$ 307,044,000
Expenses	Salaries and Wages	\$ 96,534,000	\$ 19,299,000	\$ 25,000	\$ 4,883,000	\$ 120,741,000
	Staff Benefits	\$ 31,442,000	\$ 6,445,000	\$ 5,000	\$ 1,179,000	\$ 39,071,000
	Services, Supplies, Materials, & Equip.	\$ 36,123,000	\$ 43,967,000	\$ 285,000	\$ 2,445,000	\$ 82,820,000
	Scholarships & Fellowships	\$ 6,540,000	\$ 4,361,000	\$ -	\$ 25,014,000	\$ 35,915,000
	<i>Less Discounts and Allowances</i>	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ 12,707,000	\$ -	\$ -	\$ 12,707,000
	Utilities	\$ 3,595,000	\$ 1,512,000	\$ -	\$ -	\$ 5,107,000
	Other Expenses	\$ 838,000	\$ 557,000	\$ 23,000	\$ 1,062,000	\$ 2,480,000
Expenses Total		\$ 175,072,000	\$ 88,848,000	\$ 338,000	\$ 34,583,000	\$ 298,841,000
Net Transfers		\$ -	\$ 2,153,000	\$ (235,000)	\$ 1,513,000	\$ 3,431,000
Change in Fund Balance			\$ 11,634,000	\$ -	\$ -	\$ 11,634,000

**Western Carolina University- Unit Breakout
FY 2023-24 All-Funds Budget**

College of Arts and Sciences		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 23,720,000	\$ -	\$ -	\$ -	\$ 23,720,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 958,000	\$ 958,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 27,000	\$ 51,000	\$ -	\$ 78,000
Revenues Total		\$ 23,720,000	\$ 27,000	\$ 51,000	\$ 958,000	\$ 24,756,000
Expenses	Salaries and Wages	\$ 16,691,000	\$ 33,000	\$ 2,000	\$ 496,000	\$ 17,222,000
	Staff Benefits	\$ 5,151,000	\$ 3,000	\$ -	\$ 93,000	\$ 5,247,000
	Services, Supplies, Materials, & Equip.	\$ 1,850,000	\$ 269,000	\$ 46,000	\$ 220,000	\$ 2,385,000
	Scholarships & Fellowships	\$ 1,000	\$ 4,000	\$ -	\$ 12,000	\$ 17,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ 1,000	\$ -	\$ -	\$ -	\$ 1,000
	Other Expenses	\$ 26,000	\$ 3,000	\$ 3,000	\$ 137,000	\$ 169,000
Expenses Total		\$ 23,720,000	\$ 312,000	\$ 51,000	\$ 958,000	\$ 25,041,000
Net Transfers		\$ -	\$ 285,000	\$ -	\$ -	\$ 285,000
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -
College of Business		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 11,998,000	\$ -	\$ -	\$ -	\$ 11,998,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 612,000	\$ 612,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 63,000	\$ 10,000	\$ -	\$ 73,000
Revenues Total		\$ 11,998,000	\$ 63,000	\$ 10,000	\$ 612,000	\$ 12,683,000
Expenses	Salaries and Wages	\$ 9,050,000	\$ 15,000	\$ -	\$ 339,000	\$ 9,404,000
	Staff Benefits	\$ 2,530,000	\$ 2,000	\$ -	\$ 91,000	\$ 2,623,000
	Services, Supplies, Materials, & Equip.	\$ 395,000	\$ 37,000	\$ 10,000	\$ 155,000	\$ 597,000
	Scholarships & Fellowships	\$ -	\$ 6,000	\$ -	\$ 1,000	\$ 7,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 23,000	\$ 3,000	\$ -	\$ 26,000	\$ 52,000
Expenses Total		\$ 11,998,000	\$ 63,000	\$ 10,000	\$ 612,000	\$ 12,683,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -

**Western Carolina University- Unit Breakout
FY 2023-24 All-Funds Budget**

College of Education and Allied Professions		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 12,821,000	\$ 35,000	\$ -	\$ -	\$ 12,856,000
	Sales & Services	\$ -	\$ 193,000	\$ -	\$ -	\$ 193,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 1,399,000	\$ 1,399,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 53,000	\$ 30,000	\$ -	\$ 83,000
Revenues Total		\$ 12,821,000	\$ 281,000	\$ 30,000	\$ 1,399,000	\$ 14,531,000
Expenses	Salaries and Wages	\$ 9,002,000	\$ 220,000	\$ -	\$ 488,000	\$ 9,710,000
	Staff Benefits	\$ 2,864,000	\$ 95,000	\$ -	\$ 137,000	\$ 3,096,000
	Services, Supplies, Materials, & Equip.	\$ 917,000	\$ 86,000	\$ 29,000	\$ 466,000	\$ 1,498,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ 221,000	\$ 221,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 38,000	\$ 4,000	\$ 1,000	\$ 87,000	\$ 130,000
Expenses Total		\$ 12,821,000	\$ 405,000	\$ 30,000	\$ 1,399,000	\$ 14,655,000
Net Transfers		\$ -	\$ 124,000	\$ -	\$ -	\$ 124,000
Change in Fund Balance		\$ -	\$ -	\$ -	\$ -	\$ -
College of Engineering and Technology		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 5,302,000	\$ 142,000	\$ -	\$ -	\$ 5,444,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 517,000	\$ 517,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 28,000	\$ 29,000	\$ -	\$ 57,000
Revenues Total		\$ 5,302,000	\$ 170,000	\$ 29,000	\$ 517,000	\$ 6,018,000
Expenses	Salaries and Wages	\$ 3,644,000	\$ 1,000	\$ -	\$ 216,000	\$ 3,861,000
	Staff Benefits	\$ 1,103,000	\$ -	\$ -	\$ 59,000	\$ 1,162,000
	Services, Supplies, Materials, & Equip.	\$ 548,000	\$ 166,000	\$ 29,000	\$ 132,000	\$ 875,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ 25,000	\$ 25,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 7,000	\$ 3,000	\$ -	\$ 85,000	\$ 95,000
Expenses Total		\$ 5,302,000	\$ 170,000	\$ 29,000	\$ 517,000	\$ 6,018,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance		\$ -	\$ -	\$ -	\$ -	\$ -

**Western Carolina University- Unit Breakout
FY 2023-24 All-Funds Budget**

College of Fine and Performing Arts		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 7,710,000	\$ 406,000	\$ -	\$ -	\$ 8,116,000
	Sales & Services	\$ -	\$ 186,000	\$ -	\$ -	\$ 186,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 447,000	\$ 447,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 50,000	\$ 1,000	\$ -	\$ 51,000
Revenues Total		\$ 7,710,000	\$ 642,000	\$ 1,000	\$ 447,000	\$ 8,800,000
Expenses	Salaries and Wages	\$ 5,186,000	\$ 100,000	\$ -	\$ 86,000	\$ 5,372,000
	Staff Benefits	\$ 1,532,000	\$ 20,000	\$ -	\$ 23,000	\$ 1,575,000
	Services, Supplies, Materials, & Equip.	\$ 969,000	\$ 508,000	\$ 1,000	\$ 335,000	\$ 1,813,000
	Scholarships & Fellowships	\$ -	\$ 6,000	\$ -	\$ -	\$ 6,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 23,000	\$ 8,000	\$ -	\$ 3,000	\$ 34,000
Expenses Total		\$ 7,710,000	\$ 642,000	\$ 1,000	\$ 447,000	\$ 8,800,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance		\$ -	\$ -	\$ -	\$ -	\$ -
College of Health and Human Sciences		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 13,506,000	\$ 202,000	\$ -	\$ -	\$ 13,708,000
	Sales & Services	\$ -	\$ 329,000	\$ -	\$ -	\$ 329,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 2,232,000	\$ 2,232,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ 66,000	\$ -	\$ 66,000
Revenues Total		\$ 13,506,000	\$ 531,000	\$ 66,000	\$ 2,232,000	\$ 16,335,000
Expenses	Salaries and Wages	\$ 9,560,000	\$ 116,000	\$ 5,000	\$ 833,000	\$ 10,514,000
	Staff Benefits	\$ 2,972,000	\$ 41,000	\$ -	\$ 249,000	\$ 3,262,000
	Services, Supplies, Materials, & Equip.	\$ 863,000	\$ 354,000	\$ 49,000	\$ 313,000	\$ 1,579,000
	Scholarships & Fellowships	\$ 1,000	\$ -	\$ -	\$ 216,000	\$ 217,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ 1,000	\$ -	\$ -	\$ -	\$ 1,000
	Other Expenses	\$ 109,000	\$ 20,000	\$ 12,000	\$ 621,000	\$ 762,000
Expenses Total		\$ 13,506,000	\$ 531,000	\$ 66,000	\$ 2,232,000	\$ 16,335,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance		\$ -	\$ -	\$ -	\$ -	\$ -

**Western Carolina University- Unit Breakout
FY 2023-24 All-Funds Budget**

Academic Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 18,029,000	\$ 1,585,000	\$ -	\$ -	\$ 19,614,000
	Sales & Services	\$ -	\$ 273,000	\$ -	\$ -	\$ 273,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 1,198,000	\$ 1,198,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 8,000	\$ 199,000	\$ -	\$ 207,000
Revenues Total		\$ 18,029,000	\$ 1,866,000	\$ 199,000	\$ 1,198,000	\$ 21,292,000
Expenses	Salaries and Wages	\$ 10,943,000	\$ 302,000	\$ 18,000	\$ 336,000	\$ 11,599,000
	Staff Benefits	\$ 2,830,000	\$ 93,000	\$ 5,000	\$ 71,000	\$ 2,999,000
	Services, Supplies, Materials, & Equip.	\$ 4,049,000	\$ 1,418,000	\$ 119,000	\$ 647,000	\$ 6,233,000
	Scholarships & Fellowships	\$ 24,000	\$ 5,000	\$ -	\$ 83,000	\$ 112,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ 2,000	\$ -	\$ -	\$ -	\$ 2,000
	Other Expenses	\$ 181,000	\$ 48,000	\$ 7,000	\$ 61,000	\$ 297,000
Expenses Total		\$ 18,029,000	\$ 1,866,000	\$ 149,000	\$ 1,198,000	\$ 21,242,000
Net Transfers		\$ -	\$ -	\$ (50,000)	\$ -	\$ (50,000)
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -
Student Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 5,936,000	\$ 5,763,000	\$ -	\$ -	\$ 11,699,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ 4,000	\$ -	\$ -	\$ 4,000
	Other Revenues	\$ -	\$ 550,000	\$ -	\$ -	\$ 550,000
Revenues Total		\$ 5,936,000	\$ 6,317,000	\$ -	\$ -	\$ 12,253,000
Expenses	Salaries and Wages	\$ 2,444,000	\$ 1,897,000	\$ -	\$ -	\$ 4,341,000
	Staff Benefits	\$ 877,000	\$ 513,000	\$ -	\$ -	\$ 1,390,000
	Services, Supplies, Materials, & Equip.	\$ 2,553,000	\$ 514,000	\$ -	\$ -	\$ 3,067,000
	Scholarships & Fellowships	\$ -	\$ 870,000	\$ -	\$ -	\$ 870,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 48,000	\$ -	\$ -	\$ 48,000
	Other Expenses	\$ 62,000	\$ 36,000	\$ -	\$ -	\$ 98,000
Expenses Total		\$ 5,936,000	\$ 3,878,000	\$ -	\$ -	\$ 9,814,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ 2,439,000	\$ -	\$ -	\$ 2,439,000

**Western Carolina University- Unit Breakout
FY 2023-24 All-Funds Budget**

Financial Aid		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 7,569,000	\$ -	\$ -	\$ -	\$ 7,569,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 20,128,000	\$ 20,128,000
	Gifts & Investments	\$ -	\$ 200,000	\$ -	\$ 2,552,000	\$ 2,752,000
	Other Revenues	\$ -	\$ -	\$ -	\$ 263,000	\$ 263,000
Revenues Total		\$ 7,569,000	\$ 200,000	\$ -	\$ 22,943,000	\$ 30,712,000
Expenses	Salaries and Wages	\$ 622,000	\$ -	\$ -	\$ -	\$ 622,000
	Staff Benefits	\$ 274,000	\$ -	\$ -	\$ -	\$ 274,000
	Services, Supplies, Materials, & Equip.	\$ 152,000	\$ -	\$ -	\$ -	\$ 152,000
	Scholarships & Fellowships	\$ 6,514,000	\$ 220,000	\$ -	\$ 24,456,000	\$ 31,190,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 7,000	\$ -	\$ -	\$ -	\$ 7,000
Expenses Total		\$ 7,569,000	\$ 220,000	\$ -	\$ 24,456,000	\$ 32,245,000
Net Transfers		\$ -	\$ 20,000	\$ -	\$ 1,513,000	\$ 1,533,000
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -
Library		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 5,153,000	\$ -	\$ -	\$ -	\$ 5,153,000
	Sales & Services	\$ -	\$ 2,000	\$ -	\$ -	\$ 2,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 157,000	\$ 157,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 7,000	\$ 2,000	\$ -	\$ 9,000
Revenues Total		\$ 5,153,000	\$ 9,000	\$ 2,000	\$ 157,000	\$ 5,321,000
Expenses	Salaries and Wages	\$ 2,191,000	\$ -	\$ -	\$ 37,000	\$ 2,228,000
	Staff Benefits	\$ 809,000	\$ -	\$ -	\$ 13,000	\$ 822,000
	Services, Supplies, Materials, & Equip.	\$ 2,152,000	\$ 9,000	\$ 2,000	\$ 65,000	\$ 2,228,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 1,000	\$ -	\$ -	\$ 42,000	\$ 43,000
Expenses Total		\$ 5,153,000	\$ 9,000	\$ 2,000	\$ 157,000	\$ 5,321,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -

**Western Carolina University- Unit Breakout
FY 2023-24 All-Funds Budget**

Sponsored Research		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 361,000	\$ -	\$ -	\$ -	\$ 361,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 32,000	\$ -	\$ -	\$ 32,000
Revenues Total		\$ 361,000	\$ 32,000	\$ -	\$ -	\$ 393,000
Expenses	Salaries and Wages	\$ 222,000	\$ 4,000	\$ -	\$ -	\$ 226,000
	Staff Benefits	\$ 83,000	\$ 1,000	\$ -	\$ -	\$ 84,000
	Services, Supplies, Materials, & Equip.	\$ 53,000	\$ 20,000	\$ -	\$ -	\$ 73,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 3,000	\$ 7,000	\$ -	\$ -	\$ 10,000
Expenses Total		\$ 361,000	\$ 32,000	\$ -	\$ -	\$ 393,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -
University Administration		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 6,186,000	\$ -	\$ -	\$ -	\$ 6,186,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ 886,000	\$ -	\$ -	\$ 886,000
	Other Revenues	\$ -	\$ -	\$ 185,000	\$ -	\$ 185,000
Revenues Total		\$ 6,186,000	\$ 886,000	\$ 185,000	\$ -	\$ 7,257,000
Expenses	Salaries and Wages	\$ 3,422,000	\$ 33,000	\$ -	\$ -	\$ 3,455,000
	Staff Benefits	\$ 1,125,000	\$ 79,000	\$ -	\$ -	\$ 1,204,000
	Services, Supplies, Materials, & Equip.	\$ 1,529,000	\$ 559,000	\$ -	\$ -	\$ 2,088,000
	Scholarships & Fellowships	\$ -	\$ 169,000	\$ -	\$ -	\$ 169,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 110,000	\$ 46,000	\$ -	\$ -	\$ 156,000
Expenses Total		\$ 6,186,000	\$ 886,000	\$ -	\$ -	\$ 7,072,000
Net Transfers		\$ -	\$ -	\$ (185,000)	\$ -	\$ (185,000)
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -

**Western Carolina University- Unit Breakout
FY 2023-24 All-Funds Budget**

Business Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 9,020,000	\$ 1,249,000	\$ -	\$ -	\$ 10,269,000
	Sales & Services	\$ -	\$ 419,000	\$ -	\$ -	\$ 419,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 9,020,000	\$ 1,668,000	\$ -	\$ -	\$ 10,688,000
Expenses	Salaries and Wages	\$ 4,289,000	\$ 586,000	\$ -	\$ -	\$ 4,875,000
	Staff Benefits	\$ 1,052,000	\$ 2,000	\$ -	\$ -	\$ 1,054,000
	Services, Supplies, Materials, & Equip.	\$ 3,587,000	\$ 1,078,000	\$ -	\$ -	\$ 4,665,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ 26,000	\$ -	\$ -	\$ -	\$ 26,000
	Other Expenses	\$ 66,000	\$ 2,000	\$ -	\$ -	\$ 68,000
Expenses Total		\$ 9,020,000	\$ 1,668,000	\$ -	\$ -	\$ 10,688,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -
Facilities		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 24,029,000	\$ -	\$ -	\$ -	\$ 24,029,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 24,029,000	\$ -	\$ -	\$ -	\$ 24,029,000
Expenses	Salaries and Wages	\$ 8,097,000	\$ -	\$ -	\$ -	\$ 8,097,000
	Staff Benefits	\$ 4,008,000	\$ -	\$ -	\$ -	\$ 4,008,000
	Services, Supplies, Materials, & Equip.	\$ 8,508,000	\$ -	\$ -	\$ -	\$ 8,508,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ 3,352,000	\$ -	\$ -	\$ -	\$ 3,352,000
	Other Expenses	\$ 64,000	\$ -	\$ -	\$ -	\$ 64,000
Expenses Total		\$ 24,029,000	\$ -	\$ -	\$ -	\$ 24,029,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -

**Western Carolina University- Unit Breakout
FY 2023-24 All-Funds Budget**

Human Resources		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,180,000	\$ -	\$ -	\$ -	2,180,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	-
	Patient Services	\$ -	\$ -	\$ -	\$ -	-
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	-
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	-
	Other Revenues	\$ -	\$ -	\$ -	\$ -	-
Revenues Total		\$ 2,180,000	\$ -	\$ -	\$ -	2,180,000
Expenses	Salaries and Wages	\$ 1,224,000	\$ -	\$ -	\$ -	1,224,000
	Staff Benefits	\$ 500,000	\$ -	\$ -	\$ -	500,000
	Services, Supplies, Materials, & Equip.	\$ 447,000	\$ -	\$ -	\$ -	447,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	-
	Debt Service	\$ -	\$ -	\$ -	\$ -	-
	Utilities	\$ -	\$ -	\$ -	\$ -	-
	Other Expenses	\$ 9,000	\$ -	\$ -	\$ -	9,000
Expenses Total		\$ 2,180,000	\$ -	\$ -	\$ -	2,180,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	-
Change in Fund Balance			\$ -	\$ -	\$ -	-
Information Technology		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 12,739,000	\$ 2,940,000	\$ -	\$ -	15,679,000
	Sales & Services	\$ -	\$ 1,361,000	\$ -	\$ -	1,361,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	-
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	-
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	-
	Other Revenues	\$ -	\$ -	\$ -	\$ -	-
Revenues Total		\$ 12,739,000	\$ 4,301,000	\$ -	\$ -	17,040,000
Expenses	Salaries and Wages	\$ 5,396,000	\$ 1,676,000	\$ -	\$ -	7,072,000
	Staff Benefits	\$ 1,935,000	\$ 627,000	\$ -	\$ -	2,562,000
	Services, Supplies, Materials, & Equip.	\$ 5,377,000	\$ 1,997,000	\$ -	\$ -	7,374,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	-
	Debt Service	\$ -	\$ -	\$ -	\$ -	-
	Utilities	\$ -	\$ -	\$ -	\$ -	-
	Other Expenses	\$ 31,000	\$ 1,000	\$ -	\$ -	32,000
Expenses Total		\$ 12,739,000	\$ 4,301,000	\$ -	\$ -	17,040,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	-
Change in Fund Balance			\$ -	\$ -	\$ -	-

**Western Carolina University- Unit Breakout
FY 2023-24 All-Funds Budget**

Public Safety		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,909,000	\$ 598,000	\$ -	\$ -	\$ 3,507,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 24,000	\$ 24,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 2,909,000	\$ 598,000	\$ -	\$ 24,000	\$ 3,531,000
Expenses	Salaries and Wages	\$ 1,440,000	\$ 396,000	\$ -	\$ -	\$ 1,836,000
	Staff Benefits	\$ 646,000	\$ 199,000	\$ -	\$ -	\$ 845,000
	Services, Supplies, Materials, & Equip.	\$ 766,000	\$ 3,000	\$ -	\$ 24,000	\$ 793,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 57,000	\$ -	\$ -	\$ -	\$ 57,000
Expenses Total		\$ 2,909,000	\$ 598,000	\$ -	\$ 24,000	\$ 3,531,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -
Advancement		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,076,000	\$ -	\$ -	\$ -	\$ 2,076,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 165,000	\$ -	\$ -	\$ 165,000
Revenues Total		\$ 2,076,000	\$ 165,000	\$ -	\$ -	\$ 2,241,000
Expenses	Salaries and Wages	\$ 1,117,000	\$ 11,000	\$ -	\$ -	\$ 1,128,000
	Staff Benefits	\$ 366,000	\$ 7,000	\$ -	\$ -	\$ 373,000
	Services, Supplies, Materials, & Equip.	\$ 580,000	\$ 121,000	\$ -	\$ -	\$ 701,000
	Scholarships & Fellowships	\$ -	\$ 9,000	\$ -	\$ -	\$ 9,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ 13,000	\$ 17,000	\$ -	\$ -	\$ 30,000
Expenses Total		\$ 2,076,000	\$ 165,000	\$ -	\$ -	\$ 2,241,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -

**Western Carolina University- Unit Breakout
FY 2023-24 All-Funds Budget**

Dining		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 8,402,000	\$ -	\$ -	\$ 8,402,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ -	\$ -	\$ -	\$ -
	Sales & Services	\$ -	\$ 21,141,000	\$ -	\$ -	\$ 21,141,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ 390,000	\$ -	\$ -	\$ 390,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ -	\$ 21,531,000	\$ -	\$ -	\$ 21,531,000
Expenses	Salaries and Wages	\$ -	\$ 101,000	\$ -	\$ -	\$ 101,000
	Staff Benefits	\$ -	\$ 51,000	\$ -	\$ -	\$ 51,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 16,797,000	\$ -	\$ -	\$ 16,797,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ 2,258,000	\$ -	\$ -	\$ 2,258,000
	Utilities	\$ -	\$ 477,000	\$ -	\$ -	\$ 477,000
	Other Expenses	\$ -	\$ 27,000	\$ -	\$ -	\$ 27,000
Expenses Total		\$ -	\$ 19,711,000	\$ -	\$ -	\$ 19,711,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ 1,820,000	\$ -	\$ -	\$ 1,820,000
Ending Fund Balance			\$ 10,222,000	\$ -	\$ -	\$ 10,222,000
Housing		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 30,523,000	\$ -	\$ -	\$ 30,523,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ -	\$ -	\$ -	\$ -
	Sales & Services	\$ -	\$ 27,053,000	\$ -	\$ -	\$ 27,053,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ -	\$ 27,053,000	\$ -	\$ -	\$ 27,053,000
Expenses	Salaries and Wages	\$ -	\$ 3,589,000	\$ -	\$ -	\$ 3,589,000
	Staff Benefits	\$ -	\$ 1,214,000	\$ -	\$ -	\$ 1,214,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 7,292,000	\$ -	\$ -	\$ 7,292,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ 7,588,000	\$ -	\$ -	\$ 7,588,000
	Utilities	\$ -	\$ 916,000	\$ -	\$ -	\$ 916,000
	Other Expenses	\$ -	\$ 13,000	\$ -	\$ -	\$ 13,000
Expenses Total		\$ -	\$ 20,612,000	\$ -	\$ -	\$ 20,612,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ 6,441,000	\$ -	\$ -	\$ 6,441,000
Ending Fund Balance			\$ 36,964,000	\$ -	\$ -	\$ 36,964,000

**Western Carolina University- Unit Breakout
FY 2023-24 All-Funds Budget**

Parking		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 5,282,000	\$ -	\$ -	\$ 5,282,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ -	\$ -	\$ -	\$ -
	Sales & Services	\$ -	\$ 2,876,000	\$ -	\$ -	\$ 2,876,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ -	\$ 2,876,000	\$ -	\$ -	\$ 2,876,000
Expenses	Salaries and Wages	\$ -	\$ 346,000	\$ -	\$ -	\$ 346,000
	Staff Benefits	\$ -	\$ 153,000	\$ -	\$ -	\$ 153,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 60,000	\$ -	\$ -	\$ 60,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ 1,148,000	\$ -	\$ -	\$ 1,148,000
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ 21,000	\$ -	\$ -	\$ 21,000
Expenses Total		\$ -	\$ 1,728,000	\$ -	\$ -	\$ 1,728,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ 1,148,000	\$ -	\$ -	\$ 1,148,000
Ending Fund Balance			\$ 6,430,000	\$ -	\$ -	\$ 6,430,000
Athletics		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 1,221,000	\$ -	\$ -	\$ 1,221,000
Revenues	State Appropriation, Tuition, & Fees	\$ 481,000	\$ 7,839,000	\$ -	\$ -	\$ 8,320,000
	Sales & Services	\$ -	\$ 1,291,000	\$ -	\$ -	\$ 1,291,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ 3,631,000	\$ -	\$ -	\$ 3,631,000
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 481,000	\$ 12,761,000	\$ -	\$ -	\$ 13,242,000
Expenses	Salaries and Wages	\$ 202,000	\$ 5,066,000	\$ -	\$ -	\$ 5,268,000
	Staff Benefits	\$ 72,000	\$ 1,643,000	\$ -	\$ -	\$ 1,715,000
	Services, Supplies, Materials, & Equip.	\$ 207,000	\$ 4,517,000	\$ -	\$ -	\$ 4,724,000
	Scholarships & Fellowships	\$ -	\$ 3,047,000	\$ -	\$ -	\$ 3,047,000
	Debt Service	\$ -	\$ 627,000	\$ -	\$ -	\$ 627,000
	Utilities	\$ -	\$ 28,000	\$ -	\$ -	\$ 28,000
	Other Expenses	\$ -	\$ 109,000	\$ -	\$ -	\$ 109,000
Expenses Total		\$ 481,000	\$ 15,037,000	\$ -	\$ -	\$ 15,518,000
Net Transfers		\$ -	\$ 1,500,000	\$ -	\$ -	\$ 1,500,000
Change in Fund Balance			\$ (776,000)	\$ -	\$ -	\$ (776,000)
Ending Fund Balance			\$ 445,000	\$ -	\$ -	\$ 445,000

**Western Carolina University- Unit Breakout
FY 2023-24 All-Funds Budget**

Student Health		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 1,954,000	\$ -	\$ -	\$ 1,954,000
Revenues	State Appropriation, Tuition, & Fees	\$ 267,000	\$ 3,169,000	\$ -	\$ -	\$ 3,436,000
	Sales & Services	\$ -	\$ 367,000	\$ -	\$ -	\$ 367,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 32,000	\$ 32,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 5,000	\$ -	\$ -	\$ 5,000
Revenues Total		\$ 267,000	\$ 3,541,000	\$ -	\$ 32,000	\$ 3,840,000
Expenses	Salaries and Wages	\$ 199,000	\$ 2,023,000	\$ -	\$ 19,000	\$ 2,241,000
	Staff Benefits	\$ 63,000	\$ 724,000	\$ -	\$ 9,000	\$ 796,000
	Services, Supplies, Materials, & Equip.	\$ 4,000	\$ 517,000	\$ -	\$ 4,000	\$ 525,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 31,000	\$ -	\$ -	\$ 31,000
	Other Expenses	\$ 1,000	\$ 19,000	\$ -	\$ -	\$ 20,000
Expenses Total		\$ 267,000	\$ 3,314,000	\$ -	\$ 32,000	\$ 3,613,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ 227,000	\$ -	\$ -	\$ 227,000
Ending Fund Balance			\$ 2,181,000	\$ -	\$ -	\$ 2,181,000
Other Auxiliaries		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 83,000.00	\$ 3,714,000	\$ -	\$ -	\$ 3,797,000
	Sales & Services	\$ -	\$ 8,160,000	\$ -	\$ -	\$ 8,160,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 83,000	\$ 11,874,000	\$ -	\$ -	\$ 11,957,000
Expenses	Salaries and Wages	\$ 41,000	\$ 2,540,000	\$ -	\$ -	\$ 2,581,000
	Staff Benefits	\$ 20,000	\$ 890,000	\$ -	\$ -	\$ 910,000
	Services, Supplies, Materials, & Equip.	\$ 22,000	\$ 7,396,000	\$ -	\$ -	\$ 7,418,000
	Scholarships & Fellowships	\$ -	\$ 25,000	\$ -	\$ -	\$ 25,000
	Debt Service	\$ -	\$ 1,086,000	\$ -	\$ -	\$ 1,086,000
	Utilities	\$ -	\$ 12,000	\$ -	\$ -	\$ 12,000
	Other Expenses	\$ -	\$ 149,000	\$ -	\$ -	\$ 149,000
Expenses Total		\$ 83,000	\$ 12,098,000	\$ -	\$ -	\$ 12,181,000
Net Transfers		\$ -	\$ 224,000	\$ -	\$ -	\$ 224,000
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -

All Funds Budget Narrative

Winston-Salem State University (WSSU) has leveraged the All-Funds Budget process to assess and evaluate where institutional leadership and employees invest financial resources to achieve the outcomes identified in the UNC System’s institutional metrics for WSSU and the university’s new *WSSU 2030 Unleash the Genius Strategic Plan*.

Student Success (Increase Retention Rates and Four-Year Graduation Rates)

WSSU unofficially adopted the mantra *Where Student Success is Unparalleled*, indicating clearly and explicitly that student success remains at the core of WSSU’s new strategic plan and its institutional metrics. Given this focus, WSSU’s senior leadership appropriated budgetary resources in the 2023-24 All Funds Budget to improve the institution’s first-to-second-year retention rates, second-to-third-year retention rates, and four-year graduation rates. University leaders allocated funding to increase student access to courses during the summer via the *Summer Accelerator* initiative. With this initiative, WSSU will apply funds to pay a percentage of tuition and fees for select students. This program will assist students with credit hour recovery and afford other students the opportunity to advance more aggressively within their curriculum to complete degree requirements earlier than in the traditional four-year period. During the 2023-24 academic year, WSSU leadership will invest in proven partnerships to drive improvements in student success, including a strategic partnership with ReUp Education to focus on adult learner success and the employment of “Resilience Coaches” who support adult learner student engagement, aligning with Theme 1 Access, Goal 1 of the *UNC System Strategic Plan 2022-27*. WSSU leadership will sustain its investment in EAB Navigate, a tool for administrators, faculty, and staff to track the academic success of all undergraduate and graduate students and to provide real-time personalized support services based on monitoring. WSSU leaders will also invest additional financial resources to launch two offices that will drive student success outcomes: (1) an Office of Student Retention and Success that focuses more intentionally on providing support and professional development to employees on leveraging EAB Navigate to collect and analyze data that improve student engagement and student retention initiatives and (2) Office of Inclusion and Belonging that will provide support to diverse students to aid them with their sense of “mattering” and connectedness to the campus community, aiding with the development of their institutional and professional identities.

Improve Undergraduate Degree Efficiency

WSSU senior leadership acknowledges that undergraduate degree efficiency, or the number of undergraduate credentials awarded per 100 Full-Time Equivalent undergraduates, is critical to its student success outcomes. WSSU leadership understands that its employees must implement strategies that assist students in on-time graduation, which aligns with Theme 2 Student Success, Goal 2 of the *UNC System Strategic Plan 2022-27*. Central to this effort is the extent to which the institution invests in its faculty to provide high-quality instruction that assists them with engaging diverse learners. WSSU senior leadership understands that the number of Ds, Fs, Ws, and Incompletes that students earn negatively impacts their on-time degree completion and their finances since they must retake courses to complete their degrees. To that end, WSSU leadership will allocate financial resources to improve faculty instructional quality, investing in faculty instructional delivery by partnering with the Association of College and University Educators (ACUE) on its nationally recognized certification on excellence in online teaching.

Often unspoken in the conversation about undergraduate degree efficiency is the role of institutional leaders, particularly those persons considered “middle management” (e.g., department chairs, directors, deans). These leaders must have the knowledge, skills, courage, and ability to navigate difficult conversations and manage stressful decisions in accordance with policies to ensure the

institutional climate supports student success and degree efficiency. WSSU leadership will intentionally invest in leadership and management training for these individuals to assist with their ability to leverage data to drive difficult conversations, provide effective feedback and coaching to employees, manage employee performance, and emphasize accountability against high expectations. Relatedly, WSSU leadership understands the importance of succession planning; thus, senior leaders will invest in professional development opportunities for select employees to strengthen their leadership acumen, which will assist the university with “deepening its bench.” This strategic approach aligns to Theme 5 Excellent and Diverse Institutions, Goals 11 and 12 of the *UNC System Strategic Plan 2022-27*.

Reduced Average Cumulative Debt and Education and Related Expenses

With respect to reducing the average cumulative debt and education and related expenses for undergraduate students, particularly first-time freshmen, and transfer students, WSSU senior leadership appropriated additional funds toward scholarships and emergency grants, aligning to Theme 3 Affordability and Efficiency, Goal 6 of the *UNC System Strategic Plan 2022-27*. WSSU leadership has invested in scholarship awards for community college transfer students and new first-year students to offset a dependency on loans; moreover, leadership will invest in the First-Day Complete program that will reduce costs for textbooks. WSSU leadership will leverage budgetary resources during the 2023-24 academic year to onboard a new “scholarship matching” platform entitled “Scholarship Universe” that identifies relevant scholarships for students based on their personalized profile. Senior leadership will coordinate ways to provide financial literacy to new students, continuing students, and their families, understanding that greater awareness of financial options among families is a significant way to lower student debt.

Investments in Infrastructure and Facilities

Within the institution’s strategic plan, WSSU leaders are committed to the improvement of the university’s infrastructure. Administrators will make strategic investments into facility and technological upgrades that will facilitate student engagement and promote student learning, which will increase retention rates and undergraduate degree efficiency. Additionally, the university will integrate social gathering spaces into campus buildings to promote community in learning environments to drive persistence and retention rates that will positively impact timely degree completion.

Operational Efficiency

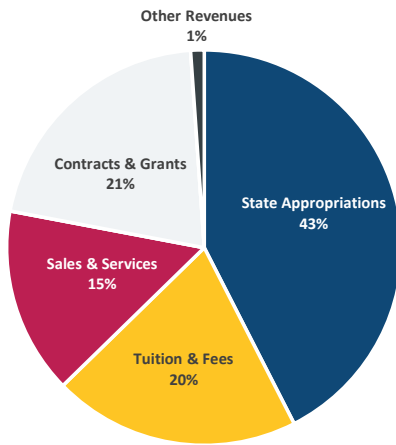
University leaders also seek ways to improve operational efficiency to reduce costs and streamline processes that serve as barriers to student success and promote wasteful spending. As part of the university’s strategic plan, university leaders will evaluate organizational structures to assess where consolidation of offices, units, or departments may yield cost savings. Within Academic Affairs, leadership will convert low producing degree programs to minors or tracks within more enrollment-healthy, relevant degree programs. The university will continue to employ austerity measures to support overall reduction in operational expenses.

Conclusion

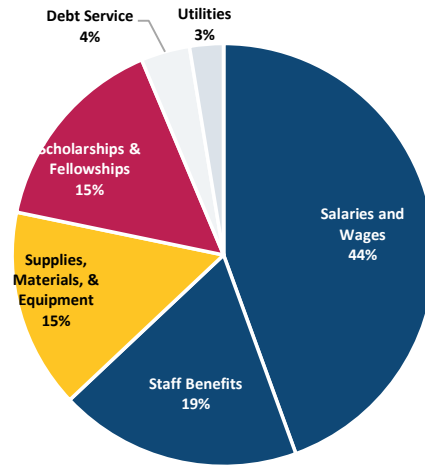
Winston-Salem State University FY24 All-Funds Budget represents a financial plan that aligns our resources to support our mission, strategic plan, and priorities. The budget reflects a balanced and sustainable budget that reflects positive cash flow from auxiliary and trust funds.

The WSSU Board of Trustees met on April 26, 2023, and approved the All-Funds Budget.

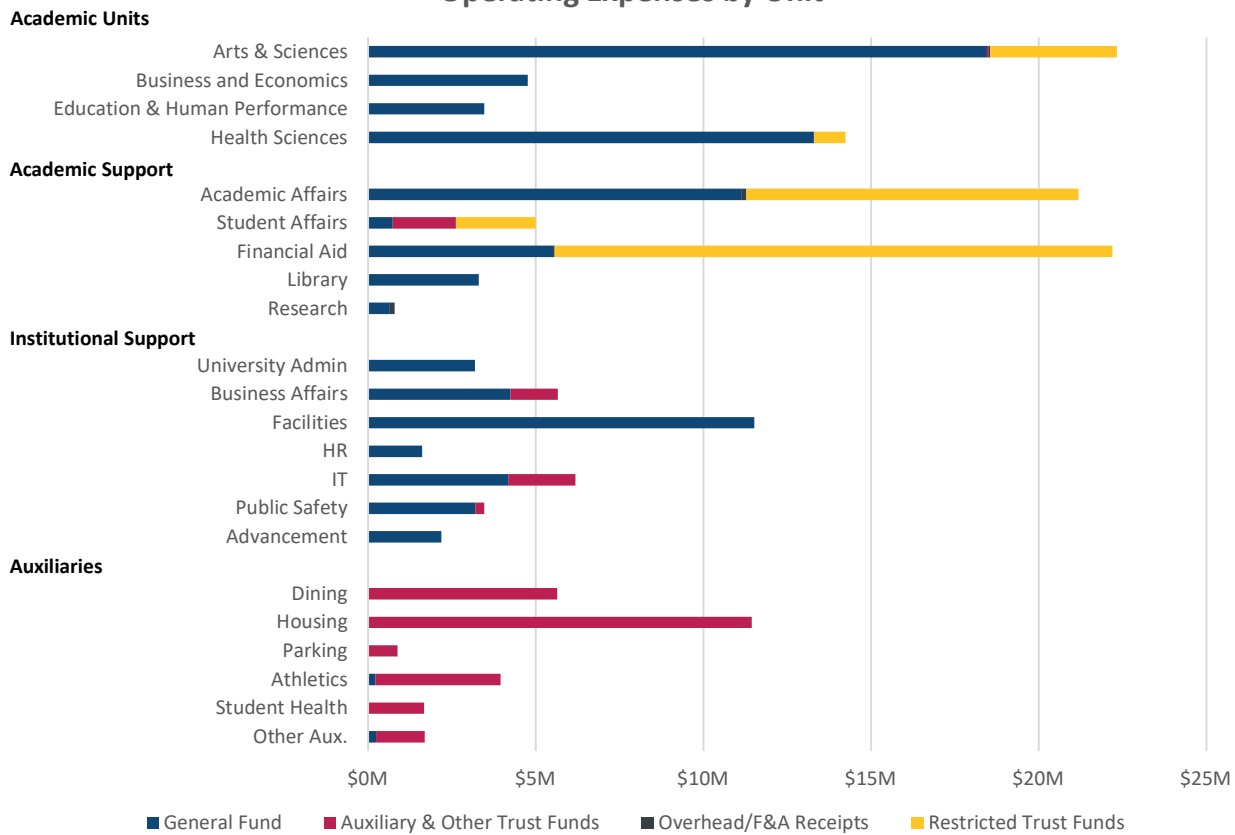
Budgeted Revenue (FY24)



Budgeted Expenses (FY24)



Operating Expenses by Unit



**Winston-Salem State University
FY 2023-24 All-Funds Budget**

		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriations	\$ 69,510,000	\$ -	\$ -	\$ -	\$ 69,510,000
	Tuition & Fees	\$ 21,444,000	\$ 11,625,000	\$ -	\$ -	\$ 33,069,000
	<i>Less Discounts and Allowances</i>	\$ -	\$ -	\$ -	\$ -	\$ -
	Sales & Services	\$ -	\$ 24,983,000	\$ -	\$ -	\$ 24,983,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 608,000	\$ 33,620,000	\$ 34,228,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ 991,000	\$ 843,000	\$ -	\$ -	\$ 1,834,000
Revenues Total		\$ 91,945,000	\$ 37,451,000	\$ 608,000	\$ 33,620,000	\$ 163,624,000
Expenses	Salaries and Wages	\$ 54,250,000	\$ 7,449,000	\$ 31,000	\$ 7,745,000	\$ 69,475,000
	Staff Benefits	\$ 23,352,000	\$ 3,292,000	\$ 10,000	\$ 2,353,000	\$ 29,007,000
	Services, Supplies, Materials, & Equip.	\$ 6,206,000	\$ 12,258,000	\$ 314,000	\$ 5,089,000	\$ 23,867,000
	Scholarships & Fellowships	\$ 4,670,000	\$ 1,000,000	\$ 3,000	\$ 18,433,000	\$ 24,106,000
	<i>Less Discounts and Allowances</i>	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ 680,000	\$ 5,164,000	\$ -	\$ -	\$ 5,844,000
	Utilities	\$ 2,787,000	\$ 1,261,000	\$ -	\$ -	\$ 4,048,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 91,945,000	\$ 30,424,000	\$ 358,000	\$ 33,620,000	\$ 156,347,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ 7,027,000	\$ 250,000	\$ -	\$ 7,277,000

**Winston-Salem State University- Unit Breakout
FY 2023-24 All-Funds Budget**

College of Arts & Sciences		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 18,457,000	\$ -	\$ -	\$ -	\$ 18,457,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 61,000	\$ 3,777,000	\$ 3,838,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 18,457,000	\$ -	\$ 61,000	\$ 3,777,000	\$ 22,295,000
Expenses	Salaries and Wages	\$ 12,842,000	\$ -	\$ -	\$ 1,324,000	\$ 14,166,000
	Staff Benefits	\$ 5,379,000	\$ -	\$ -	\$ 360,000	\$ 5,739,000
	Services, Supplies, Materials, & Equip.	\$ 236,000	\$ 60,000	\$ 30,000	\$ 779,000	\$ 1,105,000
	Scholarships & Fellowships	\$ -	\$ -	\$ 1,000	\$ 1,314,000	\$ 1,315,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 18,457,000	\$ 60,000	\$ 31,000	\$ 3,777,000	\$ 22,325,000
Net Transfers		\$ -	\$ 60,000	\$ -	\$ -	\$ 60,000
Change in Fund Balance			\$ -	\$ 30,000	\$ -	\$ 30,000
School of Business and Economics		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 4,757,000	\$ -	\$ -	\$ -	\$ 4,757,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 4,757,000	\$ -	\$ -	\$ -	\$ 4,757,000
Expenses	Salaries and Wages	\$ 3,385,000	\$ -	\$ -	\$ -	\$ 3,385,000
	Staff Benefits	\$ 1,330,000	\$ -	\$ -	\$ -	\$ 1,330,000
	Services, Supplies, Materials, & Equip.	\$ 42,000	\$ -	\$ -	\$ -	\$ 42,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 4,757,000	\$ -	\$ -	\$ -	\$ 4,757,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -

**Winston-Salem State University- Unit Breakout
FY 2023-24 All-Funds Budget**

School of Education & Human Performance		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 3,465,000	\$ -	\$ -	\$ -	\$ 3,465,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 3,465,000	\$ -	\$ -	\$ -	\$ 3,465,000
Expenses	Salaries and Wages	\$ 2,332,000	\$ -	\$ -	\$ -	\$ 2,332,000
	Staff Benefits	\$ 1,022,000	\$ -	\$ -	\$ -	\$ 1,022,000
	Services, Supplies, Materials, & Equip.	\$ 111,000	\$ -	\$ -	\$ -	\$ 111,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 3,465,000	\$ -	\$ -	\$ -	\$ 3,465,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -
School of Health Sciences		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 13,297,000	\$ -	\$ -	\$ -	\$ 13,297,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 45,000	\$ 933,000	\$ 978,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 13,297,000	\$ -	\$ 45,000	\$ 933,000	\$ 14,275,000
Expenses	Salaries and Wages	\$ 9,111,000	\$ -	\$ -	\$ 167,000	\$ 9,278,000
	Staff Benefits	\$ 3,716,000	\$ -	\$ -	\$ 28,000	\$ 3,744,000
	Services, Supplies, Materials, & Equip.	\$ 470,000	\$ -	\$ 6,000	\$ 207,000	\$ 683,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ 531,000	\$ 531,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 13,297,000	\$ -	\$ 6,000	\$ 933,000	\$ 14,236,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ 39,000	\$ -	\$ 39,000

**Winston-Salem State University- Unit Breakout
FY 2023-24 All-Funds Budget**

Academic Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 11,117,000	\$ -	\$ -	\$ -	\$ 11,117,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 212,000	\$ 9,912,000	\$ 10,124,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ 35,000	\$ -	\$ -	\$ -	\$ 35,000
Revenues Total		\$ 11,152,000	\$ -	\$ 212,000	\$ 9,912,000	\$ 21,276,000
Expenses	Salaries and Wages	\$ 7,586,000	\$ -	\$ -	\$ 4,797,000	\$ 12,383,000
	Staff Benefits	\$ 3,263,000	\$ -	\$ -	\$ 1,612,000	\$ 4,875,000
	Services, Supplies, Materials, & Equip.	\$ 303,000	\$ -	\$ 124,000	\$ 3,253,000	\$ 3,680,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 11,152,000	\$ -	\$ 124,000	\$ 9,912,000	\$ 21,188,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ 88,000	\$ -	\$ 88,000
Student Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 574,000	\$ 2,498,000	\$ -	\$ -	\$ 3,072,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 45,000	\$ 2,374,000	\$ 2,419,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ 163,000	\$ 19,000	\$ -	\$ -	\$ 182,000
Revenues Total		\$ 737,000	\$ 2,517,000	\$ 45,000	\$ 2,374,000	\$ 5,673,000
Expenses	Salaries and Wages	\$ 493,000	\$ 890,000	\$ 9,000	\$ 1,163,000	\$ 2,555,000
	Staff Benefits	\$ 207,000	\$ 403,000	\$ 1,000	\$ 334,000	\$ 945,000
	Services, Supplies, Materials, & Equip.	\$ 37,000	\$ 523,000	\$ -	\$ 826,000	\$ 1,386,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ 51,000	\$ 51,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 63,000	\$ -	\$ -	\$ 63,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 737,000	\$ 1,879,000	\$ 10,000	\$ 2,374,000	\$ 5,000,000
Net Transfers		\$ -	\$ (60,000)	\$ -	\$ -	\$ (60,000)
Change in Fund Balance			\$ 578,000	\$ 35,000	\$ -	\$ 613,000

**Winston-Salem State University- Unit Breakout
FY 2023-24 All-Funds Budget**

Financial Aid		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 5,519,000	\$ -	\$ -	\$ -	\$ 5,519,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 50,000	\$ 16,624,000	\$ 16,674,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 5,519,000	\$ -	\$ 50,000	\$ 16,624,000	\$ 22,193,000
Expenses	Salaries and Wages	\$ 540,000	\$ -	\$ 22,000	\$ 294,000	\$ 856,000
	Staff Benefits	\$ 245,000	\$ -	\$ 9,000	\$ 19,000	\$ 273,000
	Services, Supplies, Materials, & Equip.	\$ 64,000	\$ -	\$ 13,000	\$ 24,000	\$ 101,000
	Scholarships & Fellowships	\$ 4,670,000	\$ -	\$ -	\$ 16,287,000	\$ 20,957,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 5,519,000	\$ -	\$ 44,000	\$ 16,624,000	\$ 22,187,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ 6,000	\$ -	\$ 6,000

Library		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 3,274,000	\$ -	\$ -	\$ -	\$ 3,274,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000
Revenues Total		\$ 3,299,000	\$ -	\$ -	\$ -	\$ 3,299,000
Expenses	Salaries and Wages	\$ 1,338,000	\$ -	\$ -	\$ -	\$ 1,338,000
	Staff Benefits	\$ 591,000	\$ -	\$ -	\$ -	\$ 591,000
	Services, Supplies, Materials, & Equip.	\$ 1,370,000	\$ -	\$ -	\$ -	\$ 1,370,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 3,299,000	\$ -	\$ -	\$ -	\$ 3,299,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -

**Winston-Salem State University- Unit Breakout
FY 2023-24 All-Funds Budget**

Sponsored Research		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 649,000	\$ -	\$ -	\$ -	\$ 649,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 195,000	\$ -	\$ 195,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 649,000	\$ -	\$ 195,000	\$ -	\$ 844,000
Expenses	Salaries and Wages	\$ 451,000	\$ -	\$ -	\$ -	\$ 451,000
	Staff Benefits	\$ 190,000	\$ -	\$ -	\$ -	\$ 190,000
	Services, Supplies, Materials, & Equip.	\$ 8,000	\$ -	\$ 141,000	\$ -	\$ 149,000
	Scholarships & Fellowships	\$ -	\$ -	\$ 2,000	\$ -	\$ 2,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 649,000	\$ -	\$ 143,000	\$ -	\$ 792,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ 52,000	\$ -	\$ 52,000
University Administration		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 3,191,000	\$ -	\$ -	\$ -	\$ 3,191,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 3,191,000	\$ -	\$ -	\$ -	\$ 3,191,000
Expenses	Salaries and Wages	\$ 2,100,000	\$ -	\$ -	\$ -	\$ 2,100,000
	Staff Benefits	\$ 851,000	\$ -	\$ -	\$ -	\$ 851,000
	Services, Supplies, Materials, & Equip.	\$ 240,000	\$ -	\$ -	\$ -	\$ 240,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 3,191,000	\$ -	\$ -	\$ -	\$ 3,191,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -

**Winston-Salem State University- Unit Breakout
FY 2023-24 All-Funds Budget**

Business Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 4,192,000	\$ 1,861,000	\$ -	\$ -	\$ 6,053,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ 55,000	\$ -	\$ -	\$ -	\$ 55,000
Revenues Total		\$ 4,247,000	\$ 1,861,000	\$ -	\$ -	\$ 6,108,000
Expenses	Salaries and Wages	\$ 2,769,000	\$ -	\$ -	\$ -	\$ 2,769,000
	Staff Benefits	\$ 1,358,000	\$ -	\$ -	\$ -	\$ 1,358,000
	Services, Supplies, Materials, & Equip.	\$ 120,000	\$ -	\$ -	\$ -	\$ 120,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ 1,411,000	\$ -	\$ -	\$ 1,411,000
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 4,247,000	\$ 1,411,000	\$ -	\$ -	\$ 5,658,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ 450,000	\$ -	\$ -	\$ 450,000
Facilities		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 10,802,000	\$ -	\$ -	\$ -	\$ 10,802,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ 713,000	\$ -	\$ -	\$ -	\$ 713,000
Revenues Total		\$ 11,515,000	\$ -	\$ -	\$ -	\$ 11,515,000
Expenses	Salaries and Wages	\$ 4,544,000	\$ -	\$ -	\$ -	\$ 4,544,000
	Staff Benefits	\$ 2,269,000	\$ -	\$ -	\$ -	\$ 2,269,000
	Services, Supplies, Materials, & Equip.	\$ 1,235,000	\$ -	\$ -	\$ -	\$ 1,235,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ 680,000	\$ -	\$ -	\$ -	\$ 680,000
	Utilities	\$ 2,787,000	\$ -	\$ -	\$ -	\$ 2,787,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 11,515,000	\$ -	\$ -	\$ -	\$ 11,515,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -

**Winston-Salem State University- Unit Breakout
FY 2023-24 All-Funds Budget**

Human Resources		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,618,000	\$ -	\$ -	\$ -	1,618,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	-
	Patient Services	\$ -	\$ -	\$ -	\$ -	-
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	-
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	-
	Other Revenues	\$ -	\$ -	\$ -	\$ -	-
Revenues Total		\$ 1,618,000	\$ -	\$ -	\$ -	1,618,000
Expenses	Salaries and Wages	\$ 1,078,000	\$ -	\$ -	\$ -	1,078,000
	Staff Benefits	\$ 472,000	\$ -	\$ -	\$ -	472,000
	Services, Supplies, Materials, & Equip.	\$ 68,000	\$ -	\$ -	\$ -	68,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	-
	Debt Service	\$ -	\$ -	\$ -	\$ -	-
	Utilities	\$ -	\$ -	\$ -	\$ -	-
	Other Expenses	\$ -	\$ -	\$ -	\$ -	-
Expenses Total		\$ 1,618,000	\$ -	\$ -	\$ -	1,618,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	-
Change in Fund Balance			\$ -	\$ -	\$ -	-
Information Technology		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 4,184,000	\$ 1,920,000	\$ -	\$ -	6,104,000
	Sales & Services	\$ -	\$ 100,000	\$ -	\$ -	100,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	-
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	-
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	-
	Other Revenues	\$ -	\$ -	\$ -	\$ -	-
Revenues Total		\$ 4,184,000	\$ 2,020,000	\$ -	\$ -	6,204,000
Expenses	Salaries and Wages	\$ 2,099,000	\$ 763,000	\$ -	\$ -	2,862,000
	Staff Benefits	\$ 901,000	\$ 335,000	\$ -	\$ -	1,236,000
	Services, Supplies, Materials, & Equip.	\$ 1,184,000	\$ 900,000	\$ -	\$ -	2,084,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	-
	Debt Service	\$ -	\$ -	\$ -	\$ -	-
	Utilities	\$ -	\$ -	\$ -	\$ -	-
	Other Expenses	\$ -	\$ -	\$ -	\$ -	-
Expenses Total		\$ 4,184,000	\$ 1,998,000	\$ -	\$ -	6,182,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	-
Change in Fund Balance			\$ 22,000	\$ -	\$ -	22,000

**Winston-Salem State University- Unit Breakout
FY 2023-24 All-Funds Budget**

Public Safety		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 3,200,000	\$ 264,000	\$ -	\$ -	\$ 3,464,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 3,200,000	\$ 264,000	\$ -	\$ -	\$ 3,464,000
Expenses	Salaries and Wages	\$ 1,872,000	\$ 130,000	\$ -	\$ -	\$ 2,002,000
	Staff Benefits	\$ 844,000	\$ 59,000	\$ -	\$ -	\$ 903,000
	Services, Supplies, Materials, & Equip.	\$ 484,000	\$ 71,000	\$ -	\$ -	\$ 555,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 3,200,000	\$ 260,000	\$ -	\$ -	\$ 3,460,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ 4,000	\$ -	\$ -	\$ 4,000
Advancement		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,188,000	\$ -	\$ -	\$ -	\$ 2,188,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 2,188,000	\$ -	\$ -	\$ -	\$ 2,188,000
Expenses	Salaries and Wages	\$ 1,398,000	\$ -	\$ -	\$ -	\$ 1,398,000
	Staff Benefits	\$ 590,000	\$ -	\$ -	\$ -	\$ 590,000
	Services, Supplies, Materials, & Equip.	\$ 200,000	\$ -	\$ -	\$ -	\$ 200,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 2,188,000	\$ -	\$ -	\$ -	\$ 2,188,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -

**Winston-Salem State University- Unit Breakout
FY 2023-24 All-Funds Budget**

Dining		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 10,835,000	\$ -	\$ -	\$ 10,835,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ -	\$ -	\$ -	\$ -
	Sales & Services	\$ -	\$ 7,172,000	\$ -	\$ -	\$ 7,172,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 164,000	\$ -	\$ -	\$ 164,000
Revenues Total		\$ -	\$ 7,336,000	\$ -	\$ -	\$ 7,336,000
Expenses	Salaries and Wages	\$ -	\$ -	\$ -	\$ -	\$ -
	Staff Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
	Services, Supplies, Materials, & Equip.	\$ -	\$ 5,531,000	\$ -	\$ -	\$ 5,531,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 112,000	\$ -	\$ -	\$ 112,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ -	\$ 5,643,000	\$ -	\$ -	\$ 5,643,000
Net Transfers		\$ -	\$ (500,000)	\$ -	\$ -	\$ (500,000)
Change in Fund Balance			\$ 1,193,000	\$ -	\$ -	\$ 1,193,000
Ending Fund Balance			\$ 12,028,000	\$ -	\$ -	\$ 12,028,000
Housing		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 20,617,000	\$ -	\$ -	\$ 20,617,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ -	\$ -	\$ -	\$ -
	Sales & Services	\$ -	\$ 15,273,000	\$ -	\$ -	\$ 15,273,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 360,000	\$ -	\$ -	\$ 360,000
Revenues Total		\$ -	\$ 15,633,000	\$ -	\$ -	\$ 15,633,000
Expenses	Salaries and Wages	\$ -	\$ 1,914,000	\$ -	\$ -	\$ 1,914,000
	Staff Benefits	\$ -	\$ 948,000	\$ -	\$ -	\$ 948,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 3,803,000	\$ -	\$ -	\$ 3,803,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ 3,753,000	\$ -	\$ -	\$ 3,753,000
	Utilities	\$ -	\$ 1,021,000	\$ -	\$ -	\$ 1,021,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ -	\$ 11,439,000	\$ -	\$ -	\$ 11,439,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ 4,194,000	\$ -	\$ -	\$ 4,194,000
Ending Fund Balance			\$ 24,811,000	\$ -	\$ -	\$ 24,811,000

**Winston-Salem State University- Unit Breakout
FY 2023-24 All-Funds Budget**

Parking		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 121,000	\$ -	\$ -	\$ 121,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ -	\$ -	\$ -	\$ -
	Sales & Services	\$ -	\$ 960,000	\$ -	\$ -	\$ 960,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ -	\$ 960,000	\$ -	\$ -	\$ 960,000
Expenses	Salaries and Wages	\$ -	\$ 459,000	\$ -	\$ -	\$ 459,000
	Staff Benefits	\$ -	\$ 194,000	\$ -	\$ -	\$ 194,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 229,000	\$ -	\$ -	\$ 229,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ -	\$ 882,000	\$ -	\$ -	\$ 882,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ 78,000	\$ -	\$ -	\$ 78,000
Ending Fund Balance			\$ 199,000	\$ -	\$ -	\$ 199,000
Athletics		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ (12,371,000.00)	\$ -	\$ -	\$ (12,371,000)
Revenues	State Appropriation, Tuition, & Fees	\$ 225,000	\$ 3,432,000	\$ -	\$ -	\$ 3,657,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 300,000	\$ -	\$ -	\$ 300,000
Revenues Total		\$ 225,000	\$ 3,732,000	\$ -	\$ -	\$ 3,957,000
Expenses	Salaries and Wages	\$ 175,000	\$ 1,503,000	\$ -	\$ -	\$ 1,678,000
	Staff Benefits	\$ 50,000	\$ 665,000	\$ -	\$ -	\$ 715,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 510,000	\$ -	\$ -	\$ 510,000
	Scholarships & Fellowships	\$ -	\$ 1,000,000	\$ -	\$ -	\$ 1,000,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 50,000	\$ -	\$ -	\$ 50,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 225,000	\$ 3,728,000	\$ -	\$ -	\$ 3,953,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ 4,000	\$ -	\$ -	\$ 4,000
Ending Fund Balance			\$ (12,367,000)	\$ -	\$ -	\$ (12,367,000)

**Winston-Salem State University- Unit Breakout
FY 2023-24 All-Funds Budget**

Student Health		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 517,000	\$ -	\$ -	\$ 517,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ 1,650,000	\$ -	\$ -	\$ 1,650,000
	Sales & Services	\$ -	\$ 195,000	\$ -	\$ -	\$ 195,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ -	\$ 1,845,000	\$ -	\$ -	\$ 1,845,000
Expenses	Salaries and Wages	\$ -	\$ 1,090,000	\$ -	\$ -	\$ 1,090,000
	Staff Benefits	\$ -	\$ 367,000	\$ -	\$ -	\$ 367,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 198,000	\$ -	\$ -	\$ 198,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 15,000	\$ -	\$ -	\$ 15,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ -	\$ 1,670,000	\$ -	\$ -	\$ 1,670,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ 175,000	\$ -	\$ -	\$ 175,000
Ending Fund Balance			\$ 692,000	\$ -	\$ -	\$ 692,000
Other Auxiliaries		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 245,000	\$ -	\$ -	\$ -	\$ 245,000
	Sales & Services	\$ -	\$ 1,283,000	\$ -	\$ -	\$ 1,283,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 245,000	\$ 1,283,000	\$ -	\$ -	\$ 1,528,000
Expenses	Salaries and Wages	\$ 137,000	\$ 700,000	\$ -	\$ -	\$ 837,000
	Staff Benefits	\$ 74,000	\$ 321,000	\$ -	\$ -	\$ 395,000
	Services, Supplies, Materials, & Equip.	\$ 34,000	\$ 433,000	\$ -	\$ -	\$ 467,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 245,000	\$ 1,454,000	\$ -	\$ -	\$ 1,699,000
Net Transfers		\$ -	\$ 500,000	\$ -	\$ -	\$ 500,000
Change in Fund Balance			\$ 329,000	\$ -	\$ -	\$ 329,000

NCSSM Budget Alignment with Strategic Priorities - FY 2023-24

Approximately 90% of NCSSM's operating budget comes from state appropriations, with the other 10% coming from the NCSSM Foundation, which is an associated entity set up before the school's opening in 1980 to support the institution. Our state appropriated budget is heavily focused on delivering our core mission of providing residential, online, and extended programs for talented students across North Carolina, with the funding provided by our Foundation helping us meet these needs and our strategic goals for improvement.

NCSSM's Strategic Plan – which incorporates our UNC System Strategic Plan goals – drives how we allocate our budget. Our current five-year Strategic Plan has focused on expanding real-world learning opportunities for our students to do significant research and in expanding our curriculum in engineering, computer science, and data science. We have also worked to expand our NCSSM-Online program that now enrolls 490 students from across North Carolina to take a series of NCSSM courses remotely over their junior and senior years of high school while allowing them to remain enrolled in their hometown school. We have been able to use enrollment growth funding to more than double enrollment in our online program over the past five years. We also opened NCSSM's second campus in Morganton in fall 2022 enrolling the first 150 students. Enrollment will expand to 300 residential students in August 2023.

Our plan has also guided the expansion of our extended learning programs, in which we serve non-enrolled students in partnership with schools across North Carolina through our NCSSM Connect Program, which provides high-level STEM synchronous virtual courses to students across North Carolina to augment their home highschool curriculum. Most of our partner schools are in rural parts of our state. We serve more than 500 students annually through the NCSSM-Connect Program. We also offer a variety of STEM-focused summer programs for middle and high school students across our state. Many of these programs target students from demographic groups that are typically underrepresented in STEM fields.

With state funding for NCSSM-Morganton, enrollment growth funding for our distance education programs and private funding, NCSSM's enrollment will have grown from nearly 1,200 students a decade ago to more than 1,900 students in fall 2023.

As we have been growing significantly as an institution over the past five years with the expansion of our online, extended learning, and now residential programs, we have been very mindful of our strategic priorities which are aligned with the UNC System strategic priorities for increasing enrollment of students from Tier 1 and Tier 2 counties as well as underrepresented minority students. As we have expanded our admissions staff related to the opening of our Morganton campus, we have done so mindful of our strategic enrollment priorities. We have also shifted funding to support expanded student advising, counseling, and support programs. We have also received private funding from our NCSSM Foundation to support these initiatives.

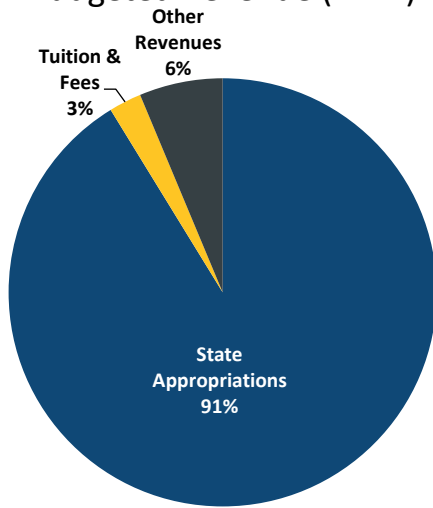
As we have expanded over the past several years we have focused our efforts in making sure that we operate as one institution with multiple campuses and programs. In doing so, we have been very conscious of efficiency in how we will operate one institution across two campuses in very different parts of the state. In particular, we have worked to not increase any senior level administrative positions. All our Vice Chancellors have responsibility for their Division across both campuses and our online and extended programs. We believe that the institutional organization structure we have developed allows us to be both efficient and effective and to operate as one NCSSM.

A very important strategic goal of our Board of Trustees over the past four years is to increase compensation for our employees, so that our institution remains competitive in recruiting and retaining the talented faculty and staff we need to achieve the desired outcomes for students. To achieve our compensation goals, we reprioritized our funding by making reductions in some areas based on programmatic need and shifting funds to support our compensation goals, which included making sure our faculty are compensated at the same levels as those teachers working in the surrounding Wake County, Durham County, and Chapel Hill public school districts and that our SHRA and EHRA employees are compensated at the market rate identified by the state or UNC System for their position. Along with our budget reprioritization, we also received a commitment of funding from our NCSSM Foundation to support this compensation plan. We began implementing our plan in the 2020-21 fiscal year and were able to reach our initial compensation goals in the current fiscal year with the help of the 3.5% LSI. We will continue prioritizing employee compensation in our planning. We will be working with the NCSSM Foundation in the 2023-24 budget process to establish a recruitment, retention, and performance bonus fund to help make sure that we are able to recruit and retain talented faculty and staff.

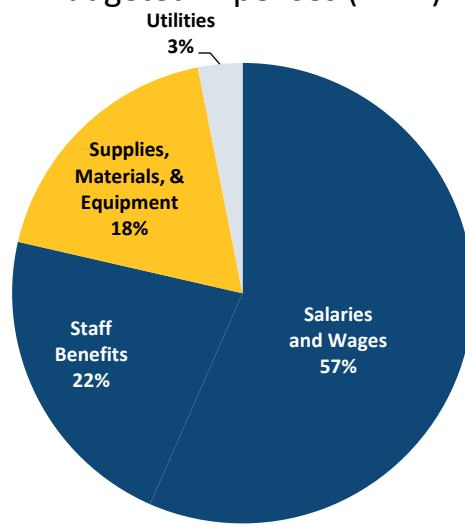
As an institution with very limited funding sources – only state appropriations and private philanthropic funding – we have worked very intentionally to align our resources to meet our core mission and to align with our strategic priorities, which are all focused on how we can best meet our mission of serving talented students across North Carolina and advancing public education in our state. The NCSSM Foundation is in the midst of a multi-year, \$50-million fundraising campaign branded, “Ignite + Transform: Educational Excellence and Opportunity for All of NC,” which along with state funding is helping us extend our reach and impact, as well as build our new campus and improved the facilities on our Durham campus. We believe that NCSSM does a very effective job in accomplishing our mission with the resources at our disposal.

NC School of Science & Math

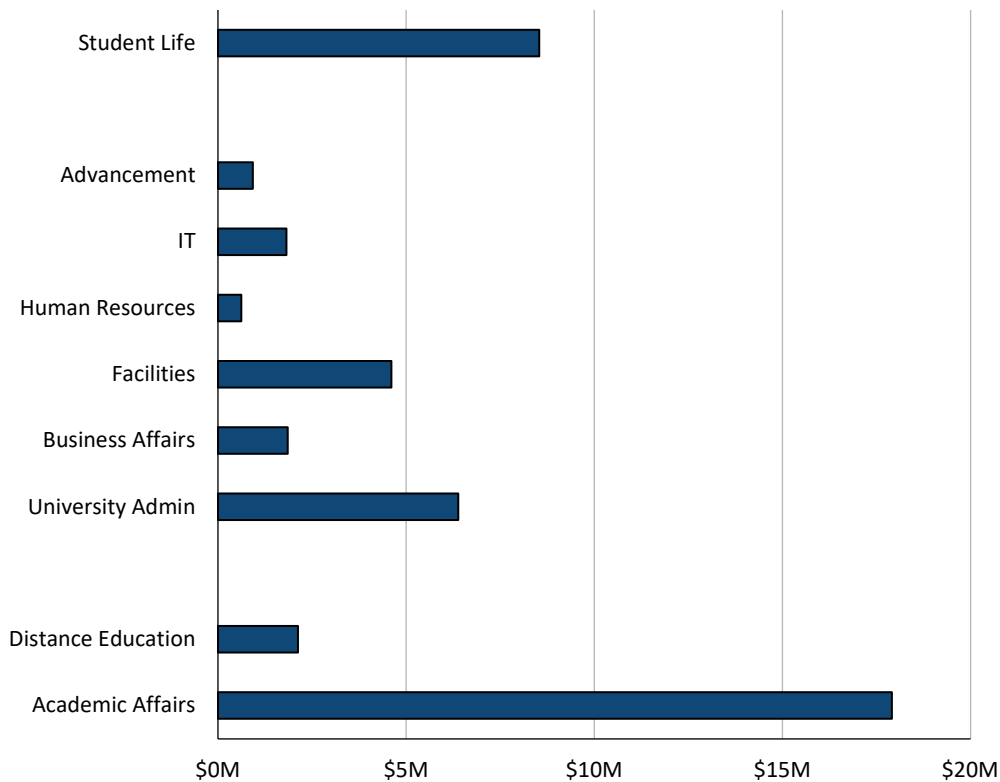
Budgeted Revenue (FY24)



Budgeted Expenses (FY24)



Operating Expenses by Unit



■ General Fund
 ■ Auxiliary & Other Trust Funds
 ■ Overhead/F&A Receipts
 ■ Restricted Trust Funds

**NC School of Science & Math
FY 2023-24 All-Funds Budget**

		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriations	\$ 40,887,000	\$ -	\$ -	\$ -	\$ 40,887,000
	Tuition & Fees	\$ 1,098,000	\$ -	\$ -	\$ -	\$ 1,098,000
	<i>Less Discounts and Allowances</i>	\$ -	\$ -	\$ -	\$ -	\$ -
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ 2,823,000	\$ -	\$ -	\$ -	\$ 2,823,000
Revenues Total		\$ 44,808,000	\$ -	\$ -	\$ -	\$ 44,808,000
Expenses	Salaries and Wages	\$ 25,347,000	\$ -	\$ -	\$ -	\$ 25,347,000
	Staff Benefits	\$ 9,863,000	\$ -	\$ -	\$ -	\$ 9,863,000
	Services, Supplies, Materials, & Equip.	\$ 8,200,000	\$ -	\$ -	\$ -	\$ 8,200,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	<i>Less Discounts and Allowances</i>	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ 1,400,000	\$ -	\$ -	\$ -	\$ 1,400,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 44,810,000	\$ -	\$ -	\$ -	\$ 44,810,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -

**NC School of Science & Math- Unit Breakout
FY 2023-24 All-Funds Budget**

Academic Affairs		General Fund	Auxiliary & Other	Overhead/F&A	Restricted Trust	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 16,092,000	\$ -	\$ -	\$ -	\$ 16,092,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ 1,823,000	\$ -	\$ -	\$ -	\$ 1,823,000
Revenues Total		\$ 17,915,000	\$ -	\$ -	\$ -	\$ 17,915,000
Expenses	Salaries and Wages	\$ 12,247,000	\$ -	\$ -	\$ -	\$ 12,247,000
	Staff Benefits	\$ 4,638,000	\$ -	\$ -	\$ -	\$ 4,638,000
	Services, Supplies, Materials, & Equip.	\$ 1,030,000	\$ -	\$ -	\$ -	\$ 1,030,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 17,915,000	\$ -	\$ -	\$ -	\$ 17,915,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -
Distance Education		General Fund	Auxiliary & Other	Overhead/F&A	Restricted Trust	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,130,000	\$ -	\$ -	\$ -	\$ 2,130,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 2,130,000	\$ -	\$ -	\$ -	\$ 2,130,000
Expenses	Salaries and Wages	\$ 1,402,000	\$ -	\$ -	\$ -	\$ 1,402,000
	Staff Benefits	\$ 570,000	\$ -	\$ -	\$ -	\$ 570,000
	Services, Supplies, Materials, & Equip.	\$ 158,000	\$ -	\$ -	\$ -	\$ 158,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 2,130,000	\$ -	\$ -	\$ -	\$ 2,130,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -

University Administration		General Fund	Auxiliary & Other	Overhead/F&A	Restricted Trust	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 6,221,000	\$ -	\$ -	\$ -	\$ 6,221,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ 169,000	\$ -	\$ -	\$ -	\$ 169,000
Revenues Total		\$ 6,390,000	\$ -	\$ -	\$ -	\$ 6,390,000
Expenses	Salaries and Wages	\$ 2,740,000	\$ -	\$ -	\$ -	\$ 2,740,000
	Staff Benefits	\$ 959,000	\$ -	\$ -	\$ -	\$ 959,000
	Services, Supplies, Materials, & Equip.	\$ 2,690,000	\$ -	\$ -	\$ -	\$ 2,690,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 6,389,000	\$ -	\$ -	\$ -	\$ 6,389,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance		\$ -	\$ -	\$ -	\$ -	\$ -
Business Affairs		General Fund	Auxiliary & Other	Overhead/F&A	Restricted Trust	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,681,000	\$ -	\$ -	\$ -	\$ 1,681,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ 174,000	\$ -	\$ -	\$ -	\$ 174,000
Revenues Total		\$ 1,855,000	\$ -	\$ -	\$ -	\$ 1,855,000
Expenses	Salaries and Wages	\$ 1,172,000	\$ -	\$ -	\$ -	\$ 1,172,000
	Staff Benefits	\$ 470,000	\$ -	\$ -	\$ -	\$ 470,000
	Services, Supplies, Materials, & Equip.	\$ 214,000	\$ -	\$ -	\$ -	\$ 214,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 1,856,000	\$ -	\$ -	\$ -	\$ 1,856,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance		\$ -	\$ -	\$ -	\$ -	\$ -

Facilities		General Fund	Auxiliary & Other	Overhead/F&A	Restricted Trust	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 4,609,000	\$ -	\$ -	\$ -	\$ 4,609,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 4,609,000	\$ -	\$ -	\$ -	\$ 4,609,000
Expenses	Salaries and Wages	\$ 1,634,000	\$ -	\$ -	\$ -	\$ 1,634,000
	Staff Benefits	\$ 650,000	\$ -	\$ -	\$ -	\$ 650,000
	Services, Supplies, Materials, & Equip.	\$ 925,000	\$ -	\$ -	\$ -	\$ 925,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ 1,400,000	\$ -	\$ -	\$ -	\$ 1,400,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 4,609,000	\$ -	\$ -	\$ -	\$ 4,609,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -
Human Resources		General Fund	Auxiliary & Other	Overhead/F&A	Restricted Trust	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 621,000	\$ -	\$ -	\$ -	\$ 621,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 621,000	\$ -	\$ -	\$ -	\$ 621,000
Expenses	Salaries and Wages	\$ 437,000	\$ -	\$ -	\$ -	\$ 437,000
	Staff Benefits	\$ 156,000	\$ -	\$ -	\$ -	\$ 156,000
	Services, Supplies, Materials, & Equip.	\$ 28,000	\$ -	\$ -	\$ -	\$ 28,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 621,000	\$ -	\$ -	\$ -	\$ 621,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -

Information Technology		General Fund	Auxiliary & Other	Overhead/F&A	Restricted Trust	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,823,000	\$ -	\$ -	\$ -	\$ 1,823,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 1,823,000	\$ -	\$ -	\$ -	\$ 1,823,000
Expenses	Salaries and Wages	\$ 851,000	\$ -	\$ -	\$ -	\$ 851,000
	Staff Benefits	\$ 348,000	\$ -	\$ -	\$ -	\$ 348,000
	Services, Supplies, Materials, & Equip.	\$ 624,000	\$ -	\$ -	\$ -	\$ 624,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 1,823,000	\$ -	\$ -	\$ -	\$ 1,823,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -
Advancement		General Fund	Auxiliary & Other	Overhead/F&A	Restricted Trust	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 273,000	\$ -	\$ -	\$ -	\$ 273,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ 657,000	\$ -	\$ -	\$ -	\$ 657,000
Revenues Total		\$ 930,000	\$ -	\$ -	\$ -	\$ 930,000
Expenses	Salaries and Wages	\$ 681,000	\$ -	\$ -	\$ -	\$ 681,000
	Staff Benefits	\$ 244,000	\$ -	\$ -	\$ -	\$ 244,000
	Services, Supplies, Materials, & Equip.	\$ 6,000	\$ -	\$ -	\$ -	\$ 6,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 931,000	\$ -	\$ -	\$ -	\$ 931,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -

Student Life		General Fund	Auxiliary & Other	Overhead/F&A	Restricted Trust	Total
Beginning Fund Balance		\$ -	\$ -	\$ -	\$ -	\$ -
Revenues	State Appropriation, Tuition, & Fees	\$ 8,536,000	\$ -	\$ -	\$ -	\$ 8,536,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 8,536,000	\$ -	\$ -	\$ -	\$ 8,536,000
Expenses	Salaries and Wages	\$ 4,183,000	\$ -	\$ -	\$ -	\$ 4,183,000
	Staff Benefits	\$ 1,828,000	\$ -	\$ -	\$ -	\$ 1,828,000
	Services, Supplies, Materials, & Equip.	\$ 2,525,000	\$ -	\$ -	\$ -	\$ 2,525,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 8,536,000	\$ -	\$ -	\$ -	\$ 8,536,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -
Ending Fund Balance			\$ -	\$ -	\$ -	\$ -

UNC System Office FY 2024 All-Funds Budget Narrative



The UNC System Office’s mission is to lead and strengthen the state’s public universities to serve the people of North Carolina. Home to the offices of the president and senior administrative staff, it achieves this mission by researching, recommending, and executing the policies of the Board of Governors and the initiatives of the president. The UNC System Office also provides an array of services to campuses and administers multiple programs established by legislation. This work guides University-wide leadership in the areas of long-range planning, academic and student affairs, government relations, business and financial management, human resources, information technology, enterprise risk management, and legal affairs.

The System Office also provides financial administration support to PBS North Carolina (PBS NC) and the State Education Assistance Authority (SEAA). PBS NC, an affiliate for the UNC System, is directed by statute to develop, produce, and distribute noncommercial educational television programming through the broadcasting licenses issued to the UNC Board of Governors, and to enhance the uses of television for public purposes. SEAA promotes access to education by administering financial aid and savings programs, informing students and families about paying for education, teaching educators about financial aid administration, and advocating for resources to support students. While SEAA is administratively housed within the UNC System Office, it exercises its statutory powers independently.

We are pleased to present the FY24 System Office All-Funds Budget, which provides a comprehensive and transparent resource allocation plan focused on advancing the University’s strategic goals, promoting student affordability, and supporting campus safety and enterprise risk management.

Progress towards System-wide Strategic Goals

The UNC System strategic plan sets ambitious goals for access, student success, and student affordability. The Board of Governors has set measurable targets for the president on these strategic priorities, including on-time graduation and degree efficiency, student debt among bachelor’s degree completers, and education and related expenses per degree. Through its budgeting process, the System Office has prioritized resources to support its critical leadership role in driving system-wide progress towards these goals. Specific highlights include:

- **Academic Affairs:** This year’s all-funds budget consolidates the System Office’s Strategy and Policy and Academic Affairs Divisions in the attached budget to reflect the enhanced alignment and collaboration of these two teams. Staff resources have been prioritized to support key initiatives, such as student mental health, revising faculty-related policies, consolidated enrollment planning, and the System Educational Career Alignment (Deloitte Return on Investment) study. Resources have also been allocated to enhance our oversight of our P-12 initiatives, particularly given the system’s leadership role in the Science of Reading. In FY24, the System Office also plans to redeploy resources to strengthen its leadership and expertise on healthcare workforce issues.
- **Student Affordability:** As a result of the UNC Board of Governors’ leadership, resident undergraduate tuition has remained flat for seven consecutive years. Tuition, however, is just one component of a student’s total cost of attendance. To further promote student affordability, the System Office has allocated resources to support the work of the Pricing, Flexibility, and Affordability Task Force. In FY24, we will develop and promulgate a regulation that establishes a common methodology for calculating Cost of Attendance. In response to concerns about the cost of student health insurance, the System Office is developing an implementation plan for a self-funded student health insurance

program. In the upcoming year the Task Force also plans to study student housing and dining costs and how institutions use those revenues. Finally, we will continue to partner with the State Education Assistance Authority to launch a simplified and consolidated State need-based grant program for public college students.

- **Business Affairs:** Duties within the Finance Division have been restructured to enhance financial management at both the systemwide and System Office levels. Building on recent changes to better align the funding model with our strategic plan goals, the team will continue to monitor the impact of those changes and consider opportunities for further refinement. We will also focus on integrating institutional all-funds budget information with actual financial performance data to strengthen financial management of the system.
- **Operational Efficiency Review and Planning:** The System Office has engaged Deloitte to conduct an Enterprise Resource Planning (ERP) Total Cost of Ownership study to better understand the costs and benefits of a modern, cloud-based IT platform supporting financial and human resource functions at multiple institutions. This analysis will serve as a key input to the overarching strategy for possibly streamlining business processes and modernizing supporting IT systems.

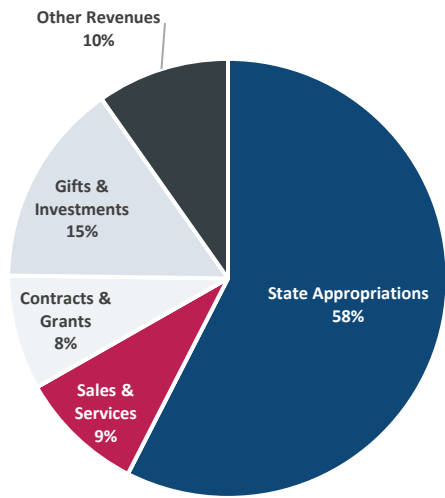
Financial Sustainability and Enterprise Risk Management

The System Office has also used the All-Funds Budget process to validate that its budget is structurally sound and enterprise risks are being addressed. Below are examples of how the System Office is aligning its resources to support enterprise risk management:

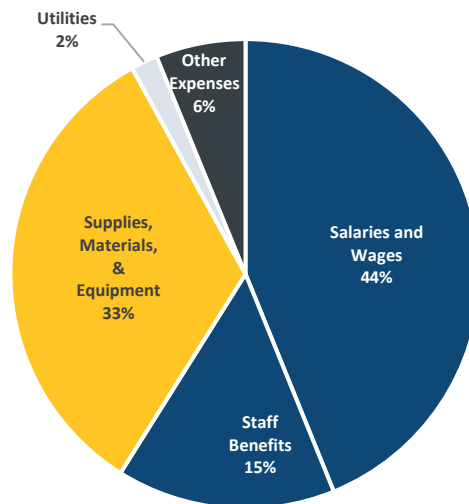
- **Campus Security:** Staffing and equipping the Samarcand law enforcement training center continues to be a top priority, ensuring campuses have training opportunities tailored to meet the unique context of protecting college campuses. The hiring of a full-time training director will enhance services to our institutions in FY24.
- **Enhanced Enterprise Risk Management Leadership:** Staff resources have been reprioritized to establish a position solely dedicated to strengthening enterprise risk management at both the System Office and our institutions.
- **Information Security:** The System Office is working closely with campuses to improve our system's cybersecurity posture. We are launching a centralized vendor risk management program. As our institutions work with an increasing number of vendors that store or transact sensitive data, IT departments are required to evaluate each vendor to ensure that the appropriate security controls are in place. This critical work requires extensive man-hours at every organization, with many struggling to meet demand. This centralized approach will provide more consistent, timely evaluations and minimize duplicative work.
- **Sponsored Program Compliance:** Due to the significant increase in the amount grant activity led by the System Office, our limited overhead receipts have been used to re-establish a dedicated sponsored programs unit. This team will ensure appropriate sub-recipient monitoring and other federal compliance protocols are in place.
- **PBSNC Financial Sustainability:** Launched in FY 2021, PBS North Carolina's comprehensive campaign will continue with a goal of raising \$40 million over the next 10 years to fund education, production, and capital projects. Increased donor support is critical to meeting PBSNC's long-term financial needs.

UNC System Office (including PBS NC)

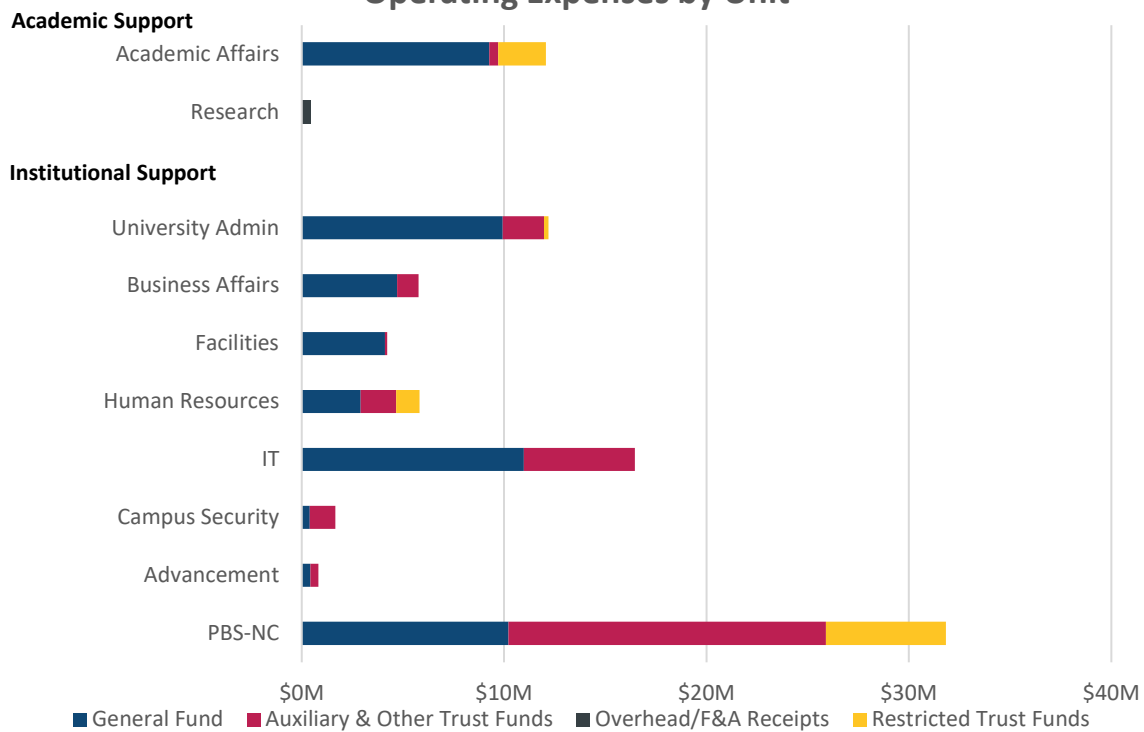
Budgeted Revenue (FY24)



Budgeted Expenses (FY24)



Operating Expenses by Unit



UNC System Office (including PBS NC)
FY 2023-24 All-Funds Budget

		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriations	\$ 47,492,000	\$ -	\$ -	\$ -	\$ 47,492,000
	Tuition & Fees	\$ -	\$ -	\$ -	\$ -	\$ -
	<i>Less Discounts and Allowances</i>	\$ -	\$ -	\$ -	\$ -	\$ -
	Sales & Services	\$ 39,000	\$ 5,823,000	\$ -	\$ 1,748,000	\$ 7,610,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ 630,000	\$ -	\$ 6,352,000	\$ 6,982,000
	Gifts & Investments	\$ -	\$ 12,400,000	\$ -	\$ -	\$ 12,400,000
	Other Revenues	\$ 3,970,000	\$ 3,736,000	\$ 350,000	\$ -	\$ 8,056,000
Revenues Total		\$ 51,501,000	\$ 22,589,000	\$ 350,000	\$ 8,100,000	\$ 82,540,000
Expenses	Salaries and Wages	\$ 26,914,000	\$ 10,247,000	\$ 277,000	\$ 2,313,000	\$ 39,751,000
	Staff Benefits	\$ 9,424,000	\$ 3,357,000	\$ 111,000	\$ 774,000	\$ 13,666,000
	Services, Supplies, Materials, & Equip	\$ 11,676,000	\$ 11,923,000	\$ 40,000	\$ 6,346,000	\$ 29,985,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	<i>Less Discounts and Allowances</i>	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ 1,228,000	\$ 442,000	\$ -	\$ -	\$ 1,670,000
	Other Expenses	\$ 3,750,000	\$ 1,839,000	\$ -	\$ -	\$ 5,589,000
Expenses Total		\$ 52,992,000	\$ 27,808,000	\$ 428,000	\$ 9,433,000	\$ 90,661,000
Net Transfers		\$ 1,652,000	\$ 1,991,000	\$ 3	\$ 1,435,000	\$ 5,078,003
Change in Fund Balance		\$ 161,000	\$ (3,228,000)	\$ (77,997)	\$ 102,000	\$ (3,042,997)

**UNC System Office (including PBS NC)- Unit Breakout
FY 2023-24 All-Funds Budget**

Academic Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 8,566,000	\$ -	\$ -	\$ -	\$ 8,566,000
	Sales & Services	\$ -	\$ -	\$ -	\$ 402,000	\$ 402,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 424,000	\$ 424,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 8,566,000	\$ -	\$ -	\$ 826,000	\$ 9,392,000
Expenses	Salaries and Wages	\$ 6,169,000	\$ 200,000	\$ -	\$ 1,061,000	\$ 7,430,000
	Staff Benefits	\$ 2,135,000	\$ 45,000	\$ -	\$ 382,000	\$ 2,562,000
	Services, Supplies, Materials, & Equip.	\$ 970,000	\$ 194,000	\$ -	\$ 917,000	\$ 2,081,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 9,274,000	\$ 439,000	\$ -	\$ 2,360,000	\$ 12,073,000
Net Transfers		\$ 707,000	\$ 439,000	\$ -	\$ 1,400,000	\$ 2,546,000
Change in Fund Balance		\$ (1,000)	\$ -	\$ -	\$ (134,000)	\$ (135,000)

**UNC System Office (including PBS NC)- Unit Breakout
FY 2023-24 All-Funds Budget**

Sponsored Research		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ -	\$ -	\$ -	\$ -
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ -	\$ -	\$ -	\$ -	\$ -
Expenses	Salaries and Wages	\$ -	\$ -	\$ 277,000	\$ -	\$ 277,000
	Staff Benefits	\$ -	\$ -	\$ 111,000	\$ -	\$ 111,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ -	\$ 40,000	\$ -	\$ 40,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ -	\$ -	\$ 428,000	\$ -	\$ 428,000
Net Transfers		\$ -	\$ -	\$ 428,000	\$ -	\$ 428,000
Change in Fund Balance		\$ -	\$ -	\$ -	\$ -	\$ -
University Administration		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 9,543,000	\$ -	\$ -	\$ -	\$ 9,543,000
	Sales & Services	\$ -	\$ 295,000	\$ -	\$ 195,000	\$ 490,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 9,543,000	\$ 295,000	\$ -	\$ 195,000	\$ 10,033,000
Expenses	Salaries and Wages	\$ 6,455,000	\$ 813,000	\$ -	\$ 127,000	\$ 7,395,000
	Staff Benefits	\$ 2,079,000	\$ 157,000	\$ -	\$ 43,000	\$ 2,279,000
	Services, Supplies, Materials, & Equip.	\$ 1,399,000	\$ 1,068,000	\$ -	\$ 55,000	\$ 2,522,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 9,933,000	\$ 2,038,000	\$ -	\$ 225,000	\$ 12,196,000
Net Transfers		\$ 390,000	\$ 1,730,000	\$ -	\$ 35,000	\$ 2,155,000
Change in Fund Balance		\$ -	\$ (13,000)	\$ -	\$ 5,000	\$ (8,000)

**UNC System Office (including PBS NC)- Unit Breakout
FY 2023-24 All-Funds Budget**

Business Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 4,500,000	\$ -	\$ -	\$ -	\$ 4,500,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ 220,000	\$ -	\$ -	\$ -	\$ 220,000
Revenues Total		\$ 4,720,000	\$ -	\$ -	\$ -	\$ 4,720,000
Expenses	Salaries and Wages	\$ 3,440,000	\$ 539,000	\$ -	\$ -	\$ 3,979,000
	Staff Benefits	\$ 1,144,000	\$ 187,000	\$ -	\$ -	\$ 1,331,000
	Services, Supplies, Materials, & Equip.	\$ 137,000	\$ 323,000	\$ -	\$ -	\$ 460,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 4,721,000	\$ 1,049,000	\$ -	\$ -	\$ 5,770,000
Net Transfers		\$ -	\$ 1,049,000	\$ -	\$ -	\$ 1,049,000
Change in Fund Balance		\$ (1,000)	\$ -	\$ -	\$ -	\$ (1,000)
Facilities		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 368,000	\$ -	\$ -	\$ -	\$ 368,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ 3,750,000	\$ -	\$ -	\$ -	\$ 3,750,000
Revenues Total		\$ 4,118,000	\$ -	\$ -	\$ -	\$ 4,118,000
Expenses	Salaries and Wages	\$ 27,000	\$ 67,000	\$ -	\$ -	\$ 94,000
	Staff Benefits	\$ 11,000	\$ 32,000	\$ -	\$ -	\$ 43,000
	Services, Supplies, Materials, & Equip.	\$ 150,000	\$ 12,000	\$ -	\$ -	\$ 162,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ 180,000	\$ -	\$ -	\$ -	\$ 180,000
	Other Expenses	\$ 3,750,000	\$ -	\$ -	\$ -	\$ 3,750,000
Expenses Total		\$ 4,118,000	\$ 111,000	\$ -	\$ -	\$ 4,229,000
Net Transfers		\$ -	\$ 5,000	\$ -	\$ -	\$ 5,000
Change in Fund Balance		\$ -	\$ (106,000)	\$ -	\$ -	\$ (106,000)

**UNC System Office (including PBS NC)- Unit Breakout
FY 2023-24 All-Funds Budget**

Human Resources		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,693,000	\$ -	\$ -	\$ -	\$ 2,693,000
	Sales & Services	\$ -	\$ 1,216,000	\$ -	\$ 1,151,000	\$ 2,367,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 2,693,000	\$ 1,216,000	\$ -	\$ 1,151,000	\$ 5,060,000
Expenses	Salaries and Wages	\$ 1,821,000	\$ 829,000	\$ -	\$ 774,000	\$ 3,424,000
	Staff Benefits	\$ 638,000	\$ 302,000	\$ -	\$ 278,000	\$ 1,218,000
	Services, Supplies, Materials, & Equip.	\$ 458,000	\$ 626,000	\$ -	\$ 99,000	\$ 1,183,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 2,917,000	\$ 1,757,000	\$ -	\$ 1,151,000	\$ 5,825,000
Net Transfers		\$ 225,000	\$ 760,000	\$ -	\$ -	\$ 985,000
Change in Fund Balance		\$ 1,000	\$ 219,000	\$ -	\$ -	\$ 220,000
Information Technology		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 10,645,000	\$ -	\$ -	\$ -	\$ 10,645,000
	Sales & Services	\$ -	\$ 4,193,000	\$ -	\$ -	\$ 4,193,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 10,645,000	\$ 4,193,000	\$ -	\$ -	\$ 14,838,000
Expenses	Salaries and Wages	\$ 2,952,000	\$ 2,391,000	\$ -	\$ -	\$ 5,343,000
	Staff Benefits	\$ 998,000	\$ 822,000	\$ -	\$ -	\$ 1,820,000
	Services, Supplies, Materials, & Equip.	\$ 7,026,000	\$ 2,267,000	\$ -	\$ -	\$ 9,293,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 10,976,000	\$ 5,480,000	\$ -	\$ -	\$ 16,456,000
Net Transfers		\$ 330,000	\$ 1,237,000	\$ -	\$ -	\$ 1,567,000
Change in Fund Balance		\$ (1,000)	\$ (50,000)	\$ -	\$ -	\$ (51,000)

**UNC System Office (including PBS NC)- Unit Breakout
FY 2023-24 All-Funds Budget**

Campus Security		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 400,000	\$ -	\$ -	\$ -	\$ 400,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 400,000	\$ -	\$ -	\$ -	\$ 400,000
Expenses	Salaries and Wages	\$ 340,000	\$ 367,000	\$ -	\$ -	\$ 707,000
	Staff Benefits	\$ 54,000	\$ 129,000	\$ -	\$ -	\$ 183,000
	Services, Supplies, Materials, & Equip.	\$ 6,000	\$ 770,000	\$ -	\$ -	\$ 776,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 400,000	\$ 1,266,000	\$ -	\$ -	\$ 1,666,000
Net Transfers		\$ -	\$ 731,000	\$ -	\$ -	\$ 731,000
Change in Fund Balance		\$ -	\$ (535,000)	\$ -	\$ -	\$ (535,000)
Advancement		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 430,000	\$ -	\$ -	\$ -	\$ 430,000
	Sales & Services	\$ -	\$ 408,000	\$ -	\$ -	\$ 408,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 430,000	\$ 408,000	\$ -	\$ -	\$ 838,000
Expenses	Salaries and Wages	\$ 313,000	\$ 198,000	\$ -	\$ -	\$ 511,000
	Staff Benefits	\$ 117,000	\$ 74,000	\$ -	\$ -	\$ 191,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 128,000	\$ -	\$ -	\$ 128,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 430,000	\$ 400,000	\$ -	\$ -	\$ 830,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance		\$ -	\$ 8,000	\$ -	\$ -	\$ 8,000

**UNC System Office (including PBS NC)- Unit Breakout
FY 2023-24 All-Funds Budget**

PBS-NC		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 10,223,000	\$ -	\$ -	\$ -	\$ 10,223,000
	Sales & Services	\$ 39,000	\$ 343,000	\$ -	\$ -	\$ 382,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ 630,000	\$ -	\$ 5,928,000	\$ 6,558,000
	Gifts & Investments	\$ -	\$ 12,400,000	\$ -	\$ -	\$ 12,400,000
	Other Revenues	\$ -	\$ 60,000	\$ -	\$ -	\$ 60,000
Revenues Total		\$ 10,262,000	\$ 13,433,000	\$ -	\$ 5,928,000	\$ 29,623,000
Expenses	Salaries and Wages	\$ 5,397,000	\$ 4,843,000	\$ -	\$ 351,000	\$ 10,591,000
	Staff Benefits	\$ 2,248,000	\$ 1,609,000	\$ -	\$ 71,000	\$ 3,928,000
	Services, Supplies, Materials, & Equip.	\$ 1,530,000	\$ 6,937,000	\$ -	\$ 5,506,000	\$ 13,973,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ 1,048,000	\$ 442,000	\$ -	\$ -	\$ 1,490,000
	Other Expenses	\$ -	\$ 1,839,000	\$ -	\$ -	\$ 1,839,000
Expenses Total		\$ 10,223,000	\$ 15,670,000	\$ -	\$ 5,928,000	\$ 31,821,000
Net Transfers		\$ -	\$ 651,000	\$ -	\$ -	\$ 651,000
Change in Fund Balance		\$ 39,000	\$ (1,586,000)	\$ -	\$ -	\$ (1,547,000)

The University of North Carolina System Debt Capacity Study – Fiscal Year 2022

Appalachian State University
Institution Report

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1. Executive Summary

Overview of the Institution Report

Pursuant to Article 5 of Chapter 116D of the North Carolina General Statutes (the “*Act*”), Appalachian State University (“*Appalachian*”) has submitted this report (this “*Institution Report*”) as part of the annual debt capacity study (the “*Study*”) undertaken by The University of North Carolina (the “*University*”) in accordance with the Act. Each capitalized term used but not defined in this Institution Report has the meaning given to such term in the Study.

This Institution Report details the historical and projected financial information incorporated into the financial model developed in connection with the Study. Appalachian has used the model to calculate and project the following three financial ratios:

- Debt to Obligated Resources
- Five-Year Payout Ratio
- Debt Service to Operating Expenses

See **Appendix A** to the Study for more information on the ratios and related definitions.

To produce a tailored, meaningful model, Appalachian, in consultation with the UNC System Office, has set its own policies for each model ratio. For the two statutorily-required ratios—**debt to obligated resources** and the **five-year payout ratio**—Appalachian has set both a target policy and a floor or ceiling policy, as applicable.

For the purposes of the Study, Appalachian’s debt capacity reflects the amount of debt Appalachian could issue during the Study Period without exceeding its ceiling ratio for **debt to obligated resources**, after taking into account debt the General Assembly has previously approved that Appalachian intends to issue during the Study Period. Details regarding each approved project are provided in Section 3.

This Institution Report also includes the following information required by the Act:

- Appalachian’s current debt profile, including project descriptions financed with, and the sources of repayment for, Appalachian’s outstanding debt;
- Appalachian’s current credit profile, along with recommendations for maintaining or improving Appalachian’s credit rating; and
- A copy of any Appalachian debt management policy currently in effect.

Overview of Appalachian

For the fall 2022 semester, Appalachian had a headcount student population of approximately 20,436 including 18,558 undergraduate students and 1,878 graduate students. Over the past five years, Appalachian’s enrollment has increased approximately 6.9%.

Appalachian’s average age of plant is 13.4 years. Age of plant is a financial ratio calculated by dividing the accumulated depreciation by the annual depreciation expense. A low age of plant generally indicates the institution is taking a sustainable approach to its deferred maintenance and reinvestment programs.

Appalachian anticipates borrowing an additional \$20.5 million in debt during the Study period. Appalachian has made no changes to the financial model’s growth assumptions.

2. Institution Data

Notes

- Obligated Resources equals Available Funds plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Operating Expenses equals Operating Expenses plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Outstanding debt service is based on Appalachian's outstanding debt **as of June 30, 2022**, excluding state appropriated debt (such as energy savings contracts). Debt service is net of any interest subsidies owed to Appalachian by the federal government (discounted by an assumed 6.2% sequestration rate) and uses reasonable unhedged variable rate assumptions.
- New money debt issued **after June 30, 2022**, together with any legislatively approved debt Appalachian expects to issue during the Study Period, **are included** in the model as "proposed debt service" and are taken into account in the projected financial ratios shown in this Institution Report.
- Repayments, redemptions or refundings that have occurred **after June 30, 2022** are not included in the model, meaning the debt service schedules reflected below overstates Appalachian's current debt burden.

Obligated Resources						Outstanding Debt				
Fiscal Year	Available Funds	GASB 68	GASB 75	AF Growth	Available Funds	Fiscal Year	Principal	Net Interest	Debt Service	Principal Balance
	(Before GASB Adjustment)				(After GASB Adjustment)					
2018	(247,807,774)	23,278,893	456,071,798	3.49%	231,542,917	2023	18,082,623	9,989,701	28,072,324	309,584,671
2019	(227,971,336)	26,094,254	435,923,401	0.85%	234,046,319	2024	18,622,335	9,347,472	27,969,807	290,962,336
2020	(213,256,661)	39,020,569	415,847,211	0.59%	241,611,119	2025	17,286,892	8,760,313	26,047,205	273,675,444
2021	(210,046,897)	48,493,455	387,239,749	17.43%	225,686,307	2026	17,944,886	8,158,322	26,103,208	255,730,558
2022	(142,640,485)	39,583,597	358,798,082	13.32%	255,741,194	2027	16,426,558	7,572,431	23,998,989	239,304,000
2023	268,451,531	-	-	4.97%	268,451,531	2028	15,914,000	7,291,788	23,205,788	223,390,000
2024	281,793,572	-	-	4.97%	281,793,572	2029	14,670,000	6,552,365	21,222,365	208,720,000
2025	292,558,087	-	-	3.82%	292,558,087	2030	15,245,000	6,058,963	21,303,963	193,475,000
2026	303,733,806	-	-	3.82%	303,733,806	2031	70,245,000	4,958,727	75,203,727	123,230,000
2027	315,336,437	-	-	3.82%	315,336,437	2032	12,085,000	15,420,682	27,505,682	111,145,000
						2033	11,090,000	3,560,771	14,650,771	100,055,000
						2034	11,530,000	3,229,394	14,759,394	88,525,000
						2035	9,900,000	2,913,367	12,813,367	78,625,000
						2036	9,350,000	2,606,969	11,956,969	69,275,000
						2037	8,730,000	2,321,774	11,051,774	60,545,000
						2038	5,230,000	2,120,221	7,350,221	55,315,000
						2039	5,490,000	1,970,193	7,460,193	49,825,000
						2040	5,765,000	1,810,300	7,575,300	44,060,000
						2041	5,060,000	1,640,319	6,700,319	39,000,000
						2042	4,270,000	1,478,941	5,748,941	34,730,000
						2043	4,565,000	1,305,481	5,870,481	30,165,000
						2044	4,875,000	1,119,188	5,994,188	25,290,000
						2045	5,210,000	919,328	6,129,328	20,080,000
						2046	5,535,000	727,822	6,262,822	14,545,000
						2047	5,880,000	519,025	6,399,025	8,665,000
						2048	4,200,000	329,200	4,529,200	4,465,000
						2049	4,465,000	160,500	4,625,500	-

Operating Expenses					
Fiscal Year	Operating Exp.	GASB 68	GASB 75	Growth	Operating Exp.
2018	403,462,561	(4,006,763)	3,288,040	2.62%	402,743,838
2019	417,888,768	(2,827,682)	20,712,838	8.20%	435,773,924
2020	426,271,117	(12,926,396)	20,069,769	-0.54%	433,414,490
2021	432,504,553	(9,451,288)	23,691,615	3.08%	446,744,880
2022	465,167,131	8,692,286	26,305,826	11.96%	500,165,243
2023	525,023,456	-	-	4.97%	525,023,456
2024	551,117,121	-	-	4.97%	551,117,121
2025	572,169,795	-	-	3.82%	572,169,795
2026	594,026,682	-	-	3.82%	594,026,682
2027	616,718,501	-	-	3.82%	616,718,501

3. Proposed Debt Financings

FY Issued	Description	Borrowing Amount	Term	Principal Deferral	Structure	Rate
2023	Holmes Convocation Center Partking Deck	20,455,000	30	Yes	N/A	3.71%

4. Financial Ratios

Debt to Obligated Resources

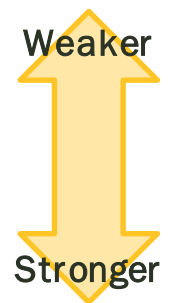
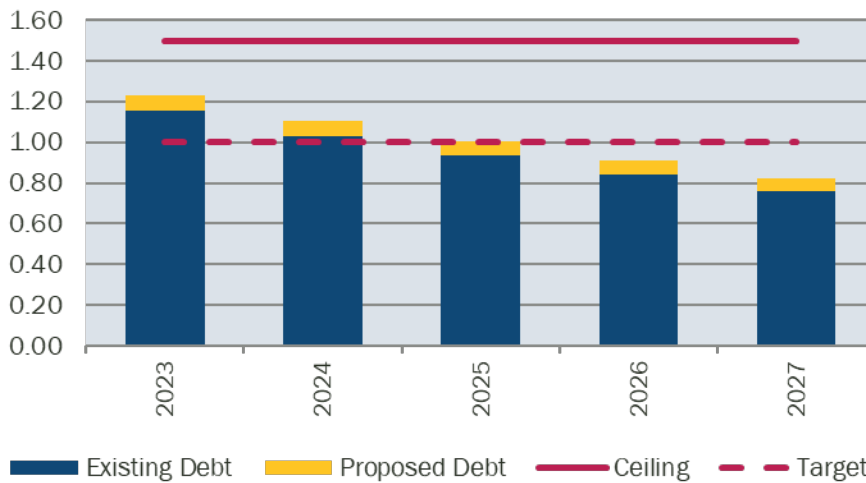
- **What does it measure?** Appalachian’s aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt.
- **How is it calculated?** Aggregate debt divided by obligated resources*
- Target Ratio: 1.00
- Ceiling Ratio: Not to exceed 1.50
- Projected 2023 Ratio: 1.23
- Highest Study Period Ratio: 1.23 (2023)

*Available Funds, which is the concept commonly used to capture an institution’s obligated resources in its loan and bond documentation, has been used in the model as a proxy for obligated resources. For most institutions, the two concepts are identical, though Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of an institution’s obligated resources.

Debt to Obligated Resources

Fiscal Year	Obligated Resources	Growth	Existing Debt	Proposed Debt	Ratio - Existing	Ratio - Proposed	Ratio - Total
2023	268,451,531	4.97%	309,584,671	20,455,000	1.15	0.08	1.23
2024	281,793,572	4.97%	290,962,336	20,455,000	1.03	0.07	1.11
2025	292,558,087	3.82%	273,675,444	20,455,000	0.94	0.07	1.01
2026	303,733,806	3.82%	255,730,558	20,455,000	0.84	0.07	0.91
2027	315,336,437	3.82%	239,304,000	20,185,000	0.76	0.06	0.82

Debt to Obligated Resources



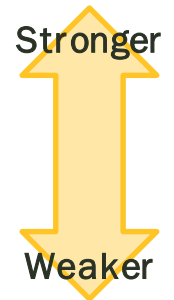
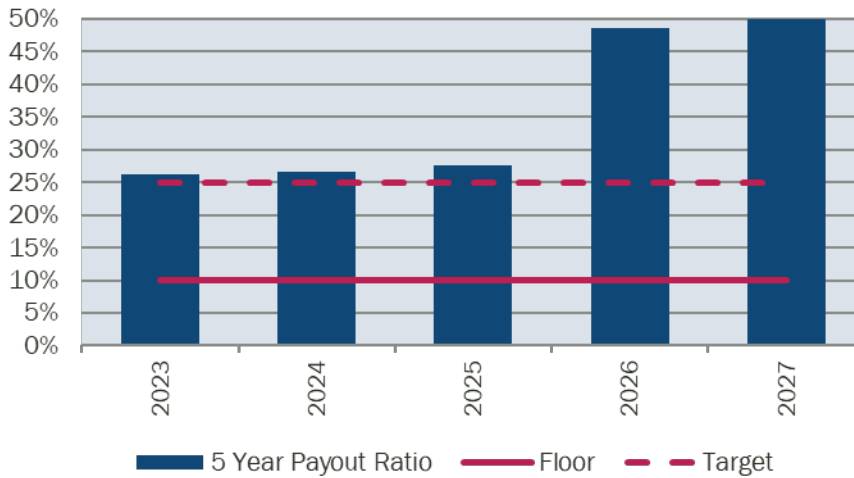
5-Year Payout Ratio Overview

- **What does it measure?** The percentage of Appalachian’s debt scheduled to be retired in the next five years.
- **How is it calculated?** Aggregate principal to be paid in the next five years divided by aggregate debt
- Target Ratio: 25%
- Floor Ratio: Not less than 10%
- Projected 2023 Ratio: 26%
- Lowest Study Period Ratio: 26% (2023)

5-Year Payout Ratio

Fiscal Year	Principal Balance	Ratio
2023	330,039,671	26%
2024	311,417,336	27%
2025	294,130,444	28%
2026	276,185,558	49%
2027	259,489,000	50%

5-Year Payout Ratio



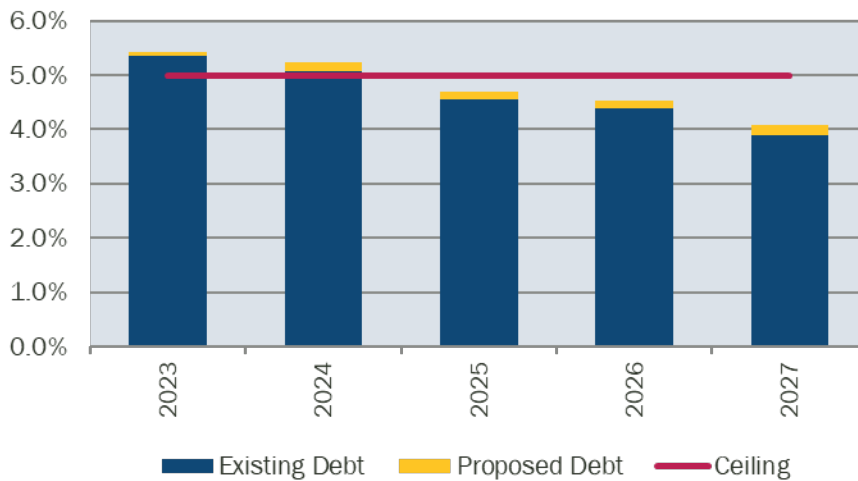
Debt Service to Operating Expenses

- **What does it measure?** Appalachian’s debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues.
 - **How is it calculated?** Annual debt service divided by annual operating expenses (as adjusted to include interest expense of proposed debt)
- Policy Ratio: Not to exceed 5.00%
 - Projected 2023 Ratio: 5.43%
 - Highest Study Period Ratio: 5.43% (2023)

Debt Service to Operating Expenses

Fiscal Year	Operating Expenses	Growth	Existing Debt Service	Proposed Debt Service	Ratio - Existing	Ratio - Proposed	Ratio - Total
2023	525,460,215	4.97%	28,072,324	436,760	5.34%	0.08%	5.43%
2024	552,005,446	4.97%	27,969,807	888,325	5.07%	0.16%	5.23%
2025	573,058,120	3.82%	26,047,205	888,325	4.55%	0.16%	4.70%
2026	594,915,007	3.82%	26,103,208	888,325	4.39%	0.15%	4.54%
2027	617,600,076	3.82%	23,998,989	1,151,575	3.89%	0.19%	4.07%

Debt Service to Operating Expenses



5. Debt Capacity Calculation

Debt Capacity Calculation

- For the purposes of this Institution Report and the Study, Appalachian’s debt capacity is based on the amount of debt Appalachian could issue during the Study Period (after taking into account any legislatively approved projects detailed in **Section 3** above) without exceeding its ceiling ratio for **debt to obligated resources**.
- As presented below, **the lowest constraint on Appalachian’s debt capacity** in any single year during the Study Period occurs in 2023.
- Based solely on the **debt to obligated resources** ratio, Appalachian’s current estimated debt capacity is **\$72,637,626**. After taking into account any legislatively approved projects detailed in **Section 3** above, if Appalachian issued no additional debt until the last year of the Study Period, then Appalachian’s debt capacity for 2027 is projected to increase to **\$213,515,656**.

Fiscal Year	Debt to Obligated Resources (Current Ratio)	Debt to Obligated Resources (Ceiling)	Debt Capacity Calculation
2023	1.23	1.50	72,637,626
2024	1.11	1.50	111,273,023
2025	1.01	1.50	144,706,686
2026	0.91	1.50	179,415,151
2027	0.82	1.50	213,515,656

Limitations on Debt Capacity, Credit Rating Implications, and Comment from Appalachian

- The debt capacity calculation shown above provides a general indication of Appalachian’s ability to absorb debt on its balance sheet during the Study Period and may help identify trends and issues over time.
- **“Debt capacity” does not** necessarily equate to **“debt affordability,”** which takes into account a number of quantitative and qualitative factors, including project revenues and expenses, cost of funds and competing strategic priorities.
- **If Appalachian were to use all of its calculated debt capacity during the Study Period, Appalachian’s credit ratings may face significant downward pressure.**
- The debt capacity calculation shown above provides a general indication of Appalachian’s ability to absorb debt on its balance sheet during the Study Period and may help identify trends and issues over time.
- **“Debt capacity” does not** necessarily equate to **“debt affordability,”** which takes into account a number of quantitative and qualitative factors, including project revenues and expenses, cost of funds and competing strategic priorities.
- Projecting the exact amount Appalachian could issue during the Study Period without negatively impacting its credit rating is difficult for a number of reasons.
 - **Use of Multiple Factors**
 - Any single financial ratio makes up only a fraction of the “scorecard” used by rating agencies to guide their credit analysis.

- Under Moody's approach, for example, the **financial leverage ratio** accounts for only **10%** of an issuer's overall score.
- **The State's Impact**
 - Historically, each Institution's credit rating has been bolstered by the State's strong support and overall financial health. As a result, many institutions "underperform" relative to the national median ratios for their rating category.
 - If "debt capacity" were linked to those national median ratios, many institutions would have limited debt capacity for an extended period of time.
- **Factor Interdependence**
 - The quantitative and qualitative factors interact with one another in ways that are difficult to predict.
 - For example, a university's "**strategic positioning**" score, which accounts for 10% of its overall score under Moody's criteria, could deteriorate if a university either (1) issued excessive debt or (2) failed to reinvest in its institution to address its deferred maintenance obligations.
- **Distortions Across Rating Categories**
 - Because quantitative ratios account for only a portion of an issuer's final rating, the national median for any single ratio is not perfectly correlated to rating outcomes, meaning the median ratio for a lower rating category may be more stringent than the median ratio for a higher rating category. For the highest and lowest rating categories, the correlation between any single ratio and rating outcomes becomes even weaker.
 - Tying capacity directly to ratings may also distort strategic objectives. For example, an institution may be penalized for improving its rating, as it may suddenly lose all of its debt capacity because it must now comply with a much more stringent ratio.
 - Tying capacity directly to ratings may also distort strategic objectives. For example, an institution may be penalized for improving its rating, as it may suddenly lose all of its debt capacity because it must now comply with a much more stringent ratio.

6. Debt Profile

Appalachian's detailed debt profile, including a brief description of each financed project and the source of repayment for each outstanding debt obligation, is reflected in the table on the following page.

Series	Dated Date	Outstanding Par Amount	Final Maturity	Type	Purpose	Source of Repayment
2012 Foundation	07/01/2013	1,998,192.65	01/15/2027	Note	Renovation of Schaefer Center	Foundation Funds
2014 A ASU	05/06/2014	17,510,000.00	07/15/2039	General Revenue	Anne Belk Hall, Belk Residence Hall and Hockey Field	Debt Service Fee; Housing Receipts; Athletics Receipts; Parking Receipts
2014 B ASU	05/06/2014	6,180,000.00	07/15/2025	General Revenue	Anne Belk Hall, Belk Residence Hall and Hockey Field	Debt Service Fee; Housing Receipts; Athletics Receipts; Parking Receipts
2014 C ASU	11/25/2014	14,785,000.00	10/01/2031	General Revenue	Refunding 2006A	Debt Service Fee; Housing Receipts
2016 A ASU	02/18/2016	20,255,000.00	10/01/2033	General Revenue	Refunding 2008A	Debt Service Fee; Housing Receipts; Athletics Receipts; Parking Receipts; Utility Receipts
2016 ASU	05/05/2016	1,460,000.00	05/05/2026	Combined Utilities Revenue	Utility System	Utility Receipts
2016 B ASU	07/05/2016	1,120,000.00	10/01/2026	General Revenue	Refunding 2006A	Debt Service Fee; Housing Receipts; Dining Receipts
2016 C ASU	11/16/2016	25,140,000.00	10/01/2046	General Revenue	Winkler Residence Hall	Housing Receipts
2016 D ASU	11/16/2016	9,855,000.00	10/01/2034	General Revenue	Refunding 2009B	Housing Receipts; Athletics Receipts
2017 B ASU	09/28/2017	15,475,000.00	07/01/2040	Note	Former High School Property	Endowment Funds; Utility Receipts
2017 A Foundation	10/08/2017	179,101.35	09/08/2022	Note	Video Boards	Foundation Funds
2017 A ASU	12/13/2017	55,495,000.00	10/01/2036	General Revenue	Refunding 2010B-1 and 2011	Debt Service Fee; Housing Receipts; Athletics Receipts; Utility Receipts; Bookstore Receipts
2018 ASU	12/13/2018	39,090,000.00	05/01/2049	Millennial Revenue	End Zone Project	Athletic Receipts; Auxiliary Receipts
2018 ASU	10/01/2018	3,865,000.00	10/01/2023	General Revenue	Refunding 2008A	Housing Receipts; Athletics Receipts; Utility Receipts; Parking Receipts
2019 ASU	06/19/2019	15,670,000.00	10/01/2048	General Revenue	Sanford Hall	Debt Service Fee
2020 ASU	02/27/2020	2,075,000.00	05/01/2030	Millennial Revenue	Field Turf Project	Athletic Receipts
2020 ASU	12/10/2020	6,375,000.00	05/05/2040	Combined Utilities Revenue	Utility System	Utility Receipts
2020 ASU	02/27/2020	1,443,000.00	10/01/2025	General Revenue	Refunding 2010B	Debt Service Fee; Housing Receipts; Athletics Receipts; Bookstore Receipts
2020 App State Housing	12/01/2020	72,800,000.00	12/01/2030	Note	Student Housing	Housing Receipts
2022 ASU	2/1/2022	16,897,000.00	05/01/2028	General Revenue	Refunding 2012	Debt Service Fee; Housing Receipts; Athletics Receipts
Total		327,667,294.00				

7. Credit Profile

The following page provides a snapshot of Appalachian's current credit ratings, along with (1) a summary of various credit factors identified in Appalachian's most recent rating report and (2) recommendations for maintaining and improving Appalachian's credit ratings in the future.



Credit Profile of the University– (General Revenue)

Overview

- Moody’s maintains a Aa3 rating on Appalachian’s general revenue bonds. The outlook is stable.
- In March 2021, Moody’s affirmed Appalachian’s Aa3 rating and revised the University’s outlook from “negative” back to “stable.”

Moody’s	S&P	Fitch
Aaa	AAA	AAA
Aa1	AA+	AA+
Aa2	AA	AA
Aa3	AA-	AA-
A1	A+	A+
A2	A	A
A3	A-	A-
Baa1	BBB+	BBB+
Baa2	BBB	BBB
Baa3	BBB-	BBB-

Non Investment Grade

Key Information Noted in Rating Reports

Credit Strengths

- Healthy support for operations and capital projects from the Aaa -rated State of North Carolina
- Well-established market presence and strong regional brand name as a moderate-sized public university with increasing demand
- Enrollment growth approaching its total student headcount goal of 19,200, over 3% from the prior year

Credit Challenges

- Higher financial leverage and narrow liquidity relative to operating expenses is below the Aa3 median
- Operating margins have thinned by higher operating expenses
- Limited prospects to increase financial reserves given investments in capital and program growth
- Growth in spendable cash and investments to operating expenses unlikely to keep pace with peers or additional debt-financed capital plans

Recommendations & Observations

- Pursue strategies, working within the existing statutory framework relating to reversions, to increase liquidity through growth in cash reserves.
- Strengthen debt to cash flow ratio to be more in line with median Aa3 peers.
- During COVID, continued assessment of operating cash flows and reserves can improve performance margins and debt affordability.

8. Peer Comparison

Moody's Key Credit Ratios	Appalachian State University	Most Recent Peer Institution Data			
Peer Institution		Miami University	Western Michigan University	Bowling Green State University	Western Washington University
Fiscal Year	2022	2022	2022	2022	2022
Most Senior Rating	Aa3	Aa3	Aa3	A1	A2
Total Long-Term Debt (\$, in millions)	345	584	433	270	158
Total Cash & Investments (\$, in millions)	386	1374	991	521	257
Operating Revenue (\$, in millions)	515	683	554	389	333
Operating Expenses (\$, in millions)	474	639	485	386	327
Market Performance Ratios					
Annual Change in Operating Revenue (%)	16.3%	9.1%	5.9%	2.8%	17.0%
Operating Ratios					
Operating Cash Flow Margin (%)	15.9%	21.8%	20.7%	13.2%	10.6%
Wealth & Liquidity Ratios					
Total Cash & Investments to Operating Expenses (x)	0.8	2.1	2.0	1.3	0.8
Total Debt to Operating Expenses (x)	0.7	0.9	0.9	0.7	0.5
Monthly Days Cash on Hand (x)	125	475	292	242	127
Leverage Ratios					
Total Cash & Investments to Total Debt (x)	1.1	2.4	2.3	1.9	1.6
Debt Service to Operating Expenses (%)	6.3%	9.8%	6.9%	3.5%	1.7%
Total Debt-to-Cash Flow (x)	4.2	3.9	3.8	5.3	4.5

*Note: Peers chosen from BOG approved peers if available in Moody's Municipal Financial Ratio Analysis (MFRA) Database. If approved peer data is unavailable, universities with similar credit ratings are used. Data is the most recent available in the MFRA database.

9. Debt Management Policies

Appalachian's current debt policy is included in the following pages.

Debt Management Policy

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1. Introduction

Appalachian State University (“ASU”) views its debt capacity as a limited resource that should be used, when appropriate, to help fund the capital investments necessary for the successful implementation of ASU’s strategic vision to prepare its students to lead purposeful lives as engaged global citizens who understand their responsibilities in creating a sustainable future for all. ASU recognizes the important role that debt-related strategies may play as it makes the necessary investments in its infrastructure in order to become and remain the destination institution for dedicated students seeking challenging academic programs, engaged faculty and a vibrant campus culture.

This Policy has been developed to assist ASU’s efforts to manage its debt on a long-term, portfolio basis and in a manner consistent with ASU’s stated policies, objectives and core values. Like other limited resources, ASU’s debt capacity should be used and allocated strategically and equitably.

Specifically, the objective of this Policy is to provide a framework that will enable ASU’s Board of Trustees (the “Board”) and finance staff to:

- (i) Identify and prioritize projects eligible for debt financing;
- (ii) Limit and manage risk within ASU’s debt portfolio;
- (iii) Establish debt management guidelines and quantitative parameters for evaluating ASU’s financial health, debt affordability and debt capacity;
- (iv) Manage and protect ASU’s credit profile in order to maintain ASU’s credit rating at a strategically optimized level and maintain access to the capital markets; and
- (v) Ensure ASU remains in compliance with all of its post-issuance obligations and requirements.

This Policy is intended solely for ASU’s internal planning purposes. The Vice Chancellor for Finance and Operations will review this Policy annually and, if necessary, recommend changes to ensure that it remains consistent with University’s strategic objectives and the evolving demands and accepted practices of the public higher education marketplace. Proposed changes to this Policy are subject to the Board’s approval.

2. Authorization and Oversight

ASU’s Vice Chancellor for Finance and Operations is responsible for the day-to-day management of ASU’s financial affairs in accordance with the terms of this Policy and for all of ASU’s debt financing activities. Each University financing will conform to all applicable State and Federal laws.

The Board will consider for approval each proposed financing in accordance with the requirements of any applicable State law.

3. Process for Identifying and Prioritizing Capital Projects Requiring Debt

Only projects that directly or indirectly relate to the mission of ASU will be considered for debt financing.

- (i) Self-Liquidating Projects – A project that has a related revenue stream (self-liquidating project) will receive priority consideration. Each self-liquidating project financing must be supported by an achievable plan of finance that provides, or identifies sources of funds, sufficient to (1) service the debt associated with the project, (2) pay for any related infrastructure improvements, (3) cover any new or increased operating costs and (4) fund appropriate reserves for anticipated replacement and renovation costs.
- (ii) Energy Conservation Projects – Each energy conservation project financing must provide annual savings sufficient to service the applicable debt and all related monitoring costs.
- (iii) Other Projects – Other projects funded through budgetary savings, gifts and grants will be considered on a case-by-case basis. Any projects that will require gift financing or include a gift financing component must be jointly approved by the Vice Chancellor for University Advancement and the Vice Chancellor for Business Affairs before any project-restricted donations are solicited. The fundraising goal for any project to be financed primarily with donations should also include, when feasible, an appropriately-sized endowment for deferred maintenance and other ancillary ownership costs. In all cases, institutional strategy, and not donor capacity, must drive the decision to pursue any proposed project.

4. Benchmarks and Debt Ratios

Overview

When evaluating its current financial health and any proposed plan of finance, ASU takes into account both its debt affordability and its debt capacity. Debt affordability focuses on ASU's cash flows and measures ASU's ability to service its debt through its operating budget and identified revenue streams. Debt capacity, on the other hand, focuses on the relationship between ASU's net assets and its total debt outstanding.

Debt capacity and affordability are impacted by a number of factors, including ASU's enrollment trends, reserve levels, operating performance, ability to generate additional revenues to support debt service, competing capital improvement or programmatic needs, and general market conditions. Because of the number of potential variables, ASU's debt capacity cannot be calculated based on any single ratio or even a small handful of ratios.

ASU believes, however, that it is important to consider and monitor objective metrics when evaluating ASU's financial health and its ability to incur additional debt. To that end, ASU has identified three key financial ratios that it will use to assess its ability to absorb additional debt based on its current and projected financial condition:

- (i) Debt to Obligated Resources
- (ii) Expendable Resources to Debt
- (iii) Debt Service to Operating Expenses

Note that the selected financial ratios are also monitored as part of the debt capacity study for The University of North Carolina delivered each year under Article 5 of Chapter 116D of the North Carolina General Statutes (the "UNC Debt Capacity Study"), which ASU believes will promote clarity and consistency in ASU's debt management and planning efforts.

ASU has established for each ratio a floor or ceiling target, as the case may be, with the expectation that ASU will operate within the parameters of those ratios most of the time. To the extent possible, the policy ratios established from time to time in this Policy should align with the ratios used in the report ASU submits each

year as part of the UNC Debt Capacity Study. The policy ratios have been established to help preserve ASU's financial health and operating flexibility and to ensure ASU is able to access the market to address capital needs or to take advantage of potential refinancing opportunities. Attaining or maintaining a specific credit rating is not an objective of this Policy.

ASU recognizes that the policy ratios, while helpful, have limitations and should not be viewed in isolation of ASU's strategic plan or other planning tools. In accordance with the recommendations set forth in the initial UNC Debt Capacity Study delivered April 1, 2016, ASU has developed as part of this Policy specific criteria for evaluating and, if warranted, approving critical infrastructure projects even when ASU has limited debt capacity as calculated by the UNC Debt Capacity Study or the benchmark ratios in this Policy. In such instances, the Board may approve the issuance of debt with respect to a proposed project based on one or more of the following findings:

- (i) The proposed project would generate additional revenues (including, if applicable, dedicated student fees or grants) sufficient to support the financing, which revenues are not currently captured in the benchmark ratios.
- (ii) The proposed project would be financed entirely with private donations based on pledges already in hand.
- (iii) The proposed project is essential to the implementation of one of the Board's strategic priorities.
- (iv) The proposed project addresses life and safety issues or addresses other critical infrastructure needs.
- (v) Foregoing or delaying the proposed project would result in significant additional costs to ASU or would negatively impact ASU's credit rating.

At no point, however, should ASU intentionally operate outside an established policy ratio without conscious and explicit planning.

Ratio 1 – Debt to Obligated Resources

What does it measure?	ASU's aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt under the General Revenue Bond Statutes
Why is it tracked?	The ratio, which is based on the legal structure proscribed by the General Revenue Bond Statutes, provides a general indication of ASU's ability to absorb debt on its balance sheet and is the primary ratio used to calculate ASU's "debt capacity" under the methodology used in the UNC Debt Capacity Study
How is it calculated?	Aggregate debt divided by obligated resources*
Policy Ratio:	Not to exceed 1.50x (UNC Debt Capacity Study Target Ratio = 1.00x)

*Available Funds, which is the concept commonly used to capture each UNC's campus's obligated resources in its loan and bond documentation, has been used as a proxy for obligated resources. The two concepts are generally identical, though Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of ASU's obligated resources.

Ratio 2 – Expendable Resources to Debt

What does it measure?	The number of times ASU's liquid and expendable net assets covers its aggregate debt
Why is it tracked?	The ratio, which is widely tracked by rating agencies and other capital market participants, is a basic measure of financial health and assesses ASU's ability to settle its debt obligations using only its available net assets as of a particular date
How is it calculated?	The sum of (1) Adjusted Unrestricted Net Assets and (2) Restricted Expendable Net Assets divided by aggregate debt
Policy Ratio:	Not less than 0.70x

Ratio 3 – Debt Service to Operating Expenses

What does it measure?	ASU's debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues
Why is it tracked?	The ratio, which is widely tracked by rating agencies and other capital market participants, evaluates ASU's relative cost of borrowing to its overall expenditures and provides a measure of ASU's budgetary flexibility
How is it calculated?	Annual debt service divided by annual operating expenses
Policy Ratio:	Not to exceed 5.00%

Reporting

The Vice Chancellor for Finance and Operations will review each ratio in connection with the delivery of the University's audited financials and will provide an annual report to the Board substantially in the form of Appendix A detailing (1) the calculation of each ratio for that fiscal year and (2) an explanation for any ratio that falls outside the University's stated policy ratio, along with (a) any applicable recommendations, strategies and an expected timeframe for aligning such ratio with the University's stated policy or (b) the rationale for any recommended changes to any such stated policy ratio going forward (including any revisions necessitated by changes in accounting standards or rating agency methodologies).

5. Debt Portfolio Management and Transaction Structure Considerations

Generally

Numerous types of financing structures and funding sources are available, each with specific benefits, risks, and costs. Potential funding sources and structures will be reviewed and considered by the Vice Chancellor for Finance and Operations within the context of this Policy and the overall portfolio to ensure that any financial product or structure is consistent with ASU's stated objectives. As part of effective debt management, ASU must also consider its investment and cash management strategies, which influence the desired structure of the debt portfolio.

Method of Sale

ASU will consider various methods of sale on a transaction-by-transaction basis to determine which method of sale (i.e., competitive, negotiated or private placement) best serves ASU's strategic plan and financing objectives. In making that determination, ASU will consider, among other factors: (1) the size and complexity of the issue, (2) the current interest rate environment and other market factors (such as bank and investor appetite) that might affect ASU's cost of funds, and (3) possible risks associated with each method of sale (e.g., rollover risk associated with a financing that is privately placed with a bank for a committed term that is less than the term of the financing).

Tax Treatment

When feasible and appropriate for the particular project, the use of tax-exempt debt is generally preferable to taxable debt. Issuing taxable debt may reduce ASU's overall debt affordability due to higher rates but may be appropriate for projects that do not qualify for tax-exemption, or that may require interim funding. For example, taxable debt may be justified if it sufficiently mitigates ASU's ongoing administrative and compliance risks. When used, taxable debt should be structured to provide maximum repayment flexibility and rapid principal amortization.

Structure and Maturity

To the extent practicable, ASU should structure its debt to provide for level annual payments of debt service, though ASU may elect alternative structures when the Vice Chancellor for Finance and Operations determines it to be in ASU's best interest. In addition, when financing projects that are expected to be self-supporting (such as a revenue-producing facility or a facility to be funded entirely through a dedicated fundraising campaign), the debt service may be structured to match future anticipated receipts.

ASU will use maturity structures that correspond with the life of the facilities financed, not to exceed 30 years. Equipment should be financed for a period not to exceed 120% of its useful life. Such determinations may be made on a blended basis, taking into account all assets financed as part of a single debt offering. As market dynamics change, maturity structures should be reevaluated. Call features should be structured to provide the highest degree of flexibility relative to cost.

Variable Rate Debt

ASU recognizes that a degree of exposure to variable interest rates within ASU's debt portfolio may be desirable in order to (1) take advantage of repayment or restructuring flexibility, (2) benefit from historically lower average interest costs and (3) provide a "match" between debt service requirements and the projected cash flows from ASU's assets. ASU's debt portfolio should be managed to ensure that no more than 20% of ASU's total debt bears interest at an unhedged variable rate.

ASU's finance staff will monitor overall interest rate exposure and will analyze and quantify potential risks, including interest rate, liquidity and rollover risks. ASU may manage the liquidity risk of variable rate debt either through its own working capital/investment portfolio, the type of instrument used, or by using third party sources of liquidity. ASU may manage interest rate risk in its portfolio through specific budget and central bank management strategies or through the use of derivative instruments.

Public Private Partnerships

To address ASU's anticipated capital needs as efficiently and prudently as possible, ASU may choose to explore and consider opportunities for alternative and non-traditional transaction structures (collectively, "P3 Arrangements"). Because rating agencies will generally treat a P3 Arrangement as University debt if the project is located on ASU's campus or if the facility is to be used for an essential University function, the

structure and terms of any P3 Arrangement for a university-related facility to be located on land owned by the State, ASU or a ASU affiliate must be reviewed in advance by the Vice Chancellor for Finance and Operations.

P3 Arrangements may be pursued in accordance with applicable State law when (1) the Chancellor has determined that the P3 Arrangement serves a compelling strategic interest and (2) the Vice Chancellor for Finance and Operations, in consultation with ASU's advisors, has determined that ASU has sufficient debt capacity to undertake its obligations under the P3 Arrangement after taking into account the P3 Arrangement's likely impact on ASU's debt-related metrics and credit profile.

Refunding Considerations

ASU will actively monitor its outstanding debt portfolio for refunding or restructuring opportunities. Absent a compelling economic or strategic reason to the contrary, ASU should evaluate opportunities to issue bonds for the purpose of refunding existing debt obligations of ASU ("Refunding Bonds") using the following general guidelines:

- (i) The life of the Refunding Bonds should not exceed the remaining life of the bonds being refunded.
- (ii) Refunding Bonds issued to achieve debt service savings should have a target savings level measured on a present net value basis of at least 3% of the par amount refunded.
- (iii) Refunding Bonds that do not achieve debt service savings may be issued to restructure debt or provisions of bond documents if such refunding serves a compelling interest.
- (iv) Refunding Bonds may also be issued to relieve ASU of certain limitations, covenants, payment obligations or reserve requirements that reduce operational flexibility.

6. Derivative Products

ASU recognizes that derivative products may provide for more flexible management of the debt portfolio. In certain circumstances, interest rate swaps and other derivatives permit ASU to adjust its mix of fixed- and variable-rate debt and manage its interest rate exposures. Derivatives may also be an effective way to manage liquidity risks. ASU will use derivatives only to manage and mitigate risk; ASU will not use derivatives to create leverage or engage in speculative transactions.

As with underlying debt, ASU's finance staff will evaluate any derivative product comprehensively, taking into account its potential costs, benefits and risks, including, without limitation, any tax risk, interest rate risk, liquidity risk, credit risk, basis risk, rollover risk, termination risk, counterparty risk, and amortization risk. Before entering into any derivative product, the Vice Chancellor for Finance and Operations must (1) conclude, based on the advice of a reputable swap advisor, that the terms of any swap transaction are fair and reasonable under current market conditions and (2) ensure that ASU's finance staff has a clear understanding of the proposed transaction's costs, cash flow impact and reporting treatment.

ASU will use derivatives only when the Vice Chancellor for Finance and Operations determines, based on the foregoing analysis, that the instrument provides the most effective method for accomplishing ASU's strategic objectives without imposing inappropriate risks on ASU.

The University of North Carolina System Debt Capacity Study – Fiscal Year 2022

East Carolina University
Institution Report

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1. Executive Summary

Institution Report

Pursuant to Article 5 of Chapter 116D of the North Carolina General Statutes (the “*Act*”), East Carolina University (“*ECU*”) has submitted this report (this “*Institution Report*”) as part of the annual debt capacity study (the “*Study*”) undertaken by The University of North Carolina (the “*University*”) in accordance with the Act. Each capitalized term used but not defined in this Institution Report has the meaning given to such term in the Study.

This Institution Report details the historical and projected financial information incorporated into the financial model developed in connection with the Study. ECU has used the model to calculate and project the following three financial ratios:

- Debt to Obligated Resources
- Five-Year Payout Ratio
- Debt Service to Operating Expenses

See **Appendix A** to the Study for more information on the ratios and related definitions.

To produce a tailored, meaningful model, ECU, in consultation with the UNC System Office, has set its own policies for each model ratio. For the two statutorily-required ratios—**debt to obligated resources** and the **five-year payout ratio**—ECU has set both a target policy and a floor or ceiling policy, as applicable.

For the purposes of the Study, ECU’s debt capacity reflects the amount of debt ECU could issue during the Study Period without exceeding its ceiling ratio for **debt to obligated resources**, after taking into account debt the General Assembly has previously approved that ECU intends to issue during the Study Period. Details regarding each approved project are provided in Section 3.

This Institution Report also includes the following information required by the Act:

- ECU’s current debt profile, including project descriptions financed with, and the sources of repayment for, ECU’s outstanding debt;
- ECU’s current credit profile, along with recommendations for maintaining or improving ECU’s credit rating; and
- A copy of any ECU debt management policy currently in effect.

Overview of ECU

For the fall 2022 semester, ECU had a headcount student population of 27,151, including 21,688 undergraduate students and 5,463 graduate students. Over the past five years, ECU’s enrollment has decreased approximately 5.5%.

ECU’s average age of plant is 12.4 years. Age of plant is a financial ratio calculated by dividing the accumulated depreciation by the annual depreciation expense. A low age of plant generally indicates the institution is taking a sustainable approach to its deferred maintenance and reinvestment programs.

ECU anticipates incurring no additional debt during the Study period, as summarized in **Section 3** below. ECU has made no changes to the financial model’s standard growth assumptions.

2. Institution Data

Notes

- Obligated Resources equals Available Funds plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Operating Expenses equals Operating Expenses plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Outstanding debt service is based on ECU's outstanding debt **as of June 30, 2022**, excluding state appropriated debt (such as energy savings contracts).
- New money debt issued **after June 30, 2022**, together with any legislatively approved debt ECU expects to issue during the Study Period, **are included** in the model as "proposed debt service" and are taken into account in the projected financial ratios shown in this Institution Report.
- Repayments, redemptions or refundings that have occurred **after June 30, 2022** are not included in the model, meaning the debt service schedules reflected below may overstate ECU's current debt burden.

Obligated Resources						Outstanding Debt				
Fiscal Year	Available Funds	GASB 68	GASB 75	AF Growth	Available Funds	Fiscal Year	Principal	Net Interest	Debt Service	Principal Balance
	(Before GASB Adjustment)				(After GASB Adjustment)					
2018	(552,661,813)	54,243,494	1,101,751,866		603,333,547	2023	14,745,000	11,767,747	26,512,747	336,205,000
2019	(554,898,565)	61,244,665	1,052,064,598	-7.45%	558,410,698	2024	15,330,000	11,173,371	26,503,371	320,875,000
2020	(557,042,269)	85,613,917	1,000,055,689	-5.33%	528,627,337	2025	14,800,000	10,572,246	25,372,246	306,075,000
2021	(559,377,156)	102,826,369	928,514,184	-10.72%	471,963,397	2026	15,460,000	9,979,378	25,439,378	290,615,000
2022	(418,907,765)	83,657,282	853,954,930	9.90%	518,704,447	2027	14,840,000	9,434,615	24,274,615	275,775,000
2023	544,484,058	-	-	4.97%	544,484,058	2028	15,590,000	8,908,337	24,498,337	260,185,000
2024	571,544,916	-	-	4.97%	571,544,916	2029	16,130,000	8,349,326	24,479,326	244,055,000
2025	593,377,931	-	-	3.82%	593,377,931	2030	16,725,000	7,770,756	24,495,755	227,330,000
2026	616,044,968	-	-	3.82%	616,044,968	2031	15,275,000	7,188,992	22,463,992	212,055,000
2027	639,577,886	-	-	3.82%	639,577,886	2032	14,985,000	6,699,963	21,684,963	197,070,000
						2033	15,410,000	6,263,928	21,673,928	181,660,000
						2034	15,860,000	5,809,186	21,669,186	165,800,000
						2035	14,360,000	5,364,163	19,724,163	151,440,000
						2036	12,450,000	4,966,405	17,416,405	138,990,000
						2037	11,995,000	4,591,527	16,586,527	126,995,000
						2038	12,385,000	4,205,245	16,590,245	114,610,000
						2039	12,790,000	3,803,543	16,593,543	101,820,000
						2040	13,225,000	3,378,013	16,603,013	88,595,000
						2041	13,665,000	2,925,350	16,590,350	74,930,000
						2042	13,940,000	2,446,299	16,386,299	60,990,000
						2043	14,430,000	1,950,215	16,380,215	46,560,000
						2044	14,940,000	1,443,377	16,383,377	31,620,000
						2045	12,330,000	948,325	13,278,325	19,290,000
						2046	11,085,000	499,150	11,584,150	8,205,000
						2047	4,030,000	216,650	4,246,650	4,175,000
						2048	4,175,000	73,063	4,248,063	-

Operating Expenses					
Fiscal Year	Operating Exp.	GASB 68	GASB 75	Growth	Operating Exp.
2018	908,643,029	(8,352,415)	11,868,636		912,159,250
2019	909,413,839	(7,001,171)	50,259,886	4.44%	952,672,554
2020	914,039,155	(24,369,252)	51,421,893	-1.22%	941,091,796
2021	864,622,705	(17,212,452)	71,007,851	-2.41%	918,418,104
2022	891,771,647	19,169,087	74,098,017	7.25%	985,038,751
2023	1,033,995,177	-	-	4.97%	1,033,995,177
2024	1,085,384,737	-	-	4.97%	1,085,384,737
2025	1,126,846,434	-	-	3.82%	1,126,846,434
2026	1,169,891,968	-	-	3.82%	1,169,891,968
2027	1,214,581,841	-	-	3.82%	1,214,581,841

3. Proposed Debt Financings

While ECU evaluates its capital investment needs on a regular basis, ECU currently has no legislatively approved projects that it anticipates financing during the Study Period.

4. Financial Ratios

Debt to Obligated Resources

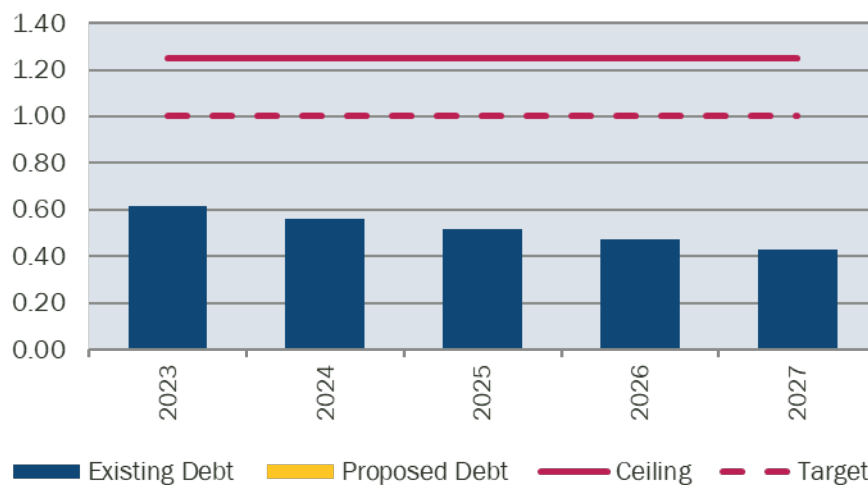
- **What does it measure?** ECU’s aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt.
- **How is it calculated?** Aggregate debt divided by obligated resources*
- Target Ratio: 1.00
- Ceiling Ratio: Not to exceed 1.25
- Projected 2023 Ratio: 0.62
- Highest Study Period Ratio: 0.62 (2023)

*Available Funds, which is the concept commonly used to capture an institution’s obligated resources in its loan and bond documentation, has been used in the model as a proxy for obligated resources. For most institutions, the two concepts are identical, though Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of an institution’s obligated resources.

Debt to Obligated Resources

Fiscal Year	Obligated Resources	Growth	Existing Debt	Proposed Debt	Ratio - Existing	Ratio - Proposed	Ratio - Total
2023	544,484,058	4.97%	336,205,000	-	0.62	n/a	0.62
2024	571,544,916	4.97%	320,875,000	-	0.56	n/a	0.56
2025	593,377,931	3.82%	306,075,000	-	0.52	n/a	0.52
2026	616,044,968	3.82%	290,615,000	-	0.47	n/a	0.47
2027	639,577,886	3.82%	275,775,000	-	0.43	n/a	0.43

Debt to Obligated Resources



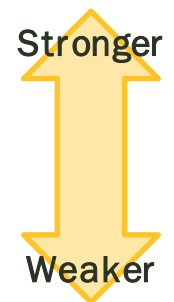
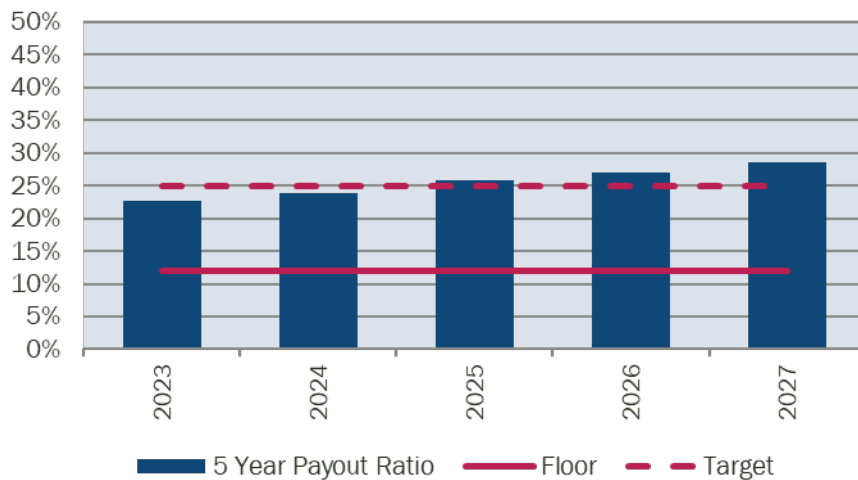
5-Year Payout Ratio Overview

- **What does it measure?** The percentage of ECU’s debt scheduled to be retired in the next five years.
- **How is it calculated?** Aggregate principal to be paid in the next five years divided by aggregate debt
- Target Ratio: 25%
- Floor Ratio: Not less than 12%
- Projected 2023 Ratio: 23%
- Lowest Study Period Ratio: 23% (2023)

5-Year Payout Ratio

Fiscal Year	Principal Balance	Ratio
2023	336,205,000	23%
2024	320,875,000	24%
2025	306,075,000	26%
2026	290,615,000	27%
2027	275,775,000	29%

5-Year Payout Ratio



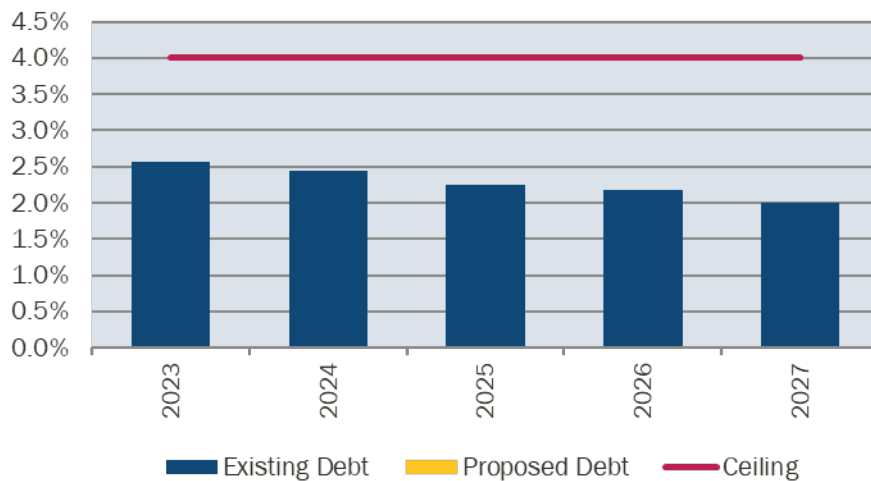
Debt Service to Operating Expenses

- **What does it measure?** ECU’s debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues.
 - **How is it calculated?** Annual debt service divided by annual operating expenses (as adjusted to include interest expense of proposed debt)
- Policy Ratio: Not to exceed 4.00%
 - Projected 2023 Ratio: 2.56%
 - Highest Study Period Ratio: 2.56% (2023)

Debt Service to Operating Expenses

Fiscal Year	Operating Expenses	Growth	Existing Debt Service	Proposed Debt Service	Ratio - Existing	Ratio - Proposed	Ratio - Total
2023	1,033,995,177	4.97%	26,512,747	-	2.56%	n/a	2.56%
2024	1,085,384,737	4.97%	26,503,371	-	2.44%	n/a	2.44%
2025	1,126,846,434	3.82%	25,372,246	-	2.25%	n/a	2.25%
2026	1,169,891,968	3.82%	25,439,378	-	2.17%	n/a	2.17%
2027	1,214,581,841	3.82%	24,274,615	-	2.00%	n/a	2.00%

Debt Service to Operating Expenses



5. Debt Capacity Calculation

Debt Capacity Calculation

- For the purposes of this Institution Report and the Study, ECU’s debt capacity is based on the amount of debt ECU could issue during the Study Period (after taking into account any legislatively approved projects detailed in **Section 3** above) without exceeding its ceiling ratio for **debt to obligated resources**.
- As presented below, ECU’s current debt capacity equals **the lowest constraint on its debt capacity** in any single year during the Study Period.
- Based solely on the **debt to obligated resources** ratio, ECU’s current estimated debt capacity is **\$344,400,073**. After taking into account any legislatively approved projects detailed in **Section 3** above, if ECU issued no additional debt until the last year of the Study Period, then ECU’s debt capacity for 2027 is projected to increase to **\$523,697,358**.

Fiscal Year	Debt to Obligated Resources (Current Ratio)	Debt to Obligated Resources (Ceiling)	Debt Capacity Calculation
2023	0.62	1.25	344,400,073
2024	0.56	1.25	393,556,145
2025	0.52	1.25	435,647,414
2026	0.47	1.25	479,441,211
2027	0.43	1.25	523,697,358

Limitations on Debt Capacity and Credit Rating Implications

- The debt capacity calculation shown above provides a general indication of ECU’s ability to absorb debt on its balance sheet during the Study Period and may help identify trends and issues over time.
- **“Debt capacity” does not** necessarily equate to **“debt affordability,”** which takes into account a number of quantitative and qualitative factors, including project revenues and expenses, cost of funds and competing strategic priorities.
- **If ECU were to use all of its calculated debt capacity during the Study Period, ECU’s credit ratings may face significant downward pressure.**
- Projecting the exact amount ECU could issue during the Study Period without negatively impacting its credit rating is difficult for a number of reasons.
 - **Use of Multiple Factors**
 - Any single financial ratio makes up only a fraction of the “scorecard” used by rating agencies to guide their credit analysis.
 - Under Moody’s approach, for example, the **financial leverage ratio** accounts for only **10%** of an issuer’s overall score.
 - **The State’s Impact**
 - Historically, each Institution’s credit rating has been bolstered by the State’s strong support and overall financial health. As a result, many institutions “underperform” relative to the national median ratios for their rating category.

- If “debt capacity” were linked to those national median ratios, many institutions would have limited debt capacity for an extended period of time.
- **Factor Interdependence**
 - The quantitative and qualitative factors interact with one another in ways that are difficult to predict.
 - For example, a university’s “**strategic positioning**” score, which accounts for 10% of its overall score under Moody’s criteria, could deteriorate if a university either (1) issued excessive debt or (2) failed to reinvest in its institution to address its deferred maintenance obligations.
- **Distortions Across Rating Categories**
 - Because quantitative ratios account for only a portion of an issuer’s final rating, the national median for any single ratio is not perfectly correlated to rating outcomes, meaning the median ratio for a lower rating category may be more stringent than the median ratio for a higher rating category. For the highest and lowest rating categories, the correlation between any single ratio and rating outcomes becomes even weaker.
 - Tying capacity directly to ratings may also distort strategic objectives. For example, an institution may be penalized for improving its rating, as it may suddenly lose all of its debt capacity because it must now comply with a much more stringent ratio.

6. Debt Profile

ECU's detailed debt profile, including a brief description of each financed project and the source of repayment for each outstanding debt obligation, is reflected in the table on the following page.

Summary of Debt Outstanding as of FYE June 30, 2022						
Series	Dated Date	Outstanding Par Amount	Final Maturity	Type	Purpose	Source of Repayment
2011 A ECU	12/07/2011	1,000,000.00	05/01/2023	Pool Revenue	Refunding 2001C, 2003A and 2004C	Housing Receipts
2013 A ECU	02/07/2013	10,905,000.00	10/01/2033	General Revenue	Refunding 2004C	Housing Receipts
2014 A ECU	02/13/2014	2,565,000.00	10/01/2023	General Revenue	Residence Hall Removal and New Student Housing	Housing Receipts
2015 A ECU	07/23/2015	57,060,000.00	10/01/2044	General Revenue	Student Service Building, Refunding 2006A, Refunding 2009A	Student Fees; Housing Receipts; Dining Receipts
2016 A ECU	01/27/2016	125,515,000.00	10/01/2045	General Revenue	East Union, Parking, Dining, Residence Hall Renovations	Student Fees; Housing Receipts; Dining Receipts; Parking Receipts; Bookstore Receipts
2017 A ECU	10/12/2017	10,010,000.00	10/01/2029	Direct Placement	Refunding 2010A	Athletic Receipts
2017 B ECU	10/12/2017	6,765,000.00	10/01/2026	Direct Placement	Refunding 2012	Housing Receipts; Dining Receipts
2018 A ECU	04/24/2018	72,120,000.00	10/01/2047	General Revenue	Dowdy-Ficklen Stadium & Greene Residence Hall	Housing Receipts; Athletic Receipts
2020 ECU	10/14/2020	15,765,000.00	10/01/2035	General Revenue	Refunding 2010B	Student Fees; Housing Receipts
2021 ECU	06/17/2021	49,245,000.00	10/01/2043	General Revenue	Refunding 2014A	Housing Receipts
Total		350,950,000.00				

7. Credit Profile

The following page provides a snapshot of ECU's current credit ratings, along with (1) a summary of various credit factors identified in ECU's most recent rating report and (2) recommendations for maintaining and improving ECU's credit ratings in the future.



Credit Profile of the University – (General Revenue)

Overview

- In January 2020, Moody’s downgraded ECU to Aa3 on it’s general revenue bonds. The outlook is stable. Moody’s affirm the Aa3 rating and outlook in May 2021.
- Standard and Poor’s maintains an AA- rating on ECU’s general revenue bonds. The outlook is negative.

Moody’s	S&P	Fitch
Aaa	AAA	AAA
Aa1	AA+	AA+
Aa2	AA	AA
Aa3	AA-	AA-
A1	A+	A+
A2	A	A
A3	A-	A-
Baa1	BBB+	BBB+
Baa2	BBB	BBB
Baa3	BBB-	BBB-

Non Investment Grade

Key Information Noted in Rating Reports

Credit Strengths

- Healthy support from the Aaa-rated State
- Scale is large with over \$916MM of revenues and over 25,000 FTE students
- Revenue diversity, including patient care revenue, student charges, and state support, helps insulate ECU from pressure on any one revenue source
- During COVID, operating costs and auxiliary staffing have been reduced

Credit Challenges

- Thin operating performance and weak liquidity contributes to weaker debt affordability
- Debt to cash flow is significantly higher than Aa3 median peers
- Modest wealth compared to relative Aa3-rated peers
- Debt has increased faster than cash flow from operations or balance sheet reserve growth over the past 5 years

Recommendations & Observations

- Pursue strategies, working within the existing statutory framework relating to reversions, to increase liquidity through growth in cash reserves.
- Seek strategies to strengthen operating performance and limit new debt in the near term while addressing critical infrastructure needs, in accordance ECU’s existing debt policy and in service of ECU’s other strategic initiatives.
- During COVID, continued assessment of operating cash flows and reserves can improve performance margins and debt affordability.

8. Peer Comparison

Moody's Key Credit Ratios	East Carolina University	Most Recent Peer Institution Data			
Peer Institution		Western Michigan University	Central Michigan University	Ohio University	Washington State University
Fiscal Year	2022	2022	2021	2022	2021
Most Senior Rating	Aa3	Aa3	A1	Aa3	Aa3
Total Long-Term Debt (\$, in millions)	383	433	139	647	601
Total Cash & Investments (\$, in millions)	657	991	520	1283	1750
Operating Revenue (\$, in millions)	990	554	418	720	1102
Operating Expenses (\$, in millions)	927	485	407	684	1098
Market Performance Ratios					
Annual Change in Operating Revenue (%)	7.7%	5.9%	0.2%	5.7%	-2.9%
Operating Ratios					
Operating Cash Flow Margin (%)	11.7%	20.7%	10.7%	17.3%	11.4%
Wealth & Liquidity Ratios					
Total Cash & Investments to Operating Expenses (x)	0.7	2.0	1.3	1.9	1.6
Total Debt to Operating Expenses (x)	0.4	0.9	0.3	0.9	0.5
Monthly Days Cash on Hand (x)	135	292	346	334	161
Leverage Ratios					
Total Cash & Investments to Total Debt (x)	1.7	2.3	3.7	2.0	2.9
Debt Service to Operating Expenses (%)	3.1%	6.9%	3.0%	5.7%	4.7%
Total Debt-to-Cash Flow (x)	3.3	3.8	3.1	5.2	4.8

*Note: Peers chosen from BOG approved peers if available in Moody's Municipal Financial Ratio Analysis (MFRA) Database. If approved peer data is unavailable, universities with similar credit ratings are used. Data is the most recent available in the MFRA database.

9. Debt Management Policies

ECU's current debt policy is included in the following pages.

East Carolina University

Debt Management Guidelines



Last Revised: 3-31-2011

East Carolina University

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Greenville, NC 27858-4353
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East Carolina University

Debt Management Guidelines

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East Carolina University

Debt Management Guidelines

I. Introduction

Purpose

To fulfill its mission, East Carolina University will need to make ongoing strategic capital investments for additional academic, student life, medical, athletic, and other plant facilities using an appropriate mix of funding sources including State bonds and appropriations, University bonds, internal reserves, and private giving.

The purpose of this debt policy is to ensure the appropriate mix of funding sources is used and to provide guidance on the strategic use of debt as a funding source. Debt is a valuable source of capital project financing and its use should be limited to projects that relate to the mission and strategic objectives of the University. The amount of debt incurred affects the financial health of the University and its credit rating. Debt provides a limited low cost source of funding for capital projects and, together with other limited resources, should be used and allocated appropriately and strategically.

This policy provides a discipline and framework that will be used by management to evaluate the appropriate use of debt in capital financing plans.

Objectives of the Debt Policy

The objectives stated below provide the framework by which decisions will be made regarding the use and management of debt. The debt policy and objectives are subject to re-evaluation and change over time.

This Debt Policy is set forth to:

1. Outline a process for identifying and prioritizing capital projects considered eligible for debt financing and assuring that debt-financed projects have a feasible plan of repayment. Projects that relate to the core mission and that have associated revenues will generally be given higher priority for debt financing.
2. Define the quantitative tests that will be used to evaluate the University's overall financial health and present and future debt capacity.
3. Define project specific quantitative tests, as appropriate, that will be used to determine the financial feasibility of an individual project.
4. Manage the University's debt to maintain an acceptable credit rating. The University, consistent with the capital objectives, will limit its overall debt to a level that will maintain an acceptable credit rating with bond rating agencies. Maintaining an acceptable credit rating will permit the University to continue to issue debt and finance capital

projects at favorable interest rates, although the attainment or maintenance of a specific rating is not an objective of this policy.

5. Establish guidelines to limit the risk of the University’s debt portfolio. The University will manage debt on a portfolio basis, rather than on a transactional or project specific basis, and will use an appropriate mix of fixed and variable rate debt to achieve the lowest cost of capital while limiting exposure to market interest rate shifts. Various types of debt structures and instruments will be considered, monitored, and managed within the framework established in this policy and according to internal management procedures. Debt instruments covered by this policy include not only bonds, but obligations of the university, such as special obligations, lease purchases, installment purchases, commercial paper, limited obligations, notes, etc.
6. Assign responsibilities for the implementation and management of the University’s Debt Policy.

II. Process for Identifying and Prioritizing Capital Projects Requiring Debt

At the current credit rating the University has adequate but limited debt capacity. Additionally, the State of North Carolina adheres to limits on debt issuance provided in its adopted debt affordability policy and the University must compete with all other state agencies for capital projects bonding authority. Therefore it is essential that the University appropriately prioritize capital projects requiring debt.

Management will allocate the use of debt financing within the University to include prioritization of debt resources among all uses, including academic and student life projects, plant and equipment financing, and projects with University-wide impact.

The debt allocation matrix below depicts an approach to prioritizing capital projects requiring debt.

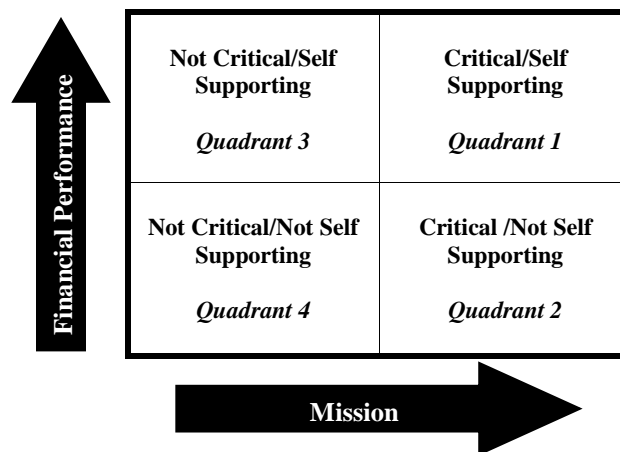


Figure 1 Debt Allocation Matrix

Explanation of debt allocation matrix

Quadrant 1:

Project is critical to the core missions of research, service or instruction **and** has its own funding source (i.e., non-general fund supported).

Quadrant 2

Project is critical to the core missions of research, service or instruction **but does not** have its own funding source (i.e., will require-general fund support).

Quadrant 3

Project is not critical to the core missions of research, service or instruction **but** has its own funding source (i.e., non-general fund supported).

Quadrant 4

Project is not critical to the core missions of research, service or instruction **and does not have** its own funding source (i.e., will require general fund support).

Note that approval of projects in Quadrant 3 and 4 will reduce the ability to issue debt for the mission critical projects identified in Quadrants 1 and 2.

Guidelines for Prioritizing Capital Projects Requiring Debt

Management will use the following guidelines when prioritizing capital projects and making decisions about financing options and use of debt:

1. Only projects related to the mission of the University, directly or indirectly, will be eligible for debt financing.
2. State funding and philanthropy are expected to remain major sources of financing for the University's capital projects. In assessing the possible use of debt, all other financing and revenue sources will be considered. State appropriations and bonds, philanthropy, project-generating revenues, research facilities and administration cost reimbursement, expendable reserves, and other sources are expected to finance a portion of the cost of a project. Debt is to be used conservatively and strategically.
3. The University will consider other funding opportunities (e.g., joint ventures, real estate development, etc.) when appropriate and advantageous to the University. Opportunities and financing sources will be evaluated within the context of the Debt Policy.
4. Federal research projects will receive priority consideration for debt financing due to partial reimbursement of operating expenses (including the interest component of applicable debt service) of research facilities.

5. Every project considered for financing must have a defined, supportable plan of costs (construction and incremental operating) approved by management. A project that has a related revenue stream or can create budgetary savings will receive priority consideration. However, projects may not receive a higher priority simply because they are self-supporting. For example, a project that mitigates life safety issues may be given preferences over a self supporting project.

III. Debt Ratios

The University will establish guidelines for overall debt management using a select number of ratios that are specific to the ability to issue debt and are key determinants used by the rating agencies in rating the University's bonds. The Moody's Investors Service annual Public University Median Report will be used as a guide and the University will review and contrast performance measures that are viewed with more emphasis, including but not limited to: unrestricted resources to debt, expendable resources to debt, and debt burden. The ratios will be calculated and reported annually and when new debt is issued, and revised periodically to reflect any changes in accounting standards. A goal is to measure the total amount of outstanding debt compared to University balance-sheet resources and the annual operating budget. These ratios can be derived from the financial statements and are based on current GAAP requirements, including the GASB 34/35 reporting format and are consistent with ratios used in the higher education industry to permit benchmarking. Furthermore, in light of GASB implemented changes to GAAP accounting rules, any changes made by the rating analysts to ratio methodology will be incorporated accordingly.

IV. Project Specific Quantitative Tests

Consideration of the performance ratios will determine the ability and/or advisability of issuing additional debt from a University-wide perspective. Determination of the prioritization of individual projects to be allocated a portion of available debt capacity is a separate, internal decision that must be made before a project is initiated.

Many factors will influence this internal decision process. First and foremost will be how the project is prioritized with regard to mission criticality as described by the debt allocation matrix (four quadrant model) above. Although debt will be structured to meet the University's comprehensive long-term objectives, each project being financed will be required to provide a sound business plan, including the source of repayment for the debt and appropriate and realistic repayment terms. Among other things, the repayment terms will require that the loan term is no greater than the expected useful life of the asset financed. Additionally, every project considered for debt financing must have a management approved plan of project costs, including incremental operating expenses and revenues. Incremental revenues include revenue increases directly associated with the project (e.g., usage fees) that can only be realized if the project is undertaken. Similarly, incremental expenses include any increase in expected operating costs associated with the project. Revenues and cost savings should be estimated conservatively, especially for high-risk projects.

V. General Debt Management Guidelines

Methods of Sale

The University will use the method of sale that will achieve the lowest cost of capital considering the complexity of the transaction. This can be achieved by using either a competitive or negotiated sale method for the placement of bond offerings. For transactions using new or non-traditional pledges of University revenues, or those involving greater complexity, a negotiated method of sale will be considered, and legislative approval requested, on an individual transaction basis. Bonds may also be sold through a private or limited placement, but only if it is determined that a public offering through either a competitive or negotiated sale is not in the best interests of the university.

Selection of Financial Advisors, Underwriters and Bond Counsel

The University will use a request for proposal process to select Financial Advisors, Underwriters and Bond Counsel. Firms providing financial advisory and bond counsel services are generally selected for a specific period of time rather than for individual transactions. Underwriting firms will be selected on individual transactions and will be selected based upon expertise related to the specific transaction. Additionally, the University may use the Financial Advisors, Underwriters and Bond Counsel selected by General Administration through its own similar competitive process.

Structure and Maturity

Generally, debt should be structured on a level debt basis, i.e., so that the annual debt service repayments will, as nearly as practicable, be the same in each year. A deviation from these preferences is permissible if it can be demonstrated to be in the university's best interest, such as restructuring debt to avoid a default. On projects that are designed to be self sufficient, the debt service may be structured to match future anticipated receipts.

The University will issue bonds to finance capital projects under the provisions of trust indentures approved by the Board of Trustees.

Debt in the form of capitalized lease obligations will be approved by the Board of Trustees and issued on behalf of the University by the ECU Real Estate Foundation, and other financing entities.

The University will employ maturity structures that correspond with the life of the facilities financed, generally not to exceed 30 years. Equipment will be financed for a period up to 120% of its useful life. As market dynamics change, maturity structures should be reevaluated. Call features should be structured to provide the highest degree of flexibility relative to cost.

Variable Rate Debt

A degree of exposure to variable interest rates within the University's debt portfolio may be desirable in order to:

- (i) take advantage of repayment/restructuring flexibility; and

- (ii) benefit from historically lower average interest costs; and
- (iii) diversify the debt portfolio; and,
- (iv) provide a hedge to short-term working capital balances.

Management will monitor overall interest rate exposure, analyze and quantify potential risks, and coordinate appropriate fixed/variable allocation strategies.

Recognizing the desire to manage interest rate risk, the amount of variable rate debt outstanding shall not exceed 20% of the University's outstanding debt. This limit is based on (i) the University's desire to limit annual variances in its debt portfolio, (ii) provide sufficient structuring flexibility to management, (iii) keep the University's variable rate allocation within acceptable external parameters, and (iv) use variable rate debt (and/or swaps) to optimize debt portfolio allocation and minimize costs.

$$\frac{\text{VARIABLE RATE AND LIQUIDITY EXPOSURE}}{\text{TOTAL LONG-TERM DEBT OUTSTANDING}} < 20\%$$

Budgetary controls for variable rate debt: To avoid a situation in which debt service on variable rate bonds exceeds the annual amount budgeted; the following guidelines should be followed in establishing a variable rate debt service budget:

- i) A principal amortization schedule should be established, with provision made for payment of amortization installments in each respective annual budget;
- ii) Provide for payment of interest for each budget year using an assumed budgetary interest rate that allows for fluctuations in interest rates on the bonds without exceeding the amount budgeted. The budgetary interest rate may be established by:
 - (1) using an artificially high interest rate given current market conditions; or (2) setting the rate based on the last 12 months actual rates of an appropriate index plus a 200 basis point cushion or spread to anticipate interest rate fluctuations during the budget year. The spread should be determined by considering the historical volatility of short-term interest rates, the dollar effect on the budget and current economic conditions and forecasts; or,
 - (3) any other reasonable method determined by the university
- iii) The amount of debt service incurred in each budget year should be monitored monthly by the university to detect any significant deviations from the annual budgeted debt service. Any deviations in interest rates that might lead to a budgetary problem should be addressed immediately; and
- iv) As part of the effort to monitor actual variable rate debt service in relation to the budgeted amounts and external benchmarks, the university should establish a system to

monitor the performance of any service provider whose role it is to periodically reset the interest rates on the debt, i.e., the remarketing agent or auction agent.

Liquidity: One of the features typical of variable rate debt instruments is the bondholder's right to require the issuer to repurchase the debt at various times and under certain conditions. This, in theory, could force the issuer to repurchase large amounts of its variable rate debt on short notice, requiring access to large amounts of liquid assets. Issuers that do not have large amounts of liquid assets may establish a liquidity facility with a financial institution that will provide the money needed to satisfy the repurchase. The liquidity provider should have a rating of A1/P1 or higher. The liquidity agreement does not typically run for the life of long-term debt. Accordingly, there is a risk that the provider will not renew the agreement or that it could be renewed only at substantially higher cost. Similar issues may arise if the liquidity provider encounters credit problems or an event occurs that results in early termination of the liquidity arrangement; in either case the issuer must arrange for a replacement liquidity facility.

Swaps: Should the University participate in the use of Swaps, it must do so in agreement with the Board of Governors of the University of North Carolina "Swap Policy for Constituent Institutions", as shown in Appendix A.

Taxable Debt (without Federal subsidies)

While all the University's capital projects may not qualify for tax-exempt debt, taxable debt should be used only in appropriate cases as it generally represents a more expensive source of capital relative to tax-exempt issuance. Issuing taxable debt reduces the University's overall debt affordability due to higher associated interest expense. When utilized, taxable debt will be structured to provide maximum repayment flexibility and rapid principal amortization.

Capitalized Interest

Capitalized interest from bond proceeds is used to pay debt service until a revenue producing project is completed or to manage cash flows for debt service in special circumstances. Because the use of capitalized interest increases the cost of the financing, it should only be used when necessary for the financial feasibility of the project. In revenue-producing transactions, the University will attempt to structure debt service payments to match the revenue structure in order to minimize the use of capitalized interest.

Credit Ratings

The University will maintain ongoing communication and interaction with bond rating agencies, striving to educate the agencies about the general credit structure and financial performance of the University in order to attain the highest credit rating possible.

Refunding Targets

Generally, refunding bonds are issued to achieve debt service savings by redeeming high interest rate debt with lower interest rate debt. Refunding bonds may also be issued to restructure debt or modify covenants contained in the bond documents. Current tax law limits to one time the issuance of tax-exempt advance refunding bonds to refinance bonds issued after 1986. There is

no similar limitation for tax-exempt current refunding bonds. The University will continuously monitor its outstanding tax-exempt debt portfolio for refunding and/or restructuring opportunities. The following guidelines should apply to the issuance of refunding bonds, unless circumstances warrant a deviation there from:

- a) Refunding bonds should generally be structured to achieve level annual debt service savings.
- b) The life of the refunding bonds should not exceed the remaining life of the bonds being refunded.
- c) Advance refunding bonds issued to achieve debt service savings should have a minimum target savings level measured on a present value basis equal to 2-3% of the par amount of the bonds being advance refunded. The 2-3% minimum target savings level for advance refundings should be used as a general guide to guard against prematurely using the one advance refunding opportunity for post-1986 bond issues. However, because of the numerous considerations involved in the sale of advance refunding bonds, the target should not prohibit advance refundings when the circumstances justify a deviation from the guideline.
- d) Refunding bonds that do not achieve debt service savings may be issued to restructure debt or provisions of bond documents if such refunding serves a compelling university interest.

For current refundings, the University will consider transactions that, in general, produce present value savings (based on refunded bonds). A refunding will also be considered if it relieves the University of certain limitations, covenants, payment obligations or reserve requirements that reduce flexibility. The University will also consider refinancing certain obligations within a new money offering even if savings levels are minimal in order to consolidate debt into a general revenue pledge, and/or reduce the administrative burden and cost of managing many small outstanding obligations.

VI. Disclosure

Primary Disclosure

The University shall use best practices in preparing disclosure documents in connection with the public offer and sale of debt so that accurate and complete financial and operating information needed by the markets to assess the credit quality and risks of each particular debt issue is provided.

The disclosure recommendations of the Government Finance Officers Association's "Disclosure for State and Local Governments Securities," and the National Federation of Municipal Analysts' "Recommended Best Practices in Disclosure for Private Colleges and Universities" should be followed to the extent practicable, specifically including the recommendation that

financial statements be prepared and presented according to generally accepted accounting principles.

Secondary Disclosure

The University will continue to meet its ongoing disclosure requirements as required under Rule 15c2-12 of the Securities and Exchange Commission. The University will submit financial reports, statistical data, and any other material events as required under outstanding bond indentures.

VII. Tax-Exempt Debt - Post Issuance Considerations

Bond Proceeds Investment

The University will invest bond-funded construction funds, capitalized interest funds, and costs of issuance funds appropriately to achieve the highest return available under arbitrage limitations. When sizing bond transactions, the University will consider funding on either a net or gross basis.

Arbitrage

The University will comply with federal arbitrage requirements on invested tax-exempt bond proceeds, causing arbitrage rebate calculations to be performed annually and rebate payments to be remitted to the IRS periodically as required.

Private Use and Gifts

The University will monitor all arrangements with third parties to use bond-financed property, including the federal government and other colleges and universities, in order to ensure the tax-exempt status of the related debt. The University will monitor any sales of bond-financed property, and any lease management contracts, research arrangements and naming rights agreements to the extent such arrangements impact bond-financed property, and will work closely with bond counsel in determining events/actions that may cause a bond issue to become taxable. The University will also work with the bond counsel to train University personnel in these matters. In order to track arrangements that could potentially result in a loss of tax-exempt status of University debt, a record of financed facilities, including facilities financed by the State will be maintained.

The University will track gifts which are restricted to facilities financed, or to be financed with tax-exempt debt and will work with bond counsel to ensure that such gifts are used in a manner that complies with federal tax law limitations.

VIII. Responsibility

Assignment of Responsibilities

The Vice Chancellor for Administration and Finance is directly responsible for overseeing capital debt management and adhering to advice and guidelines adopted by the Board of Trustees.

Facilities Planning and Facilities Management

The Associate Vice Chancellor for Campus Operations will take the lead role in estimating and defining project costs and in maintaining a list of projects that are being considered. The Associate Vice Chancellor for Campus Operations will take the lead role in developing capital planning documents for the current year, current biennium and the capital plan.

Treasury Management

The Financial Director will maintain a schedule of current and forecasted debt and associated payment of principal, interest and fees. The Associate Vice Chancellor for Financial Services is responsible for the administration of all aspects of debt financing, including accounting, and contracting with financial advisors, underwriters and bond counsel to issue new debt or refinance existing debt.

Management

A Debt/Capital Committee will be established by the Vice Chancellor of Administration and Finance. The committee will consist of no more than 12 individuals from various areas of the University including, but not necessarily limited to: Financial Services, Campus Operations, Academic Affairs, Health Sciences, Research and Graduate Studies, Student Life, and Athletics. The Debt/Capital Committee will meet on a regular basis to review projects being considered and the various financing options available. They will make recommendations to the Vice Chancellor for Administration and Finance who will present the recommendations of this group to the Executive Council and the Chancellor, for further discussion and prioritization.

Board of Trustees

The Board of Trustees will consider for approval each special obligation project of the University, in accordance with State law. The Board of Trustees will consider and approve this Debt Policy and any proposed changes to it.

Review of Debt Policy/Oversight

This debt policy is a living document. The Executive Council will review this policy at least annually and change as needed to reflect changing conditions and practices. However, it is noted that consistent application of the University's debt policy provides evidence of debt management discipline over the long term. This review process is necessary to ensure that the policy remains consistent with the University's objectives/debt philosophy and responsive to evolving practices. In addition, the Debt/Capital Committee will hold periodic meetings in order to review short and intermediate term financing needs, market opportunities, and financial performance. This periodic review will help the University determine appropriate financial decisions as well as review capital investments and the timing of financing plans responsive to market conditions.

Glossary

Annual debt service – the principal and interest due on long-term debt in a fiscal year.

Bridge financing – any type of financing used to “bridge” a period of time. For universities, it generally refers to financings that provide funding in advance of a long-term bond issue or the receipt of gift funding.

Capital project – physical facilities or equipment or software that may be capitalized.

GAAP – Generally Accepted Accounting Principles.

GASB 34/35 – Government Accounting Standards Board Statement Nos. 34 and 35.

Leverage – long-term debt as a component of the total assets of the University. “High leverage” indicates an institution that has a considerable portion of its assets that are debt financed.

Competitive sale – A sale of municipal securities by an issuer in which underwriters or syndicates of underwriters submit sealed bids to purchase the securities. The securities are won and purchased by the underwriter or syndicate of underwriters who submit the best bid according to guidelines in the notice of sale.

Negotiated sale – In a negotiated underwriting the sale of bonds is by negotiation and agreement with an underwriter or underwriting syndicate selected by the issuer before the moment of sale. This is in contrast to a competitive or an advertised sale.

Advance refunding – A financing structure under which new bonds are issued to repay an outstanding bond issue more than ninety (90) days from the date of issuance of the new issue. Generally, the proceeds of the new issue are invested in government securities, which are placed in escrow. The interest and principal repayments on these securities are then used to repay the old issue, usually on the first call date. Advance refundings are done to save interest, extend the maturity of the debt or change existing restrictive covenants.

Current refunding – Sale of a new issue, the proceeds of which are to be used, within ninety (90) days, to retire an outstanding issue by, essentially, replacing the outstanding issues with the new issue. Current refundings are done to save interest cost, extend the maturity of the debt, or change existing restrictive covenants.

Primary disclosure – SEC Rule 15c2-12 obligates underwriters participating in primary (new) offerings of municipal securities (of \$1,000,000 or more; are sold to more than 35 people; and have a maturity greater than 9 months) to obtain, review, and distribute to investors copies of the issuer’s official statement. While previously exempt, as of December 1, 2010, all new Variable Rate Demand Obligations will also be subject to Rule 15c2-12.

Secondary disclosure - At the time bonds are offered, the issuer must outline the type of Annual Financial Information it will provide annually and the terms of its continuing disclosure agreement. Issuers are also required to provide notice of certain events to each NRMSIR or Municipal Securities Rulemaking Board within 10 business days after the occurrence of the event. Certain events require an events notice to be filed, *regardless of materiality* as follows:

1. Failure to pay principal and interest;
2. Unscheduled draws on debt service reserves;
3. Unscheduled draws on credit enhancement;
4. Substitution of credit or liquidity providers, or their failure to perform;
5. Adverse tax opinions or events affecting the tax-exempt status of the security;
6. Defeasances;
7. Rating changes;
8. Issuance by IRS of proposed or final determination of taxability, Notices of Proposed Issue (IRS Form 5701-TEB) or other material notices or determinations with respect to the tax status of the securities;
9. Tender offers; and,
10. Bankruptcy, insolvency, receivership or similar proceeding.

For other events, an events notice only needs to be filed if *deemed material*.

1. Non-payment related defaults;
2. Modifications to rights of security holders;
3. Bond calls;
4. Release, substitution, or sale of property securing repayment of the securities;
5. Mergers, consolidations, acquisitions the sale of all or substantially all of the assets of the obligated person or their termination; and,
6. Appointment of a successor or additional trustee or the change of the name of a trustee.

East Carolina University
Financing Schedule
Example

<u>Date</u> [Actual Dates to Be Inserted]	<u>Event</u>	<u>Responsibility</u>
Month 1	Develop/Review financial projections for available revenues to repay debt service	ECU/FA
Month 1	Schedule conference call with UNC-GA staff to discuss the proposed financing and schedule	ECU/FA
Month 1	Select underwriting team	ECU/FA
Month 2	Organizational conference call with the working group to review the plan of finance and the financing schedule	WG
Month 2	Board of Trustees approval	ECU
Month 2	Underwriters Counsel and Bond Counsel receive disclosure/due diligence information from ECU	ECU
Month 2	Distribute Preliminary Official Statement and legal documents to working group	BC/UC
Month 3	Document review meeting/conference call	WG
Month 3	Distribute 2 nd draft of legal documents and POS	BC/UC
Month 3	Board of Governors resolution to General Administration	BC
Month 3	Conference call to review 2 nd draft of documents	WG
Month 3	Distribute information package to Rating Agencies/ Bond Insurers	FA; U
Month 4	Board of Governors Finance Committee approval	S
Month 4	Board of Governors approval	S
Month 4	Rating Agency/Insurer visits or conference calls	ECU, FA; U
Month 4	Receive Bond Insurance bids and select Bond Insurer	ECU, FA, U
Month 5	Receive Ratings	ECU, FA, U
Month 5	Distribute Preliminary Official Statement	UC
Month 5	Bond Sale	ECU, FA, U
Month 5	Sign Bond Purchase Agreement	U, ECU
Month 5	Distribute Final Official Statement	U; UC
Month 5	Pre-closing	WG
Month 5	Closing	WG

<u>Key</u>	<u>Working Group Participants</u>
ECU	University staff
WG	Working Group
FA	Financial Advisor
BC	Bond Counsel
S	UNC System
U	Underwriter
UC	Underwriter Counsel
WG	Working Group

Appendix A

BOARD OF GOVERNORS OF THE UNIVERSITY OF NORTH CAROLINA SWAP POLICY FOR CONSTITUENT INSTITUTIONS

This policy will govern the use by the constituent institutions of the University of North Carolina System of Swap Agreements.

DEFINITIONS

“*Chief Financial Officer*” means the person from time to time serving as the responsible financial person for a Constituent Institution.

“*Constituent Institution*” means one of the constituent institutions of the University of North Carolina System listed in Section 116-4 of the North Carolina General Statutes, as amended.

“*Swap Agreement*” mean a written contract entered into in connection with the debt issued or to be issued by or on behalf of a Constituent Institution in the form of a rate swap agreement, basis swap agreement, forward rate agreement, interest rate option agreement, rate cap agreement, rate floor agreement, rate collar agreement, or other similar agreement, including any option to enter into or terminate any of the foregoing or any combination of such agreements.

THE CONDITIONS UNDER WHICH SWAP AGREEMENTS MAY BE ENTERED INTO

Purposes

A Constituent Institution may use a Swap Agreement for the following purposes only:

- (a) To achieve significant savings as compared to a product available in the debt market.
- (b) To enhance investment returns within prudent risk guidelines.
- (c) To prudently hedge risk in the context of a particular financing or the overall asset/liability management of the Constituent Institution.
- (d) To incur variable rate exposure, such as selling interest rate caps or entering into a swap in which the Constituent Institution’s payment obligation is floating rate.
- (e) To achieve more flexibility in meeting the Constituent Institution’s overall financial objectives than can be achieved in conventional markets.

Legality. The Board must receive an opinion acceptable to the market from a nationally recognized bond counsel law firm acceptable to the Chief Financial Officer of the Constituent Institution that the Swap Agreement is a legal, valid and binding obligation of the Board and entering into the transaction complies with applicable law.

SPECULATION

A Constituent Institution may not use a Swap Agreement for speculative purposes. Associated risks will be prudent risks that are appropriate for the Constituent Institution to take.

ASPECTS OF RISK EXPOSURE ASSOCIATED WITH A SWAP AGREEMENT

Before entering into a Swap Agreement, the Constituent Institution shall evaluate all the risks inherent in the transaction. These risks to be evaluated could include counterparty risk, termination risk, rollover risk, basis risk, tax event risk and amortization risk.

The Constituent Institution shall endeavor to diversify its exposure to counterparties. To that end, before entering into a transaction, it should determine its exposure to the relevant counterparty or counterparties and determine how the proposed transaction would affect the exposure. The exposure should not be measured solely in terms of notional amount, but rather how changes in interest rates would affect the Constituent Institution's exposure.

COUNTERPARTY SELECTION CRITERIA

The Constituent Institution may enter into a Swap Agreement if the counterparty has at least two long term unsecured credit ratings in the double A category from Fitch Ratings, Moody's, or S&P and the counterparty has demonstrated experience in successfully executing a Swap Agreement. The Constituent Institution may enter into a Swap Agreement if the counterparty has at least two long term unsecured credit ratings in the single A category or better from Fitch Ratings, Moody's, or S&P only if (a) the counterparty either provides a guarantor or assigns the agreement to a party meeting the rating criteria in the preceding sentence or (b) the counterparty (or guarantor) collateralizes the Swap Agreement in accordance with the criteria set forth in this Policy and the transaction documents.

If the rating of the counterparty, or if secured, the entity unconditionally guaranteeing its payment obligations not satisfy the requirements of the Counterparty Selection Criteria, then the obligations of the counterparty must be fully and continuously collateralized by direct obligations of, or obligations the principal and interest on which are guaranteed by, the United States of America and such collateral must be deposited with financial institution serving as a custodial agent for the Constituent Institution.

METHODS BY WHICH A SWAP AGREEMENT IS TO BE PROCURED

Negotiated Method. A Constituent Institution may procure a Swap Agreement by a negotiated method under any of the following conditions:

(a) (1) If the Chief Financial Officer of the Constituent Institution makes a determination that, due to the size or complexity of a particular swap, a negotiated transaction would result in the most favorable pricing and terms; or

(2) If a derivative embedded within a refunding issue is proposed and meets the Constituent Institution's savings target; and

(b) If the Constituent Institution receives a certification from an independent financial institution or financial advisor that the terms and conditions of the Swap Agreement provides the Constituent Institution a fair

market value as of the date of its execution in light of the facts and circumstances.

Competitive Method. A Constituent Institution may also procure a Swap Agreement by competitive bidding. The competitive bid can limit the number of firms solicited to no fewer than three. The Constituent Institution may determine which parties it will allow to participate in a competitive transaction. In situations in which the Constituent Institution would like to achieve diversification of counterparty exposure, the Constituent Institution may allow a firm or firms not submitting the bid that produces the lowest cost to match the lowest bid. The parameters for the bid must be disclosed in writing to all potential bidders.

LONG-TERM IMPLICATIONS

In evaluating a particular transaction involving the use of Swap Agreement, the Constituent Institution shall review long-term implications associated with entering into the Swap Agreement, including costs of borrowing, historical interest rate trends, variable rate capacity, credit enhancement capacity, opportunities to refund related debt obligations and other similar considerations.

The University of North Carolina System Debt Capacity Study – Fiscal Year 2022

Elizabeth City State University
Institution Report

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1. Executive Summary

Overview of the Institution Report

Pursuant to Article 5 of Chapter 116D of the North Carolina General Statutes (the “*Act*”), Elizabeth City State University (“*ECSU*”) has submitted this report (this “*Institution Report*”) as part of the annual debt capacity study (the “*Study*”) undertaken by The University of North Carolina (the “*University*”) in accordance with the Act. Each capitalized term used but not defined in this Institution Report has the meaning given to such term in the Study.

This Institution Report details the historical and projected financial information incorporated into the financial model developed in connection with the Study. ECSU has used the model to calculate and project the following three financial ratios:

- Debt to Obligated Resources
- Five-Year Payout Ratio
- Debt Service to Operating Expenses

See **Appendix A** to the Study for more information on the ratios and related definitions.

To produce a tailored, meaningful model, ECSU, in consultation with the UNC System Office, has set its own policies for each model ratio. For the two statutorily-required ratios—**debt to obligated resources** and the **five-year payout ratio**—ECSU has set both a target policy and a floor or ceiling policy, as applicable.

For the purposes of the Study, ECSU’s debt capacity reflects the amount of debt ECSU could issue during the Study Period without exceeding its ceiling ratio for **debt to obligated resources**, after taking into account debt the General Assembly has previously approved that ECSU intends to issue during the Study Period. Details regarding each approved project are provided in Section 3.

This Institution Report also includes the following information required by the Act:

- ECSU’s current debt profile, including project descriptions financed with, and the sources of repayment for, ECSU’s outstanding debt;
- ECSU’s current credit profile, along with recommendations for maintaining or improving ECSU’s credit rating; and
- A copy of any ECSU debt management policy currently in effect.

Overview of ECSU

For the fall 2022 semester, ECSU had a headcount student population of approximately 2,149, including 2,033 undergraduate students and 116 graduate students. ECSU’s enrollment has increased 28% over the previous five years.

ECSU’s average age of plant is 17.7 years. Age of plant is a financial ratio calculated by dividing the accumulated depreciation by the annual depreciation expense. A low age of plant generally indicates the institution is taking a sustainable approach to its deferred maintenance and reinvestment programs.

ECSU does not anticipate incurring any additional debt during the Study period. ECSU has made no changes to the financial model’s standard growth assumptions.

2. Institution Data

Notes

- Obligated Resources equals Available Funds plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Operating Expenses equals Operating Expenses plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Outstanding debt service is based on ECSU’s outstanding debt **as of June 30, 2022**, excluding state appropriated debt (such as energy savings contracts). Debt service is net of any interest subsidies owed to ECSU by the federal government (discounted by an assumed 6.2% sequestration rate) and uses reasonable unhedged variable rate assumptions.
- New money debt issued **after June 30, 2022**, together with any legislatively approved debt ECSU expects to issue during the Study Period, **are included** in the model as “proposed debt service” and are taken into account in the projected financial ratios shown in this Institution Report.
- Repayments, redemptions or refundings that have occurred **after June 30, 2022** are not included in the model, meaning the debt service schedules reflected below may overstate ECSU’s current debt burden.

Obligated Resources						Outstanding Debt				
Fiscal Year	Available Funds (Before GASB Adjustment)	GASB 68 Adjustment	GASB 75 Adjustment	AF Growth	Available Funds (After GASB Adjustment)	Fiscal Year	Principal	Net Interest	Debt Service	Principal Balance
2018	(48,531,378)	4,843,755	53,437,332		9,749,709	2023	884,726	1,213,295	2,098,021	35,971,055
2019	(45,810,694)	4,428,382	50,606,572	-5.39%	9,224,260	2024	1,422,119	1,184,522	2,606,641	34,548,936
2020	(50,772,602)	5,988,226	47,809,640	-67.20%	3,025,264	2025	1,493,255	1,125,727	2,618,982	33,055,681
2021	(27,542,139)	6,951,194	43,947,330	672.04%	23,356,385	2026	1,564,734	1,065,015	2,629,748	31,490,948
2022	(21,523,376)	5,572,644	40,487,721	5.05%	24,536,989	2027	1,632,763	1,001,182	2,633,944	29,858,185
2023	25,756,477	-	-	4.97%	25,756,477	2028	1,601,336	935,488	2,536,823	28,256,850
2024	27,036,574	-	-	4.97%	27,036,574	2029	1,679,502	870,251	2,549,753	26,577,347
2025	28,069,371	-	-	3.82%	28,069,371	2030	1,330,132	806,974	2,137,107	25,247,215
2026	29,141,621	-	-	3.82%	29,141,621	2031	1,245,567	758,212	2,003,779	24,001,649
2027	30,254,831	-	-	3.82%	30,254,831	2032	1,274,969	726,241	2,001,210	22,726,679
						2033	1,306,504	690,557	1,997,060	21,420,176
						2034	1,342,338	653,941	1,996,279	20,077,838
						2035	1,383,415	615,239	1,998,654	18,694,423
						2036	1,433,902	560,752	1,994,654	17,260,521
						2037	1,491,305	502,349	1,993,654	15,769,216
						2038	1,548,147	442,257	1,990,404	14,221,070
						2039	1,610,255	379,649	1,989,904	12,610,815
						2040	1,671,927	314,977	1,986,904	10,938,888
						2041	575,279	246,125	821,404	10,363,609
						2042	588,223	233,181	821,404	9,775,386
						2043	601,458	219,946	821,404	9,173,928
						2044	614,425	206,979	821,404	8,559,503
						2045	628,815	192,589	821,404	7,930,688
						2046	642,964	178,440	821,404	7,287,725
						2047	657,430	163,974	821,404	6,630,294
						2048	671,814	149,590	821,404	5,958,481
						2049	687,338	134,066	821,404	5,271,143
						2050	702,803	118,601	821,404	4,568,339
						2051	718,616	102,788	821,404	3,849,723
						2052	734,548	86,856	821,404	3,115,175
						2053	751,313	70,091	821,404	2,363,863
						2054	768,217	53,187	821,404	1,595,645
						2055	785,502	35,902	821,404	810,143
						2056	810,143	18,436	828,580	-

Operating Expenses					
Fiscal Year	Operating Exp.	GASB 68 Adjustment	GASB 75 Adjustment	Growth	Operating Exp.
2018	60,193,391	(1,458,609)	(609,459)		58,125,323
2019	61,327,611	(1,726,645)	1,425,411	4.99%	61,026,377
2020	65,233,176	(3,664,603)	1,456,004	3.27%	63,024,577
2021	69,506,517	(3,648,472)	1,639,776	7.10%	67,497,821
2022	89,695,412	(1,561,776)	1,742,373	33.15%	89,876,009
2023	94,342,847	-	-	4.97%	94,342,847
2024	99,031,686	-	-	4.97%	99,031,686
2025	102,814,697	-	-	3.82%	102,814,697
2026	106,742,218	-	-	3.82%	106,742,218
2027	110,819,771	-	-	3.82%	110,819,771

3. Proposed Debt Financings

ECSU does not anticipate incurring any additional debt during the Study Period.

4. Financial Ratios

Debt to Obligated Resources

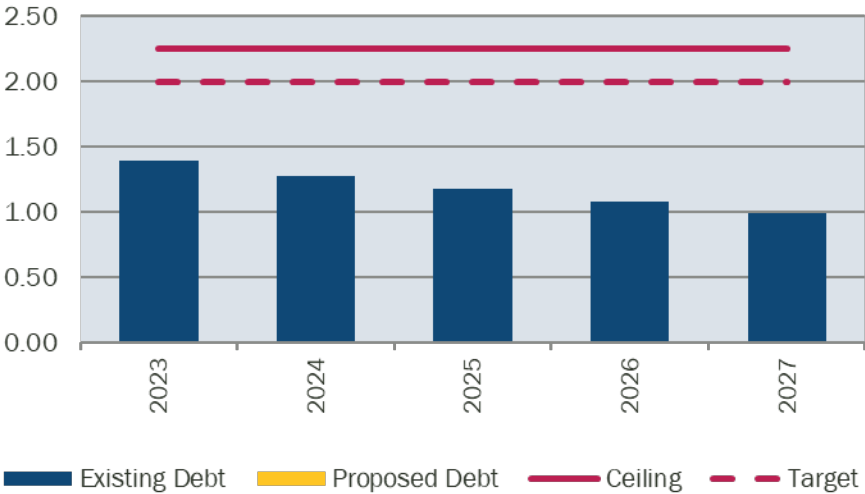
- **What does it measure?** ECSU’s aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt.
- **How is it calculated?** Aggregate debt divided by obligated resources*
- Target Ratio: 2.00
- Ceiling Ratio: Not to exceed 2.25
- Projected 2023 Ratio: 1.40
- Highest Study Period Ratio: 1.40 (2023)

*Available Funds, which is the concept commonly used to capture an institution’s obligated resources in its loan and bond documentation, has been used in the model as a proxy for obligated resources. For most institutions, the two concepts are identical, though Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of an institution’s obligated resources.

Debt to Obligated Resources

Debt to Obligated Resources							
Fiscal Year	Obligated Resources	Growth	Existing Debt	Proposed Debt	Ratio - Existing	Ratio - Proposed	Ratio - Total
2023	25,756,477	4.97%	35,971,055	-	1.40	n/a	1.40
2024	27,036,574	4.97%	34,548,936	-	1.28	n/a	1.28
2025	28,069,371	3.82%	33,055,681	-	1.18	n/a	1.18
2026	29,141,621	3.82%	31,490,948	-	1.08	n/a	1.08
2027	30,254,831	3.82%	29,858,185	-	0.99	n/a	0.99

Debt to Obligated Resources



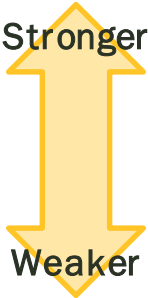
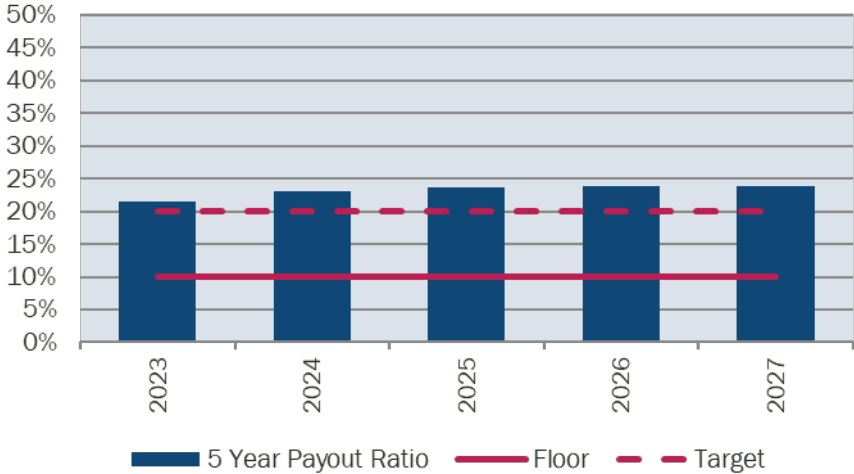
5-Year Payout Ratio Overview

- **What does it measure?** The percentage of ECSU’s debt scheduled to be retired in the next five years.
- **How is it calculated?** Aggregate principal to be paid in the next five years divided by aggregate debt
- Target Ratio: 20%
- Floor Ratio: Not less than 10%
- Projected 2023 Ratio: 21%
- Lowest Study Period Ratio: 21% (2023)

5-Year Payout Ratio

5 Year Payout Ratio		
Fiscal Year	Principal Balance	Ratio
2023	35,971,055	21%
2024	34,548,936	23%
2025	33,055,681	24%
2026	31,490,948	24%
2027	29,858,185	24%

5-Year Payout Ratio



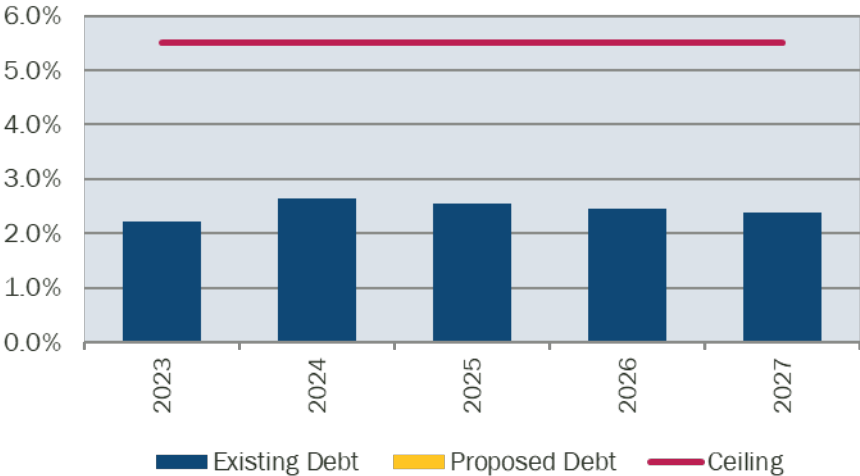
Debt Service to Operating Expenses

- **What does it measure?** ECSU’s debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues.
 - **How is it calculated?** Annual debt service divided by annual operating expenses (as adjusted to include interest expense of proposed debt)
- Policy Ratio: Not to exceed 5.50%
 - Projected 2023 Ratio: 2.22%
 - Highest Study Period Ratio: 2.63% (2024)

Debt Service to Operating Expenses

Debt Service to Operating Expenses							
Fiscal Year	Operating Expenses	Growth	Existing Debt Service	Proposed Debt Service	Ratio - Existing	Ratio - Proposed	Ratio - Total
2023	94,342,847	4.97%	2,098,021	-	2.22%	n/a	2.22%
2024	99,031,686	4.97%	2,606,641	-	2.63%	n/a	2.63%
2025	102,814,697	3.82%	2,618,982	-	2.55%	n/a	2.55%
2026	106,742,218	3.82%	2,629,748	-	2.46%	n/a	2.46%
2027	110,819,771	3.82%	2,633,944	-	2.38%	n/a	2.38%

Debt Service to Operating Expenses



5. Debt Capacity Calculation

Debt Capacity Calculation

- For the purposes of this Institution Report and the Study, ECSU’s debt capacity is based on the amount of debt ECSU could issue during the Study Period (after taking into account any legislatively approved projects detailed in **Section 3** above) without exceeding its ceiling ratio for **debt to obligated resources**.
- As presented below, ECSU’s current debt capacity equals **the lowest constraint on its debt capacity** in any single year during the Study Period.
- Based solely on the **debt to obligated resources** ratio, ECSU’s current estimated debt capacity is **\$21,981,019**. After taking into account any legislatively approved projects detailed in **Section 3** above, if ECSU issued no additional debt until the last year of the Study Period, then ECSU’s debt capacity for 2027 is projected to increase to **\$38,215,185**.

Debt Capacity Calculation			
Fiscal Year	Debt to Obligated	Debt to Obligated	Debt Capacity Calculation
	Resources (Current Ratio)	Resources (Ceiling)	
2023	1.40	2.25	21,981,019
2024	1.28	2.25	26,283,356
2025	1.18	2.25	30,100,404
2026	1.08	2.25	34,077,700
2027	0.99	2.25	38,215,185

Limitations on Debt Capacity, Credit Rating Implications, and Comment from ECSU

- The debt capacity calculation shown above provides a general indication of ECSU’s ability to absorb debt on its balance sheet during the Study Period and may help identify trends and issues over time.
- **“Debt capacity” does not necessarily equate to “debt affordability,”** which takes into account a number of quantitative and qualitative factors, including project revenues and expenses, cost of funds and competing strategic priorities.
- Projecting the exact amount ECSU could issue during the Study Period without negatively impacting its credit rating is difficult for a number of reasons.
 - **Use of Multiple Factors**
 - Any single financial ratio makes up only a fraction of the “scorecard” used by rating agencies to guide their credit analysis.
 - Under Moody’s approach, for example, the **financial leverage ratio** accounts for only **10%** of an issuer’s overall score.
 - **The State’s Impact**
 - Historically, each Institution’s credit rating has been bolstered by the State’s strong support and overall financial health. As a result, many institutions “underperform” relative to the national median ratios for their rating category.
 - If “debt capacity” were linked to those national median ratios, many institutions would have limited debt capacity for an extended period of time.

- **Factor Interdependence**
 - The quantitative and qualitative factors interact with one another in ways that are difficult to predict.
 - For example, a university's "**strategic positioning**" score, which accounts for 10% of its overall score under Moody's criteria, could deteriorate if a university either (1) issued excessive debt or (2) failed to reinvest in its campus to address its deferred maintenance obligations.
- **Distortions Across Rating Categories**
 - Because quantitative ratios account for only a portion of an issuer's final rating, the national median for any single ratio is not perfectly correlated to rating outcomes, meaning the median ratio for a lower rating category may be more stringent than the median ratio for a higher rating category. For the highest and lowest rating categories, the correlation between any single ratio and rating outcomes becomes even weaker.
 - Tying capacity directly to ratings may also distort strategic objectives. For example, an institution may be penalized for improving its rating, as it may suddenly lose all of its debt capacity because it must now comply with a much more stringent ratio.

6. Debt Profile

ECSU’s detailed debt profile, including a brief description of each financed project and the source of repayment for each outstanding debt obligation, is reflected in the table on the following page.

Summary of Debt Outstanding as of FYE June 30, 2022						
Series	Dated Date	Outstanding Par Amount	Final Maturity	Type	Purpose	Source of Repayment
2010 A ECSU	12/29/2010	450,000.00	04/01/2027	General Revenue	Refunding 2002B	Housing Receipts
2012 AB ECSU	06/30/2012	3,212,810.00	09/20/2029	Conservation Improvement (Note)	Energy Conservation	Housing Receipts
2019 ECSU	05/22/2019	13,820,000.00	04/01/2040	General Revenue	Refunding 2010B	Housing Receipts
2021 97-01 ECSU	05/10/2021	9,578,585.50	05/10/2056	USDA Loan	Refi. Viking Village Bonds; Bias Hall Renovations; Campus Master Plan 97-01	Housing Receipts
2021 97-02 ECSU	05/10/2021	9,794,385.50	05/10/2056	USDA Loan	Refi. Viking Village Bonds; Bias Hall Renovations; Campus Master Plan 97-02	Housing Receipts
Total		36,855,781.00				

7. Credit Profile

The following page provides a snapshot of ECSU's current credit ratings, along with (1) a summary of various credit factors identified in ECSU's most recent rating report and (2) recommendations for maintaining and improving ECSU's credit ratings in the future.



Credit Profile of the University – (General Revenue)

Overview

- Moody’s upgraded ECSU’s rating on ECSU’s general revenue bonds to Baa1. The outlook is stable.

Key Information Noted in Rating Reports

Credit Strengths

- Very strong financial support from the Aaa-rated state
- Significant enrollment increases will provide increased operating appropriations from the state and more auxiliary revenue
- Since launch of NC Promise Program in Fall 2017, trend of enrollment growth has been improving

Credit Challenges

- High dependence on state appropriations which account for 43% of revenues (FY2021)
- Small size
- Thin operating performance and debt service coverage
- High dependence on availability of federal financial aid, serving a high proportion of Pell-eligible students

Moody’s	S&P	Fitch
Aaa	AAA	AAA
Aa1	AA+	AA+
Aa2	AA	AA
Aa3	AA-	AA-
A1	A+	A+
A2	A	A
A3	A-	A-
Baa1	BBB+	BBB+
Baa2	BBB	BBB
Baa3	BBB-	BBB-
----- Non Investment Grade		

Recommendations & Observations

- As enrollment continues to grow, concentrated efforts to improve liquidity, monthly days cash on hand and other cash flow metrics will help improve the credit profile.

8. Peer Comparison

Moody's Key Credit Ratios	Elizabeth City State University	Most Recent Peer Institution Data			
Peer Institution		Lincoln University	Alabama State University	Illinois State University	New Jersey City University
Fiscal Year	2022	2022	2021	2022	2021
Most Senior Rating	Baa1	N/A	Baa3	A3	Ba2
Total Long-Term Debt (\$, in millions)	37	28	53	194	196
Total Cash & Investments (\$, in millions)	61	52	158	575	55
Operating Revenue (\$, in millions)	77	78	279	585	162
Operating Expenses (\$, in millions)	82	81	117	552	157
Market Performance Ratios					
Annual Change in Operating Revenue (%)	-6.0%	27.9%	104.7%	-4.4%	11.4%
Operating Ratios					
Operating Cash Flow Margin (%)	1.5%	14.6%	63.2%	11.3%	12.7%
Wealth & Liquidity Ratios					
Total Cash & Investments to Operating Expenses (x)	0.7	0.6	1.3	1.0	0.3
Total Debt to Operating Expenses (x)	0.5	0.3	0.5	0.4	1.2
Monthly Days Cash on Hand (x)	79	46	136	220	65
Leverage Ratios					
Total Cash & Investments to Total Debt (x)	1.7	1.9	3.0	3.0	0.3
Debt Service to Operating Expenses (%)	2.4%	4.3%	11.1%	2.9%	8.3%
Total Debt-to-Cash Flow (x)	33.0	2.4	0.3	2.9	9.5

*Note: Peers chosen from BOG approved peers if available in Moody's Municipal Financial Ratio Analysis (MFRA) Database. If approved peer data is unavailable, universities with similar credit ratings are used. Data is most recent data available in the MFRA database.

9. Debt Management Policies

ECSU's debt management policy is included in the following pages.

Debt Management Manual

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1. Introduction

Elizabeth City State University (“ECSU”) views its debt capacity as a limited resource that should be used, when appropriate, to help fund the capital investments necessary for the successful implementation of ECSU’s strategic vision to attract and retain a diverse and highly qualified faculty that will educate and lead our students to become productive members of a global and increasingly interdependent society. ECSU will continue to be a leading partner in enhancing educational and cultural opportunities and improving the economic strength in the region. ECSU recognizes the important role that debt-related strategies may play as it makes the necessary investments in its infrastructure in order to become and by maintaining a rigorous focus on academic excellence for dedicated students within their academic programs, engaged faculty and a nurturing campus environment.

This Manual has been developed to assist ECSU’s efforts to manage its debt on a long-term, portfolio basis and in a manner consistent with ECSU’s stated policies, objectives and core values. Like other limited resources, ECSU’s debt capacity should be used and allocated strategically and equitably.

Specifically, the objective of this Manual is to provide a framework that will enable ECSU’s Board of Trustees (the “Board”) and finance staff to:

- (i) Identify and prioritize projects eligible for debt financing;
- (ii) Limit and manage risk within ECSU’s debt portfolio;
- (iii) Establish debt management guidelines and quantitative parameters for evaluating ECSU’s financial health, debt affordability and debt capacity;
- (iv) Manage and protect ECSU’s credit profile in order to improve and maintain ECSU’s credit rating at a strategically optimized level and maintain access to the capital markets; and
- (v) Ensure ECSU remains in compliance with all of its post-issuance obligations and requirements.

This Manual is intended solely for ECSU’s internal planning purposes. The Vice Chancellor for Business and Finance and/or the Controller will review this Manual annually and, if necessary, recommend changes to ensure that it remains consistent with University’s strategic objectives and the evolving demands and accepted practices of the public higher education marketplace. Proposed changes to this Manual are subject to the Chancellor’s approval.

2. Authorization and Oversight

ECSU’s Vice Chancellor for Business and Finance is responsible for the day-to-day management of ECSU’s financial affairs in accordance with the terms of this Manual and for all of ECSU’s debt financing activities. Each University financing will conform to all applicable State and Federal laws.

The Board will consider for approval each proposed financing in accordance with the requirements of any applicable State law.

3. Process for Identifying and Prioritizing Capital Projects Requiring Debt

Only projects that directly or indirectly relate to the mission of ECSU will be considered for debt financing.

- (i) Self-Liquidating Projects – A project that has a related revenue stream (self-liquidating project) will receive priority consideration. Each self-liquidating project financing must be supported by an achievable plan of finance that provides, or identifies sources of funds, sufficient to (1) service the debt associated with the project, (2) pay for any related infrastructure improvements, (3) cover any new or increased operating costs and (4) fund appropriate reserves for anticipated replacement and renovation costs.
- (ii) Energy Conservation Projects – Each energy conservation project financing must provide annual savings sufficient to service the applicable debt and all related monitoring costs.
- (iii) Other Projects – Other projects funded through budgetary savings, gifts and grants will be considered on a case-by-case basis. Any projects that will require gift financing or include a gift financing component must be approved by the Vice Chancellor for Business and Finance before any project-restricted donations are solicited. The fundraising goal for any project to be financed primarily with donations should also include, when feasible, an appropriately sized endowment for deferred maintenance and other ancillary ownership costs. In all cases, institutional strategy, and not donor capacity, must drive the decision to pursue any proposed project.

4. Benchmarks and Debt Ratios

Overview

When evaluating its current financial health and any proposed plan of finance, ECSU considers both its debt affordability and its debt capacity. Debt affordability focuses on ECSU's cash flows and measures ECSU's ability to service its debt through its operating budget and identified revenue streams. Debt capacity, on the other hand, focuses on the relationship between ECSU's net assets and its total debt outstanding.

Debt capacity and affordability are impacted by several factors, including ECSU's enrollment trends, reserve levels, operating performance, ability to generate additional revenues to support debt service, competing capital improvement or programmatic needs, and general market conditions. Because of the number of potential variables, ECSU's debt capacity cannot be calculated based on any single ratio or even a small handful of ratios.

ECSU believes, however, that it is important to consider and monitor objective metrics when evaluating ECSU's financial health and its ability to incur additional debt. To that end, ECSU has identified three key financial ratios that it will use to assess its ability to absorb additional debt based on its current and projected financial condition:

- (i) Debt to Obligated Resources
- (ii) Expendable Resources to Debt
- (iii) Debt Service to Operating Expenses

Note that the selected financial ratios are also monitored as part of the debt capacity study for The University of North Carolina delivered each year under Article 5 of Chapter 116D of the North Carolina General Statutes

(the “UNC Debt Capacity Study”), which ECSU believes will promote clarity and consistency in ECSU’s debt management and planning efforts.

ECSU has established for each ratio a floor or ceiling target, as the case may be, with the expectation that ECSU will operate within the parameters of those ratios most of the time. To the extent possible, the policy ratios established from time to time in this Manual should align with the ratios used in the report ECSU submits each year as part of the UNC Debt Capacity Study. The policy ratios have been established to help preserve ECSU’s financial health and operating flexibility and to ensure ECSU is able to access the market to address capital needs or to take advantage of potential refinancing opportunities. Attaining or maintaining a specific credit rating is not an objective of this Manual.

ECSU recognizes that the policy ratios, while helpful, have limitations and should not be viewed in isolation of ECSU’s strategic plan or other planning tools. In accordance with the recommendations set forth in the initial UNC Debt Capacity Study, ECSU has developed as part of this Manual specific criteria for evaluating and, if warranted, approving critical infrastructure projects even when ECSU has limited debt capacity as calculated by the UNC Debt Capacity Study or the benchmark ratios in this Manual. In such instances, the Board may approve the issuance of debt with respect to a proposed project based on one or more of the following findings:

- (i) The proposed project would generate additional revenues (including, if applicable, dedicated student fees or grants) sufficient to support the financing, which revenues are not currently captured in the benchmark ratios.
- (ii) The proposed project would be financed entirely with private donations based on pledges already in hand.
- (iii) The proposed project is essential to the implementation of one of the Board’s strategic priorities.
- (iv) The proposed project addresses life and safety issues or addresses other critical infrastructure needs.
- (v) Foregoing or delaying the proposed project would result in significant additional costs to ECSU or would negatively impact ECSU’s credit rating.

At no point, however, should ECSU intentionally operate outside an established policy ratio without conscious and explicit planning.

Ratio 1 – Debt to Obligated Resources

What does it measure?	ECSU’s aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt under the General Revenue Bond Statutes
Why is it tracked?	The ratio, which is based on the legal structure proscribed by the General Revenue Bond Statutes, provides a general indication of ECSU’s ability to absorb debt on its balance sheet and is the primary ratio used to calculate ECSU’s “debt capacity” under the methodology used in the UNC Debt Capacity Study
How is it calculated?	Aggregate debt divided by obligated resources*
Policy Ratio:	Not to exceed 2.25x (UNC Debt Capacity Study Target Ratio = 2.00x)

*Available Funds, which is the concept commonly used to capture each UNC’s campus’s obligated resources in its loan and bond documentation, has been used as a proxy for obligated resources. The two concepts are generally identical, though

Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of ECSU's obligated resources.

Ratio 2 – Expendable Resources to Debt

What does it measure?	The number of times ECSU's liquid and expendable net assets covers its aggregate debt
Why is it tracked?	The ratio, which is widely tracked by rating agencies and other capital market participants, is a basic measure of financial health and assesses ECSU's ability to settle its debt obligations using only its available net assets as of a particular date
How is it calculated?	The sum of (1) Adjusted Unrestricted Net Assets and (2) Restricted Expendable Net Assets divided by aggregate debt
Policy Ratio:	0.50x

Ratio 3 – Debt Service to Operating Expenses

What does it measure?	ECSU's debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues
Why is it tracked?	The ratio, which is widely tracked by rating agencies and other capital market participants, evaluates ECSU's relative cost of borrowing to its overall expenditures and provides a measure of ECSU's budgetary flexibility
How is it calculated?	Annual debt service divided by annual operating expenses
Policy Ratio:	Not to exceed 5.50%

Reporting

The Vice Chancellor for Business and Finance will review each ratio in connection with the delivery of the University's audited financials and will provide an annual report to the Board substantially in the form of **Appendix B** detailing (1) the calculation of each ratio for that fiscal year and (2) an explanation for any ratio that falls outside the University's stated policy ratio, along with (a) any applicable recommendations, strategies and an expected timeframe for aligning such ratio with the University's stated policy or (b) the rationale for any recommended changes to any such stated policy ratio going forward (including any revisions necessitated by changes in accounting standards or rating agency methodologies).

5. Debt Portfolio Management and Transaction Structure Considerations

Generally

Numerous types of financing structures and funding sources are available, each with specific benefits, risks, and costs. Potential funding sources and structures will be reviewed and considered by the Vice Chancellor for Business and Finance within the context of this Manual and the overall portfolio to ensure that any financial product or structure is consistent with ECSU's stated objectives. As part of effective debt management, ECSU must also consider its investment and cash management strategies, which influence the desired structure of the debt portfolio.

Method of Sale

ECSU will consider various methods of sale on a transaction-by-transaction basis to determine which method of sale (i.e., competitive, negotiated or private placement) best serves ECSU's strategic plan and financing objectives. In making that determination, ECSU will consider, among other factors: (1) the size and complexity of the issue, (2) the current interest rate environment and other market factors (such as bank and investor appetite) that might affect ECSU's cost of funds, and (3) possible risks associated with each method of sale (e.g., rollover risk associated with a financing that is privately placed with a bank for a committed term that is less than the term of the financing).

Tax Treatment

When feasible and appropriate for the particular project, the use of tax-exempt debt is generally preferable to taxable debt. Issuing taxable debt may reduce ECSU's overall debt affordability due to higher rates but may be appropriate for projects that do not qualify for tax-exemption, or that may require interim funding. For example, taxable debt may be justified if it sufficiently mitigates ECSU's ongoing administrative and compliance risks. When used, taxable debt should be structured to provide maximum repayment flexibility and rapid principal amortization.

Structure and Maturity

To the extent practicable, ECSU should structure its debt to provide for level annual payments of debt service, though ECSU may elect alternative structures when the Vice Chancellor for Business and Finance determines it to be in ECSU's best interest. In addition, when financing projects that are expected to be self-supporting (such as a revenue-producing facility or a facility to be funded entirely through a dedicated fundraising campaign), the debt service may be structured to match future anticipated receipts.

ECSU will use maturity structures that correspond with the life of the facilities financed, not to exceed [30] years. Equipment should be financed for a period not to exceed [120]% of its useful life. Such determinations may be made on a blended basis, taking into account all assets financed as part of a single debt offering. As market dynamics change, maturity structures should be reevaluated. Call features should be structured to provide the highest degree of flexibility relative to cost.

Variable Rate Debt

ECSU recognizes that a degree of exposure to variable interest rates within ECSU's debt portfolio may be desirable in order to (1) take advantage of repayment or restructuring flexibility, (2) benefit from historically lower average interest costs and (3) provide a "match" between debt service requirements and the projected cash flows from ECSU's assets. ECSU's debt portfolio should be managed to ensure that no more than [20%] of ECSU's total debt bears interest at an unhedged variable rate.

ECSU's finance staff will monitor overall interest rate exposure and will analyze and quantify potential risks, including interest rate, liquidity and rollover risks. ECSU may manage the liquidity risk of variable rate debt either through its own working capital/investment portfolio, the type of instrument used, or by using third party sources of liquidity. ECSU may manage interest rate risk in its portfolio through specific budget and central bank management strategies or through the use of derivative instruments.

[Public Private Partnerships]

To address ECSU's anticipated capital needs as efficiently and prudently as possible, ECSU may choose to explore and consider opportunities for alternative and non-traditional transaction structures (collectively, "P3 Arrangements").

Due to their higher perceived risk and increased complexity, and because the cash flows for the project must satisfy the private partner's expected risk-adjusted rate of return, the financing and initial transaction costs for projects acquired through P3 Arrangements are generally higher than projects financed with proceeds of traditional debt instruments. P3 Arrangements should therefore be pursued only when ECSU has determined that (1) a traditional financing alternative is not feasible, (2) a P3 Arrangement will likely produce construction or overall operating results that are superior, faster or more efficient than a traditional delivery model or (3) a P3 Arrangement serves one of the Board's broader strategic objectives (e.g., a decision that operating a particular auxiliary function is no longer consistent with ECSU's core mission).

Absent a compelling strategic reason to the contrary, P3 Arrangements should not be considered if the Vice Chancellor for business and Finance determines, in consultation with ECSU's advisors, that the P3 Arrangement will be viewed as "on-credit" (i.e., treated as University debt) by ECSU's auditors or outside rating agencies. When evaluating whether the P3 Arrangement should be viewed as "on-credit," rating agencies consider ECSU's economic interest in the project and the level of control it exerts over the project. Further, rating agencies will generally treat a P3 Arrangement as University debt if the project is located on ECSU's campus or if the facility is to be used for an essential University function. For this reason, any P3 Arrangement for a university-related facility to be located on land owned by the State, ECSU or a ECSU affiliate must be approved in advance by the Chancellor.

Refunding Considerations

ECSU will actively monitor its outstanding debt portfolio for refunding or restructuring opportunities. Absent a compelling economic or strategic reason to the contrary, ECSU should evaluate opportunities to issue bonds for the purpose of refunding existing debt obligations of ECSU ("Refunding Bonds") using the following general guidelines:

- (i) The life of the Refunding Bonds should not exceed the remaining life of the bonds being refunded.
- (ii) Refunding Bonds issued to achieve debt service savings should have a target savings level measured on a present net value basis of at least [3]% of the par amount refunded.
- (iii) Refunding Bonds that do not achieve debt service savings may be issued to restructure debt or provisions of bond documents if such refunding serves a compelling interest.
- (iv) Refunding Bonds may also be issued to relieve ECSU of certain limitations, covenants, payment obligations or reserve requirements that reduce operational flexibility.

6. Derivative Products

ECSU recognizes that derivative products may provide for more flexible management of the debt portfolio. In certain circumstances, interest rate swaps and other derivatives permit ECSU to adjust its mix of fixed- and variable-rate debt and manage its interest rate exposures. Derivatives may also be an effective way to manage liquidity risks. ECSU will use derivatives only to manage and mitigate risk; ECSU will not use derivatives to create leverage or engage in speculative transactions.

As with underlying debt, ECSU's finance staff will evaluate any derivative product comprehensively, taking into account its potential costs, benefits and risks, including, without limitation, any tax risk, interest rate risk, liquidity risk, credit risk, basis risk, rollover risk, termination risk, counterparty risk, and amortization risk. Before entering into any derivative product, the Vice Chancellor for Business and Finance must (1) conclude, based on the advice of a reputable swap advisor, that the terms of any swap transaction are fair and reasonable under current market conditions and (2) ensure that ECSU's finance staff has a clear understanding of the proposed transaction's costs, cash flow impact and reporting treatment.

ECSU will use derivatives only when the Vice Chancellor for Business and Finance determines, based on the foregoing analysis, that the instrument provides the most effective method for accomplishing ECSU's strategic objectives without imposing inappropriate risks on ECSU.

7. Post-Issuance Compliance Matters

On their adoption, the Vice Chancellor for Business and Finance will attach as **Appendix A** to this Strategy any policies relating to post-issuance compliance.

The University of North Carolina System Debt Capacity Study – Fiscal Year 2022

Fayetteville State University
Institution Report

[Type here]

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1. Executive Summary

Overview of the Institution Report

Pursuant to Article 5 of Chapter 116D of the North Carolina General Statutes (the “*Act*”), Fayetteville State University (“*FSU*”) has submitted this report (this “*Institution Report*”) as part of the annual debt capacity study (the “*Study*”) undertaken by The University of North Carolina (the “*University*”) in accordance with the Act. Each capitalized term used but not defined in this Institution Report has the meaning given to such term in the Study.

This Institution Report details the historical and projected financial information incorporated into the financial model developed in connection with the Study. FSU has used the model to calculate and project the following three financial ratios:

- Debt to Obligated Resources
- Five-Year Payout Ratio
- Debt Service to Operating Expenses

See **Appendix A** to the Study for more information on the ratios and related definitions.

To produce a tailored, meaningful model, FSU, in consultation with the UNC System Office, has set its own policies for each model ratio. For the two statutorily-required ratios—**debt to obligated resources** and the **five-year payout ratio**—FSU has set both a target policy and a floor or ceiling policy, as applicable.

For the purposes of the Study, FSU’s debt capacity reflects the amount of debt FSU could issue during the Study Period without exceeding its ceiling ratio for **debt to obligated resources**, after taking into account debt the General Assembly has previously approved that FSU intends to issue during the Study Period. Details regarding each approved project are provided in Section 3.

This Institution Report also includes the following information required by the Act:

- FSU’s current debt profile, including project descriptions financed with, and the sources of repayment for, FSU’s outstanding debt;
- FSU’s current credit profile, along with recommendations for maintaining or improving FSU’s credit rating; and
- A copy of any FSU debt management policy currently in effect.

Overview of FSU

For the fall 2022 semester, FSU had a headcount student population of approximately 6,787, including 5,748 undergraduate students and 1,039 graduate students. Over the past five years, FSU’s enrollment has increased 7.4%.

FSU’s average age of plant is 15.6 years. Age of plant is a financial ratio calculated by dividing the accumulated depreciation by the annual depreciation expense. A low age of plant generally indicates the institution is taking a sustainable approach to its deferred maintenance and reinvestment programs.

FSU does not anticipate significant additional borrowings during the Study period.

FSU has made no changes to the financial model’s standard growth assumptions.

2. Institution Data

Notes

- Obligated Resources equals Available Funds plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Operating Expenses equals Operating Expenses plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Outstanding debt service is based on FSU’s outstanding debt **as of June 30, 2022**, excluding state appropriated debt (such as energy savings contracts). Debt service is net of any interest subsidies owed to FSU by the federal government (discounted by an assumed 6.2% sequestration rate) and uses reasonable unhedged variable rate assumptions.
- New money debt issued **after June 30, 2022**, together with any legislatively approved debt FSU expects to issue during the Study Period, **are included** in the model as “proposed debt service” and are taken into account in the projected financial ratios shown in this Institution Report.
- Repayments, redemptions or refundings that have occurred **after June 30, 2022** are not included in the model, meaning the debt service schedules reflected below may overstate FSU’s current debt burden.

Obligated Resources						Outstanding Debt				
Fiscal Year	Available Funds (Before GASB Adjustment)	GASB 68 Adjustment	GASB 75 Adjustment	AF Growth	Available Funds (After GASB Adjustment)	Fiscal Year	Principal	Net Interest	Debt Service	Principal Balance
2018	(96,161,998)	7,522,665	119,850,968		31,211,635	2023	1,563,000	1,959,974	3,522,974	37,219,000
2019	(102,038,811)	8,621,417	115,635,037	-28.82%	22,217,643	2024	1,151,000	1,858,123	3,009,123	36,068,000
2020	(108,071,516)	12,533,723	111,658,047	-27.44%	16,120,253	2025	1,383,000	1,644,468	3,027,468	34,685,000
2021	(95,654,586)	14,798,692	104,135,645	44.41%	23,279,751	2026	1,465,000	1,591,336	3,056,336	33,220,000
2022	(72,606,493)	11,331,250	96,075,810	49.49%	34,800,567	2027	1,548,000	1,531,104	3,079,104	31,672,000
2023	36,530,155	-	-	4.97%	36,530,155	2028	1,631,000	1,467,448	3,098,448	30,041,000
2024	38,345,704	-	-	4.97%	38,345,704	2029	1,715,000	1,399,332	3,114,332	28,326,000
2025	39,810,510	-	-	3.82%	39,810,510	2030	1,804,000	1,327,763	3,131,763	26,522,000
2026	41,331,271	-	-	3.82%	41,331,271	2031	1,909,000	1,252,137	3,161,137	24,613,000
2027	42,910,126	-	-	3.82%	42,910,126	2032	2,015,000	1,171,795	3,186,795	22,598,000
Operating Expenses						2033	2,126,000	1,086,362	3,212,362	20,472,000
Fiscal Year	Operating Exp.	GASB 68 Adjustment	GASB 75 Adjustment	Growth	Operating Exp.	2034	2,242,000	995,949	3,237,949	18,230,000
2018	118,979,737	(907,886)	668,689		118,740,540	2035	1,555,000	911,500	2,466,500	16,675,000
2019	119,814,058	(1,095,127)	4,216,602	3.53%	122,935,533	2036	1,660,000	833,750	2,493,750	15,015,000
2020	119,110,192	(3,912,306)	3,907,543	-3.12%	119,105,429	2037	1,775,000	750,750	2,525,750	13,240,000
2021	125,792,799	(2,264,969)	6,181,088	8.90%	129,708,918	2038	1,885,000	662,000	2,547,000	11,355,000
2022	142,175,786	3,401,350	7,528,686	18.04%	153,105,822	2039	2,005,000	567,750	2,572,750	9,350,000
2023	160,715,181	-	-	4.97%	160,715,181	2040	2,135,000	467,500	2,602,500	7,215,000
2024	168,702,726	-	-	4.97%	168,702,726	2041	2,265,000	360,750	2,625,750	4,950,000
2025	175,147,170	-	-	3.82%	175,147,170	2042	2,400,000	247,500	2,647,500	2,550,000
2026	181,837,792	-	-	3.82%	181,837,792	2043	2,550,000	127,500	2,677,500	-
2027	188,783,996	-	-	3.82%	188,783,996	2044			-	-
						2045			-	-
						2046			-	-

3. Proposed Debt Financings

While FSU evaluates its capital investment needs on a regular basis, FSU currently has no legislatively approved projects that it anticipates financing during the Study Period.

4. Financial Ratios

Debt to Obligated Resources

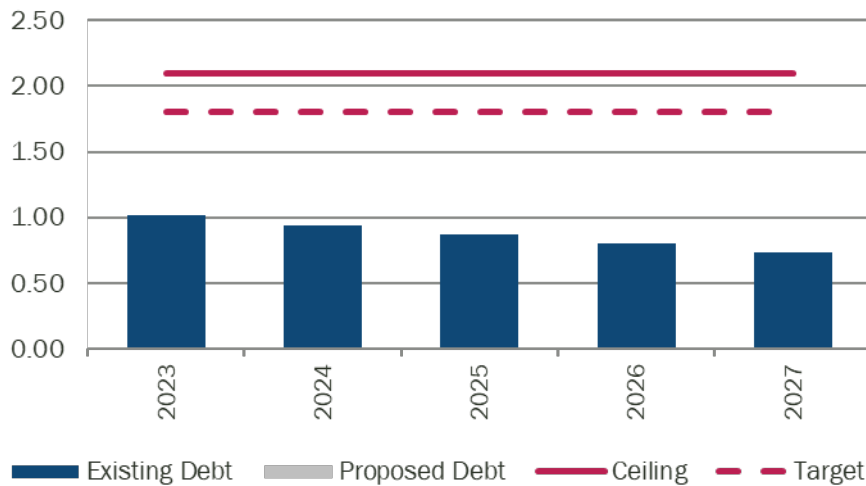
- **What does it measure?** FSU’s aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt.
- **How is it calculated?** Aggregate debt divided by obligated resources*
- Target Ratio: 1.80
- Ceiling Ratio: Not to exceed 2.10
- Projected 2023 Ratio: 1.02
- Highest Study Period Ratio: 1.02 (2023)

*Available Funds, which is the concept commonly used to capture an institution’s obligated resources in its loan and bond documentation, has been used in the model as a proxy for obligated resources. For most institutions, the two concepts are identical, though Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of an institution’s obligated resources.

Debt to Obligated Resources

Fiscal Year	Obligated Resources	Growth	Existing Debt	Proposed Debt	Ratio - Existing	Ratio - Proposed	Ratio - Total
2023	36,530,155	4.97%	37,219,000	-	1.02	n/a	1.02
2024	38,345,704	4.97%	36,068,000	-	0.94	n/a	0.94
2025	39,810,510	3.82%	34,685,000	-	0.87	n/a	0.87
2026	41,331,271	3.82%	33,220,000	-	0.80	n/a	0.80
2027	42,910,126	3.82%	31,672,000	-	0.74	n/a	0.74

Debt to Obligated Resources



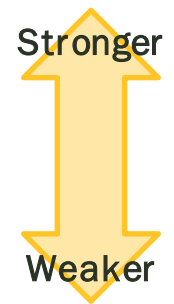
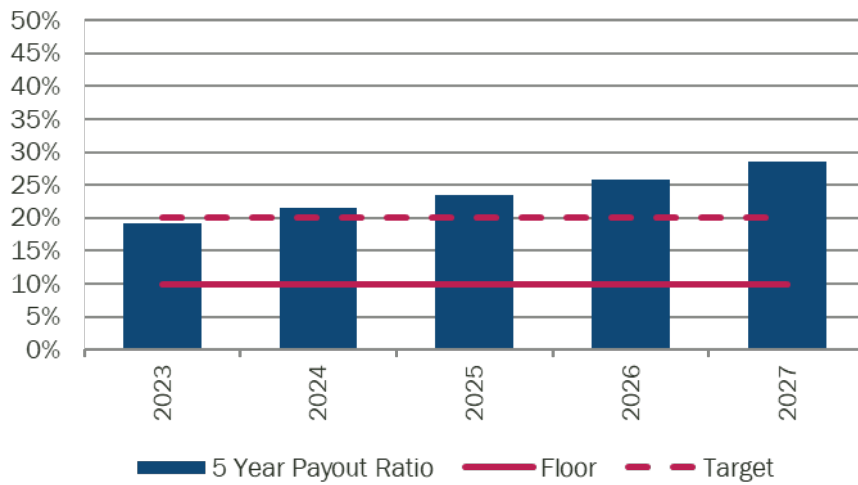
5-Year Payout Ratio Overview

- **What does it measure?** The percentage of FSU’s debt scheduled to be retired in the next five years.
- **How is it calculated?** Aggregate principal to be paid in the next five years divided by aggregate debt
- Target Ratio: 20%
- Floor Ratio: Not less than 10%
- Projected 2023 Ratio: 19%
- Lowest Study Period Ratio: 19% (2023)

5-Year Payout Ratio

Fiscal Year	Principal Balance	Ratio
2023	37,219,000	19%
2024	36,068,000	21%
2025	34,685,000	24%
2026	33,220,000	26%
2027	31,672,000	29%

5-Year Payout Ratio



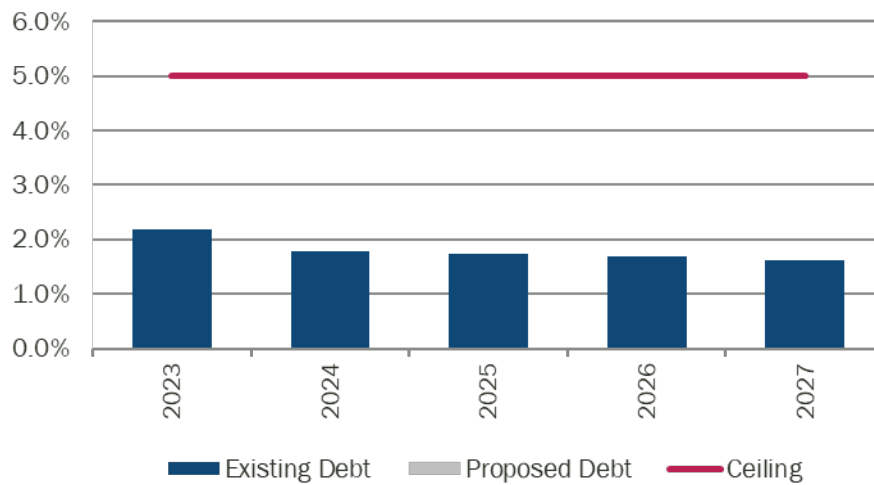
Debt Service to Operating Expenses

- **What does it measure?** FSU’s debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues.
 - **How is it calculated?** Annual debt service divided by annual operating expenses (as adjusted to include interest expense of proposed debt)
- Policy Ratio: Not to exceed 5.00%
 - Projected 2023 Ratio: 2.19%
 - Highest Study Period Ratio: 2.19% (2023)

Debt Service to Operating Expenses

Fiscal Year	Operating Expenses	Growth	Existing DS	Proposed DS	Ratio - Existing	Ratio - Proposed	Ratio - Total
2023	160,715,181	4.97%	3,522,974	-	2.19%	n/a	2.19%
2024	168,702,726	4.97%	3,009,123	-	1.78%	n/a	1.78%
2025	175,147,170	3.82%	3,027,468	-	1.73%	n/a	1.73%
2026	181,837,792	3.82%	3,056,336	-	1.68%	n/a	1.68%
2027	188,783,996	3.82%	3,079,104	-	1.63%	n/a	1.63%

Debt Service to Operating Expenses



5. Debt Capacity Calculation

Debt Capacity Calculation

- For the purposes of this Institution Report and the Study, FSU’s debt capacity is based on the amount of debt FSU could issue during the Study Period (after taking into account any legislatively approved projects detailed in **Section 3** above) without exceeding its ceiling ratio for **debt to obligated resources**.
- As presented below, FSU’s current debt capacity equals **the lowest constraint on its debt capacity** in any single year during the Study Period.
- Based solely on the **debt to obligated resources** ratio, FSU’s current estimated debt capacity is **\$39,494,326**. After taking into account any legislatively approved projects detailed in **Section 3** above, if FSU issued no additional debt until the last year of the Study Period, then FSU’s debt capacity for 2027 is projected to increase to **\$58,439,264**.

Fiscal Year	Debt to Obligated Resources (Current Ratio)	Debt to Obligated Resources (Ceiling)	Debt Capacity Calculation
2023	1.02	2.10	39,494,326
2024	0.94	2.10	44,457,978
2025	0.87	2.10	48,917,071
2026	0.80	2.10	53,575,670
2027	0.74	2.10	58,439,264

Limitations on Debt Capacity, Credit Rating Implications, and Comment from FSU

- The debt capacity calculation shown above provides a general indication of FSU’s ability to absorb debt on its balance sheet during the Study Period and may help identify trends and issues over time.
- “**Debt capacity**” does not necessarily equate to “**debt affordability**,” which takes into account a number of quantitative and qualitative factors, including project revenues and expenses, cost of funds and competing strategic priorities.
- **If FSU were to use all of its calculated debt capacity during the Study Period, FSU’s credit ratings may face significant downward pressure.**
- Projecting the exact amount FSU could issue during the Study Period without negatively impacting its credit rating is difficult for a number of reasons.
 - **Use of Multiple Factors**
 - Any single financial ratio makes up only a fraction of the “scorecard” used by rating agencies to guide their credit analysis.
 - Under Moody’s approach, for example, the **financial leverage ratio** accounts for only **10%** of an issuer’s overall score.
 - **The State’s Impact**
 - In assessing each institution’s credit rating, rating agencies also consider the State’s credit rating and demographic trends, the health of its pension system, the level of support it has historically provided to the institution, and any legislation or policies affecting campus operations.

- Historically, each institution's credit rating has been bolstered by the State's strong support and overall financial health. As a result, many institutions "underperform" relative to the national median ratios for their rating category.
- If "debt capacity" were linked to those national median ratios, many institutions would have limited debt capacity for an extended period of time.
- **Factor Interdependence**
 - The quantitative and qualitative factors interact with one another in ways that are difficult to predict.
 - For example, a university's "**strategic positioning**" score, which accounts for 10% of its overall score under Moody's criteria, could deteriorate if a university either (1) issued excessive debt or (2) failed to reinvest in its campus to address its deferred maintenance obligations.
- **Distortions Across Rating Categories**
 - Because quantitative ratios account for only a portion of an issuer's final rating, the national median for any single ratio is not perfectly correlated to rating outcomes, meaning the median ratio for a lower rating category may be more stringent than the median ratio for a higher rating category. For the highest and lowest rating categories, the correlation between any single ratio and rating outcomes becomes even weaker.
 - Tying capacity directly to ratings may also distort strategic objectives. For example, an institution may be penalized for improving its rating, as it may suddenly lose all of its debt capacity because it must now comply with a much more stringent ratio.

6. Debt Profile

FSU's detailed debt profile, including a brief description of each financed project and the source of repayment for each outstanding debt obligation, is reflected in the table on the following page.

Summary of Debt Outstanding as of FYE June 30, 2022						
Series	Dated Date	Outstanding Par Amount	Final Maturity	Type	Purpose	Source of Repayment
2013 A FSU	09/12/2013	20,110,000.00	04/01/2043	General Revenue	Student Center Renovation	Debt Service Fee
2015 FSU	06/30/2015	203,000.00	04/01/2023	General Revenue	Refinance 2005	Meal Plan Fee
2017 FSU	02/15/2017	8,024,000.00	11/01/2033	Housing Revenue	Restructure 2001 Bonds	Housing Revenue
2021 FSU	05/27/2021	14,450,000.00	04/01/2043	Limited Obligation	Refunding 2011	Housing Revenue
Total		42,787,000.00				
New debt to be issued in FY23						
Series	Dated Date	Outstanding Par Amount	Final Maturity	Type	Purpose	Source of Repayment
2023 FSU	01/13/2023	15,720,000.00	04/01/2043	General Revenue	Refunding 2013A	Debt Service Fee

7. Credit Profile

The following page provides a snapshot of FSU's current credit ratings, along with (1) a summary of various credit factors identified in FSU's most recent rating report and (2) recommendations for maintaining and improving FSU's credit ratings in the future.



Credit Profile of the University – (General Revenue)

Overview

- Standard and Poor’s upgraded its rating on FSU’s debt to A- with a stable outlook.
- Fitch’s rating on FSU’s general revenue bonds is A with a stable outlook.

Key Information Noted in Rating Reports

Credit Strengths

- Substantial operating and capital support from the state of North Carolina
- Strong retention rate and growing enrollment
- Substantial federal support from Pell grants and COVID stimulus funding
- Modest level of debt compared to financial resources

Credit Challenges

- Weakening of selectivity over the past five years
- History of operating deficits prior to COVID stimulus funding creating surpluses
- Low level of unrestricted net assets relative to operating expenses
- Off-campus competition for housing, with three alternatives in close proximity to campus

Moody's	S&P	Fitch
Aaa	AAA	AAA
Aa1	AA+	AA+
Aa2	AA	AA
Aa3	AA-	AA-
A1	A+	A+
A2	A	A
A3	A-	A-
Baa1	BBB+	BBB+
Baa2	BBB	BBB
Baa3	BBB-	BBB-

Non Investment Grade

Recommendations & Observations

- Continue to develop and implement strategies and policies to meet FSU’s unique challenges, including strategies to stabilize and improve enrollment, operating revenue and financial reserves.
- Differential between the student union fee and debt service will improve as enrollment grows and this fee gets applied to broader number of students.
- Failure to generate growing available funds which are pledged to FSU’s debt will continue to put pressure on FSU’s credit outlook.

8. Peer Comparison

Moody's Key Credit Ratios	Fayetteville State University	Most Recent Peer Institution Data		
Peer Institution		Alabama State University	Illinois State University	Lincoln University
Fiscal Year	2022	2021	2022	2022
Most Senior Rating	A3*	Baa3	A3	N/A
Total Long-Term Debt (\$, in millions)	53	53	194	28
Total Cash & Investments (\$, in millions)	64	158	575	52
Operating Revenue (\$, in millions)	92	279	585	78
Operating Expenses (\$, in millions)	154	117	552	81
Market Performance Ratios				
Annual Change in Operating Revenue (%)	12.9%	104.7%	-4.4%	27.9%
Wealth & Liquidity Ratios				
Total Cash & Investments to Operating Expenses (x)	0.4	1.3	1.0	0.6
Total Debt to Operating Expenses (x)	0.3	0.5	0.4	0.3
Leverage Ratios				
Total Cash & Investments to Total Debt (x)	1.2	3.0	3.0	1.9
Debt Service to Operating Expenses (%)	2.5%	11.1%	2.9%	4.3%

Note: Moody's does not rate FSU. The rating is based on the comparable rating from Standard and Poor's. Peers chosen from BOG approved peers. If approved peer data is unavailable, universities with similar credit ratings are used. Data is the most recent available from audited financial statements and Moody's MFRA database.

9. Debt Management Policies

FSU's current debt policy is included in the following pages.

Debt Management Policy

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2. Authorization and Oversight	3
3. Process for Identifying and Prioritizing Capital Projects Requiring Debt	3
4. Benchmarks and Debt Ratios	4
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1. Introduction

Fayetteville State University (“FSU”) views its debt capacity as a limited resource that should be used, when appropriate, to help fund the capital investments necessary for the successful implementation of FSU’s strategic vision to be a leading institution of opportunity and diversity committed to developing learned and responsible global citizens. FSU recognizes the important role that debt-related strategies may play as it makes the necessary investments in its infrastructure in order to become and remain the destination institution for dedicated students seeking challenging academic programs, engaged faculty and a vibrant campus culture.

This Policy has been developed to assist FSU’s efforts to manage its debt on a long-term, portfolio basis and in a manner consistent with FSU’s stated policies, objectives and core values. Like other limited resources, FSU’s debt capacity should be used and allocated strategically and equitably.

Specifically, the objective of this Policy is to provide a framework that will enable FSU’s Board of Trustees (the “Board”) and finance staff to:

- (i) Identify and prioritize projects eligible for debt financing;
- (ii) Limit and manage risk within FSU’s debt portfolio;
- (iii) Establish debt management guidelines and quantitative parameters for evaluating FSU’s financial health, debt affordability and debt capacity;
- (iv) Manage and protect FSU’s credit profile in order to maintain FSU’s credit rating at a strategically optimized level and maintain access to the capital markets; and
- (v) Ensure FSU remains in compliance with all of its post-issuance obligations and requirements.

This Policy is intended solely for FSU’s internal planning purposes. The Vice Chancellor for Business and Finance will review this Policy annually and, if necessary, recommend changes to ensure that it remains consistent with University’s strategic objectives and the evolving demands and accepted practices of the public higher education marketplace. Proposed changes to this Policy are subject to the Board’s approval.

2. Authorization and Oversight

FSU’s Vice Chancellor for Business and Finance is responsible for the day-to-day management of FSU’s financial affairs in accordance with the terms of this Policy and for all of FSU’s debt financing activities. Each University financing will conform to all applicable State and Federal laws.

The Board will consider for approval each proposed financing in accordance with the requirements of any applicable State law.

3. Process for Identifying and Prioritizing Capital Projects Requiring Debt

Only projects that directly or indirectly relate to the mission of FSU will be considered for debt financing.

- (i) Self-Liquidating Projects – A project that has a related revenue stream (self-liquidating project) will receive priority consideration. Each self-liquidating project financing must be supported by an achievable plan of finance that provides, or identifies sources of funds, sufficient to (1) service the debt associated with the project, (2) pay for any related infrastructure improvements, (3) cover any new or increased operating costs and (4) fund appropriate reserves for anticipated replacement and renovation costs.
- (ii) Energy Conservation Projects – Each energy conservation project financing must provide annual savings sufficient to service the applicable debt and all related monitoring costs.
- (iii) Other Projects – Other projects funded through budgetary savings, gifts and grants will be considered on a case-by-case basis. Any projects that will require gift financing or include a gift financing component must be jointly approved by the Vice Chancellor for Business and Finance and the Foundation Assistant before any project-restricted donations are solicited. The fundraising goal for any project to be financed primarily with donations should also include, when feasible, an appropriately-sized endowment for deferred maintenance and other ancillary ownership costs. In all cases, institutional strategy, and not donor capacity, must drive the decision to pursue any proposed project.

4. Benchmarks and Debt Ratios

Overview

When evaluating its current financial health and any proposed plan of finance, FSU takes into account both its debt affordability and its debt capacity. Debt affordability focuses on FSU's cash flows and measures FSU's ability to service its debt through its operating budget and identified revenue streams. Debt capacity, on the other hand, focuses on the relationship between FSU's net assets and its total debt outstanding.

Debt capacity and affordability are impacted by a number of factors, including FSU's enrollment trends, reserve levels, operating performance, ability to generate additional revenues to support debt service, competing capital improvement or programmatic needs, and general market conditions. Because of the number of potential variables, FSU's debt capacity cannot be calculated based on any single ratio or even a small handful of ratios.

FSU believes, however, that it is important to consider and monitor objective metrics when evaluating FSU's financial health and its ability to incur additional debt. To that end, FSU has identified three key financial ratios that it will use to assess its ability to absorb additional debt based on its current and projected financial condition:

- (i) Debt to Obligated Resources
- (ii) Expendable Resources to Debt
- (iii) Debt Service to Operating Expenses

Note that the selected financial ratios are also monitored as part of the debt capacity study for The University of North Carolina delivered each year under Article 5 of Chapter 116D of the North Carolina General Statutes (the "UNC Debt Capacity Study"), which FSU believes will promote clarity and consistency in FSU's debt management and planning efforts.

FSU has established for each ratio a floor or ceiling target, as the case may be, with the expectation that FSU will operate within the parameters of those ratios most of the time. To the extent possible, the policy ratios established from time to time in this Policy should align with the ratios used in the report FSU submits each year as part of the UNC Debt Capacity Study. The policy ratios have been established to help preserve FSU's financial health and operating flexibility and to ensure FSU is able to access the market to address capital needs or to take advantage of potential refinancing opportunities. Attaining or maintaining a specific credit rating is not an objective of this Policy.

FSU recognizes that the policy ratios, while helpful, have limitations and should not be viewed in isolation of FSU's strategic plan or other planning tools. In accordance with the recommendations set forth in the initial UNC Debt Capacity Study delivered April 1, 2016, FSU has developed as part of this Policy specific criteria for evaluating and, if warranted, approving critical infrastructure projects even when FSU has limited debt capacity as calculated by the UNC Debt Capacity Study or the benchmark ratios in this Policy. In such instances, the Board may approve the issuance of debt with respect to a proposed project based on one or more of the following findings:

- (i) The proposed project would generate additional revenues (including, if applicable, dedicated student fees or grants) sufficient to support the financing, which revenues are not currently captured in the benchmark ratios.
- (ii) The proposed project would be financed entirely with private donations based on pledges already in hand.
- (iii) The proposed project is essential to the implementation of one of the Board's strategic priorities.
- (iv) The proposed project addresses life and safety issues or addresses other critical infrastructure needs.
- (v) Foregoing or delaying the proposed project would result in significant additional costs to FSU or would negatively impact FSU's credit rating.

At no point, however, should FSU intentionally operate outside an established policy ratio without conscious and explicit planning.

Ratio 1 – Debt to Obligated Resources

What does it measure?	FSU's aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt under the General Revenue Bond Statutes
Why is it tracked?	The ratio, which is based on the legal structure proscribed by the General Revenue Bond Statutes, provides a general indication of FSU's ability to absorb debt on its balance sheet and is the primary ratio used to calculate FSU's "debt capacity" under the methodology used in the UNC Debt Capacity Study
How is it calculated?	Aggregate debt divided by obligated resources*
Policy Ratio:	Not to exceed 2.10x (UNC Debt Capacity Study Target Ratio = 1.80x)

*Available Funds, which is the concept commonly used to capture each UNC's campus's obligated resources in its loan and bond documentation, has been used as a proxy for obligated resources. The two concepts are generally identical, though

Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of FSU's obligated resources.

Ratio 2 – Expendable Resources to Debt

What does it measure? The number of times FSU's liquid and expendable net assets covers its aggregate debt

Why is it tracked? The ratio, which is widely tracked by rating agencies and other capital market participants, is a basic measure of financial health and assesses FSU's ability to settle its debt obligations using only its available net assets as of a particular date

How is it calculated? The sum of (1) Adjusted Unrestricted Net Assets and (2) Restricted Expendable Net Assets divided by aggregate debt

Policy Ratio: Not less than 0.35x

Ratio 3 – Debt Service to Operating Expenses

What does it measure? FSU's debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues

Why is it tracked? The ratio, which is widely tracked by rating agencies and other capital market participants, evaluates FSU's relative cost of borrowing to its overall expenditures and provides a measure of FSU's budgetary flexibility

How is it calculated? Annual debt service divided by annual operating expenses

Policy Ratio: Not to exceed 5.00%

Reporting

The Vice Chancellor for Business and Finance will review each ratio in connection with the delivery of the University's audited financials and will provide an annual report to the Board substantially in the form of **Appendix A** detailing (1) the calculation of each ratio for that fiscal year and (2) an explanation for any ratio that falls outside the University's stated policy ratio, along with (a) any applicable recommendations, strategies and an expected timeframe for aligning such ratio with the University's stated policy or (b) the rationale for any recommended changes to any such stated policy ratio going forward (including any revisions necessitated by changes in accounting standards or rating agency methodologies).

5. Debt Portfolio Management and Transaction Structure Considerations

Generally

Numerous types of financing structures and funding sources are available, each with specific benefits, risks, and costs. Potential funding sources and structures will be reviewed and considered by the Vice Chancellor for Business and Finance within the context of this Policy and the overall portfolio to ensure that any financial product or structure is consistent with FSU's stated objectives. As part of effective debt management, FSU must

also consider its investment and cash management strategies, which influence the desired structure of the debt portfolio.

Method of Sale

FSU will consider various methods of sale on a transaction-by-transaction basis to determine which method of sale (i.e., competitive, negotiated or private placement) best serves FSU's strategic plan and financing objectives. In making that determination, FSU will consider, among other factors: (1) the size and complexity of the issue, (2) the current interest rate environment and other market factors (such as bank and investor appetite) that might affect FSU's cost of funds, and (3) possible risks associated with each method of sale (e.g., rollover risk associated with a financing that is privately placed with a bank for a committed term that is less than the term of the financing).

Tax Treatment

When feasible and appropriate for the particular project, the use of tax-exempt debt is generally preferable to taxable debt. Issuing taxable debt may reduce FSU's overall debt affordability due to higher rates but may be appropriate for projects that do not qualify for tax-exemption, or that may require interim funding. For example, taxable debt may be justified if it sufficiently mitigates FSU's ongoing administrative and compliance risks. When used, taxable debt should be structured to provide maximum repayment flexibility and rapid principal amortization.

Structure and Maturity

To the extent practicable, FSU should structure its debt to provide for level annual payments of debt service, though FSU may elect alternative structures when the Vice Chancellor for Business and Finance determines it to be in FSU's best interest. In addition, when financing projects that are expected to be self-supporting (such as a revenue-producing facility or a facility to be funded entirely through a dedicated fundraising campaign), the debt service may be structured to match future anticipated receipts.

FSU will use maturity structures that correspond with the life of the facilities financed, not to exceed 30 years. Equipment should be financed for a period not to exceed 120% of its useful life. Such determinations may be made on a blended basis, taking into account all assets financed as part of a single debt offering. As market dynamics change, maturity structures should be reevaluated. Call features should be structured to provide the highest degree of flexibility relative to cost.

Variable Rate Debt

FSU recognizes that a degree of exposure to variable interest rates within FSU's debt portfolio may be desirable in order to (1) take advantage of repayment or restructuring flexibility, (2) benefit from historically lower average interest costs and (3) provide a "match" between debt service requirements and the projected cash flows from FSU's assets. FSU's debt portfolio should be managed to ensure that no more than 20% of FSU's total debt bears interest at an unhedged variable rate.

FSU's finance staff will monitor overall interest rate exposure and will analyze and quantify potential risks, including interest rate, liquidity and rollover risks. FSU may manage the liquidity risk of variable rate debt either through its own working capital/investment portfolio, the type of instrument used, or by using third party sources of liquidity. FSU may manage interest rate risk in its portfolio through specific budget and central bank management strategies or through the use of derivative instruments.

Refunding Considerations

FSU will actively monitor its outstanding debt portfolio for refunding or restructuring opportunities. Absent a compelling economic or strategic reason to the contrary, FSU should evaluate opportunities to issue bonds for the purpose of refunding existing debt obligations of FSU ("Refunding Bonds") using the following general guidelines:

- (i) The life of the Refunding Bonds should not exceed the remaining life of the bonds being refunded.
- (ii) Refunding Bonds issued to achieve debt service savings should have a target savings level measured on a present net value basis of at least 3% of the par amount refunded.
- (iii) Refunding Bonds that do not achieve debt service savings may be issued to restructure debt or provisions of bond documents if such refunding serves a compelling interest.
- (iv) Refunding Bonds may also be issued to relieve FSU of certain limitations, covenants, payment obligations or reserve requirements that reduce operational flexibility.

6. Derivative Products

FSU recognizes that derivative products may provide for more flexible management of the debt portfolio. In certain circumstances, interest rate swaps and other derivatives permit FSU to adjust its mix of fixed- and variable-rate debt and manage its interest rate exposures. Derivatives may also be an effective way to manage liquidity risks. FSU will use derivatives only to manage and mitigate risk; FSU will not use derivatives to create leverage or engage in speculative transactions.

As with underlying debt, FSU's finance staff will evaluate any derivative product comprehensively, taking into account its potential costs, benefits and risks, including, without limitation, any tax risk, interest rate risk, liquidity risk, credit risk, basis risk, rollover risk, termination risk, counterparty risk, and amortization risk. Before entering into any derivative product, the Vice Chancellor for Business and Finance must (1) conclude, based on the advice of a reputable swap advisor, that the terms of any swap transaction are fair and reasonable under current market conditions and (2) ensure that FSU's finance staff has a clear understanding of the proposed transaction's costs, cash flow impact and reporting treatment.

FSU will use derivatives only when the Vice Chancellor for Business and Finance determines, based on the foregoing analysis, that the instrument provides the most effective method for accomplishing FSU's strategic objectives without imposing inappropriate risks on FSU.

The University of North Carolina System Debt Capacity Study – Fiscal Year 2022

North Carolina A&T State University
Institution Report

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1. Executive Summary

Overview of the Institution Report

Pursuant to Article 5 of Chapter 116D of the North Carolina General Statutes (the “*Act*”), North Carolina A&T State University (“*N.C. A&T*”) has submitted this report (this “*Institution Report*”) as part of the annual debt capacity study (the “*Study*”) undertaken by The University of North Carolina (the “*University*”) in accordance with the Act. Each capitalized term used but not defined in this Institution Report has the meaning given to such term in the Study.

This Institution Report details the historical and projected financial information incorporated into the financial model developed in connection with the Study. N.C. A&T has used the model to calculate and project the following three financial ratios:

- Debt to Obligated Resources
- Five-Year Payout Ratio
- Debt Service to Operating Expenses

See **Appendix A** to the Study for more information on the ratios and related definitions.

To produce a tailored, meaningful model, N.C. A&T, in consultation with the UNC System Office, has set its own policies for each model ratio. For the two statutorily-required ratios—**debt to obligated resources** and the **five-year payout ratio**—N.C. A&T has set both a target policy and a floor or ceiling policy, as applicable.

For the purposes of the Study, N.C. A&T’s debt capacity reflects the amount of debt N.C. A&T could issue during the Study Period without exceeding its ceiling ratio for **debt to obligated resources**, after taking into account debt the General Assembly has previously approved that N.C. A&T intends to issue during the Study Period. Details regarding each approved project are provided in Section 3.

This Institution Report also includes the following information required by the Act:

- N.C. A&T’s current debt profile, including project descriptions financed with, and the sources of repayment for, N.C. A&T’s outstanding debt;
- N.C. A&T’s current credit profile, along with recommendations for maintaining or improving N.C. A&T’s credit rating; and
- A copy of any N.C. A&T debt management policy currently in effect.

Overview of N.C. A&T

For the fall 2022 semester, N.C. A&T had a headcount student population of 13,487, including 11,833 undergraduate students and 1,654 graduate students. Over the past five years, N.C. A&T’s enrollment has increased approximately 12%.

N.C. A&T’s average age of plant is 14.0 years. Age of plant is a financial ratio calculated by dividing the accumulated depreciation by the annual depreciation expense. A low age of plant generally indicates the institution is taking a sustainable approach to its deferred maintenance and reinvestment programs.

N.C. A&T does not anticipate significant additional borrowings during the Study period. N.C. A&T has made no changes to the financial model’s standard growth assumptions.

2. Institution Data

Notes

- Obligated Resources equals Available Funds plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Operating Expenses equals Operating Expenses plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Outstanding debt service is based on N.C. A&T’s outstanding debt **as of June 30, 2022**, excluding state appropriated debt (such as energy savings contracts). Debt service is net of any interest subsidies owed to N.C. A&T by the federal government (discounted by an assumed 6.2% sequestration rate) and uses reasonable unhedged variable rate assumptions.
- New money debt issued **after June 30, 2022**, together with any legislatively approved debt N.C. A&T expects to issue during the Study Period, **are included** in the model as “proposed debt service” and are taken into account in the projected financial ratios shown in this Institution Report.
- Repayments, redemptions or refundings that have occurred **after June 30, 2022** are not included in the model, meaning the debt service schedules reflected below may overstate N.C. A&T’s current debt burden.

Obligated Resources						Outstanding Debt				
Fiscal Year	Available Funds (Before GASB Adjustment)	GASB 68 Adjustment	GASB 75 Adjustment	AF Growth	Available Funds (After GASB Adjustment)	Fiscal Year	Principal	Net Interest	Debt Service	Principal Balance
2018	(179,880,407)	14,329,939	261,855,241		96,304,773	2023	2,595,000	3,535,763	6,130,763	85,085,000
2019	(163,988,895)	16,138,225	249,520,134	5.57%	101,669,464	2024	2,665,000	3,460,026	6,125,026	82,420,000
2020	(135,052,538)	23,726,054	236,896,849	23.51%	125,570,365	2025	2,775,000	3,360,657	6,135,657	79,645,000
2021	(58,628,913)	29,052,910	219,703,421	51.41%	190,127,418	2026	2,880,000	3,245,231	6,125,231	76,765,000
2022	(24,174,015)	23,806,717	204,137,773	7.18%	203,770,475	2027	3,000,000	3,122,957	6,122,957	73,765,000
2023	213,897,868	-	-	4.97%	213,897,868	2028	3,285,000	2,989,392	6,274,392	70,480,000
2024	224,528,592	-	-	4.97%	224,528,592	2029	3,405,000	2,871,767	6,276,767	67,075,000
2025	233,105,584	-	-	3.82%	233,105,584	2030	3,495,000	2,774,166	6,269,166	63,580,000
2026	242,010,217	-	-	3.82%	242,010,217	2031	3,600,000	2,669,428	6,269,428	59,980,000
2027	251,255,007	-	-	3.82%	251,255,007	2032	3,740,000	2,532,283	6,272,283	56,240,000
						2033	3,695,000	2,364,456	6,059,456	52,545,000
						2034	3,840,000	2,215,570	6,055,570	48,705,000
						2035	3,500,000	2,071,265	5,571,265	45,205,000
						2036	3,665,000	1,906,633	5,571,633	41,540,000
						2037	3,835,000	1,733,999	5,568,999	37,705,000
						2038	4,025,000	1,552,800	5,577,800	33,680,000
						2039	3,570,000	1,370,700	4,940,700	30,110,000
						2040	3,755,000	1,187,575	4,942,575	26,355,000
						2041	3,950,000	994,950	4,944,950	22,405,000
						2042	4,130,000	813,600	4,943,600	18,275,000
						2043	4,300,000	645,000	4,945,000	13,975,000
						2044	4,475,000	469,500	4,944,500	9,500,000
						2045	4,655,000	286,900	4,941,900	4,845,000
						2046	4,845,000	96,900	4,941,900	-

Operating Expenses					
Fiscal Year	Operating Exp.	GASB 68 Adjustment	GASB 75 Adjustment	Growth	Operating Exp.
2018	283,882,359	(1,659,280)	3,210,079		285,433,158
2019	292,782,302	(1,793,901)	12,477,212	6.32%	303,465,613
2020	305,148,378	(7,587,829)	12,485,997	2.17%	310,046,546
2021	302,192,252	(5,326,856)	14,251,726	0.35%	311,117,122
2022	341,446,075	5,246,193	14,389,989	16.06%	361,082,257
2023	379,028,045	-	-	4.97%	379,028,045
2024	397,865,739	-	-	4.97%	397,865,739
2025	413,064,210	-	-	3.82%	413,064,210
2026	428,843,263	-	-	3.82%	428,843,263
2027	445,225,076	-	-	3.82%	445,225,076

3. Proposed Debt Financings

While N.C. A&T evaluates its capital investment needs on a regular basis, N.C. A&T currently has no legislatively approved projects that it anticipates financing during the Study period.

4. Financial Ratios

Debt to Obligated Resources

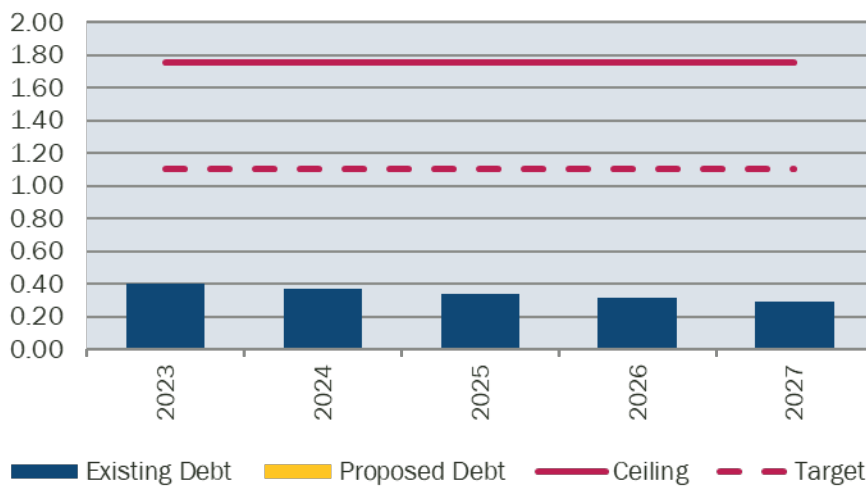
- **What does it measure?** N.C. A&T’s aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt.
- **How is it calculated?** Aggregate debt divided by obligated resources*
- Target Ratio: 1.10
- Ceiling Ratio: Not to exceed 1.75
- Projected 2023 Ratio: 0.40
- Highest Study Period Ratio: 0.40 (2023)

*Available Funds, which is the concept commonly used to capture an institution’s obligated resources in its loan and bond documentation, has been used in the model as a proxy for obligated resources. For most institutions, the two concepts are identical, though Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of an institution’s obligated resources.

Debt to Obligated Resources

Fiscal Year	Obligated Resources	Growth	Existing Debt	Proposed Debt	Ratio - Existing	Ratio - Proposed	Ratio - Total
2023	213,897,868	4.97%	85,085,000	-	0.40	n/a	0.40
2024	224,528,592	4.97%	82,420,000	-	0.37	n/a	0.37
2025	233,105,584	3.82%	79,645,000	-	0.34	n/a	0.34
2026	242,010,217	3.82%	76,765,000	-	0.32	n/a	0.32
2027	251,255,007	3.82%	73,765,000	-	0.29	n/a	0.29

Debt to Obligated Resources



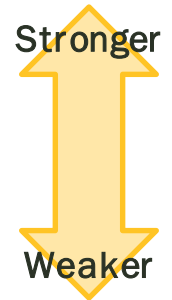
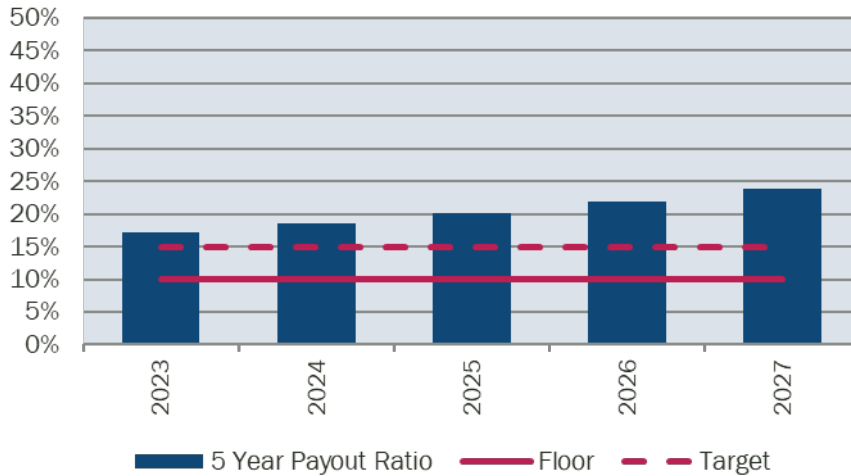
5-Year Payout Ratio Overview

- **What does it measure?** The percentage of N.C. A&T’s debt scheduled to be retired in the next five years.
- **How is it calculated?** Aggregate principal to be paid in the next five years divided by aggregate debt
- Target Ratio: 15%
- Floor Ratio: Not less than 10%
- Projected 2023 Ratio: 17%
- Lowest Study Period Ratio: 17% (2023)

5-Year Payout Ratio

Fiscal Year	Principal Balance	Ratio
2023	85,085,000	17%
2024	82,420,000	19%
2025	79,645,000	20%
2026	76,765,000	22%
2027	73,765,000	24%

5-Year Payout Ratio



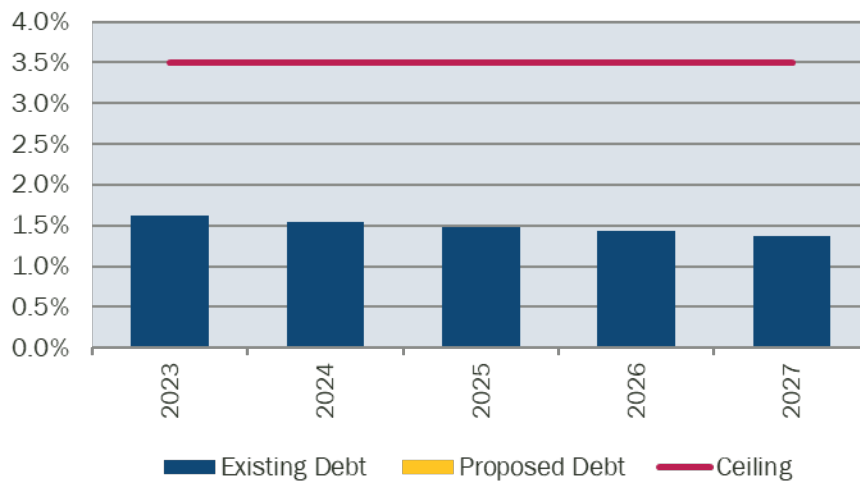
Debt Service to Operating Expenses

- **What does it measure?** N.C. A&T’s debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues.
- **How is it calculated?** Annual debt service divided by annual operating expenses (as adjusted to include interest expense of proposed debt)
- Policy Ratio: Not to exceed 3.50%
- Projected 2023 Ratio: 1.62%
- Highest Study Period Ratio: 1.62% (2023)

Debt Service to Operating Expenses

Fiscal Year	Operating Expenses	Growth	Existing Debt Service	Proposed Debt Service	Ratio - Existing	Ratio - Proposed	Ratio - Total
2023	379,028,045	4.97%	6,130,763	-	1.62%	n/a	1.62%
2024	397,865,739	4.97%	6,125,026	-	1.54%	n/a	1.54%
2025	413,064,210	3.82%	6,135,657	-	1.49%	n/a	1.49%
2026	428,843,263	3.82%	6,125,231	-	1.43%	n/a	1.43%
2027	445,225,076	3.82%	6,122,957	-	1.38%	n/a	1.38%

Debt Service to Operating Expenses



5. Debt Capacity Calculation

Debt Capacity Calculation

- For the purposes of this Institution Report and the Study, NCAT’s debt capacity is based on the amount of debt NCAT could issue during the Study Period (after taking into account any legislatively approved projects detailed in **Section 3** above) without exceeding its ceiling ratio for **debt to obligated resources**.
- As presented below, NCAT’s current debt capacity equals **the lowest constraint on its debt capacity** in any single year during the Study Period.
- Based solely on the **debt to obligated resources** ratio, NCAT’s current estimated debt capacity is **\$289,236,268**. After taking into account any legislatively approved projects detailed in **Section 3** above, if NCAT issued no additional debt until the last year of the Study Period, then NCAT’s debt capacity for 2027 is projected to increase to **\$365,931,263**.

Fiscal Year	Debt to Obligated Resources (Current Ratio)	Debt to Obligated Resources (Ceiling)	Debt Capacity Calculation
2023	0.40	1.75	289,236,268
2024	0.37	1.75	310,505,035
2025	0.34	1.75	328,289,772
2026	0.32	1.75	346,752,880
2027	0.29	1.75	365,931,263

Limitations on Debt Capacity and Credit Rating Implications

- The debt capacity calculation shown above provides a general indication of NCAT’s ability to absorb debt on its balance sheet during the Study Period and may help identify trends and issues over time.
- “**Debt capacity**” does not necessarily equate to “**debt affordability**,” which takes into account a number of quantitative and qualitative factors, including project revenues and expenses, cost of funds and competing strategic priorities.
- Projecting the exact amount NCAT could issue during the Study Period without negatively impacting its credit rating is difficult for a number of reasons.
 - Use of Multiple Factors**
 - Any single financial ratio makes up only a fraction of the “scorecard” used by rating agencies to guide their credit analysis.
 - Under Moody’s approach, for example, the **financial leverage ratio** accounts for only **10%** of an issuer’s overall score.
 - The State’s Impact**
 - In assessing each institutions’ credit rating, rating agencies also consider the State’s credit rating and demographic trends, the health of its pension system, the level of support it has historically provided to the institution, and any legislation or policies affecting campus operations.

- Historically, each institution’s credit rating has been bolstered by the State’s strong support and overall financial health. As a result, many institutions “underperform” relative to the national median ratios for their rating category.
- If “debt capacity” were linked to those national median ratios, many institutions would have limited debt capacity for an extended period of time.
- **Factor Interdependence**
 - The quantitative and qualitative factors interact with one another in ways that are difficult to predict.
 - For example, a university’s “**strategic positioning**” score, which accounts for 10% of its overall score under Moody’s criteria, could deteriorate if a university either (1) issued excessive debt or (2) failed to reinvest in its campus to address its deferred maintenance obligations.
- **Distortions Across Rating Categories**
 - Because quantitative ratios account for only a portion of an issuer’s final rating, the national median for any single ratio is not perfectly correlated to rating outcomes, meaning the median ratio for a lower rating category may be more stringent than the median ratio for a higher rating category. For the highest and lowest rating categories, the correlation between any single ratio and rating outcomes becomes even weaker.
 - Tying capacity directly to ratings may also distort strategic objectives. For example, an institution may be penalized for improving its rating, as it may suddenly lose all of its debt capacity because it must now comply with a much more stringent ratio.

6. Debt Profile

N.C. A&T's detailed debt profile, including a brief description of each financed project and the source of repayment for each outstanding debt obligation, is reflected in the table on the following page.

Summary of Debt Outstanding as of FYE June 30, 2022						
Series	Dated Date	Outstanding Par Amount	Final Maturity	Type	Purpose	Source of Repayment
2015 A NC A&T	11/24/2015	76,175,000.00	10/01/2045	General Revenue	Student Center	Auxiliary Revenues; Athletics Revenues; Gifts, Investment Revenues
2015 B NC A&T	11/24/2015	1,065,000.00	10/01/2022	General Revenue	Student Center	Auxiliary Revenues; Athletics Revenues; Gifts, Investment Revenues
2020 NC A&T	08/27/2020	10,440,000.00	10/01/2037	General Revenue	Refunding 2011C and 2013	Auxiliary Revenues; Athletics Revenues; Gifts, Investment Revenues
Total		87,680,000.00				

7. Credit Profile

The following page provides a snapshot of N.C. A&T's current credit ratings, along with (1) a summary of various credit factors identified in N.C. A&T's most recent rating report and (2) recommendations for maintaining and improving N.C. A&T's credit ratings in the future.



Credit Profile of the University – (General Revenue)

Overview

- Rating opinions from Moody’s and Fitch reflect recent the credit review as of January 2022.
- Moody’s maintains an A1 rating on N.C. A&T’s general revenue bonds. The outlook is stable.
- Fitch upgraded N.C. A&T’s rating to AA-. The outlook is stable.

Key Information Noted in Rating Reports

Credit Strengths

- Market niche as a STEM focused HBCU (Historically black colleges and universities) attracting students from many states
- Since 2017, enrollment has grown by approximately 12% which indicate strengthening student demand
- Improved financial position from increases in total wealth and liquidity from unrestricted donor support and from federal funds received related to COVID

Credit Challenges

- Competitive student market environment may limit revenue growth expectations
- Near-term debt plans will add to N.C. A&T’s leverage
- Operating appropriations from the state have remained relatively flat despite enrollment growth over the past five years

Moody’s	S&P	Fitch
Aaa	AAA	AAA
Aa1	AA+	AA+
Aa2	AA	AA
Aa3	AA-	AA-
A1	A+	A+
A2	A	A
A3	A-	A-
Baa1	BBB+	BBB+
Baa2	BBB	BBB
Baa3	BBB-	BBB-

Non Investment Grade

Recommendations & Observations

- Pursue strategies, working within the existing statutory framework relating to reversions, to further increase liquidity through growth in cash reserves.
- COVID financial aid and state appropriations has been a stabilizing element during the pandemic. During COVID, managing operating expenses, growing enrollment and maintaining auxiliary revenues will be key considerations for the credit outlook.

8. Peer Comparison

Moody's Key Credit Ratios	N.C. Agricultural & Technical State University	Most Recent Peer Institution Data			
Peer Institution		North Dakota State University	Wichita State University	Montana State University	New Mexico State University
Fiscal Year	2022	2021	2022	2022	2022
Most Senior Rating	A1	A1	Aa3	Aa3	A1
Total Long-Term Debt (\$, in millions)	199	130	217	253	107
Total Cash & Investments (\$, in millions)	409	718	505	688	519
Operating Revenue (\$, in millions)	383	451	501	668	565
Operating Expenses (\$, in millions)	322	422	461	619	530
Market Performance Ratios					
Annual Change in Operating Revenue (%)	6.7%	12.6%	12.7%	3.7%	12.8%
Operating Ratios					
Operating Cash Flow Margin (%)	21.2%	13.4%	15.3%	15.1%	12.7%
Wealth & Liquidity Ratios					
Total Cash & Investments to Operating Expenses (x)	1.3	1.7	1.1	1.1	1.0
Total Debt to Operating Expenses (x)	0.6	0.3	0.5	0.4	0.2
Monthly Days Cash on Hand (x)	234	170	83	143	96
Leverage Ratios					
Total Cash & Investments to Total Debt (x)	2.1	5.5	2.3	2.7	4.9
Debt Service to Operating Expenses (%)	2.1%	3.7%	1.9%	3.4%	2.5%
Total Debt-to-Cash Flow (x)	2.5	2.1	2.8	2.5	1.5

*Note: Peers chosen from BOG approved peers if available in Moody's Municipal Financial Ratio Analysis (MFRA) Database. If approved peer data is unavailable, universities with similar credit ratings are used. Data is the most recent available in the MFRA database.

9. Debt Management Policies

A copy of N.C. A&T's Strategic Debt Management Policy is included on the following pages.

NEW POLICY: Sets out the general limitations under which A&T will issue debt.



NORTH CAROLINA AGRICULTURAL AND TECHNICAL STATE UNIVERSITY

SEC. VI—FINANCE 1.0

Debt Management

UNIVERSITY POLICY

I. INTRODUCTION

North Carolina Agricultural and Technical State University (“A&T”) views its debt capacity as a limited resource that should be used, when appropriate, to help fund the capital investments necessary for the successful implementation of A&T’s strategic vision to provide its students a quality environment of exemplary teaching and learning, scholarly and creative research, and effective community engagement and public service within a diverse and inclusive community, while preserving the operational flexibility and resources necessary to support A&T’s current and future programming. A&T recognizes the important role that the responsible stewardship of its financial resources will play as A&T seeks to invest in its campus and related infrastructure in a manner that is economically, socially, and environmentally sustainable.

This Policy has been developed to assist A&T’s efforts to manage its debt on a long-term, portfolio basis and in a manner consistent with A&T’s capital improvement plan, stated policies, objectives and core values. Like other limited resources, A&T’s debt capacity should be used and allocated strategically and equitably, taking into account the benefits and burdens for both current and future students.

Specifically, the objective of this Policy is to provide a framework that will enable A&T’s Board of Trustees (the “Board”) and finance staff to:

- Identify and prioritize projects eligible for debt financing;
- Limit and manage risk within A&T's debt portfolio;
- Establish debt management guidelines and quantitative parameters for evaluating A&T's financial health, debt affordability and debt capacity;
- Manage and protect A&T's credit profile in order to maintain A&T's credit rating at a strategically optimized level and maintain access to the capital markets; and
- Ensure A&T remains in compliance with all of its post-issuance obligations and requirements.

This Policy is intended solely for A&T's internal planning purposes. The Vice Chancellor for Business and Finance, in consultation with the Chancellor, will review this Policy annually and, if necessary, recommend changes to ensure that it remains consistent with University's strategic objectives and the evolving demands and accepted practices of the public higher education marketplace. Proposed changes to this Policy are subject to the Board's approval.

II. Authorization and Oversight

A&T's Vice Chancellor for Business and Finance, in consultation with the Chancellor, is responsible for all of A&T's debt financing activities. A&T's Vice Chancellor for Business and Finance is responsible for the day-to-day management of A&T's financial affairs in accordance with the terms of this Policy. Each University financing will conform to all applicable State and Federal laws.

The Board will consider for approval each proposed financing in accordance with the requirements of any applicable State law.

A. Process for Identifying and Prioritizing Capital Projects Requiring Debt

Only projects that directly or indirectly relate to the mission of A&T will be considered for debt financing.

1. **Self-Liquidating Projects**— A project that has a related revenue stream (self-liquidating project) will receive priority consideration. Each self-liquidating project financing must be supported by an achievable plan of finance that provides, or identifies sources of funds, sufficient to (1) service the debt associated with the project, (2) pay for any related infrastructure improvements, (3) cover any new or increased operating costs and (4) fund appropriate reserves for anticipated replacement and renovation costs.
2. **Energy Conservation Projects**— Each energy conservation

project financing must provide annual savings sufficient to service the applicable debt and all related monitoring costs.

3. Other Projects – Other projects funded through budgetary savings, gifts and grants will be considered on a case-by-case basis. Any projects that will require gift financing or include a gift financing component must be jointly approved by the Vice Chancellor for University Advancement and the Vice Chancellor for Business and Finance before any project-restricted donations are solicited. The fundraising goal for any project to be financed primarily with donations should also include, when feasible, an appropriately-sized endowment for deferred maintenance and other ancillary ownership costs. In all cases, institutional strategy, and not donor capacity, must drive the decision to pursue any proposed project.

B. Benchmarks and Debt Ratios

Overview

When evaluating its current financial health and any proposed plan of finance, A&T takes into account both its debt affordability and its debt capacity. Debt affordability focuses on A&T's cash flows and measures A&T's ability to service its debt through its operating budget and identified revenue streams. Debt capacity, on the other hand, focuses on the relationship between A&T's net assets and its total debt outstanding.

Debt capacity and affordability are impacted by a number of factors, including A&T's enrollment trends, reserve levels, operating performance, ability to generate additional revenues to support debt service, competing capital improvement or programmatic needs, and general market conditions. Because of the number of potential variables, A&T's debt capacity cannot be calculated based on any single ratio or even a small handful of ratios.

A&T believes, however, that it is important to consider and monitor objective metrics when evaluating A&T's financial health and its ability to incur additional debt. To that end, A&T has identified four key financial ratios that it will use to assess its ability to absorb additional debt based on its current and projected financial condition:

- Debt to Obligated Resources
- Five-Year Payout Ratio
- Expendable Resources to Debt
- Debt Service to Operating Expenses

Note that the selected financial ratios are the same benchmarks monitored as part of the debt capacity study for The University of North Carolina delivered each year under

Article 5 of Chapter 116D of the North Carolina General Statutes (the “UNC Debt Capacity Study”), which A&T believes will promote clarity and consistency in A&T’s debt management and planning efforts.

A&T has established for each ratio a floor or ceiling target, as the case may be, with the expectation that A&T will operate within the parameters of those ratios most of the time. To the extent possible, the policy ratios established from time to time in this policy should align with the ratios used in the report A&T submits each year as part of the UNC Debt Capacity Study. The policy ratios have been established to help preserve A&T’s financial health and operating flexibility and to ensure A&T is able to access the market to address capital needs or to take advantage of potential refinancing opportunities. Attaining or maintaining a specific credit rating is not an objective of this policy.

A&T recognizes that the policy ratios, while helpful, have limitations and should not be viewed in isolation of A&T’s strategic plan or other planning tools. In accordance with the recommendations set forth in the initial UNC Debt Capacity Study delivered April 1, 2016, A&T has developed as part of this policy specific criteria for evaluating and, if warranted, approving critical infrastructure projects even when A&T has limited debt capacity as calculated by the UNC Debt Capacity Study or the benchmark ratios in this policy. In such instances, the Board may approve the issuance of debt with respect to a proposed project based on one or more of the following findings:

- The proposed project would generate additional revenues (including, if applicable, dedicated student fees or grants) sufficient to support the financing, which revenues are not currently captured in the benchmark ratios.
- The proposed project would be financed entirely with private donations based on pledges already in hand.
- The proposed project is essential to the implementation of one of the Board’s strategic priorities.
- The proposed project addresses life and safety issues or addresses other critical infrastructure needs.
- Foregoing or delaying the proposed project would result in significant additional costs to A&T or would negatively impact A&T’s credit rating.

At no point, however, should A&T intentionally operate outside an established policy ratio without conscious and explicit planning.

Ratio 1 – Debt to Obligated Resources

What does it measure? A&T’s aggregate outstanding debt as compared to its obligated resources—the funds legally available to service

its debt under the General Revenue Bond Statutes

Why is it tracked? The ratio, which is based on the legal structure proscribed by the General Revenue Bond Statutes, provides a general indication of A&T’s ability to absorb debt on its balance sheet and is the primary ratio used to calculate A&T’s “debt capacity” under the methodology used in the UNC Debt Capacity Study

How is it calculated? $\text{Aggregate debt}^* \text{ divided by obligated resources}^{**}$

Policy Ratio: Not to exceed 1.75x (UNC Debt Capacity Study Target Ratio = 1.50x)

* As used throughout this Policy, “aggregate debt” includes A&T’s energy savings contracts, which, in accordance with State law, are excluded from the UNC Debt Capacity Study.

** “Available Funds,” which is the concept commonly used to capture each UNC’s campus’s obligated resources in its loan and bond documentation, has been used as a proxy for “obligated resources.” The two concepts are generally identical, though Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of A&T’s obligated resources.

Ratio 2 – Five-Year Payout Ratio Overview

What does it measure? The percentage of A&T’s debt scheduled to be retired in the next five years

Why is it tracked? The ratio measures how aggressively A&T is amortizing its debt and is a ratio that is monitored in the UNC Debt Capacity

How is it calculated? $\text{Aggregate principal to be paid in the next five years divided by aggregate debt}$

Policy Ratio: Not less than 10% (UNC Debt Capacity Study Target Ratio = 15%)

Ratio 3 – Expendable Resources to Debt

What does it measure? The number of times A&T’s liquid and expendable net assets covers its aggregate debt

Why is it tracked? The ratio, which is widely tracked by rating agencies and other capital market participants, is a basic measure of financial health and assesses A&T’s ability to settle its debt obligations using only its available net assets as of a particular date

How is it calculated? The sum of (1) Adjusted Unrestricted Net Assets and (2) Restricted Expendable Net Assets divided by aggregate debt

Policy Ratio: Not less than 0.70x

Ratio 4 – Debt Service to Operating Expenses

What does it measure? A&T’s debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues

Why is it tracked? The ratio, which is widely tracked by rating agencies and other capital market participants, evaluates A&T’s relative cost of borrowing to its overall expenditures and provides a measure of A&T’s budgetary flexibility

How is it calculated? Annual debt service divided by annual operating expenses

Policy Ratio: Not to exceed 3.50%

The Vice Chancellor for Business and Finance will review each ratio in connection with the delivery of the University’s audited financials and will provide an annual report to the Board detailing (1) the calculation of each ratio for that fiscal year and (2) an explanation for any ratio that falls outside the University’s stated policy ratio, along with (a) any applicable recommendations, strategies and an expected timeframe for aligning such ratio with the University’s stated policy or (b) the rationale for any recommended changes to any such stated policy ratio going forward (including any revisions necessitated by changes in accounting standards or rating agency methodologies).

C. Debt Portfolio Management and Transaction Structure Considerations

Generally

Numerous types of financing structures and funding sources are available, each with specific benefits, risks, and costs. Potential funding sources and structures will be reviewed and considered by the Vice Chancellor for Business and Finance, in conjunction with the Chancellor, within the context of this Policy and the overall portfolio to ensure that any financial product or structure is consistent with A&T’s stated objectives. As part of effective debt management, A&T must also consider its investment and cash management strategies, which influence the desired structure of the debt portfolio.

Method of Sale

A&T will consider various methods of sale on a transaction-by-transaction basis to determine which method of sale (i.e., competitive, negotiated or private placement) best serves A&T's strategic plan and financing objectives. In making that determination, A&T will consider, among other factors: (1) the size and complexity of the issue, (2) the current interest rate environment and other market factors (such as bank and investor appetite) that might affect A&T's cost of funds, and (3) possible risks associated with each method of sale (e.g., rollover risk associated with a financing that is privately placed with a bank for a committed term that is less than the term of the financing).

Tax Treatment

When feasible and appropriate for the particular project, the use of tax-exempt debt is generally preferable to taxable debt. Issuing taxable debt may reduce A&T's overall debt affordability due to higher rates but may be appropriate for projects that do not qualify for tax-exemption, or that may require interim funding. For example, taxable debt may be justified if it sufficiently mitigates A&T's ongoing administrative and compliance risks. When used, taxable debt should be structured to provide maximum repayment flexibility and rapid principal amortization.

Structure and Maturity

To the extent practicable, A&T should structure its debt to provide for level annual payments of debt service, though A&T may elect alternative structures when the Vice Chancellor for Business and Finance, in consultation with the Chancellor, determine it to be in A&T's best interest. In addition, when financing projects that are expected to be self-supporting (such as a revenue-producing facility or a facility to be funded entirely through a dedicated fundraising campaign), the debt service may be structured to match future anticipated receipts.

A&T will use maturity structures that correspond with the life of the facilities financed, not to exceed the maximum term authorized under applicable State law (currently 30 years). Equipment should be financed for a period not to exceed 120% of its useful life. Such determinations may be made on a blended basis, taking into account all assets financed as part of a single debt offering. As market dynamics change, maturity structures should be reevaluated. Call features should be structured to provide the highest degree of flexibility relative to cost.

Variable Rate Debt

A&T recognizes that a degree of exposure to variable interest rates within A&T's debt portfolio may be desirable in order to (1) take advantage of repayment or restructuring flexibility, (2) benefit from historically lower average interest costs and (3) provide a "match" between debt service requirements and the projected cash flows from A&T's assets. A&T's debt portfolio should be managed to ensure that no more than 20% of A&T's total debt bears interest at an unhedged variable rate.

A&T's finance staff will monitor overall interest rate exposure and will analyze and quantify potential risks, including interest rate, liquidity and rollover risks. A&T may manage the liquidity risk of variable rate debt either through its own working capital/investment portfolio, the type of instrument used, or by using third party sources of liquidity. A&T may manage interest rate risk in its portfolio through specific budget and central bank management strategies or through the use of derivative instruments.

Debt Related to Public Private Partnerships

To address A&T's anticipated capital needs as efficiently and prudently as possible, A&T may choose to explore and consider opportunities for alternative and non-traditional transaction structures (collectively, "P3 Arrangements").

A&T will pursue P3 Arrangements only when A&T has determined that (1) a traditional financing alternative is not feasible, (2) a P3 Arrangement will likely produce construction or overall operating results that are superior, faster or more efficient than a traditional delivery model or (3) a P3 Arrangement serves one of the Board's broader strategic objectives (e.g., a decision that operating a particular auxiliary function is no longer consistent with A&T's core mission).

P3 Arrangements will receive increased scrutiny if the Vice Chancellor for Business and Finance determines, in consultation with A&T's advisors, that the P3 Arrangement will be viewed as "on-credit" (i.e., treated as University debt) by A&T's auditors or outside rating agencies. When evaluating whether the P3 Arrangement should be viewed as "on-credit," rating agencies consider A&T's economic interest in the project and the level of control it exerts over the project. Further, rating agencies will generally treat a P3 Arrangement as University debt if the project is located on A&T's campus or if the facility is to be used for an essential University function. For this reason, any P3 Arrangement for a university-related facility to be located on land owned by the State, A&T or an A&T affiliate must be approved in advance by the Vice Chancellor for Business and Finance, in consultation with the Chancellor.

Refunding Considerations

A&T will actively monitor its outstanding debt portfolio for refunding or restructuring opportunities. Absent a compelling economic or strategic reason to the contrary, A&T should evaluate opportunities to issue bonds for the purpose of refunding existing debt obligations of A&T ("Refunding Bonds") using the following general guidelines:

- (i) The life of the Refunding Bonds should not exceed the remaining life of the bonds being refunded.
- (ii) Refunding Bonds issued to achieve debt service savings should have a target savings level measured on a present net value basis of at least 3% of the par amount refunded.
- (iii) Refunding Bonds that do not achieve debt service savings may be issued to restructure debt or provisions of bond documents if such refunding serves a compelling interest.

- (iv) Refunding Bonds may also be issued to relieve A&T of certain limitations, covenants, payment obligations or reserve requirements that reduce operational flexibility.

Financing Team Professionals

A&T will generally select its financial advisors, underwriters, lenders and bond counsel through a request for proposal process. Firms providing financial advisory and bond counsel services are generally selected for a specific period of time rather than for individual transactions, while underwriters and lenders will be selected on a transaction-by-transaction basis. Additionally, A&T may use the financial advisors, underwriters and bond counsel selected by General Administration through its own similar competitive process.

D. Derivative Products

A&T recognizes that derivative products may provide for more flexible management of the debt portfolio. In certain circumstances, interest rate swaps and other derivatives permit A&T to adjust its mix of fixed- and variable-rate debt and manage its interest rate exposures. Derivatives may also be an effective way to manage liquidity risks. A&T will use derivatives only to manage and mitigate risk; A&T will not use derivatives to create leverage or engage in speculative transactions.

As with underlying debt, A&T's finance staff will evaluate any derivative product comprehensively, taking into account its potential costs, benefits and risks, including, without limitation, any tax risk, interest rate risk, liquidity risk, credit risk, basis risk, rollover risk, termination risk, counterparty risk, and amortization risk. Before entering into any derivative product, the Vice Chancellor for Business and Finance must (1) conclude, based on the advice of a reputable swap advisor, that the terms of any swap transaction are fair and reasonable under current market conditions and (2) ensure that A&T's finance staff has a clear understanding of the proposed transaction's costs, cash flow impact and reporting treatment.

A&T will use derivatives only when the Vice Chancellor for Business and Finance, in consultation with the Chancellor, determine based on the foregoing analysis, that the instrument provides the most effective method for accomplishing A&T's strategic objectives without imposing inappropriate risks on A&T.

E. Post-Issuance Compliance Matters

To the extent A&T adopts any formal policies relating to post-issuance compliance matters after the effective date of this Policy, the Vice Chancellor for Business and Business & Finance will attach each such policy as Appendix A to this Policy.

Appendix A – Post-Issuance Compliance Policies

TBD

Approved by the Board of Trustees
First approved: February 16, 2018
Revised:

Harold L. Martin, Sr.
Chancellor

date signed for final posting

Robert Pompey, Jr.
Vice Chancellor for Business and Finance

date signed for final posting

The University of North Carolina System Debt Capacity Study – Fiscal Year 2022

North Carolina Central University
Institution Report

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1. Executive Summary

Overview of the Institution Report

Pursuant to Article 5 of Chapter 116D of the North Carolina General Statutes (the “*Act*”), North Carolina Central University (“*NCCU*”) has submitted this report (this “*Institution Report*”) as part of the annual debt capacity study (the “*Study*”) undertaken by The University of North Carolina (the “*University*”) in accordance with the Act. Each capitalized term used but not defined in this Institution Report has the meaning given to such term in the Study.

This Institution Report details the historical and projected financial information incorporated into the financial model developed in connection with the Study. NCCU has used the model to calculate and project the following three financial ratios:

- Debt to Obligated Resources
- Five-Year Payout Ratio
- Debt Service to Operating Expenses

See **Appendix A** to the Study for more information on the ratios and related definitions.

To produce a tailored, meaningful model, NCCU, in consultation with the UNC System Office, agreed to certain ceilings and floors for each model ratio. For the two statutorily-required ratios—**debt to obligated resources** and the **five-year payout ratio**—NCCU has set both a target policy and a floor or ceiling policy, as applicable.

For the purposes of the Study, NCCU’s debt capacity reflects the amount of debt NCCU could issue during the Study Period without exceeding its ceiling ratio for **debt to obligated resources**, after taking into account debt the General Assembly has previously approved that NCCU intends to issue during the Study Period. Details regarding each approved project are provided in Section 3.

This Institution Report also includes the following information required by the Act:

- NCCU’s current debt profile, including project descriptions financed with, and the sources of repayment for, NCCU’s outstanding debt;
- NCCU’s current credit profile, along with recommendations for maintaining or improving NCCU’s credit rating; and
- A copy of any NCCU debt management policy currently in effect.

Overview of NCCU

For the fall 2021 semester, NCCU had a headcount student population of approximately 7,553, including 5,634 undergraduate students and 1,919 graduate students. Over the past five years, NCCU’s enrollment has decreased by 8.0%.

NCCU’s average age of plant is 19.1 years. Age of plant is a financial ratio calculated by dividing the accumulated depreciation by the annual depreciation expense. A low age of plant generally indicates the institution is taking a sustainable approach to its deferred maintenance and reinvestment programs.

NCCU anticipates incurring no additional debt during the Study period, as summarized in **Section 3** below. NCCU has made no changes to the financial model’s standard growth assumptions.

2. Institution Data

Notes

- Obligated Resources equals Available Funds plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Operating Expenses equals Operating Expenses plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Outstanding debt service is based on NCCU’s outstanding debt **as of June 30, 2022**, excluding state appropriated debt (such as energy savings contracts). Debt service is net of any interest subsidies owed to NCCU by the federal government (discounted by an assumed 6.2% sequestration rate) and uses reasonable unhedged variable rate assumptions.
- New money debt issued **after June 30, 2022**, together with any legislatively approved debt NCCU expects to issue during the Study Period, **are included** in the model as “proposed debt service” and are taken into account in the projected financial ratios shown in this Institution Report.
- Repayments, redemptions or refundings that have occurred **after June 30, 2022** are not included in the model, meaning the debt service schedules reflected below may overstate NCCU’s current debt burden.

Obligated Resources						Outstanding Debt				
Fiscal Year	Available Funds (Before GASB Adjustment)	GASB 68 Adjustment	GASB 75 Adjustment	AF Growth	Available Funds (After GASB Adjustment)	Fiscal Year	Principal	Net Interest	Debt Service	Principal Balance
2018	(163,755,715)	-	207,700,625		43,944,910	2023	4,867,000	3,966,919	8,833,919	94,348,200
2019	(161,833,614)	15,171,277	197,609,592	15.93%	50,947,255	2024	4,470,000	3,760,771	8,230,771	89,878,200
2020	(163,068,927)	19,786,874	185,848,251	-16.45%	42,566,198	2025	4,710,000	3,527,846	8,237,846	85,168,200
2021	(127,213,889)	23,488,411	170,963,664	57.96%	67,238,186	2026	4,945,000	3,305,681	8,250,681	80,223,200
2022	(99,930,467)	18,513,901	156,707,707	11.98%	75,291,141	2027	5,210,000	3,072,166	8,282,166	75,013,200
2023	79,033,111	-	-	4.97%	79,033,111	2028	5,480,000	2,826,359	8,306,359	69,533,200
2024	82,961,056	-	-	4.97%	82,961,056	2029	5,570,000	2,590,466	8,160,466	63,963,200
2025	86,130,169	-	-	3.82%	86,130,169	2030	5,820,000	2,365,896	8,185,896	58,143,200
2026	89,420,341	-	-	3.82%	89,420,341	2031	6,065,000	2,150,714	8,215,714	52,078,200
2027	92,836,198	-	-	3.82%	92,836,198	2032	6,295,000	1,979,514	8,274,514	45,783,200
Operating Expenses						2033	6,540,000	1,768,701	8,308,701	39,243,200
Fiscal Year	Operating Exp.	GASB 68 Adjustment	GASB 75 Adjustment	Growth	Operating Exp.	2034	6,743,200	1,550,091	8,293,291	32,500,000
2018	203,072,724	(1,590,787)	1,608,466		203,090,403	2035	5,645,000	1,341,800	6,986,800	26,855,000
2019	207,205,680	(767,381)	10,196,949	6.67%	216,635,248	2036	1,395,000	1,210,750	2,605,750	25,460,000
2020	213,283,407	(4,615,597)	11,101,198	1.45%	219,769,008	2037	1,460,000	1,141,000	2,601,000	24,000,000
2021	215,670,896	(3,701,537)	12,823,785	2.29%	224,793,144	2038	1,535,000	1,068,000	2,603,000	22,465,000
2022	265,509,043	(4,974,510)	13,819,892	22.05%	274,354,425	2039	1,610,000	991,250	2,601,250	20,855,000
2023	287,989,840	-	-	4.97%	287,989,840	2040	1,675,000	926,850	2,601,850	19,180,000
2024	302,302,935	-	-	4.97%	302,302,935	2041	1,760,000	843,100	2,603,100	17,420,000
2025	313,850,907	-	-	3.82%	313,850,907	2042	1,850,000	755,100	2,605,100	15,570,000
2026	325,840,012	-	-	3.82%	325,840,012	2043	1,940,000	662,600	2,602,600	13,630,000
2027	338,287,100	-	-	3.82%	338,287,100	2044	2,040,000	565,600	2,605,600	11,590,000
						2045	2,140,000	463,600	2,603,600	9,450,000
						2046	2,225,000	378,000	2,603,000	7,225,000
						2047	2,315,000	289,000	2,604,000	4,910,000
						2048	2,405,000	196,400	2,601,400	2,505,000
						2049	2,505,000	100,200	2,605,200	-

3. Proposed Debt Financings

While NCCU evaluates its capital investment needs on a regular basis, NCCU has no legislatively approved projects that it anticipates financing during the study period.

4. Financial Ratios

Debt to Obligated Resources

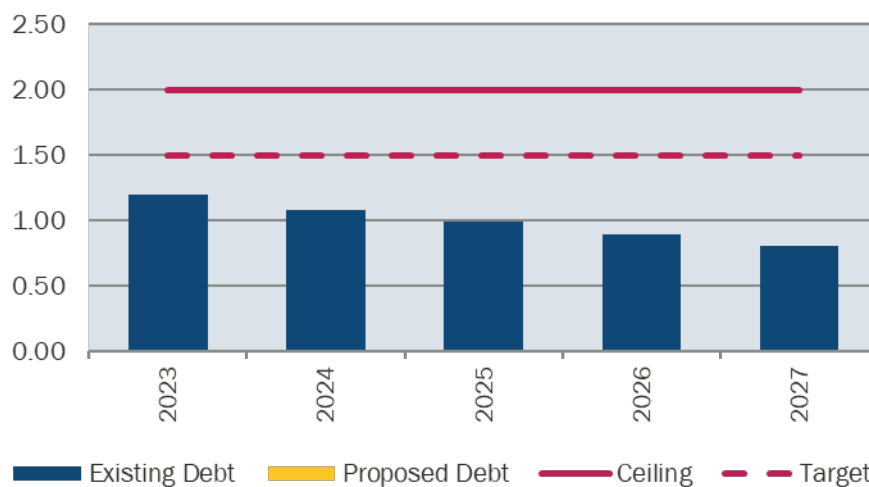
- **What does it measure?** NCCU’s aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt.
- **How is it calculated?** Aggregate debt divided by obligated resources*
- Target Ratio: 1.50
- Ceiling Ratio: Not to exceed 2.00
- Projected 2023 Ratio: 1.19
- Highest Study Period Ratio: 1.19 (2023)

*Available Funds, which is the concept commonly used to capture an institution’s obligated resources in its loan and bond documentation, has been used in the model as a proxy for obligated resources. For most institutions, the two concepts are identical, though Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of an institution’s obligated resources.

Debt to Obligated Resources

Fiscal Year	Obligated Resources	Growth	Existing Debt	Proposed Debt	Ratio - Existing	Ratio - Proposed	Ratio - Total
2023	79,033,111	4.97%	94,348,200	-	1.19	n/a	1.19
2024	82,961,056	4.97%	89,878,200	-	1.08	n/a	1.08
2025	86,130,169	3.82%	85,168,200	-	0.99	n/a	0.99
2026	89,420,341	3.82%	80,223,200	-	0.90	n/a	0.90
2027	92,836,198	3.82%	75,013,200	-	0.81	n/a	0.81

Debt to Obligated Resources



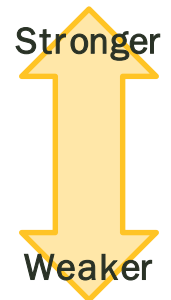
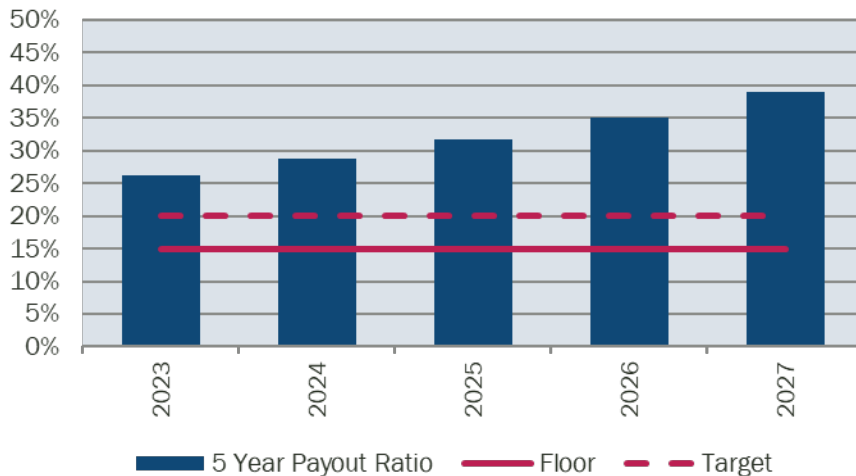
5-Year Payout Ratio Overview

- **What does it measure?** The percentage of NCCU’s debt scheduled to be retired in the next five years.
- **How is it calculated?** Aggregate principal to be paid in the next five years divided by aggregate debt
- Target Ratio: 20%
- Floor Ratio: Not less than 15%
- Projected 2023 Ratio: 26%
- Lowest Study Period Ratio: 26% (2023)

5-Year Payout Ratio

Fiscal Year	Principal Balance	Ratio
2023	94,348,200	26%
2024	89,878,200	29%
2025	85,168,200	32%
2026	80,223,200	35%
2027	75,013,200	39%

5-Year Payout Ratio



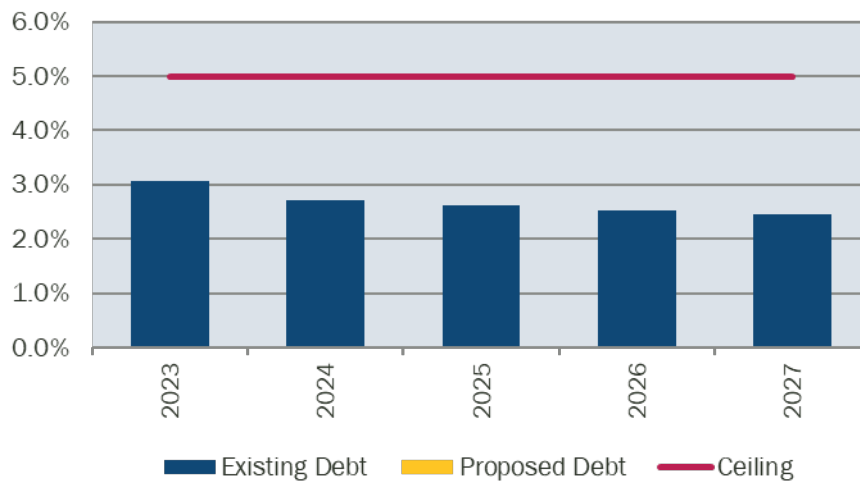
Debt Service to Operating Expenses

- **What does it measure?** NCCU’s debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues.
 - **How is it calculated?** Annual debt service divided by annual operating expenses (as adjusted to include interest expense of proposed debt)
- Policy Ratio: Not to exceed 5.00%
 - Projected 2023 Ratio: 3.07%
 - Highest Study Period Ratio: 3.07% (2023)

Debt Service to Operating Expenses

Fiscal Year	Operating Expenses	Growth	Existing Debt Service	Proposed Debt Service	Ratio - Existing	Ratio - Proposed	Ratio - Total
2023	287,989,840	4.97%	8,833,919	-	3.07%	n/a	3.07%
2024	302,302,935	4.97%	8,230,771	-	2.72%	n/a	2.72%
2025	313,850,907	3.82%	8,237,846	-	2.62%	n/a	2.62%
2026	325,840,012	3.82%	8,250,681	-	2.53%	n/a	2.53%
2027	338,287,100	3.82%	8,282,166	-	2.45%	n/a	2.45%

Debt Service to Operating Expenses



5. Debt Capacity Calculation

Debt Capacity Calculation

- For the purposes of this Institution Report and the Study, NCCU’s debt capacity is based on the amount of debt NCCU could issue during the Study Period (after taking into account any legislatively approved projects detailed in **Section 3** above) without exceeding its ceiling ratio for **debt to obligated resources**.
- As presented below, NCCU’s current debt capacity equals **the lowest constraint on its debt capacity** in any single year during the Study Period.
- Based solely on the **debt to obligated resources** ratio, NCCU does not have any estimated debt capacity during the study period.
- Based solely on the **debt to obligated resources** ratio, NCCU’s current estimated debt capacity is **\$63,718,021**. After taking into account any legislatively approved projects detailed in **Section 3** above, if NCCU issued no additional debt until the last year of the Study Period, then NCCU’s debt capacity for 2027 is projected to increase to **\$110,659,196**.

Fiscal Year	Debt to Obligated Resources (Current Ratio)	Debt to Obligated Resources (Ceiling)	Debt Capacity Calculation
2023	1.19	2.00	63,718,021
2024	1.08	2.00	76,043,913
2025	0.99	2.00	87,092,137
2026	0.90	2.00	98,617,482
2027	0.81	2.00	110,659,196

Limitations on Debt Capacity, Credit Rating Implications, and Comment from NCCU

- The debt capacity calculation shown above provides a general indication of NCCU’s ability to absorb debt on its balance sheet during the Study Period and may help identify trends and issues over time.
- **“Debt capacity” does not** necessarily equate to **“debt affordability,”** which takes into account a number of quantitative and qualitative factors, including project revenues and expenses, cost of funds and competing strategic priorities.
- Projecting the exact amount NCCU could issue during the Study Period without negatively impacting its credit rating is difficult for a number of reasons.
 - **Use of Multiple Factors**
 - Any single financial ratio makes up only a fraction of the “scorecard” used by rating agencies to guide their credit analysis.
 - Under Moody’s approach, for example, the **financial leverage ratio** accounts for only **10%** of an issuer’s overall score.
 - **The State’s Impact**
 - In assessing each Institution’s credit rating, rating agencies also consider the State’s credit rating and demographic trends, the health of its pension system, the level of support it

- has historically provided to the institution, and any legislation or policies affecting campus operations.
- Historically, each institution’s credit rating has been bolstered by the State’s strong support and overall financial health. As a result, many institutions “underperform” relative to the national median ratios for their rating category.
 - If “debt capacity” were linked to those national median ratios, many institutions would have limited debt capacity for an extended period of time.
- **Factor Interdependence**
 - The quantitative and qualitative factors interact with one another in ways that are difficult to predict.
 - For example, a university’s “**strategic positioning**” score, which accounts for 10% of its overall score under Moody’s criteria, could deteriorate if a university either (1) issued excessive debt or (2) failed to reinvest in its campus to address its deferred maintenance obligations.
 - **Distortions Across Rating Categories**
 - Because quantitative ratios account for only a portion of an issuer’s final rating, the national median for any single ratio is not perfectly correlated to rating outcomes, meaning the median ratio for a lower rating category may be more stringent than the median ratio for a higher rating category. For the highest and lowest rating categories, the correlation between any single ratio and rating outcomes becomes even weaker.
 - Tying capacity directly to ratings may also distort strategic objectives. For example, an institution may be penalized for improving its rating, as it may suddenly lose all of its debt capacity because it must now comply with a much more stringent ratio.
- NCCU provided the following comment on their financial ratios outside of the target range.
 - “NCCU refinanced our debt issues (2009C refunded 2016 and 2003A refunded 2019) over the last few years for a lower interest rate or to secure a fixed rate without changing the payment period. Our principal payments have increased on the refinanced debt but the debt service has remained approximately the same. Our debt is due to be paid off in FY2035 except for the Student Union debt which is thirty year debt that was entered into in 2019. This is reflected in the 5 year pay-out ratio in that our ratio exceeds the target of 20% due to all except for the Student Union debt becoming due before FY2035 and that our debt service to operating expenses is well below 5%.”

6. Debt Profile

NCCU's detailed debt profile, including a brief description of each financed project and the source of repayment for each outstanding debt obligation, is reflected in the table on the following page.

Summary of Debt Outstanding as of FYE June 30, 2022						
Series	Dated Date	Outstanding Par Amount	Final Maturity	Type	Purpose	Source of Repayment
2003 A NCCU	10/31/2019	12,113,200.00	10/01/2033	Housing Revenue	Eagle Landing	Housing Receipts
2014 NCCU	12/17/2014	607,000.00	04/01/2023	General Revenue	Refunding 2004B	Housing Receipts
2016 NCCU	06/01/2016	46,550,000.00	10/01/2034	General Revenue	Deferred Maintenance	Housing Receipts; Parking Receipts; Debt Service Fee
2019 NCCU	04/18/2019	39,945,000.00	04/01/2049	General Revenue	Student Center	Debt Service Fee
Total		99,215,200.00				

7. Credit Profile

The following page provides a snapshot of NCCU's current credit ratings, along with (1) a summary of various credit factors identified in NCCU's most recent rating report and (2) recommendations for maintaining and improving NCCU's credit ratings in the future.



Credit Profile of the University– (General Revenue)

Overview

- Moody's maintains an A3 rating on NCCU's general revenue bonds. The outlook is stable

Key Information Noted in Rating Reports

Credit Strengths

- Strong funding from the Aaa -rated State of North Carolina which has increased 6% since FY 2014
- Wealth and liquidity have improved dramatically since FY 2014
- Enrollment growth that has supported growth in net tuition and fee revenue
- Enrollment, net tuition revenue, and state appropriations expected to continue increasing

Credit Challenges

- Debt will stress the university's financial leverage relative to peers
- Need to increase cash from operations to service the debt obligations
- Relative to A3 median peers, NCCU's ability to control expenses will be important to improve thin operating margins
- Competitive niche as one of five historically black colleges and universities (HBCUs) in the UNC system

Moody's	S&P	Fitch
Aaa	AAA	AAA
Aa1	AA+	AA+
Aa2	AA	AA
Aa3	AA-	AA-
A1	A+	A+
A2	A	A
A3	A-	A-
Baa1	BBB+	BBB+
Baa2	BBB	BBB
Baa3	BBB-	BBB-

Non Investment Grade

Recommendations & Observations

- Continue to develop and implement strategies and policies to meet NCCU's unique challenges, including strategies to stabilize and improve enrollment and retention.
- During COVID, continued assessment of operating cash flows and reserves can improve performance margins and debt affordability.
- Credit outlook expectations assume continued enrollment growth, increases to operating revenues and controlling expenses to better service NCCU's debt obligations.

8. Peer Comparison

Moody's Key Credit Ratios	North Carolina Central University	Most Recent Peer Institution Data			
Peer Institution		New Jersey City University	Alabama State University	Morgan State University	University of North Florida
Fiscal Year	2022	2021	2021	2021	2021
Most Senior Rating	A3	Ba2	Baa3	N/A	A2
Total Long-Term Debt (\$, in millions)	103	196	53	9	133
Total Cash & Investments (\$, in millions)	123	55	158	236	331
Operating Revenue (\$, in millions)	231	162	279	273	323
Operating Expenses (\$, in millions)	246	157	117	253	298
Market Performance Ratios					
Annual Change in Operating Revenue (%)	9.6%	11.4%	104.7%	17.3%	14.0%
Operating Ratios					
Operating Cash Flow Margin (%)	-0.7%	12.7%	63.2%	16.3%	15.8%
Wealth & Liquidity Ratios					
Total Cash & Investments to Operating Expenses (x)	0.5	0.3	1.3	0.9	1.1
Total Debt to Operating Expenses (x)	0.4	1.2	0.5	0.0	0.4
Monthly Days Cash on Hand (x)	65	65	136	191	219
Leverage Ratios					
Total Cash & Investments to Total Debt (x)	1.2	0.3	3.0	26.1	2.5
Debt Service to Operating Expenses (%)	3.7%	8.3%	11.1%	2.9%	4.3%
Total Debt-to-Cash Flow (x)	-61.9	9.5	0.3	0.2	2.6

*Note: Peers chosen from BOG approved peers if available in Moody's Municipal Financial Ratio Analysis (MFRA) Database. If approved peer data is unavailable, universities with similar credit ratings are used. Data is the most recent available in the MFRA database.

9. Debt Management Policies

NCCU's current debt policy is included in the following pages.

North Carolina Central University Debt Policy

Executive Summary:

This Policy outlines the University philosophy on debt, establishes the framework for approving, managing, and reporting debt and provides debt management guidelines.

I. Policy Statement

The mission of North Carolina Central University (University) is supported by the development and implementation of the long-term strategic plan. The strategic plan establishes University-wide priorities and programmatic objectives. The University develops a master plan to support these priorities and objectives.

The University's use of debt must be appropriate in support of the master plan. The University will consider its financial resources, debt affordability and capacity, cost of capital, debt mix, and credit rating when determining the need for capital funding.

This Debt Policy is intended to be a fluid document that will evolve over time to meet the changing needs of the University.

A. Scope

This Debt Policy applies to the University and affiliated entities and covers all forms of debt including long-term, short-term, fixed-rate, and variable-rate debt. It also covers other forms of financing including both on-balance sheet and off-balance sheet structures, such as leases, and other structured products used with the intent of funding capital projects.

B. Objectives

The objectives of this policy are to:

- i. Guidelines for the User of Debt
- ii. Establish a control framework for approving and managing debt
- iii. Establish debt management guidelines
- iv. Approval Process

i. Overall Guidelines for the Use of Debt

Debt is a limited resource that must be managed strategically in order to best support University priorities. Under this policy, the University will manage its debt based on the following overall principles:

- a. The University will use debt to maximize the resources available to maintain and enhance the campus physical plant and infrastructure; and to invest in transformative capital improvement projects that advance the University's strategic mission.

- b. The University will target key financial ratios as mandated by Article 5 of Chapter 116D of the North Carolina General Statutes, as well as supplemental financial ratios that are widely used by rating agencies, to measure its debt burden and guide future debt issuance decisions.
- c. The University's decision to issue debt will be guided primarily by its ability to support all of the incremental costs (i.e., principal, interest payments, and annual operating costs of new or expanded space) within the University's operating budget. Generally, the University will not pursue the issuance of new debt without first identifying a new or increased fee to support incremental debt service cost.
- d. The University will maintain the highest acceptable credit worthiness in order to finance capital improvement projects at favorable cost of capital and borrowing terms. While the University's decision to issue additional debt will be primarily focused on the strategic importance of the new capital improvement project, the potential impact of a change in credit rating will be thoroughly reviewed.
- e. The University will manage its debt mix (i.e., short-term and long-term debt, fixed rate versus variable rate debt) to maintain an acceptable balance between interest rate risk and the long-term cost of capital.
- f. The University will manage the structure and maturity profile of its debt to meet liquidity objectives and make funds available to support future capital projects and strategic initiatives;
- g. The University will coordinate debt management decisions with asset management decisions to optimize overall funding and portfolio management strategies.

ii. Control Framework

Roles and Responsibilities; Compliance

The Office of the Vice Chancellor for Administration and Finance ("VCAF") is responsible for implementing this policy and for all debt financing activities. The policy and any subsequent, material changes to the policy must be approved by the Chancellor after consultation with the University's Board of Trustees ("BOT".) The approved policy provides the framework under which debt management decisions are made.

The exposure limits listed in the policy are monitored on a regular basis by the VCAF. The office of the VCAF reports regularly to the Chancellor and the BOT on the University's debt position and plans.

Debt Affordability and Capacity

In assessing its current debt levels and planning for additional debt, the University takes into account both its debt affordability and debt capacity. Debt affordability focuses on the University's ability to service its debt through its operating budget and identified revenue streams and is driven by strength in income and cash flows. Debt capacity focuses on the University's financial leverage in terms of debt funding as a percentage of the University's total capital.

The University considers many factors in assessing its debt affordability and debt capacity including its strategic plan, market position, and alternative sources of funding. The University uses four key quantitative ratios to inform its assessments with respect to debt affordability and debt capacity.

The ratios described below are not intended to track a specific rating, but rather to help the University maintain a competitive financial profile and funding for facilities needs and reserves.

1. Debt Affordability Measures

a. Debt Burden Percentage

This ratio measures the University's debt service burden as a percentage of total university expenses. The target for this ratio is intended to maintain the University's long-term operating flexibility to finance existing requirements and new initiatives.

$$\frac{\text{ANNUAL DEBT SERVICE}}{\text{TOTAL OPERATING EXPENSES}} \leq 5.0\%$$

The measure is based on aggregate operating expenses as opposed to operating revenues because expenses typically are more stable (e.g. revenues may be subject to one-time operating gifts, investment return fluctuations, variability of State funding, etc.) and better reflect the operating base of the University. This ratio is adjusted to reflect any non-amortizing or non-traditional debt structures that could result in significant single year fluctuations including the effect of debt refundings.

b. Debt to Obligated Resources Ratio

This ratio measures the University's ability to cover debt with funds that are legally available to service debt. The target established is intended to ensure that debt does not become too unwieldy and over-consumes available resources.

$$\frac{\text{AGGREGATED DEBT}}{\text{OBLIGATED RESOURCES}} \leq 2.00\%$$

This ratio is adjusted to reflect any non-amortizing or non-traditional debt structures that could result in significant single year fluctuations including the effect of debt refundings.

2. Debt Capacity Measures

a. Viability Ratio (*Expendable Resources to Debt*)

This ratio indicates one of the most basic determinants of financial health by measuring the availability of liquid and expendable net assets to the aggregate debt. The ratio measures the medium to long-term health of the University's balance sheet and debt capacity and is a critical consideration of universities with the highest credit quality.

Many factors influence the viability ratio, affecting both the assets (e.g., investment performance, philanthropy) and liabilities (e.g., timing of bond issues), and therefore the ratio is best examined in the context of changing market conditions so that it accurately reflects relative financial strength.

$$\frac{\text{ADJUSTED UNRESTRICTED NET ASSETS + RESTRICTED EXPENDABLE NET ASSETS}}{\text{AGGREGATE DEBT}} \geq .35x$$

b. 5-Year Payout Ratio

This ratio measures the percentage of University's debt scheduled to be retired in the next five years. A more aggressive rate of payment is a better indication for debt capacity.

$$\frac{\text{AGGREGATE PRINCIPAL TO BE PAID IN THE NEXT FIVE YEARS}}{\text{AGGREGATE DEBT}} \geq 15.0\%$$

Both the Viability and Debt Capitalization Ratios should include any component unit (University-related foundation) balances as disclosed in the University's financial statements.

Financing Sources

The University recognizes that there are numerous types of financing structures and funding sources available, each with specific benefits, risks, and costs. All potential funding sources are reviewed by management within the context of this Debt Policy and the overall portfolio to ensure that any financial product or structure is consistent with the University's objectives. Regardless of what financing structure(s) is (are) utilized, due-diligence review must be performed for each transaction, including (i) quantification of potential risks and benefits; and (ii) analysis of the impact on University creditworthiness and debt affordability and capacity.

1. Tax-Exempt Debt

The University recognizes that tax-exempt debt is a significant component of the University's capitalization due in part to its substantial cost benefits; therefore, tax-exempt debt is managed as a portfolio of obligations designed to meet long-term financial objectives rather than as a series of discrete financings tied to specific projects. The University manages the debt portfolio to maximize its utilization of tax-

exempt debt relative to taxable debt whenever possible. In all circumstances, however, individual projects continue to be identified and tracked to ensure compliance with all tax and reimbursement regulations.

For tax-exempt debt, the University considers maximizing the external maturity of any tax-exempt bond issue, subject to prevailing market conditions and opportunities and other considerations, including applicable regulations.

2. Taxable Debt

In instances where certain of the University's capital projects do not qualify for tax-exempt debt, the use of taxable debt may be considered. The taxable debt market offers certain advantages in terms of liquidity and marketing efficiency; such advantages will be considered when evaluating the costs and benefits of a taxable debt issuance.

3. Commercial Paper

Commercial paper provides the University with interim financing for projects in anticipation of philanthropy or planned issuance of long-term debt. The use of commercial paper also provides greater flexibility on the timing and structuring of individual bond transactions. This flexibility also makes commercial paper appropriate for financing equipment and short-term operating needs.

4. University-issued vs. State-Issued Debt

In determining the most cost effective means of issuing debt, the University evaluates the merits of issuing debt directly vs. participating in debt pools through the UNC System Board of Governors. Periodically, the University performs a cost/benefit analysis between these two options and takes into consideration the comparative funding costs, flexibility in market timing, and bond ratings of each alternative. The University also takes into consideration the future administrative flexibility of each issue such as the ability to call and/or refund issues at a later date, as well as the administrative flexibility to structure and manage the debt in a manner that the University believes to be appropriate and in the University's best interest.

5. Other Financing Sources

Given limited debt capacity and substantial capital needs, opportunities for alternative and non-traditional transaction structures may be considered. The University recognizes these types of transactions often can be more expensive than traditional University debt structures; therefore, the benefits of any potential transaction must outweigh any potential costs.

All structures may be considered only when the economic benefit and the likely impact on the University's debt capacity and credit have been determined. Specifically, for any third-party or developer-based financing, management ensures the full credit impact of the structure is evaluated and quantified.

iii. Portfolio Management of Debt

The University considers its debt portfolio holistically to optimize the portfolio of debt for the entire University rather than on a project-by-project basis while taking into account the University's cash and investment portfolio. Therefore, management makes decisions regarding project prioritization, debt portfolio optimization, and financing structures within the context of the overall needs and circumstances of the University.

1. Variable-Rate Debt

The University recognizes that a degree of exposure to variable interest rates within the University's debt portfolio might be desirable in order to:

- a. take advantage of repayment/restructuring flexibility;
- b. benefit from historically lower average interest costs;
- c. provide a "match" between debt service requirements and the projected cash flows from the University's assets; and
- d. diversify its pool of potential investors.

Management monitors overall interest rate exposure, analyzes and quantifies potential risks, including interest rate, liquidity and rollover risks, and coordinates appropriate fixed/variable allocation strategies. The portfolio allocation to variable-rate debt may be managed or adjusted through (i) the issuance or redemption of debt in the conventional debt market (e.g. new issues and refundings) and (ii) the use of interest rate derivative products including swaps.

The amount of variable-rate debt outstanding (adjusted for any derivatives) shall not exceed 25% of the University's outstanding debt. This limit is based on the University's desire to: (i) limit annual variances in its interest payments; (ii) provide sufficient structuring flexibility to management; (iii) keep the University's variable-rate allocation within acceptable external parameters; and (iv) utilize variable-rate debt (including derivatives) to optimize debt portfolio allocation and minimize costs.

$$\frac{\text{VARIABLE RATE DEBT}}{\text{AGGREGATE DEBT}} \leq 25.0\%$$

2. Refinancing Outstanding Debt

The University monitors its debt portfolio on a continual basis to assure portfolio management objectives are being met and to identify opportunities to lower its cost of funding, primarily through refinancing outstanding debt. The University of North Carolina General Administration prefers a savings of 2% for refinancing current outstanding debt. Savings requirements in excess of 2% may be required from time to time by the Vice Chancellor for Administration and Finance.

The University monitors the prices and yields of its outstanding debt and attempts to identify potential refunding candidates by examining refunding rates and calculating

the net present value of any refunding savings after taking into account all transaction costs. The University may choose to pursue refundings for economic and/or legal reasons. The University reserves the right to not partially refund an issue.

3. Liquidity Requirements

If the University's portfolio includes variable-rate debt and commercial paper, liquidity support is required in the event of the bonds or paper being put back to the University by investors. Generally, the University can purchase liquidity support externally from a bank in the form of a standby bond purchase agreement or line of credit. In addition, the University may consider using its own capital in lieu of or to supplement external liquidity facilities. Alternatively, it may utilize variable-rate structures that do not require liquidity support (e.g. auction-rate products.)

Just as the University manages its debt on a portfolio basis, it also manages its liquidity needs by considering its entire asset and debt portfolio, rather than managing liquidity solely on an issue-specific basis. This approach permits institution-wide evaluation of desired liquidity requirements and exposure, minimizes administrative burden, and reduces total liquidity costs.

A balanced approach may be used to provide liquidity support to enhance credit for variable-rate debt, through a combination of external bank liquidity, auction market or derivative structures. Using a variety of approaches limits dependence on an individual type or source of credit; it also allows for exposure to different types of investors. The University must balance liquidity requirements with its investment objectives and its cost and renewal risk of third-party liquidity providers.

Further, a portfolio-approach to liquidity can enhance investment flexibility, reduce administrative requirements, lower total interest costs, and reduce the need for external bank liquidity.

4. Overall Exposure

The University recognizes that it may be exposed to interest rate, third-party credit, and other potential risks in areas other than direct University debt (e.g., counterparty exposure in the investment portfolio, etc.) and, therefore, exposures are considered on a comprehensive University-wide basis.

Debt Administration and Other Matters

The issuance of tax-exempt debt generally requires the aid and assistance of several outside parties:

- Use of a financial advisor is recommended with a competitive selection process at least once every five years.
- Bond counsel appointments are competitively determined at least once every five years.

- The selection of underwriters is recommended for each debt issuance using a competitive process. Co-managers are recommended for issuances of \$30 million or more and will be selected from the same group of underwriters responding to the competitive bid process.

Debt issuance can be “sized” to include capitalized interest and borrowing costs up to 5% of the debt issuance.

Reimbursement resolutions will be prepared for each debt issuance.

iv. Approval Process

All debt issued is by the authority granted to the UNC System Board of Governors under [N.C.G.S. § 116D, Article 3](#). All debt issue is approved by the NCCU Board of Trustees and then by the UNC System Board of Governors.

When the University participates in bond programs that are administered by the State, including State tax-supported debt, such bonds are issued by the State Treasurer, who also possesses the authority to price such bonds.

Revision History:

Initially Approved:

Authority: Chancellor

Responsible Office: Administration and Finance

Related Resources:

- [N.C.G.S. § 116D, Article 3](#)

The University of North Carolina System Debt Capacity Study – Fiscal Year 2022

North Carolina State University
Institution Report

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1. Executive Summary

Overview of the Institution Report

Pursuant to Article 5 of Chapter 116D of the North Carolina General Statutes (the “*Act*”), North Carolina State University (“*NC State*”) has submitted this report (this “*Institution Report*”) as part of the annual debt capacity study (the “*Study*”) undertaken by The University of North Carolina (the “*University*”) in accordance with the Act. Each capitalized term used but not defined in this Institution Report has the meaning given to such term in the Study.

This Institution Report details the historical and projected financial information incorporated into the financial model developed in connection with the Study. NC State has used the model to calculate and project the following three financial ratios:

- Debt to Obligated Resources
- Five-Year Payout Ratio
- Debt Service to Operating Expenses

See **Appendix A** to the Study for more information on the ratios and related definitions.

To produce a tailored, meaningful model, NC State, in consultation with the UNC System Office, has set its own policies for each model ratio. For the two statutorily-required ratios—**debt to obligated resources** and the **five-year payout ratio**—NC State has set both a target policy and a floor or ceiling policy, as applicable.

For the purposes of the Study, NC State’s debt capacity reflects the amount of debt NC State could issue during the Study Period without exceeding its ceiling ratio for **debt to obligated resources**, after taking into account debt the General Assembly has previously approved that NC State intends to issue during the Study Period. Details regarding each approved project are provided in Section 3.

This Institution Report also includes the following information required by the Act:

- NC State’s current debt profile, including project descriptions financed with, and the sources of repayment for, NC State’s outstanding debt;
- NC State’s current credit profile, along with recommendations for maintaining or improving NC State’s credit rating; and
- A copy of any NC State debt management policy currently in effect.

Overview of NC State

For the fall 2022 semester, NC State had a headcount student population of approximately 36,700, including 26,254 undergraduate students and 10,446 graduate students. Over the past 5 years, NC State’s enrollment has increased approximately 3.4%.

NC State’s average age of plant is 11.0 years. Age of plant is a financial ratio calculated by dividing the accumulated depreciation by the annual depreciation expense. A low age of plant generally indicates the institution is taking a sustainable approach to its deferred maintenance and reinvestment programs.

NC State does not anticipate incurring any additional debt during the Study Period. NC State has made no changes to the financial model’s standard growth assumptions.

2. Institution Data

Notes

- Obligated Resources equals Available Funds plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Operating Expenses equals Operating Expenses plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Outstanding debt service is based on NC State's outstanding debt **as of June 30, 2022**, excluding state appropriated debt (such as energy savings contracts). Debt service is net of any interest subsidies owed to NC State by the federal government (discounted by an assumed 6.2% sequestration rate) and uses reasonable unhedged variable rate assumptions.
- New money debt issued **after June 30, 2022**, together with any legislatively approved debt NC State expects to issue during the Study Period, **are included** in the model as "proposed debt service" and are taken into account in the projected financial ratios shown in this Institution Report.
- Repayments, redemptions or refundings that have occurred **after June 30, 2022** are not included in the model, meaning the debt service schedules reflected below may overstate NC State's current debt burden.

Obligated Resources					Outstanding Debt					
Fiscal Year	Available Funds (Before GASB Adjustment)	GASB 68 Adjustment	GASB 75 Adjustment	AF Growth	Available Funds (After GASB Adjustment)	Fiscal Year	Principal	Net Interest	Debt Service	Principal Balance
2018	(953,664,116)	86,679,123	1,677,153,656		810,168,663	2023	21,173,840	15,802,923	36,976,763	462,880,058
2019	(947,107,122)	96,731,363	1,614,131,687	-5.73%	763,755,928	2024	21,719,012	14,985,124	36,704,136	441,161,046
2020	(888,254,099)	136,018,504	1,542,143,008	3.42%	789,907,413	2025	22,204,944	14,170,445	36,375,389	418,956,102
2021	(968,261,574)	166,579,062	1,443,633,592	-18.73%	641,951,080	2026	22,728,417	13,381,999	36,110,416	396,227,685
2022	(730,374,241)	135,071,867	1,341,809,124	16.29%	746,506,750	2027	23,222,845	12,572,465	35,795,310	373,004,840
2023	783,608,135	-	-	4.97%	783,608,135	2028	23,597,608	11,746,660	35,344,268	349,407,232
2024	822,553,459	-	-	4.97%	822,553,459	2029	32,754,065	10,924,241	43,678,306	316,653,167
2025	853,975,001	-	-	3.82%	853,975,001	2030	34,559,176	10,183,694	44,742,870	282,093,991
2026	886,596,846	-	-	3.82%	886,596,846	2031	31,603,912	9,115,202	40,719,114	250,490,079
2027	920,464,846	-	-	3.82%	920,464,846	2032	17,250,079	8,134,243	25,384,322	233,240,000
						2033	17,055,000	7,595,617	24,650,617	216,185,000
						2034	17,625,000	7,019,124	24,644,124	198,560,000
						2035	18,245,000	6,398,278	24,643,278	180,315,000
						2036	18,905,000	5,739,617	24,644,617	161,410,000
						2037	19,530,000	5,103,373	24,633,373	141,880,000
						2038	20,165,000	4,459,168	24,624,168	121,715,000
						2039	20,840,000	3,778,897	24,618,897	100,875,000
						2040	21,585,000	3,026,755	24,611,755	79,290,000
						2041	22,405,000	2,205,799	24,610,799	56,885,000
						2042	23,255,000	1,357,761	24,612,761	33,630,000
						2043	24,025,000	576,884	24,601,884	9,605,000
						2044	4,745,000	171,772	4,916,772	4,860,000
						2045	4,860,000	57,713	4,917,713	-
						2046			-	-

Operating Expenses					
Fiscal Year	Operating Exp.	GASB 68 Adjustment	GASB 75 Adjustment	Growth	Operating Exp.
2018	1,531,778,945	(14,037,421)	11,899,327		1,529,640,851
2019	1,556,533,507	(10,354,015)	18,686,599	2.30%	1,564,866,091
2020	1,600,435,802	(40,591,263)	22,269,252	1.10%	1,582,113,791
2021	1,536,955,408	(30,015,009)	11,589,067	-4.02%	1,518,529,466
2022	1,612,070,557	(84,706,183)	(5,226,047)	0.24%	1,522,138,327
2023	1,597,788,602	-	-	4.97%	1,597,788,602
2024	1,677,198,695	-	-	4.97%	1,677,198,695
2025	1,741,267,686	-	-	3.82%	1,741,267,686
2026	1,807,784,111	-	-	3.82%	1,807,784,111
2027	1,876,841,464	-	-	3.82%	1,876,841,464

3. Proposed Debt Financings

While NCSU evaluates its capital investment needs on a regular basis, NCSU currently has no legislatively approved projects that it anticipates financing during the Study Period.

4. Financial Ratios

Debt to Obligated Resources

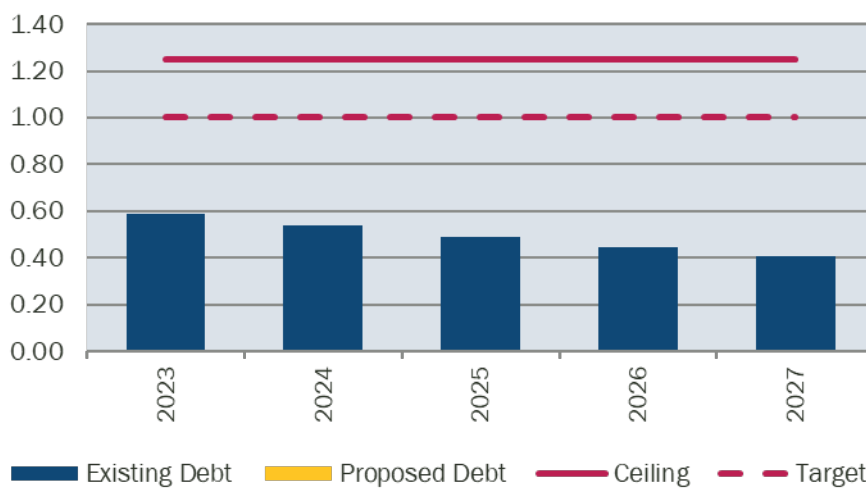
- **What does it measure?** NC State’s aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt.
- **How is it calculated?** Aggregate debt divided by obligated resources*
- Target Ratio: 1.00
- Ceiling Ratio: Not to exceed 1.25
- Projected 2023 Ratio: 0.59
- Highest Study Period Ratio: 0.59 (2023)

*Available Funds, which is the concept commonly used to capture an institution’s obligated resources in its loan and bond documentation, has been used in the model as a proxy for obligated resources. For most institutions, the two concepts are identical, though Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of an institution’s obligated resources.

Debt to Obligated Resources

Fiscal Year	Obligated Resources	Growth	Existing Debt	Proposed Debt	Ratio - Existing	Ratio - Proposed	Ratio - Total
2023	783,608,135	4.97%	462,880,058	-	0.59	n/a	0.59
2024	822,553,459	4.97%	441,161,046	-	0.54	n/a	0.54
2025	853,975,001	3.82%	418,956,102	-	0.49	n/a	0.49
2026	886,596,846	3.82%	396,227,685	-	0.45	n/a	0.45
2027	920,464,846	3.82%	373,004,840	-	0.41	n/a	0.41

Debt to Obligated Resources



5-Year Payout Ratio Overview

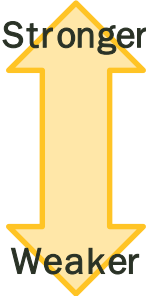
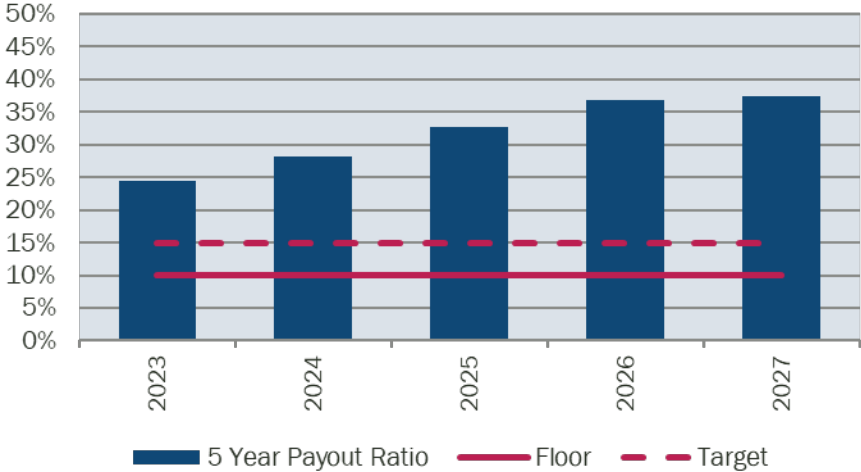
- **What does it measure?** The percentage of NC State’s debt scheduled to be retired in the next five years.
- **How is it calculated?** Aggregate principal to be paid in the next five years divided by aggregate debt

- Target Ratio: 15%
- Floor Ratio: Not less than 10%
- Projected 2023 Ratio: 25%
- Lowest Study Period Ratio: 25% (2023)

5-Year Payout Ratio

Fiscal Year	Principal Balance	Ratio
2023	462,880,058	25%
2024	441,161,046	28%
2025	418,956,102	33%
2026	396,227,685	37%
2027	373,004,840	37%

5-Year Payout Ratio



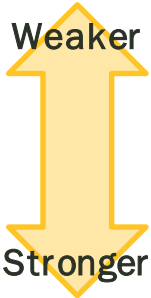
Debt Service to Operating Expenses

- **What does it measure?** NC State’s debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues.
 - **How is it calculated?** Annual debt service divided by annual operating expenses (as adjusted to include interest expense of proposed debt)
- Policy Ratio: Not to exceed 4.00%
 - Projected 2023 Ratio: 2.31%
 - Highest Study Period Ratio: 2.31% (2023)

Debt Service to Operating Expenses

Fiscal Year	Operating Expenses	Growth	Existing Debt Service	Proposed Debt Service	Ratio - Existing	Ratio - Proposed	Ratio - Total
2023	1,597,788,602	4.97%	36,976,763	-	2.31%	n/a	2.31%
2024	1,677,198,695	4.97%	36,704,136	-	2.19%	n/a	2.19%
2025	1,741,267,686	3.82%	36,375,389	-	2.09%	n/a	2.09%
2026	1,807,784,111	3.82%	36,110,416	-	2.00%	n/a	2.00%
2027	1,876,841,464	3.82%	35,795,310	-	1.91%	n/a	1.91%

Debt Service to Operating Expenses



5. Debt Capacity Calculation

Debt Capacity Calculation

- For the purposes of this Institution Report and the Study, NC State’s debt capacity is based on the amount of debt NC State could issue during the Study Period (after taking into account any legislatively approved projects detailed in **Section 3** above) without exceeding its ceiling ratio for **debt to obligated resources**.
- As presented below, NC State’s current debt capacity equals **the lowest constraint on its debt capacity** in any single year during the Study Period.
- Based solely on the **debt to obligated resources** ratio, NC State’s current estimated debt capacity is **\$516,630,111**. After taking into account any legislatively approved projects detailed in **Section 3** above, if NC State issued no additional debt until the last year of the Study Period, then NC State’s debt capacity for 2027 is projected to increase to **\$777,576,218**.

Fiscal Year	Debt to Obligated Resources (Current Ratio)	Debt to Obligated Resources (Ceiling)	Debt Capacity Calculation
2023	0.59	1.25	516,630,111
2024	0.54	1.25	587,030,778
2025	0.49	1.25	648,512,650
2026	0.45	1.25	712,018,373
2027	0.41	1.25	777,576,218

Limitations on Debt Capacity and Credit Rating Implications

- The debt capacity calculation shown above provides a general indication of NC State’s ability to absorb debt on its balance sheet during the Study Period and may help identify trends and issues over time.
- **“Debt capacity” does not** necessarily equate to **“debt affordability,”** which takes into account a number of quantitative and qualitative factors, including project revenues and expenses, cost of funds and competing strategic priorities.
- **If NC State were to use all of its calculated debt capacity during the Study Period, NC State’s credit ratings may face significant downward pressure.**
- Projecting the exact amount NC State could issue during the Study Period without negatively impacting its credit rating is difficult for a number of reasons.
 - **Use of Multiple Factors**
 - Any single financial ratio makes up only a fraction of the “scorecard” used by rating agencies to guide their credit analysis.
 - Under Moody’s approach, for example, the **financial leverage ratio** accounts for only **10%** of an issuer’s overall score.
 - **The State’s Impact**
 - In assessing each institution’s credit rating, rating agencies also consider the State’s credit rating and demographic trends, the health of its pension system, the level of support it has historically provided to the institution, and any legislation or policies affecting campus operations.

- Historically, each institution's credit rating has been bolstered by the State's strong support and overall financial health. As a result, many institutions "underperform" relative to the national median ratios for their rating category.
- If "debt capacity" were linked to those national median ratios, many institutions would have limited debt capacity for an extended period of time.
- **Factor Interdependence**
 - The quantitative and qualitative factors interact with one another in ways that are difficult to predict.
 - For example, a university's "**strategic positioning**" score, which accounts for 10% of its overall score under Moody's criteria, could deteriorate if a university either (1) issued excessive debt or (2) failed to reinvest in its campus to address its deferred maintenance obligations.
- **Distortions Across Rating Categories**
 - Because quantitative ratios account for only a portion of an issuer's final rating, the national median for any single ratio is not perfectly correlated to rating outcomes, meaning the median ratio for a lower rating category may be more stringent than the median ratio for a higher rating category. For the highest and lowest rating categories, the correlation between any single ratio and rating outcomes becomes even weaker.
 - Tying capacity directly to ratings may also distort strategic objectives. For example, an institution may be penalized for improving its rating, as it may suddenly lose all of its debt capacity because it must now comply with a much more stringent ratio.

6. Debt Profile

NC State's detailed debt profile, including a brief description of each financed project and the source of repayment for each outstanding debt obligation, is reflected in the table on the following page.

Summary of Debt Outstanding as of FYE June 30, 2022

Series	Dated Date	Outstanding Par Amount	Final Maturity	Callable	Call Date	Call Price	Type	Fund	Campus	Purpose	Source of Repayment
2010 A NCSU	04/28/2010	1,095,000.00	10/01/2022	Callable	Currently Callable	100%	General Revenue	Affiliate Fund	North Carolina State University	Student Health Center, West Lot Parking Deck, Carmichael Gym, Terry Veterinary Hospital, Dining and Athletic Facilities	Centennial Campus Revenues; Gifts; Student Fees; Transportation Revenues; Dining Revenues
2013 A NCSU	03/06/2013	4,985,000.00	10/01/2023	Callable	10/01/2023 @ 100.0%	100%	General Revenue	Affiliate Fund	North Carolina State University	Centennial Campus Housing Complex	Housing Revenues
2013 B NCSU	03/06/2013	124,955,000.00	10/01/2041	Make Whole	Make Whole	-	General Revenue	Affiliate Fund	North Carolina State University	Talley Student Center	Dining Revenues; Bookstore Revenues
2017 NCSU	03/14/2017	29,008,898.00	10/01/2031	Make Whole	Make Whole	-	General Revenue	Affiliate Fund	North Carolina State University	Construction Project	Energy Savings; Student Fees; Gifts
2018 NCSU	06/28/2018	61,045,000.00	10/01/2028	Non Callable	Non Callable	-	General Revenue	Affiliate Fund	North Carolina State University	Refunding 2003B and 2015	Housing Revenues; Athletics Revenues; Centennial Campus Revenues; Student Fees
2020 A NCSU	07/07/2020	82,335,000.00	10/01/2044	Callable	04/01/2030 @ 100.0%	100%	General Revenue	Affiliate Fund	North Carolina State University	Refunding 2010B and 2013A	Student Fees; Gifts; Transportation Revenues; Dining Revenues
2020 B NCSU	07/07/2020	180,630,000.00	10/01/2042	Make Whole	Make Whole	-	General Revenue	Affiliate Fund	North Carolina State University	Refunding 2010B and 2013A	Gifts; Housing Revenues
Total		484,053,898.00									

7. Credit Profile

The following page provides a snapshot of NC State's current credit ratings, along with (1) a summary of various credit factors identified in NC State's most recent rating report and (2) recommendations for maintaining and improving NC State's credit ratings in the future.



Credit Profile of the University– (General Revenue)

Overview

- Moody’s maintains a Aa1 rating on NC State’s general revenue bonds. The outlook is stable.
- Standard and Poor’s maintains a AA rating on NC State’s general revenue bonds. The outlook is stable

	Moody’s	S&P	Fitch
	Aaa	AAA	AAA
	Aa1	AA+	AA+
	Aa2	AA	AA
	Aa3	AA-	AA-
	A1	A+	A+
	A2	A	A
	A3	A-	A-
	Baa1	BBB+	BBB+
	Baa2	BBB	BBB
	Baa3	BBB-	BBB-
----- Non Investment Grade			

Key Information Noted in Rating Reports

Credit Strengths

- Excellent student market position as land-grant university with diverse degree programs
- Solid support from Aaa -rated state for operations and capital
- Sizeable and growing financial reserves provide a resource cushion
- Federal aid from the CARES Act provided support to offset student refunds and other expenses
- Strong philanthropic support
- Manageable financial leverage
- Good financial management as evidenced by a history of strong operating performance

Credit Challenges

- Ongoing capital needs will lead to increased debt over time
- Political limits on pricing power for in - state undergraduate students restrain prospects for revenue growth
- Lower total gift revenue relative to similarly rated peers.
- Economic recovery could be challenged if COVID-related risks accelerate in the future

Recommendations & Observations

- NC State sees strategic value in maintaining its current rating levels.
- NC State will continue to seek strategies to limit new debt in the near term while addressing the critical infrastructure needs of a growing campus, in accordance with NC State’s existing debt policy and in service of NC State’s other strategic initiatives.
- Ongoing fundraising program will further strengthen NCSU’s financial reserves and debt affordability related to future capital funding.

8. Peer Comparison

Moody's Key Credit Ratios	North Carolina State University	Most Recent Peer Institution Data			
Peer Institution		Michigan State University	Virginia Tech University	University of Arizona	Georgia Institute of Technology
Fiscal Year	2022	2022	2022	2022	2022
Most Senior Rating	Aa1	Aa2	Aa1	Aa2	Aa3
Total Long-Term Debt (\$, in millions)	642	2249	819	1676	937
Total Cash & Investments (\$, in millions)	2629	4984	2315	2306	3537
Operating Revenue (\$, in millions)	1778	2781	1786	2349	2292
Operating Expenses (\$, in millions)	1686	2713	1671	2237	2150
Market Performance Ratios					
Annual Change in Operating Revenue (%)	12.6%	12.4%	11.6%	10.1%	18.3%
Operating Ratios					
Operating Cash Flow Margin (%)	13.7%	12.9%	15.0%	14.4%	13.5%
Wealth & Liquidity Ratios					
Total Cash & Investments to Operating Expenses (x)	1.6	1.8	1.4	1.0	1.6
Total Debt to Operating Expenses (x)	0.4	0.8	0.5	0.7	0.4
Monthly Days Cash on Hand (x)	209	359	159	149	101
Leverage Ratios					
Total Cash & Investments to Total Debt (x)	4.1	2.2	2.8	1.4	3.8
Debt Service to Operating Expenses (%)	2.7%	4.3%	3.3%	5.9%	2.3%
Total Debt-to-Cash Flow (x)	2.6	6.3	3.1	4.9	3.0

*Note: Peers chosen from BOG approved peers if available in Moody's Municipal Financial Ratio Analysis (MFRA) Database. If approved peer data is unavailable, universities with similar credit ratings are used. Data is the most recent available in the MFRA database.

Debt Management Policies

NC State's current debt policy is attached.

North Carolina State University
Debt Management Guidelines
Revised June 2018

Summary

Debt financing, especially tax-exempt debt, provides a low-cost source of capital for the University to fund capital investments to achieve its mission and strategic objectives. As the economic landscape continues to evolve and change, the use of debt will become an increasingly important tool that enables our institution to move its strategy forward. In this environment, appropriate financial leverage plays a key role and is considered a long-term component of the University's balance sheet. Given that the University has limited debt repayment resources, the allocation and management of debt is a limited resource. The guidelines provided in this document are the framework by which decisions will be made regarding the issuance of debt to finance particular capital improvements.

Authority

North Carolina General Statutes Chapter 116D Article 3 authorize the Board of Governors of the University of North Carolina (the Board) to issue special obligation bonds for improvements to the facilities of the University of North Carolina System.

Prior to a bond issue, the Board designates the capital improvements financed as "special obligation bond projects" and the University's Board of Trustees approves the issuance of special obligation bonds for those projects.

The State Energy Conservation Finance Act, Article 8 of Chapter 142 of the North Carolina General Statutes authorizes the Board to solicit and, through G.S. 143-64.17A , finance guaranteed energy conservation measures. These financing agreements must have the approval of the Office of State Budget and Management, the State Treasurer, and Counsel of State prior to closing.

Criteria

The University's debt capacity is a limited resource. Only projects that directly or indirectly relate to the mission of the University will be considered for debt financing. In general, projects that will be approved are broader in scope than college, or unit-based, projects. However, certain mission-critical school-based projects can also receive approval. Before beginning the planning-for-fundraising process for any project which might require debt financing, the approval of the Vice Chancellor for Finance and Administration and the Vice Chancellor for University Advancement is required.

Projects financed through a bonding program will have received approval through the NC State Legislature annual non-appropriated capital improvements bill and will have been designated as "special obligation projects" by the North Carolina Board of Governors. Energy conservation measures will have received state agency approval as required.

A project that has a related revenue stream (self-liquidating project) will receive priority consideration. All of these projects must be self-funding, and the use of debt must be supported by an achievable financial plan that includes servicing the debt(including

interest expense), financing related infrastructure and utilities, meeting any new or increased operating costs (including security applications), and providing for appropriate replacement and renovation costs. Any bonded project must have a minimum debt-coverage ratio of 1.25X cash flow-to-debt service (debt service being the annual sum of required minimum principal and interest payments). Energy conservation measures must show that savings will be adequate to service the debt and all annual monitoring costs. Other projects funded by budgetary savings, gifts, and grants will be considered on a case-by-case basis. Any projects that will require gift financing, or include a gift financing component, must be jointly approved by the Vice Chancellor for University Advancement and the Vice Chancellor for Finance and Administration before approaching any prospective donors about gifts to the project. Because of the ancillary costs of projects, the amount of gifts raised must also include an associated endowment for any projects that are to be 100% gift financed. In all cases, institutional strategy and not donor capacity must drive the decision to build a project.

Maintenance of Credit Rating

Maintaining a high credit rating will permit the University to continue to issue debt and finance capital projects at favorable interest rates while meeting its strategic objectives. The University's decision to issue additional debt will be focused on both the strategic importance of the new capital improvement(s) and the change in the overall debt portfolio and any associated impact on the credit rating. The University recognizes that external economic, natural, or other unanticipated events may from time to time affect the creditworthiness of its debt. Nevertheless, the University is committed to ensuring that the overall debt portfolio is prudently managed and all stakeholder interests are balanced. Management will provide the rating agencies with full and timely access to required information.

Methods of Sale

The standard methods of sale are competitive, negotiated, and private placement. University management will evaluate each method of sale and determine the best type for each bond issue.

Financing Team Professionals

Selection of financing team professionals will be accomplished based on guidance from UNC General Administration. Bond Counsel, Financial Advisor, and Underwriter pool will be selected using the RFP (request for proposals) method.

General Revenue Pledge

The University will utilize general revenue secured debt (available funds pledge) for all financing needs, unless for energy conservation measures or other certain projects where management desires to structure specific revenue pledges independent of general revenue projects. The general revenue pledge provides a strong, flexible security that captures the strengths of not only auxiliary and student related revenues, but also of the

University's research programs. General revenue bonds price better than corresponding auxiliary or facilities and administrative cost recovery bonds. Historically, general revenue debt has been subject to fewer operating or financial covenants and lower coverage levels imposed by the market and external constituents.

Refunding

Refunding and/or restructuring opportunities will be evaluated on a regular basis. Costs incurred by the refunding activity will be taken into consideration with a general target of 3% present value savings, but other factors will also be considered, including the impact on the University's overall risk profile, credit ratings, and future debt capacity. The University will also consider refinancing for other strategic reasons including the elimination of certain limitations, covenants, payment obligations, or reserve requirements that reduce flexibility.

Types of Instruments

Tax-exempt debt – The University recognizes the benefits associated with tax-exempt debt, and will manage the tax-exempt portfolio to maximize the use of it subject to changing market conditions and tax laws.

Taxable debt – The University will manage its debt portfolio to implement taxable strategies based primarily on private use considerations, and secondarily on tax laws and current market conditions. Taxable debt is likely to be a perpetual component of the University's liabilities, and will be utilized to fund projects ineligible for tax-exempt financing.

Commercial paper – The University recognizes that a commercial paper (CP) program can provide low-cost working capital and provide bridge financing for projects. However, as with other debt structures, the level of CP outstanding impacts the University's overall debt capacity. The University retains the right to reduce the amount of CP available in the event it needs to increase its tax-exempt and taxable debt capacity.

Variable rate debt – Variable rate debt is a desirable component of a debt portfolio in declining-rate environments, as it provides typically lower rates. The use of variable rate debt does expose the debt portfolio to interest rate fluctuations and often comes with liquidity needs. Therefore, the University will balance the mix of variable and fixed rate debt so that variable is between 0-30% of the total debt portfolio and will include variable interest rate instruments and products when advantageous.

Derivatives –The use of derivative products can be appropriate and advantageous for the purposes of limiting interest rate exposure and reducing debt-service costs. The use of swaps will be employed primarily to enhance the University's financial strategy by managing its variable-rate exposure. Derivative products can help the University lock-in a favorable cost of capital for a future project or to ensure a specific level of cash flow savings for a refinancing. The University's strategic objectives and outlook on the interest-rate environment would determine the appropriate approach.

The University will evaluate potential derivative instruments through evaluation of its variable rate allocation, market and interest rate conditions, and the compensation for undertaking counterparty exposure. The University will evaluate each transaction relative to counterparty, basis, and termination risk. No derivative transaction will be undertaken that is not fully understood by the University or that imposes inappropriate risk on the University.

Public Private Partnerships - Given limited debt capacity and substantial capital needs, opportunities for alternative and non-traditional transaction structures may be considered, including off- balance sheet financings. These transactions are generally more expensive than traditional debt structures because investors view them as inherently riskier transactions, and can come with a cost of capital and transaction and structuring costs that are higher than traditional University debt. Chief considerations in deciding whether to pursue a Public Private Partnership are whether a third party financing model can produce results that are: (1) faster; (2) better; or (3) cheaper. Non-traditional structures can be considered when the economic benefit and likely impact on the University's debt capacity and credit have been determined to be accretive to the mission, the benefits of the potential transaction outweigh the costs, or the transaction best aligns with the long-term vision and strategic plan of the University. If it is determined that the use of third party financing or public private partnerships is closer to University debt than predicted, or if it is perceived to be University debt by University auditors, we will endeavor to use traditional financing methods. For this reason, any public private partnership projects that occur on University-or Endowment-owned land must include the involvement of the University Treasurer. Our debt guidelines anticipate that rating agencies will consider any debt that is built on state-owned or university-owned land for purposes similar to that which is typically financed by special obligation debt to be virtually the same as debt of the University. Economic interest and control drive whether a project is considered to be debt of the University. If the university has an economic interest (i.e. gains the net operating income or participates in the income or losses) and control, then the project is considered by most financing professionals to be materially tied to the University. Ultimately, pursuing this type of financing is also a function of regulations—a project may be feasible but may not be allowed under existing regulations.

Maturity and Debt Service

The useful life of the capital project financed will be taken into consideration when determining the length of financing. No capital project will be financed more than 120% of its useful life. Call features should be structured to provide the highest degree of flexibility relative to cost. Structure of debt service will take into consideration existing debt and future capital plans. In addition, the University's amortization of debt service may be spread along the full yield curve depending on market conditions.

Disclosures and Compliance

The University will review compliance with covenants and requirements under outstanding bond indentures on an annual basis. The University will continue to meet its ongoing disclosure requirements in accordance with SEC rule 15c2-12. The University

will submit financial reports, statistical data, and any other material events as required under outstanding bond indentures. The University will comply with arbitrage requirements on invested bond funds. The University will comply with Internal Revenue Service rules related to private use and use of proceeds on tax-exempt debt.

Use of Benchmarks and Debt Ratios

In order to maintain an understanding of the University's standing in comparison to other like institutions, analysis using standard ratios and benchmarks must be made comparing the University to others in its peer group. This analysis can be used as an ongoing tool in determining trends, weaknesses, and target strengths relating to the debt portfolio, its credit rating, and the health of the institution. On a regular basis, the University will review its ratios and compare them to published benchmarks from the rating agencies and others in its peer group.

The University uses the following key ratios to provide a quantitative assessment of debt affordability and debt capacity. *Current guidelines, which will be updated annually per the Moody's updated report, establish internal covenant levels that are 15% above the Median level for Aa1 rated peers. A transaction or series of transactions that violate the covenant levels without returning to compliance within 2 years following the transaction will require additional approval and diligence within the long-term (10 year) University plan.*

1. **Financial Leverage (Spendable Cash & Investments to Total Debt)**: This ratio highlights the ability of the University to repay bondholders from wealth that can be accessed over time or for a specific purpose. **Internal covenant level = 1.9X.**

$$\frac{\text{Cash and Investments (University and Affiliated Foundations) + Funds Held in Trust by Others + Pledges Receivable Reported in Permanently Restricted Net Assets} - \text{Permanently Restricted Net Assets}}{\text{Total Debt}}$$

2. **Debt Affordability (Total Debt to Cash Flow)**: Measures the ability of the University to repay its debt from the profitability of its current operations, as opposed to financial reserves, and is a measure of debt affordability. **Internal covenant level = 3.8X**

$$\frac{\text{Total Debt}}{\text{Operating Income} + \text{Depreciation} + \text{Amortization} + \text{Interest} + \text{Other Non-Cash Expenses}}$$

3. **Total Debt to Operating Revenue**: Measures the University's debt load relative to the scope of its current operations, economies of scale, and brand recognition. **Internal covenant level = 0.45X.**

$$\frac{\text{Total Debt}}{\text{Operating Revenue}}$$

Indirect Debt

The University understands that debt issued by affiliated foundations can have an effect on the University's bond rating. University management will take steps to be aware of and participate in debt discussions and new borrowings undertaken by those affiliated entities. As per Operating Guidelines for Associated Entities, all debt that exceeds \$500K for major associated entities and \$100K for minor associated entities must be approved by the Vice Chancellor for Finance and Administration.

Centralized Lending and Blended Portfolio

The University has adopted a central loan program under which it provides funding for projects under the guidance of the Vice Chancellor for Finance and Administration and the University Treasurer. The benefits of this program include: (i) structuring of transactions on an aggregate basis, rather than by project; (ii) continual access to capital for borrowers; (iii) predictable financial terms for borrowers; (iv) minimizing interest rate volatility; (v) permitting prepayment of loans at any time without penalty; and (vi) equity for borrowers through a blended rate.

The University charges a blended rate to its borrowers based on its cost of funding. This interest rate may change periodically to reflect changes in the University's average aggregate expected long-term cost of borrowing. The blended rate may also include a reserve for interest rate stabilization or other purposes.

Each borrower is responsible for the repayment of all funds borrowed from the central loan program, plus interest, regardless of the internal or external source of funds. The University provides for flexible financing terms in order to accommodate individual entities as determined by the project scope and repayment source. The Director of Strategic Debt Management is the primary contact for divisional and auxiliary loans.

The University of North Carolina System Debt Capacity Study – Fiscal Year 2022

University of North Carolina at Asheville
Institution Report

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1. Executive Summary

Overview of the Institution Report

Pursuant to Article 5 of Chapter 116D of the North Carolina General Statutes (the “*Act*”), University of North Carolina at Asheville (“*UNC Asheville*”) has submitted this report (this “*Institution Report*”) as part of the annual debt capacity study (the “*Study*”) undertaken by The University of North Carolina (the “*University*”) in accordance with the Act. Each capitalized term used but not defined in this Institution Report has the meaning given to such term in the Study.

This Institution Report details the historical and projected financial information incorporated into the financial model developed in connection with the Study. UNC Asheville has used the model to calculate and project the following three financial ratios:

- Debt to Obligated Resources
- Five-Year Payout Ratio
- Debt Service to Operating Expenses

See **Appendix A** to the Study for more information on the ratios and related definitions.

To produce a tailored, meaningful model, UNC Asheville, in consultation with the UNC System Office, has set its own policies for each model ratio. For the two statutorily-required ratios—**debt to obligated resources** and the **five-year payout ratio**—UNC Asheville has set both a target policy and a floor or ceiling policy, as applicable.

For the purposes of the Study, UNC Asheville’s debt capacity reflects the amount of debt UNC Asheville could issue during the Study Period without exceeding its ceiling ratio for **debt to obligated resources**, after taking into account debt the General Assembly has previously approved that UNC Asheville intends to issue during the Study Period. Details regarding each approved project are provided in Section 3.

This Institution Report also includes the following information required by the Act:

- UNC Asheville’s current debt profile, including project descriptions financed with, and the sources of repayment for, UNC Asheville’s outstanding debt;
- UNC Asheville’s current credit profile, along with recommendations for maintaining or improving UNC Asheville’s credit rating; and
- A copy of any UNC Asheville debt management policy currently in effect.

Overview of UNC Asheville

For the fall 2022 semester, UNC Asheville had a headcount student population of approximately 2,914 undergraduate students. Over the past 5 years, UNC Asheville’s enrollment has declined by 22.5%.

UNC Asheville’s average age of plant is 15.7 years. Age of plant is a financial ratio calculated by dividing the accumulated depreciation by the annual depreciation expense. A low age of plant generally indicates the institution is taking a sustainable approach to its deferred maintenance and reinvestment programs.

UNC Asheville does not anticipate significant additional borrowings during the Study Period. UNC Asheville changed the financial model’s standard growth assumptions for operating expenses to better reflect their internal projections due to changes in state funding and enrollment.

2. Institution Data

Notes

- Obligated Resources equals Available Funds plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Operating Expenses equals Operating Expenses plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Outstanding debt service is based on UNC Asheville’s outstanding debt **as of June 30, 2022**, excluding state appropriated debt (such as energy savings contracts). Debt service is net of any interest subsidies owed to UNC Asheville by the federal government (discounted by an assumed 6.2% sequestration rate) and uses reasonable unhedged variable rate assumptions.
- New money debt issued **after June 30, 2022**, together with any legislatively approved debt UNC Asheville expects to issue during the Study Period, **are included** in the model as “proposed debt service” and are taken into account in the projected financial ratios shown in this Institution Report.

Obligated Resources						Outstanding Debt				
Fiscal Year	Available Funds (Before GASB Adjustment)	GASB 68 Adjustment	GASB 75 Adjustment	AF Growth	Available Funds (After GASB Adjustment)	Fiscal Year	Principal	Net Interest	Debt Service	Principal Balance
2018	(74,574,924)	4,534,689	108,613,930		38,573,695	2023	2,385,700	3,069,565	5,455,265	69,717,700
2019	(69,981,912)	5,400,597	104,773,274	4.20%	40,191,959	2024	2,852,500	2,989,417	5,841,917	66,865,200
2020	(69,590,526)	7,335,361	100,424,226	-5.03%	38,169,061	2025	3,028,800	2,865,131	5,893,931	63,836,400
2021	(63,602,137)	8,608,363	93,606,162	1.16%	38,612,388	2026	3,234,600	2,740,537	5,975,137	60,601,800
2022	(47,158,784)	6,956,185	86,830,777	20.76%	46,628,178	2027	3,357,800	2,608,261	5,966,061	57,244,000
2023	48,000,000	-	-	2.94%	48,000,000	2028	2,763,000	2,470,441	5,233,441	54,481,000
2024	39,000,000	-	-	-18.75%	39,000,000	2029	2,857,000	2,371,880	5,228,880	51,624,000
2025	39,390,000	-	-	1.00%	39,390,000	2030	2,879,000	2,266,012	5,145,012	48,745,000
2026	39,783,900	-	-	1.00%	39,783,900	2031	2,645,000	2,147,000	4,792,000	46,100,000
2027	40,181,739	-	-	1.00%	40,181,739	2032	2,760,000	2,030,450	4,790,450	43,340,000
						2033	2,875,000	1,908,800	4,783,800	40,465,000
						2034	3,020,000	1,765,050	4,785,050	37,445,000
						2035	3,170,000	1,614,050	4,784,050	34,275,000
						2036	3,295,000	1,487,250	4,782,250	30,980,000
						2037	3,425,000	1,355,450	4,780,450	27,555,000
						2038	3,555,000	1,218,450	4,773,450	24,000,000
						2039	3,725,000	1,055,200	4,780,200	20,275,000
						2040	3,885,000	884,100	4,769,100	16,390,000
						2041	2,435,000	705,500	3,140,500	13,955,000
						2042	2,555,000	583,750	3,138,750	11,400,000
						2043	2,685,000	456,000	3,141,000	8,715,000
						2044	2,795,000	348,600	3,143,600	5,920,000
						2045	2,900,000	236,800	3,136,800	3,020,000
						2046	3,020,000	120,800	3,140,800	-

Operating Expenses					
Fiscal Year	Operating Exp.	GASB 68 Adjustment	GASB 75 Adjustment	Growth	Operating Exp.
2018	95,203,105	(1,015,668)	(102,672)		94,084,765
2019	93,829,883	(909,519)	3,865,342	2.87%	96,785,706
2020	96,046,868	(2,067,095)	4,226,475	1.47%	98,206,247
2021	90,441,029	(1,358,817)	5,547,253	-3.64%	94,629,465
2022	92,897,708	1,583,610	6,236,348	6.43%	100,717,666
2023	107,264,314	-	-	6.50%	107,264,314
2024	108,336,958	-	-	1.00%	108,336,958
2025	109,420,327	-	-	1.00%	109,420,327
2026	110,514,530	-	-	1.00%	110,514,530
2027	111,619,676	-	-	1.00%	111,619,676

3. Proposed Debt Financings

While UNC Asheville evaluates its capital investment needs on a regular basis, UNC Asheville currently has no legislatively approved projects that it anticipates financing during the Study Period.

4. Financial Ratios

Debt to Obligated Resources

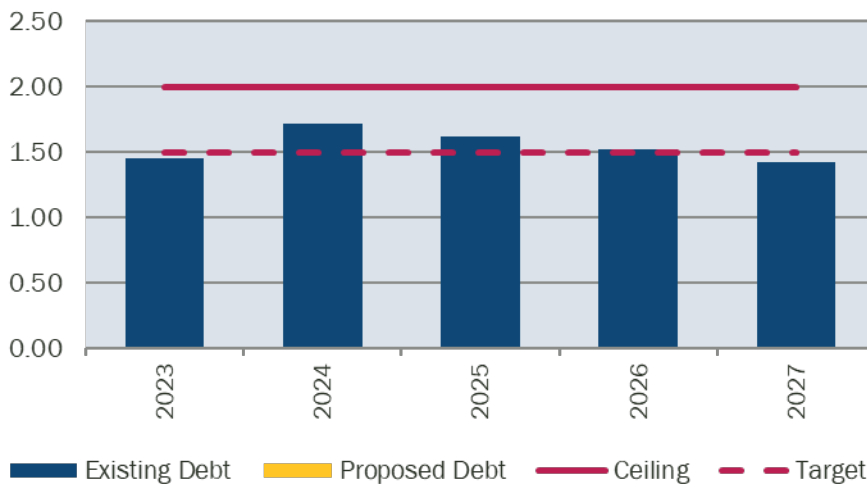
- **What does it measure?** UNC Asheville’s aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt.
- **How is it calculated?** Aggregate debt divided by obligated resources*
- Target Ratio: 1.50
- Ceiling Ratio: Not to exceed 2.00
- Projected 2023 Ratio: 1.45
- Highest Study Period Ratio: 1.71 (2024)

*Available Funds, which is the concept commonly used to capture an institution’s obligated resources in its loan and bond documentation, has been used in the model as a proxy for obligated resources. For most institutions, the two concepts are identical, though Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of an institution’s obligated resources.

Debt to Obligated Resources

Fiscal Year	Obligated Resources	Growth	Existing Debt	Proposed Debt	Ratio - Existing	Ratio - Proposed	Ratio - Total
2023	48,000,000	2.94%	69,717,700	-	1.45	n/a	1.45
2024	39,000,000	-18.75%	66,865,200	-	1.71	n/a	1.71
2025	39,390,000	1.00%	63,836,400	-	1.62	n/a	1.62
2026	39,783,900	1.00%	60,601,800	-	1.52	n/a	1.52
2027	40,181,739	1.00%	57,244,000	-	1.42	n/a	1.42

Debt to Obligated Resources



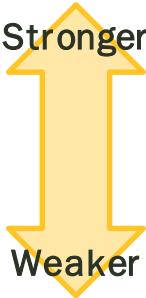
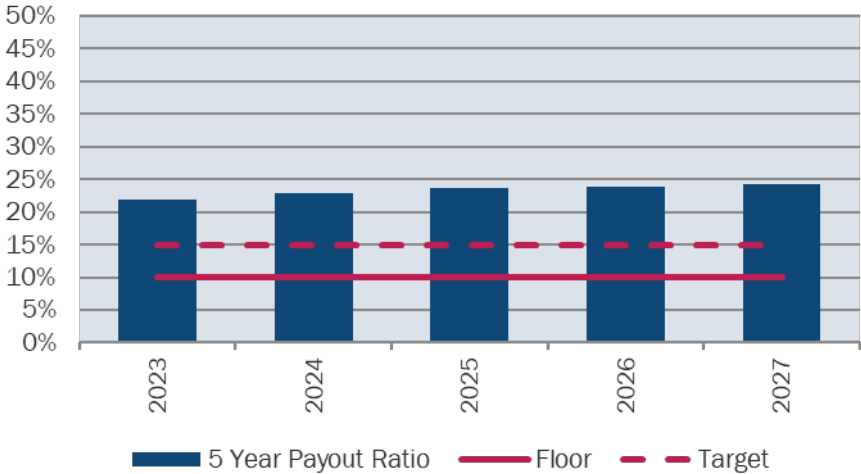
5-Year Payout Ratio Overview

- **What does it measure?** The percentage of UNC Asheville’s debt scheduled to be retired in the next five years.
- **How is it calculated?** Aggregate principal to be paid in the next five years divided by aggregate debt
- Target Ratio: 15%
- Floor Ratio: Not less than 10%
- Projected 2023 Ratio: 22%
- Lowest Study Period Ratio: 22% (2023)

5-Year Payout Ratio

Fiscal Year	Principal Balance	Ratio
2023	69,717,700	22%
2024	66,865,200	23%
2025	63,836,400	24%
2026	60,601,800	24%
2027	57,244,000	24%

5-Year Payout Ratio



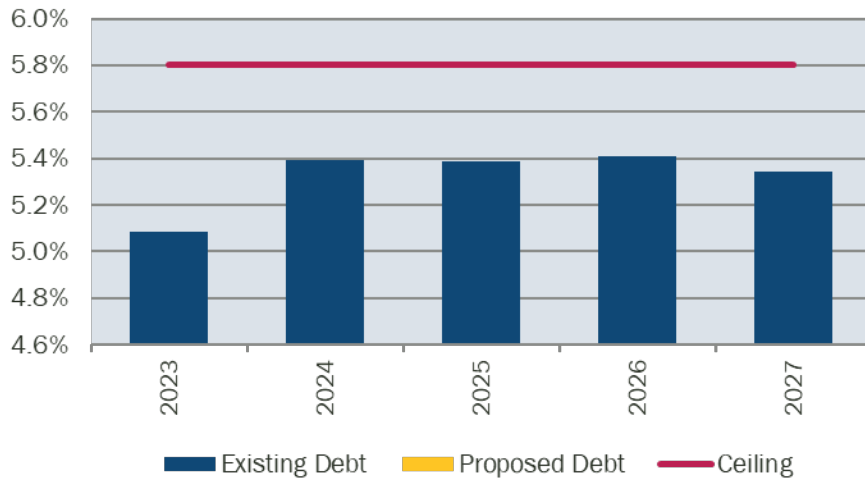
Debt Service to Operating Expenses

- **What does it measure?** UNC Asheville’s debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues.
 - **How is it calculated?** Annual debt service divided by annual operating expenses (as adjusted to include interest expense of proposed debt)
- Policy Ratio: Not to exceed 5.80%
 - Projected 2023 Ratio: 5.09%
 - Highest Study Period Ratio: 5.41% (2026)

Debt Service to Operating Expenses

Fiscal Year	Operating Expenses	Growth	Existing Debt Service	Proposed Debt Service	Ratio - Existing	Ratio - Proposed	Ratio - Total
2023	107,264,314	6.50%	5,455,265	-	5.09%	n/a	5.09%
2024	108,336,958	1.00%	5,841,917	-	5.39%	n/a	5.39%
2025	109,420,327	1.00%	5,893,931	-	5.39%	n/a	5.39%
2026	110,514,530	1.00%	5,975,137	-	5.41%	n/a	5.41%
2027	111,619,676	1.00%	5,966,061	-	5.34%	n/a	5.34%

Debt Service to Operating Expenses



5. Debt Capacity Calculation

Debt Capacity Calculation

- For the purposes of this Institution Report and the Study, UNC Asheville’s debt capacity is based on the amount of debt UNC Asheville could issue during the Study Period (after taking into account any legislatively approved projects detailed in **Section 3** above) without exceeding its ceiling ratio for **debt to obligated resources**.
- As presented below, UNC Asheville’s current debt capacity equals **the lowest constraint on its debt capacity** in any single year during the Study Period.¹
- Based solely on the **debt to obligated resources** ratio, UNC Asheville estimated debt capacity for fiscal year 2023 is **\$26,282,300**. After taking into account any legislatively approved projects detailed in **Section 3** above, if UNC Asheville issued no additional debt until the last year of the Study Period, then UNC Asheville’s debt capacity for 2027 is projected to decrease to **\$23,119,478**.

Fiscal Year	Debt to Obligated Resources (Current Ratio)	Debt to Obligated Resources (Ceiling)	Debt Capacity Calculation
2023	1.45	2.00	26,282,300
2024	1.71	2.00	11,134,800
2025	1.62	2.00	14,943,600
2026	1.52	2.00	18,966,000
2027	1.42	2.00	23,119,478

Limitations on Debt Capacity and Credit Rating Implications

- The debt capacity calculation shown above provides a general indication of UNC Asheville’s ability to absorb debt on its balance sheet during the Study Period and may help identify trends and issues over time.
- **“Debt capacity” does not necessarily equate to “debt affordability,”** which takes into account a number of quantitative and qualitative factors, including project revenues and expenses, cost of funds and competing strategic priorities.
- **If UNC Asheville were to use all of its calculated debt capacity during the Study Period, UNC Asheville’s credit ratings may face significant downward pressure.**
- Projecting the exact amount UNC Asheville could issue during the Study Period without negatively impacting its credit rating is difficult for a number of reasons.
 - **Use of Multiple Factors**
 - Any single financial ratio makes up only a fraction of the “scorecard” used by rating agencies to guide their credit analysis.
 - Under Moody’s approach, for example, the **financial leverage ratio** accounts for only **10%** of an issuer’s overall score.
 - **The State’s Impact**

- In assessing each institution’s credit rating, rating agencies also consider the State’s credit rating and demographic trends, the health of its pension system, the level of support it has historically provided to the institution, and any legislation or policies affecting Campus operations.
- Historically, each institution’s credit rating has been bolstered by the State’s strong support and overall financial health. As a result, many institutions “underperform” relative to the national median ratios for their rating category.
- If “debt capacity” were linked to those national median ratios, many institutions would have limited debt capacity for an extended period of time.
- **Factor Interdependence**
 - The quantitative and qualitative factors interact with one another in ways that are difficult to predict.
 - For example, a university’s “**strategic positioning**” score, which accounts for 10% of its overall score under Moody’s criteria, could deteriorate if a university either (1) issued excessive debt or (2) failed to reinvest in its campus to address its deferred maintenance obligations.
- **Distortions Across Rating Categories**
 - Because quantitative ratios account for only a portion of an issuer’s final rating, the national median for any single ratio is not perfectly correlated to rating outcomes, meaning the median ratio for a lower rating category may be more stringent than the median ratio for a higher rating category. For the highest and lowest rating categories, the correlation between any single ratio and rating outcomes becomes even weaker.
 - Tying capacity directly to ratings may also distort strategic objectives. For example, an institution may be penalized for improving its rating, as it may suddenly lose all of its debt capacity because it must now comply with a much more stringent ratio.

6. Debt Profile

UNC Asheville's detailed debt profile, including a brief description of each financed project and the source of repayment for each outstanding debt obligation, is reflected in the table on the following page.

Summary of Debt Outstanding as of FYE June 30, 2022						
Series	Dated Date	Outstanding Par Amount	Final Maturity	Type	Purpose	Source of Repayment
2010 C UNCA	03/31/2010	1,180,000.00	10/01/2024	Pool Revenue	Refunding 2002A	Housing Receipts; Dining Receipts
2012 UNCA	04/18/2012	2,139,400.00	06/01/2027	General Revenue	Refunding 2002A	Housing Receipts; Dining Receipts
2013 A UNCA	05/28/2013	2,561,000.00	04/01/2030	General Revenue	Student Health, Counseling, Development Center	Health Services Student Fee; Overhead Receipts, Endowment Administrative Fees
2013 B UNCA	05/26/2013	524,000.00	04/01/2023	General Revenue	Refunding 2005A	Housing Receipts; Dining Receipts
2014 UNCA	09/18/2014	549,000.00	06/01/2029	General Revenue	Athletics and Student Recreation Center	Athletics Student Fee
2017 UNCA	03/22/2017	45,250,000.00	06/01/2046	General Revenue	Highsmith Student Ctr Renovation & New Campus Housing	Housing Receipts; Student Fees
2019 UNCA	10/31/2019	19,900,000.00	06/01/2040	General Revenue	Refunding 2010	Housing Receipts; Dining Receipts
Total		72,103,400.00				

7. Credit Profile

The following page provides a snapshot of UNC Asheville's current credit ratings, along with (1) a summary of various credit factors identified in UNC Asheville's most recent rating report and (2) recommendations for maintaining and improving UNC Asheville's credit ratings in the future.



Credit Profile of the University – (General Revenue)

Overview

- In January 2022, Moody’s downgraded UNCA’s rating from A1 to A2 on UNC Asheville’s general revenue bonds. The outlook is revised from negative to stable. The change will be reflected in next year’s study.
- Previously in 2020, Moody’s had downgraded the Series 2010C bonds from Aa3 to A1 reflecting the shift in composition of the pool participants in 2020; UNCA is now the sole obligor to Series 2010C bonds.

Key Information Noted in Rating Reports

Credit Strengths	Credit Challenges
<ul style="list-style-type: none"> ▪ Strong financial support for operations and capital projects from the Aaa-rated state of North Carolina ▪ As UNCA works to implement its strategic enrollment initiatives, State funds will assist its operating performance ▪ Operating appropriations from the state have increased since FY 2014 and moderate increases are expected to continue 	<ul style="list-style-type: none"> ▪ Since 2017, enrollment has declined putting constraints on net tuition revenues ▪ Thin operating performance, lower cash and investments and liquidity reserves relative to A1 peers; Improved performance will be dependent on successful implementation of student market initiatives ▪ Limited prospects for significant improvement in unrestricted liquidity relative to expenses ▪ State-imposed tuition pricing constraints limit pricing flexibility and will likely suppress tuition revenue growth

Moody’s	S&P	Fitch
Aaa	AAA	AAA
Aa1	AA+	AA+
Aa2	AA	AA
Aa3	AA-	AA-
A1	A+	A+
A2	A	A
A3	A-	A-
Baa1	BBB+	BBB+
Baa2	BBB	BBB
Baa3	BBB-	BBB-

Non Investment Grade

Recommendations & Observations

- Execute on UNCA’s strategic plans to stabilize incoming first year student classes, strengthen undergraduate retention, and launch new graduate academic programs.
- Adopt proactive management of improving operating cash flow margin and liquidity reserves relative to A1 median peers.
- Continue to develop initiatives to highlight and strengthen UNC Asheville’s distinctive market position.

8. Peer Comparison

Moody's Key Credit Ratios	University of North Carolina Asheville	Most Recent Peer Institution Data			
Peer Institution		St. Mary's College of Maryland	Ramapo College	Bowling Green State University	Central Michigan University
Fiscal Year	2022	2022	2021	2022	2021
Most Senior Rating	A2	A2	A2	A1	A1
Total Long-Term Debt (\$, in millions)	80	40	206	270	139
Total Cash & Investments (\$, in millions)	112	98	113	521	520
Operating Revenue (\$, in millions)	106	70	148	389	418
Operating Expenses (\$, in millions)	97	74	143	386	407
Market Performance Ratios					
Annual Change in Operating Revenue (%)	15.9%	16.8%	-6.2%	2.8%	0.2%
Operating Ratios					
Operating Cash Flow Margin (%)	18.7%	7.6%	20.0%	13.2%	10.7%
Wealth & Liquidity Ratios					
Total Cash & Investments to Operating Expenses (x)	1.2	1.3	0.8	1.3	1.3
Total Debt to Operating Expenses (x)	0.8	0.5	1.4	0.7	0.3
Monthly Days Cash on Hand (x)	102	106	241	242	346
Leverage Ratios					
Total Cash & Investments to Total Debt (x)	1.4	2.4	0.5	1.9	3.7
Debt Service to Operating Expenses (%)	6.3%	5.3%	12.8%	3.5%	3.0%
Total Debt-to-Cash Flow (x)	4.0	7.5	7.0	5.3	3.1

*Note: Peers chosen from BOG approved peers if available in Moody's Municipal Financial Ratio Analysis (MFRA) Database. If approved peer data is unavailable, universities with similar credit ratings are used. Data is the most recent available in the MFRA database.

Debt Management Policies

UNC Asheville's current debt policy is attached.

Debt Management Policy

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1. Introduction

The University of North Carolina at Asheville (“UNCA”) views its debt capacity as a limited resource that should be used, when appropriate, to help fund the capital investments necessary for the successful implementation of UNCA’s strategic vision to provide its students the opportunity, within a diverse and inclusive community, to experience liberal arts education at its best, while preserving the operational flexibility and resources necessary to support UNCA’s current and future programming. UNCA recognizes the important role that the responsible stewardship of its financial resources will play as UNCA seeks to invest in its campus and related infrastructure in a manner that is economically, socially and environmentally sustainable.

This Policy has been developed to assist UNCA’s efforts to manage its debt on a long-term, portfolio basis and in a manner consistent with UNCA’s capital improvement plan, stated policies, objectives and core values. Like other limited resources, UNCA’s debt capacity should be used and allocated strategically and equitably, taking into account the benefits and burdens for both current and future students.

Specifically, the objective of this Policy is to provide a framework that will enable UNCA’s Board of Trustees (the “Board”) and finance staff to:

- (i) Identify and prioritize projects eligible for debt financing;
- (ii) Limit and manage risk within UNCA’s debt portfolio;
- (iii) Establish debt management guidelines and quantitative parameters for evaluating UNCA’s financial health, debt affordability and debt capacity;
- (iv) Manage and protect UNCA’s credit profile in order to maintain UNCA’s credit rating at a strategically optimized level and maintain access to the capital markets; and
- (v) Ensure UNCA remains in compliance with all of its post-issuance obligations and requirements.

This Policy is intended solely for UNCA’s internal planning purposes. The Vice Chancellor for Administration & Finance will review this Policy annually and, if necessary, recommend changes to ensure that it remains consistent with University’s strategic objectives and the evolving demands and accepted practices of the public higher education marketplace. Proposed changes to this Policy are subject to the Board’s approval.

2. Authorization and Oversight

UNCA’s Vice Chancellor for Administration & Finance is responsible for the day-to-day management of UNCA’s financial affairs in accordance with the terms of this Policy and for all of UNCA’s debt financing activities. Each University financing will conform to all applicable State and Federal laws.

The Board will consider for approval each proposed financing in accordance with the requirements of any applicable State law.

3. Process for Identifying and Prioritizing Capital Projects Requiring Debt

Only projects that directly or indirectly relate to the mission of UNCA will be considered for debt financing.

- (i) Self-Liquidating Projects – A project that has a related revenue stream (self-liquidating project) will receive priority consideration. Each self-liquidating project financing must be supported by an achievable plan of finance that provides, or identifies sources of funds, sufficient to (1) service the debt associated with the project, (2) pay for any related infrastructure improvements, (3) cover any new or increased operating costs and (4) fund appropriate reserves for anticipated replacement and renovation costs.
- (ii) Energy Conservation Projects – Each energy conservation project financing must provide annual savings sufficient to service the applicable debt and all related monitoring costs.
- (iii) Other Projects – Other projects funded through budgetary savings, gifts and grants will be considered on a case-by-case basis. Any projects that will require gift financing or include a gift financing component must be jointly approved by the Vice Chancellor for University of Advancement and the Vice Chancellor for Administration & Finance before any project-restricted donations are solicited. The fundraising goal for any project to be financed primarily with donations should also include, when feasible, an appropriately-sized endowment for deferred maintenance and other ancillary ownership costs. In all cases, institutional strategy, and not donor capacity, must drive the decision to pursue any proposed project.

4. Benchmarks and Debt Ratios

Overview

When evaluating its current financial health and any proposed plan of finance, UNCA takes into account both its debt affordability and its debt capacity. Debt affordability focuses on UNCA's cash flows and measures UNCA's ability to service its debt through its operating budget and identified revenue streams. Debt capacity, on the other hand, focuses on the relationship between UNCA's net assets and its total debt outstanding.

Debt capacity and affordability are impacted by a number of factors, including UNCA's enrollment trends, reserve levels, operating performance, ability to generate additional revenues to support debt service, competing capital improvement or programmatic needs, and general market conditions. Because of the number of potential variables, UNCA's debt capacity cannot be calculated based on any single ratio or even a small handful of ratios.

UNCA believes, however, that it is important to consider and monitor objective metrics when evaluating UNCA's financial health and its ability to incur additional debt. To that end, UNCA has identified four key financial ratios that it will use to assess its ability to absorb additional debt based on its current and projected financial condition:

- (i) Debt to Obligated Resources
- (ii) Five-Year Payout Ratio
- (iii) Expendable Resources to Debt
- (iv) Debt Service to Operating Expenses

Note that the selected financial ratios are the same benchmarks monitored as part of the debt capacity study for The University of North Carolina delivered each year under Article 5 of Chapter 116D of the North Carolina General Statutes (the "UNC Debt Capacity Study"), which UNCA believes will promote clarity and consistency in UNCA's debt management and planning efforts.

UNCA has established for each ratio a floor or ceiling target, as the case may be, with the expectation that UNCA will operate within the parameters of those ratios most of the time. To the extent possible, the policy ratios established from time to time in this Policy should align with the ratios used in the report UNCA submits each year as part of the UNC Debt Capacity Study. The policy ratios have been established to help preserve UNCA's financial health and operating flexibility and to ensure UNCA is able to access the market to address capital needs or to take advantage of potential refinancing opportunities. Attaining or maintaining a specific credit rating is not an objective of this Policy.

UNCA recognizes that the policy ratios, while helpful, have limitations and should not be viewed in isolation of UNCA's strategic plan or other planning tools. In accordance with the recommendations set forth in the initial UNC Debt Capacity Study delivered April 1, 2016, UNCA has developed as part of this Policy specific criteria for evaluating and, if warranted, approving critical infrastructure projects even when UNCA has limited debt capacity as calculated by the UNC Debt Capacity Study or the benchmark ratios in this Policy. In such instances, the Board may approve the issuance of debt with respect to a proposed project based on one or more of the following findings:

- (i) The proposed project would generate additional revenues (including, if applicable, dedicated student fees or grants) sufficient to support the financing, which revenues are not currently captured in the benchmark ratios.
- (ii) The proposed project would be financed entirely with private donations based on pledges already in hand.
- (iii) The proposed project is essential to the implementation of one of the Board's strategic priorities.
- (iv) The proposed project addresses life and safety issues or addresses other critical infrastructure needs.
- (v) Foregoing or delaying the proposed project would result in significant additional costs to UNCA or would negatively impact UNCA's credit rating.

At no point, however, should UNCA intentionally operate outside an established policy ratio without conscious and explicit planning.

Ratio 1 – Debt to Obligated Resources

What does it measure?	UNCA's aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt under the General Revenue Bond Statutes
Why is it tracked?	The ratio, which is based on the legal structure proscribed by the General Revenue Bond Statutes, provides a general indication of UNCA's ability to absorb debt on its balance sheet and is the primary ratio used to calculate UNCA's "debt capacity" under the methodology used in the UNC Debt Capacity Study
How is it calculated?	Aggregate debt* divided by obligated resources**
Policy Ratio:	Not to exceed 2.0x (UNC Debt Capacity Study Target Ratio = 1.50x)

* As used throughout this Policy, "aggregate debt" includes UNCA's energy savings contracts, which, in accordance with State law, are excluded from the UNC Debt Capacity Study.

** "Available Funds," which is the concept commonly used to capture each UNC's campus's obligated resources in its loan and bond documentation, has been used as a proxy for "obligated resources." The two concepts are generally identical, though Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of UNCA's obligated resources.

Ratio 2 – Five-Year Payout Ratio Overview

What does it measure?	The percentage of UNCA's debt scheduled to be retired in the next five years
Why is it tracked?	The ratio measures how aggressively UNCA is amortizing its debt and is a ratio that is monitored in the UNC Debt Capacity
How is it calculated?	Aggregate principal to be paid in the next five years divided by aggregate debt
Policy Ratio:	Not less than 10% (UNC Debt Capacity Study Target Ratio = 15%)

Ratio 3 – Expendable Resources to Debt

What does it measure?	The number of times UNCA's liquid and expendable net assets covers its aggregate debt
Why is it tracked?	The ratio, which is widely tracked by rating agencies and other capital market participants, is a basic measure of financial health and assesses UNCA's ability to settle its debt obligations using only its available net assets as of a particular date
How is it calculated?	The sum of (1) Adjusted Unrestricted Net Assets and (2) Restricted Expendable Net Assets divided by aggregate debt
Policy Ratio:	Not less than 0.45x

Ratio 4 – Debt Service to Operating Expenses

What does it measure?	UNCA's debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues
Why is it tracked?	The ratio, which is widely tracked by rating agencies and other capital market participants, evaluates UNCA's relative cost of borrowing to its overall expenditures and provides a measure of UNCA's budgetary flexibility
How is it calculated?	Annual debt service divided by annual operating expenses
Policy Ratio:	Not to exceed 5.80%

Reporting

The Vice Chancellor for Administration & Finance will review each ratio in connection with the delivery of the University's audited financials and will provide an annual report to the Board detailing (1) the calculation of each ratio for that fiscal year and (2) an explanation for any ratio that falls outside the University's stated policy ratio, along with (a) any applicable recommendations, strategies and an expected timeframe for aligning such ratio with the University's stated policy or (b) the rationale for any recommended changes to any such stated policy ratio going forward (including any revisions necessitated by changes in accounting standards or rating agency methodologies).

5. Debt Portfolio Management and Transaction Structure Considerations

Generally

Numerous types of financing structures and funding sources are available, each with specific benefits, risks, and costs. Potential funding sources and structures will be reviewed and considered by the Vice Chancellor for Administration & Finance within the context of this Policy and the overall portfolio to ensure that any financial product or structure is consistent with UNCA's stated objectives. As part of effective debt management, UNCA must also consider its investment and cash management strategies, which influence the desired structure of the debt portfolio.

Method of Sale

UNCA will consider various methods of sale on a transaction-by-transaction basis to determine which method of sale (i.e., competitive, negotiated or private placement) best serves UNCA's strategic plan and financing objectives. In making that determination, UNCA will consider, among other factors: (1) the size and complexity of the issue, (2) the current interest rate environment and other market factors (such as bank and investor appetite) that might affect UNCA's cost of funds, and (3) possible risks associated with each method of sale (e.g., rollover risk associated with a financing that is privately placed with a bank for a committed term that is less than the term of the financing).

Tax Treatment

When feasible and appropriate for the particular project, the use of tax-exempt debt is generally preferable to taxable debt. Issuing taxable debt may reduce UNCA's overall debt affordability due to higher rates but may be appropriate for projects that do not qualify for tax-exemption, or that may require interim funding. For example, taxable debt may be justified if it sufficiently mitigates UNCA's ongoing administrative and compliance risks. When used, taxable debt should be structured to provide maximum repayment flexibility and rapid principal amortization.

Structure and Maturity

To the extent practicable, UNCA should structure its debt to provide for level annual payments of debt service, though UNCA may elect alternative structures when the Vice Chancellor for Administration & Finance determines it to be in UNCA's best interest. In addition, when financing projects that are expected to be self-supporting (such as a revenue-producing facility or a facility to be funded entirely through a dedicated fundraising campaign), the debt service may be structured to match future anticipated receipts.

UNCA will use maturity structures that correspond with the life of the facilities financed, not to exceed the maximum term authorized under applicable State law (currently 30 years). Equipment should be financed for a period not to exceed 120% of its useful life. Such determinations may be made on a blended basis, taking into account all assets financed as part of a single debt offering. As market dynamics change, maturity structures should be reevaluated. Call features should be structured to provide the highest degree of flexibility relative to cost.

Variable Rate Debt

UNCA recognizes that a degree of exposure to variable interest rates within UNCA's debt portfolio may be desirable in order to (1) take advantage of repayment or restructuring flexibility, (2) benefit from historically lower average interest costs and (3) provide a "match" between debt service requirements and the projected cash flows from UNCA's assets. UNCA's debt portfolio should be managed to ensure that no more than 20% of UNCA's total debt bears interest at an unhedged variable rate.

UNCA's finance staff will monitor overall interest rate exposure and will analyze and quantify potential risks, including interest rate, liquidity and rollover risks. UNCA may manage the liquidity risk of variable rate debt either through its own working capital/investment portfolio, the type of instrument used, or by using third party sources of liquidity. UNCA may manage interest rate risk in its portfolio through specific budget and central bank management strategies or through the use of derivative instruments.

Debt Related to Public Private Partnerships

To address UNCA's anticipated capital needs as efficiently and prudently as possible, UNCA may choose to explore and consider opportunities for alternative and non-traditional transaction structures (collectively, "P3 Arrangements").

UNCA will pursue P3 Arrangements only when UNCA has determined that (1) a traditional financing alternative is not feasible, (2) a P3 Arrangement will likely produce construction or overall operating results that are superior, faster or more efficient than a traditional delivery model or (3) a P3 Arrangement serves one of the Board's broader strategic objectives (e.g., a decision that operating a particular auxiliary function is no longer consistent with UNCA's core mission).

P3 Arrangements will receive increased scrutiny if the Vice Chancellor for Administration & Finance determines, in consultation with UNCA's advisors, that the P3 Arrangement will be viewed as "on-credit" (i.e., treated as University debt) by UNCA's auditors or outside rating agencies. When evaluating whether the P3 Arrangement should be viewed as "on-credit," rating agencies consider UNCA's economic interest in the project and the level of control it exerts over the project. Further, rating agencies will generally treat a P3 Arrangement as University debt if the project is located on UNCA's campus or if the facility is to be used for an essential University function. For this reason, any P3 Arrangement for a university-related facility to be located on land owned by the State, UNCA or a UNCA affiliate must be approved in advance by the Vice Chancellor for Administration & Finance.

Refunding Considerations

UNCA will actively monitor its outstanding debt portfolio for refunding or restructuring opportunities. Absent a compelling economic or strategic reason to the contrary, UNCA should evaluate opportunities to issue bonds for the purpose of refunding existing debt obligations of UNCA ("Refunding Bonds") using the following general guidelines:

- (i) The life of the Refunding Bonds should not exceed the remaining life of the bonds being refunded.
- (ii) Refunding Bonds issued to achieve debt service savings should have a target savings level measured on a present net value basis of at least 3% of the par amount refunded.
- (iii) Refunding Bonds that do not achieve debt service savings may be issued to restructure debt or provisions of bond documents if such refunding serves a compelling interest.
- (iv) Refunding Bonds may also be issued to relieve UNCA of certain limitations, covenants, payment obligations or reserve requirements that reduce operational flexibility.

Financing Team Professionals

UNCA will generally select its financial advisors, underwriters, lenders and bond counsel through a request for proposal process. Firms providing financial advisory and bond counsel services are generally selected for a specific period of time rather than for individual transactions, while underwriters and lenders will be selected

on a transaction-by-transaction basis. Additionally, UNCA may use the financial advisors, underwriters and bond counsel selected by General Administration through its own similar competitive process.

6. Derivative Products

UNCA recognizes that derivative products may provide for more flexible management of the debt portfolio. In certain circumstances, interest rate swaps and other derivatives permit UNCA to adjust its mix of fixed- and variable-rate debt and manage its interest rate exposures. Derivatives may also be an effective way to manage liquidity risks. UNCA will use derivatives only to manage and mitigate risk; UNCA will not use derivatives to create leverage or engage in speculative transactions.

As with underlying debt, UNCA's finance staff will evaluate any derivative product comprehensively, taking into account its potential costs, benefits and risks, including, without limitation, any tax risk, interest rate risk, liquidity risk, credit risk, basis risk, rollover risk, termination risk, counterparty risk, and amortization risk. Before entering into any derivative product, the Vice Chancellor for Administration & Finance must (1) conclude, based on the advice of a reputable swap advisor, that the terms of any swap transaction are fair and reasonable under current market conditions and (2) ensure that UNCA's finance staff has a clear understanding of the proposed transaction's costs, cash flow impact and reporting treatment.

UNCA will use derivatives only when the Vice Chancellor for Administration & Finance determines, based on the foregoing analysis, that the instrument provides the most effective method for accomplishing UNCA's strategic objectives without imposing inappropriate risks on UNCA.

7. Post-Issuance Compliance Matters

To the extent UNCA adopts any formal policies relating to post-issuance compliance matters after the effective date of this Policy, the Vice Chancellor for Administration & Finance will attach each such policy as **Appendix A** to this Policy.

The University of North Carolina System Debt Capacity Study – Fiscal Year 2022

University of North Carolina at Chapel Hill
Institution Report

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1. Executive Summary

Overview of the Institution Report

Pursuant to Article 5 of Chapter 116D of the North Carolina General Statutes (the “*Act*”), University of North Carolina at Chapel Hill (“*UNC-Chapel Hill*”) has submitted this report (this “*Institution Report*”) as part of the annual debt capacity study (the “*Study*”) undertaken by The University of North Carolina (the “*University*”) in accordance with the Act. Each capitalized term used but not defined in this Institution Report has the meaning given to such term in the Study.

This Institution Report details the historical and projected financial information incorporated into the financial model developed in connection with the Study. UNC-Chapel Hill has used the model to calculate and project the following three financial ratios:

- Debt to Obligated Resources
- Five-Year Payout Ratio
- Debt Service to Operating Expenses

See **Appendix A** to the Study for more information on the ratios and related definitions.

To produce a tailored, meaningful model, UNC-Chapel Hill, in consultation with the UNC System Office, has set its own policies for each model ratio. For the two statutorily-required ratios—**debt to obligated resources** and the **five-year payout ratio**—UNC-Chapel Hill has set both a target policy and a floor or ceiling policy, as applicable.

For the purposes of the Study, UNC-Chapel Hill’s debt capacity reflects the amount of debt UNC-Chapel Hill could issue during the Study Period without exceeding its ceiling ratio for **debt to obligated resources**, after taking into account debt the General Assembly has previously approved that UNC-Chapel Hill intends to issue during the Study Period. Details regarding each approved project are provided in Section 3.

This Institution Report also includes the following information required by the Act:

- UNC-Chapel Hill’s current debt profile, including project descriptions financed with, and the sources of repayment for, UNC-Chapel Hill’s outstanding debt;
- UNC-Chapel Hill’s current credit profile, along with recommendations for maintaining or improving UNC-Chapel Hill’s credit rating; and
- A copy of any UNC-Chapel Hill debt management policy currently in effect.

Overview of UNC-Chapel Hill

For the fall 2022 semester, UNC-Chapel Hill had a headcount student population of approximately 31,705, including 20,029 undergraduate students and 11,676 graduate students. Over the past 5 years, UNC-Chapel Hill’s enrollment has increased approximately 5.6%.

UNC-Chapel Hill’s average age of plant is 13.9 years. A lower age of plant generally indicates that UNC-Chapel Hill is taking a sustainable approach to its deferred maintenance and reinvestment programs.

UNC-Chapel Hill anticipates incurring approximately \$330.5 million in additional debt during the Study Period, as summarized in **Section 3** below.

UNC-Chapel Hill has made no changes to the financial model’s standard growth assumptions.

2. Institution Data

Notes

- Obligated Resources equals Available Funds plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Operating Expenses equals Operating Expenses plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Outstanding debt service is based on UNC-Chapel Hill’s outstanding debt **as of June 30, 2022**, excluding state appropriated debt (such as energy savings contracts). Debt service is net of any interest subsidies owed to UNC-Chapel Hill by the federal government (discounted by an assumed 6.2% sequestration rate) and uses reasonable unhedged variable rate assumptions.
- New money debt issued **after June 30, 2022**, together with any legislatively approved debt UNC-Chapel Hill expects to issue during the Study Period, **are included** in the model as “proposed debt service” and are taken into account in the projected financial ratios shown in this Institution Report.
- Repayments, redemptions or refundings that have occurred **after June 30, 2022** are not included in the model, meaning the debt service schedules reflected below overstate UNC-Chapel Hill’s current debt burden.
- The five-year lens of future debt service within the study template does not capture the impact of the bullet maturities in the mid-2030s and 2042. UNCCH internally manages and plans for those future commitments by treating them as amortizing obligations and building reserves to cover those obligations.

Obligated Resources						Outstanding Debt				
Fiscal Year	Available Funds (Before GASB Adjustment)	GASB 68 Adjustment	GASB 75 Adjustment	AF Growth	Available Funds (After GASB Adjustment)	Fiscal Year	Principal	Net Interest	Debt Service	Principal Balance
2018	(1,059,270,280)	121,048,211	3,059,283,069		2,121,061,000	2023	35,235,000	41,242,885	76,477,885	1,234,650,000
2019	(576,328,721)	134,479,885	2,923,806,836	17.01%	2,481,958,000	2024	36,050,000	40,487,925	76,537,925	1,198,600,000
2020	(575,287,833)	190,135,330	2,787,915,503	-3.19%	2,402,763,000	2025	36,930,000	39,664,701	76,594,701	1,161,670,000
2021	516,796,005	227,474,652	2,596,654,343	39.05%	3,340,925,000	2026	39,780,000	38,737,738	78,517,738	1,121,890,000
2022	114,306,791	186,601,066	2,414,878,143	-18.71%	2,715,786,000	2027	41,375,000	37,730,476	79,105,476	1,080,515,000
2023	2,850,760,564	-	-	4.97%	2,850,760,564	2028	42,470,000	36,634,581	79,104,581	1,038,045,000
2024	2,992,443,364	-	-	4.97%	2,992,443,364	2029	41,250,000	35,463,111	76,713,111	996,795,000
2025	3,106,754,701	-	-	3.82%	3,106,754,701	2030	42,670,000	34,118,564	76,788,564	954,125,000
2026	3,225,432,730	-	-	3.82%	3,225,432,730	2031	44,185,000	32,604,704	76,789,704	909,940,000
2027	3,348,644,261	-	-	3.82%	3,348,644,261	2032	45,770,000	31,031,502	76,801,502	864,170,000
Operating Expenses						2033	123,860,000	27,910,047	151,770,047	740,310,000
						2034	128,515,000	23,203,748	151,718,748	611,795,000
Operating Expenses						2035	129,470,000	18,531,289	148,001,289	482,325,000
						2036	64,030,000	14,487,613	78,517,613	418,295,000
Fiscal Year	Operating Exp.	GASB 68 Adjustment	GASB 75 Adjustment	Growth	Operating Exp.	2037	66,385,000	11,614,514	77,999,514	351,910,000
2018	3,044,426,228	(14,901,855)	-		3,029,524,373	2038	37,145,000	9,699,104	46,844,104	314,765,000
2019	3,050,681,301	(13,431,674)	135,476,233	4.73%	3,172,725,860	2039	37,750,000	8,250,209	46,000,209	277,015,000
2020	3,188,788,173	(55,655,445)	135,891,333	3.04%	3,269,024,061	2040	13,090,000	7,190,928	20,280,928	263,925,000
2021	3,136,147,580	(37,339,322)	191,261,160	0.64%	3,290,069,418	2041	3,925,000	6,765,553	10,690,553	260,000,000
2022	3,316,486,370	40,873,586	181,776,200	7.57%	3,539,136,156	2042	230,000,000	3,500,401	233,500,401	30,000,000
2023	3,715,031,223	-	-	4.97%	3,715,031,223	2043	-	666,744	666,744	30,000,000
2024	3,899,668,275	-	-	4.97%	3,899,668,275	2044	-	666,744	666,744	30,000,000
2025	4,048,635,603	-	-	3.82%	4,048,635,603	2045	-	666,744	666,744	30,000,000
2026	4,203,293,483	-	-	3.82%	4,203,293,483	2046	-	666,744	666,744	30,000,000
2027	4,363,859,294	-	-	3.82%	4,363,859,294	2047	-	666,744	666,744	30,000,000
						2048	-	666,744	666,744	30,000,000
						2049	-	666,744	666,744	30,000,000
						2050	-	666,744	666,744	30,000,000
						2051	30,000,000	444,496	30,444,496	-

3. Proposed Debt Financings

The table below summarizes any legislatively approved projects that UNC-Chapel Hill expects to finance during the Study Period. Using the assumptions outlined in the table below, the model has developed a tailored, but conservative, debt service schedule for each proposed financing and incorporated each pro forma debt service schedule into its calculations of the financial ratios as detailed in **Section 4** below.

UNC-Chapel Hill Proposed Debt Financings

FY Issued	Description		Borrowing Amount	Term	Principal Deferral	Structure	Rate
2023	Medical Education Bldg	New CP Draws	22,600,000	30	2	Level D/S	3.21%
2024	Translational Research Bldg Planning	New CP Draws	16,000,000	25	1	Level D/S	3.13%
2024	Bingham Hall	New CP Draws	9,000,000	30	1	Level D/S	3.21%
2024	Energy Services	New CP Draws	15,000,000	30	1	Level D/S	3.21%
2024	Avery Residence Hall	New CP Draws	30,000,000	30	1	Level D/S	3.21%
2025	Translational Research Bldg Construction	New CP Draws	237,900,000	25	-	Level D/S	3.13%

4. Financial Ratios

Debt to Obligated Resources

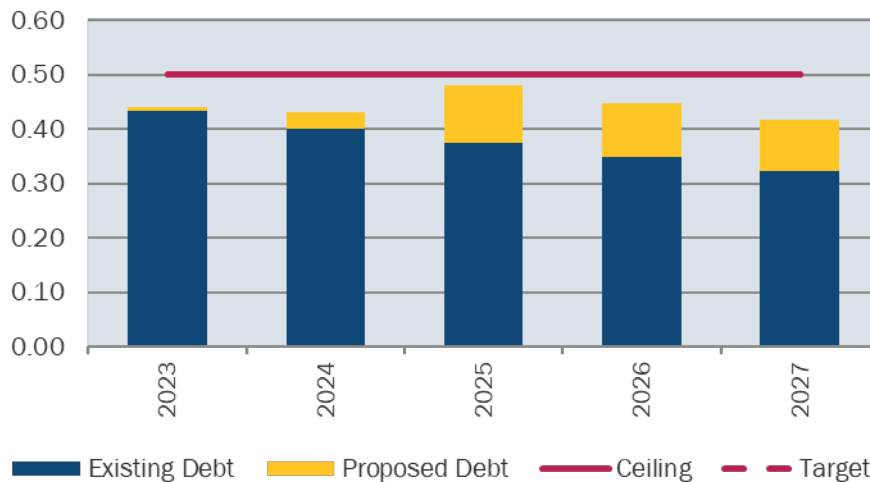
- **What does it measure?** UNC-Chapel Hill’s aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt.
- **How is it calculated?** Aggregate debt divided by obligated resources*
- Target Ratio: 0.50
- Ceiling Ratio: Not to exceed 0.50
- Projected 2023 Ratio: 0.44
- Highest Study Period Ratio: 0.48 (2025)

*Available Funds, which is the concept commonly used to capture an institution’s obligated resources in its loan and bond documentation, has been used in the model as a proxy for obligated resources. For most institutions, the two concepts are identical, though Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of an institution’s obligated resources.

Debt to Obligated Resources

Fiscal Year	Obligated Resources	Growth	Existing Debt	Proposed Debt	Ratio - Existing	Ratio - Proposed	Ratio - Total
2023	2,850,760,564	4.97%	1,234,650,000	22,600,000	0.43	0.01	0.44
2024	2,992,443,364	4.97%	1,198,600,000	92,600,000	0.40	0.03	0.43
2025	3,106,754,701	3.82%	1,161,670,000	330,500,000	0.37	0.11	0.48
2026	3,225,432,730	3.82%	1,121,890,000	321,962,423	0.35	0.10	0.45
2027	3,348,644,261	3.82%	1,080,515,000	313,156,306	0.32	0.09	0.42

Debt to Obligated Resources



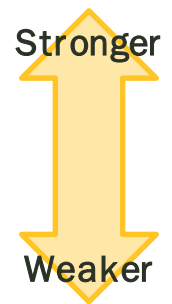
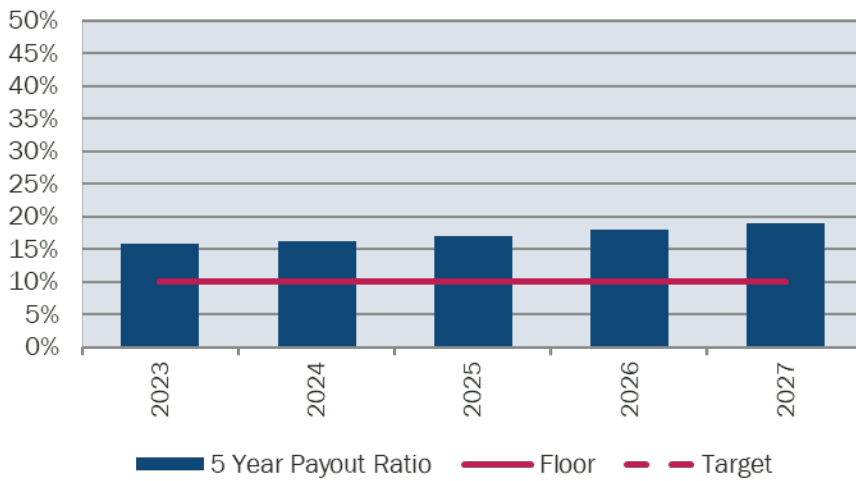
5-Year Payout Ratio Overview

- **What does it measure?** The percentage of UNC-Chapel Hill’s debt scheduled to be retired in the next five years.
- **How is it calculated?** Aggregate principal to be paid in the next five years divided by aggregate debt
- Target Ratio: 10%
- Floor Ratio: Not less than 10%
- Projected 2023 Ratio: 16%
- Lowest Study Period Ratio: 16% (2023)

5-Year Payout Ratio

Fiscal Year	Principal Balance	Ratio
2023	1,257,250,000	16%
2024	1,291,200,000	16%
2025	1,492,170,000	17%
2026	1,443,852,423	18%
2027	1,393,671,306	19%

5-Year Payout Ratio



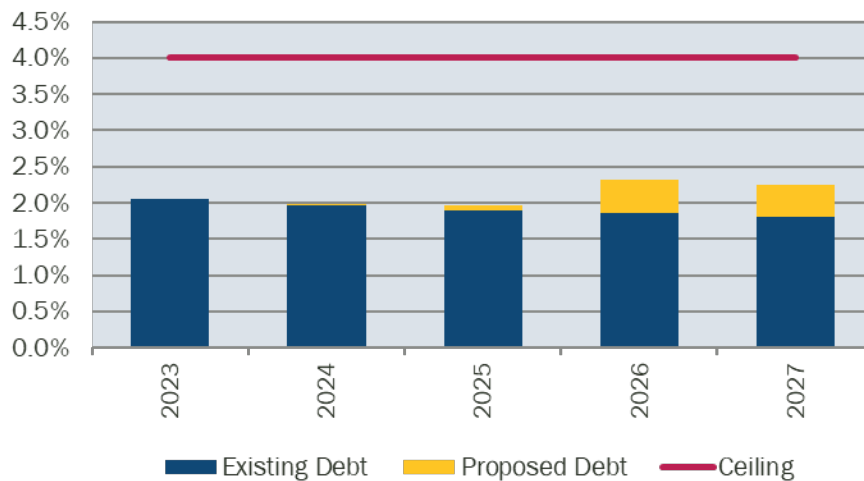
Debt Service to Operating Expenses

- **What does it measure?** UNC-Chapel Hill’s debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues.
 - **How is it calculated?** Annual debt service divided by annual operating expenses (as adjusted to include interest expense of proposed debt)
- Policy Ratio: Not to exceed 4.00%
 - Projected 2023 Ratio: 2.06%
 - Highest Study Period Ratio: 2.31% (2026)

Debt Service to Operating Expenses

Fiscal Year	Operating Expenses	Growth	Existing Debt Service	Proposed Debt Service	Ratio - Existing	Ratio - Proposed	Ratio - Total
2023	3,715,031,223	4.97%	76,477,885	-	2.06%	n/a	2.06%
2024	3,900,394,413	4.97%	76,537,925	726,138	1.96%	0.02%	1.98%
2025	4,051,597,401	3.82%	76,594,701	2,961,798	1.89%	0.07%	1.96%
2026	4,213,699,172	3.82%	78,517,738	18,943,266	1.86%	0.45%	2.31%
2027	4,373,996,444	3.82%	79,105,476	18,943,266	1.81%	0.43%	2.24%

Debt Service to Operating Expenses



5. Debt Capacity Calculation

Debt Capacity Calculation

- For the purposes of this Institution Report and the Study, UNC-Chapel Hill’s debt capacity is based on the amount of debt UNC-Chapel Hill could issue during the Study Period (after taking into account any legislatively approved projects detailed in **Section 3** above) without exceeding its ceiling ratio for **debt to obligated resources**.
- As presented below, UNC-Chapel Hill’s current debt capacity equals **the lowest constraint on its debt capacity** in any single year during the Study Period.
- Based solely on the **debt to obligated resources** ratio, UNC-Chapel Hill’s current estimated debt capacity is **\$168,130,282**. After taking into account any legislatively approved projects detailed in **Section 3** above, if UNC-Chapel Hill issued no additional debt until the last year of the Study Period, then UNC-Chapel Hill’s debt capacity for 2027 is projected to increase to **\$280,650,824**.

Fiscal Year	Debt to Obligated Resources (Current Ratio)	Debt to Obligated Resources (Ceiling)	Debt Capacity Calculation
2023	0.44	0.50	168,130,282
2024	0.43	0.50	205,021,682
2025	0.48	0.50	61,207,350
2026	0.45	0.50	168,863,942
2027	0.42	0.50	280,650,824

Limitations on Debt Capacity and Credit Rating Implications

- The debt capacity calculation shown above provides a general indication of UNC-Chapel Hill’s ability to absorb debt on its balance sheet during the Study Period and may help identify trends and issues over time.
- **“Debt capacity” does not** necessarily equate to **“debt affordability,”** which takes into account a number of quantitative and qualitative factors, including project revenues and expenses, cost of funds and competing strategic priorities.
- Projecting the exact amount UNC-Chapel Hill could issue during the Study Period without negatively impacting its credit rating is difficult for a number of reasons.
 - **Use of Multiple Factors**
 - Any single financial ratio makes up only a fraction of the “scorecard” used by rating agencies to guide their credit analysis.
 - Under Moody’s approach, for example, the **financial leverage ratio** accounts for only **10%** of an issuer’s overall score.
 - **Factor Interdependence**
 - The quantitative and qualitative factors interact with one another in ways that are difficult to predict.
 - For example, a university’s **“strategic positioning”** score, which accounts for 10% of its overall score under Moody’s criteria, could deteriorate if a university either (1) issued

excessive debt or (2) failed to reinvest in its campus to address its deferred maintenance obligations.

○ **Distortions Across Rating Categories**

- Because quantitative ratios account for only a portion of an issuer's final rating, the national median for any single ratio is not perfectly correlated to rating outcomes, meaning the median ratio for a lower rating category may be more stringent than the median ratio for a higher rating category. For the highest and lowest rating categories, the correlation between any single ratio and rating outcomes becomes even weaker.
- Tying capacity directly to ratings may also distort strategic objectives. For example, an institution may be penalized for improving its rating, as it may suddenly lose all of its debt capacity because it must now comply with a much more stringent ratio.

6. Debt Profile

UNC-Chapel Hill's detailed debt profile, including a brief description of each financed project and the source of repayment for each outstanding debt obligation, is reflected in the table on the following page.

Summary of Debt Outstanding as of FYE June 30, 2022						
Series	Dated Date	Outstanding Par Amount	Final Maturity	Type	Purpose	Source of Repayment
2001 B UNCCH	02/07/2001	8,950,000	12/01/2025	General Revenue	Refunding 1990, 1998, 1994, 2005, 2006, 2000 and 1997C	Housing Receipts; Athletics Receipts; Parking Receipts; Dental Receipts; Carolina Inn Receipts; Faculty Practice Receipts
2001 C UNCCH	02/07/2001	8,950,000	12/01/2025	General Revenue	Refunding 1990, 1998, 1994, 2005, 2006, 2000 and 1997C	Housing Receipts; Athletics Receipts; Parking Receipts; Dental Receipts; Carolina Inn Receipts; Faculty Practice Receipts
2012 B UNCCH	07/18/2012	100,000,000	12/01/2041	General Revenue	Capital Projects	Facilities and Administrative (F&A) Receipts; Utilities Receipts; Parking Receipts; Athletics Receipts; Unrestricted Trust Funds; Dining Receipts; Fundraising; Student Debt Fee
2012 C UNCCH	07/10/2012	82,445,000	12/01/2033	General Revenue	Refunding 2001A and 2003	F&A Receipts, Dining Receipts; Carolina Inn Receipts; Housing Receipts; Unrestricted Trust Funds; Parking Receipts; Student Debt Fee; Utility Receipts
2012 D UNCCH	12/14/2012	30,000,000	06/01/2042	General Revenue	Kenan Stadium Improvements Phase II	Foundation/Fundraising
2014 UNCCH	10/09/2014	250,000,000	12/01/2034	General Revenue	Refunding	F&A Receipts, Dining Receipts; Carolina Inn Receipts; Housing Receipts; Unrestricted Trust Funds; Parking Receipts; Student Debt Fee; Utility Receipts
2016 C UNCCH	03/01/2016	375,770,000	12/01/2036	General Revenue	Refunding 2005A and 2007	F&A Receipts, Dining Receipts; Carolina Inn Receipts; Housing Receipts; Unrestricted Trust Funds; Parking Receipts; Student Debt Fee; Utility Receipts; Rizzo Center Operations; Student Stores Receipts
2017 UNCCH	09/21/2017	97,195,000	12/01/2038	General Revenue	Refunding 2009A and 2002A	F&A Receipts; Utilities Receipts; Housing Receipts; Athletics Receipts; Unrestricted Trust Funds; Dining Receipts; Fundraising; Student Debt Fee; Rizzo Center Operations
2019 A UNCCH	02/12/2019	100,000,000	12/01/2041	General Revenue	Refunding 2016A and 2016B	F&A Receipts, Utilities Receipts, Dining Receipts, Housing Receipts, Parking Receipts, Athletics Receipts, Student Debt Fee, Auxiliary Receipts
2019 B UNCCH	02/12/2019	50,925,000	12/01/2034	General Revenue	Refunding 2016A and 2016B	F&A Receipts; Utilities Receipts; Parking Receipts; Housing Receipts; Dining Receipts; Student Debt Fee
2021 A UNCCH	03/01/2021	30,000,000	03/01/2051	General Revenue	Indoor Practice Facility and Fetzer Field	Athletics Receipts
2021 B UNCCH	06/17/2021	103,525,000	12/01/2040	General Revenue	Morehead Chemistry, Campus-Wide Safety Improvements, Refunding 2009B	Unrestricted Trust Funds; F&A Receipts; Athletics Receipts; Utilities Receipts
2021 C UNCCH	06/17/2021	32,125,000	12/01/2031	General Revenue	Media and Communications Studio, DLAM Renovations, Kenan Labs, Rizzo Center, Translational Research Building	Athletics Receipts; F&A Receipts; Rizzo Center Operations
Total		1,269,885,000				

7. Credit Profile

The following page provides a snapshot of UNC-Chapel Hill's current credit ratings, along with (1) a summary of various credit factors identified in UNC-Chapel Hill's most recent rating report and (2) recommendations for maintaining and improving UNC-Chapel Hill's credit ratings in the future.



Credit Profile of the University – (General Revenue)

Overview

- Moody’s, Standard and Poor’s, and Fitch all maintain triple-A ratings with stable outlooks on UNC-Chapel Hill’s general revenue bonds.

Key Information Noted in Rating Reports

Credit Strengths

- Excellent student demand and large sponsored research base
- Strong state support for operations and capital
- Superior financial flexibility through significant reserves of total cash and investments for university and related foundations
- Strong prospects for ongoing donor support boosts credit quality

Credit Challenges

- Political limits on tuition pricing and financial aid policies underscore the importance of strong state operating support for maintaining credit quality
- Exposure to more volatile patient care revenue through the university’s faculty practice plan and related hospitals
- Need to control expenses and improve operating performance margins
- Monthly days cash on hand is low for the rating category

Moody’s	S&P	Fitch
Aaa	AAA	AAA
Aa1	AA+	AA+
Aa2	AA	AA
Aa3	AA-	AA-
A1	A+	A+
A2	A	A
A3	A-	A-
Baa1	BBB+	BBB+
Baa2	BBB	BBB
Baa3	BBB-	BBB-
----- Non Investment Grade		

Recommendations & Observations

- Continue to proactively manage capital investment program and debt portfolio in accordance with the University’s existing debt policy and in service of UNC-Chapel Hill’s broader strategic mission.
- Control of operational expenses and continued revenue growth will strengthen monthly days cash on hand and unrestricted liquidity reserves
- UNC-CH’s excellent credit quality reflect strong internal liquidity, available lending capacity from bank facilities and strong treasury management.

8. Peer Comparison

Moody's Key Credit Ratios	University of North Carolina Chapel Hill	Most Recent Peer Institution Data			
Peer Institution		University of Pittsburgh	University of Illinois	University of Virginia	University of Washington
Fiscal Year	2022	2022	2022	2021	2022
Most Senior Rating	Aaa	Aa1	Aa2	Aaa	Aaa
Total Long-Term Debt (\$, in millions)	1445	1717	1411	3167	3326
Total Cash & Investments (\$, in millions)	6098	6708	7026	16389	8349
Operating Revenue (\$, in millions)	3717	2757	7497	3806	7555
Operating Expenses (\$, in millions)	3456	2592	6879	3640	6977
Market Performance Ratios					
Annual Change in Operating Revenue (%)	8.4%	9.6%	2.6%	2.9%	10.5%
Operating Ratios					
Operating Cash Flow Margin (%)	13.4%	15.0%	12.9%	14.5%	15.0%
Wealth & Liquidity Ratios					
Total Cash & Investments to Operating Expenses (x)	1.8	2.6	1.0	4.5	1.2
Total Debt to Operating Expenses (x)	0.4	0.7	0.2	0.9	0.5
Monthly Days Cash on Hand (x)	165	446	199	251	193
Leverage Ratios					
Total Cash & Investments to Total Debt (x)	4.2	3.9	5.0	5.2	2.5
Debt Service to Operating Expenses (%)	2.3%	3.6%	2.2%	3.0%	2.8%
Total Debt-to-Cash Flow (x)	2.9	4.2	1.5	5.7	2.9

*Note: Peers chosen from BOG approved peers if available in Moody's Municipal Financial Ratio Analysis (MFRA) Database. If approved peer data is unavailable, universities with similar credit ratings are used. Data is the most recent available in the MFRA database.

9. Debt Management Policies

UNC-Chapel Hill's current debt policy is included in the following pages.

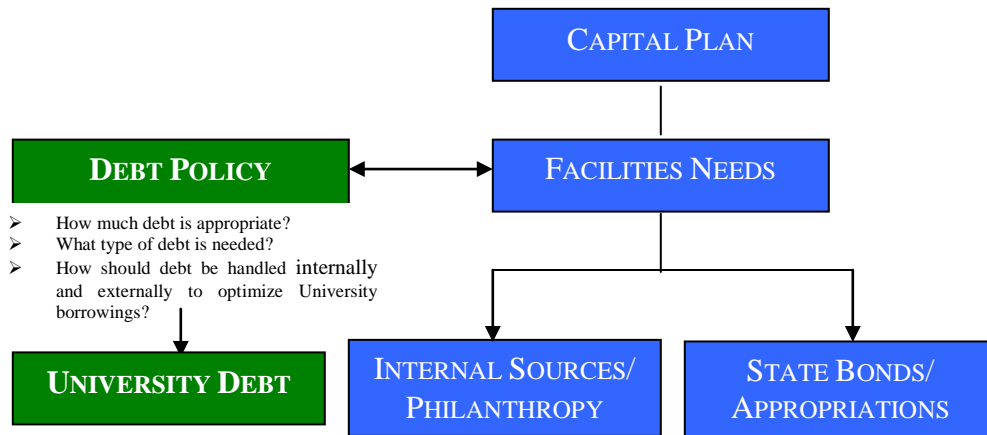
PREFACE

PURPOSE

The University of North Carolina at Chapel Hill’s (“the University”) strategic and capital planning is a long-term process that is continuously reevaluated. To support the funding of its capital plan, the University has and will utilize a mix of funding sources including State funds (bonds and appropriations), University bonds, internal reserves, and philanthropy.

To ensure the appropriate mix of funding sources is utilized, the University periodically reviews this debt policy. This policy is continuously used by management as a tool to evaluate the University’s organizational and capital funding structure, the appropriate use of leverage, and internal lending mechanisms. Maintaining the debt policy is a long-term process.

FIGURE 1. DEBT POLICY FRAMEWORK



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I. INTRODUCTION

II. DEBT STRATEGIES

1. MISSION-BASED CAPITAL PLANNING

2. CORE RATIOS

3. DEBT INSTRUMENTS

4. INTERNAL AND EXTERNAL DEBT REPAYMENT

III. MANAGEMENT PRACTICES



I. INTRODUCTION

APPROACH

To fulfill its mission, the University will need to make ongoing strategic capital investments, driving capital decisions that impact the University's credit. Appropriate financial leverage serves a useful role and should be considered a long-term component of the University's balance sheet. Just as investments represent an integral component of the University's assets, debt is viewed to be a continuing component of the University's liabilities. Debt, especially tax-exempt debt, provides a low cost source of capital for the University to fund capital investments in order to achieve its mission and strategic objectives.

University Mission

"To serve all the people of the State, and indeed the nation, as a center for scholarship and creative endeavor. The University exists to teach students at all levels in an environment of research, free inquiry, and personal responsibility; to expand the body of knowledge; to improve the condition of human life through service and publication; and to enrich our culture."

The debt objectives below, combined with management judgment, provide the framework by which decisions will be made regarding the use and management of debt. The debt policy and objectives are subject to re-evaluation and change over time.

OBJECTIVES

1. Identify projects eligible for debt financing. Using debt to fund mission critical projects will ensure that debt capacity is optimally utilized to fulfill the University's mission. Projects that relate to the core mission will be given priority for debt financing; projects with associated revenues will receive priority consideration as well.
2. Maintain the University's favorable access to capital. Management's determination of the timing of capital projects will not be compromised by the University's access to capital sources, including debt. Management will utilize and issue debt in order to ensure timely access to capital.
3. Limit risk of the University's debt portfolio. The University will manage debt on a portfolio, rather than a transactional or project-specific, basis. The University's continuing objective to achieve the lowest cost of capital will be balanced with the goal of limiting exposure to market shifts.
4. Manage the University's credit to maintain the highest acceptable credit rating. Maintaining the highest acceptable credit rating will permit the University to continue to issue debt and finance capital projects at favorable interest rates while meeting its strategic objectives. The University will limit its overall debt to a level that will maintain an acceptable credit with the bond rating agencies; however, the attainment or maintenance of a specific rating is not an objective of this policy.



I. INTRODUCTION

For the University to achieve the above objectives, it will adopt debt strategies and procedures relating to both the external and the internal management of debt and interest. It is intended for these strategies to be reviewed and reassessed periodically by management.

DEBT STRATEGIES

1. **MISSION BASED CAPITAL PLANNING.** Provide framework with link to mission to evaluate and prioritize projects eligible for debt financing.
2. **CORE RATIOS.** Adopt a set of core financial ratios to guide capital planning and ensure central oversight of University-wide leverage levels.
3. **FINANCIAL INSTRUMENTS.** Provide the University with access to appropriate financing sources, including debt and liability management strategies debt based on borrowing and portfolio management needs.
4. **EXTERNAL AND INTERNAL DEBT REPAYMENT.** De-link external and internal debt repayment, including adoption of internal lending policies.

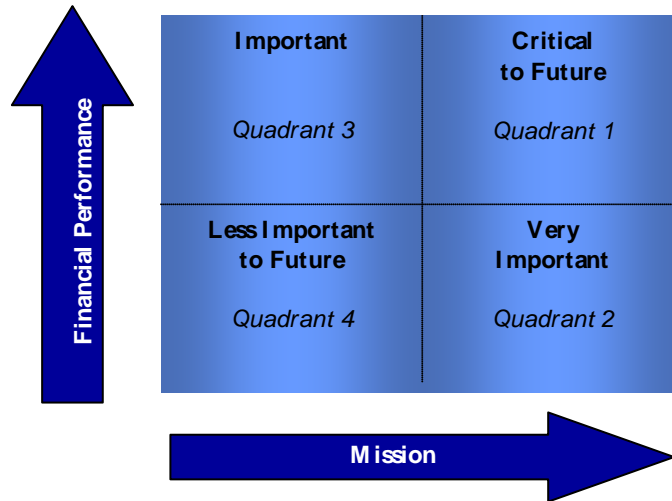
In addition to the debt strategies the University has adopted to support its objectives, the University will also incorporate debt management practices. These practices will be updated periodically and are intended to be resource for management in determining structuring, marketing, and administrative elements of the debt program.



II. DEBT STRATEGIES – 1. MISSION BASED CAPITAL PLANNING

Generally, the following guidelines, although not intended to be all-inclusive, will be considered in the prioritization of the use of debt.

FIGURE 2. DEBT ALLOCATION MATRIX



1. Only projects that relate to the mission of the University, directly or indirectly, will be considered for debt financing.
2. A project that has a related revenue stream or can create budgetary savings will receive priority consideration. Every project considered for financing must have a defined, supportable plan of costs approved by management.
3. In assessing the possible use of debt, all funding sources will be considered. Some combination of State appropriations/bonds, philanthropy, project-generating revenues, research facilities and administrative cost reimbursements, expendable reserves, and other sources are expected to fund a portion of the cost of a project. Debt is to be used prudently and strategically.
4. The University will consider alternative funding opportunities (e.g., joint ventures, real estate development, etc.) when appropriate and advantageous to the University. Opportunities and financing sources will be evaluated within the context of the Debt Policy.
5. Federal research projects will receive priority consideration for external debt financing due to partial reimbursement of operating expenses (including the interest component of applicable debt service) of research facilities.



II. DEBT STRATEGIES – 2. CORE RATIOS

The University will establish guidelines for overall debt using a select number of financial ratios. These ratios will be derived from the financial statements, and should be consistent with some of the measures used by the marketplace. Following are the ratios and corresponding guidelines. They will be calculated and reported annually and when new debt is issued, and will be revised to reflect any changes in accounting standards.

BALANCE SHEET RATIO - EXPENDABLE RESOURCES TO DEBT (X COVERAGE)

POLICY LIMIT. The Expendable Resources to Debt Ratio indicates one of the key determinants of near- to medium-term financial health by measuring the availability of intermediate-term funds to cover debt should the University be required to repay all its outstanding obligations. Although numerous balance sheet measures exist, this ratio is the most appropriate and utilized by the marketplace and credit analysts to evaluate leverage versus funds that could be expended by the University.

$$\frac{\text{UNRESTRICTED AND EXPENDABLE NET ASSETS}}{\text{TOTAL ADJUSTED UNIVERSITY DEBT}}^1$$

The target ratio is established to maintain the University's comparative debt coverage level among peer institutions and provide sufficient buffer against possible declines in coverage from decreases in quasi endowment and temporary investment pool balances. The ratio is also a key determinant of the University's credit rating. *The guideline for this ratio is to be no less than 1.5 times coverage.*

STATEMENT OF ACTIVITIES RATIO – DEBT TO OPERATIONS (%)

POLICY LIMIT. This ratio measures the University's ability to repay debt service associated with all outstanding debt and the impact on the overall budget. The target for this ratio is intended to maintain the University's long-term operating flexibility to fund new initiatives.

$$\frac{\text{PRINCIPAL AND INTEREST ON NOTES AND BONDS}}{\text{TOTAL EXPENDITURES}}$$

The measure is based on aggregate expenses as opposed to revenues because expenses typically are more stable and better reflect the operating size of the University. Management recognizes that a growing expense base would make this ratio appear more attractive. *The guideline for this ratio is not to be greater than 4.0%. If more than 4.0% of the University's annual budget were committed to debt service expense, flexibility to devote resources to fund other objectives could be reduced.*

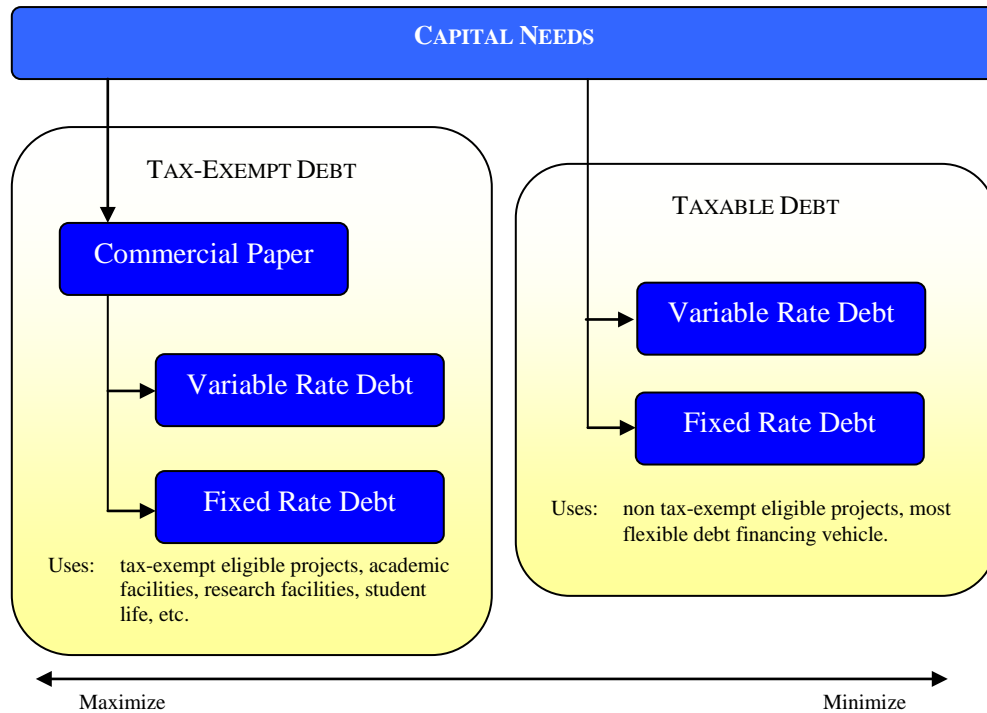
¹ Excludes EPA.



II. DEBT STRATEGIES – 3. DEBT INSTRUMENTS

Under the guidance of Treasury and Risk Management Services, the University will pool debt and in doing so, manage debt on a portfolio basis to minimize cost and manage volatility.

FIGURE 3. TAX-EXEMPT AND TAXABLE DEBT



TAX-EXEMPT DEBT

The University recognizes the benefits associated with tax-exempt debt, and therefore will manage the tax-exempt portfolio to maximize the portion of tax-exempt debt outstanding under the Debt Policy.

COMMERCIAL PAPER

The University recognizes that a commercial paper (CP) program can provide low-cost working capital and provide bridge financing for projects; however, as with other debt structures, the level of CP outstanding impacts the University's overall debt capacity.

Commercial paper can provide the University with interim financing for projects before gifts are received or in anticipation of an external bond issue. Project-related CP provides the Central Bank (see Debt Strategies 4 – External and Internal Debt Repayment) with an easily accessible low-cost source of funding to manage its cash balances and provide continuous access to capital to the divisions, regardless of whether an external financing is imminent. Project-related CP will be treated as any other form of debt and subject to the Debt Policy guidelines.

TAXABLE DEBT

The University will manage its debt portfolio to minimize its taxable component. Unlike tax-exempt debt, taxable debt will not be considered a perpetual component of the University's liabilities. Taxable debt will be utilized to fund projects ineligible for tax-exempt financing or for those projects for which the University wants to preserve maximum operating flexibility; however, the University will manage its overall debt portfolio and total financing sources in order to minimize (or eliminate) the need for taxable debt. Periodically and when any new



II. DEBT STRATEGIES – 3. DEBT INSTRUMENTS

debt is issued, the University will determine its aggregate taxable needs and manage the taxable debt portfolio, if any based on the aggregate need and desired flexibility.

INTEREST RATE SWAPS

The use of swaps will be employed primarily to manage the University's variable rate exposure. The University will utilize a framework to evaluate potential derivative instruments through evaluation of its variable rate allocation, market and interest rate conditions, and the compensation for undertaking counterparty exposure. In addition, the University will incorporate the cost/benefit of any derivative instrument. Under no circumstances will a derivative transaction be utilized that is not fully understood by the University or that imposes inappropriate risk on the University.

FIXED VERSUS VARIABLE ALLOCATION

Due to the financing flexibility and typically low interest cost associated with variable-rate debt, it is desirable to maintain a portion of the University's aggregate debt on a floating-rate basis. However, variable-rate debt introduces volatility to the University's debt service obligations and typically requires liquidity support. The University will utilize variable-rate debt on a prudent basis after careful consideration of the cost/benefits of this interest rate mode.



II. DEBT STRATEGIES – 4. EXTERNAL AND INTERNAL DEBT REPAYMENT

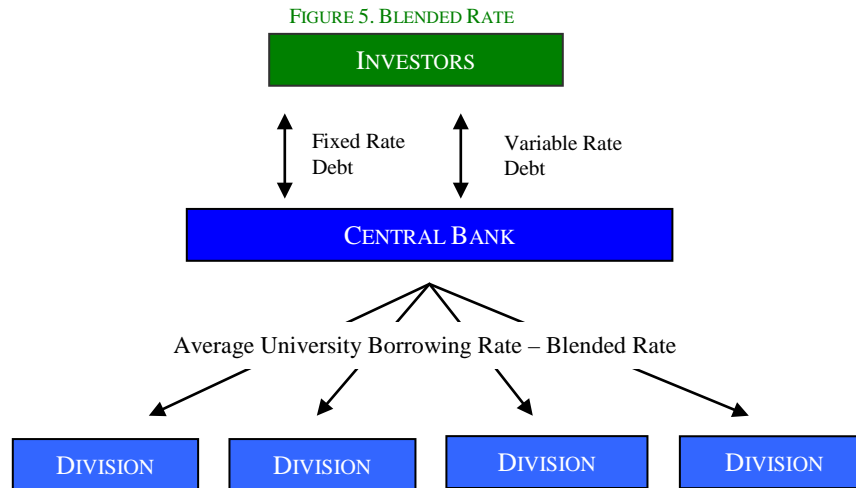
TREASURY AND RISK MANAGEMENT SERVICES (“TRMS”) AS A CENTRAL BANK

Since it is acknowledged that debt will remain a perpetual component of the University’s capitalization, the Office of TRMS will execute transactions, provide funds and develop repayment schedules for individual units. In this regard, TRMS is viewed as a central bank for financing of projects for and across divisions. The University will pool all debt and act as a central source of funds that borrows from the markets and receives capital funds from other sources and makes funds available to the divisions to achieve their objectives.

As mentioned above, debt will remain a long-term component of the University’s balance sheet and division leaders will seek funding for projects from the central bank subject to the debt policy. Deans and Vice Chancellors are not concerned about the source of funds to finance their projects; they are interested in the access to capital, the project ranking criteria, the impact on the current budget, and the predictability of future payments. Therefore, it is desirable to decouple the source of financing (e.g., prevailing fixed or variable rates, synthetic debt, etc) from the use of funds to finance capital projects to the greatest extent possible. Project financing decisions will be made based on the Mission Based Capital Planning strategy continued in the Debt Policy, and not based on the timing of specific transactions.

SINGLE UNIVERSITY-WIDE INTEREST RATE – BLENDED RATE

The University will charge a single interest rate for loaned proceeds regardless of use or source. The single University-wide rate will be adjusted periodically based on the University’s blended cost of capital on all external debt.



The blended interest rate will achieve the following objectives:

- Provide a consistent source of capital to divisions with a predictable and consistent cost of capital. A single interest rate for divisions will make year-to-year budgeting easier for the divisions, since the cost of capital is established at the beginning of the year and is somewhat insulated from changes in market interest rates.
- Align the interests of the University with the divisions. Since debt will be managed on a portfolio basis under debt policy guidelines, transactions will be structured to benefit the entire University, which will benefit the blended rate charged to all divisions.
- Timing of borrowing for projects will not impact the rate borne by the division. The University will time and pool debt issuance for multiple projects to achieve the most economic transactions.



II. DEBT STRATEGIES – 4. EXTERNAL AND INTERNAL DEBT REPAYMENT

The blended interest rate will be influenced by a number of factors:

- Any savings derived from refinancing of existing debt will lower the blended rate, benefiting all borrowers.
- For purposes of the University's variable rate debt, the blended rate will assume a variable rate based on a multi-year moving average of the University's external short-term borrowing cost.
- The University may elect to reserve funds collected in order to minimize year-to-year adjustments in the blended rate. The University's current blended rate is 5.03%.



III. MANAGEMENT PRACTICES

GENERAL REVENUE PLEDGE

The University will utilize general revenue secured debt for all financing needs, unless for certain projects management desires to structure specific revenue pledges independent of general revenue projects. The general revenue pledge provides a strong, flexible security which captures the strengths of not only auxiliary and student related revenues, but of the University's research programs. General revenue bonds price better than corresponding auxiliary or indirect cost recovery bonds. In addition, on general revenue debt the University is not subject to operating or financial covenants and coverage levels imposed by the market and external constituents.

The University will use revenue-specific bonds for those projects that are subsidized externally or not funded by unrestricted current funds of the University. These bonds (e.g. EPA bonds) will be structured to accommodate requirements of the pledged revenue stream or management desires to keep a project independent from other general revenue funded projects.

STRUCTURE (MATURITY, ETC.)

The University will employ maturity structures that correspond with the life of the facilities financed, subject to System and State limitations. As market dynamics change, maturity structures should be reevaluated. Call features should be structured to provide the highest degree of flexibility relative to cost.

METHODS OF SALE

The University will consider any method of sale. Negotiated and competitive bond offerings will be considered on an individual transaction basis. For those transactions that represent a new or non-traditional pledge of University revenues, the University generally will consider negotiated methods of sale over competitive sales.

REFUNDING TARGETS

The University will continuously monitor its outstanding tax-exempt debt portfolio for refunding and/or restructuring opportunities.

For a stand-alone refunding, the University will enter into a transaction that produces at least 3-5% present value savings (based on refunded bonds), with this threshold higher for those transactions with a long escrow.

The University also will consider a refinancing if it relieves the University of certain limitations, covenants, payment obligations or reserve requirements that reduce flexibility. The University will also consider refinancing certain obligations within a new money offering even if savings levels are minimal in order to consolidate debt into the general revenue pledge, and/or reduce the administrative burden and cost of managing many small outstanding obligations.

DISCLOSURE

The University will continue to meet its ongoing disclosure requirements in accordance to SEC rule 15c2-12. The University will submit financial reports, statistical data, and any other material events as required under outstanding bond indentures. The University will attempt to provide all relevant investor information on its website.



III. MANAGEMENT PRACTICES

ARBITRAGE

Annually, the University will comply with arbitrage requirements on invested bond funds. The implementation of tax-exempt CP will reduce the University's ongoing investment of earnings restricted bond funds.

BOND PROCEED INVESTMENT

The University will continue to invest bond-funded construction funds, capitalized interest funds, and costs of issuance funds appropriately to achieve the highest return available under arbitrage limitations. When sizing bond transactions, the University will consider funding on either a net or gross basis.

LIQUIDITY

The University will provide liquidity support for variable rate debt and commercial paper by purchasing external support from a third-party or parties or from internal liquid reserves. While providing internal liquidity support is most economic, the University should not be constrained from investing funds long-term in order to maintain liquidity requirements. The University regularly will review its liquidity requirements and sources make any adjustments as necessary or desired.



The University of North Carolina System Debt Capacity Study – Fiscal Year 2022

University of North Carolina at Charlotte
Institution Report

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1. Executive Summary

Overview of the Institution Report

Pursuant to Article 5 of Chapter 116D of the North Carolina General Statutes (the “*Act*”), The University of North Carolina at Charlotte (“*UNC Charlotte*”) has submitted this report (this “*Institution Report*”) as part of the annual debt capacity study (the “*Study*”) undertaken by The University of North Carolina (the “*University*”) in accordance with the Act. Each capitalized term used but not defined in this Institution Report has the meaning given to such term in the Study.

This Institution Report details the historical and projected financial information incorporated into the financial model developed in connection with the Study. UNC Charlotte has used the model to calculate and project the following three financial ratios:

- Debt to Obligated Resources
- Five-Year Payout Ratio
- Debt Service to Operating Expenses

See **Appendix A** to the Study for more information on the ratios and related definitions.

To produce a tailored, meaningful model, UNC Charlotte, in consultation with the UNC System Office, has set its own policies for each model ratio. For the two statutorily-required ratios—**debt to obligated resources** and the **five-year payout ratio**—UNC Charlotte has set both a target policy and a floor or ceiling policy, as applicable.

For the purposes of the Study, UNC Charlotte’s debt capacity reflects the amount of debt UNC Charlotte could issue during the Study Period without exceeding its ceiling ratio for **debt to obligated resources**, after taking into account debt the General Assembly has previously approved that UNC Charlotte intends to issue during the Study Period. Details regarding each approved project are provided in Section 3.

This Institution Report also includes the following information required by the Act:

- UNC Charlotte’s current debt profile, including project descriptions financed with, and the sources of repayment for, UNC Charlotte’s outstanding debt;
- UNC Charlotte’s current credit profile, along with recommendations for maintaining or improving UNC Charlotte’s credit rating; and
- A copy of any UNC Charlotte debt management policy currently in effect.

Overview of UNC Charlotte

For the fall 2022 semester, UNC Charlotte had a headcount student population of approximately 29,551, including 23,461 undergraduate students and 6,090 graduate students. Over the past 5 years, UNC Charlotte’s enrollment averaged 29,894.

UNC Charlotte’s average age of plant is 11.8 years. A lower age of plant generally indicates that UNC Charlotte is taking a sustainable approach to its deferred maintenance and reinvestment programs.

UNC Charlotte anticipates incurring no additional debt during the Study Period. UNC Charlotte has made no changes to the financial model’s standard growth assumptions.

2. Institution Data

Notes

- Obligated Resources equals Available Funds plus an adjustment for any noncash charge relating to the implementation of GASB 68 AND 75.
- Operating Expenses equals Operating Expenses plus an adjustment for any noncash charge relating to the implementation of GASB 68 AND 75.
- Outstanding debt service is based on UNC Charlotte’s outstanding debt **as of June 30, 2022**, excluding state appropriated debt (such as energy savings contracts). Debt service is net of any interest subsidies owed to UNC Charlotte by the federal government (discounted by an assumed 6.2% sequestration rate) and uses reasonable unhedged variable rate assumptions.
- New money debt issued **after June 30, 2022**, together with any legislatively approved debt UNC Charlotte expects to issue during the Study Period, **are included** in the model as “proposed debt service” and are taken into account in the projected financial ratios shown in this Institution Report.
- Repayments, redemptions or refundings that have occurred **after June 30, 2022** are not included in the model, meaning the debt service schedules reflected below may overstate UNC Charlotte’s current debt burden.

Obligated Resources						Outstanding Debt				
Fiscal Year	Available Funds (Before GASB Adjustment)	GASB 68 Adjustment	GASB 75 Adjustment	AF Growth	Available Funds (After GASB Adjustment)	Fiscal Year	Principal	Net Interest	Debt Service	Principal Balance
2018	(276,161,445)	24,962,892	628,775,878		377,577,325	2023	23,108,320	19,122,628	42,230,948	518,430,446
2019	(241,876,663)	28,006,850	605,555,612	3.74%	391,685,799	2024	23,684,739	18,307,563	41,992,302	494,745,707
2020	(217,840,187)	41,297,544	585,199,019	4.33%	408,656,376	2025	23,577,293	17,454,350	41,031,643	471,168,414
2021	(245,531,445)	51,521,868	552,713,174	-12.22%	358,703,597	2026	22,344,894	16,664,446	39,009,340	448,823,520
2022	(108,457,817)	42,771,331	521,389,937	27.04%	455,703,451	2027	23,094,511	16,017,675	39,112,186	425,729,009
2023	478,351,913	-	-	4.97%	478,351,913	2028	23,447,862	15,305,754	38,753,616	402,281,147
2024	502,126,003	-	-	4.97%	502,126,003	2029	23,253,796	14,538,048	37,791,844	379,027,351
2025	521,307,216	-	-	3.82%	521,307,216	2030	23,657,351	13,775,997	37,433,348	355,370,000
2026	541,221,152	-	-	3.82%	541,221,152	2031	23,870,000	12,952,308	36,822,308	331,500,000
2027	561,895,799	-	-	3.82%	561,895,799	2032	24,685,000	12,105,041	36,790,041	306,815,000
						2033	25,565,000	11,181,146	36,746,146	281,250,000
						2034	26,465,000	10,243,328	36,708,328	254,785,000
						2035	27,380,000	9,293,716	36,673,716	227,405,000
						2036	27,325,000	8,325,267	35,650,267	200,080,000
						2037	27,615,000	7,367,301	34,982,301	172,465,000
						2038	25,195,000	6,373,892	31,568,892	147,270,000
						2039	26,145,000	5,395,422	31,540,422	121,125,000
						2040	24,040,000	4,430,979	28,470,979	97,085,000
						2041	22,550,000	3,496,112	26,046,112	74,535,000
						2042	15,280,000	2,810,454	18,090,454	59,255,000
						2043	15,810,000	2,268,698	18,078,698	43,445,000
						2044	12,415,000	1,706,812	14,121,812	31,030,000
						2045	9,415,000	1,238,898	10,653,898	21,615,000
						2046	5,765,000	862,350	6,627,350	15,850,000
						2047	6,045,000	582,475	6,627,475	9,805,000
						2048	6,335,000	289,000	6,624,000	3,470,000
						2049	1,700,000	104,800	1,804,800	1,770,000
						2050	1,770,000	35,400	1,805,400	-

Operating Expenses					
Fiscal Year	Operating Exp.	GASB 68 Adjustment	GASB 75 Adjustment	Growth	Operating Exp.
2018	616,021,490	(3,835,591)	248,588		612,434,487
2019	623,172,653	(3,043,958)	23,589,711	5.11%	643,718,406
2020	664,487,807	(13,290,694)	20,009,802	4.27%	671,206,915
2021	644,183,720	(10,224,324)	24,816,489	-1.85%	658,775,885
2022	668,996,397	8,750,537	28,124,368	7.15%	705,871,302
2023	740,953,106	-	-	4.97%	740,953,106
2024	777,778,475	-	-	4.97%	777,778,475
2025	807,489,613	-	-	3.82%	807,489,613
2026	838,335,716	-	-	3.82%	838,335,716
2027	870,360,140	-	-	3.82%	870,360,140

3. Proposed Debt Financings

While UNC Charlotte evaluates its capital investment needs on a regular basis, UNC Charlotte currently has no legislatively approved projects that it anticipates financing during the Study Period.

4. Financial Ratios

Debt to Obligated Resources

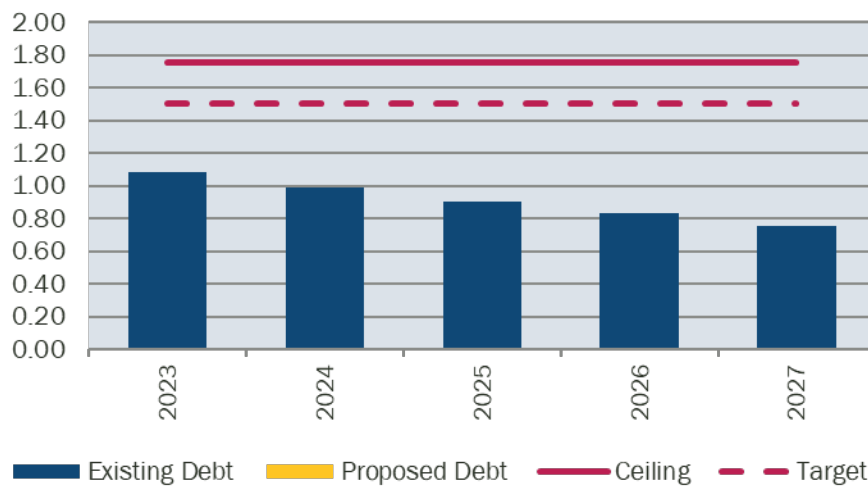
- **What does it measure?** UNC Charlotte’s aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt.
- **How is it calculated?** Aggregate debt divided by obligated resources*
- Target Ratio: 1.50
- Ceiling Ratio: Not to exceed 1.75
- Projected 2023 Ratio: 1.08
- Highest Study Period Ratio: 1.08 (2023)

*Available Funds, which is the concept commonly used to capture an institution’s obligated resources in its loan and bond documentation, has been used in the model as a proxy for obligated resources. For most institutions, the two concepts are identical, though Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of an institution’s obligated resources.

Debt to Obligated Resources

Fiscal Year	Obligated Resources	Growth	Existing Debt	Proposed Debt	Ratio - Existing	Ratio - Proposed	Ratio - Total
2023	478,351,913	4.97%	518,430,446	-	1.08	n/a	1.08
2024	502,126,003	4.97%	494,745,707	-	0.99	n/a	0.99
2025	521,307,216	3.82%	471,168,414	-	0.90	n/a	0.90
2026	541,221,152	3.82%	448,823,520	-	0.83	n/a	0.83
2027	561,895,799	3.82%	425,729,009	-	0.76	n/a	0.76

Debt to Obligated Resources



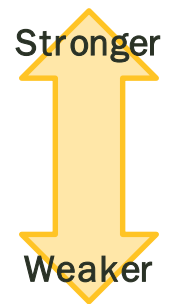
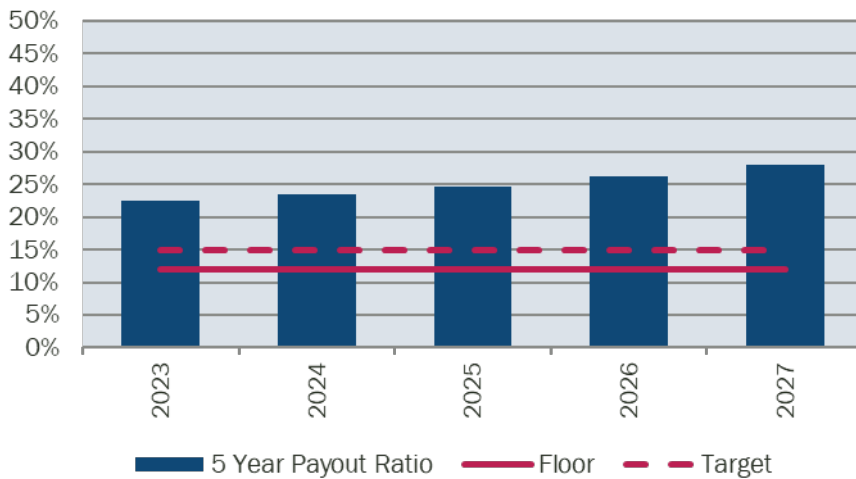
5-Year Payout Ratio Overview

- **What does it measure?** The percentage of UNC Charlotte’s debt scheduled to be retired in the next five years.
- **How is it calculated?** Aggregate principal to be paid in the next five years divided by aggregate debt
- Target Ratio: 15%
- Floor Ratio: Not less than 12%
- Projected 2023 Ratio: 22%
- Lowest Study Period Ratio: 22% (2023)

5-Year Payout Ratio

Fiscal Year	Principal Balance	Ratio
2023	518,430,446	22%
2024	494,745,707	23%
2025	471,168,414	25%
2026	448,823,520	26%
2027	425,729,009	28%

5-Year Payout Ratio



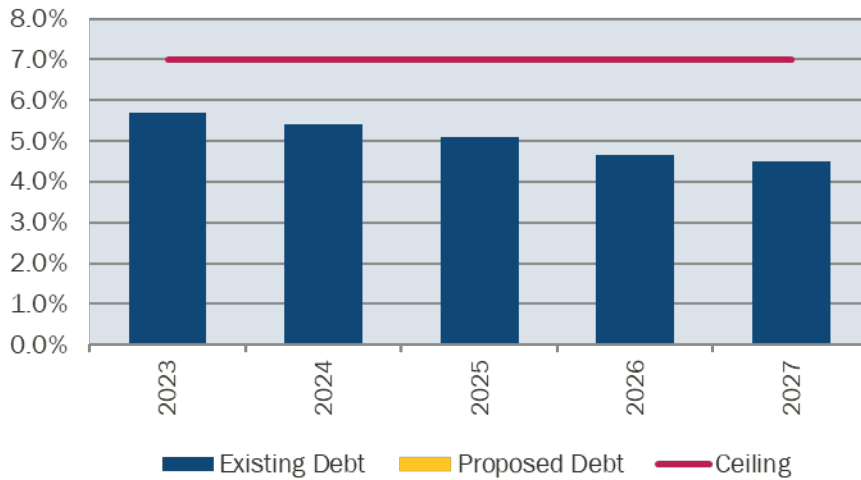
Debt Service to Operating Expenses

- **What does it measure?** UNC Charlotte’s debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues.
- **How is it calculated?** Annual debt service divided by annual operating expenses (adjusted to include interest expense of proposed debt)
- Policy Ratio: Not to exceed 7.00%
- Projected 2023 Ratio: 5.70%
- Highest Study Period Ratio: 5.70% (2023)

Debt Service to Operating Expenses

Fiscal Year	Operating Expenses	Growth	Existing Debt Service	Proposed Debt Service	Ratio - Existing	Ratio - Proposed	Ratio - Total
2023	740,953,106	4.97%	42,230,948	-	5.70%	n/a	5.70%
2024	777,778,475	4.97%	41,992,302	-	5.40%	n/a	5.40%
2025	807,489,613	3.82%	41,031,643	-	5.08%	n/a	5.08%
2026	838,335,716	3.82%	39,009,340	-	4.65%	n/a	4.65%
2027	870,360,140	3.82%	39,112,186	-	4.49%	n/a	4.49%

Debt Service to Operating Expenses



5. Debt Capacity Calculation

Debt Capacity Calculation

- For the purposes of this Institution Report and the Study, UNC Charlotte’s debt capacity is based on the amount of debt UNC Charlotte could issue during the Study Period (after taking into account any legislatively approved projects detailed in **Section 3** above) without exceeding its ceiling ratio for **debt to obligated resources**.
- As presented below, UNC Charlotte’s current debt capacity equals **the lowest constraint on its debt capacity** in any single year during the Study Period.
- Based solely on the **debt to obligated resources** ratio, UNC Charlotte’s current estimated debt capacity is **\$318,685,400**. After taking into account any legislatively approved projects detailed in **Section 3** above, if UNC Charlotte issued no additional debt until the last year of the Study Period, then UNC Charlotte’s debt capacity for 2027 is projected to increase to **\$557,588,640**.

Fiscal Year	Debt to Obligated Resources (Current Ratio)	Debt to Obligated Resources (Ceiling)	Debt Capacity Calculation
2023	1.08	1.75	318,685,400
2024	0.99	1.75	383,974,797
2025	0.90	1.75	441,119,214
2026	0.83	1.75	498,313,495
2027	0.76	1.75	557,588,640

Limitations on Debt Capacity and Credit Rating Implications

- The debt capacity calculation shown above provides a general indication of UNC Charlotte’s ability to absorb debt on its balance sheet during the Study Period and may help identify trends and issues over time.
- “**Debt capacity**” does not necessarily equate to “**debt affordability**,” which takes into account a number of quantitative and qualitative factors, including project revenues and expenses, cost of funds and competing strategic priorities.
- If UNC Charlotte were to use all of its calculated debt capacity during the Study Period, UNC Charlotte’s credit ratings may face significant downward pressure.**
- Projecting the exact amount UNC Charlotte could issue during the Study Period without negatively impacting its credit rating is difficult for a number of reasons.
 - Use of Multiple Factors**
 - Any single financial ratio makes up only a fraction of the “scorecard” used by rating agencies to guide their credit analysis.
 - Under Moody’s approach, for example, the **financial leverage ratio** accounts for only **10%** of an issuer’s overall score.
 - The State’s Impact**
 - In assessing each institution’s credit rating, rating agencies also consider the State’s credit rating and demographic trends, the health of its pension system, the level of support it has

- historically provided to the institution, and any legislation or policies affecting campus operations.
- Historically, each institution’s credit rating has been bolstered by the State’s strong support and overall financial health. As a result, many institutions “underperform” relative to the national median ratios for their rating category.
 - If “debt capacity” were linked to those national median ratios, many institutions would have limited debt capacity for an extended period of time.
- **Factor Interdependence**
 - The quantitative and qualitative factors interact with one another in ways that are difficult to predict.
 - For example, a university’s “**strategic positioning**” score, which accounts for 10% of its overall score under Moody’s criteria, could deteriorate if a university either (1) issued excessive debt or (2) failed to reinvest in its campus to address its deferred maintenance obligations.
 - **Distortions Across Rating Categories**
 - Because quantitative ratios account for only a portion of an issuer’s final rating, the national median for any single ratio is not perfectly correlated to rating outcomes, meaning the median ratio for a lower rating category may be more stringent than the median ratio for a higher rating category. For the highest and lowest rating categories, the correlation between any single ratio and rating outcomes becomes even weaker.
 - Tying capacity directly to ratings may also distort strategic objectives. For example, an institution may be penalized for improving its rating, as it may suddenly lose all of its debt capacity because it must now comply with a much more stringent ratio.

6. Debt Profile

UNC Charlotte's detailed debt profile, including a brief description of each financed project and the source of repayment for each outstanding debt obligation, is reflected in the table on the following page

Summary of Debt Outstanding as of FYE June 30, 2022						
Series	Dated Date	Outstanding Par Amount	Final Maturity	Type	Purpose	Source of Repayment
2010 UNCC	12/02/2010	29,800,000.00	04/01/2040	General Revenue	Football Complex	Debt Fee
2013 A UNCC	04/23/2013	1,305,000.00	04/01/2043	General Revenue	Residence Hall/Refund 2003A	Housing Revenues; Debt Fee
2013 B UNCC	04/23/2013	905,000.00	04/01/2023	General Revenue	Residence Hall/Refund 2003A	Debt Fee; Parking Revenues
2014 UNCC	04/01/2014	2,800,000.00	04/01/2024	General Revenue	Residence Hall	Housing Revenues
2015 UNCC	04/01/2015	11,375,000.00	04/01/2045	General Revenue	Residence Hall/Refund 2006A/Refund 2007B	Housing Revenues
2017 A UNCC	12/22/2017	76,410,000.00	10/01/2040	General Revenue	Refund Series 2012A	Overhead Receipts; Dining Revenues; Housing Revenues; Parking Revenues
2017 B UNCC	12/22/2017	14,930,000.00	10/01/2040	General Revenue	Refund Series 2012B, 2007A, and a portion of 2010B-1	Overhead Receipts; Dining Revenues; Debt Fee; Housing Revenues; Parking Revenues
2017 UNCC	10/12/2017	71,610,000.00	10/01/2047	General Revenue	Residence Hall Improvements/Health & Wellness Center	Student Fees; Housing Revenues
2020 A UNCC	01/28/2020	65,585,000.00	10/01/2049	General Revenue	Phase 16	Debt Fee
2020 B UNCC	01/28/2020	22,600,000.00	04/01/2041	General Revenue	Refunding 2012B	Housing Revenues
2021 UNCC	03/17/2021	93,670,000.00	04/01/2044	General Revenue	Refunding 2013B GO - Residence Hall, Refunding 2015 LOB, Refunding 2014 GO - Residence Hall	Housing Revenues
2021 B UNCC	12/09/2021	139,935,000.00	04/01/2045	General Revenue	Refunding 2013A, Refunding 2015	Housing Revenues; Debt Fee
Total		530,925,000.00				

7. Credit Profile

The following page provides a snapshot of UNC Charlotte's current credit ratings, along with (1) a summary of various credit factors identified in UNC Charlotte's most recent rating report and (2) recommendations for maintaining and improving UNC Charlotte's credit ratings in the future.

Credit Profile of the University – (General Revenue)



Overview

- Moody’s maintains a Aa3 rating on UNC Charlotte’s general revenue bonds. The outlook is stable.
- Standard and Poor’s maintains an A+ rating on UNC Charlotte’s general revenue bonds. The outlook is positive.

Key Information Noted in Rating Reports

Credit Strengths

- Strong financial positions with favorable operations, healthy liquidity, and growing reserves
- Desirable urban location in economically vibrant city
- University has maintained steady enrollment and net tuition revenue growth
- Strong operating and capital support from the Aaa-rated State of North Carolina

Credit Challenges

- Moderately high financial leverage compared to similarly rated peers
- Tuition pricing constraints could reduce future budget predictability
- Concentrated market to geographic student base

Moody's	S&P	Fitch
Aaa	AAA	AAA
Aa1	AA+	AA+
Aa2	AA	AA
Aa3	AA-	AA-
A1	A+	A+
A2	A	A
A3	A-	A-
Baa1	BBB+	BBB+
Baa2	BBB	BBB
Baa3	BBB-	BBB-

Non Investment Grade

Recommendations & Observations

- Continue to develop initiatives to highlight and strengthen UNC Charlotte’s distinctive market position.
- Strong operating reserves and liquidity provide UNCC financial flexibility and favorable debt affordability.
- Continue to seek strategies to limit new debt in the near term while addressing critical infrastructure needs, in accordance with UNC Charlotte’s existing debt policy and in service of UNC Charlotte’s other strategic initiatives.

8. Peer Comparison

Moody's Key Credit Ratios	University of North Carolina Charlotte	Most Recent Peer Institution Data			
Peer Institution		George Mason University	Northern Arizona University	Portland State University	Florida Atlantic University
Fiscal Year	2022	2021	2022	2022	2020
Most Senior Rating	Aa3	A1	A1	N/A	A1
Total Long-Term Debt (\$, in millions)	605	517	758	194	307
Total Cash & Investments (\$, in millions)	897	1063	500	384	747
Operating Revenue (\$, in millions)	775	1025	623	507	582
Operating Expenses (\$, in millions)	652	933	578	489	554
Market Performance Ratios					
Annual Change in Operating Revenue (%)	15.7%	5.2%	11.7%	8.4%	2.7%
Operating Ratios					
Operating Cash Flow Margin (%)	23.0%	16.5%	19.4%	11.5%	11.9%
Wealth & Liquidity Ratios					
Total Cash & Investments to Operating Expenses (x)	1.4	1.1	0.9	0.8	1.3
Total Debt to Operating Expenses (x)	0.9	0.6	1.3	0.4	0.6
Monthly Days Cash on Hand (x)	252	260	172	191	206
Leverage Ratios					
Total Cash & Investments to Total Debt (x)	1.5	2.1	0.7	2.0	2.4
Debt Service to Operating Expenses (%)	6.2%	4.2%	8.8%	4.3%	1.5%
Total Debt-to-Cash Flow (x)	3.4	3.1	6.3	3.3	4.4

*Note: Peers chosen from BOG approved peers if available in Moody's Municipal Financial Ratio Analysis (MFRA) Database. If approved peer data is unavailable, universities with similar credit ratings are used. Data is the most recent available in the MFRA database.

Debt Management Policies

UNC Charlotte's current debt policy is included in the following pages.

University Policy 601.18, Debt Policy

Executive Summary:

This Policy outlines the University philosophy on debt, establishes the framework for approving, managing, and reporting debt and provides debt management guidelines.

I. Policy Statement

The mission of The University of North Carolina at Charlotte (University) is supported by the development and implementation of the long-term strategic plan. The strategic plan establishes University-wide priorities and programmatic objectives. The University develops a capital plan to support these priorities and objectives.

The University's use of debt plays a critical role in ensuring adequate and cost effective funding for the capital plan. By linking the objectives of its Debt Policy to its strategic objectives, the University ultimately increases the likelihood of achieving its mission.

This Debt Policy is intended to be a dynamic document that will evolve over time to meet the changing needs of the University.

A. Scope

This Debt Policy applies to the University and affiliated entities and covers all forms of debt including long-term, short-term, fixed-rate, and variable-rate debt. It also covers other forms of financing including both on-balance sheet and off-balance sheet structures, such as leases, and other structured products used with the intent of funding capital projects.

The use of derivatives is not covered under this policy. When the use of derivatives is being considered a separate Interest Rate Risk Management policy will be drafted.

B. Objectives

The objectives of this policy are to:

- (i) Outline the University's philosophy on debt
- (ii) Establish a control framework for approving and managing debt
- (iii) Define reporting guidelines
- (iv) Establish debt management guidelines

This Debt Policy formalizes the link between the University's Strategic Plan and the issuance of debt. Debt is a limited resource that must be managed strategically in order to best support University priorities.

The policy establishes a control framework to ensure that appropriate discipline is in place regarding capital rationing, reporting requirements, debt portfolio composition, debt servicing, and debt authorization. It establishes guidelines to ensure that existing and proposed debt

issues are consistent with financial resources to maintain an optimal amount of leverage, a strong financial profile, and a strategically optimal credit rating.

Under this policy, debt is being managed to achieve the following goals:

- (i) Maintaining access to financial markets: capital, money, and bank markets.
- (ii) Managing the University's credit rating to meet its strategic objectives while maintaining the highest acceptable creditworthiness and most favorable relative cost of capital and borrowing terms;
- (iii) Optimizing the University's debt mix (i.e., short-term and long-term, fixed-rate and floating-rate) for the University's debt portfolio;
- (iv) Managing the structure and maturity profile of debt to meet liquidity objectives and make funds available to support future capital projects and strategic initiatives;
- (v) Coordinating debt management decisions with asset management decisions to optimize overall funding and portfolio management strategies.

The University may use debt to accomplish critical priorities by more prudently using debt financing to accelerate the initiation or completion of certain projects, where appropriate. As part of its review of each project, the University evaluates all funding sources to determine the optimal funding structure to achieve the lowest cost of capital.

II. Roles and Responsibilities; Compliance

The Office of the Vice Chancellor for Business Affairs ("VCBA") is responsible for implementing this policy and for all debt financing activities. The policy and any subsequent, material changes to the policy must be approved by the Chancellor after consultation with the University's Board of Trustees ("BOT".) The approved policy provides the framework under which debt management decisions are made.

The exposure limits listed in the policy are monitored on a regular basis by Treasury Services. The office of the VCBA reports regularly to the Chancellor and the BOT on the University's debt position and plans.

III. Procedures

A. Debt Affordability and Capacity

In assessing its current debt levels and when planning for additional debt, the University takes into account both its debt affordability and debt capacity. Debt affordability focuses on the University's ability to service its debt through its operating budget and identified revenue streams and is driven by strength in income and cash flows. Debt capacity focuses on the University's financial leverage in terms of debt funding as a percentage of the University's total capital.

The University considers many factors in assessing its debt affordability and debt capacity including its strategic plan, market position, and alternative sources of funding. The University

uses four key quantitative ratios to inform its assessments with respect to debt affordability and debt capacity.

The ratios described below are not intended to track a specific rating, but rather to help the University maintain a competitive financial profile and funding for facilities needs and reserves.

This Debt Policy is shared with external credit analysts and other parties to provide them with background on the University's philosophy on debt and management's assessment of debt capacity and affordability.

1. Debt Affordability Measures

a. Debt Burden Percentage

This ratio measures the University's debt service burden as a percentage of total university expenses. The target for this ratio is intended to maintain the University's long-term operating flexibility to finance existing requirements and new initiatives.

$$\frac{\text{ANNUAL DEBT SERVICE}}{\text{TOTAL OPERATING EXPENSES}} \leq 6.0\%$$

The measure is based on aggregate operating expenses as opposed to operating revenues because expenses typically are more stable (e.g. revenues may be subject to one-time operating gifts, investment return fluctuations, variability of State funding, etc.) and better reflect the operating base of the University. This ratio is adjusted to reflect any non-amortizing or non-traditional debt structures that could result in significant single year fluctuations including the effect of debt refundings.

b. Average Debt Service Coverage Ratio

This ratio measures the University's ability to cover debt service requirements from adjusted net operating income. This calculation is a three-year average of income compared to actual debt services on capital debt. The target established is intended to ensure that operating revenues are sufficient to meet debt service requirements and that debt service does not consume too large a portion of income.

$$\frac{\text{THREE YEARS ANNUAL OPERATING SURPLUS (DEFICIT) + NON-OPERATING REVENUE} + \text{DEPRECIATION}}{\text{THREE YEARS ANNUAL DEBT SERVICE}} > 2X$$

This ratio is adjusted to reflect any non-amortizing or non-traditional debt structures that could result in significant single year fluctuations including the effect of debt refundings.

2. Debt Capacity Measures

a. Average Viability Ratio

This ratio indicates one of the most basic determinants of financial health by measuring the three year average availability of liquid and expendable net assets to the three year average aggregate debt. The ratio measures the medium to long-term health of the University's balance sheet and debt capacity and is a critical consideration of universities with the highest credit quality.

Many factors influence the viability ratio, affecting both the assets (e.g., investment performance, philanthropy) and liabilities (e.g., timing of bond issues), and therefore the ratio is best examined in the context of changing market conditions so that it accurately reflects relative financial strength.

$$\frac{\text{THREE YEARS UNRESTRICTED NET ASSETS} + \text{RESTRICTED EXPENDABLE NET ASSETS}}{\text{THREE YEARS AGGREGATE DEBT}} \geq .6x$$

b. Debt Capitalization Ratio

This ratio measures the percentage of University capital that comes from debt. A university that relies too heavily on debt capital may risk being over-leveraged and potentially reduce its access to capital markets. Conversely, a university that does not strategically utilize debt as a source of capital may not be optimizing its funding mix, thereby sacrificing access to low-cost funding to invest in mission objectives.

$$\frac{\text{AGGREGATE DEBT}}{\text{TOTAL NET ASSETS + AGGREGATE DEBT}} \leq 35\%$$

Both the Viability and Debt Capitalization Ratios include any component unit (University-related foundation) balances as disclosed in the University's financial statements.

B. Financing Sources

The University recognizes that there are numerous types of financing structures and funding sources available, each with specific benefits, risks, and costs. All potential funding sources are reviewed by management within the context of this Debt Policy and the overall portfolio to ensure that any financial product or structure is consistent with the University's objectives. Regardless of what financing structure(s) are utilized, due-diligence review must be performed for each transaction, including (i) quantification of potential risks and benefits; and (ii) analysis of the impact on University creditworthiness and debt affordability and capacity.

1. Tax-Exempt Debt

The University recognizes that tax-exempt debt is a significant component of the University's capitalization due in part to its substantial cost benefits; therefore, tax-exempt debt is managed as a portfolio of obligations designed to meet long-term financial objectives rather than as a series of discrete financings tied to specific projects. The University manages the debt portfolio to maximize its utilization of tax-exempt debt relative to taxable debt whenever possible. In all circumstances, however, individual projects continue to be identified and tracked to ensure compliance with all tax and reimbursement regulations.

For tax-exempt debt, the University considers maximizing the external maturity of any tax-exempt bond issue, subject to prevailing market conditions and opportunities and other considerations, including applicable regulations.

2. Taxable Debt

In instances where certain of the University's capital projects do not qualify for tax-exempt debt, the use of taxable debt may be considered. The taxable debt market offers certain advantages in terms of liquidity and marketing efficiency; such advantages will be considered when evaluating the costs and benefits of a taxable debt issuance.

3. Commercial Paper

Commercial paper provides the University with interim financing for projects in anticipation of philanthropy or planned issuance of long-term debt. The use of commercial paper also provides greater flexibility on the timing and structuring of individual bond transactions. This flexibility also makes commercial paper appropriate for financing equipment and short-term operating needs. The University recognizes that the amount of commercial paper is limited by this Debt Policy ratios, the University's variable-rate debt allocation limit, and the University's available liquidity support.

4. University-issued vs. State-Issued Debt

In determining the most cost effective means of issuing debt, the University evaluates the merits of issuing debt directly vs. participating in debt pools through the UNC System Board of Governors. On a regular basis, the University performs a cost/benefit analysis between these two options and takes into consideration the comparative funding costs, flexibility in market timing, and bond ratings of each alternative. The University also takes into consideration the future administrative flexibility of each issue such as the ability to call and/or refund issues at a later date, as well as the administrative flexibility to structure and manage the debt in a manner that the University believes to be appropriate and in the University's best interest.

5. Other Financing Sources

Given limited debt capacity and substantial capital needs, opportunities for alternative and non-traditional transaction structures may be considered. The University recognizes these types of transactions often can be more expensive than traditional University debt structures; therefore, the benefits of any potential transaction must outweigh any potential costs.

All structures may be considered only when the economic benefit and the likely impact on the University's debt capacity and credit have been determined. Specifically, for any third-party or developer-based financing, management ensures the full credit impact of the structure is evaluated and quantified.

C. Portfolio Management of Debt

The University considers its debt portfolio holistically to optimize the portfolio of debt for the entire University rather than on a project-by-project basis while taking into account the University's cash and investment portfolio (see Appendix A). Therefore, management makes

decisions regarding project prioritization, debt portfolio optimization, and financing structures within the context of the overall needs and circumstances of the University.

1. Variable-Rate Debt

The University recognizes that a degree of exposure to variable interest rates within the University's debt portfolio might be desirable in order to:

- (i) take advantage of repayment/restructuring flexibility;
- (ii) benefit from historically lower average interest costs;
- (iii) provide a "match" between debt service requirements and the projected cash flows from the University's assets; and
- (iv) diversify its pool of potential investors.

Management monitors overall interest rate exposure, analyzes and quantifies potential risks, including interest rate, liquidity and rollover risks, and coordinates appropriate fixed/variable allocation strategies. The portfolio allocation to variable-rate debt may be managed or adjusted through (i) the issuance or redemption of debt in the conventional debt market (e.g. new issues and refundings) and (ii) the use of interest rate derivative products including swaps.

The amount of variable-rate debt outstanding (adjusted for any derivatives) shall not exceed 10% of the University's outstanding debt. This limit is based on the University's desire to: (i) limit annual variances in its interest payments; (ii) provide sufficient structuring flexibility to management; (iii) keep the University's variable-rate allocation within acceptable external parameters; and (iv) utilize variable-rate debt (including derivatives) to optimize debt portfolio allocation and minimize costs.

VARIABLE-RATE DEBT (INCLUDING SYNTHETIC DEBT)

TOTAL DEBT OUTSTANDING <=10%

2. Refinancing Outstanding Debt

The University monitors its debt portfolio on a continual basis to assure portfolio management objectives are being met and to identify opportunities to lower its cost of funding, primarily through refinancing outstanding debt. The University of North Carolina General Administration prefers a savings of 2% for refinancing current outstanding debt. Savings requirements in excess of 2% may be required from time to time by the Vice Chancellor for Business Affairs.

The University monitors the prices and yields of its outstanding debt and attempts to identify potential refunding candidates by examining refunding rates and calculating the net present value of any refunding savings after taking into account all transaction costs. The University may choose to pursue refundings for economic and/or legal reasons. The University reserves the right to not partially refund an issue.

3. Liquidity Requirements

If the University's portfolio includes variable-rate debt and commercial paper, liquidity support is required in the event of the bonds or paper being put back to the University by investors. Generally, the University can purchase liquidity support externally from a

bank in the form of a standby bond purchase agreement or line of credit. In addition, the University may consider using its own capital in lieu of or to supplement external liquidity facilities. Alternatively, it may utilize variable-rate structures that do not require liquidity support (e.g. auction-rate products.)

Just as the University manages its debt on a portfolio basis, it also manages its liquidity needs by considering its entire asset and debt portfolio, rather than managing liquidity solely on an issue-specific basis. This approach permits institution-wide evaluation of desired liquidity requirements and exposure, minimizes administrative burden, and reduces total liquidity costs.

A balanced approach may be used to provide liquidity support to enhance credit for variable-rate debt, through a combination of external bank liquidity, auction market or derivative structures. Using a variety of approaches limits dependence on an individual type or source of credit; it also allows for exposure to different types of investors. The University must balance liquidity requirements with its investment objectives and its cost and renewal risk of third-party liquidity providers.

Further, a portfolio-approach to liquidity can enhance investment flexibility, reduce administrative requirements, lower total interest costs, and reduce the need for external bank liquidity.

4. Overall Exposure

The University recognizes that it may be exposed to interest rate, third-party credit, and other potential risks in areas other than direct University debt (e.g., counterparty exposure in the investment portfolio, etc.) and, therefore, exposures are considered on a comprehensive University-wide basis.

D. Strategic Debt Allocation

Recognizing that financial resources are not sufficient to fund all capital projects, management must allocate debt strategically, continuing to explore alternate sources of funding for projects. External support, philanthropy, and direct State investment remain critical to the University's facilities investment plan.

Management allocates the use of debt financing internally within the University to reflect the prioritization of debt resources among all uses, including plant and equipment financing, academic projects, and projects with institutional impact. Generally, the University favors debt financing for those projects critical to the attainment of its strategic goals and those projects with identified revenue streams for the repayment of debt service and incremental operating costs.

Each capital project is analyzed at its inception to ensure that capital is used in the most effective manner and in the best interests of the University. There is an initial institutional review of each project, prior to its inclusion in the capital plan, to determine if debt leveraging would be desirable even if not requested by the project sponsor.

As part of this initial institutional review, the University also will assess, based on the project's business plan, the sufficiency of revenues to support any internal loans. If the University determines that collateral is necessary, it may require the entity to segregate unrestricted funds for this purpose.

E. Debt Administration and Other Matters

The issuance of tax-exempt debt generally requires the aid and assistance of several outside parties:

- Use of a financial advisor is recommended with a competitive selection process at least once every five years.
- Bond counsel appointments are competitively determined at least once every five years.
- The selection of underwriters is recommended for each debt issuance using a competitive process. Co-managers are recommended for issuances of \$30 million or more and will be selected from the same group of underwriters responding to the competitive bid process.

Debt issuance can be “sized” to include capitalized interest and borrowing costs up to 5% of the debt issuance.

Reimbursement resolutions will be prepared for each debt issuance.

F. Approval Process

All debt issued is by the authority granted to the UNC System Board of Governors under [N.C.G.S. § 116D, Article 3](#). All debt issue is approved by the UNC Charlotte Board of Trustees and then by the UNC System Board of Governors.

When the University participates in bond programs that are administered by the State, including State tax supported debt, such bonds are issued by the State Treasurer, who also possesses the authority to price such bonds.

Revision History: Initially approved February 2, 2015

Authority: Chancellor

Responsible Office: Business Affairs

The University of North Carolina System Debt Capacity Study - Fiscal Year 2022

The University of North Carolina at Greensboro
Institution Report

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1. Executive Summary

Overview of the Institution Report

Pursuant to Article 5 of Chapter 116D of the North Carolina General Statutes (the “*Act*”), University of North Carolina at Greensboro (“*UNC Greensboro*”) has submitted this report (this “*Institution Report*”) as part of the annual debt capacity study (the “*Study*”) undertaken by The University of North Carolina (the “*University*”) in accordance with the Act. Each capitalized term used but not defined in this Institution Report has the meaning given to such term in the Study.

This Institution Report details the historical and projected financial information incorporated into the financial model developed in connection with the Study. UNC Greensboro has used the model to calculate and project the following three financial ratios:

- Debt to Obligated Resources
- Five-Year Payout Ratio
- Debt Service to Operating Expenses

See **Appendix A** to the Study for more information on the ratios and related definitions.

To produce a tailored, meaningful model, UNC Greensboro, in consultation with the UNC System Office, has set its own policies for each model ratio. For the two statutorily-required ratios—**debt to obligated resources** and the **five-year payout ratio**—UNC Greensboro has set both a target policy and a floor or ceiling policy, as applicable.

For the purposes of the Study, UNC Greensboro’s debt capacity reflects the amount of debt UNC Greensboro could issue during the Study Period without exceeding its ceiling ratio for **debt to obligated resources**, after taking into account debt the General Assembly has previously approved that UNC Greensboro intends to issue during the Study Period. Details regarding each approved project are provided in Section 3.

This Institution Report also includes the following information required by the Act:

- UNC Greensboro’s current debt profile, including project descriptions financed with, and the sources of repayment for, UNC Greensboro’s outstanding debt;
- UNC Greensboro’s current credit profile, along with recommendations for maintaining or improving UNC Greensboro’s credit rating; and
- A copy of any UNC Greensboro debt management policy currently in effect.

Overview of UNC Greensboro

For the fall 2022 semester, UNC Greensboro had a headcount student population of approximately 17,978, including 14,198 undergraduate students and 3,780 graduate students. Over the past 5 years, UNC Greensboro’s enrollment has decreased by 10.6%.

UNC Greensboro’s average age of plant is 12.6 years. Age of plant is a financial ratio calculated by dividing the accumulated depreciation by the annual depreciation expense. A low age of plant generally indicates the institution is taking a sustainable approach to its deferred maintenance and reinvestment programs.

UNC Greensboro does not anticipate significant additional borrowings during the Study Period. UNC Greensboro has made no changes to the financial model’s standard growth assumptions.

2. Institution Data

Notes

- Obligated Resources equals Available Funds plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Operating Expenses equals Operating Expenses plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Outstanding debt service is based on UNC Greensboro’s outstanding debt **as of June 30, 2022**, excluding state appropriated debt (such as energy savings contracts). Debt service is net of any interest subsidies owed to UNC Greensboro by the federal government (discounted by an assumed 6.2% sequestration rate) and uses reasonable unhedged variable rate assumptions.
- New money debt issued **after June 30, 2022**, together with any legislatively approved debt UNC Greensboro expects to issue during the Study Period, **are included** in the model as “proposed debt service” and are taken into account in the projected financial ratios shown in this Institution Report.
- Repayments, redemptions or refundings that have occurred **after June 30, 2022** are not included in the model, meaning the debt service schedules reflected below may overstate UNC Greensboro’s current debt burden.

Obligated Resources						Outstanding Debt				
Fiscal Year	Available Funds	GASB 68	GASB 75	AF Growth	Available Funds	Fiscal Year	Principal	Net Interest	Debt Service	Principal Balance
	(Before GASB Adjustment)				(After GASB Adjustment)					
2018	(251,724,686)	18,690,763	425,862,995		192,829,072	2023	15,328,879	11,564,080	26,892,959	251,884,442
2019	(237,093,720)	19,581,421	405,766,445	-2.37%	188,254,146	2024	14,469,672	10,957,763	25,427,435	237,414,770
2020	(220,162,163)	28,812,522	388,626,859	4.79%	197,277,218	2025	15,085,698	10,349,568	25,435,266	222,329,072
2021	(197,250,174)	35,646,088	364,275,326	2.73%	202,671,240	2026	15,698,720	9,712,929	25,411,649	206,630,352
2022	(133,528,988)	29,469,872	341,290,181	17.05%	237,231,065	2027	21,256,352	9,060,867	30,317,219	185,374,000
2023	249,021,449	-	-	4.97%	249,021,449	2028	14,287,000	8,227,034	22,514,034	171,087,000
2024	261,397,815	-	-	4.97%	261,397,815	2029	14,946,000	7,566,382	22,512,382	156,141,000
2025	271,383,211	-	-	3.82%	271,383,211	2030	14,483,000	6,853,476	21,336,476	141,658,000
2026	281,750,050	-	-	3.82%	281,750,050	2031	15,145,000	6,180,453	21,325,453	126,513,000
2027	292,512,902	-	-	3.82%	292,512,902	2032	15,853,000	5,492,203	21,345,203	110,660,000
						2033	16,575,000	4,789,505	21,364,505	94,085,000
						2034	17,290,000	4,062,055	21,352,055	76,795,000
						2035	16,045,000	3,386,818	19,431,818	60,750,000
						2036	16,730,000	2,702,618	19,432,618	44,020,000
						2037	12,175,000	2,002,493	14,177,493	31,845,000
						2038	10,250,000	1,527,850	11,777,850	21,595,000
						2039	10,730,000	1,046,750	11,776,750	10,865,000
						2040	2,520,000	543,250	3,063,250	8,345,000
						2041	2,645,000	417,250	3,062,250	5,700,000
						2042	2,780,000	285,000	3,065,000	2,920,000
						2043	2,920,000	146,000	3,066,000	-
						2044			-	-
						2045			-	-
						2046			-	-

Operating Expenses					
Fiscal Year	Operating Exp.	GASB 68	GASB 75	Growth	Operating Exp.
2018	413,394,628	(1,364,900)	4,437,708		416,467,436
2019	427,326,795	(882,169)	20,096,686	7.22%	446,541,312
2020	455,515,453	(9,221,688)	17,140,117	3.78%	463,433,882
2021	434,752,757	(6,786,506)	19,515,334	-3.44%	447,481,585
2022	448,028,983	6,182,457	21,074,405	6.21%	475,285,845
2023	498,907,551	-	-	4.97%	498,907,551
2024	523,703,257	-	-	4.97%	523,703,257
2025	543,708,721	-	-	3.82%	543,708,721
2026	564,478,394	-	-	3.82%	564,478,394
2027	586,041,469	-	-	3.82%	586,041,469

3. Proposed Debt Financings

While UNC Greensboro evaluates its capital investment needs on a regular basis, UNC Greensboro currently has not legislatively approved projects that it anticipates financing during the study period.

4. Financial Ratios

Debt to Obligated Resources

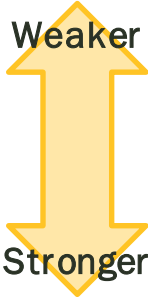
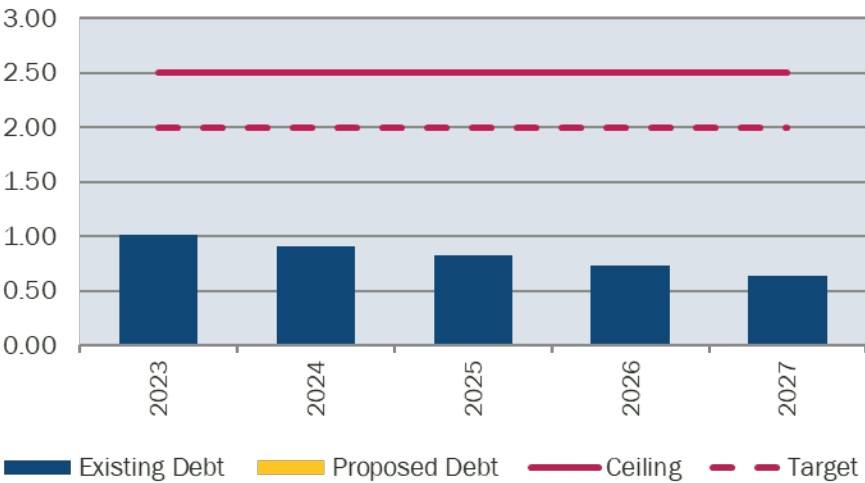
- **What does it measure?** UNC Greensboro’s aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt.
- **How is it calculated?** Aggregate debt divided by obligated resources*
- Target Ratio: 2.00
- Ceiling Ratio: Not to exceed 2.50
- Projected 2023 Ratio: 1.01
- Highest Study Period Ratio: 1.01 (2023)

*Available Funds, which is the concept commonly used to capture an institution’s obligated resources in its loan and bond documentation, has been used in the model as a proxy for obligated resources. For most institutions, the two concepts are identical, though Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of an institution’s obligated resources.

Debt to Obligated Resources

Fiscal Year	Obligated Resources	Growth	Existing Debt	Proposed Debt	Ratio - Existing	Ratio - Proposed	Ratio - Total
2023	249,021,449	4.97%	251,884,442	-	1.01	n/a	1.01
2024	261,397,815	4.97%	237,414,770	-	0.91	n/a	0.91
2025	271,383,211	3.82%	222,329,072	-	0.82	n/a	0.82
2026	281,750,050	3.82%	206,630,352	-	0.73	n/a	0.73
2027	292,512,902	3.82%	185,374,000	-	0.63	n/a	0.63

Debt to Obligated Resources



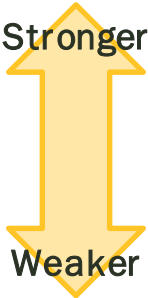
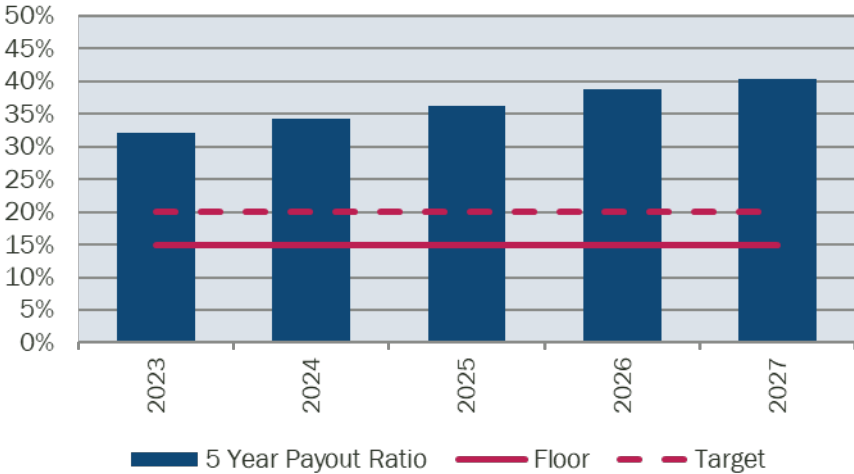
5-Year Payout Ratio Overview

- **What does it measure?** The percentage of UNC Greensboro’s debt scheduled to be retired in the next five years.
- **How is it calculated?** Aggregate principal to be paid in the next five years divided by aggregate debt
- Target Ratio: 20%
- Floor Ratio: Not less than 15%
- Projected 2023 Ratio: 32%
- Lowest Study Period Ratio: 32% (2023)

5-Year Payout Ratio

Fiscal Year	Principal Balance	Ratio
2023	251,884,442	32%
2024	237,414,770	34%
2025	222,329,072	36%
2026	206,630,352	39%
2027	185,374,000	40%

5-Year Payout Ratio



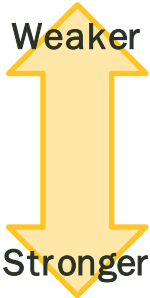
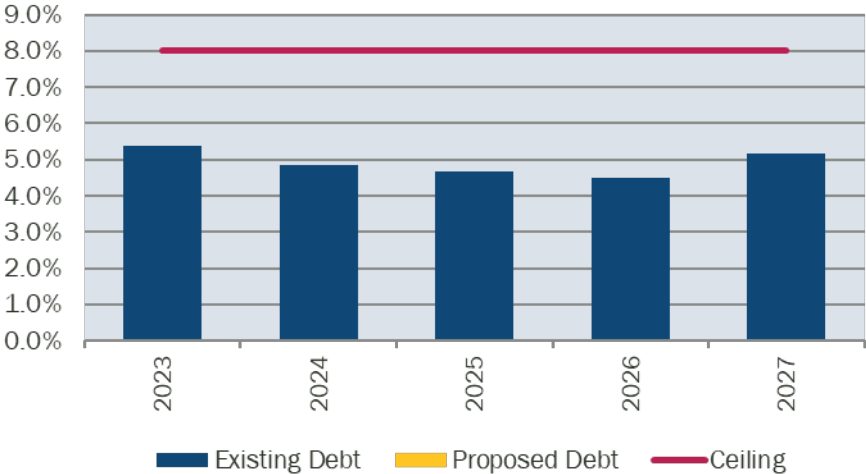
Debt Service to Operating Expenses

- **What does it measure?** UNC Greensboro’s debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues.
- **How is it calculated?** Annual debt service divided by annual operating expenses (as adjusted to include interest expense of proposed debt)
- Policy Ratio: Not to exceed 8.00%
- Projected 2023 Ratio: 5.39%
- Highest Study Period Ratio: 5.39% (2023)

Debt Service to Operating Expenses

Fiscal Year	Operating Expenses	Growth	Existing Debt Service	Proposed Debt Service	Ratio - Existing	Ratio - Proposed	Ratio - Total
2023	498,907,551	4.97%	26,892,959	-	5.39%	n/a	5.39%
2024	523,703,257	4.97%	25,427,435	-	4.86%	n/a	4.86%
2025	543,708,721	3.82%	25,435,266	-	4.68%	n/a	4.68%
2026	564,478,394	3.82%	25,411,649	-	4.50%	n/a	4.50%
2027	586,041,469	3.82%	30,317,219	-	5.17%	n/a	5.17%

Debt Service to Operating Expenses



5. Debt Capacity Calculation

Debt Capacity Calculation

- For the purposes of this Institution Report and the Study, UNC Greensboro’s debt capacity is based on the amount of debt UNC Greensboro could issue during the Study Period (after taking into account any legislatively approved projects detailed in **Section 3** above) without exceeding its ceiling ratio for **debt to obligated resources**.
- As presented below, UNC Greensboro’s current debt capacity equals **the lowest constraint on its debt capacity** in any single year during the Study Period.
- Based solely on the **debt to obligated resources** ratio, UNC Greensboro’s current estimated debt capacity is **\$370,669,180**. After taking into account any legislatively approved projects detailed in **Section 3** above, if UNC Greensboro issued no additional debt until the last year of the Study Period, then UNC Greensboro’s debt capacity for 2027 is projected to increase to **\$545,908,255**.

Fiscal Year	Debt to Obligated Resources (Current Ratio)	Debt to Obligated Resources (Ceiling)	Debt Capacity Calculation
2023	1.01	2.50	370,669,180
2024	0.91	2.50	416,079,767
2025	0.82	2.50	456,128,957
2026	0.73	2.50	497,744,773
2027	0.63	2.50	545,908,255

Limitations on Debt Capacity and Credit Rating Implications

- The debt capacity calculation shown above provides a general indication of UNC Greensboro’s ability to absorb debt on its balance sheet during the Study Period and may help identify trends and issues over time.
- **“Debt capacity” does not** necessarily equate to **“debt affordability,”** which takes into account a number of quantitative and qualitative factors, including project revenues and expenses, cost of funds and competing strategic priorities.
- **If UNC Greensboro were to use all of its calculated debt capacity during the Study Period, UNC Greensboro’s credit ratings may face significant downward pressure.**
- Projecting the exact amount UNC Greensboro could issue during the Study Period without negatively impacting its credit rating is difficult for a number of reasons.
 - **Use of Multiple Factors**
 - Any single financial ratio makes up only a fraction of the “scorecard” used by rating agencies to guide their credit analysis.
 - Under Moody’s approach, for example, the **financial leverage ratio** accounts for only **10%** of an issuer’s overall score.
 - **The State’s Impact**
 - In assessing each institution’s credit rating, rating agencies also consider the State’s credit rating and demographic trends, the health of its pension system, the level of support it

- has historically provided to the institution, and any legislation or policies affecting campus operations.
- Historically, each institution’s credit rating has been bolstered by the State’s strong support and overall financial health. As a result, many institutions “underperform” relative to the national median ratios for their rating category.
- If “debt capacity” were linked to those national median ratios, many institutions would have limited debt capacity for an extended period of time.
- **Factor Interdependence**
 - The quantitative and qualitative factors interact with one another in ways that are difficult to predict.
 - For example, a university’s “**strategic positioning**” score, which accounts for 10% of its overall score under Moody’s criteria, could deteriorate if a university either (1) issued excessive debt or (2) failed to reinvest in its campus to address its deferred maintenance obligations.
- **Distortions Across Rating Categories**
 - Because quantitative ratios account for only a portion of an issuer’s final rating, the national median for any single ratio is not perfectly correlated to rating outcomes, meaning the median ratio for a lower rating category may be more stringent than the median ratio for a higher rating category. For the highest and lowest rating categories, the correlation between any single ratio and rating outcomes becomes even weaker.
 - Tying capacity directly to ratings may also distort strategic objectives. For example, an institution may be penalized for improving its rating, as it may suddenly lose all of its debt capacity because it must now comply with a much more stringent ratio.

6. Debt Profile

UNC Greensboro’s detailed debt profile, including a brief description of each financed project and the source of repayment for each outstanding debt obligation, is reflected in the table on the following page.

Summary of Debt Outstanding as of FYE June 30, 2022						
Series	Dated Date	Outstanding Par Amount	Final Maturity	Type	Purpose	Source of Repayment
2014 UNCG	06/19/2014	100,410,000	04/01/2039	General Revenue	Spartan Village and Student Recreation Center	Student Facilities Fee; Housing Revenues
2015 UNCG	04/29/2015	3,095,000	04/01/2026	General Revenue	Refunding 2005A and 2012B	Student Facilities Fee; Housing Revenues; Parking Revenues
2016 UNCG	04/04/2016	18,355,000	04/01/2034	General Revenue	Refunding 2009A	Housing Revenues; Parking Revenues
2017 UNCG	12/14/2017	74,510,000	04/01/2036	General Revenue	Refunding 2011 and 2012A	Student Facilities Fee; Housing Revenues; Dining Revenues; Auxiliary Revenues
2017 UNCG	05/19/2017	8,297,366	04/01/2027	CFF Lease	Advances to Fund Improvements	Appropriations; Auxiliary Revenue; Student Fees
2018 UNCG	06/06/2018	40,620,000	04/01/2043	General Revenue	Spartan Village - Phase II	Housing Revenues
2020 UNCG	04/01/2020	6,476,955	04/01/2026	General Revenue	Refunding 2010B-2	Student Facilities Fee; Parking Revenues; Dining Revenues
2021 A UNCG	05/21/2021	1,647,000	04/01/2027	General Revenue	Refunding 2011	Housing Revenues; Dining Revenues
2022 UNCG	01/18/2022	13,802,000	04/01/2037	General Revenue	Refunding 2021B	Student Facilities Fee; Housing Revenues; Dining Revenues; Auxiliary Revenues
Total		267,213,321				

7. Credit Profile

The following page provides a snapshot of UNC Greensboro's current credit ratings, along with (1) a summary of various credit factors identified in UNC Greensboro's most recent rating report and (2) recommendations for maintaining and improving UNC Greensboro's credit ratings in the future.



Credit Profile of the University– (General Revenue)

Overview

- Moody’s maintains a Aa3 rating on UNC Greensboro’s general revenue bonds. The outlook is stable.
- Standard and Poor’s maintains an A+ rating on UNC Greensboro’s general revenue bonds. The outlook is stable.

Moody’s	S&P	Fitch
Aaa	AAA	AAA
Aa1	AA+	AA+
Aa2	AA	AA
Aa3	AA-	AA-
A1	A+	A+
A2	A	A
A3	A-	A-
Baa1	BBB+	BBB+
Baa2	BBB	BBB
Baa3	BBB-	BBB-

Non Investment Grade

Key Information Noted in Rating Reports

Credit Strengths

- Healthy support for operations and capital projects from the Aaa -rated State of North Carolina
- Moderate sized public university with favorable student demand
- Future financial reserve growth will should outperform previous years as a period of extensive capital investment concludes
- Track record of solid financial management and planning supports continued favorable operating performance

Credit Challenges

- State-imposed tuition pricing constraints limit pricing flexibility and will likely suppress tuition revenue growth
- While debt metrics has improved, elevated financial leverage could limit the ability to issue more debt without additional revenue growth and spendable cash and investments

Recommendations & Observations

- Pursue strategies, working within the existing statutory framework relating to reversions, to increase liquidity through growth in cash reserves.
- Continue to seek strategies to limit new debt in the near term while addressing critical infrastructure needs, in accordance with UNC Greensboro’s existing debt policy and in service of UNC Greensboro’s other strategic initiatives.
- During the COVID pandemic, prudent financial management will stabilize performance margins and liquidity reserves.

8. Peer Comparison

Moody's Key Credit Ratios	University of North Carolina Greensboro	Most Recent Peer Institution Data			
Peer Institution		Northern Arizona University	Portland State University	Florida Atlantic University	Ball State University
Fiscal Year	2022	2022	2022	2020	2021
Most Senior Rating	Aa3	A1	N/A	A1	Aa3
Total Long-Term Debt (\$, in millions)	274	758	194	307	389
Total Cash & Investments (\$, in millions)	595	500	384	747	633
Operating Revenue (\$, in millions)	481	623	507	582	480
Operating Expenses (\$, in millions)	437	578	489	554	452
Market Performance Ratios					
Annual Change in Operating Revenue (%)	10.2%	11.7%	8.4%	2.7%	-5.0%
Operating Ratios					
Operating Cash Flow Margin (%)	17.0%	19.4%	11.5%	11.9%	15.0%
Wealth & Liquidity Ratios					
Total Cash & Investments to Operating Expenses (x)	1.4	0.9	0.8	1.3	1.4
Total Debt to Operating Expenses (x)	0.6	1.3	0.4	0.6	0.9
Monthly Days Cash on Hand (x)	141	172	191	206	298
Leverage Ratios					
Total Cash & Investments to Total Debt (x)	2.2	0.7	2.0	2.4	1.6
Debt Service to Operating Expenses (%)	6.0%	8.8%	4.3%	1.5%	7.5%
Total Debt-to-Cash Flow (x)	3.3	6.3	3.3	4.4	5.4

*Note: Peers chosen from BOG approved peers if available in Moody's Municipal Financial Ratio Analysis (MFRA) Database. If approved peer data is unavailable, universities with similar credit ratings are used. Data is the most recent available in the MFRA database.

Debt Management Policies

UNC Greensboro's current debt policy is included in the following pages.

Office of the Controller Policy 13 University Debt

The University of North Carolina at Greensboro

Approved by Paul Forte, Interim AVC for Finance, August 4, 2021

Revised August 4, 2021

1. Purpose

This Policy outlines the University’s use of debt as a source of capital and provides debt management guidelines.

1.1 Legal Authority

The financings of The University of North Carolina at Greensboro (UNCG or University) will conform to the authority granted by North Carolina and Federal laws. Only projects that directly or indirectly relate to the mission of the University will be considered for debt financing.

1.1.1 General Revenue Bonds

The Board of Governors of the University of North Carolina is authorized under [Chapter 116 of the General Statutes of North Carolina](#) as amended, to issue, subject to the approval of the Board of Governors, at one time or from time to time, special obligation bonds of the Board, for the purpose of paying all or any part of the cost of acquiring, constructing or providing one or more capital facilities at UNCG or refunding any bonds issued under any provision of any Article of Chapter 116 for the benefit of UNCG.

1.1.2 Energy Savings Performance Contracts

UNCG has the power, pursuant to [Chapter 142, Article 8 of the General Statutes of North Carolina](#), to enter into installment financing contracts to finance the purchase of personal property, including equipment for energy savings projects. For energy savings projects, approval is required by the Office of State Budget and Management, the State Treasurer, the State Energy Office, and the Council of State.

1.1.3 Interest Rate Swaps

Interest rate swaps and other derivative products are authorized under [Chapter 159 of the General Statutes of North Carolina](#). In general, interest rate swaps are utilized to reduce the cost and/or risk of existing or planned University debt. By using swaps in a prudent manner, the University can take advantage of market opportunities to reduce

debt service cost and/or interest rate risk. The use of swaps must be tied directly to University debt instruments. Swaps may not be utilized for speculative purposes.

2. Scope

The Debt Policy covers all forms of debt including long-term, short-term, fixed-rate, variable-rate, tax-exempt and taxable debt.

The objective of this policy is to provide a framework that will allow the Board of Trustees and University Finance Managers to:

Make prudent utilization of debt to provide a low-cost source of capital to fund capital projects and other strategic initiatives to achieve the University's mission and strategic objectives.

- a. Manage the University's overall debt level to provide appropriate access to capital and to maintain a credit rating deemed acceptable by the Board. The minimum acceptable underlying rating for a University issue is the single "A" category by the major rating agencies.
- b. Manage the University debt portfolio by balancing the goal of attaining the lowest cost of capital with the goal of minimizing interest rate risk.
- c. Manage outstanding debt over time to achieve a low cost of capital and to take advantage of interest rate cycles and refunding opportunities.
- d. Assure projects financed have a feasible plan of repayment; and
- e. Maintain compliance with all post-issuance obligations and requirements.

3. Definitions and Roles and Responsibilities

3.1 Definitions

3.1.1 Board: [Board of Governors](#) of the University of North Carolina

3.1.2 Board of Trustees: [Board of Trustees](#) for The University of North Carolina at Greensboro

3.2 Roles and Responsibilities

3.2.1 The University takes a comprehensive team approach relative to managing debt. The "Debt Management Team" consists of the Vice Chancellor for Finance and Administration (VC – Finance and Administration), the Associate Vice Chancellor for Finance (AVC – Finance), the Director of Financial Planning & Budgets (Budget Director), the University Controller (Controller), the Bond Legal Counsel (Bond Counsel), and the Financial Advisor.

- 3.2.2** The VC – Finance and Administration participates in the executive level capital planning for all University Facilities. For Self-liquidating Capital Projects, the VC – Finance and Administration coordinates, through the Associate Vice Chancellor for Facilities, the development and periodic updating of the self-liquidating capital projects multi-year plan, which is the basis for defining the debt needs.
- 3.2.3** The AVC for Finance works closely with the VC for Finance and Administration and the Budget Director in the selection of the primary advisors on debt. These primary advisors are the Bond Counsel and the Financial Advisor, who are engaged for a period of years, upon approval by the Vice President for Finance of the University of North Carolina. It is the AVC – Finance’s role to work with the Financial Advisor and assess debt capacity based on the current outstanding debt and any planned issues, including the multi-year Self-Liquidating Capital Projects plan. If it is determined that the University will reach its debt capacity from issuing debt on the proposed projects, then priorities and timing will be addressed with the VC – Finance and Administration and the project owners to best meet the overall needs of the University. During the year, the AVC – Finance meets periodically with the Financial Advisor and/or Bond Counsel and other members of the Management Team to discuss debt needs, opportunities and options, including any upcoming debt issues and/or refunding’s. If action is warranted, the entire team is pulled together to decide upon the merits and, if justified, to define a plan to accomplish the debt issuance, refunding, swap, liquidation, or other initiative.
- 3.2.4** It is the Budget Director’s primary role to assemble the project description and required financial and statistical information, review the official statements and to do the reporting required by the U.S. Securities and Exchange Commission (SEC) utilizing the Municipal Securities Rulemaking Board (MSRB) / Electronic Municipal Market Access (EMMA) website.
- 3.2.5** It is the role of the Financial Advisor and Bond Counsel to recommend the approach and financing instrument to best meet the needs of the University and to coordinate the RFP and selection of financial institutions and/or underwriters. The Bond Counsel secures the most favorable terms and covenants and coordinates the preparation of legal documents with input and review by the Debt Management Team. The Financial Advisor coordinates the preparation of the details of the financing and insurance or other credit enhancements. The Financial Advisor also coordinates review and rating by the appropriate rating agencies.
- 3.2.6** It is the Controller’s primary role to coordinate receipt and distribution of proceeds, payments to fiscal agents, allocations of debt service payments to project owners, arbitrage calculations and reporting, and financial reporting.

4. Policy

4.1 Debt Management Strategies

4.1.1 Fixed versus variable rate allocation

The University will assess prevailing market interest rates and the current debt mix to determine whether to issue fixed or variable rate debt. Variable rate debt can provide a lower cost of capital but introduces additional risks. To limit this risk, variable rate debt will be no more than 40% of the overall debt outstanding. Variable rate exposure may be achieved directly through debt issuance or indirectly by entering an interest rate swap contract.

4.1.2 Methods of Sale

The University will consider various methods of sale. Negotiated and competitive sales will be considered on an individual transaction basis. Issue size and complexity will be factors in determining which method of sale to pursue. A retail sales approach may be implemented if deemed appropriate for the particular transaction.

4.1.3 Purchase of Insurance or Credit Enhancement

The University will evaluate insurance and credit enhancement opportunities and utilize them if they are deemed cost effective.

4.1.4 Refunding Targets

The University along with the Financial Advisors will monitor the debt portfolio for refunding and/or restructuring opportunities. Refunding transactions must weigh the current opportunity against possible future refunding opportunities. In general, for a stand-alone refunding, the University will enter a transaction that produces net present value savings greater than 3% of the par amount refunded. The savings threshold can be less for refunding combined with new issues or other refunding, or for business reasons such as freeing up a reserve fund.

4.1.5 Selection of Underwriters and Participants on the Selling Team

The University will utilize a request for proposal process to select senior and co managing underwriters for University debt issuance. The University will reserve the right to utilize a competitive process for any debt issue.

4.1.6 Efficiency of Issuance

The University will combine capital projects within a reasonable time horizon into a single issuance to save costs, to the extent that it is feasible. For small issues even after combining, the University of North Carolina bond pool will be utilized if the timing meets UNCG's needs and it is cost effective and efficient for UNCG. For larger issues, the bond pool will be utilized if significant cost savings can be realized as well as being efficient and timely for UNCG. Stand-alone issues will be utilized when in the best

interest of UNCG upon approval of the Senior Vice President for Finance & Administration and CFO for the University of North Carolina System.

4.1.7 Integrity of Revenue Streams

The revenue system (housing & dining, or parking, or student fees, etc.) for each self liquidating capital project must stand on its own bottom line, supported by a revenue stream that can fully liquidate the debt over the amortization period in a fiscally sound manner. Debt service costs will be allocated to the capital project owners in proportion to the project's participation in the borrowing.

4.1.8 Debt Service Leveling and Reserve for Variable Rate Debt Fluctuations

The University will allocate debt service costs on capital projects funded with variable rate debt to the capital project owners on a fixed rate basis, effective at the time of issue, over the course of the amortization period. The differences between the allocation and the actual debt service will be placed in a reserve and returned to the project owners at the end of the amortization period if not needed to repay the debt. This is effectively an internal hedge to protect business operations from wide fluctuation in variable rates over the life of the debt with a leveling factor. Interest income will be allocated to the reserve.

4.1.9 Public-Private Partnership

Given limited debt capacity and substantial capital needs, opportunities for alternative and non-traditional transaction structures may be considered. All structures may be considered only when the economic benefit and the likely impact on the University's debt capacity and credit have been determined. Specifically, for any third-party or developer-based financing, management ensures the full credit impact of the structure is evaluated and quantified.

4.1.10 Use of Benchmarks and Debt Ratios

The Current Operations and Capital Improvements Appropriations Act of 2015, which was signed into law on September 18, 2015 added a new [Article 5 to Chapter 116D of the General Statutes of North Carolina \(the "Act"\)](#), requiring the University to provide to the UNC Board of Governors with an annual report on its current and anticipated debt levels. The Act expressly requires the University to report on two ratios – debt to obligated resources and a five-year payout ratio. The UNC Board of Governors has also required the University to provide two supplementary ratios to measure the University's debt burden – expendable resources to debt and debt service to operating expenses. In setting its target, the University considered several quantitative and qualitative factors, including comparisons to its designated peer institutions, its strategic initiatives, its historical results, its average age of plant and its recent and projected growth.

The **debt to obligated resources** compares outstanding debt to the funds legally available to service its debt. This provides a general indication of the University's ability to repay debt from wealth that can be accessed over time. This ratio is tied to the statutory framework for University debt. The target ratio for the University is 2.0 with a ceiling of 2.5.

The **five-year payout** measures the percentage of University debt to be retired within the subsequent five-year period. This ratio indicates how rapidly the University's debt is amortizing and how much additional debt capacity may be created in the near term. The target ratio for the University is 20% with a floor of 15.0%.

The **expendable resources to debt** measure the number of times the University's liquid and expendable net assets cover its aggregate debt. This ratio provides a general indication of the University's ability to repay debt from wealth that can be accessed over time. The target ratio for the University is 0.65.

The **debt service to operations** measures debt service burden as a percentage of University total operating expenses. This ratio indicates the University's operating flexibility to finance existing requirements and new initiatives. Expenses are used rather than revenues because expenses tend to be more stable year-over-year. The target ratio for the University is 8.0%.

5. Compliance and Enforcement/Debt Compliance and Reporting

5.1 The University recognizes the importance of complying with federal and institutional requirements regarding the issuance and ongoing management of its debt. Post issuance compliance is managed by the University Controller throughout the life of the bonds.

5.1.1 Use of Proceeds and of Property Compliance

The University will comply with Internal Revenue Service rules related to monitoring and tracking of private uses and private payments with respect to facilities financed with tax-exempt bonds.

5.1.2 Arbitrage Yield Restriction and Rebate Compliance

The University will comply with arbitrage requirements on invested tax-exempt bond proceeds. Arbitrage calculations will be performed as needed

5.1.3 Continuing Disclosure Compliance

The University will meet the ongoing disclosure requirements in accordance with [SEC Rule 15c2-12](#) (MSRB). The University will submit all reporting required with respect to outstanding bonds or certificates of participation to which such Rule is applicable.

- 5.1.4 The University also recognizes that in order to maintain cost-effective access to the capital markets, it needs to provide appropriate information to the rating agencies which maintain ratings on the University's debt as well as investors who purchase such debt. The University will provide necessary information to these parties on a timely basis.

6. Additional Information

6.1 Resources

[N.C.G.S. § 116D, Article 3](#)

[Chapter 116 of the General Statutes of North Carolina](#)

[Chapter 142, Article 8 of the General Statutes of North Carolina](#)

[Chapter 159 of the General Statutes of North Carolina](#)

[Board of Governors](#)

[Board of Trustees](#)

[Article 5 to Chapter 116D of the General Statutes of North Carolina \(the "Act"\)](#)

[SEC Rule 15c2-12](#)

6.2 Approval Authority

This policy will be approved by the Interim Associate Vice Chancellor for Finance.

6.3 Contact for Additional Information

- Responsible Executive: Paul Forte, Interim AVC for Finance, (336)334-5806, pdforte@uncg.edu
- Responsible Administrator: Mandy Nash, University Controller, (336)334-5180, awnash@uncg.edu

The University of North Carolina System Debt Capacity Study – Fiscal Year 2022

The University of North Carolina at Pembroke
Institution Report

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1. Executive Summary

Overview of the Institution Report

Pursuant to Article 5 of Chapter 116D of the North Carolina General Statutes (the “*Act*”), The University of North Carolina at Pembroke (“*UNCP*”) has submitted this report (this “*Institution Report*”) as part of the annual debt capacity study (the “*Study*”) undertaken by The University of North Carolina (the “*University*”) in accordance with the Act. Each capitalized term used but not defined in this Institution Report has the meaning given to such term in the Study.

This Institution Report details the historical and projected financial information incorporated into the financial model developed in connection with the Study. UNCP has used the model to calculate and project the following three financial ratios:

- Debt to Obligated Resources
- Five-Year Payout Ratio
- Debt Service to Operating Expenses

See **Appendix A** to the Study for more information on the ratios and related definitions.

To produce a tailored, meaningful model, UNCP, in consultation with the UNC System Office, has set its own policies for each model ratio. For the two statutorily-required ratios—**debt to obligated resources** and the **five-year payout ratio**—UNCP has set both a target policy and a floor or ceiling policy, as applicable.

For the purposes of the Study, UNCP’s debt capacity reflects the amount of debt UNCP could issue during the Study Period without exceeding its ceiling ratio for **debt to obligated resources**, after taking into account debt the General Assembly has previously approved that UNCP intends to issue during the Study Period. Details regarding each approved project are provided in Section 3.

This Institution Report also includes the following information required by the Act:

- UNCP’s current debt profile, including project descriptions financed with, and the sources of repayment for, UNCP’s outstanding debt;
- UNCP’s current credit profile, along with recommendations for maintaining or improving UNCP’s credit rating; and
- A copy of any UNCP debt management policy currently in effect.

Overview of UNCP

For the fall 2022 semester, UNCP had a headcount student population of approximately 7,666, including 5,643 undergraduate students and 2,023 graduate students. Over the past 5 years, UNCP’s enrollment has increased approximately 7.4%.

UNCP’s average age of plant is 12.1 years. Age of plant is a financial ratio calculated by dividing the accumulated depreciation by the annual depreciation expense. A low age of plant generally indicates the institution is taking a sustainable approach to its deferred maintenance and reinvestment programs.

UNCP anticipates incurring approximately \$7.8 million in additional debt during the Study Period, as summarized in **Section 3** below. UNCP has made no changes to the financial model’s standard growth assumptions.

2. Institution Data

Notes

- Obligated Resources equals Available Funds plus an adjustment for any noncash charge relating to the implementation of GASB 68 AND GASB 75.
- Operating Expenses equals Operating Expenses plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Outstanding debt service is based on UNCP’s outstanding debt **as of June 30, 2022**, excluding state appropriated debt (such as energy savings contracts). Debt service is net of any interest subsidies owed to UNCP by the federal government (discounted by an assumed 6.2% sequestration rate) and uses reasonable unhedged variable rate assumptions.
- New money debt issued **after June 30, 2022**, together with any legislatively approved debt UNCP expects to issue during the Study Period, **are included** in the model as “proposed debt service” and are taken into account in the projected financial ratios shown in this Institution Report.
- Repayments, redemptions or refundings that have occurred **after June 30, 2022** are not included in the model, meaning the debt service schedules reflected below may overstate UNCP’s current debt burden.

Obligated Resources						Outstanding Debt				
Fiscal Year	Available Funds (Before GASB Adjustment)	GASB 68 Adjustment	GASB 75 Adjustment	AF Growth	Available Funds (After GASB Adjustment)	Fiscal Year	Principal	Net Interest	Debt Service	Principal Balance
2018	(106,329,518)	6,799,196	139,750,749		40,220,427	2023	2,574,159	1,746,760	4,320,919	45,203,465
2019	(105,387,130)	7,606,125	132,900,381	-12.68%	35,119,376	2024	2,700,315	1,650,153	4,350,468	42,503,150
2020	(100,588,891)	10,879,256	125,915,733	3.09%	36,206,098	2025	4,080,168	1,549,043	5,629,211	38,422,982
2021	(99,263,261)	13,754,537	117,020,967	-12.96%	31,512,243	2026	2,598,882	1,407,236	4,006,118	35,824,100
2022	(89,699,112)	11,147,436	108,064,376	-6.35%	29,512,700	2027	2,746,629	1,306,611	4,053,240	33,077,471
2023	30,979,482	-	-	4.97%	30,979,482	2028	2,893,585	1,200,527	4,094,112	30,183,886
2024	32,519,162	-	-	4.97%	32,519,162	2029	3,020,858	1,088,705	4,109,563	27,163,028
2025	33,761,394	-	-	3.82%	33,761,394	2030	3,185,578	971,529	4,157,107	23,977,450
2026	35,051,079	-	-	3.82%	35,051,079	2031	3,360,050	847,840	4,207,890	20,617,400
2027	36,390,030	-	-	3.82%	36,390,030	2032	3,544,481	717,607	4,262,088	17,072,919
						2033	3,634,087	580,355	4,214,442	13,438,832
						2034	3,449,095	455,157	3,904,252	9,989,737
						2035	3,484,737	340,441	3,825,178	6,505,000
						2036	1,095,000	223,319	1,318,319	5,410,000
						2037	875,000	188,950	1,063,950	4,535,000
						2038	1,655,000	123,013	1,778,013	2,880,000
						2039	930,000	93,600	1,023,600	1,950,000
						2040	960,000	63,375	1,023,375	990,000
						2041	990,000	32,175	1,022,175	-
						2042			-	-
						2043			-	-
						2044			-	-
						2045			-	-
						2046			-	-

Operating Expenses					
Fiscal Year	Operating Exp.	GASB 68 Adjustment	GASB 75 Adjustment	Growth	Operating Exp.
2018	120,516,620	(1,155,085)	1,798,622		121,160,157
2019	127,983,293	(806,929)	6,921,090	10.68%	134,097,454
2020	139,923,743	(3,273,131)	6,984,647	7.11%	143,635,259
2021	149,816,479	(2,875,281)	7,395,732	7.45%	154,336,930
2022	162,577,389	2,443,116	8,371,680	12.35%	173,392,185
2023	182,009,776	-	-	4.97%	182,009,776
2024	191,055,662	-	-	4.97%	191,055,662
2025	198,353,988	-	-	3.82%	198,353,988
2026	205,931,111	-	-	3.82%	205,931,111
2027	213,797,679	-	-	3.82%	213,797,679

3. Proposed Debt Financings

The table below summarizes any legislatively approved projects that UNCP expects to finance during the Study Period. Using the assumptions outlined in the table below, the model has developed a tailored, but conservative, debt service schedule for each proposed financing and incorporated each pro forma debt service schedule into its calculations of the financial ratios as detailed in **Section 4** of this Institution Report.

UNCP Proposed Debt Financings						
FY Issued	Description	Borrowing Amount	Term	Principal Deferral	Structure	Rate
FY24	Campus Rec/Baseball Softball Outdoor Complex	7,820,000	30		Level D/S	4.21%

4. Financial Ratios

Debt to Obligated Resources

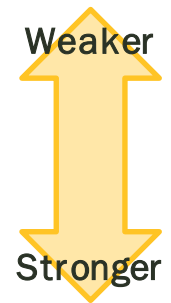
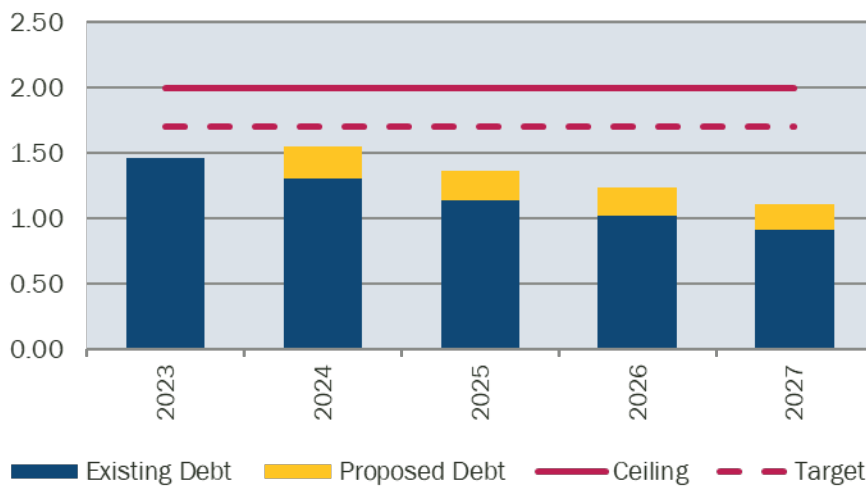
- **What does it measure?** UNCP’s aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt.
- **How is it calculated?** Aggregate debt divided by obligated resources*
- Target Ratio: 1.70
- Ceiling Ratio: Not to exceed 2.00
- Projected 2023 Ratio: 1.46
- Highest Study Period Ratio: 1.55 (2024)

*Available Funds, which is the concept commonly used to capture an institution’s obligated resources in its loan and bond documentation, has been used in the model as a proxy for obligated resources. For most institutions, the two concepts are identical, though Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of an institution’s obligated resources.

Debt to Obligated Resources

Fiscal Year	Obligated Resources	Growth	Existing Debt	Proposed Debt	Ratio - Existing	Ratio - Proposed	Ratio - Total
2023	30,979,482	4.97%	45,203,465	-	1.46	n/a	1.46
2024	32,519,162	4.97%	42,503,150	7,820,000	1.31	0.24	1.55
2025	33,761,394	3.82%	38,422,982	7,685,457	1.14	0.23	1.37
2026	35,051,079	3.82%	35,824,100	7,545,246	1.02	0.22	1.24
2027	36,390,030	3.82%	33,077,471	7,399,128	0.91	0.20	1.11

Debt to Obligated Resources



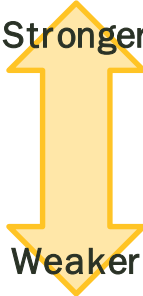
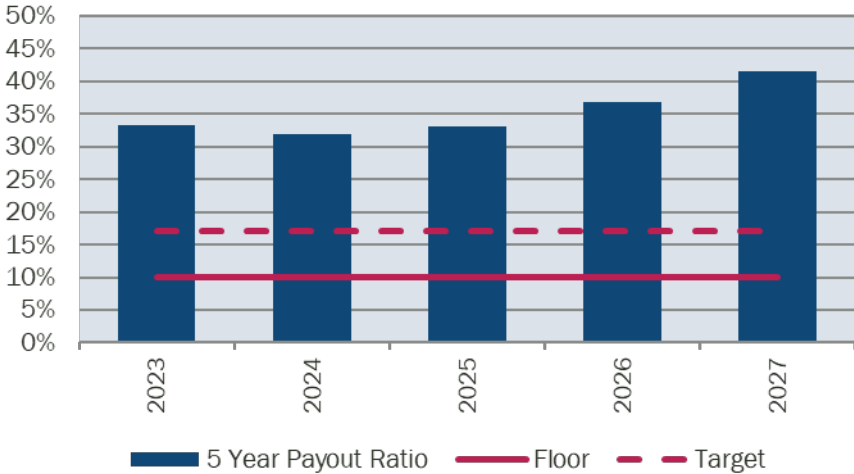
5-Year Payout Ratio Overview

- **What does it measure?** The percentage of UNCP’s debt scheduled to be retired in the next five years.
- **How is it calculated?** Aggregate principal to be paid in the next five years divided by aggregate debt
- Target Ratio: 17%
- Floor Ratio: Not less than 10%
- Projected 2023 Ratio: 33%
- Lowest Study Period Ratio: 32% (2024)

5-Year Payout Ratio

Fiscal Year	Principal Balance	Ratio
2023	45,203,465	33%
2024	50,323,150	32%
2025	46,108,439	33%
2026	43,369,346	37%
2027	40,476,599	42%

5-Year Payout Ratio



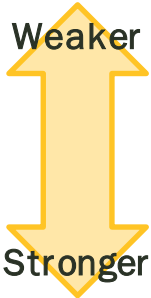
Debt Service to Operating Expenses

- **What does it measure?** UNCP’s debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues.
 - **How is it calculated?** Annual debt service divided by annual operating expenses (as adjusted to include interest expense of proposed debt)
- Policy Ratio: Not to exceed 6.70%
 - Projected 2023 Ratio: 2.37%
 - Highest Study Period Ratio: 3.07% (2025)

Debt Service to Operating Expenses

Fiscal Year	Operating Expenses	Growth	Existing Debt Service	Proposed Debt Service	Ratio - Existing	Ratio - Proposed	Ratio - Total
2023	182,009,776	4.97%	4,320,919	-	2.37%	n/a	2.37%
2024	191,055,662	4.97%	4,350,468	-	2.28%	n/a	2.28%
2025	198,683,445	3.82%	5,629,211	463,999	2.83%	0.23%	3.07%
2026	206,254,899	3.82%	4,006,118	463,999	1.94%	0.22%	2.17%
2027	214,115,561	3.82%	4,053,240	463,999	1.89%	0.22%	2.11%

Debt Service to Operating Expenses



5. Debt Capacity Calculation

Debt Capacity Calculation

- For the purposes of this Institution Report and the Study, UNCP’s debt capacity is based on the amount of debt UNCP could issue during the Study Period (after taking into account any legislatively approved projects detailed in **Section 3** above) without exceeding its ceiling ratio for **debt to obligated resources**.
- As presented below, UNCP’s current debt capacity equals **the lowest constraint on its debt capacity** in any single year during the Study Period.
- Based solely on the **debt to obligated resources** ratio, UNCP’s current estimated debt capacity is **\$16,755,498**. After taking into account any legislatively approved projects detailed in **Section 3** above, if UNCP issued no additional debt until the last year of the Study Period, then UNCP’s debt capacity for 2027 is projected to increase to **\$32,303,462**.

Fiscal Year	Debt to Obligated Resources (Current Ratio)	Debt to Obligated Resources (Ceiling)	Debt Capacity Calculation
2023	1.46	2.00	16,755,498
2024	1.55	2.00	14,715,174
2025	1.37	2.00	21,414,349
2026	1.24	2.00	26,732,812
2027	1.11	2.00	32,303,462

Limitations on Debt Capacity and Credit Rating Implications

- The debt capacity calculation shown above provides a general indication of UNCP’s ability to absorb debt on its balance sheet during the Study Period and may help identify trends and issues over time.
- **“Debt capacity” does not** necessarily equate to **“debt affordability,”** which takes into account a number of quantitative and qualitative factors, including project revenues and expenses, cost of funds and competing strategic priorities.
- **If UNCP were to use all of its calculated debt capacity during the Study Period, UNCP’s credit ratings may face significant downward pressure.**
- Projecting the exact amount UNCP could issue during the Study Period without negatively impacting its credit rating is difficult for a number of reasons.
 - **Use of Multiple Factors**
 - Any single financial ratio makes up only a fraction of the “scorecard” used by rating agencies to guide their credit analysis.
 - Under Moody’s approach, for example, the **financial leverage ratio** accounts for only **10%** of an issuer’s overall score.
 - **The State’s Impact**
 - In assessing each institution’s credit rating, rating agencies also consider the State’s credit rating and demographic trends, the health of its pension system, the level of support it has historically provided to the institution, and any legislation or policies affecting campus operations.

- Historically, each institution’s credit rating has been bolstered by the State’s strong support and overall financial health. As a result, many institutions “underperform” relative to the national median ratios for their rating category.
- If “debt capacity” were linked to those national median ratios, many institutions would have limited debt capacity for an extended period of time.
- **Factor Interdependence**
 - The quantitative and qualitative factors interact with one another in ways that are difficult to predict.
 - For example, a university’s “**strategic positioning**” score, which accounts for 10% of its overall score under Moody’s criteria, could deteriorate if a university either (1) issued excessive debt or (2) failed to reinvest in its campus to address its deferred maintenance obligations.
- **Distortions Across Rating Categories**
 - Because quantitative ratios account for only a portion of an issuer’s final rating, the national median for any single ratio is not perfectly correlated to rating outcomes, meaning the median ratio for a lower rating category may be more stringent than the median ratio for a higher rating category. For the highest and lowest rating categories, the correlation between any single ratio and rating outcomes becomes even weaker.
 - Tying capacity directly to ratings may also distort strategic objectives. For example, an institution may be penalized for improving its rating, as it may suddenly lose all of its debt capacity because it must now comply with a much more stringent ratio.

6. Debt Profile

UNCP's detailed debt profile, including a brief description of each financed project and the source of repayment for each outstanding debt obligation, is reflected in the table on the following page.

Summary of Debt Outstanding as of FYE June 30, 2022						
Series	Dated Date	Outstanding Par Amount	Final Maturity	Type	Purpose	Source of Repayment
2008 A UNCP	04/02/2008	1,275,000.00	10/01/2033	Pool Revenue	Loan Prepayment	Auxiliary Receipts
2015 UNCP	10/15/2015	2,365,000.00	04/01/2025	General Revenue	Student Health Center/Partial Refunding of 2003B	Auxiliary Receipts
2017 UNCP	03/31/2017	11,905,000.00	03/01/2036	Limited Obligation	Refunding 2004 and 2006	Housing Receipts
2019 A UNCP	05/23/2019	5,500,185.04	06/01/2031	Housing Revenue	Refunding 2001	Housing Receipts
2019 B UNCP	05/23/2019	11,761,614.23	06/01/2035	Housing Revenue	Fund New Courtyard Project	Housing Receipts
2019 UNCP	12/05/2019	14,010,000.00	03/01/2041	Limited Obligation	Refunding 2010B	Housing Receipts
2020 UNCP	06/24/2020	210,827.35	06/24/2027	Note	Student Transport	Auxiliary Receipts
2022 UNCP	07/27/2007	750,000.00	07/27/2037	Note	Fund Feildhouse	Auxiliary Receipts
Total		47,777,626.62				

7. Credit Profile

The following page provides a snapshot of UNCP's current credit ratings, along with (1) a summary of various credit factors identified in UNCP's most recent rating report and (2) recommendations for maintaining and improving UNCP's credit ratings in the future.



Credit Profile of the University – (General Revenue)

Overview

- Issuer credit rating for UNCP is based on the foregoing information and previous comments
- S&P no longer provides a credit rating of UNCP’s general revenue bonds
- Rating agencies have not updated their issuer credit rating (ICR) for UNCP since 2014
- Prior to UNCP paying off its 2006B Pool Bonds in 2020, S&P maintained an “A-” rating on UNCP general revenue credit. Because S&P has not changed UNCP’s limited obligation bond rating (“BBB”) since this payoff, we continue to assume an A- implied rating.

Moody’s	S&P	Fitch
Aaa	AAA	AAA
Aa1	AA+	AA+
Aa2	AA	AA
Aa3	AA-	AA-
A1	A+	A+
A2	A	A
A3	A-	A-
Baa1	BBB+	BBB+
Baa2	BBB	BBB
Baa3	BBB-	BBB-

Non Investment Grade

Key Information Noted in Reports

Credit Strengths

- Historically strong, albeit recently reduced, state operating and capital support from North Carolina
- Enrollment and demand likely to remain stable or grow modestly

Credit Challenges

- Small financial cushion and less flexibility at the current rating level
- Lost revenue streams as a result of the COVID-19 pandemic
- Heavy reliance on state appropriations
- Operating performance that is generally negative on a full-accrual basis, albeit positive on a cash basis.

Recommendations & Observations

- Continue to develop and implement strategies and policies to meet UNCP’s unique challenges, including strategies to stabilize and improve enrollment and revenue.
- Due to the COVID pandemic, S&P’s negative outlook to a number of colleges, including UNCP, is based on a lack of financial cushion to absorb revenue reductions, thinner operating margins and lack of liquidity from worsening economic conditions.

8. Peer Comparison

Moody's Key Credit Ratios	University of North Carolina Pembroke	Most Recent Peer Institution Data			
Peer Institution		Illinois State University	Rowan University	University of Central Arkansas	University of North Florida
Fiscal Year	2022	2022	2022	2021	2021
Most Senior Rating	A3*	A3	A2	A2	A2
Total Long-Term Debt (\$, in millions)	52	194	702	226	133
Total Cash & Investments (\$, in millions)	93	575	705	142	331
Operating Revenue (\$, in millions)	139	585	699	177	323
Operating Expenses (\$, in millions)	174	552	694	172	298
Market Performance Ratios					
Annual Change in Operating Revenue (%)	17.9%	-4.4%	13.4%	-0.5%	14.0%
Wealth & Liquidity Ratios					
Total Cash & Investments to Operating Expenses (x)	0.5	1.0	1.0	0.8	1.1
Total Debt to Operating Expenses (x)	0.3	0.4	1.0	1.3	0.4
Leverage Ratios					
Total Cash & Investments to Total Debt (x)	1.8	3.0	1.0	0.6	2.5
Debt Service to Operating Expenses (%)	1.3%	2.9%	9.1%	8.4%	4.3%

*Note: Moody's does not rate UNCP. The rating is based on the comparable rating from Standard and Poor's. Peers chosen from BOG approved peers. If approved peer data is unavailable, universities with similar credit ratings are used. Data is the most recent available from audited financial statements and Moody's MFRA database.

Debt Management Policies

UNCP's current debt policy is included in the following pages.

POL 07.35.01
Debt Management Policy

Authority: Board of Trustees

History:

- First Issued: February 16, 2018
- Revised: November 11, 2022

Related Policies:

Additional References:

- [NCGS §116D-55 - Managing Debt Capacity](#)
- [NCGS §116D-56 - Debt affordability study required](#)
- [UNC System Debt Capacity Study Target Ratio – FY2021](#)

Contact Information: Vice Chancellor for Finance and Administration, 910-521-6209

1. INTRODUCTION

1.1 The University of North Carolina at Pembroke (“UNCP”) views its debt capacity as a limited resource that should be used, when appropriate, to help fund the capital investments necessary for the realization of UNCP’s mission and, consequently, the successful implementation of UNCP’s strategic vision to challenge students to embrace difference and adapt to change, think critically, communicate effectively, and become responsible citizens. UNCP recognizes the important role that debt-related strategies may play as it makes the necessary investments in its infrastructure in order to become and remain the destination institution for dedicated students seeking challenging academic programs, engaged faculty and a vibrant campus culture.

1.2 This Policy has been developed to assist UNCP’s efforts to manage its debt on a long-term, portfolio basis and in a manner consistent with UNCP’s stated policies, objectives and core values. Like other limited resources, UNCP’s debt capacity should be used and allocated strategically and equitably.

1.3 Specifically, the objective of this Policy is to provide a framework that will enable UNCP’s Board of Trustees (the “Board”) and finance staff to:

1.3.1. Identify and prioritize projects eligible for debt financing;

1.3.2. Limit and manage risk within UNCP’s debt portfolio;

1.3.3. Establish debt management guidelines and quantitative parameters for evaluating UNCP’s financial health, debt affordability and debt capacity;

1.3.4. Manage and protect UNCP’s credit profile in order to maintain UNCP’s credit rating at a strategically optimized level and maintain access to the capital markets; and

1.3.5. Ensure UNCP remains in compliance with all of its post-issuance obligations and requirements.

1.4 This Policy is intended solely for UNCP's internal planning purposes. The Vice Chancellor for Finance and Administration will review this Policy annually and, if necessary, recommend changes to ensure that it remains consistent with University's strategic objectives and the evolving demands and accepted practices of the public higher education marketplace. Proposed changes to this Policy are subject to the Board's approval. Attaining or maintaining a specific credit rating is not an objective of this Policy.

2. AUTHORIZATION AND OVERSIGHT

2.1 UNCP's Vice Chancellor for Finance and Administration is responsible for the day-to-day management of UNCP's financial affairs in accordance with the terms of this Policy and for all of UNCP's debt financing activities. Each University financing will conform to all applicable State and Federal laws.

2.2 The Board will consider for approval each proposed financing in accordance with the requirements of any applicable State law.

3. PROCESS FOR IDENTIFYING AND PRIORITIZING CAPITAL PROJECTS REQUIRING DEBT

3.1 Only projects that directly or indirectly relate to the mission and vision of UNCP will be considered for debt financing.

3.1.1. Self-Liquidating Projects – A project that has a related revenue stream (self-liquidating project) will receive priority consideration. Each self-liquidating project financing must be supported by an achievable plan of finance that provides, or identifies, sources of funds, sufficient to (1) service the debt associated with the project, (2) pay for any related infrastructure improvements, (3) cover any new or increased operating costs and (4) fund appropriate reserves for anticipated replacement and renovation costs.

3.1.2. Energy Conservation Projects – Each energy conservation project financing must provide annual savings sufficient to service the applicable debt and all related monitoring costs.

3.1.3. Other Projects – Other projects funded through budgetary savings, gifts and grants will be considered on a case-by-case basis. Any projects that will require gift financing or include a gift financing component must be jointly approved by the Vice Chancellor for Finance and Administration and the Vice Chancellor for Advancement before any project-restricted donations are solicited. The fundraising goal for any project to be financed primarily with donations should also include, when feasible, an appropriately-sized endowment for deferred maintenance and other ancillary ownership costs. In all cases, institutional strategy, and not donor capacity, must drive the decision to pursue any proposed project.

4. BENCHMARKS AND DEBT RATIOS

4.1 Overview

4.1.1 When evaluating its current financial health and any proposed plan of finance, UNCP takes into account both its debt affordability and its debt capacity. Debt affordability focuses on UNCP's cash flows and measures UNCP's ability to service its debt through its operating budget and identified revenue streams. Debt capacity, on the other hand, focuses on the relationship between UNCP's net assets and its total debt outstanding.

4.1.2 Debt capacity and affordability are impacted by a number of factors, including UNCP's enrollment trends, reserve levels, operating performance, ability to generate additional revenues to support debt service, competing capital improvement or programmatic needs, and general market conditions. Because of the number of potential variables, UNCP's debt capacity cannot be calculated based on any single ratio or even a small handful of ratios.

4.1.3 UNCP understands, however, that it is important to consider and monitor objective metrics when evaluating UNCP's financial health and its ability to incur additional debt. To that end, UNCP has identified three key financial ratios that it will use to assess its ability to absorb additional debt based on its current and projected financial condition:

4.1.3.1. Debt to Obligated Resources

4.1.3.2 Five Year Payout Ratio

4.1.3.3. Expendable Resources to Debt

4.1.3.4. Debt Service to Operating Expenses

4.1.4 Note that the selected financial ratios are also monitored as part of the debt capacity study for The University of North Carolina delivered each year under Article 5 of Chapter 116D of the North Carolina General Statutes (the "UNC Debt Capacity Study"), which UNCP believes will promote clarity and consistency in UNCP's debt management and planning efforts.

4.1.5 UNCP has established for each ratio a floor or ceiling target, as the case may be, with the expectation that UNCP will operate within the parameters of those ratios most of the time. To the extent possible, the policy ratios established from time to time in this Policy should align with the ratios used in the report UNCP submits each year as part of the UNC Debt Capacity Study. The policy ratios have been established to help preserve UNCP's financial health and operating flexibility and to ensure UNCP is able to access the market to address capital needs or to take advantage of potential refinancing opportunities.

4.1.6 UNCP recognizes that the policy ratios, while helpful, have limitations and should not be viewed in isolation of UNCP's strategic plan or other planning tools. In accordance with the recommendations set forth in the initial UNC Debt Capacity Study delivered April 1, 2016, UNCP has developed as part of this Policy specific criteria for evaluating and, if warranted, approving critical infrastructure projects even when UNCP has limited debt capacity as calculated by the UNC Debt Capacity Study or the benchmark ratios in this Policy. In such

instances, the Board may approve the issuance of debt with respect to a proposed project based on one or more of the following findings:

4.1.6.1. The proposed project would generate additional revenues (including, if applicable, dedicated student fees or grants) sufficient to support the financing, which revenues are not currently captured in the benchmark ratios.

4.1.6.2. The proposed project would be financed entirely with private donations based on pledges already in hand.

4.1.6.3. The proposed project is essential to the implementation of one of the Board's strategic priorities.

4.1.6.4. The proposed project addresses life and safety issues or addresses other critical infrastructure needs.

4.1.6.5. Foregoing or delaying the proposed project would result in significant additional costs to UNCP or would negatively impact UNCP's credit rating.

At no point, however, should UNCP intentionally operate outside an established policy ratio without conscious and explicit planning.

4.2 Ratio One – Debt to Obligated Resources

4.2.1 The ratio, which is based on the legal structure proscribed by the General Revenue Bond Statutes, provides a general indication of UNCP's ability to absorb debt on its balance sheet and is the primary ratio used to calculate UNCP's "debt capacity" under the methodology used in the UNC Debt Capacity Study

4.2.2 Policy Ratio: Not to exceed 2.00x (UNC Debt Capacity Study Target Ratio = 1.70x)

4.3 Ratio Two – Five Year Payout Ratio

4.3.1 The ratio measures the percentage of University debt scheduled to be retired in the next five years.

4.3.2 Policy Ratio: Not less than 10% (UNC Debt Capacity Study Target Ratio = 17%)

4.4 Ratio Three – Expendable Resources to Debt

4.4.1 The ratio, which is widely tracked by rating agencies and other capital market participants, is a basic measure of financial health and assesses UNCP's ability to settle its debt obligations using only its available net assets as of a particular date

4.4.2 Policy Ratio: Not less than 0.39x

4.5 Ratio Four – Debt Service to Operating Expenses

4.5.1 The ratio, which is widely tracked by rating agencies and other capital market participants, evaluates UNCP's relative cost of borrowing to its overall expenditures and provides a measure of UNCP's budgetary flexibility

4.5.2 Policy Ratio: Not to exceed 6.70%

4.6 Reporting

4.6.1 The Vice Chancellor for Finance and Administration will review each ratio in connection with the delivery of the University's audited financials and will provide an annual report to the Board detailing (1) the calculation of each ratio for that fiscal year and (2) an explanation for any ratio that falls outside the University's stated policy ratio, along with (a) any applicable recommendations, strategies and an expected timeframe for aligning such ratio with the University's stated policy or (b) the rationale for any recommended changes to any such stated policy ratio going forward (including any revisions necessitated by changes in accounting standards or rating agency methodologies).

5. DEBT PORTFOLIO MANAGEMENT AND TRANSACTION STRUCTURE CONSIDERATIONS

5.1 Generally

5.1.1 Numerous types of financing structures and funding sources are available, each with specific benefits, risks, and costs. Potential funding sources and structures will be reviewed and considered by the Vice Chancellor for Finance and Administration within the context of this Policy and the overall portfolio to ensure that any financial product or structure is consistent with UNCP's stated objectives. As part of effective debt management, UNCP must also consider its investment and cash management strategies, which influence the desired structure of the debt portfolio.

5.2 Method of Sale

5.2.1 UNCP will consider various methods of sale on a transaction-by-transaction basis to determine which method of sale (i.e., competitive, negotiated or private placement) best serves UNCP's strategic plan and financing objectives. In making that determination, UNCP will consider, among other factors: (1) the size and complexity of the issue, (2) the current interest rate environment and other market factors (such as bank and investor appetite) that might affect UNCP's cost of funds, and (3) possible risks associated with each method of sale (e.g., rollover risk associated with a financing that is privately placed with a bank for a committed term that is less than the term of the financing).

5.3 Tax Treatment

5.3.1 When feasible and appropriate for the particular project, the use of tax-exempt debt is generally preferable to taxable debt. Issuing taxable debt may reduce UNCP's overall debt affordability due to higher rates but may be appropriate for projects that do not qualify for tax-exemption, or that may require interim funding. For example, taxable debt may be justified if it

sufficiently mitigates UNCP's ongoing administrative and compliance risks. When used, taxable debt should be structured to provide maximum repayment flexibility and rapid principal amortization.

5.4 Structure and Maturity

5.4.1 To the extent practicable, UNCP should structure its debt to provide for level annual payments of debt service, though UNCP may elect alternative structures when the Vice Chancellor for Finance and Administration determines it to be in UNCP's best interest. In addition, when financing projects that are expected to be self-supporting (such as a revenue-producing facility or a facility to be funded entirely through a dedicated fundraising campaign), the debt service may be structured to match future anticipated receipts.

5.4.2 UNCP will use maturity structures that correspond with the life of the facilities financed, not to exceed 30 years. Equipment should be financed for a period not to exceed 120% of its useful life. Such determinations may be made on a blended basis, taking into account all assets financed as part of a single debt offering. As market dynamics change, maturity structures should be reevaluated. Call features should be structured to provide the highest degree of flexibility relative to cost.

5.5 Variable Rate Debt

5.5.1 UNCP recognizes that a degree of exposure to variable interest rates within UNCP's debt portfolio may be desirable in order to (1) take advantage of repayment or restructuring flexibility, (2) benefit from historically lower average interest costs and (3) provide a "match" between debt service requirements and the projected cash flows from UNCP's assets. UNCP's debt portfolio should be managed to ensure that no more than 20% of UNCP's total debt bears interest at an unhedged variable rate.

5.5.2 UNCP's finance staff will monitor overall interest rate exposure and will analyze and quantify potential risks, including interest rate, liquidity and rollover risks. UNCP may manage the liquidity risk of variable rate debt either through its own working capital/investment portfolio, the type of instrument used, or by using third party sources of liquidity. UNCP may manage interest rate risk in its portfolio through specific budget and central bank management strategies or through the use of derivative instruments.

5.6 Public-Private Partnerships (P3)

5.6.1 To address UNCP's anticipated capital needs as efficiently and prudently as possible, UNCP may choose to explore and consider opportunities for alternative and non-traditional transaction structures (collectively, "P3 Arrangements").

5.6.2 Due to the higher perceived risk and increased complexity of P3 Arrangements, and because the cash flows for the project must satisfy the private partner's expected risk-adjusted rate of return, the financing and initial transaction costs for projects acquired through P3 Arrangements are generally higher than projects financed with proceeds of traditional debt instruments. P3 Arrangements should therefore be pursued only when UNCP has determined that (1) a traditional financing alternative is not feasible, (2) a P3 Arrangement will likely

produce construction or overall operating results that are superior, faster or more efficient than a traditional delivery model or (3) a P3 Arrangement serves one of the Board's broader strategic objectives (e.g., a decision that operating a particular auxiliary function is no longer consistent with UNCP's core mission).

5.6.3 Absent a compelling strategic reason to the contrary, P3 Arrangements should not be considered if the Vice Chancellor for Finance and Administration determines, in consultation with UNCP's advisors, that the P3 Arrangement will be viewed as "on-credit" (i.e., treated as University debt) by UNCP's auditors or outside rating agencies. When evaluating whether the P3 Arrangement should be viewed as "on-credit," rating agencies consider UNCP's economic interest in the project and the level of control it exerts over the project. Further, rating agencies will generally treat a P3 Arrangement as University debt if the project is located on UNCP's campus or if the facility is to be used for an essential University function. For this reason, any P3 Arrangement for a university-related facility to be located on land owned by the State, UNCP or a UNCP affiliate must be approved in advance by the Vice Chancellor for Finance and Administration.

5.7 Refunding Considerations

5.7.1 UNCP will actively monitor its outstanding debt portfolio for refunding or restructuring opportunities. Absent a compelling economic or strategic reason to the contrary, UNCP should evaluate opportunities to issue bonds for the purpose of refunding existing debt obligations of UNCP ("Refunding Bonds") using the following general guidelines:

5.7.1.1. The life of the Refunding Bonds should not exceed the remaining life of the bonds being refunded.

5.7.1.2. Refunding Bonds issued to achieve debt service savings should have a target savings level measured on a present net value basis of at least 3% of the par amount refunded.

5.7.1.3. Refunding Bonds that do not achieve debt service savings may be issued to restructure debt or provisions of bond documents if such refunding serves a compelling interest.

5.7.1.4. Refunding Bonds may also be issued to relieve UNCP of certain limitations, covenants, payment obligations or reserve requirements that reduce operational flexibility.

6. DERIVATIVE PRODUCTS

6.1 UNCP recognizes that derivative products may provide for more flexible management of the debt portfolio. In certain circumstances, interest rate swaps and other derivatives permit UNCP to adjust its mix of fixed- and variable-rate debt and manage its interest rate exposures. Derivatives may also be an effective way to manage liquidity risks. UNCP will use derivatives only to manage and mitigate risk; UNCP will not use derivatives to create leverage or engage in speculative transactions.

6.2 As with underlying debt, UNCP's finance staff will evaluate any derivative product comprehensively, taking into account its potential costs, benefits and risks, including, without

limitation, any tax risk, interest rate risk, liquidity risk, credit risk, basis risk, rollover risk, termination risk, counterparty risk, and amortization risk. Before entering into any derivative product, the Vice Chancellor for Finance and Administration must (1) conclude, based on the advice of a reputable swap advisor, that the terms of any swap transaction are fair and reasonable under current market conditions and (2) ensure that UNCP's finance staff has a clear understanding of the proposed transaction's costs, cash flow impact and reporting treatment.

6.3 UNCP will use derivatives only when the Vice Chancellor for Finance and Administration determines, based on the foregoing analysis, that the instrument provides the most effective method for accomplishing UNCP's strategic objectives without imposing inappropriate risks on UNCP.

7. DEFINITIONS

7.1 Debt to Obligated Resources - UNCP's aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt under the General Revenue Bond Statutes. It is calculated by taking Aggregate debt and dividing it by obligated resources¹

7.2 Expendable Resources to Debt - The number of times UNCP's liquid and expendable net assets covers its aggregate debt. It is calculated as follows: The sum of (1) Adjusted Unrestricted Net Assets and (2) Restricted Expendable Net Assets divided by aggregate debt

7.3 Debt Service to Operating Expenses - UNCP's debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues.

¹ Available Funds - a concept commonly used to capture each UNC campus's obligated resources in its loan and bond documentation, has been used as a proxy for obligated resources. The two concepts are generally identical, though Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of UNCP's obligated resources.

The University of North Carolina System Debt Capacity Study – Fiscal Year 2022

University of North Carolina Wilmington
Institution Report

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1. Executive Summary

Overview of the Institution Report

Pursuant to Article 5 of Chapter 116D of the North Carolina General Statutes (the “*Act*”), University of North Carolina Wilmington (“*UNCW*”) has submitted this report (this “*Institution Report*”) as part of the annual debt capacity study (the “*Study*”) undertaken by The University of North Carolina (the “*University*”) in accordance with the Act. Each capitalized term used but not defined in this Institution Report has the meaning given to such term in the Study.

This Institution Report details the historical and projected financial information incorporated into the financial model developed in connection with the Study. UNCW has used the model to calculate and project the following three financial ratios:

- Debt to Obligated Resources
- Five-Year Payout Ratio
- Debt Service to Operating Expenses

See **Appendix A** to the Study for more information on the ratios and related definitions.

To produce a tailored, meaningful model, UNCW, in consultation with the UNC System Office, has set its own policies for each model ratio. For the two statutorily-required ratios—**debt to obligated resources** and the **five-year payout ratio**—UNCW has set both a target policy and a floor or ceiling policy, as applicable.

For the purposes of the Study, UNCW’s debt capacity reflects the amount of debt UNCW could issue during the Study Period without exceeding its ceiling ratio for **debt to obligated resources**, after taking into account debt the General Assembly has previously approved that UNCW intends to issue during the Study Period. Details regarding each approved project are provided in Section 3.

This Institution Report also includes the following information required by the Act:

- UNCW’s current debt profile, including project descriptions financed with, and the sources of repayment for, UNCW’s outstanding debt;
- UNCW’s current credit profile, along with recommendations for maintaining or improving UNCW’s credit rating; and
- A copy of any UNCW debt management policy currently in effect.

Overview of UNCW

For the fall 2022 semester, UNCW had a headcount student population of approximately 17,843, including approximately 14,294 undergraduate students and 3,549 graduate students. Over the past 5 years, UNCW’s enrollment has increased approximately 6.5%.

UNCW’s average age of plant is 16.1 years. Age of plant is a financial ratio calculated by dividing the accumulated depreciation by the annual depreciation expense. A low age of plant generally indicates the institution is taking a sustainable approach to its deferred maintenance and reinvestment programs.

UNCW anticipates incurring no additional debt during the Study Period. UNCW has made no changes to the financial model’s standard growth assumptions.

2. Institution Data

Notes

- Obligated Resources equals Available Funds plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Operating Expenses equals Operating Expenses plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Outstanding debt service is based on UNCW's outstanding debt **as of June 30, 2022**, excluding state appropriated debt (such as energy savings contracts). Debt service is net of any interest subsidies owed to UNCW by the federal government (discounted by an assumed 6.2% sequestration rate) and uses reasonable unhedged variable rate assumptions.
- New money debt issued **after June 30, 2022**, together with any legislatively approved debt UNCW expects to issue during the Study Period, **are included** in the model as "proposed debt service" and are taken into account in the projected financial ratios shown in this Institution Report.
- Repayments, redemptions or refundings that have occurred **after June 30, 2022** are not included in the model, meaning the debt service schedules reflected below overstate UNCW's current debt burden.

Obligated Resources						Outstanding Debt				
Fiscal Year	Available Funds	GASB 68	GASB 75	AF Growth	Available Funds	Fiscal Year	Principal	Net Interest	Debt Service	Principal Balance
	(Before GASB Adjustment)				(After GASB Adjustment)					
2018	(135,795,746)	14,057,082	330,232,779		208,494,115	2023	10,311,111	7,662,044	17,973,155	189,038,556
2019	(126,996,436)	15,000,984	314,686,525	-2.78%	202,691,073	2024	9,704,200	7,335,614	17,039,814	179,334,356
2020	(120,543,758)	22,963,235	304,443,579	2.06%	206,863,056	2025	10,156,004	6,941,694	17,097,698	169,178,353
2021	(131,785,799)	28,104,833	287,013,555	-11.37%	183,332,589	2026	10,531,772	6,555,269	17,087,041	158,646,580
2022	(96,892,355)	22,889,157	271,418,174	7.68%	197,414,976	2027	10,165,565	6,179,812	16,345,377	148,481,015
2023	207,226,500	-	-	4.97%	207,226,500	2028	10,735,330	5,805,108	16,540,438	137,745,685
2024	217,525,657	-	-	4.97%	217,525,657	2029	9,829,685	5,371,170	15,200,856	127,916,000
2025	225,835,137	-	-	3.82%	225,835,137	2030	9,658,000	4,936,518	14,594,518	118,258,000
2026	234,462,040	-	-	3.82%	234,462,040	2031	10,024,000	4,554,754	14,578,754	108,234,000
2027	243,418,490	-	-	3.82%	243,418,490	2032	10,458,000	4,124,149	14,582,149	97,776,000
						2033	10,897,000	3,674,626	14,571,626	86,879,000
						2034	11,339,000	3,238,481	14,577,481	75,540,000
						2035	11,240,000	2,764,525	14,004,525	64,300,000
						2036	11,710,000	2,281,200	13,991,200	52,590,000
						2037	10,255,000	1,790,300	12,045,300	42,335,000
						2038	7,900,000	1,392,900	9,292,900	34,435,000
						2039	4,730,000	1,131,675	5,861,675	29,705,000
						2040	4,915,000	954,350	5,869,350	24,790,000
						2041	2,260,000	826,000	3,086,000	22,530,000
						2042	2,330,000	749,850	3,079,850	20,200,000
						2043	2,415,000	671,050	3,086,050	17,785,000
						2044	2,500,000	589,400	3,089,400	15,285,000
						2045	2,580,000	504,850	3,084,850	12,705,000
						2046	2,665,000	417,550	3,082,550	10,040,000
						2047	2,755,000	327,250	3,082,250	7,285,000
						2048	2,850,000	233,850	3,083,850	4,435,000
						2049	2,945,000	137,200	3,082,200	1,490,000
						2050	1,120,000	37,200	1,157,200	370,000
						2051	370,000	7,400	377,400	-

Operating Expenses							
Fiscal Year	Operating Exp.	GASB 68		GASB 75		Growth	Operating Exp.
		Adjustment	Adjustment	Adjustment	Adjustment		
2018	323,721,787	(1,319,913)	2,325,505				324,727,379
2019	331,093,641	(939,574)	14,670,617	6.19%			344,824,684
2020	350,511,186	(7,955,430)	10,243,854	2.31%			352,799,610
2021	357,542,466	5,134,756	(13,531,859)	-1.04%			349,145,363
2022	369,963,611	(5,236,053)	(13,964,055)	0.46%			350,763,503
2023	368,196,449	-	-	4.97%			368,196,449
2024	386,495,813	-	-	4.97%			386,495,813
2025	401,259,953	-	-	3.82%			401,259,953
2026	416,588,083	-	-	3.82%			416,588,083
2027	432,501,748	-	-	3.82%			432,501,748

3. Proposed Debt Financings

While UNCW evaluates its capital investment needs on a regular basis, UNCW currently has no legislatively approved projects that it anticipates financing during the Study Period.

4. Financial Ratios

Debt to Obligated Resources

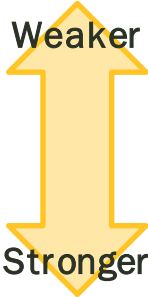
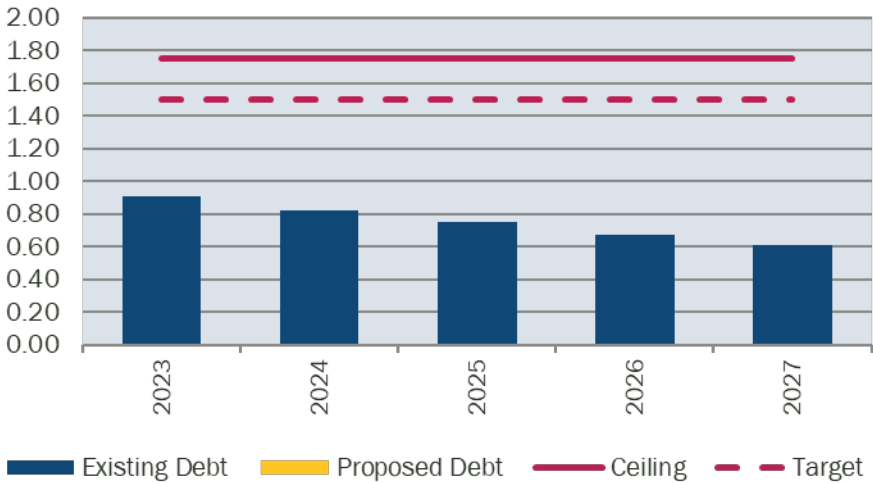
- **What does it measure?** UNCW’s aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt.
- **How is it calculated?** Aggregate debt divided by obligated resources*
- Target Ratio: 1.50
- Ceiling Ratio: Not to exceed 1.75
- Projected 2023 Ratio: 0.91
- Highest Study Period Ratio: 0.91 (2023)

*Available Funds, which is the concept commonly used to capture an institution’s obligated resources in its loan and bond documentation, has been used in the model as a proxy for obligated resources. For most institutions, the two concepts are identical, though Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of an institution’s obligated resources.

Debt to Obligated Resources

Fiscal Year	Obligated Resources	Growth	Existing Debt	Proposed Debt	Ratio - Existing	Ratio - Proposed	Ratio - Total
2023	207,226,500	4.97%	189,038,556	-	0.91	n/a	0.91
2024	217,525,657	4.97%	179,334,356	-	0.82	n/a	0.82
2025	225,835,137	3.82%	169,178,353	-	0.75	n/a	0.75
2026	234,462,040	3.82%	158,646,580	-	0.68	n/a	0.68
2027	243,418,490	3.82%	148,481,015	-	0.61	n/a	0.61

Debt to Obligated Resources



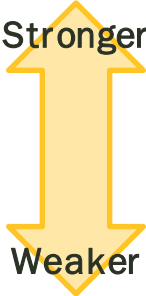
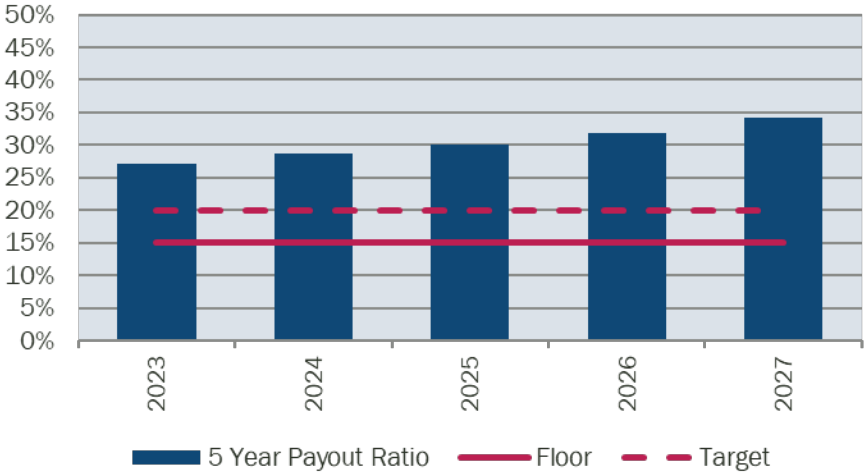
5-Year Payout Ratio Overview

- **What does it measure?** The percentage of UNCW’s debt scheduled to be retired in the next five years.
- **How is it calculated?** Aggregate principal to be paid in the next five years divided by aggregate debt
- Target Ratio: 20%
- Floor Ratio: Not less than 15%
- Projected 2023 Ratio: 27%
- Lowest Study Period Ratio: 27% (2023)

5-Year Payout Ratio

Fiscal Year	Principal Balance	Ratio
2023	189,038,556	27%
2024	179,334,356	29%
2025	169,178,353	30%
2026	158,646,580	32%
2027	148,481,015	34%

5-Year Payout Ratio



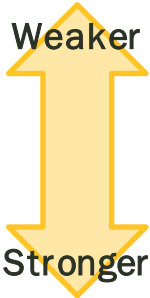
Debt Service to Operating Expenses

- **What does it measure?** UNCW’s debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues.
- **How is it calculated?** Annual debt service divided by annual operating expenses (as adjusted to include interest expense of proposed debt)
- Policy Ratio: Not to exceed 6.50%
- Projected 2023 Ratio: 4.88%
- Highest Study Period Ratio: 4.88% (2023)

Debt Service to Operating Expenses

Fiscal Year	Operating Expenses	Growth	Existing Debt Service	Proposed Debt Service	Ratio - Existing	Ratio - Proposed	Ratio - Total
2023	368,196,449	4.97%	17,973,155	-	4.88%	n/a	4.88%
2024	386,495,813	4.97%	17,039,814	-	4.41%	n/a	4.41%
2025	401,259,953	3.82%	17,097,698	-	4.26%	n/a	4.26%
2026	416,588,083	3.82%	17,087,041	-	4.10%	n/a	4.10%
2027	432,501,748	3.82%	16,345,377	-	3.78%	n/a	3.78%

Debt Service to Operating Expenses



5. Debt Capacity Calculation

Debt Capacity Calculation

- For the purposes of this Institution Report and the Study, UNCW’s debt capacity is based on the amount of debt UNCW could issue during the Study Period (after taking into account any legislatively approved projects detailed in **Section 3** above) without exceeding its ceiling ratio for **debt to obligated resources**.
- As presented below, UNCW’s current debt capacity equals **the lowest constraint on its debt capacity** in any single year during the Study Period.
- Based solely on the **debt to obligated resources** ratio, UNCW’s current estimated debt capacity is **\$173,607,819**. After taking into account any legislatively approved projects detailed in **Section 3** above, if UNCW issued no additional debt until the last year of the Study Period, then UNCW’s debt capacity for 2027 is projected to increase to **\$277,501,342**.
- UNCW’s debt capacity excludes the request of Board approval for General Assembly self-liquidating authorization to acquire a Public Private Partnership (PPP) capital project and associated financing.

Fiscal Year	Debt to Obligated Resources (Current Ratio)	Debt to Obligated Resources (Ceiling)	Debt Capacity Calculation
2023	0.91	1.75	173,607,819
2024	0.82	1.75	201,335,544
2025	0.75	1.75	226,033,138
2026	0.68	1.75	251,661,989
2027	0.61	1.75	277,501,342

Limitations on Debt Capacity and Credit Rating Implications

- The debt capacity calculation shown above provides a general indication of UNCW’s ability to absorb debt on its balance sheet during the Study Period and may help identify trends and issues over time.
- **“Debt capacity” does not** necessarily equate to **“debt affordability,”** which takes into account a number of quantitative and qualitative factors, including project revenues and expenses, cost of funds and competing strategic priorities.
- **If UNCW were to use all of its calculated debt capacity during the Study Period, UNCW’s credit ratings may face significant downward pressure.**
- Projecting the exact amount UNCW could issue during the Study Period without negatively impacting its credit rating is difficult for a number of reasons.
 - **Use of Multiple Factors**
 - Any single financial ratio makes up only a fraction of the “scorecard” used by rating agencies to guide their credit analysis.
 - Under Moody’s approach, for example, the **financial leverage ratio** accounts for only **10%** of an issuer’s overall score.
 - **The State’s Impact**
 - In assessing each institution’s credit rating, rating agencies also consider the State’s credit rating and demographic trends, the health of its pension system, the level of support it

- has historically provided to the institution, and any legislation or policies affecting campus operations.
- Historically, each institution’s credit rating has been bolstered by the State’s strong support and overall financial health. As a result, many institutions “underperform” relative to the national median ratios for their rating category.
 - If “debt capacity” were linked to those national median ratios, many institutions would have limited debt capacity for an extended period of time.
- **Factor Interdependence**
 - The quantitative and qualitative factors interact with one another in ways that are difficult to predict.
 - For example, a university’s “**strategic positioning**” score, which accounts for 10% of its overall score under Moody’s criteria, could deteriorate if a university either (1) issued excessive debt or (2) failed to reinvest in its campus to address its deferred maintenance obligations.
 - **Distortions Across Rating Categories**
 - Because quantitative ratios account for only a portion of an issuer’s final rating, the national median for any single ratio is not perfectly correlated to rating outcomes, meaning the median ratio for a lower rating category may be more stringent than the median ratio for a higher rating category. For the highest and lowest rating categories, the correlation between any single ratio and rating outcomes becomes even weaker.
 - Tying capacity directly to ratings may also distort strategic objectives. For example, an institution may be penalized for improving its rating, as it may suddenly lose all of its debt capacity because it must now comply with a much more stringent ratio.

6. Debt Profile

UNCW’s detailed debt profile, including a brief description of each financed project and the source of repayment for each outstanding debt obligation, is reflected in the table on the following page.

Summary of Debt Outstanding as of FYE June 30, 2022						
Series	Dated Date	Outstanding Par Amount	Final Maturity	Type	Purpose	Source of Repayment
2011 UNCW	10/21/2011	64,768.30	11/05/2022	Note	Osher Life Long Learning Center	Dining Revenues
2015 UNCW	05/12/2015	48,980,000.00	06/01/2037	Limited Obligation	Refunding 2005 and 2006	Seahawk Projects Revenues; Housing Revenues; Dining Revenues; Parking Revenues
2016 UNCW	11/18/2016	6,872,000.00	10/01/2033	General Revenue	Refunding 2006A	Union Debt Fee; Parking Revenues; Dining Revenues; Housing Revenues
2016 UNCW	07/06/2016	52,975,000.00	06/01/2038	Limited Obligation	Refunding 2008	Seahawk Projects Revenues; Housing Revenues; Dining Revenues; Parking Revenues
2019 B UNCW	10/31/2019	40,715,000.00	10/01/2049	General Revenue	Dining Hall, Refunding 2010D, Refunding 2010	General Revenues; Student Debt Fee; Dining Revenues
2019 UNCW	04/11/2019	21,350,000.00	04/01/2049	General Revenue	Parking Deck	Parking Revenues
2019 UNCW	07/03/2019	757,091.00	06/10/2029	Note	Truist Hall	Unobligated Trust Funds
2020 A UNCW	01/07/2020	5,590,000.00	10/01/2026	General Revenue	Refunding 2010C	Student Debt Fee; Housing Revenues; Dining Revenues
2020 B UNCW	05/19/2020	13,626,000.00	01/01/2028	General Revenue	Refunding 2011 and 2012	Student Debt Fee; Housing Revenues; Dining Revenues
2021 UNCW	08/17/2021	8,420,000.00	10/01/2050	General Revenue	Constuction of Recreational Fields and Facilities	Student Debt Fee
Total		199,349,859.30				

*The 2015 and 2016 Limited Obligation Bonds are obligations of the UNCW Corporation, and the College Station note payable is an obligation of the UNCW Corporation II. Both corporations are associated entities of UNCW whose financials are blended into UNCW's statements.

7. Credit Profile

The following page provides a snapshot of UNCW's current credit ratings, along with (1) a summary of various credit factors identified in UNCW's most recent rating report and (2) recommendations for maintaining and improving UNCW's credit ratings in the future.



Credit Profile of the University– (General Revenue)

Overview

- Moody’s maintains UNCW’s general revenue bonds to an Aa3 rating. The outlook is stable.
- Credit rating remained unchanged with UNCW’s sale of General Revenue Bonds, Series 2021

Moody’s	S&P	Fitch
Aaa	AAA	AAA
Aa1	AA+	AA+
Aa2	AA	AA
Aa3	AA-	AA-
A1	A+	A+
A2	A	A
A3	A-	A-
Baa1	BBB+	BBB+
Baa2	BBB	BBB
Baa3	BBB-	BBB-

Key Information Noted in Rating Reports

Credit Strengths

- Favorable market profile with growing enrollment, competitive pricing, and comprehensive program offerings
- Strong financial support from Aaa -rated North Carolina for both operating and capital projects
- Favorable student demand and enrollment growth despite the COVID pandemic
- Effective financial management allowing the favorable operating performance and growing liquidity

Credit Challenges

- High debt burden relative to reserves, operating revenue, and cash flow
- Environmental risks due to coastal location
- State-imposed tuition pricing puts constraints to tuition revenue growth
- Geographic concentration of enrollment and undergraduate focus increase exposure to conditions within North Carolina

Non Investment Grade

Recommendations & Observations

- Continue to develop initiatives to highlight and strengthen UNCW’s distinctive market position.
- During the COVID pandemic, continued assessment of operating cash flows and reserves can improve performance margins and debt affordability.

8. Peer Comparison

Moody's Key Credit Ratios	University of North Carolina Wilmington	Most Recent Peer Institution Data			
Peer Institution		Rowan University	University of Rhode Island	Ohio University	Western Washington University
Fiscal Year	2022	2022	2022	2022	2022
Most Senior Rating	Aa3	A2	Aa3	Aa3	A2
Total Long-Term Debt (\$, in millions)	209	702	268	647	158
Total Cash & Investments (\$, in millions)	359	705	456	1283	257
Operating Revenue (\$, in millions)	405	699	616	720	333
Operating Expenses (\$, in millions)	367	694	611	684	327
Market Performance Ratios					
Annual Change in Operating Revenue (%)	11.6%	13.4%	10.5%	5.7%	17.0%
Operating Ratios					
Operating Cash Flow Margin (%)	15.4%	14.6%	9.5%	17.3%	10.6%
Wealth & Liquidity Ratios					
Total Cash & Investments to Operating Expenses (x)	1.0	1.0	0.7	1.9	0.8
Total Debt to Operating Expenses (x)	0.6	1.0	0.4	0.9	0.5
Monthly Days Cash on Hand (x)	162	161	124	334	127
Leverage Ratios					
Total Cash & Investments to Total Debt (x)	1.7	1.0	1.7	2.0	1.6
Debt Service to Operating Expenses (%)	5.0%	9.1%	3.3%	5.7%	1.7%
Total Debt-to-Cash Flow (x)	3.3	6.9	4.6	5.2	4.5

*Note: Peers chosen from BOG approved peers if available in Moody's Municipal Financial Ratio Analysis (MFRA) Database. If approved peer data is unavailable, universities with similar credit ratings are used. Data is the most recent available in the MFRA database.

Debt Management Policies

UNCW's current debt policy is attached.

University of North Carolina Wilmington

Debt Management Guidelines

1. Introduction

University of North Carolina Wilmington (“UNCW”) views its debt capacity as a resource that should be used, when appropriate, to help fund the capital investments necessary to successfully implement UNCW’s strategic plans and to preserve the operational flexibility and resources necessary to support UNCW’s current and future programming. UNCW recognizes its important financial stewardship role to invest in campus infrastructure in order to meet anticipated demand. These Debt Management Guidelines (“Guidelines”) have been developed as a framework to assist UNCW’s efforts to manage its debt on a long-term, portfolio basis and in a manner consistent with UNCW’s stated policies, objectives, and core values.

These Guidelines are intended solely for UNCW’s internal planning purposes. The Vice Chancellor for Business Affairs will revisit these Guidelines as needed and recommend changes to ensure they remain consistent with the University’s strategic objectives and the evolving demands and accepted practices of the public higher education marketplace.

These Guidelines cover all forms of debt including long-term, short-term, fixed-rate, and variable-rate. They also cover other forms of financing including both on-balance sheet and off-balance sheet structures, such as leases, and other structured products used to fund capital projects.

The use of derivatives or public private partnerships is not covered under these Guidelines. If these options are considered, they will be managed under a separate guideline.

2. Authorization and Oversight

UNCW’s Vice Chancellor for Business Affairs is responsible for the day-to-day management of UNCW’s financial affairs and for all of UNCW’s debt financing activities. All financing arrangements will comply with all applicable state and federal laws. The Board of Trustees approves applicable financing activities in compliance with state law.

3. Process for Identifying and Prioritizing Capital Projects Requiring Debt

Projects that directly or indirectly relate to the mission of UNCW will be considered for debt financing.

Self-Liquidating Projects – A project that has a related revenue stream (self-liquidating project) will receive priority consideration. Each self-liquidating project must be supported by an achievable plan of finance that provides, or identifies sources of funds, sufficient to (1) service the debt associated with the project, (2) pay for any related infrastructure improvements, (3) cover any new or increased operating costs and (4) fund appropriate reserves for anticipated replacement and renovation costs.

Energy Conservation Projects – Each energy conservation project financing must provide annual savings sufficient to service the applicable debt and all related monitoring costs.

Other Projects – Other projects funded through budgetary savings, gifts and grants will be considered on a case-by-case basis.

4. Target Debt Ratios

When evaluating its current financial health and any proposed plan of finance, UNCW takes into account both debt affordability and debt capacity. Debt affordability focuses on UNCW's cash flows and measures UNCW's ability to service debt through its operating budget and identified revenue streams. Debt capacity focuses on the relationship between UNCW's net assets and total debt outstanding.

Debt capacity and affordability are impacted by a number of factors, including UNCW's enrollment trends, reserve levels, operating performance, ability to generate additional revenues to support debt service, competing capital improvement or programmatic needs, and general market conditions. Because of the number of potential variables, UNCW's debt capacity cannot be calculated using any single ratio or even a small handful of ratios.

UNCW believes that it is important to consider and monitor objective metrics when evaluating UNCW's financial health and its ability to incur additional debt. To that end, UNCW will use three key financial ratios to assess its ability to absorb additional debt based on its current and projected financial condition:

- (i) Debt to Obligated Resources *
- (ii) Annual Debt Service Coverage**
- (iii) Debt Service to Operating Expenses *

* Monitored as part of the debt capacity study for The University of North Carolina delivered each year under Article 5 of Chapter 116D of the North Carolina General Statutes (the "UNC Debt Capacity Study").

** Considered relevant indicators of Leverage and Debt Affordability by Moody's Investor Service ([Global Higher Education Rating Methodology, August 2021](#)).

Target ratios have been established to help preserve UNCW's financial health and operating flexibility and to ensure UNCW is able to access the market to address capital needs and to take advantage of potential refinancing opportunities.

UNCW recognizes that the target ratios, while helpful, have limitations and should be viewed together with UNCW's strategic plan or other planning tools. UNCW has developed specific criteria for evaluating and approving critical infrastructure projects even if UNCW reaches its debt capacity as calculated by the UNC Debt Capacity Study or the Guidelines' target ratios. In such instances, it may be appropriate to issue debt with respect to a proposed project based on one or more of the following findings:

- (i) The proposed project would generate additional revenues (including, if applicable, dedicated student fees, rents, or grants) sufficient to support the financing that are not currently captured in the benchmark ratios.
- (ii) The proposed project is essential to the implementation of one of the University's strategic priorities.
- (iii) The proposed project addresses life and safety issues or addresses other critical infrastructure needs.
- (iv) Foregoing or delaying the proposed project would result in significant additional costs to UNCW or would negatively impact UNCW's credit rating.

The University will review each ratio by March 1st of each year and will provide a report to the Vice Chancellor for Business Affairs detailing (1) the calculation of each ratio for that fiscal year and (2) an explanation for any ratio that falls outside the University's stated target ratio, along with (a) any applicable recommendations, strategies and an expected timeframe for aligning with the Guidelines or (b) the rationale for any recommended

changes to any such stated target ratio going forward (including any revisions necessitated by changes in accounting standards or rating agency methodologies).

Ratio 1 – Debt to Obligated Resources

What does it measure? Aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt under the General Revenue Bond Statutes. Each UNC constituent institution is required to report this target ratio under the provisions of the Debt Study). This ratio is not used outside the state and is only included due to the Debt Study.

How is it calculated? Aggregate debt divided by obligated resources. Obligated resources is defined as Available Funds plus an adjustment for non-cash expenses related to the implementation of GASB 68. Available funds is a concept commonly used to capture each UNC’s campus’s obligated resources in loan and bond documentation.

Target Ceiling Ratio: Not to exceed 1.75x

Ratio 2 – Annual Debt Service Coverage

What does it measure? This leverage ratio is an important indicator of the ability of the university to indicator of the university’s ability to consistently generate sufficient cash flow to repay debt.

How is it calculated? EBIDA divided by annual debt service.

Target Floor Ratio: Not less than 1.0x

Target Ratio: Above 1.5x

Ratio 3 – Debt Service to Operating Expense

What does it measure? Debt service burden as a percentage of total expenses, which is used as the denominator because it is typically more stable than revenues

How is it calculated? Annual debt service divided by annual operating expenses

Target Ceiling Ratio: Not to exceed 6.5%

5. Debt Portfolio Management and Transaction Structure Considerations

Numerous types of financing structures and funding sources are available, each with specific benefits, risks, and costs. Potential funding sources and structures will be reviewed and considered by the Vice Chancellor for Business Affairs within the context of these Guidelines and the overall portfolio to ensure that any financial product or structure is consistent with UNCW’s stated objectives. As part of effective debt management, UNCW must also consider its investment and cash management strategies, which influence the desired structure of the debt portfolio.

Method of Sale

UNCW will consider various methods of sale on a transaction-by-transaction basis to determine which method of sale (i.e., competitive, negotiated or private placement) best serves UNCW's strategic plan and financing objectives. In making that determination, UNCW will consider, among other factors: (1) the size and complexity of the issue, (2) the current interest rate environment and other market factors (such as bank and investor appetite) that might affect UNCW's cost of funds, and (3) possible risks associated with each method of sale (e.g., rollover risk associated with a financing that is privately placed with a bank for a committed term that is less than the term of the financing).

Tax Treatment

When feasible and appropriate for the particular project, the use of tax-exempt debt is generally preferable to taxable debt. Issuing taxable debt may reduce UNCW's overall debt affordability due to higher rates but may be appropriate for projects that do not qualify for tax-exemption, or that may require interim funding. For example, taxable debt may be justified if it sufficiently mitigates UNCW's ongoing administrative and compliance risks. When used, taxable debt should be structured to provide maximum repayment flexibility and rapid principal amortization.

Structure and Maturity

To the extent practicable, UNCW should structure its debt to provide for level annual payments of debt service, though UNCW may elect alternative structures when the Vice Chancellor for Business Affairs determines it to be in UNCW's best interest. In addition, when financing projects that are expected to be self-supporting (such as a revenue-producing facility or a facility to be funded entirely through a dedicated fundraising campaign), the debt service may be structured to match future anticipated receipts.

UNCW will use maturity structures that correspond with the life of the facilities financed, not to exceed 30 years. Such determinations may be made on a blended basis, taking into account all assets financed as part of a single debt offering. As market dynamics change, maturity structures should be reevaluated. Call features should be structured to provide the highest degree of flexibility relative to cost.

General Revenue Pledge

UNCW will utilize general revenue secured debt for all financing needs, unless there is compelling reason to structure specific revenue pledges independent of general revenue projects. The general revenue pledge provides a strong, flexible security which captures the strengths of auxiliary and student related revenues as well as research programs. In addition, general revenue debt does not subject the University to operating or financial covenants and coverage levels imposed by the market or external constituents.

Variable Rate Debt

While fixed rate debt is preferable, UNCW recognizes that a degree of exposure to variable interest rates within UNCW's debt portfolio may be desirable as part of a short-term bond anticipation note or in order to (1) take advantage of repayment or restructuring flexibility, (2) benefit from historically lower average interest costs or (3) provide a "match" between debt service requirements and the projected cash flows from UNCW's assets. UNCW's debt portfolio should be managed to ensure that no more than a minimum amount of UNCW's total long-term debt bears interest at an unhedged variable rate.

UNCW will monitor overall interest rate exposure. UNCW may manage the liquidity risk of variable rate debt either through its own working capital/investment portfolio, the type of instrument used, or by using third party sources of liquidity. UNCW may manage interest rate risk in its portfolio through specific budget and central bank management strategies or through the use of derivative instruments.

Refunding Considerations

UNCW will actively monitor its outstanding debt portfolio for refunding or restructuring opportunities. Absent a compelling economic or strategic reason to the contrary, UNCW should evaluate opportunities to issue bonds for the purpose of refunding existing debt obligations of UNCW (“Refunding Bonds”) using the following general guidelines:

- (i) The life of the Refunding Bonds should not exceed thirty years beyond the original issue date.
- (ii) Refunding Bonds issued to achieve debt service savings should have a target savings level measured on a present net value basis of at least 2% of the par amount refunded.
- (iii) Refunding Bonds that do not achieve debt service savings may be issued to restructure debt or provisions of bond documents if such refunding serves a compelling interest.
- (iv) Refunding Bonds may also be issued to relieve UNCW of certain limitations, covenants, payment obligations or reserve requirements that reduce operational flexibility.

6. Post-Issuance Compliance Matters

UNCW will develop a separate guideline on post-issuance compliance matters.

The University of North Carolina System Debt Capacity Study – Fiscal Year 2022

University of North Carolina School of the Arts
Institution Report

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1. Executive Summary

Overview of the Institution Report

Pursuant to Article 5 of Chapter 116D of the North Carolina General Statutes (the “*Act*”), University of North Carolina School of the Arts (“*UNCSA*”) has submitted this report (this “*Institution Report*”) as part of the annual debt capacity study (the “*Study*”) undertaken by The University of North Carolina (the “*University*”) in accordance with the Act. Each capitalized term used but not defined in this Institution Report has the meaning given to such term in the Study.

This Institution Report details the historical and projected financial information incorporated into the financial model developed in connection with the Study. UNCSA has used the model to calculate and project the following three financial ratios:

- Debt to Obligated Resources
- Five-Year Payout Ratio
- Debt Service to Operating Expenses

See **Appendix A** to the Study for more information on the ratios and related definitions.

To produce a tailored, meaningful model, UNCSA, in consultation with the UNC System Office, has set its own policies for each model ratio. For the two statutorily-required ratios—**debt to obligated resources** and the **five-year payout ratio**—UNCSA has set both a target policy and a floor or ceiling policy, as applicable.

For the purposes of the Study, UNCSA’s debt capacity reflects the amount of debt UNCSA could issue during the Study Period without exceeding its ceiling ratio for **debt to obligated resources**, after taking into account debt the General Assembly has previously approved that UNCSA intends to issue during the Study Period. Details regarding each approved project are provided in Section 3.

This Institution Report also includes the following information required by the Act:

- UNCSA’s current debt profile, including project descriptions financed with, and the sources of repayment for, UNCSA’s outstanding debt;
- UNCSA’s current credit profile, along with recommendations for maintaining or improving UNCSA’s credit rating; and
- A copy of any UNCSA debt management policy currently in effect.

Overview of UNCSA

For the fall 2022 semester, UNCSA had a headcount student population of 1,356, including 252 High school students, 920 undergraduate students and 184 graduate students. Over the past 5 years, UNCSA’s enrollment has increased approximately 6%.

UNCSA’s average age of plant is 16.1 years. Age of plant is a financial ratio calculated by dividing the accumulated depreciation by the annual depreciation expense. A low age of plant generally indicates the institution is taking a sustainable approach to its deferred maintenance and reinvestment programs.

UNCSA does not anticipate significant additional borrowings during the Study Period. UNCSA has made no changes to the financial model’s standard growth assumptions.

2. Institution Data

Notes

- Obligated Resources equals Available Funds plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Operating Expenses equals Operating Expenses plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Outstanding debt service is based on UNCSCA’s outstanding debt **as of June 30, 2022**, excluding state appropriated debt (such as energy savings contracts). Debt service is net of any interest subsidies owed to UNCSCA by the federal government (discounted by an assumed 6.2% sequestration rate) and uses reasonable unhedged variable rate assumptions.
- New money debt issued **after June 30, 2022**, together with any legislatively approved debt UNCSCA expects to issue during the Study Period, **are included** in the model as “proposed debt service” and are taken into account in the projected financial ratios shown in this Institution Report.
- Repayments, redemptions or refundings that have occurred **after June 30, 2022** are not included in the model, meaning the debt service schedules reflected below overstate UNCSCA’s current debt burden.

Obligated Resources						Outstanding Debt				
Fiscal Year	Available Funds (Before GASB Adjustment)	GASB 68 Adjustment	GASB 75 Adjustment	AF Growth	Available Funds (After GASB Adjustment)	Fiscal Year	Principal	Net Interest	Debt Service	Principal Balance
2018	(33,430,796)	2,930,772	59,599,375		29,099,351	2023	892,000	1,764,718	2,656,718	44,765,000
2019	(35,386,402)	3,314,017	60,033,470	-3.91%	27,961,085	2024	933,000	1,727,294	2,660,294	43,832,000
2020	(34,073,710)	4,919,099	56,113,501	-3.58%	26,958,890	2025	973,000	1,688,040	2,661,040	42,859,000
2021	(36,942,603)	6,184,543	53,440,541	-15.86%	22,682,481	2026	1,010,000	1,646,988	2,656,988	41,849,000
2022	(26,157,630)	5,012,184	50,744,508	30.49%	29,599,062	2027	1,056,000	1,604,327	2,660,327	40,793,000
2023	31,070,135	-	-	4.97%	31,070,135	2028	1,098,000	1,559,587	2,657,587	39,695,000
2024	32,614,321	-	-	4.97%	32,614,321	2029	1,146,000	1,512,989	2,658,989	38,549,000
2025	33,860,188	-	-	3.82%	33,860,188	2030	1,194,000	1,464,251	2,658,251	37,355,000
2026	35,153,647	-	-	3.82%	35,153,647	2031	1,225,000	1,436,025	2,661,025	36,130,000
2027	36,496,517	-	-	3.82%	36,496,517	2032	1,285,000	1,374,775	2,659,775	34,845,000
						2033	1,350,000	1,310,525	2,660,525	33,495,000
						2034	1,415,000	1,243,025	2,658,025	32,080,000
						2035	1,485,000	1,172,275	2,657,275	30,595,000
						2036	1,560,000	1,098,025	2,658,025	29,035,000
						2037	1,640,000	1,020,025	2,660,025	27,395,000
						2038	1,690,000	970,825	2,660,825	25,705,000
						2039	1,740,000	920,125	2,660,125	23,965,000
						2040	1,790,000	867,925	2,657,925	22,175,000
						2041	1,860,000	796,325	2,656,325	20,315,000
						2042	1,935,000	721,925	2,656,925	18,380,000
						2043	2,015,000	644,525	2,659,525	16,365,000
						2044	2,095,000	563,925	2,658,925	14,270,000
						2045	2,180,000	480,125	2,660,125	12,090,000
						2046	2,265,000	392,925	2,657,925	9,825,000
						2047	2,340,000	319,313	2,659,313	7,485,000
						2048	2,415,000	243,263	2,658,263	5,070,000
						2049	2,495,000	164,775	2,659,775	2,575,000
						2050	2,575,000	83,688	2,658,688	-

Operating Expenses					
Fiscal Year	Operating Exp.	GASB 68 Adjustment	GASB 75 Adjustment	Growth	Operating Exp.
2018	65,810,839	(465,602)	(337,407)		65,007,830
2019	66,603,544	(463,594)	1,799,307	4.51%	67,939,257
2020	70,748,990	(1,706,439)	1,311,536	3.55%	70,354,087
2021	66,749,647	(1,383,343)	1,831,699	-4.49%	67,198,003
2022	70,654,444	1,038,269	2,293,151	10.10%	73,985,864
2023	77,662,961	-	-	4.97%	77,662,961
2024	81,522,811	-	-	4.97%	81,522,811
2025	84,636,982	-	-	3.82%	84,636,982
2026	87,870,115	-	-	3.82%	87,870,115
2027	91,226,753	-	-	3.82%	91,226,753

3. Proposed Debt Financings

While UNCSA evaluates its capital investment needs on a regular basis, UNCSA currently has no legislatively approved projects that it anticipates financing during the Study Period

4. Financial Ratios

Debt to Obligated Resources

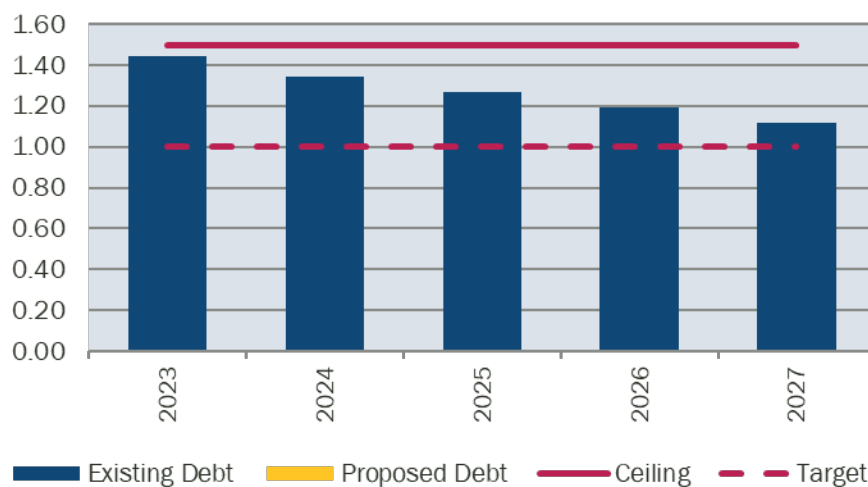
- **What does it measure?** UNCSA’s aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt.
- **How is it calculated?** Aggregate debt divided by obligated resources*
- Target Ratio: 1.00
- Ceiling Ratio: Not to exceed 1.50
- Projected 2023 Ratio: 1.44
- Highest Study Period Ratio: 1.44 (2023)

*Available Funds, which is the concept commonly used to capture an institution’s obligated resources in its loan and bond documentation, has been used in the model as a proxy for obligated resources. For most institutions, the two concepts are identical, though Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of an institution’s obligated resources.

Debt to Obligated Resources

Fiscal Year	Obligated Resources	Growth	Existing Debt	Proposed Debt	Ratio - Existing	Ratio - Proposed	Ratio - Total
2023	31,070,135	4.97%	44,765,000	-	1.44	n/a	1.44
2024	32,614,321	4.97%	43,832,000	-	1.34	n/a	1.34
2025	33,860,188	3.82%	42,859,000	-	1.27	n/a	1.27
2026	35,153,647	3.82%	41,849,000	-	1.19	n/a	1.19
2027	36,496,517	3.82%	40,793,000	-	1.12	n/a	1.12

Debt to Obligated Resources



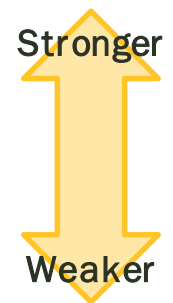
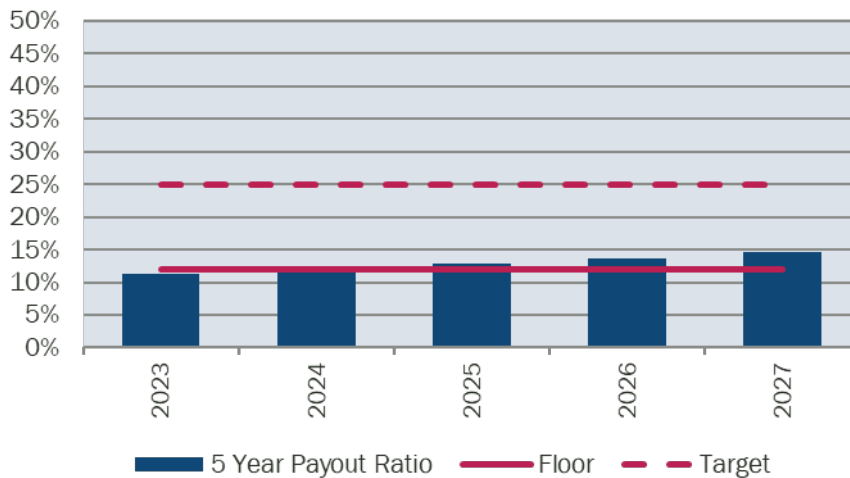
5-Year Payout Ratio Overview

- **What does it measure?** The percentage of UNCOSA's debt scheduled to be retired in the next five years.
- **How is it calculated?** Aggregate principal to be paid in the next five years divided by aggregate debt
- Target Ratio: 25%
- Floor Ratio: Not less than 12%
- Projected 2023 Ratio: 11%
- Lowest Study Period Ratio: 11% (2023)

5-Year Payout Ratio

Fiscal Year	Principal Balance	Ratio
2023	44,765,000	11%
2024	43,832,000	12%
2025	42,859,000	13%
2026	41,849,000	14%
2027	40,793,000	15%

5-Year Payout Ratio



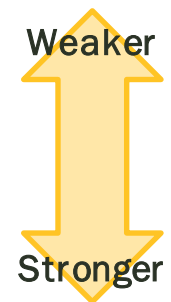
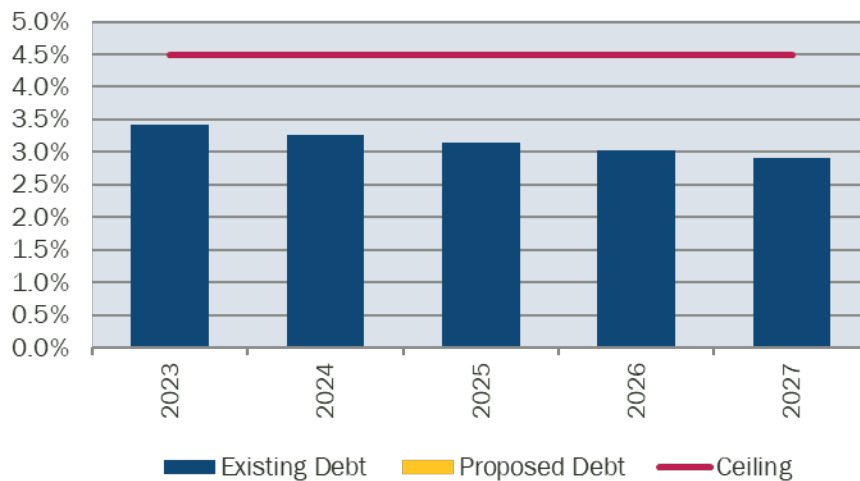
Debt Service to Operating Expenses

- **What does it measure?** UNCOSA’s debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues.
 - **How is it calculated?** Annual debt service divided by annual operating expenses (as adjusted to include interest expense of proposed debt)
- Policy Ratio: Not to exceed 4.50%
 - Projected 2023 Ratio: 3.42%
 - Highest Study Period Ratio: 3.42% (2023)

Debt Service to Operating Expenses

Fiscal Year	Operating Expenses	Growth	Existing Debt Service	Proposed Debt Service	Ratio - Existing	Ratio - Proposed	Ratio - Total
2023	77,662,961	4.97%	2,656,718	-	3.42%	n/a	3.42%
2024	81,522,811	4.97%	2,660,294	-	3.26%	n/a	3.26%
2025	84,636,982	3.82%	2,661,040	-	3.14%	n/a	3.14%
2026	87,870,115	3.82%	2,656,988	-	3.02%	n/a	3.02%
2027	91,226,753	3.82%	2,660,327	-	2.92%	n/a	2.92%

Debt Service to Operating Expenses



5. Debt Capacity Calculation

Debt Capacity Calculation

- For the purposes of this Institution Report and the Study, UNCOSA’s debt capacity is based on the amount of debt UNCOSA could issue during the Study Period (after taking into account any legislatively approved projects detailed in **Section 3** above) without exceeding its ceiling ratio for **debt to obligated resources**.
- As presented below, UNCOSA’s current debt capacity equals **the lowest constraint on its debt capacity** in any single year during the Study Period.
- Based solely on the **debt to obligated resources** ratio, UNCOSA’s current estimated debt capacity is **\$1,840,203**. After taking into account any legislatively approved projects detailed in **Section 3** above, if UNCOSA issued no additional debt until the last year of the Study Period, then UNCOSA’s debt capacity for 2027 is projected to increase to **\$13,951,775**.

Fiscal Year	Debt to Obligated Resources (Current Ratio)	Debt to Obligated Resources (Ceiling)	Debt Capacity Calculation
2023	1.44	1.50	1,840,203
2024	1.34	1.50	5,089,482
2025	1.27	1.50	7,931,282
2026	1.19	1.50	10,881,471
2027	1.12	1.50	13,951,775

Limitations on Debt Capacity, Credit Rating Implications, and Comment from UNCOSA

- The debt capacity calculation shown above provides a general indication of UNCOSA’s ability to absorb debt on its balance sheet during the Study Period and may help identify trends and issues over time.
- **“Debt capacity” does not** necessarily equate to **“debt affordability,”** which takes into account a number of quantitative and qualitative factors, including project revenues and expenses, cost of funds and competing strategic priorities.
- **If UNCOSA were to use all of its calculated debt capacity during the Study Period, UNCOSA’s credit ratings may face significant downward pressure.**
- Projecting the exact amount UNCOSA could issue during the Study Period without negatively impacting its credit rating is difficult for a number of reasons.
 - **Use of Multiple Factors**
 - Any single financial ratio makes up only a fraction of the “scorecard” used by rating agencies to guide their credit analysis.
 - Under Moody’s approach, for example, the **financial leverage ratio** accounts for only **10%** of an issuer’s overall score.
 - **The State’s Impact**
 - In assessing each institution’s credit rating, rating agencies also consider the State’s credit rating and demographic trends, the health of its pension system, the level of support it has historically provided to the institution, and any legislation or policies affecting campus operations.

- Historically, each institution’s credit rating has been bolstered by the State’s strong support and overall financial health. As a result, many institutions “underperform” relative to the national median ratios for their rating category.
- If “debt capacity” were linked to those national median ratios, many institutions would have limited debt capacity for an extended period of time.
- **Factor Interdependence**
 - The quantitative and qualitative factors interact with one another in ways that are difficult to predict.
 - For example, a university’s “**strategic positioning**” score, which accounts for 10% of its overall score under Moody’s criteria, could deteriorate if a university either (1) issued excessive debt or (2) failed to reinvest in its campus to address its deferred maintenance obligations.
- **Distortions Across Rating Categories**
 - Because quantitative ratios account for only a portion of an issuer’s final rating, the national median for any single ratio is not perfectly correlated to rating outcomes, meaning the median ratio for a lower rating category may be more stringent than the median ratio for a higher rating category. For the highest and lowest rating categories, the correlation between any single ratio and rating outcomes becomes even weaker.
 - Tying capacity directly to ratings may also distort strategic objectives. For example, an institution may be penalized for improving its rating, as it may suddenly lose all of its debt capacity because it must now comply with a much more stringent ratio.
- UNCSA provided the following comment on the financial ratios that are outside of the target range.
 - “The limited debt capacity reflected in the financial ratios for UNC School of the Arts represents the recent issuance of 2020 nontaxable General Revenue Bonds, with a par amount of \$42.5 million, in which the bond proceeds will be used to finance a new residence hall. In addition, based upon NCDHHS and CDC guidance the University reduced Housing density in response to the coronavirus pandemic emergency, which resulted in decreased revenues. Our policy ratios were established in 2015, when we only had the COPS bonds. Now that we have the 2020 General Revenue bonds, we will be re-evaluating our policy ratios so the data is more meaningful.”

6. Debt Profile

UNCSA's detailed debt profile, including a brief description of each financed project and the source of repayment for each outstanding debt obligation, is reflected in the table on the following page.

Summary of Debt Outstanding as of FYE June 30, 2022						
Series	Dated Date	Outstanding Par Amount	Final Maturity	Type	Purpose	Source of Repayment
2020 UNCSA	06/10/2020	42,485,000.00	02/01/2050	General Revenue	New Dorm Construction	Housing Revenues
2021 UNCSA	05/11/2021	3,172,000.00	06/01/2030	Certificates of Participation	Refunding 2015	Student Fees
		45,657,000.00				

7. Credit Profile

The following page provides a snapshot of UNCOSA's historical key credit metrics, along with (1) a summary of various observations and (2) recommendations for maintaining and improving UNCOSA's credit profile in the future.



Credit Profile of the University– (General Revenue)

Overview

- Moody’s assigned UNCSA’s general revenue bonds an A2 rating. The outlook is stable.
- Credit rating remained unchanged with UNCSA’s sale of General Revenue Bonds, Series 2020

Moody’s	S&P	Fitch
Aaa	AAA	AAA
Aa1	AA+	AA+
Aa2	AA	AA
Aa3	AA-	AA-
A1	A+	A+
A2	A	A
A3	A-	A-
Baa1	BBB+	BBB+
Baa2	BBB	BBB
Baa3	BBB-	BBB-

Non Investment Grade

Key Information Noted in Reports

Credit Strengths

- Niche role, good enrollment diversification, and affordable tuition pricing support
- Favorable student demand and incremental enrollment growth
- Strong financial support from Aaa -rated North Carolina
- In fall 2019, 43% of out -of-state students which is not cap -constrained
- Manageable leverage and solid operating reserve

Credit Challenges

- Thin operating performance, small scope of operations, and tuition pricing limitations
- Cash flow margins are likely to remain weaker than similarly rated peers

Recommendations & Observations

- Continue trend of strengthening of available funds and balance sheet metrics (Expendable Financial Resources, Total Financial Resources, Total Cash and Investments)
- Wealth and liquidity supported by donor support and fundraising efforts to help finance capital needs. Revenue growth and improved performance margins can improve debt affordability for capital projects.

8. Peer Comparison

Moody's Key Credit Ratios	University of North Carolina School of the Arts	Most Recent Peer Institution Data			
Peer Institution		The Juilliard School	Berklee College of Music	University of Cincinnati	Savannah College of Art and Design
Fiscal Year	2022	2022	2022	2022	2022
Most Senior Rating	A2	Aa2	A2	Aa3	A2
Total Long-Term Debt (\$, in millions)	46	192	240	1209	171
Total Cash & Investments (\$, in millions)	185	1395	518	2231	525
Operating Revenue (\$, in millions)	75	124	323	1451	539
Operating Expenses (\$, in millions)	73	125	298	1374	369
Market Performance Ratios					
Annual Change in Operating Revenue (%)	11.7%	9.0%	31.1%	11.0%	17.2%
Operating Ratios					
Operating Cash Flow Margin (%)	10.5%	14.3%	16.1%	19.0%	43.0%
Wealth & Liquidity Ratios					
Total Cash & Investments to Operating Expenses (x)	2.5	11.2	1.7	1.6	1.4
Total Debt to Operating Expenses (x)	0.6	1.5	0.8	0.9	0.5
Monthly Days Cash on Hand (x)	142	1160	254	243	566
Leverage Ratios					
Total Cash & Investments to Total Debt (x)	4.0	7.2	2.2	1.8	3.1
Debt Service to Operating Expenses (%)	3.1%	6.6%	4.7%	5.5%	4.2%
Total Debt-to-Cash Flow (x)	5.9	10.8	4.6	4.4	0.7

*Note: Peers chosen from BOG approved peers if available in Moody's Municipal Financial Ratio Analysis (MFRA) Database. If approved peer data is unavailable, universities with similar credit ratings are used. Data is the most recent available in the MFRA database.

Debt Management Policies

UNCSA's current debt policy is included in the following pages.

Debt Management Manual

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1. Introduction

The University of North Carolina School of the Arts (“UNCSA”) views its debt capacity as a limited resource that should be used, when appropriate, to help fund the capital investments necessary for the successful implementation of UNCSA’s strategic vision to prepare its gifted emerging artists with the experience, knowledge, and skills needed to excel in their disciplines and in their lives, and it serves and enriches the cultural and economic prosperity of the people of North Carolina and the nation. UNCSA recognizes the important role that debt-related strategies may play as it makes the necessary investments in its infrastructure in order to become and remain the destination institution for dedicated students seeking challenging academic programs, engaged faculty and a vibrant campus culture.

This Manual has been developed to assist UNCSA’s efforts to manage its debt on a long-term, portfolio basis and in a manner consistent with UNCSA’s stated policies, objectives and core values. Like other limited resources, UNCSA’s debt capacity should be used and allocated strategically and equitably.

Specifically, the objective of this Manual is to provide a framework that will enable UNCSA’s Board of Trustees (the “Board”) and finance staff to:

- (i) Identify and prioritize projects eligible for debt financing;
- (ii) Limit and manage risk within UNCSA’s debt portfolio;
- (iii) Establish debt management guidelines and quantitative parameters for evaluating UNCSA’s financial health, debt affordability and debt capacity;
- (iv) Manage and protect UNCSA’s credit profile in order to maintain UNCSA’s credit rating at a strategically optimized level and maintain access to the capital markets; and
- (v) Ensure UNCSA remains in compliance with all of its post-issuance obligations and requirements.

This Manual is intended solely for UNCSA’s internal planning purposes. The Vice Chancellor for Business Affairs and/or the Associate Vice Chancellor for Finance and Controller will review this Manual annually and, if necessary, recommend changes to ensure that it remains consistent with University’s strategic objectives and the evolving demands and accepted practices of the public higher education marketplace. Proposed changes to this Manual are subject to the Chancellor’s approval.

2. Authorization and Oversight

UNCSA’s Associate Vice Chancellor for Finance and Controller is responsible for the day-to-day management of UNCSA’s financial affairs in accordance with the terms of this Manual and for all of UNCSA’s debt financing activities. Each University financing will conform to all applicable State and Federal laws.

The Board will consider for approval each proposed financing in accordance with the requirements of any applicable State law.

3. Process for Identifying and Prioritizing Capital Projects Requiring Debt

Only projects that directly or indirectly relate to the mission of UNCSA will be considered for debt financing.

- (i) Self-Liquidating Projects – A project that has a related revenue stream (self-liquidating project) will receive priority consideration. Each self-liquidating project financing must be supported by an achievable plan of finance that provides, or identifies sources of funds, sufficient to (1) service the debt associated with the project, (2) pay for any related infrastructure improvements, (3) cover any new or increased operating costs and (4) fund appropriate reserves for anticipated replacement and renovation costs.
- (ii) Energy Conservation Projects – Each energy conservation project financing must provide annual savings sufficient to service the applicable debt and all related monitoring costs.
- (iii) Other Projects – Other projects funded through budgetary savings, gifts and grants will be considered on a case-by-case basis. Any projects that will require gift financing or include a gift financing component must be approved by the Vice Chancellor for Business Affairs before any project-restricted donations are solicited. The fundraising goal for any project to be financed primarily with donations should also include, when feasible, an appropriately-sized endowment for deferred maintenance and other ancillary ownership costs. In all cases, institutional strategy, and not donor capacity, must drive the decision to pursue any proposed project.

4. Benchmarks and Debt Ratios

Overview

When evaluating its current financial health and any proposed plan of finance, UNCOSA takes into account both its debt affordability and its debt capacity. Debt affordability focuses on UNCOSA's cash flows and measures UNCOSA's ability to service its debt through its operating budget and identified revenue streams. Debt capacity, on the other hand, focuses on the relationship between UNCOSA's net assets and its total debt outstanding.

Debt capacity and affordability are impacted by a number of factors, including UNCOSA's enrollment trends, reserve levels, operating performance, ability to generate additional revenues to support debt service, competing capital improvement or programmatic needs, and general market conditions. Because of the number of potential variables, UNCOSA's debt capacity cannot be calculated based on any single ratio or even a small handful of ratios.

UNCOSA believes, however, that it is important to consider and monitor objective metrics when evaluating UNCOSA's financial health and its ability to incur additional debt. To that end, UNCOSA has identified three key financial ratios that it will use to assess its ability to absorb additional debt based on its current and projected financial condition:

- (i) Debt to Obligated Resources
- (ii) Expendable Resources to Debt
- (iii) Debt Service to Operating Expenses

Note that the selected financial ratios are also monitored as part of the debt capacity study for The University of North Carolina delivered each year under Article 5 of Chapter 116D of the North Carolina General Statutes (the "UNC Debt Capacity Study"), which UNCOSA believes will promote clarity and consistency in UNCOSA's debt management and planning efforts.

UNCOSA has established for each ratio a floor or ceiling target, as the case may be, with the expectation that UNCOSA will operate within the parameters of those ratios most of the time. To the extent possible, the policy ratios established from time to time in this Manual should align with the ratios used in the report UNCOSA

submits each year as part of the UNC Debt Capacity Study. The policy ratios have been established to help preserve UNCOSA's financial health and operating flexibility and to ensure UNCOSA is able to access the market to address capital needs or to take advantage of potential refinancing opportunities. Attaining or maintaining a specific credit rating is not an objective of this Manual.

UNCOSA recognizes that the policy ratios, while helpful, have limitations and should not be viewed in isolation of UNCOSA's strategic plan or other planning tools. In accordance with the recommendations set forth in the initial UNC Debt Capacity Study delivered April 1, 2016, UNCOSA has developed as part of this Manual specific criteria for evaluating and, if warranted, approving critical infrastructure projects even when UNCOSA has limited debt capacity as calculated by the UNC Debt Capacity Study or the benchmark ratios in this Manual. In such instances, the Board may approve the issuance of debt with respect to a proposed project based on one or more of the following findings:

- (i) The proposed project would generate additional revenues (including, if applicable, dedicated student fees or grants) sufficient to support the financing, which revenues are not currently captured in the benchmark ratios.
- (ii) The proposed project would be financed entirely with private donations based on pledges already in hand.
- (iii) The proposed project is essential to the implementation of one of the Board's strategic priorities.
- (iv) The proposed project addresses life and safety issues or addresses other critical infrastructure needs.
- (v) Foregoing or delaying the proposed project would result in significant additional costs to UNCOSA or would negatively impact UNCOSA's credit rating.

At no point, however, should UNCOSA intentionally operate outside an established policy ratio without conscious and explicit planning.

Ratio 1 – Debt to Obligated Resources

What does it measure?	UNCOSA's aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt under the General Revenue Bond Statutes
Why is it tracked?	The ratio, which is based on the legal structure proscribed by the General Revenue Bond Statutes, provides a general indication of UNCOSA's ability to absorb debt on its balance sheet and is the primary ratio used to calculate UNCOSA's "debt capacity" under the methodology used in the UNC Debt Capacity Study
How is it calculated?	Aggregate debt divided by obligated resources*
Policy Ratio:	Not to exceed 1.50x (UNC Debt Capacity Study Target Ratio = 1.50x)

*Available Funds, which is the concept commonly used to capture each UNC's campus's obligated resources in its loan and bond documentation, has been used as a proxy for obligated resources. The two concepts are generally identical, though *Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of UNCOSA's obligated resources.*

Ratio 2 – Expendable Resources to Debt

What does it measure?	The number of times UNCSA's liquid and expendable net assets covers its aggregate debt
Why is it tracked?	The ratio, which is widely tracked by rating agencies and other capital market participants, is a basic measure of financial health and assesses UNCSA's ability to settle its debt obligations using only its available net assets as of a particular date
How is it calculated?	The sum of (1) Adjusted Unrestricted Net Assets and (2) Restricted Expendable Net Assets divided by aggregate debt
Policy Ratio:	Not less than 1.25x

Ratio 3 – Debt Service to Operating Expenses

What does it measure?	UNCSA's debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues
Why is it tracked?	The ratio, which is widely tracked by rating agencies and other capital market participants, evaluates UNCSA's relative cost of borrowing to its overall expenditures and provides a measure of UNCSA's budgetary flexibility
How is it calculated?	Annual debt service divided by annual operating expenses
Policy Ratio:	Not to exceed 3.00%

Reporting

The Vice Chancellor for Business Affairs and/or the Associate Vice Chancellor for Finance and Controller will review each ratio in connection with the delivery of the University's audited financials and will provide an annual report to the Board substantially in the form of **Appendix B** detailing (1) the calculation of each ratio for that fiscal year and (2) an explanation for any ratio that falls outside the University's stated policy ratio, along with (a) any applicable recommendations, strategies and an expected timeframe for aligning such ratio with the University's stated policy or (b) the rationale for any recommended changes to any such stated policy ratio going forward (including any revisions necessitated by changes in accounting standards or rating agency methodologies).

5. Debt Portfolio Management and Transaction Structure Considerations

Generally

Numerous types of financing structures and funding sources are available, each with specific benefits, risks, and costs. Potential funding sources and structures will be reviewed and considered by the Vice Chancellor for Business Affairs and/or Associate Vice Chancellor for Finance and Controller within the context of this Manual and the overall portfolio to ensure that any financial product or structure is consistent with UNCSA's stated objectives. As part of effective debt management, UNCSA must also consider its investment and cash management strategies, which influence the desired structure of the debt portfolio.

Method of Sale

UNCSA will consider various methods of sale on a transaction-by-transaction basis to determine which method of sale (i.e., competitive, negotiated or private placement) best serves UNCSA's strategic plan and financing objectives. In making that determination, UNCSA will consider, among other factors: (1) the size and complexity of the issue, (2) the current interest rate environment and other market factors (such as bank and investor appetite) that might affect UNCSA's cost of funds, and (3) possible risks associated with each method of sale (e.g., rollover risk associated with a financing that is privately placed with a bank for a committed term that is less than the term of the financing).

Tax Treatment

When feasible and appropriate for the particular project, the use of tax-exempt debt is generally preferable to taxable debt. Issuing taxable debt may reduce UNCSA's overall debt affordability due to higher rates but may be appropriate for projects that do not qualify for tax-exemption, or that may require interim funding. For example, taxable debt may be justified if it sufficiently mitigates UNCSA's ongoing administrative and compliance risks. When used, taxable debt should be structured to provide maximum repayment flexibility and rapid principal amortization.

Structure and Maturity

To the extent practicable, UNCSA should structure its debt to provide for level annual payments of debt service, though UNCSA may elect alternative structures when the Vice Chancellor for Business Affairs determines it to be in UNCSA's best interest. In addition, when financing projects that are expected to be self-supporting (such as a revenue-producing facility or a facility to be funded entirely through a dedicated fundraising campaign), the debt service may be structured to match future anticipated receipts.

UNCSA will use maturity structures that correspond with the life of the facilities financed, not to exceed 30 years. Equipment should be financed for a period not to exceed 120% of its useful life. Such determinations may be made on a blended basis, taking into account all assets financed as part of a single debt offering. As market dynamics change, maturity structures should be reevaluated. Call features should be structured to provide the highest degree of flexibility relative to cost.

Variable Rate Debt

UNCSA recognizes that a degree of exposure to variable interest rates within UNCSA's debt portfolio may be desirable in order to (1) take advantage of repayment or restructuring flexibility, (2) benefit from historically lower average interest costs and (3) provide a "match" between debt service requirements and the projected cash flows from UNCSA's assets. UNCSA's debt portfolio should be managed to ensure that no more than 20% of UNCSA's total debt bears interest at an unhedged variable rate.

UNCSA's finance staff will monitor overall interest rate exposure and will analyze and quantify potential risks, including interest rate, liquidity and rollover risks. UNCSA may manage the liquidity risk of variable rate debt either through its own working capital/investment portfolio, the type of instrument used, or by using third party sources of liquidity. UNCSA may manage interest rate risk in its portfolio through specific budget and central bank management strategies or through the use of derivative instruments.

[Public Private Partnerships]

To address UNCSA's anticipated capital needs as efficiently and prudently as possible, UNCSA may choose to explore and consider opportunities for alternative and non-traditional transaction structures (collectively, "P3 Arrangements").

Due to their higher perceived risk and increased complexity, and because the cash flows for the project must satisfy the private partner's expected risk-adjusted rate of return, the financing and initial transaction costs for projects acquired through P3 Arrangements are generally higher than projects financed with proceeds of traditional debt instruments. P3 Arrangements should therefore be pursued only when UNCOSA has determined that (1) a traditional financing alternative is not feasible, (2) a P3 Arrangement will likely produce construction or overall operating results that are superior, faster or more efficient than a traditional delivery model or (3) a P3 Arrangement serves one of the Board's broader strategic objectives (e.g., a decision that operating a particular auxiliary function is no longer consistent with UNCOSA's core mission).

Absent a compelling strategic reason to the contrary, P3 Arrangements should not be considered if the Vice Chancellor for Business Affairs determines, in consultation with UNCOSA's advisors, that the P3 Arrangement will be viewed as "on-credit" (i.e., treated as University debt) by UNCOSA's auditors or outside rating agencies. When evaluating whether the P3 Arrangement should be viewed as "on-credit," rating agencies consider UNCOSA's economic interest in the project and the level of control it exerts over the project. Further, rating agencies will generally treat a P3 Arrangement as University debt if the project is located on UNCOSA's campus or if the facility is to be used for an essential University function. For this reason, any P3 Arrangement for a university-related facility to be located on land owned by the State, UNCOSA or a UNCOSA affiliate must be approved in advance by the Chancellor.

Refunding Considerations

UNCOSA will actively monitor its outstanding debt portfolio for refunding or restructuring opportunities. Absent a compelling economic or strategic reason to the contrary, UNCOSA should evaluate opportunities to issue bonds for the purpose of refunding existing debt obligations of UNCOSA ("Refunding Bonds") using the following general guidelines:

- (i) The life of the Refunding Bonds should not exceed the remaining life of the bonds being refunded.
- (ii) Refunding Bonds issued to achieve debt service savings should have a target savings level measured on a present net value basis of at least 3% of the par amount refunded.
- (iii) Refunding Bonds that do not achieve debt service savings may be issued to restructure debt or provisions of bond documents if such refunding serves a compelling interest.
- (iv) Refunding Bonds may also be issued to relieve UNCOSA of certain limitations, covenants, payment obligations or reserve requirements that reduce operational flexibility.

6. Derivative Products

UNCOSA recognizes that derivative products may provide for more flexible management of the debt portfolio. In certain circumstances, interest rate swaps and other derivatives permit UNCOSA to adjust its mix of fixed- and variable-rate debt and manage its interest rate exposures. Derivatives may also be an effective way to manage liquidity risks. UNCOSA will use derivatives only to manage and mitigate risk; UNCOSA will not use derivatives to create leverage or engage in speculative transactions.

As with underlying debt, UNCOSA's finance staff will evaluate any derivative product comprehensively, taking into account its potential costs, benefits and risks, including, without limitation, any tax risk, interest rate risk, liquidity risk, credit risk, basis risk, rollover risk, termination risk, counterparty risk, and amortization risk. Before entering into any derivative product, the Vice Chancellor for Business Affairs and/or Associate Vice Chancellor for Finance and Controller must (1) conclude, based on the advice of a reputable swap advisor, that the terms of any swap transaction are fair and reasonable under current market conditions and (2)

ensure that UNCOSA's finance staff has a clear understanding of the proposed transaction's costs, cash flow impact and reporting treatment.

UNCOSA will use derivatives only when the Vice Chancellor for Business Affairs and/or Associate Vice Chancellor for Finance and Controller determines, based on the foregoing analysis, that the instrument provides the most effective method for accomplishing UNCOSA's strategic objectives without imposing inappropriate risks on UNCOSA.

7. Post-Issuance Compliance Matters

On their adoption, the Associate Vice Chancellor for Finance and Controller will attach as **Appendix A** to this Strategy any policies relating to post-issuance compliance.

The University of North Carolina System Debt Capacity Study – Fiscal Year 2022

Western Carolina University
Institution Report

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1. Executive Summary

Overview of the Institution Report

Pursuant to Article 5 of Chapter 116D of the North Carolina General Statutes (the “*Act*”), Western Carolina University (“*WCU*”) has submitted this report (this “*Institution Report*”) as part of the annual debt capacity study (the “*Study*”) undertaken by The University of North Carolina (the “*University*”) in accordance with the Act. Each capitalized term used but not defined in this Institution Report has the meaning given to such term in the Study.

This Institution Report details the historical and projected financial information incorporated into the financial model developed in connection with the Study. WCU has used the model to calculate and project the following three financial ratios:

- Debt to Obligated Resources
- Five-Year Payout Ratio
- Debt Service to Operating Expenses

See **Appendix A** to the Study for more information on the ratios and related definitions.

To produce a tailored, meaningful model, WCU, in consultation with the UNC System Office, has set its own policies for each model ratio. For the two statutorily-required ratios—**debt to obligated resources** and the **five-year payout ratio**—WCU has set both a target policy and a floor or ceiling policy, as applicable.

For the purposes of the Study, WCU’s debt capacity reflects the amount of debt WCU could issue during the Study Period without exceeding its ceiling ratio for **debt to obligated resources**, after taking into account debt the General Assembly has previously approved that WCU intends to issue during the Study Period. Details regarding each approved project are provided in Section 3.

This Institution Report also includes the following information required by the Act:

- WCU’s current debt profile, including project descriptions financed with, and the sources of repayment for, WCU’s outstanding debt;
- WCU’s current credit profile, along with recommendations for maintaining or improving WCU’s credit rating; and
- A copy of any WCU debt management policy currently in effect.

Overview of WCU

For the fall 2022 semester, WCU had a headcount student population of approximately 11,635, including 9,956 undergraduate students and 1,679 graduate students. Over the past 5 years, WCU’s enrollment has remained stable.

WCU’s average age of plant is 14.2 years. Age of plant is a financial ratio calculated by dividing the accumulated depreciation by the annual depreciation expense. A low age of plant generally indicates the institution is taking a sustainable approach to its deferred maintenance and reinvestment programs.

WCU anticipates incurring \$30 million in new debt issuances during the study period detailed in **Section 3**. WCU has made no changes to the financial model’s standard growth assumptions.

2. Institution Data

Notes

- Obligated Resources equals Available Funds plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Operating Expenses equals Operating Expenses plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Outstanding debt service is based on WCU's outstanding debt **as of June 30, 2022**, excluding state appropriated debt (such as energy savings contracts). Debt service is net of any interest subsidies owed to WCU by the federal government (discounted by an assumed 6.2% sequestration rate) and uses reasonable unhedged variable rate assumptions.
- New money debt issued **after June 30, 2022**, together with any legislatively approved debt WCU expects to issue during the Study Period, **are included** in the model as "proposed debt service" and are taken into account in the projected financial ratios shown in this Institution Report.
- Repayments, redemptions or refundings that have occurred **after June 30, 2022** are not included in the model, meaning the debt service schedules reflected below may overstate WCU's current debt burden.

Obligated Resources						Outstanding Debt				
Fiscal Year	Available Funds (Before GASB Adjustment)	GASB 68 Adjustment	GASB 75 Adjustment	AF Growth	Available Funds (After GASB Adjustment)	Fiscal Year	Principal	Net Interest	Debt Service	Principal Balance
	Operating Exp.	Adjustment	Adjustment		Growth					
2018	(87,996,057)	11,238,050	241,072,371		164,314,364	2023	6,780,000	7,375,552	14,155,552	183,140,000
2019	(97,785,259)	11,547,232	247,061,837	-2.12%	160,823,810	2024	5,505,000	7,201,826	12,706,826	177,635,000
2020	(84,726,621)	18,272,918	221,863,705	-3.37%	155,410,002	2025	5,685,000	7,021,899	12,706,899	171,950,000
2021	(72,268,375)	22,389,492	207,586,210	1.48%	157,707,327	2026	6,540,000	6,810,431	13,350,431	165,410,000
2022	(55,622,311)	27,455,216	208,518,947	14.36%	180,351,852	2027	6,420,000	6,572,347	12,992,347	158,990,000
2023	(28,832,711)	17,879,103	200,268,947	4.97%	189,315,339	2028	6,135,000	6,332,280	12,467,280	152,855,000
2024	(8,339,469)	15,065,780	191,998,000	4.97%	198,724,311	2029	5,585,000	6,122,944	11,707,944	147,270,000
2025	9,381,399	13,206,181	183,728,000	3.82%	206,315,580	2030	5,840,000	5,874,034	11,714,034	141,430,000
2026	27,219,835	11,655,000	175,322,000	3.82%	214,196,835	2031	6,110,000	5,604,000	11,714,000	135,320,000
2027	42,879,057	10,000,097	169,500,000	3.82%	222,379,154	2032	6,395,000	5,320,413	11,715,413	128,925,000
Operating Expenses						2033	6,680,000	5,032,272	11,712,272	122,245,000
Fiscal Year	Operating Exp.	GASB 68 Adjustment	GASB 75 Adjustment	Growth	Operating Exp.	2034	6,985,000	4,732,509	11,717,509	115,260,000
2018	223,278,944	(2,016,765)	1,873,246		223,135,425	2035	5,850,000	4,441,275	10,291,275	109,410,000
2019	229,075,814	(1,571,730)	9,558,019	6.24%	237,062,103	2036	6,070,000	4,218,425	10,288,425	103,340,000
2020	241,820,397	(5,452,096)	9,371,699	3.66%	245,740,000	2037	6,300,000	3,986,650	10,286,650	97,040,000
2021	243,163,504	(6,994,979)	4,709,932	-1.98%	240,878,457	2038	6,545,000	3,745,500	10,290,500	90,495,000
2022	250,955,911	4,979,778	(6,064,280)	3.73%	249,871,409	2039	6,770,000	3,519,063	10,289,063	83,725,000
2023	257,218,262	(3,178,244)	8,250,000	4.97%	262,290,018	2040	7,000,000	3,283,888	10,283,888	76,725,000
2024	271,413,460	(2,491,135)	6,403,507	4.97%	275,325,832	2041	7,255,000	3,030,906	10,285,906	69,470,000
2025	282,701,854	(1,985,846)	5,127,271	3.82%	285,843,279	2042	7,525,000	2,763,300	10,288,300	61,945,000
2026	295,798,067	(1,292,623)	2,257,048	3.82%	296,762,492	2043	7,860,000	2,426,450	10,286,450	54,085,000
2027	303,664,391	(605,324)	5,039,752	3.82%	308,098,819	2044	8,210,000	2,074,250	10,284,250	45,875,000
						2045	8,565,000	1,724,238	10,289,238	37,310,000
						2046	8,915,000	1,377,166	10,292,166	28,395,000
						2047	8,125,000	1,044,425	9,169,425	20,270,000
						2048	8,445,000	727,109	9,172,109	11,825,000
						2049	5,795,000	451,300	6,246,300	6,030,000
						2050	6,030,000	218,600	6,248,600	-

3. Proposed Debt Financings

The table below summarizes any legislatively approved projects that UNC-Chapel Hill expects to finance during the Study Period. Using the assumptions outlined in the table below, the model has developed a tailored, but conservative, debt service schedule for each proposed financing and incorporated each pro forma debt service schedule into its calculations of the financial ratios as detailed in **Section 4** below.

Western Carolina University Proposed Debt Financings						
FY Issued	Description	Borrowing Amount	Term	Principal Deferral	Structure	Rate
2025	Athletic Facilities Renovation	30,000,000	30		Level D/S	3.71%

4. Financial Ratios

Debt to Obligated Resources

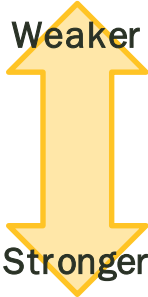
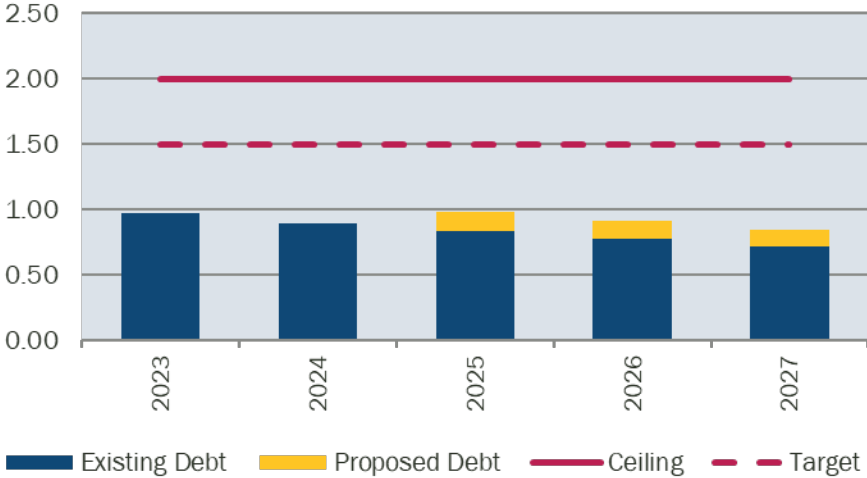
- **What does it measure?** WCU’s aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt.
- **How is it calculated?** Aggregate debt divided by obligated resources*
- Target Ratio: 1.50
- Ceiling Ratio: Not to exceed 2.00
- Projected 2023 Ratio: 0.97
- Highest Study Period Ratio: 0.98 (2025)

*Available Funds, which is the concept commonly used to capture an institution’s obligated resources in its loan and bond documentation, has been used in the model as a proxy for obligated resources. For most institutions, the two concepts are identical, though Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of an institution’s obligated resources.

Debt to Obligated Resources

Fiscal Year	Obligated Resources	Growth	Existing Debt	Proposed Debt	Ratio - Existing	Ratio - Proposed	Ratio - Total
2023	189,315,339	4.97%	183,140,000	-	0.97	n/a	0.97
2024	198,724,311	4.97%	177,635,000	-	0.89	n/a	0.89
2025	206,315,580	3.82%	171,950,000	30,000,000	0.83	0.15	0.98
2026	214,196,835	3.82%	165,410,000	29,438,942	0.77	0.14	0.91
2027	222,379,154	3.82%	158,990,000	28,857,051	0.71	0.13	0.84

Debt to Obligated Resources



5-Year Payout Ratio Overview

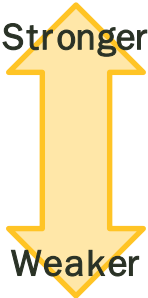
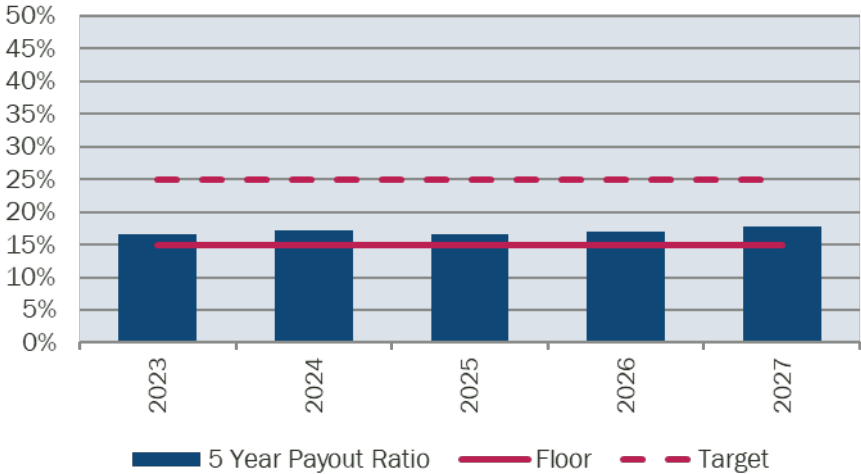
- **What does it measure?** The percentage of WCU’s debt scheduled to be retired in the next five years.
- **How is it calculated?** Aggregate principal to be paid in the next five years divided by aggregate debt

- Target Ratio: 25%
- Floor Ratio: Not less than 15%
- Projected 2023 Ratio: 17%
- Lowest Study Period Ratio: 17% (2024)

5-Year Payout Ratio

Fiscal Year	Principal Balance	Ratio
2023	183,140,000	17%
2024	177,635,000	17%
2025	201,950,000	17%
2026	194,848,942	17%
2027	187,847,051	18%

5-Year Payout Ratio



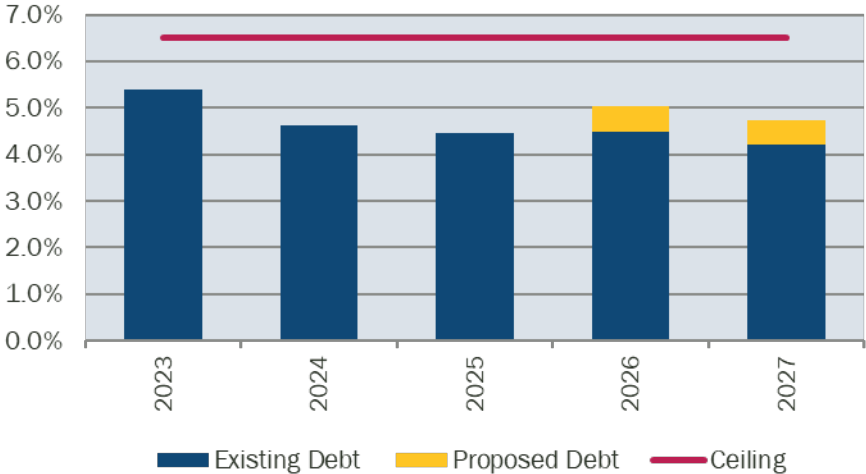
Debt Service to Operating Expenses

- **What does it measure?** WCU’s debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues.
 - **How is it calculated?** Annual debt service divided by annual operating expenses (as adjusted to include interest expense of proposed debt)
- Policy Ratio: Not to exceed 6.50%
 - Projected 2023 Ratio: 5.40%
 - Highest Study Period Ratio: 5.40% (2023)

Debt Service to Operating Expenses

Fiscal Year	Operating Expenses	Growth	Existing Debt Service	Proposed Debt Service	Ratio - Existing	Ratio - Proposed	Ratio - Total
2023	262,290,018	4.97%	14,155,552	-	5.40%	n/a	5.40%
2024	275,325,832	4.97%	12,706,826	-	4.62%	n/a	4.62%
2025	285,843,279	3.82%	12,706,899	-	4.45%	n/a	4.45%
2026	297,876,392	3.82%	13,350,431	1,674,958	4.48%	0.56%	5.04%
2027	309,191,887	3.82%	12,992,347	1,674,958	4.20%	0.54%	4.74%

Debt Service to Operating Expenses



5. Debt Capacity Calculation

Debt Capacity Calculation

- For the purposes of this Institution Report and the Study, WCU’s debt capacity is based on the amount of debt WCU could issue during the Study Period (after taking into account any legislatively approved projects detailed in **Section 3** above) without exceeding its ceiling ratio for **debt to obligated resources**.
- As presented below, WCU’s current debt capacity equals **the lowest constraint on its debt capacity** in any single year during the Study Period.
- Based solely on the **debt to obligated resources** ratio, WCU’s current estimated debt capacity is **\$195,490,678**. After taking into account any legislatively approved projects detailed in **Section 3** above, if WCU issued no additional debt until the last year of the Study Period, then WCU’s debt capacity for 2027 is projected to increase to **\$256,911,258**.
- WCU’s debt capacity excludes the request of Board approval for General Assembly self-liquidating authorization to acquire a Public Private Partnership (PPP) capital project and associated financing.

Fiscal Year	Debt to Obligated Resources (Current Ratio)	Debt to Obligated Resources (Ceiling)	Debt Capacity Calculation
2023	0.97	2.00	195,490,678
2024	0.89	2.00	219,813,623
2025	0.98	2.00	210,681,160
2026	0.91	2.00	233,544,729
2027	0.84	2.00	256,911,258

Limitations on Debt Capacity, Credit Rating Implications, and Comment from WCU

- The debt capacity calculation shown above provides a general indication of WCU’s ability to absorb debt on its balance sheet during the Study Period and may help identify trends and issues over time.
- **“Debt capacity” does not** necessarily equate to **“debt affordability,”** which takes into account a number of quantitative and qualitative factors, including project revenues and expenses, cost of funds and competing strategic priorities.
- **If WCU were to use all of its calculated debt capacity during the Study Period, WCU’s credit ratings may face significant downward pressure.**
- Projecting the exact amount WCU could issue during the Study Period without negatively impacting its credit rating is difficult for a number of reasons.
 - **Use of Multiple Factors**
 - Any single financial ratio makes up only a fraction of the “scorecard” used by rating agencies to guide their credit analysis.
 - Under Moody’s approach, for example, the **financial leverage ratio** accounts for only **10%** of an issuer’s overall score.
 - **The State’s Impact**
 - In assessing each institution’s credit rating, rating agencies also consider the State’s credit rating and demographic trends, the health of its pension system, the level of support it has

- historically provided to the institution, and any legislation or policies affecting campus operations.
- Historically, each institution’s credit rating has been bolstered by the State’s strong support and overall financial health. As a result, many institutions “underperform” relative to the national median ratios for their rating category.
 - If “debt capacity” were linked to those national median ratios, many institutions would have limited debt capacity for an extended period of time.
- **Factor Interdependence**
 - The quantitative and qualitative factors interact with one another in ways that are difficult to predict.
 - For example, a university’s “**strategic positioning**” score, which accounts for 10% of its overall score under Moody’s criteria, could deteriorate if a university either (1) issued excessive debt or (2) failed to reinvest in its campus to address its deferred maintenance obligations.
 - **Distortions Across Rating Categories**
 - Because quantitative ratios account for only a portion of an issuer’s final rating, the national median for any single ratio is not perfectly correlated to rating outcomes, meaning the median ratio for a lower rating category may be more stringent than the median ratio for a higher rating category. For the highest and lowest rating categories, the correlation between any single ratio and rating outcomes becomes even weaker.
 - Tying capacity directly to ratings may also distort strategic objectives. For example, an institution may be penalized for improving its rating, as it may suddenly lose all of its debt capacity because it must now comply with a much more stringent ratio.
- WCU provided the following comment on the financial ratios that are outside the target range.
 - **“For projected ratios that are out of range, the University’s issuance of new debt for the construction of a residence hall project is impacting the ratios in the short-term. Two dormitories were demolished for the new construction, and thus, housing revenue will be down slightly until the replacement housing is brought online.”**

6. Debt Profile

WCU's detailed debt profile, including a brief description of each financed project and the source of repayment for each outstanding debt obligation, is reflected in the table on the following page.

Summary of Debt Outstanding as of FYE June 30, 2022						
Series	Dated Date	Outstanding Par Amount	Final Maturity	Type	Purpose	Source of Repayment
2013 WCU	04/11/2013	5,995,000.00	06/01/2033	Limited Obligation	Refunding 2003	Housing Revenue
2015 A WCU	11/19/2015	32,320,000.00	10/01/2045	General Revenue	Brown Renovation	Student Fees
2015 B WCU	11/19/2015	3,745,000.00	10/01/2026	General Revenue	Refunding 2006A	Student Fees
2015 WCU	04/30/2015	5,295,000.00	06/01/2032	Limited Obligation	Refunding 2005	Housing Revenue
2016 WCU	04/27/2016	33,325,000.00	06/01/2039	Limited Obligation	Refunding 2008	Housing Revenue
2018 WCU	04/05/2018	44,685,000.00	10/01/2047	General Revenue	Upper Campus New Residence Hall	Housing Revenue
2020 B WCU	09/30/2020	75,815,000.00	04/01/2050	General Revenue	Lower Campus Residence Hall	Housing Revenue
2020 C WCU	09/30/2020	14,175,000.00	04/01/2028	General Revenue	Refunding 2011B	Housing Revenue; Student Fees
2020 WCU	03/18/2020	19,180,000.00	10/01/2049	General Revenue	Parking Garage	Parking Revenue
Total		234,535,000.00				

7. Credit Profile

The following page provides a snapshot of WCU's current credit ratings, along with (1) a summary of various credit factors identified in WCU's most recent rating report and (2) recommendations for maintaining and improving WCU's credit ratings in the future.



Credit Profile of the University– (General Revenue)

Overview

- Moody’s maintains a Aa3 rating on WCU’s general revenue bonds. The outlook is stable
- Credit rating remained unchanged with WCU’s sale of General Revenue Refunding Bonds, Series 2020B and Series 2020C

Moody’s	S&P	Fitch
Aaa	AAA	AAA
Aa1	AA+	AA+
Aa2	AA	AA
Aa3	AA-	AA-
A1	A+	A+
A2	A	A
A3	A-	A-
Baa1	BBB+	BBB+
Baa2	BBB	BBB
Baa3	BBB-	BBB-

Non Investment Grade

Key Information Noted in Reports

Credit Strengths

- Steadily growing enrollment and close budget oversight
- Low-cost provider of higher education
- Consistently favorable operating performance and strong liquidity
- Solid financial support from the State of North Carolina (Aaa stable)
- Well-managed financial operations provide solid and consistent operating performance
- Financial reserves are increasing at a pace above other Aa3 -rated peers

Credit Challenges

- Heavy reliance on state funding with the reliance increasing due to NC Promise Tuition Plan
- State imposed pricing restrictions limits the university’s ability to address unforeseen budget pressures
- Limited additional debt capacity without financial reserve growth

Recommendations & Observations

- Continue to develop and implement strategies and policies to meet WCU’s unique challenges, including strategies to growth wealth to provide a stronger cushion relative to debt and improve revenue diversity.
- During the COVID pandemic, continued assessment of operating cash flows and reserves can improve performance margins and debt affordability.

8. Peer Comparison

Moody's Key Credit Ratios	Western Carolina University	Most Recent Peer Institution Data			
Peer Institution		Indiana State University	Western Kentucky University	Ferris State University	Central Washington University
Fiscal Year	2022	2022	2022	2021	2022
Most Senior Rating	Aa3	A1	A2	A1	A2
Total Long-Term Debt (\$, in millions)	289	228	258	109	136
Total Cash & Investments (\$, in millions)	320	242	334	196	120
Operating Revenue (\$, in millions)	281	224	279	222	235
Operating Expenses (\$, in millions)	251	224	269	209	248
Market Performance Ratios					
Annual Change in Operating Revenue (%)	11.7%	-1.9%	-1.4%	-2.7%	4.7%
Operating Ratios					
Operating Cash Flow Margin (%)	18.0%	13.5%	14.7%	12.8%	7.3%
Wealth & Liquidity Ratios					
Total Cash & Investments to Operating Expenses (x)	1.3	1.1	1.2	0.9	0.5
Total Debt to Operating Expenses (x)	1.2	1.0	1.0	0.5	0.5
Monthly Days Cash on Hand (x)	244	242	171	262	95
Leverage Ratios					
Total Cash & Investments to Total Debt (x)	1.1	1.1	1.3	1.8	0.9
Debt Service to Operating Expenses (%)	5.9%	9.7%	7.0%	5.5%	5.0%
Total Debt-to-Cash Flow (x)	5.7	7.5	6.3	3.8	7.9

*Note: Peers chosen from BOG approved peers if available in Moody's Municipal Financial Ratio Analysis (MFRA) Database. If approved peer data is unavailable, universities with similar credit ratings are used. Data is the most recent available in the MFRA database.

9. Debt Management Policies

WCU's current debt policy is attached.

Debt Management Strategy

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1. Introduction

Western Carolina University (“WCU”) views its debt capacity as a limited resource that should be used, when appropriate, to help fund the capital investments necessary for the successful implementation of WCU’s strategic vision to serve the people of North Carolina and beyond, while preserving the operational flexibility and resources necessary to support WCU’s current and future programming. WCU recognizes the important role that the responsible stewardship of its financial resources will play as WCU seeks to invest in its campus and related infrastructure in order to meet anticipated demand.

This Strategy has been developed to assist WCU’s efforts to manage its debt on a long-term, portfolio basis and in a manner consistent with WCU’s stated policies, objectives and core values. Like other limited resources, WCU’s debt capacity should be used and allocated strategically and equitably.

Specifically, the objective of this Strategy is to provide a framework that will enable WCU’s Board of Trustees (the “Board”) and finance staff to:

- (i) Identify and prioritize projects eligible for debt financing;
- (ii) Limit and manage risk within WCU’s debt portfolio;
- (iii) Establish debt management guidelines and quantitative parameters for evaluating WCU’s financial health, debt affordability and debt capacity;
- (iv) Manage and protect WCU’s credit profile in order to maintain WCU’s credit rating at a strategically optimized level and maintain access to the capital markets; and
- (v) Ensure WCU remains in compliance with all of its post-issuance obligations and requirements.

This Strategy is intended solely for WCU’s internal planning purposes. The Vice Chancellor for Administration & Finance will review this Strategy annually and, if necessary, recommend changes to ensure that it remains consistent with the University’s strategic objectives and the evolving demands and accepted practices of the public higher education marketplace. Proposed changes to this Strategy are subject to the Board’s approval.

2. Authorization and Oversight

WCU’s Vice Chancellor for Administration & Finance is responsible for the day-to-day management of WCU’s financial affairs in accordance with the terms of this Strategy and for all of WCU’s debt financing activities. Each University financing will conform to all applicable State and Federal laws.

The Board will consider for approval each proposed financing in accordance with the requirements of any applicable State law.

3. Process for Identifying and Prioritizing Capital Projects Requiring Debt

Only projects that directly or indirectly relate to the mission of WCU will be considered for debt financing.

- (i) Self-Liquidating Projects – A project that has a related revenue stream (self-liquidating project) will receive priority consideration. Each self-liquidating project financing must be supported by an achievable plan of finance that provides, or identifies sources of funds, sufficient to (1) service the debt associated with the project, (2) pay for any related infrastructure improvements, (3) cover any new or increased operating costs and (4) fund appropriate reserves for anticipated replacement and renovation costs.
- (ii) Energy Conservation Projects – Each energy conservation project financing must provide annual savings sufficient to service the applicable debt and all related monitoring costs.
- (iii) Other Projects – Other projects funded through budgetary savings, gifts and grants will be considered on a case-by-case basis. Any project requiring financing to be repaid primarily with gift receipts (a “Gift-Financed Project”) must be approved by the Chancellor with consultation from the Vice Chancellor for Development and Alumni Relations and the Vice Chancellor for Administration & Finance before any project-restricted donations are solicited. In all cases, institutional strategy, and not donor capacity, must drive the decision to pursue any proposed project.

The fundraising goal for any Gift-Financed Project should include, when feasible, an appropriately-sized endowment for deferred maintenance and other ancillary ownership costs. When such endowment is not feasible, the plan of finance for the Gift-Financed Project must identify other sources of funds sufficient to cover incremental increases in operating costs and to fund appropriate reserves for anticipated replacement and renovation costs relating to the Gift-Financed Project.

The University recognizes that it will begin to incur (1) significant soft costs for any Gift-Financed Project when an architect is selected and (2) significant hard costs for a project when construction actually begins. For any Gift-Financed Project, therefore, the University must have raised (1) at least 25% of the applicable fundraising goal in gifts and pledges before selecting an architect and (2) 100% of such fundraising goal in gifts before beginning construction. If less than 100% of the fundraising goal has been met, the University may still begin construction for a Gift-Financed Project if it has developed an achievable plan of finance that identifies sources of funds (other than gifts) sufficient to support a permanent financing for any difference between the applicable fundraising goal and the amount of gifts actually received to date. This Strategy recognizes that extraordinary circumstances may warrant strategic exceptions to the policies outlined in this paragraph, but any such exception must be approved by the Board of Trustees.

4. Benchmarks and Debt Ratios

Overview

When evaluating its current financial health and any proposed plan of finance, WCU takes into account both its debt affordability and its debt capacity. Debt affordability focuses on WCU's cash flows and measures WCU's ability to service its debt through its operating budget and identified revenue streams. Debt capacity, on the other hand, focuses on the relationship between WCU's net assets and its total debt outstanding.

Debt capacity and affordability are impacted by a number of factors, including WCU's enrollment trends, reserve levels, operating performance, ability to generate additional revenues to support debt service, competing capital improvement or programmatic needs, and general market conditions. Because of the number of potential variables, WCU's debt capacity cannot be calculated based on any single ratio or even a small handful of ratios.

WCU believes, however, that it is important to consider and monitor objective metrics when evaluating WCU's financial health and its ability to incur additional debt. To that end, WCU has identified four key financial ratios that it will use to assess its ability to absorb additional debt based on its current and projected financial condition:

- (i) Debt to Obligated Resources
- (ii) Debt Service Coverage Ratio
- (iii) Expendable Resources to Debt
- (iv) Debt Service to Operating Expenses

Note that the selected financial ratios are the same benchmarks monitored as part of the debt capacity study for The University of North Carolina delivered each year under Article 5 of Chapter 116D of the North Carolina General Statutes (the "UNC Debt Capacity Study"), which WCU believes will promote clarity and consistency in WCU's debt management and planning efforts.

WCU has established for each ratio a floor or ceiling target, as the case may be, with the expectation that WCU will operate within the parameters of those ratios most of the time. To the extent possible, the policy ratios established from time to time in this Strategy should align with the ratios used in the report WCU submits each year as part of the UNC Debt Capacity Study. The policy ratios have been established to help preserve WCU's financial health and operating flexibility and to ensure WCU is able to access the market to address capital needs or to take advantage of potential refinancing opportunities. Attaining or maintaining a specific credit rating is not an objective of this Strategy.

WCU recognizes that the policy ratios, while helpful, have limitations and should not be viewed in isolation of WCU's strategic plan or other planning tools. In accordance with the recommendations set forth in the initial UNC Debt Capacity Study delivered April 1, 2016, WCU has developed as part of this Strategy specific criteria for evaluating and, if warranted, approving critical infrastructure projects even when WCU has limited debt capacity as calculated by the UNC Debt Capacity Study or the benchmark ratios in this Strategy. In such instances, the Board may approve the issuance of debt with respect to a proposed project based on one or more of the following findings:

- (i) The proposed project would generate additional revenues (including, if applicable, dedicated student fees or grants) sufficient to support the financing, which revenues are not currently captured in the benchmark ratios.

- (ii) The proposed project would be financed entirely with private donations based on pledges already in hand.
- (iii) The proposed project is essential to the implementation of one of the Board's strategic priorities.
- (iv) The proposed project addresses life and safety issues or addresses other critical infrastructure needs.
- (v) Foregoing or delaying the proposed project would result in significant additional costs to WCU or would negatively impact WCU's credit rating.

At no point, however, should WCU intentionally operate outside an established policy ratio without conscious and explicit planning.

Ratio 1 – Debt to Obligated Resources

What does it measure?	WCU's aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt under the General Revenue Bond Statutes
How is it calculated?	Aggregate debt divided by obligated resources*
Policy Ratio:	Not to exceed 2.00x

*Available Funds, which is the concept commonly used to capture each UNC's campus's obligated resources in its loan and bond documentation, has been used as a proxy for obligated resources. The two concepts are generally identical, though Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of WCU's obligated resources.

Ratio 2 – Debt Service Coverage Ratio Overview

What does it measure?	WCU's ability to service its annual debt service obligations from WCU's operating cash flows
How is it calculated?	Operating cash flow divided by annual debt service
Policy Ratio:	Not less than 2.00x

Ratio 3 – Expendable Resources to Debt

What does it measure?	The number of times WCU's liquid and expendable net assets covers its aggregate debt
How is it calculated?	The sum of (1) Adjusted Unrestricted Net Assets and (2) Restricted Expendable Net Assets divided by aggregate debt
Policy Ratio:	Not less than 0.45x

Ratio 4 – Debt Service to Operating Expenses

What does it measure?	WCU's debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues
How is it calculated?	Annual debt service divided by annual operating expenses
Policy Ratio:	Not to exceed 5.40%

Reporting

In an instance where the University falls outside a stated policy ratio, the Vice Chancellor for Administration & Finance will review each ratio in connection with the delivery of the University's audited financials and will provide a report to the Board detailing (1) the calculation of each ratio for that fiscal year and (2) an explanation for any ratio that falls outside the University's stated policy ratio, along with (a) any applicable recommendations, strategies and an expected timeframe for aligning such ratio with the University's stated policy or (b) the rationale for any recommended changes to any such stated policy ratio going forward (including any revisions necessitated by changes in accounting standards or rating agency methodologies).

5. Debt Portfolio Management and Transaction Structure Considerations

Generally

Numerous types of financing structures and funding sources are available, each with specific benefits, risks, and costs. Potential funding sources and structures will be reviewed and considered by the Vice Chancellor for Administration & Finance within the context of this Strategy and the overall portfolio to ensure that any financial product or structure is consistent with WCU's stated objectives. As part of effective debt management, WCU must also consider its investment and cash management strategies, which influence the desired structure of the debt portfolio.

Method of Sale

WCU will consider various methods of sale on a transaction-by-transaction basis to determine which method of sale (i.e., competitive, negotiated or private placement) best serves WCU's strategic plan and financing objectives. In making that determination, WCU will consider, among other factors: (1) the size and complexity of the issue, (2) the current interest rate environment and other market factors (such as bank and investor appetite) that might affect WCU's cost of funds, and (3) possible risks associated with each method of sale (e.g., rollover risk associated with a financing that is privately placed with a bank for a committed term that is less than the term of the financing).

Tax Treatment

When feasible and appropriate for the particular project, the use of tax-exempt debt is generally preferable to taxable debt. Issuing taxable debt may reduce WCU's overall debt affordability due to higher rates but may be appropriate for projects that do not qualify for tax-exemption, or that may require interim funding. For example, taxable debt may be justified if it sufficiently mitigates WCU's ongoing administrative and compliance risks.

When used, taxable debt should be structured to provide maximum repayment flexibility and rapid principal amortization.

Structure and Maturity

To the extent practicable, WCU should structure its debt to provide for level annual payments of debt service, though WCU may elect alternative structures when the Vice Chancellor for Administration & Finance determines it to be in WCU's best interest. In addition, when financing projects that are expected to be self-supporting (such as a revenue-producing facility or a facility to be funded entirely through a dedicated fundraising campaign), the debt service may be structured to match future anticipated receipts.

WCU will use maturity structures that correspond with the life of the facilities financed, not to exceed 30 years. Equipment should be financed for a period not to exceed 120% of its useful life. Such determinations may be made on a blended basis, taking into account all assets financed as part of a single debt offering. As market dynamics change, maturity structures should be reevaluated. Call features should be structured to provide the highest degree of flexibility relative to cost.

Variable Rate Debt

WCU recognizes that a degree of exposure to variable interest rates within WCU's debt portfolio may be desirable in order to (1) take advantage of repayment or restructuring flexibility, (2) benefit from historically lower average interest costs and (3) provide a "match" between debt service requirements and the projected cash flows from WCU's assets. WCU's debt portfolio should be managed to ensure that no more than 20% of WCU's total debt bears interest at an unhedged variable rate.

WCU's finance staff will monitor overall interest rate exposure and will analyze and quantify potential risks, including interest rate, liquidity and rollover risks. WCU may manage the liquidity risk of variable rate debt either through its own working capital/investment portfolio, the type of instrument used, or by using third party sources of liquidity. WCU may manage interest rate risk in its portfolio through specific budget and central bank management strategies or through the use of derivative instruments.

Public Private Partnerships

To address WCU's anticipated capital needs as efficiently and prudently as possible, WCU may choose to explore and consider opportunities for alternative and non-traditional transaction structures (collectively, "P3 Arrangements").

Due to their higher perceived risk and increased complexity, and because the cash flows for the project must satisfy the private partner's expected risk-adjusted rate of return, the financing and initial transaction costs for projects acquired through P3 Arrangements are generally higher than projects financed with proceeds of traditional debt instruments. P3 Arrangements should therefore be pursued only when WCU has determined that (1) a traditional financing alternative is not feasible, (2) a P3 Arrangement will likely produce construction or overall operating results that are superior, faster or more efficient than a traditional delivery model or (3) a P3 Arrangement serves one of the Board's broader strategic objectives (e.g., a decision that operating a particular auxiliary function is no longer consistent with WCU's core mission).

Absent a compelling strategic reason to the contrary, P3 Arrangements should not be considered if the Vice Chancellor for Administration & Finance determines, in consultation with WCU's advisors, that the P3 Arrangement will be viewed as "on-credit" (i.e., treated as University debt) by WCU's auditors or outside rating agencies. When evaluating whether the P3 Arrangement should be viewed as "on-credit," rating agencies consider WCU's economic interest in the project and the level of control it exerts over the project. Further, rating

agencies will generally treat a P3 Arrangement as University debt if the project is located on WCU's campus or if the facility is to be used for an essential University function. For this reason, any P3 Arrangement for a university-related facility to be located on land owned by the State, WCU or a WCU affiliate must be approved in advance by the Vice Chancellor for Administration & Finance.

Refunding Considerations

WCU will actively monitor its outstanding debt portfolio for refunding or restructuring opportunities. Absent a compelling economic or strategic reason to the contrary, WCU should evaluate opportunities to issue bonds for the purpose of refunding existing debt obligations of WCU ("Refunding Bonds") using the following general guidelines:

- (i) The life of the Refunding Bonds should not exceed the remaining life of the bonds being refunded.
- (ii) Refunding Bonds issued to achieve debt service savings should have a target savings level measured on a present net value basis of at least 3% of the par amount refunded.
- (iii) Refunding Bonds that do not achieve debt service savings may be issued to restructure debt or provisions of bond documents if such refunding serves a compelling interest.
- (iv) Refunding Bonds may also be issued to relieve WCU of certain limitations, covenants, payment obligations or reserve requirements that reduce operational flexibility.

6. Derivative Products

WCU recognizes that derivative products may provide for more flexible management of the debt portfolio. In certain circumstances, interest rate swaps and other derivatives permit WCU to adjust its mix of fixed- and variable-rate debt and manage its interest rate exposures. Derivatives may also be an effective way to manage liquidity risks. WCU will use derivatives only to manage and mitigate risk; WCU will not use derivatives to create leverage or engage in speculative transactions.

As with underlying debt, WCU's finance staff will evaluate any derivative product comprehensively, taking into account its potential costs, benefits and risks, including, without limitation, any tax risk, interest rate risk, liquidity risk, credit risk, basis risk, rollover risk, termination risk, counterparty risk, and amortization risk. Before entering into any derivative product, the Vice Chancellor for Administration & Finance must (1) conclude, based on the advice of a reputable swap advisor, that the terms of any swap transaction are fair and reasonable under current market conditions and (2) ensure that WCU's finance staff has a clear understanding of the proposed transaction's costs, cash flow impact and reporting treatment.

WCU will use derivatives only when the Vice Chancellor for Administration & Finance determines, based on the foregoing analysis, that the instrument provides the most effective method for accomplishing WCU's strategic objectives without imposing inappropriate risks on WCU.

7. Post-Issuance Compliance Matters

To the extent WCU adopts any formal policies relating to post-issuance compliance matters after the effective date of this Strategy, the Vice Chancellor for Administration & Finance will attach each such policy as **Appendix A** to this Strategy.

The University of North Carolina System Debt Capacity Study – Fiscal Year 2022

Winston-Salem State University
Institution Report

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1. Executive Summary

Overview of the Institution Report

Pursuant to Article 5 of Chapter 116D of the North Carolina General Statutes (the “*Act*”), Winston-Salem State University (“*WSSU*”) has submitted this report (this “*Institution Report*”) as part of the annual debt capacity study (the “*Study*”) undertaken by The University of North Carolina (the “*University*”) in accordance with the Act. Each capitalized term used but not defined in this Institution Report has the meaning given to such term in the Study.

This Institution Report details the historical and projected financial information incorporated into the financial model developed in connection with the Study. WSSU has used the model to calculate and project the following three financial ratios:

- Debt to Obligated Resources
- Five-Year Payout Ratio
- Debt Service to Operating Expenses

See **Appendix A** to the Study for more information on the ratios and related definitions.

To produce a tailored, meaningful model, WSSU, in consultation with the UNC System Office, has set its own policies for each model ratio. For the two statutorily-required ratios—**debt to obligated resources** and the **five-year payout ratio**—WSSU has set both a target policy and a floor or ceiling policy, as applicable.

For the purposes of the Study, WSSU’s debt capacity reflects the amount of debt WSSU could issue during the Study Period without exceeding its ceiling ratio for **debt to obligated resources**, after taking into account debt the General Assembly has previously approved that WSSU intends to issue during the Study Period. Details regarding each approved project are provided in Section 3.

This Institution Report also includes the following information required by the Act:

- WSSU’s current debt profile, including project descriptions financed with, and the sources of repayment for, WSSU’s outstanding debt;
- WSSU’s current credit profile, along with recommendations for maintaining or improving WSSU’s credit rating; and
- A copy of any WSSU debt management policy currently in effect.

Overview of WSSU

For the fall 2022 semester, WSSU had a headcount student population of approximately 5,004, including 4,513 undergraduate students and 491 graduate students. Over the past 5 years, WSSU’s enrollment has decreased by 3.6%.

WSSU’s average age of plant is 14.1 years. Age of plant is a financial ratio calculated by dividing the accumulated depreciation by the annual depreciation expense. A low age of plant generally indicates the institution is taking a sustainable approach to its deferred maintenance and reinvestment programs.

WSSU anticipates incurring no additional debt during the Study Period. WSSU has made no changes to the financial model’s standard growth assumptions.

2. Institution Data

Notes

- Obligated Resources equals Available Funds plus an adjustment for any noncash charge relating to the implementation of GASB 68 & 75.
- Operating Expenses equals Operating Expenses plus an adjustment for any noncash charge relating to the implementation of GASB 68 & 75.
- Outstanding debt service is based on WSSU’s outstanding debt **as of June 30, 2022**, excluding state appropriated debt (such as energy savings contracts). Debt service is net of any interest subsidies owed to WSSU by the federal government (discounted by an assumed 6.2% sequestration rate) and uses reasonable unhedged variable rate assumptions.
- New money debt issued **after June 30, 2022**, together with any legislatively approved debt WSSU expects to issue during the Study Period, **are included** in the model as “proposed debt service” and are taken into account in the projected financial ratios shown in this Institution Report.
- Repayments, redemptions or refundings that have occurred **after June 30, 2022** are not included in the model, meaning the debt service schedules reflected below may overstate WSSU’s current debt burden.

Obligated Resources						Outstanding Debt				
Fiscal Year	Available Funds (Before GASB Adjustment)	GASB 68 Adjustment	GASB 75 Adjustment	AF Growth	Available Funds (After GASB Adjustment)	Fiscal Year	Principal	Net Interest	Debt Service	Principal Balance
2018	(110,315,845)	8,823,189	142,615,754		41,123,098	2023	3,290,000	3,595,050	6,885,050	73,090,000
2019	(111,176,370)	9,753,940	136,256,377	-15.29%	34,833,947	2024	3,470,000	3,438,975	6,908,975	69,620,000
2020	(103,298,546)	12,914,807	128,641,318	9.83%	38,257,579	2025	3,650,000	3,274,325	6,924,325	65,970,000
2021	(94,379,314)	14,468,109	117,639,378	-1.38%	37,728,173	2026	3,840,000	3,101,225	6,941,225	62,130,000
2022	(72,091,821)	11,336,839	106,746,311	21.90%	45,991,329	2027	4,030,000	2,908,475	6,938,475	58,100,000
2023	48,277,098	-	-	4.97%	48,277,098	2028	4,255,000	2,720,100	6,975,100	53,845,000
2024	50,676,470	-	-	4.97%	50,676,470	2029	4,460,000	2,521,250	6,981,250	49,385,000
2025	52,612,311	-	-	3.82%	52,612,311	2030	4,675,000	2,297,125	6,972,125	44,710,000
2026	54,622,101	-	-	3.82%	54,622,101	2031	4,905,000	2,074,313	6,979,313	39,805,000
2027	56,708,666	-	-	3.82%	56,708,666	2032	5,140,000	1,840,488	6,980,488	34,665,000
Operating Expenses						2033	5,385,000	1,595,475	6,980,475	29,280,000
Fiscal Year	Operating Exp.	GASB 68 Adjustment	GASB 75 Adjustment	Growth	Operating Exp.	2034	5,630,000	1,340,800	6,970,800	23,650,000
2018	138,486,736	(855,304)	955,061		138,586,493	2035	4,285,000	1,086,225	5,371,225	19,365,000
2019	132,671,179	(942,010)	6,421,824	-0.31%	138,150,993	2036	3,940,000	892,650	4,832,650	15,425,000
2020	136,593,006	(3,156,861)	7,538,849	2.04%	140,974,994	2037	1,810,000	711,775	2,521,775	13,615,000
2021	132,892,487	(1,548,448)	9,608,118	-0.02%	140,952,157	2038	1,290,000	630,325	1,920,325	12,325,000
2022	163,054,508	3,148,439	10,317,116	25.23%	176,520,063	2039	1,345,000	569,275	1,914,275	10,980,000
2023	185,293,110	-	-	4.97%	185,293,110	2040	1,410,000	505,375	1,915,375	9,570,000
2024	194,502,178	-	-	4.97%	194,502,178	2041	1,475,000	438,500	1,913,500	8,095,000
2025	201,932,161	-	-	3.82%	201,932,161	2042	1,550,000	368,450	1,918,450	6,545,000
2026	209,645,969	-	-	3.82%	209,645,969	2043	1,620,000	294,775	1,914,775	4,925,000
2027	217,654,445	-	-	3.82%	217,654,445	2044	1,140,000	217,750	1,357,750	3,785,000
						2045	1,200,000	159,250	1,359,250	2,585,000
						2046	1,260,000	97,750	1,357,750	1,325,000
						2047	1,325,000	33,125	1,358,125	-

3. Proposed Debt Financings

While WSSU evaluates its capital investment needs on a regular basis, WSSU currently has no legislatively approved projects that it anticipates financing during the Study Period.

4. Financial Ratios

Debt to Obligated Resources

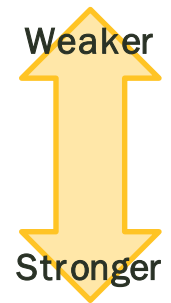
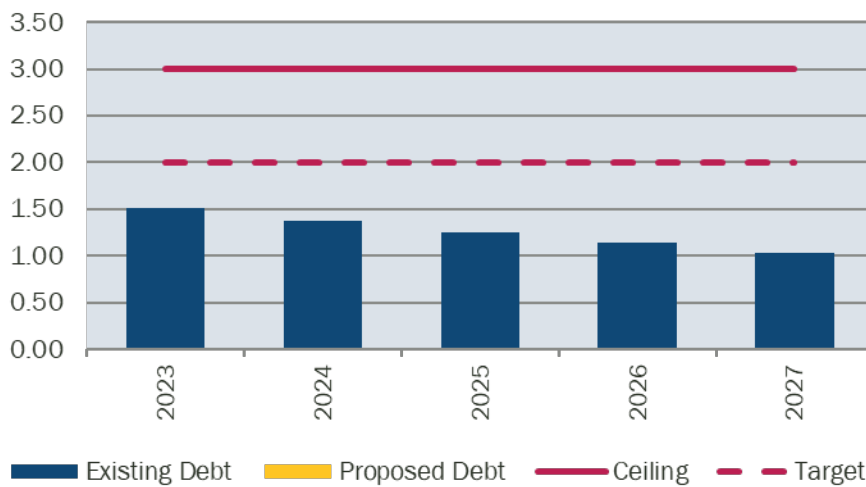
- **What does it measure?** WSSU’s aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt.
- **How is it calculated?** Aggregate debt divided by obligated resources*
- Target Ratio: 2.00
- Ceiling Ratio: Not to exceed 3.00
- Projected 2023 Ratio: 1.51
- Highest Study Period Ratio: 1.51 (2023)

*Available Funds, which is the concept commonly used to capture an institution’s obligated resources in its loan and bond documentation, has been used in the model as a proxy for obligated resources. For most institutions, the two concepts are identical, though Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of an institution’s obligated resources.

Debt to Obligated Resources

Fiscal Year	Obligated Resources	Growth	Existing Debt	Proposed Debt	Ratio - Existing	Ratio - Proposed	Ratio - Total
2023	48,277,098	4.97%	73,090,000	-	1.51	n/a	1.51
2024	50,676,470	4.97%	69,620,000	-	1.37	n/a	1.37
2025	52,612,311	3.82%	65,970,000	-	1.25	n/a	1.25
2026	54,622,101	3.82%	62,130,000	-	1.14	n/a	1.14
2027	56,708,666	3.82%	58,100,000	-	1.02	n/a	1.02

Debt to Obligated Resources



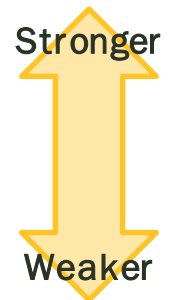
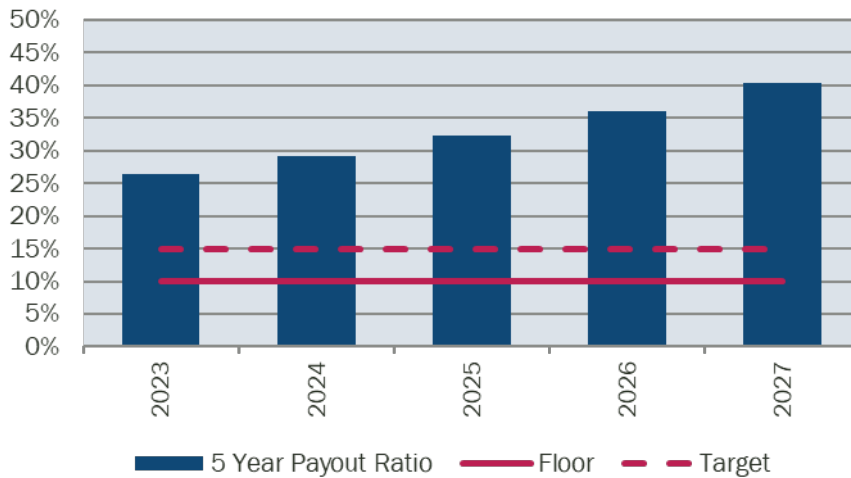
5-Year Payout Ratio Overview

- **What does it measure?** The percentage of WSSU’s debt scheduled to be retired in the next five years.
- **How is it calculated?** Aggregate principal to be paid in the next five years divided by aggregate debt
- Target Ratio: 15%
- Floor Ratio: Not less than 10%
- Projected 2023 Ratio: 26%
- Lowest Study Period Ratio: 26% (2022)

5-Year Payout Ratio

Fiscal Year	Principal Balance	Ratio
2023	73,090,000	26%
2024	69,620,000	29%
2025	65,970,000	32%
2026	62,130,000	36%
2027	58,100,000	40%

5-Year Payout Ratio



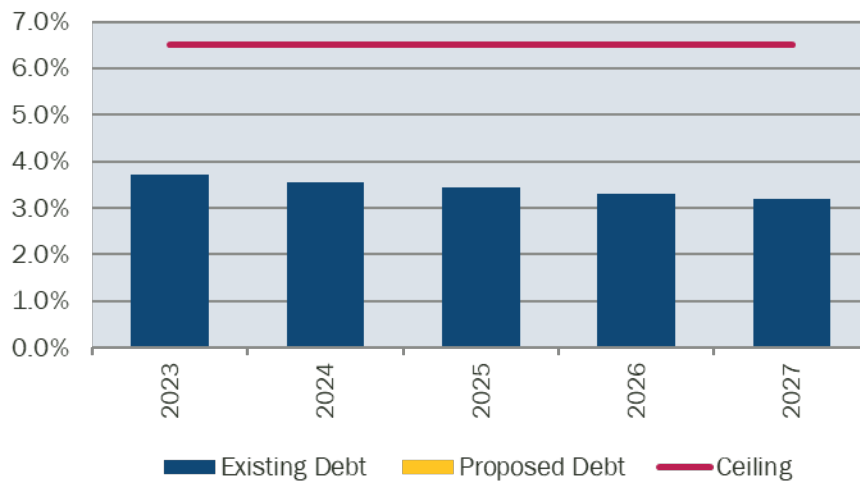
Debt Service to Operating Expenses

- **What does it measure?** WSSU’s debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues.
 - **How is it calculated?** Annual debt service divided by annual operating expenses (as adjusted to include interest expense of proposed debt)
- Policy Ratio: Not to exceed 6.50%
 - Projected 2023 Ratio: 3.72%
 - Highest Study Period Ratio: 3.72% (2023)

Debt Service to Operating Expenses

Fiscal Year	Operating Expenses	Growth	Existing Debt Service	Proposed Debt Service	Ratio - Existing	Ratio - Proposed	Ratio - Total
2023	185,293,110	4.97%	6,885,050	-	3.72%	n/a	3.72%
2024	194,502,178	4.97%	6,908,975	-	3.55%	n/a	3.55%
2025	201,932,161	3.82%	6,924,325	-	3.43%	n/a	3.43%
2026	209,645,969	3.82%	6,941,225	-	3.31%	n/a	3.31%
2027	217,654,445	3.82%	6,938,475	-	3.19%	n/a	3.19%

Debt Service to Operating Expenses



5. Debt Capacity Calculation

Debt Capacity Calculation

- For the purposes of this Institution Report and the Study, WSSU’s debt capacity is based on the amount of debt WSSU could issue during the Study Period (after taking into account any legislatively approved projects detailed in **Section 3** above) without exceeding its ceiling ratio for **debt to obligated resources**.
- As presented below, WSSU’s 2023 debt capacity is the lowest in any single year during the Study Period.
- Based solely on the **debt to obligated resources** ratio, WSSU’s current estimated debt capacity is **\$71,741,294**. After taking into account any legislatively approved projects detailed in **Section 3** above, if WSSU issued no additional debt until the last year of the Study Period, then WSSU’s debt capacity for 2027 is projected to increase to **\$112,025,997**.

Fiscal Year	Debt to Obligated Resources (Current Ratio)	Debt to Obligated Resources (Ceiling)	Debt Capacity Calculation
2023	1.51	3.00	71,741,294
2024	1.37	3.00	82,409,409
2025	1.25	3.00	91,866,933
2026	1.14	3.00	101,736,304
2027	1.02	3.00	112,025,997

Limitations on Debt Capacity and Credit Rating Implications

- The debt capacity calculation shown above provides a general indication of WSSU’s ability to absorb debt on its balance sheet during the Study Period and may help identify trends and issues over time.
- “**Debt capacity**” does not necessarily equate to “**debt affordability**,” which takes into account a number of quantitative and qualitative factors, including project revenues and expenses, cost of funds and competing strategic priorities.
- Projecting the exact amount WSSU could issue during the Study Period without negatively impacting its credit rating is difficult for a number of reasons.
 - **Use of Multiple Factors**
 - Any single financial ratio makes up only a fraction of the “scorecard” used by rating agencies to guide their credit analysis.
 - Under Moody’s approach, for example, the **financial leverage ratio** accounts for only **10%** of an issuer’s overall score.
 - **The State’s Impact**
 - In assessing each institution’s credit rating, rating agencies also consider the State’s credit rating and demographic trends, the health of its pension system, the level of support it has historically provided to the institution, and any legislation or policies affecting campus operations.
 - Historically, each institution’s credit rating has been bolstered by the State’s strong support and overall financial health. As a result, many institutions “underperform” relative to the national median ratios for their rating category.

- If “debt capacity” were linked to those national median ratios, many institutions would have limited debt capacity for an extended period of time.
- **Factor Interdependence**
 - The quantitative and qualitative factors interact with one another in ways that are difficult to predict.
 - For example, a university’s “**strategic positioning**” score, which accounts for 10% of its overall score under Moody’s criteria, could deteriorate if a university either (1) issued excessive debt or (2) failed to reinvest in its campus to address its deferred maintenance obligations.
- **Distortions Across Rating Categories**
 - Because quantitative ratios account for only a portion of an issuer’s final rating, the national median for any single ratio is not perfectly correlated to rating outcomes, meaning the median ratio for a lower rating category may be more stringent than the median ratio for a higher rating category. For the highest and lowest rating categories, the correlation between any single ratio and rating outcomes becomes even weaker.
 - Tying capacity directly to ratings may also distort strategic objectives. For example, an institution may be penalized for improving its rating, as it may suddenly lose all of its debt capacity because it must now comply with a much more stringent ratio.

6. Debt Profile

WSSU's detailed debt profile, including a brief description of each financed project and the source of repayment for each outstanding debt obligation, is reflected in the table on the following page.

Summary of Debt Outstanding as of FYE June 30, 2022						
Series	Dated Date	Outstanding Par Amount	Final Maturity	Type	Purpose	Source of Repayment
2014 WSSU	08/12/2014	20,220,000.00	06/01/2036	Limited Obligation	Refunding 2004. Student Residence Halls.	Housing Revenues
2016 WSSU	09/08/2016	10,325,000.00	06/01/2036	Limited Obligation	Refunding 2006. Foundation Heights, a student residence hall.	Housing Revenues
2017 WSSU	04/05/2017	23,570,000.00	10/01/2046	General Revenue	Refunding of 2008A and Campus Residence Hall	Housing Revenues; Debt Service Fee
2022 WSSU	01/13/2022	22,265,000.00	04/01/2043	General Revenue	Current refunding 2013. Student Success Center, North Campus Bridge and Parking Lot, and Reaves Student Activities Center	Housing Revenues; Debt Service Fee
Total		76,380,000.00				

7. Credit Profile

The following page provides a snapshot of WSSU's current credit ratings, along with (1) a summary of various credit factors identified in WSSU's most recent rating report and (2) recommendations for maintaining and improving WSSU's credit ratings in the future.



Credit Profile of the University – (General Revenue)

Overview

- Moody’s maintains an A3 rating on WSSU’s general revenue bonds. Moody’s revised the outlook from stable to positive.
- Standard and Poor’s upgraded its rating on WSSU’s general revenue bonds to A-. The outlook is stable.

Key Information Noted in Rating Reports

Credit Strengths

- Healthy operating and capital support from the State representing about 50% of total revenue which is strong relative to similarly rated peers
- Improved financial flexibility as a result of federal relief funding related to COVID and a large unrestricted gift
- Expected to maintain stable enrollment, liquidity and sufficient excess cash flow
- Receives comprehensive oversight and regular monitoring of operations and liquidity from the System Office

Credit Challenges

- University maintains relatively thin cash flow margins and low liquidity as compared to peers
- High geographic concentration, with over 90% of students in-state, creates exposure to shifting conditions within North Carolina
- WSSU’s financial flexibility remain strong near-term with recent governmental funding and capital fundraising. Long-term operating performance will provide even greater flexibility to increasing debt service commitments

Moody’s	S&P	Fitch
Aaa	AAA	AAA
Aa1	AA+	AA+
Aa2	AA	AA
Aa3	AA-	AA-
A1	A+	A+
A2	A	A
A3	A-	A-
Baa1	BBB+	BBB+
Baa2	BBB	BBB
Baa3	BBB-	BBB-

Non Investment Grade

Recommendations & Observations

- Continue to develop and implement strategies and policies to meet WSSU’s unique challenges, including strategies to stabilize and improve enrollment and revenue.
- Continued assessment of operating cash flows and reserves can improve performance margins and debt affordability.

8. Peer Comparison

Moody's Key Credit Ratios	Winston-Salem State University	Most Recent Peer Institution Data			
Peer Institution		Eastern Illinois University	Alabama State University	Ramapo College	Rowan University
Fiscal Year	2022	2021	2021	2021	2022
Most Senior Rating	A3	Ba1	Baa3	A2	A2
Total Long-Term Debt (\$, in millions)	81	72	53	206	702
Total Cash & Investments (\$, in millions)	178	166	158	113	705
Operating Revenue (\$, in millions)	163	198	279	148	699
Operating Expenses (\$, in millions)	147	200	117	143	694
Market Performance Ratios					
Annual Change in Operating Revenue (%)	17.1%	21.3%	104.7%	-6.2%	13.4%
Operating Ratios					
Operating Cash Flow Margin (%)	18.5%	8.9%	63.2%	20.0%	14.6%
Wealth & Liquidity Ratios					
Total Cash & Investments to Operating Expenses (x)	1.2	0.8	1.3	0.8	1.0
Total Debt to Operating Expenses (x)	0.6	0.4	0.5	1.4	1.0
Monthly Days Cash on Hand (x)	116	93	136	241	161
Leverage Ratios					
Total Cash & Investments to Total Debt (x)	2.2	2.3	3.0	0.5	1.0
Debt Service to Operating Expenses (%)	5.0%	4.8%	11.1%	12.8%	9.1%
Total Debt-to-Cash Flow (x)	2.7	4.1	0.3	7.0	6.9

*Note: Peers chosen from BOG approved peers if available in Moody's Municipal Financial Ratio Analysis (MFRA) Database. If approved peer data is unavailable, universities with similar credit ratings are used. Data is the most recent available in the MFRA database.

Debt Management Policies

WSSU's current debt policy is attached.



DEBT CAPACITY POLICY

I. SUMMARY

Debt financing, especially tax-exempt debt, provides a low cost source of capital for the Winston-Salem State University (University) to fund capital investments to achieve its mission and strategic objectives. Indeed, as the economic landscape continues to evolve and change, the use of debt will become an increasingly important tool that enables the University to move its strategy forward. In this environment, appropriate financial leverage plays a key role and is considered a long-term component of the University's balance sheet. Given that the University has limited debt repayment resources, the allocation of and management of debt is a limited resource. The guidelines provided in this document are the framework by which decisions will be made regarding the issuance of debt to finance particular capital improvements.

II. AUTHORITY

North Carolina General Statutes Chapter J 160 Article 3 authorize the Board of Governors of the University of North Carolina (the Board) to issue special obligation bonds for improvements to the facilities of the University of North Carolina System.

Prior to a bond issue, the Board designates the capital improvements financed as "special obligation bond projects" and the University's Board of Trustees approves the issuance of special obligation bonds for those projects.

The State Energy Conservation Finance Act. Article 8 of Chapter 142 of the North Carolina General Statutes authorizes the Board to solicit and through G.S. 143-64.J 7A. finance guaranteed energy conservation measures. These financing agreements must have the approval of the Office of State Budget and Management, the State Treasurer, and Counsel of State prior to closing.

III. CRITERIA

The University's debt capacity is a limited resource. Only projects that relate to the mission of the University, directly or indirectly, will be considered for debt financing. In general, projects that will be approved are broader in scope than college, or unit-based projects. However, certain mission-critical school-based projects can also receive approval.

State funding and philanthropy are expected to remain major sources of financing for the University's capital projects. In assessing the possible use of debt, all other financing and revenue sources will be considered. State appropriations and bonds, philanthropy, project-generating revenues, research facilities and administration cost reimbursement, expendable reserves, and

other sources are expected to finance a portion of the cost of a project. Debt is to be used conservatively and strategically.

Projects financed through a bonding program will have received approval through the NC State Legislature annual non-appropriated capital improvements bill and will have been designated as "special obligation projects" by the North Carolina Board of Governors. Energy conservation measures will have received state agency approval as required.

A project that has a related revenue stream (self-liquidating project) will receive priority consideration. For these projects, the use of debt must be supported by an achievable financial plan that includes servicing the debt, including interest expense, financing related infrastructure and utilities, meeting any new or increased operating costs (including security applications), and providing for appropriate replacement and renovation costs. Energy conservation measures must show that savings will be adequate to service the debt and an annual monitoring costs. Other projects funded by budgetary savings, gifts, and grants will be considered on a case by case basis. Any projects that will require gift financing, or include a gift financing component, must be jointly approved by the Vice Chancellor for University Advancement and the Vice Chancellor for Finance and Administration before approaching any prospective donors about gifts to the project. In all cases, institutional strategy and not donor capacity must drive the decision to build a project.

IV. MAINTENANCE OF CREDIT RATING

Maintaining a high credit rating will permit the University to continue to issue debt and finance capital projects at favorable interest rates while meeting its strategic objectives. While the University's decision to issue additional debt will be primarily focused on the strategic importance of the new capital improvements, the potential impact of a change in credit rating will also be reviewed. The University recognizes that external economic, natural, or other events may from time to time affect the creditworthiness of its debt. Nevertheless, the University is committed to ensuring that actions within its control are prudent. Management will provide the rating agencies with full and timely access to required information. The University currently receives credit ratings from Standard and Poor's Financial Services and Moody's Investor Services.

V. METHODS OF SALE

The standard methods of sale are competitive, negotiated and private placement. University management will evaluate each method of sale and determine the best type for each bond issue.

VI. FINANCING TEAM PROFESSIONALS

Selection of financing team professionals will be accomplished based on guidance from UNC General Administration, Bond Counsel, Financial Advisor (if needed) and Underwriter pool will be selected using appropriate contractual processes.

VII. REFUNDING

Refunding and/or restructuring opportunities will be evaluated on a regular basis. Costs incurred by the refunding activity will be taken into consideration with a target of 3% present value savings. The University will also consider refinancing for other strategic reasons including the elimination of certain limitations, covenants, payment obligations or reserve requirements that reduce flexibility.

VIII. ARBITRAGE

The University will comply with federal arbitrage requirements on invested tax-exempt bond proceeds, causing arbitrage rebate calculations to be performed annually and rebate payments to be remitted to the IRS periodically as required. The University currently uses Bingham Arbitrage Rebate Services (third party) to compute any arbitrage liability.

IX. TYPES OF INSTRUMENTS

Tax-exempt debt - The University recognizes the benefits associated with tax- exempt debt, and therefore will manage the tax-exempt portfolio to maximize the use of tax-exempt debt subject to changing conditions and changes in tax law.

Construction Bridge Loans – Due to timing, the need to begin a project and receipt bond proceeds does not always coincide. Therefore, there may be a need for temporary financing (normally a note payable) until the bond proceeds are received. The University will solicit bids from financial institutions and will accept the bid that offers the lowest costs (interest, fees, etc.) that also provides the most flexibility in repayment.

X. MATURITY AND DEBT SERVICE

The useful life of the capital project financed will be taken into consideration when determining the length of financing. No capital project will be financed for more than 120% of its useful life. Call features should be structured to provide the highest degree of flexibility relative to cost. Structure of debt service will take into consideration existing debt and future capital plans. In addition, the University's amortization of debt service may be spread along the full yield curve depending on market conditions.

XI. DISCLOSURES AND COMPLIANCE

Annually, the University will review compliance with covenants and requirements under outstanding bond indentures. The University will continue to meet its ongoing disclosure requirements in accordance with SEC rule 15c2-12. The University will submit financial reports, statistical data, and any other material events as required under outstanding bond indentures. The University will comply with arbitrage requirements on invested bond funds. The University will comply with Internal Revenue Service rules related to private use and use of proceeds on tax-exempt debt.

XII. USE OF BENCHMARKS AND DEBT RATIOS

The Current Operations and Capital Improvements Appropriations Act of 2015, which was signed into law on September 18, 2015 added a new Article 5 to Chapter 116D of the General Statutes of North Carolina (the "Act"), requiring the University to provide to the UNC Board of Governors with an annual report on its current and anticipated debt levels. The Act expressly requires the University to report on two ratios – **debt to obligated resources** and a **five-year payout ratio**. The UNC Board of Governors has also required the University to provide two supplementary ratios to measure the University's debt burden – **expendable resources to debt** and **debt service to operating expenses**. In setting its target, the University considered a number of quantitative and qualitative factors, including comparisons to its designated peer institutions, its strategic initiatives, its historical results, its average age of plant and its recent and projected growth.

The **debt to obligated resources** compares outstanding debt to the funds legally available to service its debt. This provides a general indication of the University's ability to repay debt from wealth that can be accessed over time. This ratio is tied to the statutory framework for University debt. *The target ratio for the University is 2.0 with a ceiling of 3.0.*


The **five-year payout** measures the percentage of University debt to be retired within the subsequent five year period. This ratio indicates how rapidly the University's debt is amortizing and how much additional debt capacity may be created in the near term. *The target ratio for the University is 15% with a floor of 10.0%.*

The **debt service to operations** measures debt service burden as a percentage of University total operating expenses. This ratio indicates the University's operating flexibility to finance existing requirements and new initiatives. Expenses are used rather than revenues because expenses tend to be more stable year-over-year. *The target ratio for the University is 6.5%.*


The **expendable resources to debt** measures the number of times the University's liquid and expendable net assets covers its aggregate debt. This ratio provides a general indication of the University's ability to repay debt from wealth that can be accessed over time. *The target ratio for the University is 0.25.*

Effective Date: This policy becomes effective upon adoption by the Board of Trustees.

Adopted: December 9, 2016



William U. Harris
Chairman, Board of Trustees
Winston-Salem State University



Scott F. Wierman
Secretary, Board of Trustees
Winston-Salem State University

Summary UNC System HEERF Reporting - Through March 31, 2023

Direct Institutional																
	Total Awarded		Additional Emergency Fin. Aid Grants		Student Reimbursements		Campus Safety		Offsetting Lost Revenue		IT/Online Learning		Other		Total Spent through March 31, 2023	
	(\$)	(\$)	%	(\$)	%	(\$)	%	(\$)	%	(\$)	%	(\$)	%	(\$)	%	
ASU	\$ 45,292,873	\$ 18,142	0%	\$ 7,963,966	18%	\$ -	0%	\$ 29,009,139	64%	\$ 1,079,510	2%	\$ 7,222,115	16%	\$ 45,292,872	100%	
ECU	\$ 56,381,711	\$ -	0%	\$ 25,501,051	45%	\$ -	0%	\$ 14,925,235	26%	\$ 1,992,184	4%	\$ 9,897,242	18%	\$ 52,315,712	93%	
ECSU	\$ 6,804,750	\$ 3,844,195	56%	\$ 1,349,242	20%	\$ 4,573	0%	\$ 671,134	10%	\$ 151,546	2%	\$ 761,896	11%	\$ 6,782,586	100%	
FSU	\$ 16,700,931	\$ 2,916,493	17%	\$ 5,154,012	31%	\$ 164,827	1%	\$ 1,171,764	7%	\$ 546,698	3%	\$ 6,410,871	38%	\$ 16,364,665	98%	
N.C. A&T	\$ 42,645,926	\$ -	0%	\$ 13,242,587	31%	\$ -	0%	\$ 7,898,578	19%	\$ 12,648,028	30%	\$ 1,625,654	4%	\$ 35,414,847	83%	
NCCU	\$ 26,219,667	\$ 24,842,330	95%	\$ -	0%	\$ -	0%	\$ -	0%	\$ 1,013,382	4%	\$ -	0%	\$ 25,855,713	99%	
NC State	\$ 53,171,415	\$ 3,000,000	6%	\$ 8,008,920	15%	\$ 10,705,395	20%	\$ 23,808,802	45%	\$ -	0%	\$ 4,602,221	9%	\$ 50,125,338	94%	
UNCA	\$ 10,200,954	\$ 1,368,008	13%	\$ 1,679,746	16%	\$ 174,172	2%	\$ 2,597,243	25%	\$ 260,719	3%	\$ 2,948,545	29%	\$ 9,028,433	89%	
UNC-CH	\$ 48,224,128	\$ 2,267,820	5%	\$ 11,642,461	24%	\$ 16,969,911	35%	\$ 2,487,122	5%	\$ 3,988,575	8%	\$ 5,879,261	12%	\$ 43,235,150	90%	
UNCC	\$ 74,135,582	\$ 1,397,500	2%	\$ 4,000,000	5%	\$ 9,234,101	12%	\$ 48,093,837	65%	\$ 3,664,232	5%	\$ 6,298,193	8%	\$ 72,687,863	98%	
UNCG	\$ 55,656,493	\$ 16,560,473	30%	\$ 4,015,821	7%	\$ 2,431,061	4%	\$ 13,602,334	24%	\$ 7,778,871	14%	\$ 4,513,089	8%	\$ 48,901,649	88%	
UNCP	\$ 20,066,081	\$ 6,534,998	33%	\$ 3,189,757	16%	\$ 549,104	3%	\$ 7,067,872	35%	\$ 1,789,360	9%	\$ 934,990	5%	\$ 20,066,081	100%	
UNCW	\$ 31,489,133	\$ -	0%	\$ 5,283,026	17%	\$ -	0%	\$ 26,206,107	83%	\$ -	0%	\$ -	0%	\$ 31,489,133	100%	
UNCSA	\$ 2,402,917	\$ -	0%	\$ 443,834	18%	\$ 438,144	18%	\$ -	0%	\$ 244	0%	\$ 372,515	16%	\$ 1,254,737	52%	
WCU	\$ 27,136,479	\$ 2,780,260	10%	\$ 10,520,870	39%	\$ -	0%	\$ 10,131,790	37%	\$ -	0%	\$ 3,700,206	14%	\$ 27,133,127	100%	
WSSU	\$ 19,230,987	\$ 8,305,996	43%	\$ 3,058,990	16%	\$ 3,260,676	17%	\$ 2,059,080	11%	\$ 2,454,358	13%	\$ 91,887	0%	\$ 19,230,987	100%	
Total	\$ 535,760,027	\$ 73,836,216	14%	\$ 105,054,283	20%	\$ 43,931,964	8%	\$ 189,730,037	35%	\$ 37,367,707	7%	\$ 55,258,685	10%	\$ 505,178,893	94%	

HBCU/MSI/SIP Funding																
	Total Awarded		Additional Emergency Fin. Aid Grants		Student Reimbursements		Campus Safety		Offsetting Lost Revenue		IT Equipment		Other		Total Spent through March 31, 2023	
	(\$)	(\$)	%	(\$)	%	(\$)	%	(\$)	%	(\$)	%	(\$)	%	(\$)	%	
ECSU	\$ 17,676,716	\$ 4,947,839	28%	\$ -	0%	\$ 387,549	2%	\$ 4,547,137	26%	\$ 1,239,848	7%	\$ 1,556,352	9%	\$12,678,725	72%	
FSU	\$ 48,165,747	\$ 411,340	1%	\$ (44,673)	0%	\$ 844,811	2%	\$ 12,946,862	27%	\$ 4,614,420	10%	\$ 4,584,117	10%	\$23,356,876	48%	
N.C. A&T	\$ 111,646,781	\$ 4,336,618	4%	\$ 29,665,273	27%	\$ 5,881,612	5%	\$ 24,456,805	22%	\$ 3,704,220	3%	\$ 22,106,905	20%	\$90,151,434	81%	
NCCU	\$ 78,811,132	\$ 23,533,760	30%	\$ 10,781,826	14%	\$ 2,135,945	3%	\$ 295,204	0%	\$ 16,308,086	21%	\$ 3,024,486	4%	\$56,079,307	71%	
UNCA	\$ 820,683	\$ -	0%	\$ -	0%	\$ -	0%	\$ 397,047	48%	\$ -	0%	\$ 100	0%	\$397,147	48%	
UNCC	\$ 5,971,788	\$ -	0%	\$ -	0%	\$ 287,949	5%	\$ 4,568,075	76%	\$ 520,735	9%	\$ 395,045	7%	\$5,771,803	97%	
UNCG	\$ 4,446,402	\$ 4,366,789	98%	\$ -	0%	\$ 68	0%	\$ -	0%	\$ -	0%	\$ 79,545	2%	\$4,446,402	100%	
UNCP	\$ 3,618,529	\$ 495,378	14%	\$ -	0%	\$ -	0%	\$ 3,123,151	86%	\$ -	0%	\$ -	0%	\$3,618,529	100%	
WCU	\$ 2,176,958	\$ 616,605	28%	\$ 1,058,347	49%	\$ -	0%	\$ 1	0%	\$ -	0%	\$ 502,005	23%	\$2,176,958	100%	
WSSU	\$ 46,534,242	\$ 14,252,254	31%	\$ 4,439,846	10%	\$ 2,700,578	6%	\$ 7,474,303	16%	\$ 9,924,901	21%	\$ 4,393,171	9%	\$43,185,053	93%	
Total	\$ 319,868,978	\$ 52,960,583	17%	\$ 45,900,619	14%	\$ 12,238,512	4%	\$ 57,808,586	18%	\$ 36,312,210	11%	\$ 36,641,725	11%	\$ 241,862,235	76%	

Note: Expenditures may not match totals on US Department of Education website due to delays in reporting the drawdown of funds.

Summary UNC System Higher Education Emergency Relief Fund (HEERF) & Governor's Emergency Education Relief Fund (GEERF) Reporting - Through March 31, 2023

HEERF Student Aid							GEERF UNC Resilience Grants		
Campus	Total Amount Awarded to Institution	HEERF I	HEERF II	HEERF III	Total		GEERF Allocation	UNC Resilience Grants Amount Awarded	% Expended
		Amount Distributed to Students	Amount Distributed to Students	Amount Distributed to Students	Total Distributed	Funds Remaining			
ASU	\$ 37,321,590	\$ 7,963,966	\$ 7,963,966	\$ 21,393,658	\$ 37,321,590	\$ -	\$454,929	\$454,929	100%
ECU	\$ 46,680,160	\$ 9,679,379	\$ 9,679,379	\$ 27,303,610	\$ 46,662,368	\$ 17,792	\$597,507	\$597,507	100%
ECSU	\$ 5,376,739	\$ 1,065,489	\$ 1,065,489	\$ 3,245,761	\$ 5,376,739	\$ -	\$168,958	\$168,958	100%
FSU	\$ 13,489,669	\$ 2,542,344	\$ 2,542,344	\$ 8,404,981	\$ 13,489,669	\$ -	\$289,580	\$289,580	100%
N.C. A&T	\$ 34,342,690	\$ 7,051,814	\$ 7,051,814	\$ 16,046,042	\$ 30,149,670	\$ 4,193,020	\$519,175	\$519,175	100%
NCCU	\$ 21,409,688	\$ 4,466,117	\$ 4,466,117	\$ 12,477,454	\$ 21,409,688	\$ -	\$362,258	\$362,258	100%
NC State	\$ 43,085,051	\$ 8,947,941	\$ 8,947,941	\$ 25,189,169	\$ 43,085,051	\$ -	\$483,875	\$483,875	100%
UNCA	\$ 8,154,150	\$ 1,679,747	\$ 1,679,747	\$ 4,632,550	\$ 7,992,044	\$ 162,106	\$135,091	\$135,091	100%
UNC-CH	\$ 40,053,436	\$ 8,647,589	\$ 8,647,589	\$ 22,758,258	\$ 40,053,436	\$ -	\$361,550	\$361,550	100%
UNCC	\$ 59,203,273	\$ 12,155,279	\$ 12,155,279	\$ 34,892,715	\$ 59,203,273	\$ -	\$727,808	\$727,808	100%
UNCG	\$ 45,256,479	\$ 9,283,941	\$ 9,283,941	\$ 26,539,892	\$ 45,107,774	\$ 148,705	\$689,184	\$689,184	100%
UNCP	\$ 16,061,342	\$ 3,137,355	\$ 3,137,355	\$ 9,786,632	\$ 16,061,342	\$ -	\$287,429	\$287,429	100%
UNCW	\$ 25,720,403	\$ 5,283,027	\$ 5,283,027	\$ 15,154,349	\$ 25,720,403	\$ -	\$313,516	\$313,516	100%
UNCSA	\$ 2,004,096	\$ 434,443	\$ 434,443	\$ 1,135,210	\$ 2,004,096	\$ -	\$51,301	\$51,301	100%
WCU	\$ 22,005,010	\$ 4,446,704	\$ 4,446,704	\$ 13,111,602	\$ 22,005,010	\$ -	\$226,141	\$226,141	100%
WSSU	\$ 15,433,654	\$ 3,058,990	\$ 3,058,992	\$ 9,315,672	\$ 15,433,654	\$ -	\$331,699	\$331,699	100%
Total	\$ 435,597,430	\$ 89,844,125	\$ 89,844,127	\$ 251,387,555	\$ 431,075,807	\$ 4,521,623	\$6,000,001	\$6,000,001	100%