



MEETING OF THE BOARD OF GOVERNORS  
Committee on Budget and Finance

May 25, 2022 at 11:00 a.m.  
Via Videoconference and PBS North Carolina Livestream  
UNC System Office  
140 Friday Center Drive, Board Room 111  
Chapel Hill, North Carolina

## AGENDA

### OPEN SESSION

- A-1. Approval of the Open Session Minutes of April 6, 2022.....James L. Holmes, Jr.
  - a. Regular Meeting of the Committee on Budget and Finance
  - b. Joint Meeting of the Committee on Budget/Finance and Military/Public Affairs
  
- A-2. FY23 UNC System All-Funds Budget .....Jennifer Haygood
  
- A-3. Report on FY 2021 UNC System Debt Capacity Study .....Jennifer Haygood
  
- A-4. Expansion of Millennial Campus – The UNC System Office..... Jennifer Haygood and Michael Vollmer
  
- A-5. Disposition of Property by Ground Lease – The UNC System Office ..... Michael Vollmer
  
- A-6. 2022-23 Additional Non-Appropriated Capital Improvement Projects..... Katherine Lynn
  
- A-7. 2021-23 Engineering NC’s Future Projects ..... Katherine Lynn
  
- A-8. 2022-23 State Capital and Infrastructure Fund (SCIF) R&R Allocations ..... Katherine Lynn
  
- A-9. Capital Improvement Projects ..... Katherine Lynn
  
- A-10. Remarketing of Special Obligation Bonds – UNC–Chapel Hill .....Jennifer Haygood

### CLOSED SESSION

- A-11. Negotiation of the Acquisition of Real Property by Lease – The UNC System Office.... Michael Vollmer

### OPEN SESSION

- A-12. Acquisition of Real Property by Lease – The UNC System Office ..... Michael Vollmer
  
- A-13. Adjourn

### Additional Information Available:

- A-3. Report on FY 2021 UNC System Debt Capacity Study (full report)  
HEERF Expenditures through March 31, 2022



MEETING OF THE BOARD OF GOVERNORS  
Committee on Budget and Finance  
May 25, 2022

## Closed Session Motion

### Motion to go into closed session to:

- Establish, or to instruct the public body's staff or negotiating agents concerning the position to be taken by or on behalf of the public body in negotiating the price and other material terms of a contract or proposed contract for the acquisition of real property by purchase, option, exchange, or lease.

**Pursuant to:** G.S. 143-318.11(a)(5).

## DRAFT MINUTES

April 6, 2022 at 9:00 a.m.  
Via Videoconference and PBS North Carolina Livestream  
A.K. Hinds University Center, Grand Room (3rd Floor)  
Western Carolina University  
Cullowhee, North Carolina

This meeting of the Committee on Budget and Finance was presided over by Chair James L. Holmes, Jr. The following committee members, constituting a quorum, were present: J. Alex Mitchell, Wendy Floyd Murphy, Lee Roberts, and Jimmy Clark., The following committee member was absent: Michael Williford.

Chancellors participating were Robin Cummings Sheri Everts, and Randy Woodson. Faculty Assembly advisors participating were Dr. Carol Cain (Winston-Salem State University), Dr. Susan Harden (UNC Charlotte), and Dr. Jim Westerman (Appalachian State University).

Staff members present included Jennifer Haygood, Lindsay Farling, Katherine Lynn, and others from the UNC System Office.

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### 1. Call to Order and Approval of the Minutes (Item A-1)

The chair called the meeting to order at 9:00 a.m., on Wednesday, April 6, 2022, and called for a motion to approve the special meeting of February 22, 2022, and the regular minutes of February 23, 2022, and March 25, 2022.

**MOTION:** Resolved, that the Committee on Budget and Finance approve the special meeting minutes of February 22, 2022, and regular minutes of February 23, 2022, and March 25, 2022, as distributed.

**Motion: Jimmy Clark**

**Motion: carried**

### 2. Proposed Funding Model (Item A-2)

Committee member Lee Roberts summarized the key elements of the revised funding model, which include:

- Effective with the 2022-23 fiscal year, basing the UNC System enrollment change funding model on appropriation per credit hour rates that are applied to the annual change in total resident student credit hours, including credits completed in the summer. To the extent practical, the appropriation per credit hour rates shall be differentiated by discipline and Carnegie classification and based on national benchmarks for the cost of instruction and overhead costs specific to relevant expenditures within the UNC System.

- Funding graduate education in STEM and health professions at a higher rate than undergraduate education to recognize the additional cost of delivery as well as workforce needs of the State, except for Schools of Medicine, Dentistry, Pharmacy, and Veterinary Medicine, which shall not be included in the funding model calculation. These programs will be required to make a separate appropriation request for class size changes.
- Effective with the 2023-24 fiscal year, incorporating performance weighting into the funding calculation, such that a portion of the generated funding request is based on university outcomes related to strategic goals of the System and the State of North Carolina.

Chair Holmes expressed his thanks to the Finance and Administration staff for their work on the Funding Model and informed the group that the funding model would be continually analyzed to ensure that it aligns with the strategic goals.

**MOTION:** Resolved, that the Committee on Budget and Finance approve the proposed funding model and recommend it to the full Board of Governors for a vote.

**Motion:** J. Alex Mitchell

**Motion carried**

### **3. 2020-21 UNC System Consolidated Financial Reports (Item A-3)**

Senior Vice President Jennifer Haygood provided a presentation on the annual report that reflects audited financial statements including revenues, expenditures, trends, cash position, and the composite financial index. In her overview of the items presented, Ms. Haygood expressed that the UNC System ended the fiscal year in a strong financial position but the growth in FY 2021 is attributed to temporary federal and state aid related to COVID-19, large non-capital contributions, and unusually robust investment returns. She made the members aware of the importance of maintaining sufficient and flexible reserves for future years.

### **4. 2022-23 Non-Appropriated Capital Improvement Projects (Item A-4)**

Senior Associate Vice President Katherine Lynn provided information on the Non-Appropriated Capital Improvement Projects for Appalachian State University, Elizabeth City State University, and North Carolina State University with a total project cost of \$220 million, and a request to issue \$105 million in debt. These projects will be submitted to the General Assembly for debt authorization during the 2022-23 legislative session.

**MOTION:** Resolved, that the Committee on Budget and Finance approve the 2022-23 Non-Appropriated Capital Improvement Projects and recommend them to the full Board of Governors for a vote through the consent agenda.

**Motion:** J. Alex Mitchell

**Motion carried**

### **5. Additional 2021-22 State Capital and Infrastructure Fund (SCIF) R&R Allocations (Item A-5)**

Ms. Lynn stated that there was an unallocated balance of \$75,533,000 from the FY2021-22 SCIF R&R and requested that the balance be allocated for various institutional projects that were provided to the Board in their materials.

**MOTION:** Resolved, that the Committee on Budget and Finance approve the allocation of the additional 2021-22 State Capital and Infrastructure Fund (SCIF) R&R allocations for the specified projects and recommend them to the full Board of Governors for a vote through the consent agenda.

**Motion:** Jimmy Clark

**Motion carried**

## **6. Capital Improvement Projects (Item A-6)**

Ms. Lynn overviewed 12 capital improvement projects at six institutions, including six new capital projects at North Carolina State University and The University of North Carolina at Greensboro totaling approximately \$18.7 million. She presented six capital improvement projects for increased authorizations at East Carolina University, North Carolina Agricultural & Technical State University, North Carolina State University, Western Carolina University, and Winston-Salem State University, for a total increase of approximately \$6.8 million.

**MOTION:** Resolved, that the Committee on Budget and Finance approve the capital improvement projects and their funding sources and recommend them to the full Board of Governors for a vote through the consent agenda.

**Motion:** J. Alex Mitchell

**Motion carried**

## **7. Disposition of Real Property by Demolition – Fayetteville State University (Item A-7)**

Ms. Lynn presented information on the disposition of real property by demolition at Fayetteville State University for the demolition of Bryant Hall and Vance Hall, which were constructed in 1966 to support future development in accordance with the campus master plan. The demolition of Vance Hall will support the construction of a new 400-bed residence hall. Bryant Hall is located on the proposed site for the new student health and wellness center.

**MOTION:** Resolved, that the Committee on Budget and Finance approve the disposition of real property by demolition for Bryant Hall and Vance Hall at Fayetteville State University and recommend it to the full Board of Governors for a vote through the consent agenda.

**Motion:** Jimmy Clark

**Motion carried**

## **8. Disposition of Real Property by Lease – North Carolina State University (Item A-8)**

Ms. Lynn presented information on the disposition of real property by lease at North Carolina State University to amend a lease agreement to include an additional 14 acres of property for the Lonnie Poole golf course. She informed the group that the amendment would not affect the current lease terms or lease rate of \$1.

**MOTION:** Resolved, that the Committee on Budget and Finance approve the disposition of real property by amending the lease for the Lonnie Poole Golf Course to include an additional 14 acres at North Carolina State University and recommend it to the full Board of Governors for a vote through the consent agenda.

**Motion:** Jimmy Clark

**Motion carried**

#### **9. Acquisition of Real Property by Lease – UNC-Chapel Hill (Item A-9)**

Ms. Lynn presented information on the acquisition of real property by lease for the University of North Carolina at Chapel Hill to enter into a ten-year lease for approximately 24,500 GSF office space located in downtown Chapel beginning in 2023, or upon completion of tenant improvements. She informed the group that the office space was required for the development of an innovation hub to support the University’s Office of Innovate Carolina.

**MOTION:** Resolved, that the Committee on Budget and Finance approve the acquisition of real property by lease at UNC-Chapel Hill for a ten-year lease for additional office space and recommend it to the full Board of Governors for a vote through the consent agenda.

**Motion:** Lee Roberts

**Motion carried**

#### **10. Adjourn (Item A-10)**

There being no further business and without objection, the meeting adjourned at 9:29 a.m.

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Michael Williford, Secretary

## DRAFT MINUTES

April 6, 2022 at 10:00 a.m.  
Via Videoconference and PBS North Carolina Livestream  
A.K. Hinds University Center, Grand Room (3rd Floor)  
Western Carolina University  
Cullowhee, North Carolina

This joint meeting of the Committee on Budget and Finance and the Committee on Military and Public Affairs was presided over by Chair Phillip Byers. The following committee members, constituting a quorum, were present: J. Alex Mitchell, Wendy Floyd Murphy, Lee Roberts, and Jimmy Clark of the Committee on Budget and Finance and John Fraley, Temple Sloan, Leo Daughtry, Kirk Bradley, and Joel Ford of the Committee on Military and Public Affairs. The following committee member was absent: Michael Williford.

Chancellors participating were Darrell Allison Nancy Cable, Robin Cummings, Sheri Everts, Kevin Guskiewicz, and Randy Woodson. Faculty Assembly advisors participating were Dr. Carol Cain (Winston-Salem State University), Dr. Susan Harden (UNC Charlotte), and Dr. Jim Westerman (Appalachian State University).

Staff members present included Jennifer Haygood, Lindsay Farling, Katherine Lynn, Bart Goodson, and others from the UNC System Office.

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### 1. 2022-23 Short Session Priorities (Item A-1)

Senior Vice Presidents Jennifer Haygood and Bart Goodson presented the 2022-23 Short Session Priorities to the committees for consideration. The proposed Systemwide budget priorities include enrollment funding based on the revised model with transition year provisions including building reserves; funding to support UNC K-12 programs including North Carolina School of Science and Mathematics' Morganton Campus; UNC School of the Arts High school program and additional support for laboratory schools; and non-recurring funding to support HMSI cybersecurity and bomb threat preparedness to ensure our campuses remain safe. In addition to these core priorities, the committee also discussed a list of recommended campus investments for the General Assembly to consider funding if it has additional funding availability. Ms. Haygood also reviewed a section of the document drawing attention to the impact of inflationary pressures on campuses. The group discussed the impact of inflation on recruiting, employee housing costs, salary demands, operating costs, and capital projects.

The short session legislative priorities also included three policy priorities. To streamline the approval process for capital projects, Ms. Haygood presented a recommendation to increase the dollar threshold for capital projects required to be informally bid from \$30,000 to \$100,000 and the dollar threshold for Board of Governors approved projects from \$2M to \$4M. After robust committee discussion, Mr. Holmes made a motion to increase the informal bid threshold to \$250,000. The vote on this motion was taken by roll call, as requested by Mr. Jimmy Clark (see below).

**MOTION:** Resolved, that the Committee on Budget and Finance and Committee on Military and Public Affairs amend the increase of the informal bid dollar threshold for the Board of Governor approved projects to \$250,000

**Motion:** James Holmes

**Motion:** carried

**Nay:** Jimmy Clark, Wendy Murphy, Lee Roberts, and John Fraley

Roll Call Vote	
Committee on Budget and Finance	
Holmes	Yes
Mitchell	Yes
Williford	Absent
Clark	No
Murphy	No
Roberts	No
Committee on Military and Public Affairs	
Byers	Yes
Daughtry	Yes
Sloan	Yes
Bradley	Yes
Ford	Yes
Fraley	No

**MOTION:** Resolved, that the Committee on Budget and Finance and Committee on Military and Public Affairs approve the 2022-23 Short Session Systemwide Priorities as amended and recommend them to the full Board of Governors for a vote.

**Motion:** Lee Roberts

**Motion:** carried

**2. Adjourn (Item A-2)**

There being no further business and without objection, the meeting adjourned at 10:55 a.m.

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Michael Williford, Secretary



## AGENDA ITEM

A-2. FY23 UNC System All-Funds Budget .....Jennifer Haygood

**Situation:** To further the financial management of The University of North Carolina System and its constituent institutions, it is recommended that an all-funds budget be developed and executed by each constituent institution of the UNC System beginning with FY 2022-23.

**Background:** North Carolina has a long history of state support for public higher education, resulting in substantial state appropriations and low tuition. These two revenue sources have sustained excellent teaching and supported access and affordability for many generations of North Carolinians. For most of the System’s history, these two revenue sources were the primary revenues that supported System operations. Both revenues are considered state General Fund revenues that are governed by strong regulations for budgeting.

However, the same budgeting requirements do not exist for the System’s other fund sources. These other fund sources, called Institutional Trust Funds in the General Statutes, are comprised of revenues from auxiliary enterprises, federal grants and contracts, donor funds, and student fees. Over time, these Institutional Trust Funds have grown and now comprise half of UNC System revenues. Because there is no requirement for a comprehensive, all-funds unified budget for the constituent institutions of the UNC System, there is no standard approach to budgeting and often a formal budget does not exist.

**Assessment:** Budgeting is a common best practice for both private and public organizations. The fact that the UNC System does not operate with a formal-budgeting process is an enterprise risk that can and should be addressed. It also would provide a structural foundation for the execution of the University’s strategic plan, ensuring the delivery of the System’s mission of teaching, research, and service in a financially sustainable manner.

The all-funds budgets are approved by each institution’s board of trustees and reported to the president of the System and the Board of Governors annually. Lessons learned through this initial implementation will be used to further improve the budgets produced by this process. The System Office will also be working with individual institutions to achieve greater clarity and consistency in presentation moving forward.

**Action:** This item is for information only.



## ***UNC SYSTEM FY 2022-23 ALL-FUNDS BUDGET***

***Board of Governors  
Committee on Budget and Finance***

**May 25, 2022**

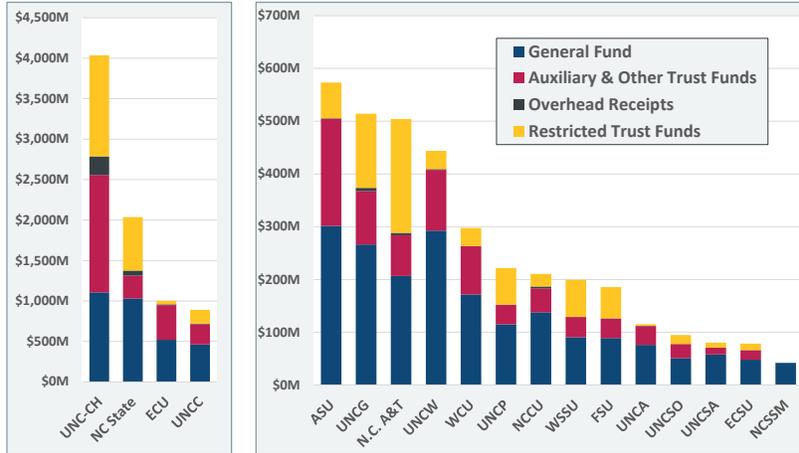
### ***Why Develop an All-Funds Budget?***

- Better align resources with strategic priorities
- Promote stewardship and financial sustainability
- Better understand the impact of discrete decisions on the broader financial picture
- Improve transparency and campus engagement
- Strengthen the fiduciary responsibility of the Boards of Trustees

**G.S. 116-1(b) – “...In the fulfillment of this mission, the University shall seek an efficient use of available resources to ensure the highest quality in its service to the citizens of the State.”**

# General Fund Revenue is Less Than Half

FY 2022-23 Budgeted UNC System Revenue by Fund Type



# Budgeting Conventions

## All-Funds Budget Guidance to Campuses

- Budgeting process and campus involvement
- Policy priorities:
  - Alignment with strategic goals
  - Improved efficiency
  - Financial sustainability and enterprise risks
- Submission requirements:
  - Completed budget template
  - Budget narrative
  - Campus process checklist

## Budgeting Conventions – Standard Format

### 4 Fund Types

Standardized Accounts		4 Fund Types				Total
		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	
Standardized Accounts	Revenues					
	State Appropriations					\$ -
	Tuition & Fees					\$ -
	Sales & Services					\$ -
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues					\$ -
	<b>Revenues Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
	Expenses					
Salaries and Wages					\$ -	
Staff Benefits					\$ -	
Supplies, Materials, & Equipment					\$ -	
Services					\$ -	
Scholarships & Fellowships					\$ -	
Debt Service					\$ -	
Utilities					\$ -	
Other Expenses					\$ -	
<b>Expenses Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	
Net Transfers					\$ -	

The all-funds budget is an operating budget for the university and does not capture activity governed by separate boards (e.g. foundations & endowments) or capital funds.

## ***Budgeting Conventions – Standard Units***

Each institution was required to budget for a standard set of organizational units; however, the departments that comprise the units are not consistent across institutions.

### **Academic Units**

### **Institutional Support Units**

University Administration  
Business Affairs  
Facilities  
Human Resources  
Information Technology  
Public Safety  
Advancement

### **Other Institution-Specific Units**

### **Academic Support Units**

Academic Affairs  
Student Affairs  
Financial Aid  
Libraries  
Sponsored Research

### **Auxiliary Units**

Dining  
Housing  
Parking  
Athletics  
Student Health  
Other Auxiliaries

## ***Budgeting Conventions – Fund Balance***

### **■ Fund Balance:**

- Institutions may strategically use or build cash reserves in their Institutional Trust Funds.
- These reserves are generally referred to as “fund balance”.
- Fund balances may be unrestricted from a financial reporting standpoint but are often reserved for specific purpose(s) by policy or practice.
- Given the important role reserves plays in the health of auxiliary enterprises, fund balances are included for these units.
- In general, if an institution’s revenues less expenses plus transfers does not equal zero, it indicates a planned change to fund balance.

## Budgeting Conventions – Transfers

### ■ Transfers are budgeted for four primary purposes:

1. Transfers to show what is flowing to or from entities outside the scope of the budget.
2. Transfers to a capital account.
3. Transfers between units that may reflect internal sales or other funding support between divisions. These will typically net to zero.
4. Transfers between state budget codes or institutions. These transfers may also be within institutions if the institution has multiple budget codes. This is common with funds flowing to/from the System Office.

## Budgeting Conventions – Example

### UNC System Office (including PBS NC) FY 2022-23 All-Funds Budget

	General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Revenues</b>					
State Appropriations	\$ 46,992,973				\$ 46,992,973
Tuition & Fees		\$ 1,145,000			\$ 1,145,000
Sales & Services	\$ 39,049	\$ 11,524,985		\$ 3,032,336	\$ 14,596,370
Patient Services					\$ -
Contracts & Grants		\$ 630,000	\$ 350,000	\$ 13,656,788	\$ 14,636,788
Gifts & Investments		\$ 13,100,000		\$ 45,354	\$ 13,145,354
Other Revenues	\$ 3,970,168	\$ 50,000			\$ 4,020,168
<b>Revenues Total</b>	<b>\$ 51,002,190</b>	<b>\$ 26,449,985</b>	<b>\$ 350,000</b>	<b>\$ 16,734,478</b>	<b>\$ 94,536,653</b>
<b>Expenses</b>					
Salaries and Wages	\$ 26,230,424	\$ 9,052,989	\$ 232,795	\$ 2,399,814	\$ 37,916,022
Staff Benefits	\$ 9,049,934	\$ 2,977,933	\$ 91,750	\$ 769,214	\$ 12,888,831
Supplies, Materials, & Equipment	\$ 1,380,068	\$ 1,281,677		\$ 291,173	\$ 2,952,918
Services	\$ 16,425,558	\$ 12,114,405		\$ 8,483,866	\$ 37,023,829
Scholarships & Fellowships	\$ 308,922				\$ 308,922
Debt Service		\$ 37,200			\$ 37,200
Utilities	\$ 1,762,000				\$ 1,762,000
Other Expenses	\$ 3,281,743	\$ 188,623	\$ 40,000	\$ 221,230	\$ 3,731,596
<b>Expenses Total</b>	<b>\$ 58,438,649</b>	<b>\$ 25,652,827</b>	<b>\$ 364,545</b>	<b>\$ 12,165,297</b>	<b>\$ 96,621,318</b>
<b>Net Transfers</b>	<b>\$ 7,436,459</b>	<b>\$ 608,282</b>	<b>\$ -</b>	<b>\$ (4,346,861)</b>	<b>\$ 3,697,880</b>
<b>Change in Fund Balance</b>	<b>\$ 0</b>	<b>\$ 1,405,440</b>	<b>\$ (14,545)</b>	<b>\$ 222,320</b>	<b>\$ 1,613,215</b>

# *FY 2023 Budget Highlights*

## *Supporting System-Wide Strategic Priorities*

### ■ **Student Success:**

- NCCU – Targeting recruitment and retention beyond first and second-year students.
- ECU – Investing in specific programs that support student success (e.g. living learning communities, Pirate Academic Success Center, Writing Center, Academic Advising Center).

### ■ **Meeting workforce needs:**

- UNC-CH – Supporting enrollment expansion in data science, medical education, nursing, business, public policy, and Kitty Hawk opportunities.
- UNCSA – Allocating resources to expand career placement initiatives (e.g. support for the annual Design & Production Job Fair).

### ■ **Affordability:**

- UNCA – Leveraging state-appropriated funding and philanthropic support to reduce student debt.
- WSSU – Investing in advancement to secure new funding sources that bolster additional scholarships.

## *Investment in Institution-Specific Priorities*

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### ■ Areas of Strategic Growth:

- App State – Increasing educational opportunities in the Hickory metro area.
- N.C. A&T – Allocating funding to support transition from R2 to R1 Doctoral Research institution.
- NC State – Expanding the College of Engineering by approximately 4,000 students over five years and research positions that support and advance NC State’s research enterprise.
- NCSSM – Expanding extended learning programs to serve students in partnership with schools across North Carolina. Most of the partner schools are in rural parts of the state.

## *Efficiency Improvements*

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### ■ Consolidation and Repurposing:

- ECU – Consolidated three academic divisions, eliminated two senior leadership positions, and created savings for reinvestment.
- ECSU – Documented all software in use on campus, software license costs, and duplicative software.
- FSU – Repurposed a portion of Title III programming to invest in Bronco One-Stop, centralized the student success center, and removed barriers to persistence.
- WCU – Required division heads to report where resources were reallocated from less productive to productive initiatives or to keep the cost of education from escalating.

## *Financial Sustainability and Enterprise Risk*

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### ■ **Mitigating Risk:**

- UNCC – Utilizing fund balances for delayed capital and equipment due to fiscal uncertainty from the pandemic.
- UNCG – Upgrading emergency management facilities to better respond to future emergencies.
- UNCP – Investing in cybersecurity, including network support, firewall protection, and information technology.
- UNC System Office – Staffing and equipping the Samarcand law enforcement training center.

## *Maturing the Process*

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### ■ **Observations from the first year:**

- Some of the budget guidance was difficult to follow.
- Differing treatment of financial aid.
- Difficult to discern appropriate unit to budget certain institution-wide activity (e.g. HEERF funding).
- Treatment of fund balance was not intuitive for some stakeholders.

### ■ **Plan for refinements:**

- Debrief will be scheduled with each institution to gather feedback and discuss inconsistencies.
- Feedback from Board of Governors will inform changes for the FY 2024 budget.

## *Using the All-Funds Budget*

- **Improve institutional budgeting practices**
  - Address issues surfaced through the AFB process
  - Improve communication/coordination between units
- **Identify areas needing attention**
  - Financial condition of certain athletic programs
  - Ensuring appropriate auxiliary reserve levels
- **Inform future BOG action**
  - Biennial State budget development
  - Tuition and fees
  - Future policy changes

QUESTIONS?



THE  
**UNIVERSITY OF  
NORTH CAROLINA  
SYSTEM**

***UNC SYSTEM  
2022-23 ALL-FUNDS BUDGET***

**May 25, 2022**

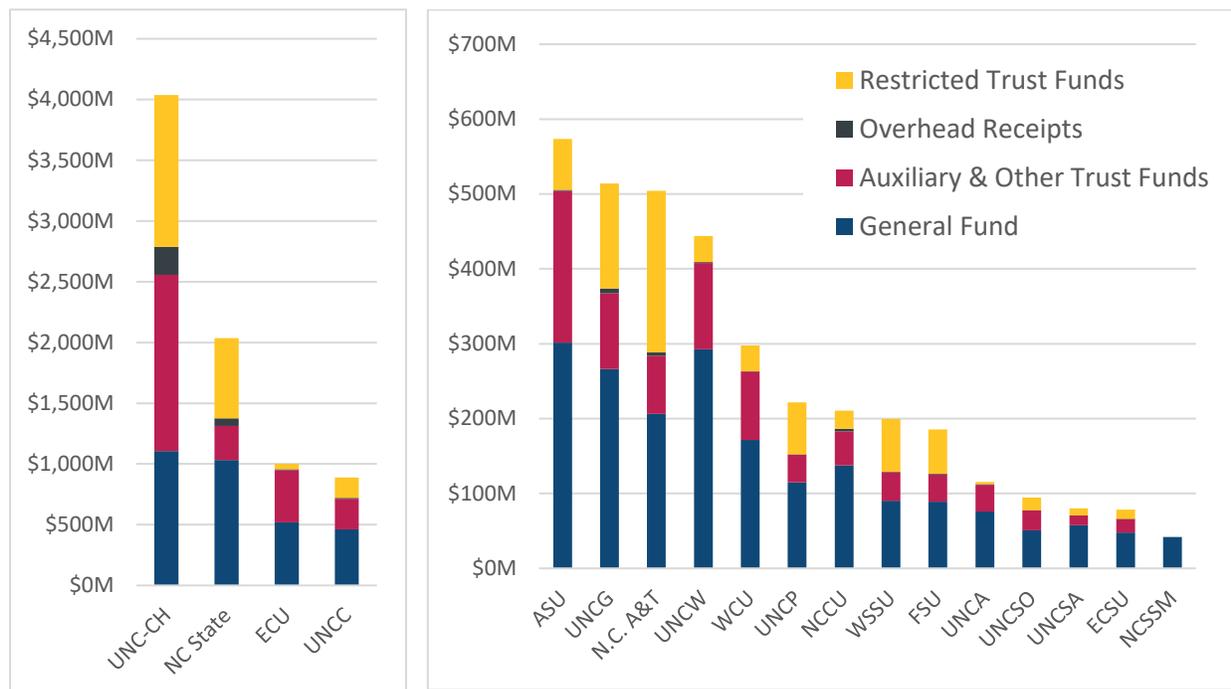
## UNC System Fiscal Year 2022-23 All-Funds Budget

North Carolina has a long history of state support for public higher education resulting in substantial state appropriations and low tuition. These two revenue sources have sustained excellence in teaching and supported access and affordability for students for many generations of North Carolinians. For the majority of the University of North Carolina System’s history, these two revenue sources were the primary revenues that supported university operations. Both revenue sources are considered state General Fund revenues that are governed by strong regulations for budgeting. The same requirement did not exist for the other fund sources, which now comprise more than half of UNC System revenues.

To further the financial management of the UNC System and its constituent institutions, the Board of Governors directed all UNC System constituent institutions to undertake a process to develop an all-funds budget for fiscal year 2022-23. 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.

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. As part of the budget process, institutions considered how financial investments in system-wide and institution-specific strategic goals, as well as improving institutional efficiency and managing financial sustainability and enterprise risks. A core set of themes and top system priorities emerged through the course of this process.

**FY 2022-23 Budgeted UNC System Revenue by Fund Type**



## **Supporting System-Wide Strategic Priorities**

Among the most common themes highlighted by institutions were investments in student access and success, consistent with the UNC System strategic plan. This included strategies to improve on-time graduation rates and degree efficiency, support for academic advising, academic support services, and targeted investments in support for students who are most at risk to fall behind. Several institutions are investing in software or other resources to identify at risk students earlier and get them the support they need to stay on track.

Institutions have made conscious efforts to support student access through improving their admissions processes, bolstering their financial aid resources with fundraising and other trust funds, and targeted investments to attract and support rural, low-income, or underrepresented student populations. Institutions have also prioritized efforts to develop diverse, equitable, and inclusive cultures.

Institutions are responding to market demands to maintain and improve their faculty and staff by investing in recruitment and retention. Institutions prioritized faculty growth in areas that were likely to have the most impact on student success, programs that are experiencing significant enrollment growth, and programs that meet system strategic goals including STEM programs.

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.

Citing significant changes and challenges brought on by the transition to hybrid or distance learning, institutions are making thoughtful technology investments that enhance face-to-face, hybrid, and distance learning.

Some examples of specific initiatives outlined by campuses include:

### **Student success**

- NCCU – targeted funding aimed at recruitment and retention, with additional emphasis on efforts beyond first and second-year students.
- ECU – investments in programs that support student success such as living learning communities, Pirate Academic Success Center, Writing Center, and the Academic Advising Center.

### **Meeting workforce needs**

- UNC-CH – support for enrollment expansion in data science, medical education, nursing, business, public policy, and Kitty Hawk opportunities.
- UNCSA – allocating resources to build on and expand career placement initiatives in conservatories, such as support for the annual Design & Production Job Fair.

### **Affordability**

- UNCA – leveraging funding appropriated from the state and philanthropic support to ensure that students with household adjusted gross income of \$65,000 or less will graduate with as little debt as possible.

- WSSU – strategizing ways to allocate funding to support additional investments in University Advancement to assist with personnel who will work to secure new funding sources that bolster additional scholarships.

### **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.

#### **Areas of Strategic Growth**

- App State – increased critical educational opportunities in the Hickory metro area to equip the local workforce with the skills required to meet the current demands of employers.
- N.C. A&T – allocation of funding to support Research Competitiveness goal as they pursue transition from R2 to R1 Doctoral Research institution.
- NC State – expansion of the College of Engineering by approximately 4,000 students over five years and research positions that support and advance NC State’s research enterprise.
- NCSSM – expansion of extended learning programs to serve non-enrolled students in partnership with schools across North Carolina through high-level STEM synchronous virtual courses, with students having the option to take just a single NCSSM course or several to augment their home high school curriculum. Most of the partner schools are in rural parts of the state.

### **Improving Efficiency**

Institutions used the all-funds budget process to identify tangible opportunities for efficiency improvements. The savings created through this process can be passed on to students and taxpayers or used for opportunities for reinvestment in institutional success.

Common themes included consolidation of administrative operations or student service centers and optimizing staffing through reductions or reviewing vacant positions to realign staffing with the areas of greatest need. 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:

#### **Consolidation and Repurposing**

- ECU – consolidation of three academic divisions – Academic Affairs, Health Sciences, and Research, Economic Development, and Engagement (REDE) – under a single Chief Academic Officer. This consolidation will include eliminating two senior leadership positions: Vice Chancellor and an Assistant Vice Chancellor position. The Vice Chancellor for REDE will be replaced with a

Chief Research and Engagement Officer. This consolidation creates savings for reinvestment or budget reductions.

- ECSU – campus-wide review documenting all software in use, software license costs, and whether there was duplicative software that performed identical or similar functions. As a result of the findings, some licenses were not renewed, and the savings were used to fund other priorities.
- FSU – repurposed a portion of Title III programming to invest in a reimagined student services center called Bronco One-Stop to centralize the student success center and remove barriers to persistence.
- WCU – required division heads to report where resources were reallocated from less productive initiatives in favor of more productive initiatives or to keep the cost of education from escalating.

### **Financial Sustainability and Enterprise Risk**

Institutions highlighted efforts to address and manage significant risks. Several institutions have made financial investments to improve the operations of auxiliaries or to grow endowments as a safeguard against financial volatility. Institutions have attempted to head off the growing risk of cyber threats by investing in cybersecurity tools and training. Institutions cited the one-time aid provided through the Higher Education Emergency Relief Fund (HEERF) as well as other COVID-19-related funds, and have developed plans to transition as these one-time sources are exhausted. Several institutions also discussed growing concerns about the financial limitations on athletic budgets, citing limited sources of revenue as a primary structural issue.

Some examples of specific initiatives outlined by institutions include:

#### **Mitigating Risk**

- UNCC – utilizing fund balances to support capital and equipment expenditures in auxiliaries that had been delayed over two years due to fiscal uncertainty from the pandemic.
- UNCG – upgrading emergency management facilities to better respond to future emergencies.
- UNCP – campus-wide cybersecurity investments, including network support, firewall protection and information technology security to protect the university against the legal and financial costs of cyberterrorism.
- UNC System Office – staffing and equipping the Samarqand 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.

### **Maturing the Process**

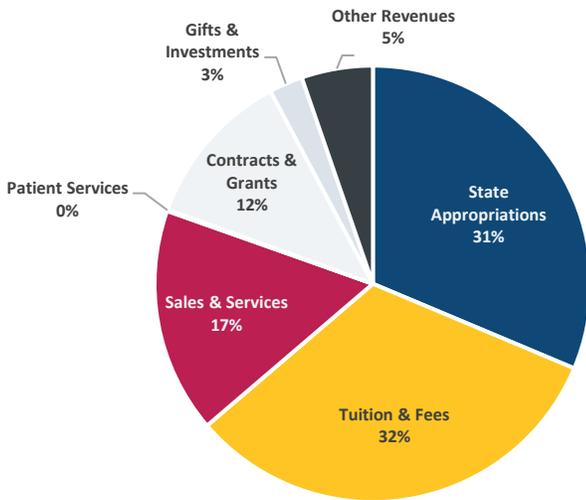
It is a tremendous step forward for the UNC System to have a comprehensive all-funds budget. In addition to strengthening the fiscal accountability of the Boards of Trustees and providing significant transparency into strategic investments of UNC System institutions, there are also lessons learned from this first process. Feedback will be incorporated into the budget guidance for the FY 2023-24 process and there will be continual assessment of how the process and format of the budget can be improved.

# Appalachian State University

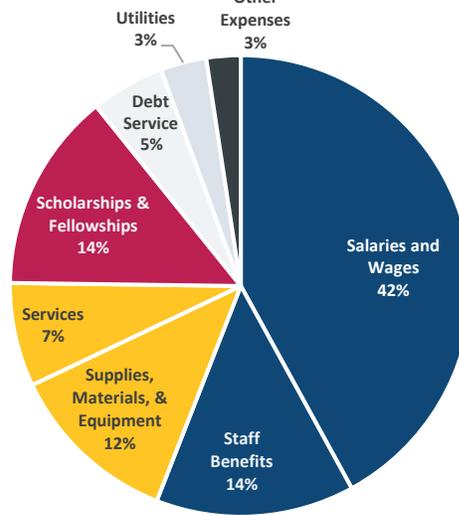
Total Enrollment (Fall 2021): 20,641

Total Permanent Full-Time Employees (Including Faculty) (Fall 2021): 2,982

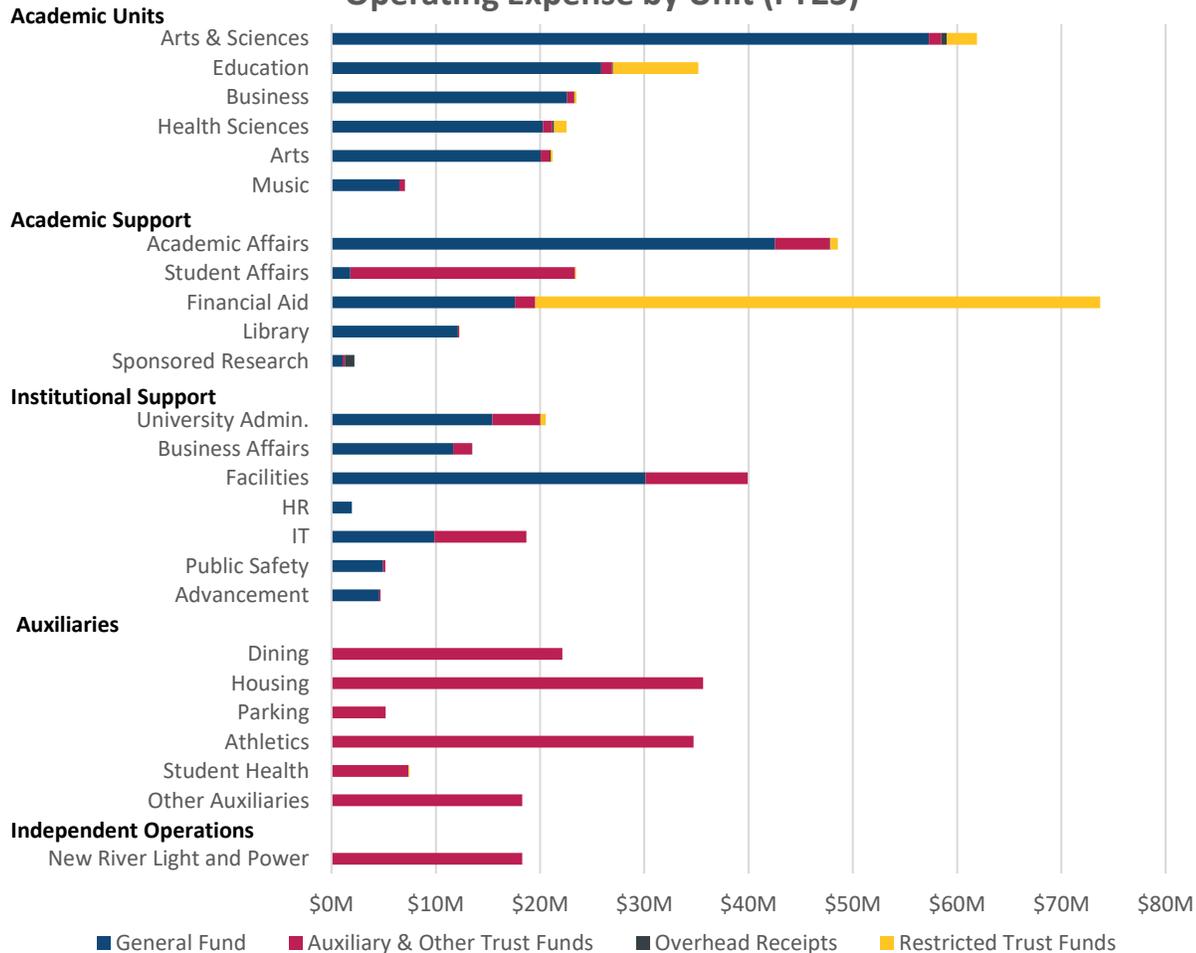
### Budgeted Revenues (FY23)



### Budgeted Expenses (FY23)



### Operating Expense by Unit (FY23)



## **Appalachian State University — All Funds Budget Narrative FY 2022-2023**

*Appalachian State University has developed the All Funds Budget to advance UNC System strategic goals, as well as App State'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. App State's budget includes funding for the following initiatives to address System/university 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.

### **Lab Schools**

App State is also partnering with Elkin City Schools to open the university's second laboratory school in August 2022 and will enhance student education and outcomes and provide high-quality teacher and principal training. Along with the Appalachian Academy at Middle Fork in Walkertown, 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 FY23, 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 (related to leases) and Elkin (start-up costs such as information technology upgrades and new hires).

### **New Academic Programs**

In Fall 2022, App State's first class of students will begin classes for the four-year BS in Veterinary Technology program. The online program will also provide on-site clinical training to prepare students for employment in the growing field of veterinary medicine and provide career advancement opportunities for those already working in that field. The program is developed through a partnership between App State and Banfield Pet Hospitals, which is the leading provider of veterinary care in the United States and has made a \$9 million commitment toward the development of the new degree program.

App State will begin a new online MS in Occupational Therapy in Fall 2024 to address the need for more occupational therapists in Western North Carolina and across the state. There are currently no public university OT programs available in Western NC, and the cost of pursuing the same degree at a private institution would leave most OT graduates in significant debt. Institutional funds are being used to hire faculty and address other program-related start-up costs.

### **App State Online Programs**

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.

## Appalachian State University — All Funds Budget Narrative FY 2022-2023

*The All Funds Budget will support the progress towards the institution's [2021-2022 Bridge Strategic Plan](#), which includes Campus Health, Safety and Well-being, Academic Excellence, Financial Resources, Business Operations and Diversity, Equity and Inclusion. App State's institutional financial plans are in alignment with these priorities.*

### **Campus Health, Safety and Well-being**

Additional enrollment growth and Campus Security Fee funding are being allocated to the following departments in 2021-22 which will be recurring in FY23: Police, Office of Disability Resources, Title IX Compliance, Environmental Health, Safety & Emergency Management and Facilities Operations.

### **Academic Excellence**

The university prioritizes academic excellence and is committed to enhancing the student learning experience and providing support for teaching, research and scholarly activities. Examples include:

- Increased investments in smart classrooms and IT resources needed for online/virtual learning using Ed & Tech Fee receipts and State appropriations
- 26 new faculty positions, funded with enrollment growth funding and tuition receipts;
- Four academic advising positions, funded with enrollment growth funding and tuition receipts;
- The second lab school in Elkin, which will provide real-world teaching opportunities for students.

### **Financial Resources**

App State has actively pursued additional sources of funding to support its academic and student support priorities. Scholarship support from auxiliary operations has recently been increased. The university's Vet Tech program will initially be funded by a multimillion-dollar contribution from Banfield Pet Hospitals. App State's sustainability initiatives support resiliency and efficiencies in campus operations. In 2021-22, the university increased its renewable energy purchase portfolio from just under 2% to 18%, and expects a resulting cost savings of approximately \$500,000.

### **Diversity, Equity and Inclusion**

Funding was allocated to the Chief Diversity Officer to support inclusive excellence, including faculty recruitment and retention initiatives, and associated administrative support. In addition, Enrollment Management was allocated additional funding in 2021-22 in order to hire an Assistant Director of Admissions for African American Student Recruitment.

### **Improved Efficiency**

In Spring 2021, App State convened a Budget Savings Task Force to discuss and identify potential efficiencies and opportunities for streamlining operations. One resulting action was the decision to consolidate all compliance-related operations (e.g., General Counsel, Title IX, etc.) into the Division of Institutional Integrity. With regard to personnel levels, the UNC Workforce Analysis Summary data shows that App State's personnel numbers are less than those of comparable peer institutions within the UNC System.

### **Financial Sustainability & Enterprise Risks**

App State has developed an auxiliary reserve policy and an Enterprise Risk Management department to develop strategies to protect and enhance the university's value. The university is also investing in cybersecurity-related initiatives. Additional initiatives include: the purchase of software to assist in managing the university's debt and lease portfolio, and a recent contract to develop a capital financial planning model for the App State's auxiliary units, which will provide data, ratios and other metrics needed to assist in the decision-making process regarding future debt issuances.

**Appalachian State University  
FY 2022-23 All-Funds Budget**

		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriations	\$ 179,671,562				\$ 179,671,562
	Tuition & Fees	\$ 114,054,594	\$ 71,739,850			\$ 185,794,444
	Sales & Services	\$ 1,716,726	\$ 93,959,276			\$ 95,676,002
	Patient Services		\$ 665,000			\$ 665,000
	Contracts & Grants	\$ 5,389,760			\$ 61,627,000	\$ 67,016,760
	Gifts & Investments		\$ 7,884,474		\$ 6,400,000	\$ 14,284,474
	Other Revenues	\$ 769,778	\$ 28,446,621	\$ 1,100,000		\$ 30,316,399
<b>Revenues Total</b>		<b>\$ 301,602,420</b>	<b>\$ 202,695,222</b>	<b>\$ 1,100,000</b>	<b>\$ 68,027,000</b>	<b>\$ 573,424,642</b>
Expenses	Salaries and Wages	\$ 185,329,991	\$ 51,275,649	\$ 765,000	\$ 5,380,000	\$ 242,750,640
	Staff Benefits	\$ 61,503,220	\$ 17,332,930	\$ 223,300	\$ 1,313,000	\$ 80,372,450
	Supplies, Materials, & Equip.	\$ 15,422,570	\$ 52,530,434	\$ 433,900	\$ 981,000	\$ 69,367,904
	Services	\$ 14,406,957	\$ 21,593,742	\$ 489,700	\$ 5,507,000	\$ 41,997,399
	Scholarships & Fellowships	\$ 15,279,554	\$ 10,504,197	\$ 46,000	\$ 55,094,000	\$ 80,923,751
	Debt Service	\$ 2,132,336	\$ 27,649,194			\$ 29,781,530
	Utilities	\$ 8,322,498	\$ 10,290,264		\$ 2,000	\$ 18,614,762
	Other Expenses	\$ 3,822,349	\$ 10,053,712	\$ 2,000		\$ 13,878,061
<b>Expenses Total</b>		<b>\$ 306,219,475</b>	<b>\$ 201,230,122</b>	<b>\$ 1,959,900</b>	<b>\$ 68,277,000</b>	<b>\$ 577,686,497</b>
<b>Net Transfers</b>		<b>\$ 4,617,055</b>	<b>\$ (5,387,614)</b>	<b>\$ -</b>	<b>\$ (155,000)</b>	<b>\$ (925,559)</b>

**Appalachian State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>College of Arts and Sciences</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 57,354,016	\$ 983,032		\$	\$ 58,337,048
	Sales & Services		\$ 216,135		\$	\$ 216,135
	Patient Services				\$	\$ -
	Contracts & Grants				\$ 2,909,000	\$ 2,909,000
	Gifts & Investments				\$	\$ -
	Other Revenues		\$ 1,000		\$	\$ 1,000
<b>Revenues Total</b>		<b>\$ 57,354,016</b>	<b>\$ 1,200,167</b>	<b>\$ -</b>	<b>\$ 2,909,000</b>	<b>\$ 61,463,183</b>
Expenses	Salaries and Wages	\$ 42,395,596	\$ 122,000	\$ 83,000	\$ 884,000	\$ 43,484,596
	Staff Benefits	\$ 12,918,293	\$ 34,133	\$ 22,000	\$ 167,000	\$ 13,141,426
	Supplies, Materials, & Equipment	\$ 1,501,543	\$ 987,899	\$ 206,000	\$ 478,000	\$ 3,173,442
	Services	\$ 461,931	\$ 56,000	\$ 176,000	\$ 770,000	\$ 1,463,931
	Scholarships & Fellowships			\$ 42,000	\$ 608,000	\$ 650,000
	Debt Service				\$	\$ -
	Utilities				\$ 2,000	\$ 2,000
	Other Expenses			\$ 2,000	\$	\$ 2,000
<b>Expenses Total</b>		<b>\$ 57,277,363</b>	<b>\$ 1,200,032</b>	<b>\$ 531,000</b>	<b>\$ 2,909,000</b>	<b>\$ 61,917,395</b>
Transfers	Transfers In			\$ 531,000	\$	\$ 531,000
	Transfers Out	\$ 76,653			\$ 96,000	\$ 172,653
<b>Net Transfers</b>		<b>\$ (76,653)</b>	<b>\$ -</b>	<b>\$ 531,000</b>	<b>\$ (96,000)</b>	<b>\$ 358,347</b>
<b>College of Business</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 22,590,581	\$ 207,627		\$	\$ 22,798,208
	Sales & Services		\$ 502,000		\$	\$ 502,000
	Patient Services				\$	\$ -
	Contracts & Grants				\$ 184,000	\$ 184,000
	Gifts & Investments				\$	\$ -
	Other Revenues		\$ 2,000		\$	\$ 2,000
<b>Revenues Total</b>		<b>\$ 22,590,581</b>	<b>\$ 711,627</b>	<b>\$ -</b>	<b>\$ 184,000</b>	<b>\$ 23,486,208</b>
Expenses	Salaries and Wages	\$ 16,945,659	\$ 287,000	\$ 4,000	\$ 23,000	\$ 17,259,659
	Staff Benefits	\$ 4,912,118	\$ 52,000	\$ 300	\$ 4,000	\$ 4,968,418
	Supplies, Materials, & Equipment	\$ 447,239	\$ 233,627	\$ 8,000	\$ 2,000	\$ 690,866
	Services	\$ 43,811	\$ 101,000	\$ 28,000	\$ 155,000	\$ 327,811
	Scholarships & Fellowships		\$ 3,000		\$	\$ 3,000
	Debt Service				\$	\$ -
	Utilities				\$	\$ -
	Other Expenses	\$ 241,754			\$	\$ 241,754
<b>Expenses Total</b>		<b>\$ 22,590,581</b>	<b>\$ 676,627</b>	<b>\$ 40,300</b>	<b>\$ 184,000</b>	<b>\$ 23,491,508</b>
Transfers	Transfers In			\$ 40,300	\$	\$ 40,300
	Transfers Out				\$	\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 40,300</b>	<b>\$ -</b>	<b>\$ 40,300</b>

**Appalachian State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>College of Education</b>		<b>General Fund</b>	<b>Auxiliary &amp; Other Trust Funds</b>	<b>Overhead Receipts</b>	<b>Restricted Trust Funds</b>	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 20,533,951	\$ 433,980		\$	<b>20,967,931</b>
	Sales & Services		\$ 609,000		\$	<b>609,000</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants	\$ 5,336,475			\$ 8,210,000	<b>13,546,475</b>
	Gifts & Investments				\$	<b>-</b>
	Other Revenues				\$	<b>-</b>
<b>Revenues Total</b>		<b>\$ 25,870,426</b>	<b>\$ 1,042,980</b>	<b>\$ -</b>	<b>\$ 8,210,000</b>	<b>\$ 35,123,406</b>
Expenses	Salaries and Wages	\$ 17,237,522	\$ 373,000	\$ 30,000	\$ 3,136,000	<b>20,776,522</b>
	Staff Benefits	\$ 6,475,983	\$ 119,000	\$ 5,000	\$ 785,000	<b>7,384,983</b>
	Supplies, Materials, & Equipment	\$ 906,028	\$ 453,980	\$ 10,000	\$ 304,000	<b>1,674,008</b>
	Services	\$ 472,652	\$ 96,000	\$ 25,000	\$ 3,665,000	<b>4,258,652</b>
	Scholarships & Fellowships	\$ 788	\$ 1,000		\$ 320,000	<b>321,788</b>
	Debt Service				\$	<b>-</b>
	Utilities				\$	<b>-</b>
	Other Expenses	\$ 777,403			\$	<b>777,403</b>
<b>Expenses Total</b>		<b>\$ 25,870,376</b>	<b>\$ 1,042,980</b>	<b>\$ 70,000</b>	<b>\$ 8,210,000</b>	<b>\$ 35,193,356</b>
Transfers	Transfers In			\$ 70,000		<b>70,000</b>
	Transfers Out	\$ 50			\$ 36,000	<b>36,050</b>
<b>Net Transfers</b>		<b>\$ (50)</b>	<b>\$ -</b>	<b>\$ 70,000</b>	<b>\$ (36,000)</b>	<b>\$ 33,950</b>
<b>College of Health Sciences</b>		<b>General Fund</b>	<b>Auxiliary &amp; Other Trust Funds</b>	<b>Overhead Receipts</b>	<b>Restricted Trust Funds</b>	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 20,021,695	\$ 522,551		\$	<b>20,544,246</b>
	Sales & Services		\$ 354,000		\$	<b>354,000</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants				\$ 1,185,000	<b>1,185,000</b>
	Gifts & Investments				\$	<b>-</b>
	Other Revenues	\$ 257,000			\$	<b>257,000</b>
<b>Revenues Total</b>		<b>\$ 20,278,695</b>	<b>\$ 876,551</b>	<b>\$ -</b>	<b>\$ 1,185,000</b>	<b>\$ 22,340,246</b>
Expenses	Salaries and Wages	\$ 14,780,760	\$ 105,000	\$ 32,000	\$ 429,000	<b>15,346,760</b>
	Staff Benefits	\$ 4,695,517	\$ 27,000	\$ 3,000	\$ 121,000	<b>4,846,517</b>
	Supplies, Materials, & Equipment	\$ 740,118	\$ 641,551	\$ 110,000	\$ 102,000	<b>1,593,669</b>
	Services		\$ 103,000	\$ 38,000	\$ 415,000	<b>556,000</b>
	Scholarships & Fellowships				\$ 118,000	<b>118,000</b>
	Debt Service				\$	<b>-</b>
	Utilities				\$	<b>-</b>
	Other Expenses	\$ 62,300			\$	<b>62,300</b>
<b>Expenses Total</b>		<b>\$ 20,278,695</b>	<b>\$ 876,551</b>	<b>\$ 183,000</b>	<b>\$ 1,185,000</b>	<b>\$ 22,523,246</b>
Transfers	Transfers In			\$ 183,000		<b>183,000</b>
	Transfers Out				\$ 21,000	<b>21,000</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 183,000</b>	<b>\$ (21,000)</b>	<b>\$ 162,000</b>

**Appalachian State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>College of Fine and Applied Arts</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 20,062,925	\$ 770,901		\$	<b>20,833,826</b>
	Sales & Services		\$ 73,000		\$	<b>73,000</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants				\$ 166,000	<b>166,000</b>
	Gifts & Investments				\$	<b>-</b>
	Other Revenues				\$	<b>-</b>
<b>Revenues Total</b>		<b>\$ 20,062,925</b>	<b>\$ 843,901</b>	<b>\$ -</b>	<b>\$ 166,000</b>	<b>\$ 21,072,826</b>
Expenses	Salaries and Wages	\$ 14,848,711	\$ 143,100	\$ 11,000	\$ 91,000	<b>15,093,811</b>
	Staff Benefits	\$ 4,815,247	\$ 44,384	\$ 5,000	\$ 24,000	<b>4,888,631</b>
	Supplies, Materials, & Equipment	\$ 398,967	\$ 623,417	\$ 45,000	\$ 21,000	<b>1,088,384</b>
	Services		\$ 33,000	\$ 45,000	\$ 30,000	<b>108,000</b>
	Scholarships & Fellowships				\$	<b>-</b>
	Debt Service				\$	<b>-</b>
	Utilities				\$	<b>-</b>
	Other Expenses				\$	<b>-</b>
<b>Expenses Total</b>		<b>\$ 20,062,925</b>	<b>\$ 843,901</b>	<b>\$ 106,000</b>	<b>\$ 166,000</b>	<b>\$ 21,178,826</b>
Transfers	Transfers In			\$ 106,000		<b>106,000</b>
	Transfers Out				\$ 2,000	<b>2,000</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 106,000</b>	<b>\$ (2,000)</b>	<b>\$ 104,000</b>
<b>School Of Music</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 6,510,077	\$ 267,255		\$	<b>6,777,332</b>
	Sales & Services		\$ 255,000		\$	<b>255,000</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants				\$	<b>-</b>
	Gifts & Investments				\$	<b>-</b>
	Other Revenues				\$	<b>-</b>
<b>Revenues Total</b>		<b>\$ 6,510,077</b>	<b>\$ 522,255</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,032,332</b>
Expenses	Salaries and Wages	\$ 4,873,324	\$ 160,548		\$	<b>5,033,872</b>
	Staff Benefits	\$ 1,467,575	\$ 47,039		\$	<b>1,514,614</b>
	Supplies, Materials, & Equipment	\$ 169,178	\$ 148,868	\$ 4,000	\$	<b>322,046</b>
	Services		\$ 113,000	\$ 10,000	\$	<b>123,000</b>
	Scholarships & Fellowships		\$ 1,000		\$	<b>1,000</b>
	Debt Service				\$	<b>-</b>
	Utilities				\$	<b>-</b>
	Other Expenses		\$ 51,800		\$	<b>51,800</b>
<b>Expenses Total</b>		<b>\$ 6,510,077</b>	<b>\$ 522,255</b>	<b>\$ 14,000</b>	<b>\$ -</b>	<b>\$ 7,046,332</b>
Transfers	Transfers In			\$ 14,000		<b>14,000</b>
	Transfers Out				\$	<b>-</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 14,000</b>	<b>\$ -</b>	<b>\$ 14,000</b>

**Appalachian State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Academic Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 42,809,210	\$ 6,231,122		\$	<b>49,040,332</b>
	Sales & Services	\$ 6,784			\$	<b>6,784</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants				\$ 709,000	<b>709,000</b>
	Gifts & Investments				\$	<b>-</b>
	Other Revenues	\$ 2,000	\$ 1,198,000		\$	<b>1,200,000</b>
<b>Revenues Total</b>		<b>\$ 42,817,994</b>	<b>\$ 7,429,122</b>	<b>\$ -</b>	<b>\$ 709,000</b>	<b>\$ 50,956,116</b>
Expenses	Salaries and Wages	\$ 27,801,811	\$ 733,251	\$ 33,000	\$ 247,000	<b>28,815,062</b>
	Staff Benefits	\$ 8,748,767	\$ 237,416	\$ 3,000	\$ 64,000	<b>9,053,183</b>
	Supplies, Materials, & Equipment	\$ 2,015,228	\$ 2,219,017	\$ 15,000	\$ 16,000	<b>4,265,245</b>
	Services	\$ 2,984,214	\$ 135,695		\$ 312,000	<b>3,431,909</b>
	Scholarships & Fellowships			\$ 4,000	\$ 70,000	<b>74,000</b>
	Debt Service		\$ 1,683,222			<b>1,683,222</b>
	Utilities				\$	<b>-</b>
	Other Expenses	\$ 1,000,298	\$ 232,000		\$	<b>1,232,298</b>
<b>Expenses Total</b>		<b>\$ 42,550,318</b>	<b>\$ 5,240,601</b>	<b>\$ 55,000</b>	<b>\$ 709,000</b>	<b>\$ 48,554,919</b>
Transfers	Transfers In	\$ 15		\$ 55,000		<b>55,015</b>
	Transfers Out	\$ 267,691	\$ 605,275			<b>872,966</b>
<b>Net Transfers</b>		<b>\$ (267,676)</b>	<b>\$ (605,275)</b>	<b>\$ 55,000</b>	<b>\$ -</b>	<b>\$ (817,951)</b>
<b>Student Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,815,465	\$ 15,078,755		\$	<b>16,894,220</b>
	Sales & Services		\$ 1,998,292		\$	<b>1,998,292</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants				\$ 103,000	<b>103,000</b>
	Gifts & Investments				\$	<b>-</b>
	Other Revenues		\$ 120,914		\$	<b>120,914</b>
<b>Revenues Total</b>		<b>\$ 1,815,465</b>	<b>\$ 17,197,961</b>	<b>\$ -</b>	<b>\$ 103,000</b>	<b>\$ 19,116,426</b>
Expenses	Salaries and Wages	\$ 1,219,104	\$ 9,775,358		\$ 20,000	<b>11,014,462</b>
	Staff Benefits	\$ 449,947	\$ 3,554,246		\$ 5,000	<b>4,009,193</b>
	Supplies, Materials, & Equipment	\$ 17,639	\$ 1,584,239		\$ 54,000	<b>1,655,878</b>
	Services	\$ 93,983	\$ 1,695,698		\$ 24,000	<b>1,813,681</b>
	Scholarships & Fellowships		\$ 364,525		\$	<b>364,525</b>
	Debt Service		\$ 3,170,201		\$	<b>3,170,201</b>
	Utilities		\$ 657,325		\$	<b>657,325</b>
	Other Expenses	\$ 31,046	\$ 744,331		\$	<b>775,377</b>
<b>Expenses Total</b>		<b>\$ 1,811,719</b>	<b>\$ 21,545,923</b>	<b>\$ -</b>	<b>\$ 103,000</b>	<b>\$ 23,460,642</b>
Transfers	Transfers In		\$ 3,548,695		\$	<b>3,548,695</b>
	Transfers Out	\$ 3,746	\$ 1,807,904		\$	<b>1,811,650</b>
<b>Net Transfers</b>		<b>\$ (3,746)</b>	<b>\$ 1,740,791</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,737,045</b>

**Appalachian State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Financial Aid</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 17,575,319	\$ 80,810		\$	17,656,129
	Sales & Services		\$ 8,537		\$	8,537
	Patient Services				\$	-
	Contracts & Grants				\$ 47,523,000	47,523,000
	Gifts & Investments				\$ 6,400,000	6,400,000
	Other Revenues		\$ 59,070		\$	59,070
<b>Revenues Total</b>		<b>\$ 17,575,319</b>	<b>\$ 148,417</b>	<b>\$ -</b>	<b>\$ 53,923,000</b>	<b>\$ 71,646,736</b>
Expenses	Salaries and Wages	\$ 1,681,977	\$ 55,683		\$ 172,000	1,909,660
	Staff Benefits	\$ 614,576	\$ 25,127		\$ 6,000	645,703
	Supplies, Materials, & Equipment				\$	-
	Services				\$ 17,000	17,000
	Scholarships & Fellowships	\$ 15,278,766	\$ 1,883,992		\$ 53,978,000	71,140,758
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 17,575,319</b>	<b>\$ 1,964,802</b>	<b>\$ -</b>	<b>\$ 54,173,000</b>	<b>\$ 73,713,121</b>
Transfers	Transfers In		\$ 2,950,000		\$	2,950,000
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 2,950,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,950,000</b>
<b>Library</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 11,951,114	\$ 110,000		\$	12,061,114
	Sales & Services	\$ 58,095			\$	58,095
	Patient Services				\$	-
	Contracts & Grants				\$ 9,000	9,000
	Gifts & Investments				\$	-
	Other Revenues	\$ 48,237			\$	48,237
<b>Revenues Total</b>		<b>\$ 12,057,446</b>	<b>\$ 110,000</b>	<b>\$ -</b>	<b>\$ 9,000</b>	<b>\$ 12,176,446</b>
Expenses	Salaries and Wages	\$ 6,082,489			\$ 5,000	6,087,489
	Staff Benefits	\$ 1,886,156			\$ 1,000	1,887,156
	Supplies, Materials, & Equipment	\$ 3,681,746	\$ 110,000		\$	3,791,746
	Services	\$ 474,257			\$ 3,000	477,257
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 12,124,648</b>	<b>\$ 110,000</b>	<b>\$ -</b>	<b>\$ 9,000</b>	<b>\$ 12,243,648</b>
Transfers	Transfers In	\$ 67,202			\$	67,202
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ 67,202</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 67,202</b>

**Appalachian State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Sponsored Research</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,061,883				\$ 1,061,883
	Sales & Services					\$ -
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues		\$ 1,000			\$ 1,000
<b>Revenues Total</b>		<b>\$ 1,061,883</b>	<b>\$ 1,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,062,883</b>
Expenses	Salaries and Wages	\$ 755,407	\$ 76,000	\$ 535,000		\$ 1,366,407
	Staff Benefits	\$ 257,276	\$ 22,000	\$ 177,000		\$ 456,276
	Supplies, Materials, & Equipment		\$ 37,000	\$ 35,000		\$ 72,000
	Services	\$ 49,200	\$ 58,000	\$ 162,000		\$ 269,200
	Scholarships & Fellowships		\$ 26,000			\$ 26,000
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 1,061,883</b>	<b>\$ 219,000</b>	<b>\$ 909,000</b>	<b>\$ -</b>	<b>\$ 2,189,883</b>
Transfers	Transfers In		\$ 218,000	\$ 909,000		\$ 1,127,000
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 218,000</b>	<b>\$ 909,000</b>	<b>\$ -</b>	<b>\$ 1,127,000</b>
<b>University Administration</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 14,180,810	\$ 818,000			\$ 14,998,810
	Sales & Services		\$ 2,462,845			\$ 2,462,845
	Patient Services					\$ -
	Contracts & Grants				\$ 527,000	\$ 527,000
	Gifts & Investments					\$ -
	Other Revenues	\$ 14,700	\$ 75,000			\$ 89,700
<b>Revenues Total</b>		<b>\$ 14,195,510</b>	<b>\$ 3,355,845</b>	<b>\$ -</b>	<b>\$ 527,000</b>	<b>\$ 18,078,355</b>
Expenses	Salaries and Wages	\$ 7,678,550	\$ 1,929,671		\$ 341,000	\$ 9,949,221
	Staff Benefits	\$ 2,052,897	\$ 634,362		\$ 133,000	\$ 2,820,259
	Supplies, Materials, & Equipment	\$ 1,356,743	\$ 871,000	\$ 900	\$ 4,000	\$ 2,232,643
	Services	\$ 4,194,865	\$ 893,975	\$ 700	\$ 49,000	\$ 5,138,540
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities		\$ 177,400			\$ 177,400
	Other Expenses	\$ 123,373	\$ 103,300			\$ 226,673
<b>Expenses Total</b>		<b>\$ 15,406,428</b>	<b>\$ 4,609,708</b>	<b>\$ 1,600</b>	<b>\$ 527,000</b>	<b>\$ 20,544,736</b>
Transfers	Transfers In	\$ 1,210,918	\$ 650,438	\$ 1,600		\$ 1,862,956
	Transfers Out	\$ -	\$ 83,600			\$ 83,600
<b>Net Transfers</b>		<b>\$ 1,210,918</b>	<b>\$ 566,838</b>	<b>\$ 1,600</b>	<b>\$ -</b>	<b>\$ 1,779,356</b>

**Appalachian State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Business Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 9,458,212	\$ 1,262,660		\$	<b>10,720,872</b>
	Sales & Services		\$ 411,414		\$	<b>411,414</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants	\$ 53,285			\$	<b>53,285</b>
	Gifts & Investments		\$ 1,303,000		\$	<b>1,303,000</b>
	Other Revenues	\$ 383,504	\$ 1,014,642	\$ 1,100,000	\$	<b>2,498,146</b>
<b>Revenues Total</b>		<b>\$ 9,895,001</b>	<b>\$ 3,991,716</b>	<b>\$ 1,100,000</b>	<b>\$ -</b>	<b>\$ 14,986,717</b>
Expenses	Salaries and Wages	\$ 4,525,191		\$ 37,000	\$	<b>4,562,191</b>
	Staff Benefits	\$ 1,967,562		\$ 8,000	\$	<b>1,975,562</b>
	Supplies, Materials, & Equipment	\$ 1,588,581	\$ 457,700		\$	<b>2,046,281</b>
	Services	\$ 2,768,956	\$ 1,200,800	\$ 5,000	\$	<b>3,974,756</b>
	Scholarships & Fellowships		\$ 30,000		\$	<b>30,000</b>
	Debt Service				\$	<b>-</b>
	Utilities				\$	<b>-</b>
	Other Expenses	\$ 798,739	\$ 122,400		\$	<b>921,139</b>
<b>Expenses Total</b>		<b>\$ 11,649,029</b>	<b>\$ 1,810,900</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ 13,509,929</b>
Transfers	Transfers In	\$ 1,975,960	\$ 4,861,875		\$	<b>6,837,835</b>
	Transfers Out	\$ 221,932	\$ 5,815,270	\$ 1,909,900	\$	<b>7,947,102</b>
<b>Net Transfers</b>		<b>\$ 1,754,028</b>	<b>\$ (953,395)</b>	<b>\$ (1,909,900)</b>	<b>\$ -</b>	<b>\$ (1,109,267)</b>
<b>Facilities</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 28,357,486			\$	<b>28,357,486</b>
	Sales & Services	\$ 1,651,847	\$ 9,780,000		\$	<b>11,431,847</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants				\$	<b>-</b>
	Gifts & Investments				\$	<b>-</b>
	Other Revenues	\$ 64,337			\$	<b>64,337</b>
<b>Revenues Total</b>		<b>\$ 30,073,670</b>	<b>\$ 9,780,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 39,853,670</b>
Expenses	Salaries and Wages	\$ 11,124,598	\$ 973,944		\$	<b>12,098,542</b>
	Staff Benefits	\$ 4,965,349	\$ 471,106		\$	<b>5,436,455</b>
	Supplies, Materials, & Equipment	\$ 1,444,929	\$ 1,352,000		\$	<b>2,796,929</b>
	Services	\$ 1,517,486	\$ 1,535,297		\$	<b>3,052,783</b>
	Scholarships & Fellowships				\$	<b>-</b>
	Debt Service	\$ 2,132,336	\$ 2,232,000		\$	<b>4,364,336</b>
	Utilities	\$ 8,322,498	\$ 3,127,653		\$	<b>11,450,151</b>
	Other Expenses	\$ 614,930	\$ 88,000		\$	<b>702,930</b>
<b>Expenses Total</b>		<b>\$ 30,122,126</b>	<b>\$ 9,780,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 39,902,126</b>
Transfers	Transfers In	\$ 48,456	\$ -	\$ -	\$ -	<b>48,456</b>
	Transfers Out	\$ -	\$ -	\$ -	\$ -	<b>-</b>
<b>Net Transfers</b>		<b>\$ 48,456</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 48,456</b>

**Appalachian State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Human Resources</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,950,293				\$ 1,950,293
	Sales & Services					\$ -
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues					\$ -
<b>Revenues Total</b>		<b>\$ 1,950,293</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,950,293</b>
Expenses	Salaries and Wages	\$ 1,237,172				\$ 1,237,172
	Staff Benefits	\$ 475,513				\$ 475,513
	Supplies, Materials, & Equipment	\$ 118,328				\$ 118,328
	Services	\$ 108,380				\$ 108,380
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses	\$ 10,900				\$ 10,900
<b>Expenses Total</b>		<b>\$ 1,950,293</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,950,293</b>
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Information Technology</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 9,862,497	\$ 7,332,693			\$ 17,195,190
	Sales & Services		\$ 840,000			\$ 840,000
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues		\$ 7,500			\$ 7,500
<b>Revenues Total</b>		<b>\$ 9,862,497</b>	<b>\$ 8,180,193</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 18,042,690</b>
Expenses	Salaries and Wages	\$ 5,877,657	\$ 2,812,603			\$ 8,690,260
	Staff Benefits	\$ 2,256,129	\$ 1,093,057			\$ 3,349,186
	Supplies, Materials, & Equipment	\$ 859,521	\$ 4,069,780			\$ 4,929,301
	Services	\$ 869,190	\$ 824,000			\$ 1,693,190
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses		\$ 20,000			\$ 20,000
<b>Expenses Total</b>		<b>\$ 9,862,497</b>	<b>\$ 8,819,440</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 18,681,937</b>
Transfers	Transfers In	\$ -	\$ 639,247			\$ 639,247
	Transfers Out	\$ -				\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 639,247</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 639,247</b>

**Appalachian State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Public Safety</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 3,272,210			\$	<b>3,272,210</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 3,272,210</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,272,210</b>
Expenses	Salaries and Wages	\$ 2,955,035	\$ 172,000		\$	<b>3,127,035</b>
	Staff Benefits	\$ 1,373,043	\$ 27,900		\$	<b>1,400,943</b>
	Supplies, Materials, & Equipment	\$ 176,782	\$ 12,500		\$	<b>189,282</b>
	Services	\$ 264,215	\$ 2,500		\$	<b>266,715</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses	\$ 161,606	\$ 1,000		\$	<b>162,606</b>
<b>Expenses Total</b>		<b>\$ 4,930,681</b>	<b>\$ 215,900</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,146,581</b>
Transfers	Transfers In	\$ 1,658,471	\$ 216,000		\$	<b>1,874,471</b>
	Transfers Out		\$ 100		\$	<b>100</b>
<b>Net Transfers</b>		<b>\$ 1,658,471</b>	<b>\$ 215,900</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,874,371</b>
<b>Advancement</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 4,358,413			\$	<b>4,358,413</b>
	Sales & Services		\$ 150,000		\$	<b>150,000</b>
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 4,358,413</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,508,413</b>
Expenses	Salaries and Wages	\$ 3,309,428			\$	<b>3,309,428</b>
	Staff Benefits	\$ 1,171,273			\$	<b>1,171,273</b>
	Supplies, Materials, & Equipment				\$	-
	Services	\$ 103,817			\$	<b>103,817</b>
	Scholarships & Fellowships		\$ 100,000		\$	<b>100,000</b>
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 4,584,518</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,684,518</b>
Transfers	Transfers In	\$ 229,409			\$	<b>229,409</b>
	Transfers Out	\$ 3,304			\$	<b>3,304</b>
<b>Net Transfers</b>		<b>\$ 226,105</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 226,105</b>

**Appalachian State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Dining</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>			\$ 6,839,626			\$ 6,839,626
Revenues	State Appropriation, Tuition, & Fees		\$ 1,559,992			\$ 1,559,992
	Sales & Services		\$ 27,236,410			\$ 27,236,410
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues					\$ -
<b>Revenues Total</b>		\$ -	\$ 28,796,402	\$ -	\$ -	\$ 28,796,402
Expenses	Salaries and Wages		\$ 5,935,100			\$ 5,935,100
	Staff Benefits		\$ 1,938,800			\$ 1,938,800
	Supplies, Materials, & Equipment		\$ 10,208,950			\$ 10,208,950
	Services		\$ 953,226			\$ 953,226
	Scholarships & Fellowships					\$ -
	Debt Service		\$ 1,459,849			\$ 1,459,849
	Utilities		\$ 860,500			\$ 860,500
	Other Expenses		\$ 774,562			\$ 774,562
<b>Expenses Total</b>		\$ -	\$ 22,130,987	\$ -	\$ -	\$ 22,130,987
Transfers	Transfers In		\$ 2,000,000			\$ 2,000,000
	Transfers Out		\$ 3,966,650			\$ 3,966,650
<b>Net Transfers</b>		\$ -	\$ (1,966,650)	\$ -	\$ -	\$ (1,966,650)
<b>Ending Fund Balance</b>		\$ -	\$ 11,538,391	\$ -	\$ -	\$ 11,538,391
<b>Housing</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>			\$ 25,703,617			\$ 25,703,617
Revenues	State Appropriation, Tuition, & Fees		\$ 608,617			\$ 608,617
	Sales & Services		\$ 7,413,182			\$ 7,413,182
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues		\$ 25,340,394			\$ 25,340,394
<b>Revenues Total</b>		\$ -	\$ 33,362,193	\$ -	\$ -	\$ 33,362,193
Expenses	Salaries and Wages		\$ 6,780,968			\$ 6,780,968
	Staff Benefits		\$ 2,682,415			\$ 2,682,415
	Supplies, Materials, & Equipment		\$ 3,141,596			\$ 3,141,596
	Services		\$ 4,785,788			\$ 4,785,788
	Scholarships & Fellowships		\$ 185,115			\$ 185,115
	Debt Service		\$ 11,256,718			\$ 11,256,718
	Utilities		\$ 4,636,886			\$ 4,636,886
	Other Expenses		\$ 2,158,200			\$ 2,158,200
<b>Expenses Total</b>		\$ -	\$ 35,627,686	\$ -	\$ -	\$ 35,627,686
Transfers	Transfers In		\$ 534,561			\$ 534,561
	Transfers Out		\$ 3,283,157			\$ 3,283,157
<b>Net Transfers</b>		\$ -	\$ (2,748,596)	\$ -	\$ -	\$ (2,748,596)
<b>Ending Fund Balance</b>		\$ -	\$ 20,689,528	\$ -	\$ -	\$ 20,689,528

**Appalachian State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Parking &amp; Transportation</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>			\$ 4,772,081			\$ 4,772,081
Revenues	State Appropriation, Tuition, & Fees		\$ 2,952,000			\$ 2,952,000
	Sales & Services		\$ 3,160,000			\$ 3,160,000
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues					\$ -
<b>Revenues Total</b>		\$ -	\$ 6,112,000	\$ -	\$ -	\$ 6,112,000
Expenses	Salaries and Wages		\$ 758,700			\$ 758,700
	Staff Benefits		\$ 407,600			\$ 407,600
	Supplies, Materials, & Equipment		\$ 122,500			\$ 122,500
	Services		\$ 229,200			\$ 229,200
	Scholarships & Fellowships					\$ -
	Debt Service		\$ 943,639			\$ 943,639
	Utilities		\$ 15,500			\$ 15,500
	Other Expenses		\$ 2,701,000			\$ 2,701,000
<b>Expenses Total</b>		\$ -	\$ 5,178,139	\$ -	\$ -	\$ 5,178,139
Transfers	Transfers In					\$ -
	Transfers Out		\$ 251,100			\$ 251,100
<b>Net Transfers</b>		\$ -	\$ (251,100)	\$ -	\$ -	\$ (251,100)
<b>Ending Fund Balance</b>		\$ -	\$ 5,454,842	\$ -	\$ -	\$ 5,454,842
<b>Athletics</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>			\$ 302,600			\$ 302,600
Revenues	State Appropriation, Tuition, & Fees		\$ 17,636,855			\$ 17,636,855
	Sales & Services		\$ 11,698,713			\$ 11,698,713
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments		\$ 5,431,474			\$ 5,431,474
	Other Revenues					\$ -
<b>Revenues Total</b>		\$ -	\$ 34,767,042	\$ -	\$ -	\$ 34,767,042
Expenses	Salaries and Wages		\$ 11,059,387			\$ 11,059,387
	Staff Benefits		\$ 3,081,566			\$ 3,081,566
	Supplies, Materials, & Equipment		\$ 1,386,425			\$ 1,386,425
	Services		\$ 5,511,815			\$ 5,511,815
	Scholarships & Fellowships		\$ 6,536,565			\$ 6,536,565
	Debt Service		\$ 5,536,791			\$ 5,536,791
	Utilities		\$ 650,000			\$ 650,000
	Other Expenses		\$ 971,873			\$ 971,873
<b>Expenses Total</b>		\$ -	\$ 34,734,422	\$ -	\$ -	\$ 34,734,422
Transfers	Transfers In		\$ 97,380			\$ 97,380
	Transfers Out		\$ 130,000			\$ 130,000
<b>Net Transfers</b>		\$ -	\$ (32,620)	\$ -	\$ -	\$ (32,620)
<b>Ending Fund Balance</b>		\$ -	\$ 302,600	\$ -	\$ -	\$ 302,600

**Appalachian State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Student Health</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>			\$ 2,636,848			\$ 2,636,848
Revenues	State Appropriation, Tuition, & Fees		\$ 6,000,000			\$ 6,000,000
	Sales & Services		\$ 188,597			\$ 188,597
	Patient Services		\$ 665,000			\$ 665,000
	Contracts & Grants				\$ 102,000	\$ 102,000
	Gifts & Investments					\$ -
	Other Revenues					\$ -
<b>Revenues Total</b>		\$ -	\$ 6,853,597	\$ -	\$ 102,000	\$ 6,955,597
Expenses	Salaries and Wages		\$ 4,443,301		\$ 32,000	\$ 4,475,301
	Staff Benefits		\$ 1,830,329		\$ 3,000	\$ 1,833,329
	Supplies, Materials, & Equipment		\$ 513,095			\$ 513,095
	Services		\$ 459,823		\$ 67,000	\$ 526,823
	Scholarships & Fellowships		\$ 15,000			\$ 15,000
	Debt Service					\$ -
	Utilities		\$ 70,000			\$ 70,000
	Other Expenses		\$ 54,254			\$ 54,254
<b>Expenses Total</b>		\$ -	\$ 7,385,802	\$ -	\$ 102,000	\$ 7,487,802
Transfers	Transfers In					\$ -
	Transfers Out		\$ 437,000			\$ 437,000
<b>Net Transfers</b>		\$ -	\$ (437,000)	\$ -	\$ -	\$ (437,000)
<b>Ending Fund Balance</b>		\$ -	\$ 1,667,643	\$ -	\$ -	\$ 1,667,643
<b>Other Auxiliaries</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees		\$ 8,883,000			\$ 8,883,000
	Sales & Services		\$ 8,121,575			\$ 8,121,575
	Patient Services		\$ -			\$ -
	Contracts & Grants		\$ -			\$ -
	Gifts & Investments		\$ 1,150,000			\$ 1,150,000
	Other Revenues		\$ 400,000			\$ 400,000
<b>Revenues Total</b>		\$ -	\$ 18,554,575	\$ -	\$ -	\$ 18,554,575
Expenses	Salaries and Wages		\$ 3,206,150			\$ 3,206,150
	Staff Benefits		\$ 1,003,450			\$ 1,003,450
	Supplies, Materials, & Equipment		\$ 9,896,500			\$ 9,896,500
	Services		\$ 2,106,050			\$ 2,106,050
	Scholarships & Fellowships		\$ 1,300,000			\$ 1,300,000
	Debt Service		\$ 594,000			\$ 594,000
	Utilities		\$ 95,000			\$ 95,000
	Other Expenses		\$ 100,800			\$ 100,800
<b>Expenses Total</b>		\$ -	\$ 18,301,950	\$ -	\$ -	\$ 18,301,950
Transfers	Transfers In		\$ 971,900			\$ 971,900
	Transfers Out		\$ 4,240,870			\$ 4,240,870
<b>Net Transfers</b>		\$ -	\$ (3,268,970)	\$ -	\$ -	\$ (3,268,970)

**Appalachian State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

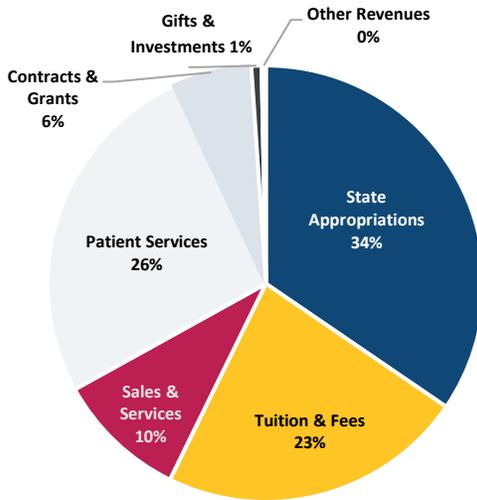
<b>New River Light and Power</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees					\$ -
	Sales & Services		\$ 18,480,576			\$ 18,480,576
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues		\$ 227,101			\$ 227,101
<b>Revenues Total</b>		\$ -	\$ 18,707,678	\$ -	\$ -	\$ 18,707,678
Expenses	Salaries and Wages		\$ 1,372,885			\$ 1,372,885
	Staff Benefits		\$ -			\$ -
	Supplies, Materials, & Equipment		\$ 13,458,790			\$ 13,458,790
	Services		\$ 699,875			\$ 699,875
	Scholarships & Fellowships		\$ 58,000			\$ 58,000
	Debt Service		\$ 772,774			\$ 772,774
	Utilities		\$ -			\$ -
	Other Expenses		\$ 1,930,192			\$ 1,930,192
<b>Expenses Total</b>		\$ -	\$ 18,292,516	\$ -	\$ -	\$ 18,292,516
Transfers	Transfers In					\$ -
	Transfers Out		\$ 1,454,784			\$ 1,454,784
<b>Net Transfers</b>		\$ -	\$ (1,454,784)	\$ -	\$ -	\$ (1,454,784)

# East Carolina University

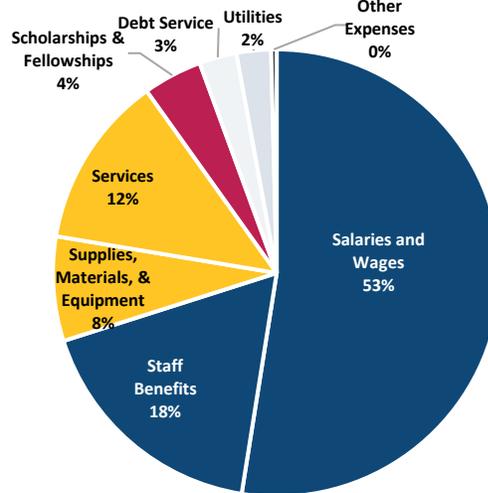
Total Enrollment (Fall 2021): 28,021

Total Permanent Full-Time Employees (Including Faculty) (Fall 2021): 5,234

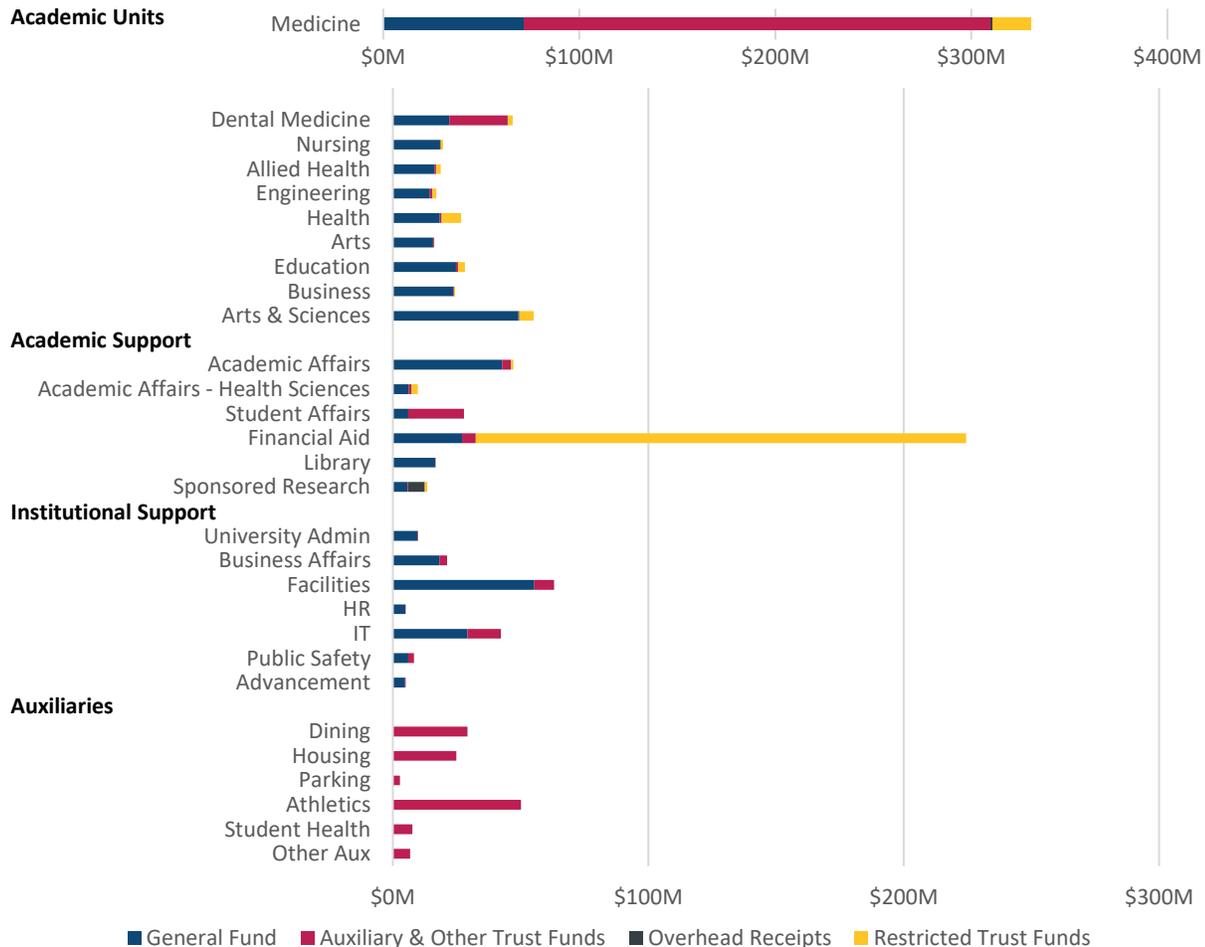
## Budgeted Revenue (FY23)



## Budgeted Expenses (FY23)



## Operating Expenses by Unit (FY23)



## ECU All Funds Budget

East Carolina University's All Funds Budget was guided by the work of the University Fiscal Sustainability Coordinating Committee (FSCC) that was completed during the 2021 academic year. The Committee engaged the campus community in formulating strategies and actions for sustaining programs, personnel, and infrastructure necessary to meet the core components of ECU's mission: Student Success, Regional Transformation, and Serving the Public. The Committee focused on long-term sustainability through new and current revenue sources, reduced overhead costs, and development of more efficient systems. The collective insight of the ECU community was leveraged to identify opportunities for expanding market share, collaborating and consolidating to reduce costs, and adapting the way the institution does business, thereby taking advantage of changes in the environment and exerting better control over potential impacts.

In January 2022, Chancellor Rogers tasked ECU's Academic Council and others with implementing a finite set of recommendations from the 2021 report categorized as follows: consolidation and reorganizations, academic programs and workload, enrollment strategies and evaluating operational costs.

One of the recommendations taking effect on July 1, 2022 is to consolidate the three academic divisions – Academic Affairs, Health Sciences, and Research, Economic Development, and Engagement (REDE) – under a single Chief Academic Officer. This recommendation will facilitate institutional responses to financial challenges and make the most effective use of resources. Implementation has focused on four fronts: governance, position changes, personnel administration, and financial administration. This consolidation will include eliminating two senior leadership positions: Vice Chancellor and an Assistant Vice Chancellor position. The Vice Chancellor for REDE will be replaced with a Chief Research and Engagement Officer. This consolidation creates savings for reinvestment or budget reductions.

Over the next academic year, other groups will convene and take a deep dive into the recommendations set out in the January 2022 memo, which will guide us in our fiscal year 2024 budget process.

Three high market demand areas were targeted for strategic enrollment growth and new resource allocation in FY23. These academic programs include: Nursing, Criminal Justice and Education. ECU will grow the College of Nursing with the online RN/BSN program-which is designed for students who have obtained the Associate degree in Nursing and are licensed to practice as a RN. There are a variety of pathways to this program which include the RIBN program, which is a collaboration with 14 community colleges. Additionally, CON will grow the Psychiatric/Mental Health Nurse Practitioner specialty within the MSN program and the Clinical Nurse Specialist.

The Thomas Harriot College of Arts & Sciences identified the Master of Science in Criminal Justice (**MSCJ**) graduate degree program to grow enrollment, and the

university allocated a tenure track position to do so. The MSCJ is a well-established, highly regarded online program (the highest ranked online MSCJ program in North Carolina by US News and World Report). This university investment allows the department to hire a highly qualified candidate with research expertise in the subject area of law enforcement as well as timely and relevant areas of scholarship, namely DEI and related social justice foci.

The Educational Leadership program in ECU's College of Education will add two new faculty positions to increase capacity and stabilize annual enrollment and allow changes in the admission cycle from every other year to every year. The applicants and the admission process yields a diverse pool of students and prepares them to lead in diverse schools in eastern North Carolina.

Other investment areas include admissions, research- faculty start- up, and initiatives focused on enhancing mental health, well-being, and an inclusive culture for students, faculty and staff.

ECU has made much progress over the last 5 years through student success initiatives, to improve timely graduation of our students, including those from low-income families. ECU will continue to invest in programs that support student success such as living learning communities, Pirate Academic Success Center, Writing Center, and the Academic Advising Center.

The research enterprise at ECU continues to expand, allowing the university to reach its strategic plan goal. ECU is investing in our people, tools, and facilities to seek solutions to our region's challenges, including health and health care, coastal community resiliency, rural development, advanced manufacturing, and assistance for the military. Through partnerships and discovery, we will be a force for rural progress, achievement, and growth, helping both local and global communities.

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.

**East Carolina University  
FY 2022-23 All-Funds Budget**

		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriations	\$ 346,139,581				\$ 346,139,581
	Tuition & Fees	\$ 165,456,844	\$ 62,110,607			\$ 227,567,451
	Sales & Services	\$ 5,238,987	\$ 92,048,891			\$ 97,287,878
	Patient Services		\$ 261,557,378		\$ 29,457	\$ 261,586,835
	Contracts & Grants	\$ 1,520,262	\$ 5,246,314	\$ 9,345,361	\$ 42,688,955	\$ 58,800,892
	Gifts & Investments		\$ 5,760,896		\$ 1,825,926	\$ 7,586,822
	Other Revenues	\$ 700,370	\$ 2,459,201			\$ 3,159,571
<b>Revenues Total</b>		<b>\$ 519,056,044</b>	<b>\$ 429,183,287</b>	<b>\$ 9,345,361</b>	<b>\$ 44,544,338</b>	<b>\$ 1,002,129,030</b>
Expenses	Salaries and Wages	\$ 306,583,169	\$ 194,330,476	\$ 3,995,309	\$ 20,026,663	\$ 524,935,617
	Staff Benefits	\$ 104,041,331	\$ 63,729,868	\$ 1,597,622	\$ 6,383,881	\$ 175,752,702
	Supplies, Materials, & Equip.	\$ 22,492,282	\$ 48,004,291	\$ 1,918,835	\$ 3,050,897	\$ 75,466,305
	Services	\$ 29,895,235	\$ 78,796,747	\$ 766,703	\$ 15,528,438	\$ 124,987,123
	Scholarships & Fellowships	\$ 27,531,035	\$ 13,841,111		\$ 1,320,192	\$ 42,692,338
	Debt Service		\$ 27,054,721			\$ 27,054,721
	Utilities	\$ 23,369,716	\$ 1,460,843		\$ 22,252	\$ 24,852,811
	Other Expenses	\$ 3,191,276	\$ 816,784		\$ 800	\$ 4,008,860
<b>Expenses Total</b>		<b>\$ 517,104,044</b>	<b>\$ 428,034,841</b>	<b>\$ 8,278,469</b>	<b>\$ 46,333,123</b>	<b>\$ 999,750,477</b>
<b>Net Transfers</b>		<b>\$ (1,952,000)</b>	<b>\$ (6,065,245)</b>	<b>\$ (487,205)</b>	<b>\$ (21,228)</b>	<b>\$ (8,525,678)</b>

**East Carolina University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>College of Arts and Sciences</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 49,120,820	\$ 154,353		\$	\$ 49,275,173
	Sales & Services	\$ 2,500	\$ 23,676		\$	\$ 26,176
	Patient Services		\$ 13,475		\$	\$ 13,475
	Contracts & Grants			\$ 440,208	\$ 5,549,190	\$ 5,989,398
	Gifts & Investments		\$ 26,561		\$ 167,427	\$ 193,988
	Other Revenues		\$ 63,104		\$	\$ 63,104
<b>Revenues Total</b>		<b>\$ 49,123,320</b>	<b>\$ 281,169</b>	<b>\$ 440,208</b>	<b>\$ 5,716,617</b>	<b>\$ 55,561,314</b>
Expenses	Salaries and Wages	\$ 35,599,264	\$ 14,267	\$ 120,636	\$ 2,086,397	\$ 37,820,564
	Staff Benefits	\$ 12,102,878	\$ 5,655	\$ 14,771	\$ 463,451	\$ 12,586,755
	Supplies, Materials, & Equipment	\$ 606,495	\$ 162,948	\$ 30,468	\$ 247,785	\$ 1,047,696
	Services	\$ 814,502	\$ 14,523	\$ 25,879	\$ 2,782,008	\$ 3,636,912
	Scholarships & Fellowships		\$ 17,945		\$ 38,000	\$ 55,945
	Debt Service				\$	\$ -
	Utilities	\$ 181				\$ 181
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 49,123,320</b>	<b>\$ 215,338</b>	<b>\$ 191,754</b>	<b>\$ 5,617,641</b>	<b>\$ 55,148,053</b>
Transfers	Transfers In		\$ 35,276	\$ 98,249	\$	\$ 133,525
	Transfers Out		\$ 1,755	\$ 130,076	\$ 129	\$ 131,960
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 33,521</b>	<b>\$ (31,827)</b>	<b>\$ (129)</b>	<b>\$ 1,565</b>
<b>College of Business</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 23,740,142	\$ 22,500		\$	\$ 23,762,642
	Sales & Services		\$ 81,000		\$	\$ 81,000
	Patient Services				\$	\$ -
	Contracts & Grants			\$ 7,600	\$ 26,472	\$ 34,072
	Gifts & Investments				\$ 325,475	\$ 325,475
	Other Revenues				\$	\$ -
<b>Revenues Total</b>		<b>\$ 23,740,142</b>	<b>\$ 103,500</b>	<b>\$ 7,600</b>	<b>\$ 351,947</b>	<b>\$ 24,203,189</b>
Expenses	Salaries and Wages	\$ 17,305,888	\$ 115,575		\$ 226,487	\$ 17,647,950
	Staff Benefits	\$ 5,437,885	\$ 39,673	\$ 100	\$ 58,382	\$ 5,536,040
	Supplies, Materials, & Equipment	\$ 435,980	\$ 27,750		\$ 8,857	\$ 472,587
	Services	\$ 404,389	\$ 68,600	\$ 100	\$ 18,045	\$ 491,134
	Scholarships & Fellowships	\$ 156,000	\$ 3,000		\$	\$ 159,000
	Debt Service				\$	\$ -
	Utilities				\$	\$ -
	Other Expenses				\$	\$ -
<b>Expenses Total</b>		<b>\$ 23,740,142</b>	<b>\$ 254,598</b>	<b>\$ 200</b>	<b>\$ 311,771</b>	<b>\$ 24,306,711</b>
Transfers	Transfers In		\$ 4,500		\$	\$ 4,500
	Transfers Out		\$ 1,214		\$ 445	\$ 1,659
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 3,286</b>	<b>\$ -</b>	<b>\$ (445)</b>	<b>\$ 2,841</b>

**East Carolina University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>College of Education</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 23,408,273	\$ 2,610		\$	<b>23,410,883</b>
	Sales & Services		\$ 2,860,000		\$	<b>2,860,000</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants	\$ 1,380,285		\$ 48,114	\$ 2,546,148	<b>3,974,547</b>
	Gifts & Investments		\$ 46,140		\$ 173,089	<b>219,229</b>
	Other Revenues				\$	<b>-</b>
<b>Revenues Total</b>		<b>\$ 24,788,558</b>	<b>\$ 2,908,750</b>	<b>\$ 48,114</b>	<b>\$ 2,719,237</b>	<b>\$ 30,464,659</b>
Expenses	Salaries and Wages	\$ 15,705,270	\$ 354,903	\$ 11,000	\$ 1,163,865	<b>17,235,038</b>
	Staff Benefits	\$ 5,698,060	\$ 124,568	\$ 1,751	\$ 235,883	<b>6,060,262</b>
	Supplies, Materials, & Equipment	\$ 579,423	\$ 25,660	\$ 250	\$ 91,603	<b>696,936</b>
	Services	\$ 2,805,805	\$ 223,700	\$ 10,636	\$ 1,078,613	<b>4,118,754</b>
	Scholarships & Fellowships		\$ 22,450		\$ 36,000	<b>58,450</b>
	Debt Service				\$	<b>-</b>
	Utilities				\$	<b>-</b>
	Other Expenses				\$	<b>-</b>
<b>Expenses Total</b>		<b>\$ 24,788,558</b>	<b>\$ 751,281</b>	<b>\$ 23,637</b>	<b>\$ 2,605,964</b>	<b>\$ 28,169,440</b>
Transfers	Transfers In		\$ 411,746		\$	<b>411,746</b>
	Transfers Out		\$ 2,544,650	\$ 16	\$ 270	<b>2,544,936</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ (2,132,904)</b>	<b>\$ (16)</b>	<b>\$ (270)</b>	<b>\$ (2,133,190)</b>
<b>College of Fine Arts and Communication</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 15,805,386	\$ 70,574		\$	<b>15,875,960</b>
	Sales & Services		\$ 153,145		\$	<b>153,145</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants				\$	<b>-</b>
	Gifts & Investments		\$ 21,362		\$ 127,311	<b>148,673</b>
	Other Revenues				\$	<b>-</b>
<b>Revenues Total</b>		<b>\$ 15,805,386</b>	<b>\$ 245,081</b>	<b>\$ -</b>	<b>\$ 127,311</b>	<b>\$ 16,177,778</b>
Expenses	Salaries and Wages	\$ 11,306,017	\$ 60,072		\$ 17,000	<b>11,383,089</b>
	Staff Benefits	\$ 3,887,458	\$ 3,625		\$ 3,160	<b>3,894,243</b>
	Supplies, Materials, & Equipment	\$ 301,267	\$ 94,424		\$ 15,000	<b>410,691</b>
	Services	\$ 310,644	\$ 99,460		\$ 14,000	<b>424,104</b>
	Scholarships & Fellowships		\$ 3,750		\$ 12,500	<b>16,250</b>
	Debt Service				\$	<b>-</b>
	Utilities				\$	<b>-</b>
	Other Expenses				\$	<b>-</b>
<b>Expenses Total</b>		<b>\$ 15,805,386</b>	<b>\$ 261,331</b>	<b>\$ -</b>	<b>\$ 61,660</b>	<b>\$ 16,128,377</b>
Transfers	Transfers In				\$	<b>-</b>
	Transfers Out		\$ 1,879		\$ 263	<b>2,142</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ (1,879)</b>	<b>\$ -</b>	<b>\$ (263)</b>	<b>\$ (2,142)</b>

**East Carolina University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>College of Health and Human Performance</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 18,325,462	\$ 100,293		\$	<b>18,425,755</b>
	Sales & Services		\$ 563,661		\$	<b>563,661</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants			\$ 132,313	\$ 7,517,885	<b>7,650,198</b>
	Gifts & Investments		\$ 13,905		\$ 140,136	<b>154,041</b>
	Other Revenues		\$ 32,506		\$	<b>32,506</b>
<b>Revenues Total</b>		<b>\$ 18,325,462</b>	<b>\$ 710,365</b>	<b>\$ 132,313</b>	<b>\$ 7,658,021</b>	<b>\$ 26,826,161</b>
Expenses	Salaries and Wages	\$ 13,052,151	\$ 391,377	\$ 73,763	\$ 2,804,214	<b>16,321,505</b>
	Staff Benefits	\$ 4,567,274	\$ 127,685	\$ 14,327	\$ 948,931	<b>5,658,217</b>
	Supplies, Materials, & Equipment	\$ 420,496	\$ 85,813	\$ 1,930	\$ 144,309	<b>652,548</b>
	Services	\$ 280,951	\$ 88,023	\$ 8,423	\$ 3,696,733	<b>4,074,130</b>
	Scholarships & Fellowships	\$ 4,590	\$ 7,795			<b>12,385</b>
	Debt Service					<b>-</b>
	Utilities					<b>-</b>
	Other Expenses					<b>-</b>
<b>Expenses Total</b>		<b>\$ 18,325,462</b>	<b>\$ 700,693</b>	<b>\$ 98,443</b>	<b>\$ 7,594,187</b>	<b>\$ 26,718,785</b>
Transfers	Transfers In			\$ 217	\$	<b>217</b>
	Transfers Out		\$ 12,479	\$ 1,267	\$ 123	<b>13,869</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ (12,479)</b>	<b>\$ (1,050)</b>	<b>\$ (123)</b>	<b>\$ (13,652)</b>
<b>College of Engineering and Technology</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 14,490,862	\$ 832,850		\$	<b>15,323,712</b>
	Sales & Services		\$ 5,400		\$	<b>5,400</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants			\$ 128,000	\$ 1,505,818	<b>1,633,818</b>
	Gifts & Investments		\$ 10,296		\$ 24,844	<b>35,140</b>
	Other Revenues				\$	<b>-</b>
<b>Revenues Total</b>		<b>\$ 14,490,862</b>	<b>\$ 848,546</b>	<b>\$ 128,000</b>	<b>\$ 1,530,662</b>	<b>\$ 16,998,070</b>
Expenses	Salaries and Wages	\$ 10,430,701	\$ 373,611	\$ 39,422	\$ 400,621	<b>11,244,355</b>
	Staff Benefits	\$ 3,540,278	\$ 136,890	\$ 3,599	\$ 78,228	<b>3,758,995</b>
	Supplies, Materials, & Equipment	\$ 314,527	\$ 209,420	\$ 80,500	\$ 26,101	<b>630,548</b>
	Services	\$ 205,356	\$ 118,850	\$ 49,386	\$ 425,368	<b>798,960</b>
	Scholarships & Fellowships		\$ 3,500		\$ 586,100	<b>589,600</b>
	Debt Service					<b>-</b>
	Utilities					<b>-</b>
	Other Expenses					<b>-</b>
<b>Expenses Total</b>		<b>\$ 14,490,862</b>	<b>\$ 842,271</b>	<b>\$ 172,907</b>	<b>\$ 1,516,418</b>	<b>\$ 17,022,458</b>
Transfers	Transfers In			\$ 2,000	\$	<b>2,000</b>
	Transfers Out		\$ 14,794	\$ 2,577	\$	<b>17,371</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ (14,794)</b>	<b>\$ (577)</b>	<b>\$ -</b>	<b>\$ (15,371)</b>

**East Carolina University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>College of Allied Health</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 16,312,335	\$ 19,890		\$	<b>16,332,225</b>
	Sales & Services		\$ 253,375		\$	<b>253,375</b>
	Patient Services		\$ 420,000		\$	<b>420,000</b>
	Contracts & Grants			\$ 112,182	\$ 1,771,300	<b>1,883,482</b>
	Gifts & Investments				\$ 24,835	<b>24,835</b>
	Other Revenues		\$ 1,000		\$	<b>1,000</b>
<b>Revenues Total</b>		<b>\$ 16,312,335</b>	<b>\$ 694,265</b>	<b>\$ 112,182</b>	<b>\$ 1,796,135</b>	<b>\$ 18,914,917</b>
Expenses	Salaries and Wages	\$ 11,693,871	\$ 199,060	\$ 22,000	\$ 942,763	<b>12,857,694</b>
	Staff Benefits	\$ 3,839,304	\$ 34,868	\$ 1,200	\$ 273,383	<b>4,148,755</b>
	Supplies, Materials, & Equipment	\$ 435,358	\$ 203,290	\$ 30,700	\$ 104,745	<b>774,093</b>
	Services	\$ 315,602	\$ 136,842	\$ 35,250	\$ 489,983	<b>977,677</b>
	Scholarships & Fellowships	\$ 28,200	\$ 19,500			<b>47,700</b>
	Debt Service					<b>-</b>
	Utilities					<b>-</b>
	Other Expenses					<b>-</b>
<b>Expenses Total</b>		<b>\$ 16,312,335</b>	<b>\$ 593,560</b>	<b>\$ 89,150</b>	<b>\$ 1,810,874</b>	<b>\$ 18,805,919</b>
Transfers	Transfers In		\$ 497,200			<b>497,200</b>
	Transfers Out		\$ 478,992	\$ 955		<b>479,947</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 18,208</b>	<b>\$ (955)</b>	<b>\$ -</b>	<b>\$ 17,253</b>
<b>College of Nursing</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 18,557,849	\$ 14,000		\$	<b>18,571,849</b>
	Sales & Services		\$ 326,142		\$	<b>326,142</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants			\$ 29,803	\$ 800,150	<b>829,953</b>
	Gifts & Investments		\$ 20,079		\$ 49,717	<b>69,796</b>
	Other Revenues		\$ 250		\$	<b>250</b>
<b>Revenues Total</b>		<b>\$ 18,557,849</b>	<b>\$ 360,471</b>	<b>\$ 29,803</b>	<b>\$ 849,867</b>	<b>\$ 19,797,990</b>
Expenses	Salaries and Wages	\$ 12,924,972	\$ 104,262		\$ 296,387	<b>13,325,621</b>
	Staff Benefits	\$ 4,629,503	\$ 34,377		\$ 91,066	<b>4,754,946</b>
	Supplies, Materials, & Equipment	\$ 222,811	\$ 20,500		\$ 169	<b>243,480</b>
	Services	\$ 573,953	\$ 58,375	\$ 9,000	\$ 451,928	<b>1,093,256</b>
	Scholarships & Fellowships	\$ 206,610	\$ 20,000			<b>226,610</b>
	Debt Service					<b>-</b>
	Utilities					<b>-</b>
	Other Expenses					<b>-</b>
<b>Expenses Total</b>		<b>\$ 18,557,849</b>	<b>\$ 237,514</b>	<b>\$ 9,000</b>	<b>\$ 839,550</b>	<b>\$ 19,643,913</b>
Transfers	Transfers In				\$	<b>-</b>
	Transfers Out		\$ 8,262		\$ 22	<b>8,284</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ (8,262)</b>	<b>\$ -</b>	<b>\$ (22)</b>	<b>\$ (8,284)</b>

**East Carolina University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>School of Dental Medicine</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 22,101,494	\$ 999,425		\$	<b>23,100,919</b>
	Sales & Services				\$	-
	Patient Services		\$ 20,641,515		\$	<b>20,641,515</b>
	Contracts & Grants			\$ 35,967	\$ 1,861,310	<b>1,897,277</b>
	Gifts & Investments		\$ -		\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 22,101,494</b>	<b>\$ 21,640,940</b>	<b>\$ 35,967</b>	<b>\$ 1,861,310</b>	<b>\$ 45,639,711</b>
Expenses	Salaries and Wages	\$ 15,545,895	\$ 12,955,863		\$ 601,514	<b>29,103,272</b>
	Staff Benefits	\$ 4,802,851	\$ 4,209,609		\$ 167,960	<b>9,180,420</b>
	Supplies, Materials, & Equipment	\$ 609,250	\$ 2,782,463	\$ 69,821	\$ 60,260	<b>3,521,794</b>
	Services	\$ 1,143,498	\$ 2,886,906	\$ 29,627	\$ 390,776	<b>4,450,807</b>
	Scholarships & Fellowships				\$ 640,000	<b>640,000</b>
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$ 800	<b>800</b>
<b>Expenses Total</b>		<b>\$ 22,101,494</b>	<b>\$ 22,834,841</b>	<b>\$ 99,448</b>	<b>\$ 1,861,310</b>	<b>\$ 46,897,093</b>
Transfers	Transfers In		\$ 6,876		\$	<b>6,876</b>
	Transfers Out		\$ 305,850		\$	<b>305,850</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ (298,974)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (298,974)</b>
<b>School of Medicine</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 73,980,060	\$ 196,684		\$	<b>74,176,744</b>
	Sales & Services		\$ 1,528,414		\$	<b>1,528,414</b>
	Patient Services		\$ 240,828,774		\$ 29,457	<b>240,858,231</b>
	Contracts & Grants		\$ 100,000	\$ 1,271,069	\$ 16,667,171	<b>18,038,240</b>
	Gifts & Investments		\$ 85,304		\$ 499,372	<b>584,676</b>
	Other Revenues		\$ 2,000		\$	<b>2,000</b>
<b>Revenues Total</b>		<b>\$ 73,980,060</b>	<b>\$ 242,741,176</b>	<b>\$ 1,271,069</b>	<b>\$ 17,196,000</b>	<b>\$ 335,188,305</b>
Expenses	Salaries and Wages	\$ 50,191,353	\$ 133,359,224	\$ 419,801	\$ 9,732,474	<b>193,702,852</b>
	Staff Benefits	\$ 14,521,254	\$ 42,044,565	\$ 171,563	\$ 3,721,689	<b>60,459,071</b>
	Supplies, Materials, & Equipment	\$ 1,004,458	\$ 34,484,979	\$ 189,366	\$ 1,734,896	<b>37,413,699</b>
	Services	\$ 3,360,995	\$ 27,708,399	\$ 258,952	\$ 4,465,865	<b>35,794,211</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$ 22,252	<b>22,252</b>
	Other Expenses	\$ 2,950,000	\$ 3,000		\$	<b>2,953,000</b>
<b>Expenses Total</b>		<b>\$ 72,028,060</b>	<b>\$ 237,600,167</b>	<b>\$ 1,039,682</b>	<b>\$ 19,677,176</b>	<b>\$ 330,345,085</b>
Transfers	Transfers In		\$ 20,572,366	\$ 84,541	\$ 4,878,067	<b>25,534,974</b>
	Transfers Out	\$ 1,952,000	\$ 33,119,961	\$ 416,519	\$ 1,550	<b>35,490,030</b>
<b>Net Transfers</b>		<b>\$ (1,952,000)</b>	<b>\$ (12,547,595)</b>	<b>\$ (331,978)</b>	<b>\$ 4,876,517</b>	<b>\$ (9,955,056)</b>

**East Carolina University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Academic Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 42,636,637	\$ 1,569,073		\$	<b>44,205,710</b>
	Sales & Services		\$ 1,801,122		\$	<b>1,801,122</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants	\$ 139,900		\$ 121,274	\$ 919,871	<b>1,181,045</b>
	Gifts & Investments		\$ 31,000		\$ 52,838	<b>83,838</b>
	Other Revenues		\$ 20,000		\$	<b>20,000</b>
<b>Revenues Total</b>		<b>\$ 42,776,537</b>	<b>\$ 3,421,195</b>	<b>\$ 121,274</b>	<b>\$ 972,709</b>	<b>\$ 47,291,715</b>
Expenses	Salaries and Wages	\$ 29,535,204	\$ 698,384	\$ 25,177	\$ 404,971	<b>30,663,736</b>
	Staff Benefits	\$ 7,755,862	\$ 340,517		\$ 83,400	<b>8,179,779</b>
	Supplies, Materials, & Equipment	\$ 3,091,417	\$ 70,780	\$ 3,300	\$ 31,627	<b>3,197,124</b>
	Services	\$ 2,385,534	\$ 2,220,746	\$ 18,938	\$ 403,748	<b>5,028,966</b>
	Scholarships & Fellowships		\$ 82,000		\$ 7,592	<b>89,592</b>
	Debt Service				\$	<b>-</b>
	Utilities	\$ 8,520			\$	<b>8,520</b>
	Other Expenses				\$	<b>-</b>
<b>Expenses Total</b>		<b>\$ 42,776,537</b>	<b>\$ 3,412,427</b>	<b>\$ 47,415</b>	<b>\$ 931,338</b>	<b>\$ 47,167,717</b>
Transfers	Transfers In		\$ 140,402		\$	<b>140,402</b>
	Transfers Out		\$ 192,773	\$ 150,114	\$ 20	<b>342,907</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ (52,371)</b>	<b>\$ (150,114)</b>	<b>\$ (20)</b>	<b>\$ (202,505)</b>
<b>Academic Affairs - Health Sciences</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 6,278,607			\$	<b>6,278,607</b>
	Sales & Services		\$ 13,000		\$	<b>13,000</b>
	Patient Services		\$ 42,912		\$	<b>42,912</b>
	Contracts & Grants			\$ 17,273	\$ 2,476,777	<b>2,494,050</b>
	Gifts & Investments				\$ 240,321	<b>240,321</b>
	Other Revenues				\$	<b>-</b>
<b>Revenues Total</b>		<b>\$ 6,278,607</b>	<b>\$ 55,912</b>	<b>\$ 17,273</b>	<b>\$ 2,717,098</b>	<b>\$ 9,068,890</b>
Expenses	Salaries and Wages	\$ 4,368,365	\$ 597,377	\$ 26,355	\$ 805,466	<b>5,797,563</b>
	Staff Benefits	\$ 1,658,249	\$ 258,636	\$ 7,600	\$ 94,672	<b>2,019,157</b>
	Supplies, Materials, & Equipment	\$ 152,460	\$ 8,750		\$ 376,695	<b>537,905</b>
	Services	\$ 99,533	\$ 158,075	\$ 3,012	\$ 1,199,944	<b>1,460,564</b>
	Scholarships & Fellowships				\$	<b>-</b>
	Debt Service				\$	<b>-</b>
	Utilities				\$	<b>-</b>
	Other Expenses				\$	<b>-</b>
<b>Expenses Total</b>		<b>\$ 6,278,607</b>	<b>\$ 1,022,838</b>	<b>\$ 36,967</b>	<b>\$ 2,476,777</b>	<b>\$ 9,815,189</b>
Transfers	Transfers In		\$ 968,326	\$ 29,362	\$	<b>997,688</b>
	Transfers Out		\$ 250	\$ 52	\$	<b>302</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 968,076</b>	<b>\$ 29,310</b>	<b>\$ -</b>	<b>\$ 997,386</b>

**East Carolina University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Student Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 6,015,650	\$ 21,425,772		\$	<b>27,441,422</b>
	Sales & Services		\$ 990,898		\$	<b>990,898</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants				\$	<b>-</b>
	Gifts & Investments		\$ 62,528		\$	<b>62,528</b>
	Other Revenues	\$ 65,000	\$ 323,992		\$	<b>388,992</b>
<b>Revenues Total</b>		<b>\$ 6,080,650</b>	<b>\$ 22,803,190</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 28,883,840</b>
Expenses	Salaries and Wages	\$ 4,059,310	\$ 7,357,413		\$	<b>11,416,723</b>
	Staff Benefits	\$ 1,620,207	\$ 2,394,611		\$	<b>4,014,818</b>
	Supplies, Materials, & Equipment	\$ 249,277	\$ 841,603		\$	<b>1,090,880</b>
	Services	\$ 151,856	\$ 3,103,674		\$	<b>3,255,530</b>
	Scholarships & Fellowships		\$ 154,500		\$	<b>154,500</b>
	Debt Service		\$ 6,959,546		\$	<b>6,959,546</b>
	Utilities		\$ 950,074		\$	<b>950,074</b>
	Other Expenses				\$	<b>-</b>
<b>Expenses Total</b>		<b>\$ 6,080,650</b>	<b>\$ 21,761,421</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 27,842,071</b>
Transfers	Transfers In		\$ 2,322,138		\$	<b>2,322,138</b>
	Transfers Out		\$ 3,356,136		\$	<b>3,356,136</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ (1,033,998)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (1,033,998)</b>
<b>Financial Aid</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 27,135,746	\$ 6,000		\$	<b>27,141,746</b>
	Sales & Services		\$ 600		\$	<b>600</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants		\$ 5,000,000		\$ 192,793,000	<b>197,793,000</b>
	Gifts & Investments		\$ 243,375		\$	<b>243,375</b>
	Other Revenues				\$	<b>-</b>
<b>Revenues Total</b>		<b>\$ 27,135,746</b>	<b>\$ 5,249,975</b>	<b>\$ -</b>	<b>\$ 192,793,000</b>	<b>\$ 225,178,721</b>
Expenses	Salaries and Wages		\$ 6,000		\$ 869,000	<b>875,000</b>
	Staff Benefits		\$ 459		\$	<b>459</b>
	Supplies, Materials, & Equipment		\$ 1,400		\$	<b>1,400</b>
	Services		\$ 29,265		\$	<b>29,265</b>
	Scholarships & Fellowships	\$ 27,135,746	\$ 5,339,004		\$ 191,100,000	<b>223,574,750</b>
	Debt Service				\$	<b>-</b>
	Utilities				\$	<b>-</b>
	Other Expenses				\$	<b>-</b>
<b>Expenses Total</b>		<b>\$ 27,135,746</b>	<b>\$ 5,376,128</b>	<b>\$ -</b>	<b>\$ 191,969,000</b>	<b>\$ 224,480,874</b>
Transfers	Transfers In		\$ 44,000		\$	<b>44,000</b>
	Transfers Out		\$ 398		\$ 824,000	<b>824,398</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 43,602</b>	<b>\$ -</b>	<b>\$ (824,000)</b>	<b>\$ (780,398)</b>

**East Carolina University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Library</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 16,614,638				\$ 16,614,638
	Sales & Services	\$ 36,800	\$ 14,500			\$ 51,300
	Patient Services					\$ -
	Contracts & Grants			\$ 1,382		\$ 1,382
	Gifts & Investments		\$ 134,034			\$ 134,034
	Other Revenues	\$ 33,200				\$ 33,200
<b>Revenues Total</b>		<b>\$ 16,684,638</b>	<b>\$ 148,534</b>	<b>\$ 1,382</b>	<b>\$ -</b>	<b>\$ 16,834,554</b>
Expenses	Salaries and Wages	\$ 7,621,604				\$ 7,621,604
	Staff Benefits	\$ 2,977,655				\$ 2,977,655
	Supplies, Materials, & Equipment	\$ 5,400,482	\$ 27,584			\$ 5,428,066
	Services	\$ 684,897	\$ 16,057			\$ 700,954
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 16,684,638</b>	<b>\$ 43,641</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 16,728,279</b>
Transfers	Transfers In					\$ -
	Transfers Out		\$ 619			\$ 619
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ (619)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (619)</b>
<b>Sponsored Research</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 5,720,097				\$ 5,720,097
	Sales & Services		\$ 160,000			\$ 160,000
	Patient Services					\$ -
	Contracts & Grants		\$ 146,314	\$ 7,000,176	\$ 1,046,863	\$ 8,193,353
	Gifts & Investments		\$ 9,000			\$ 9,000
	Other Revenues		\$ 20,000			\$ 20,000
<b>Revenues Total</b>		<b>\$ 5,720,097</b>	<b>\$ 335,314</b>	<b>\$ 7,000,176</b>	<b>\$ 1,046,863</b>	<b>\$ 14,102,450</b>
Expenses	Salaries and Wages	\$ 2,604,390	\$ 187,759	\$ 3,257,155	\$ 544,504	\$ 6,593,808
	Staff Benefits	\$ 936,060	\$ 79,074	\$ 1,382,711	\$ 163,676	\$ 2,561,521
	Supplies, Materials, & Equipment	\$ 1,768,022	\$ 41,473	\$ 1,512,500	\$ 208,850	\$ 3,530,845
	Services	\$ 411,625	\$ 15,051	\$ 317,500	\$ 111,427	\$ 855,603
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 5,720,097</b>	<b>\$ 323,357</b>	<b>\$ 6,469,866</b>	<b>\$ 1,028,457</b>	<b>\$ 13,541,777</b>
Transfers	Transfers In		\$ 22,582	\$ 6,864,603	\$ 6	\$ 6,887,191
	Transfers Out		\$ 7,435	\$ 6,864,601	\$ 18,412	\$ 6,890,448
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 15,147</b>	<b>\$ 2</b>	<b>\$ (18,406)</b>	<b>\$ (3,257)</b>

**East Carolina University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>University Administration</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 9,637,177			\$	9,637,177
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$ 561	561
	Other Revenues		\$ 500			500
<b>Revenues Total</b>		<b>\$ 9,637,177</b>	<b>\$ 500</b>	<b>\$ -</b>	<b>\$ 561</b>	<b>\$ 9,638,238</b>
Expenses	Salaries and Wages	\$ 6,407,964	\$ 2,500		\$	6,410,464
	Staff Benefits	\$ 2,409,842	\$ 1,115		\$	2,410,957
	Supplies, Materials, & Equipment	\$ 73,247	\$ 48,500		\$	121,747
	Services	\$ 745,476	\$ 190,400		\$	935,876
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities	\$ 648			\$	648
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 9,637,177</b>	<b>\$ 242,515</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,879,692</b>
Transfers	Transfers In		\$ 252,500		\$	252,500
	Transfers Out		\$ 140,485		\$	140,485
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 112,015</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 112,015</b>
<b>Business Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 17,621,764	\$ 99,000		\$	17,720,764
	Sales & Services		\$ 1,322,000		\$	1,322,000
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments		\$ 87,000		\$	87,000
	Other Revenues	\$ 601,699	\$ 621,874		\$	1,223,573
<b>Revenues Total</b>		<b>\$ 18,223,463</b>	<b>\$ 2,129,874</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,353,337</b>
Expenses	Salaries and Wages	\$ 10,208,891	\$ 423,988		\$	10,632,879
	Staff Benefits	\$ 4,263,599	\$ 600,623		\$	4,864,222
	Supplies, Materials, & Equipment	\$ 206,507	\$ 960,650		\$	1,167,157
	Services	\$ 3,544,466	\$ 835,251		\$	4,379,717
	Scholarships & Fellowships		\$ 146,667		\$	146,667
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 18,223,463</b>	<b>\$ 2,967,179</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 21,190,642</b>
Transfers	Transfers In		\$ 6,682,283		\$	6,682,283
	Transfers Out		\$ 10,584,208		\$	10,584,208
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ (3,901,925)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (3,901,925)</b>

**East Carolina University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Facilities</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 48,270,728	\$ 114,000		\$	<b>48,384,728</b>
	Sales & Services	\$ 7,104,640	\$ 1,332,109		\$	<b>8,436,749</b>
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 55,375,368</b>	<b>\$ 1,446,109</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 56,821,477</b>
Expenses	Salaries and Wages	\$ 16,572,962	\$ 5,027,572		\$	<b>21,600,534</b>
	Staff Benefits	\$ 8,166,910	\$ 2,610,670		\$	<b>10,777,580</b>
	Supplies, Materials, & Equipment	\$ 3,702,242	\$ 11,000		\$	<b>3,713,242</b>
	Services	\$ 3,542,070	\$ 67,186		\$	<b>3,609,256</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities	\$ 23,391,184			\$	<b>23,391,184</b>
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 55,375,368</b>	<b>\$ 7,716,428</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 63,091,796</b>
Transfers	Transfers In		\$ 6,320,428		\$	<b>6,320,428</b>
	Transfers Out		\$ 50,109		\$	<b>50,109</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 6,270,319</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,270,319</b>
<b>Human Resources</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 4,851,702			\$	<b>4,851,702</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments		\$ 25,000		\$	<b>25,000</b>
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 4,851,702</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,876,702</b>
Expenses	Salaries and Wages	\$ 3,314,515			\$	<b>3,314,515</b>
	Staff Benefits	\$ 1,351,004			\$	<b>1,351,004</b>
	Supplies, Materials, & Equipment	\$ 5,700	\$ 3,125		\$	<b>8,825</b>
	Services	\$ 180,483	\$ 46,875		\$	<b>227,358</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 4,851,702</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,901,702</b>
Transfers	Transfers In		\$ 50,000		\$	<b>50,000</b>
	Transfers Out		\$ 25,000		\$	<b>25,000</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,000</b>

**East Carolina University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Information Technology</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 28,740,180	\$ 10,010,680		\$	<b>38,750,860</b>
	Sales & Services	\$ 500,000	\$ 60,768		\$	<b>560,768</b>
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 29,240,180</b>	<b>\$ 10,071,448</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 39,311,628</b>
Expenses	Salaries and Wages	\$ 14,113,563	\$ 3,070,845		\$	<b>17,184,408</b>
	Staff Benefits	\$ 5,567,957	\$ 1,246,256		\$	<b>6,814,213</b>
	Supplies, Materials, & Equipment	\$ 2,435,214	\$ 7,483,767		\$	<b>9,918,981</b>
	Services	\$ 7,094,462	\$ 1,165,329		\$	<b>8,259,791</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities	\$ 28,984	\$ 62,215		\$	<b>91,199</b>
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 29,240,180</b>	<b>\$ 13,028,412</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 42,268,592</b>
Transfers	Transfers In		\$ 3,111,964		\$	<b>3,111,964</b>
	Transfers Out		\$ 155,000		\$	<b>155,000</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 2,956,964</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,956,964</b>
<b>Public Safety</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 6,075,465	\$ 1,218,828		\$	<b>7,294,293</b>
	Sales & Services		\$ 40,000		\$	<b>40,000</b>
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments		\$ 40		\$	<b>40</b>
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 6,075,465</b>	<b>\$ 1,258,868</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,334,333</b>
Expenses	Salaries and Wages	\$ 3,524,366	\$ 1,427,555		\$	<b>4,951,921</b>
	Staff Benefits	\$ 1,743,552	\$ 620,711		\$	<b>2,364,263</b>
	Supplies, Materials, & Equipment	\$ 461,483	\$ 43,315		\$	<b>504,798</b>
	Services	\$ 346,064	\$ 70,800		\$	<b>416,864</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 6,075,465</b>	<b>\$ 2,162,381</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,237,846</b>
Transfers	Transfers In		\$ 914,939		\$	<b>914,939</b>
	Transfers Out		\$ 11,426		\$	<b>11,426</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 903,513</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 903,513</b>

**East Carolina University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Advancement</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 4,737,399				\$ 4,737,399
	Sales & Services					\$ -
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues					\$ -
<b>Revenues Total</b>		<b>\$ 4,737,399</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,737,399</b>
Expenses	Salaries and Wages	\$ 3,022,292	\$ 197,214			\$ 3,219,506
	Staff Benefits	\$ 1,162,200	\$ 92,471			\$ 1,254,671
	Supplies, Materials, & Equipment	\$ 92,014				\$ 92,014
	Services	\$ 460,893				\$ 460,893
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 4,737,399</b>	<b>\$ 289,685</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,027,084</b>
Transfers	Transfers In		\$ 700,000			\$ 700,000
	Transfers Out		\$ 275,475			\$ 275,475
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 424,525</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 424,525</b>
<b>Dining</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>			\$ 369,900			\$ 369,900
Revenues	State Appropriation, Tuition, & Fees					\$ -
	Sales & Services		\$ 31,692,602			\$ 31,692,602
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments		\$ 32,000			\$ 32,000
	Other Revenues					\$ -
<b>Revenues Total</b>		<b>\$ -</b>	<b>\$ 31,724,602</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 31,724,602</b>
Expenses	Salaries and Wages		\$ 509,995			\$ 509,995
	Staff Benefits		\$ 207,686			\$ 207,686
	Supplies, Materials, & Equipment		\$ 403,612			\$ 403,612
	Services		\$ 24,443,895			\$ 24,443,895
	Scholarships & Fellowships					\$ -
	Debt Service		\$ 2,632,134			\$ 2,632,134
	Utilities		\$ 1,065,600			\$ 1,065,600
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ -</b>	<b>\$ 29,262,922</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 29,262,922</b>
Transfers	Transfers In					\$ -
	Transfers Out		\$ 1,461,680			\$ 1,461,680
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ (1,461,680)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (1,461,680)</b>
<b>Ending Fund Balance</b>		<b>\$ -</b>	<b>\$ 1,369,900</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,369,900</b>

**East Carolina University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Housing</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>			\$ 465,269			\$ 465,269
Revenues	State Appropriation, Tuition, & Fees					\$ -
	Sales & Services		\$ 32,782,455			\$ 32,782,455
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues		\$ 1,328,471			\$ 1,328,471
<b>Revenues Total</b>		\$ -	\$ 34,110,926	\$ -	\$ -	\$ 34,110,926
Expenses	Salaries and Wages		\$ 3,437,153			\$ 3,437,153
	Staff Benefits		\$ 1,107,999			\$ 1,107,999
	Supplies, Materials, & Equipment		\$ 1,524,100			\$ 1,524,100
	Services		\$ 3,580,400			\$ 3,580,400
	Scholarships & Fellowships		\$ 50,000			\$ 50,000
	Debt Service		\$ 11,427,700			\$ 11,427,700
	Utilities		\$ 3,671,500			\$ 3,671,500
	Other Expenses					\$ -
<b>Expenses Total</b>		\$ -	\$ 24,798,852	\$ -	\$ -	\$ 24,798,852
Transfers	Transfers In					\$ -
	Transfers Out		\$ 7,397,888			\$ 7,397,888
<b>Net Transfers</b>		\$ -	\$ (7,397,888)	\$ -	\$ -	\$ (7,397,888)
<b>Ending Fund Balance</b>		\$ -	\$ 2,379,455	\$ -	\$ -	\$ 2,379,455
<b>Parking</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>			\$ 6,589,440			\$ 6,589,440
Revenues	State Appropriation, Tuition, & Fees					\$ -
	Sales & Services		\$ 4,027,323			\$ 4,027,323
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues		\$ 10,125			\$ 10,125
<b>Revenues Total</b>		\$ -	\$ 4,037,448	\$ -	\$ -	\$ 4,037,448
Expenses	Salaries and Wages		\$ 1,170,301			\$ 1,170,301
	Staff Benefits		\$ 574,715			\$ 574,715
	Supplies, Materials, & Equipment		\$ 275,000			\$ 275,000
	Services		\$ 461,570			\$ 461,570
	Scholarships & Fellowships					\$ -
	Debt Service		\$ 291,880			\$ 291,880
	Utilities		\$ 10,000			\$ 10,000
	Other Expenses					\$ -
<b>Expenses Total</b>		\$ -	\$ 2,783,466	\$ -	\$ -	\$ 2,783,466
Transfers	Transfers In					\$ -
	Transfers Out		\$ 661,442			\$ 661,442
<b>Net Transfers</b>		\$ -	\$ (661,442)	\$ -	\$ -	\$ (661,442)
<b>Ending Fund Balance</b>		\$ -	\$ 7,181,980	\$ -	\$ -	\$ 7,181,980

**East Carolina University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Athletics</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>		\$ -	\$ 1,231,864	\$ -	\$ -	\$ 1,231,864
Revenues	State Appropriation, Tuition, & Fees		\$ 16,017,000			\$ 16,017,000
	Sales & Services		\$ 20,986,110			\$ 20,986,110
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments		\$ 4,965,017			\$ 4,965,017
	Other Revenues		\$ 36,000			\$ 36,000
<b>Revenues Total</b>		\$ -	\$ 42,004,127	\$ -	\$ -	\$ 42,004,127
Expenses	Salaries and Wages		\$ 16,714,347			\$ 16,714,347
	Staff Benefits		\$ 4,254,678			\$ 4,254,678
	Supplies, Materials, & Equipment		\$ 1,898,790			\$ 1,898,790
	Services		\$ 12,380,461			\$ 12,380,461
	Scholarships & Fellowships		\$ 7,971,000			\$ 7,971,000
	Debt Service		\$ 5,512,791			\$ 5,512,791
	Utilities		\$ 673,170			\$ 673,170
	Other Expenses		\$ 813,784			\$ 813,784
<b>Expenses Total</b>		\$ -	\$ 50,219,021	\$ -	\$ -	\$ 50,219,021
Transfers	Transfers In		\$ 8,793,579			\$ 8,793,579
	Transfers Out		\$ 464,493			\$ 464,493
<b>Net Transfers</b>		\$ -	\$ 8,329,086	\$ -	\$ -	\$ 8,329,086
<b>Ending Fund Balance</b>		\$ -	\$ 1,346,056	\$ -	\$ -	\$ 1,346,056
<b>Student Health</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>			\$ 5,630,801			\$ 5,630,801
Revenues	State Appropriation, Tuition, & Fees		\$ 6,117,100			\$ 6,117,100
	Sales & Services		\$ 1,988,735			\$ 1,988,735
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues					\$ -
<b>Revenues Total</b>		\$ -	\$ 8,105,835	\$ -	\$ -	\$ 8,105,835
Expenses	Salaries and Wages		\$ 4,289,981			\$ 4,289,981
	Staff Benefits		\$ 1,794,081			\$ 1,794,081
	Supplies, Materials, & Equipment		\$ 732,778			\$ 732,778
	Services		\$ 744,864			\$ 744,864
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities		\$ 81,600			\$ 81,600
	Other Expenses					\$ -
<b>Expenses Total</b>		\$ -	\$ 7,643,304	\$ -	\$ -	\$ 7,643,304
Transfers	Transfers In					\$ -
	Transfers Out		\$ 462,531			\$ 462,531
<b>Net Transfers</b>		\$ -	\$ (462,531)	\$ -	\$ -	\$ (462,531)
<b>Ending Fund Balance</b>		\$ -	\$ 5,630,801	\$ -	\$ -	\$ 5,630,801

**East Carolina University - Unit Breakout  
FY 2022-23 All-Funds Budget**

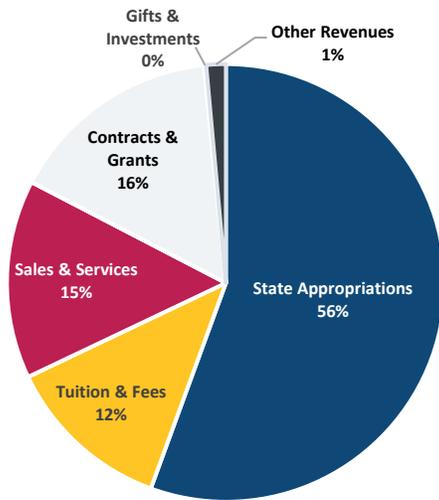
<b>Other Auxiliaries</b>		<b>General Fund</b>	<b>Auxiliary &amp; Other Trust Funds</b>	<b>Overhead Receipts</b>	<b>Restricted Trust Funds</b>	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees		\$ 3,126,800		\$	\$ 3,126,800
	Sales & Services		\$ 4,674,104		\$	\$ 4,674,104
	Patient Services				\$	\$ -
	Contracts & Grants				\$	\$ -
	Gifts & Investments				\$	\$ -
	Other Revenues		\$ 1,000		\$	\$ 1,000
<b>Revenues Total</b>		\$ -	\$ 7,801,904	\$ -	\$ -	\$ 7,801,904
Expenses	Salaries and Wages		\$ 2,569,126		\$	\$ 2,569,126
	Staff Benefits		\$ 784,051		\$	\$ 784,051
	Supplies, Materials, & Equipment		\$ 882,264		\$	\$ 882,264
	Services		\$ 2,157,335		\$	\$ 2,157,335
	Scholarships & Fellowships				\$	\$ -
	Debt Service		\$ 230,670		\$	\$ 230,670
	Utilities		\$ 95,750		\$	\$ 95,750
	Other Expenses				\$	\$ -
<b>Expenses Total</b>		\$ -	\$ 6,719,196	\$ -	\$ -	\$ 6,719,196
Transfers	Transfers In		\$ 400,453		\$	\$ 400,453
	Transfers Out		\$ 1,457,499		\$	\$ 1,457,499
<b>Net Transfers</b>		\$ -	\$ (1,057,046)	\$ -	\$ -	\$ (1,057,046)

# Elizabeth City State University

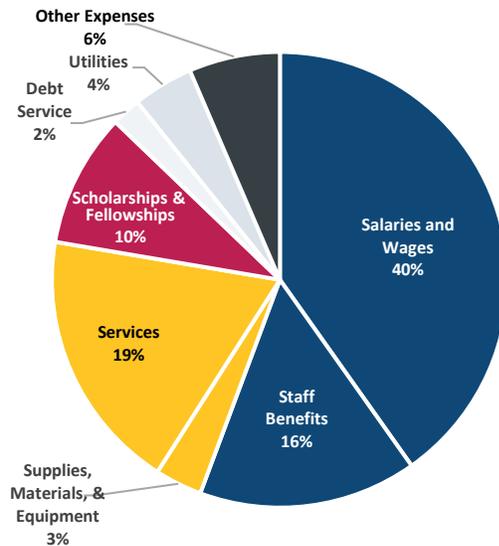
Total Enrollment (Fall 2021): 2,054

Total Permanent Full-Time Employees (Including Faculty) (Fall 2021): 347

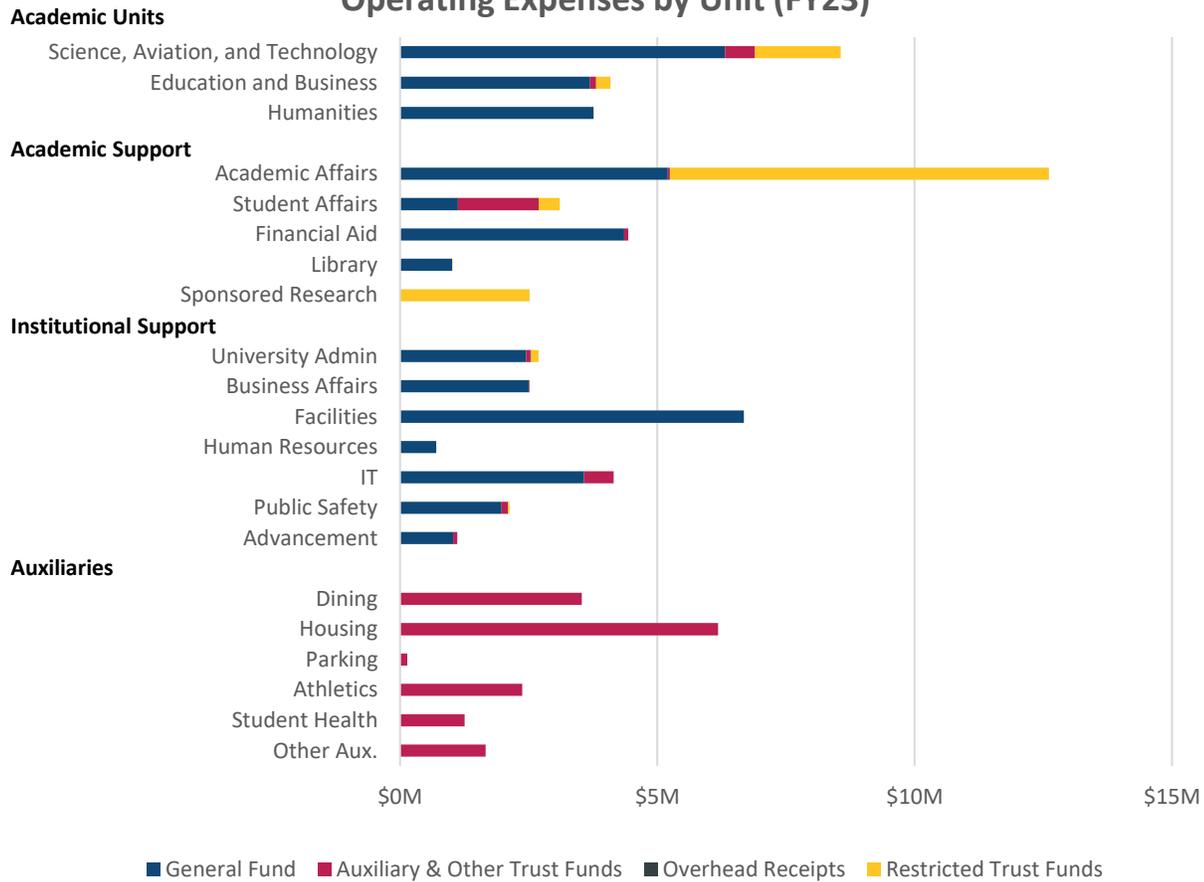
### Budgeted Revenue (FY23)



### Budgeted Expenses (FY23)



### Operating Expenses by Unit (FY23)





Elizabeth City State University's Fiscal Year (FY)23 All-Funds Budget reflects progress towards the UNC System's strategic goals, ECSU's strategic goals, improved efficiency, financial sustainability, and minimizing enterprise risks.

Resources have been allocated to facilitate degree completion, which include increasing the number of professional advisors for first-year students and investments in technology to assist in the academic advising processes such as degree auditing (a comprehensive academic advising solution to help students graduate on time) and early alert warnings. The University is also making an investment in the expansion of its living-learning communities to focus on retention and persistence efforts among target populations. A primary focus for each residential community will be linked to the institution's strategic goal of developing career-ready graduates. Improvements in degree efficiency are being addressed by enhancing the efforts of the Student Success Initiative and other student support services, such as career counseling and academic advising, which will help the University retain more students through degree completion. For students who cannot return to campus to complete their degrees, ECSU has an online degree program in Interdisciplinary Studies, which offers several concentrations, offering students suitable pathways to degree completion. Through a combination of the NC Promise Tuition Plan and continued investments in the VikingPLUS Program, ECSU will continue to help students minimize cost per degree and subsequent student debt for its degree holders.

Investments have also been 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 promotion and progress of the University through the engagement of our students, alumni, and other stakeholders via the Division of University Advancement as one institution-specific goal. ECSU's FY23 All-Funds Budget reflects strategic investments in key personnel and operational funds to fulfill this goal.

The ECSU FY23 All-Funds Budget also reflects the University's work in generating greater value and efficiency with limited fiscal resources. For example, within the last year, university personnel conducted a campuswide review documenting all software in use, software license costs, and whether we had duplicative software that performed identical or similar functions. As a result of the findings, some licenses were not renewed, and the savings were used to fund

other priorities. Another example of ECSU's move towards achieving greater efficiency is the reorganization of the Division of Business & Finance. This unit has established process improvement goals, realigned positions and duties to meet these goals, worked to automate as many tasks as possible to reduce human error, and has better-leveraged its existing Enterprise Resource Planning (ERP) System as part of this process. Regarding personnel growth, 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. ECSU requires new positions that are requested by departments to align with the ECSU Strategic Plan.

ECSU has made great strides towards reaching financial sustainability and limiting enterprise risk. In FY23, 100% of recurring General Fund expenses are supported with recurring General Fund revenues for the first time in many years. Trust and Auxiliary fund balances are collectively at their highest level in many years as well. Our creditworthiness is currently at a Moody's Baa2, stable outlook. In order to improve our rating, ECSU is dedicated to increasing enrollment, sustaining material improvements in operating performance, and increasing wealth and unrestricted liquidity. Our Net Position and Unrestricted Net Position (Excluding Plant and Plant Related Debt) has increased in each of the past three years. Because this is an important factor in increasing our credit rating, ECSU is implementing a reserve level policy for trust and auxiliary funds to ensure adequate reserve levels exist in future years and improve our ratings outlook. To mitigate enterprise risk, the General Fund section of our All-Funds Budget has ample reserves at 9.51%. With Trust and Auxiliary operations, the FY23 use of fund balance is limited to one-time purchases. Funding Athletics remains an issue as \$723,703 (30.4%) of its expense in the FY23 budget will be strategically funded from the unrestricted resources.

The ECSU Board of Trustees approved the ECSU FY23 All-Funds Budget on March 25, 2022.

**Elizabeth City State University**  
**FY 2022-23 All-Funds Budget**

		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriations	\$ 43,635,761				\$ 43,635,761
	Tuition & Fees	\$ 4,086,873	\$ 5,617,189			\$ 9,704,062
	Sales & Services		\$ 11,529,525			\$ 11,529,525
	Patient Services					\$ -
	Contracts & Grants				\$ 12,381,960	\$ 12,381,960
	Gifts & Investments		\$ 132,558			\$ 132,558
	Other Revenues	\$ 317,077	\$ 791,117	\$ 21,261		\$ 1,129,455
<b>Revenues Total</b>		<b>\$ 48,039,711</b>	<b>\$ 18,070,389</b>	<b>\$ 21,261</b>	<b>\$ 12,381,960</b>	<b>\$ 78,513,321</b>
Expenses	Salaries and Wages	\$ 22,851,244	\$ 4,250,556	\$ 12,600	\$ 4,555,855	\$ 31,670,255
	Staff Benefits	\$ 9,319,334	\$ 1,640,068	\$ 539	\$ 1,241,392	\$ 12,201,332
	Supplies, Materials, & Equip.	\$ 530,070	\$ 594,742	\$ 45	\$ 1,513,240	\$ 2,638,097
	Services	\$ 5,317,854	\$ 7,424,925	\$ 6,077	\$ 1,933,565	\$ 14,682,421
	Scholarships & Fellowships	\$ 3,924,455	\$ 498,970	\$ 2,000	\$ 3,068,126	\$ 7,493,551
	Debt Service		\$ 1,635,875			\$ 1,635,875
	Utilities	\$ 2,426,763	\$ 858,855		\$ 89,812	\$ 3,375,430
	Other Expenses	\$ 3,669,991	\$ 1,422,321			\$ 5,092,312
<b>Expenses Total</b>		<b>\$ 48,039,711</b>	<b>\$ 18,326,312</b>	<b>\$ 21,261</b>	<b>\$ 12,401,989</b>	<b>\$ 78,789,273</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 836,896</b>	<b>\$ -</b>	<b>\$ 20,029</b>	<b>\$ 856,925</b>

Note: ECSU's budget does not include Pell Grants or any other federal financial aid.

**Elizabeth City State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>The School of Humanities and Social Sciences</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 3,760,132				\$ 3,760,132
	Sales & Services					\$ -
	Patient Services					\$ -
	Contracts & Grants				\$ 200	\$ 200
	Gifts & Investments					\$ -
	Other Revenues					\$ -
<b>Revenues Total</b>		<b>\$ 3,760,132</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200</b>	<b>\$ 3,760,332</b>
Expenses	Salaries and Wages	\$ 2,647,170				\$ 2,647,170
	Staff Benefits	\$ 1,071,190				\$ 1,071,190
	Supplies, Materials, & Equipment	\$ 21,043				\$ 21,043
	Services	\$ 20,729				\$ 20,729
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 3,760,132</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,760,132</b>
Transfers	Transfers In					\$ -
	Transfers Out				\$ 200	\$ 200
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (200)</b>	<b>\$ (200)</b>
<b>The School of Education and Business</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 3,690,958	\$ 106,800			\$ 3,797,758
	Sales & Services					\$ -
	Patient Services					\$ -
	Contracts & Grants				\$ 275,229	\$ 275,229
	Gifts & Investments					\$ -
	Other Revenues					\$ -
<b>Revenues Total</b>		<b>\$ 3,690,958</b>	<b>\$ 106,800</b>	<b>\$ -</b>	<b>\$ 275,229</b>	<b>\$ 4,072,987</b>
Expenses	Salaries and Wages	\$ 2,649,006	\$ 65,617		\$ 157,319	\$ 2,871,942
	Staff Benefits	\$ 1,013,578	\$ 29,648		\$ 52,042	\$ 1,095,268
	Supplies, Materials, & Equipment	\$ 11,816	\$ 3,300		\$ 2,992	\$ 18,108
	Services	\$ 16,558	\$ 19,005		\$ 56,026	\$ 91,589
	Scholarships & Fellowships				\$ 6,850	\$ 6,850
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses		\$ 1,338			\$ 1,338
<b>Expenses Total</b>		<b>\$ 3,690,958</b>	<b>\$ 118,908</b>	<b>\$ -</b>	<b>\$ 275,229</b>	<b>\$ 4,085,095</b>
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Elizabeth City State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>The School of Science, Aviation, Health, and Technology</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 6,312,923	\$ 582,000		\$	<b>6,894,923</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$ 1,666,805	<b>1,666,805</b>
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 6,312,923</b>	<b>\$ 582,000</b>	<b>\$ -</b>	<b>\$ 1,666,805</b>	<b>\$ 8,561,728</b>
Expenses	Salaries and Wages	\$ 4,455,668			\$ 679,479	<b>5,135,147</b>
	Staff Benefits	\$ 1,708,535			\$ 131,564	<b>1,840,099</b>
	Supplies, Materials, & Equipment	\$ 29,070	\$ 56,208		\$ 139,895	<b>225,173</b>
	Services	\$ 119,650	\$ 311,292		\$ 430,205	<b>861,147</b>
	Scholarships & Fellowships				\$ 286,002	<b>286,002</b>
	Debt Service				\$	-
	Utilities		\$ 216,000		\$	<b>216,000</b>
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 6,312,923</b>	<b>\$ 583,500</b>	<b>\$ -</b>	<b>\$ 1,667,144</b>	<b>\$ 8,563,567</b>
Transfers	Transfers In		\$ 1,500		\$	<b>1,500</b>
	Transfers Out				\$ (339)	<b>(339)</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 1,500</b>	<b>\$ -</b>	<b>\$ 339</b>	<b>\$ 1,839</b>
<b>Academic Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 5,115,753	\$ 19,659		\$	<b>5,135,412</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$ 7,367,410	<b>7,367,410</b>
	Gifts & Investments				\$	-
	Other Revenues	\$ 86,310	\$ 15,000	\$ 5,730	\$	<b>107,040</b>
<b>Revenues Total</b>		<b>\$ 5,202,063</b>	<b>\$ 34,659</b>	<b>\$ 5,730</b>	<b>\$ 7,367,410</b>	<b>\$ 12,609,862</b>
Expenses	Salaries and Wages	\$ 3,225,253	\$ 1,867		\$ 2,263,939	<b>5,491,059</b>
	Staff Benefits	\$ 1,251,967	\$ 141		\$ 574,092	<b>1,826,200</b>
	Supplies, Materials, & Equipment	\$ 101,705	\$ 9,326	\$ 45	\$ 1,264,461	<b>1,375,537</b>
	Services	\$ 604,638	\$ 23,325	\$ 3,685	\$ 581,497	<b>1,213,145</b>
	Scholarships & Fellowships	\$ 8,500		\$ 2,000	\$ 2,683,422	<b>2,693,922</b>
	Debt Service				\$	-
	Utilities	\$ 10,000			\$	<b>10,000</b>
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 5,202,063</b>	<b>\$ 34,659</b>	<b>\$ 5,730</b>	<b>\$ 7,367,410</b>	<b>\$ 12,609,862</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Elizabeth City State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Student Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,126,840	\$ 1,400,600		\$	<b>2,527,440</b>
	Sales & Services		\$ 81,166		\$	<b>81,166</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants				\$ 380,272	<b>380,272</b>
	Gifts & Investments				\$	<b>-</b>
	Other Revenues				\$	<b>-</b>
<b>Revenues Total</b>		<b>\$ 1,126,840</b>	<b>\$ 1,481,766</b>	<b>\$ -</b>	<b>\$ 380,272</b>	<b>\$ 2,988,878</b>
Expenses	Salaries and Wages	\$ 752,828	\$ 667,127		\$ 201,449	<b>1,621,404</b>
	Staff Benefits	\$ 309,622	\$ 325,238		\$ 25,737	<b>660,597</b>
	Supplies, Materials, & Equipment	\$ 14,240	\$ 153,515		\$ 28,625	<b>196,380</b>
	Services	\$ 50,150	\$ 364,036		\$ 61,274	<b>475,460</b>
	Scholarships & Fellowships		\$ 34,970		\$ 87,602	<b>122,572</b>
	Debt Service				\$	<b>-</b>
	Utilities				\$	<b>-</b>
	Other Expenses		\$ 25,678		\$	<b>25,678</b>
<b>Expenses Total</b>		<b>\$ 1,126,840</b>	<b>\$ 1,570,564</b>	<b>\$ -</b>	<b>\$ 404,687</b>	<b>\$ 3,102,091</b>
Transfers	Transfers In		\$ 2,100		\$ 24,775	<b>26,875</b>
	Transfers Out				\$ 360	<b>360</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 2,100</b>	<b>\$ -</b>	<b>\$ 24,415</b>	<b>\$ 26,515</b>
<b>Financial Aid</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 4,354,266			\$	<b>4,354,266</b>
	Sales & Services				\$	<b>-</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants				\$	<b>-</b>
	Gifts & Investments		\$ 10,721		\$	<b>10,721</b>
	Other Revenues				\$	<b>-</b>
<b>Revenues Total</b>		<b>\$ 4,354,266</b>	<b>\$ 10,721</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,364,987</b>
Expenses	Salaries and Wages	\$ 270,614			\$	<b>270,614</b>
	Staff Benefits	\$ 116,994			\$	<b>116,994</b>
	Supplies, Materials, & Equipment	\$ 10,297			\$	<b>10,297</b>
	Services	\$ 40,406			\$	<b>40,406</b>
	Scholarships & Fellowships	\$ 3,915,955	\$ 82,191		\$	<b>3,998,146</b>
	Debt Service				\$	<b>-</b>
	Utilities				\$	<b>-</b>
	Other Expenses				\$	<b>-</b>
<b>Expenses Total</b>		<b>\$ 4,354,266</b>	<b>\$ 82,191</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,436,457</b>
Transfers	Transfers In		\$ 71,470		\$	<b>71,470</b>
	Transfers Out				\$	<b>-</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 71,470</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 71,470</b>

**Elizabeth City State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Library</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 1,008,053			\$	<b>1,008,053</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$ 2,246	<b>2,246</b>
	Gifts & Investments				\$	-
	Other Revenues	\$ 2,686			\$	<b>2,686</b>
<b>Revenues Total</b>		<b>\$ 1,010,739</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,246</b>	<b>\$ 1,012,985</b>
Expenses	Salaries and Wages	\$ 423,137			\$	<b>423,137</b>
	Staff Benefits	\$ 187,602			\$	<b>187,602</b>
	Supplies, Materials, & Equipment	\$ 12,450			\$ 2,246	<b>14,696</b>
	Services	\$ 387,550			\$	<b>387,550</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 1,010,739</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,246</b>	<b>\$ 1,012,985</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Sponsored Research</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees				\$	-
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$ 2,518,776	<b>2,518,776</b>
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,518,776</b>	<b>\$ 2,518,776</b>
Expenses	Salaries and Wages				\$ 1,222,632	<b>1,222,632</b>
	Staff Benefits				\$ 442,887	<b>442,887</b>
	Supplies, Materials, & Equipment				\$ 41,539	<b>41,539</b>
	Services				\$ 713,133	<b>713,133</b>
	Scholarships & Fellowships				\$ 4,250	<b>4,250</b>
	Debt Service				\$	-
	Utilities				\$ 89,812	<b>89,812</b>
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,514,251</b>	<b>\$ 2,514,251</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$ 4,525	<b>4,525</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (4,525)</b>	<b>\$ (4,525)</b>

**Elizabeth City State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>University Administration</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,448,692			\$	2,448,692
	Sales & Services		\$ 27,873		\$	27,873
	Patient Services				\$	-
	Contracts & Grants				\$ 144,184	144,184
	Gifts & Investments		\$ 44,147		\$	44,147
	Other Revenues		\$ 11,808	\$ 13,139	\$	24,947
<b>Revenues Total</b>		<b>\$ 2,448,692</b>	<b>\$ 83,828</b>	<b>\$ 13,139</b>	<b>\$ 144,184</b>	<b>\$ 2,689,843</b>
Expenses	Salaries and Wages	\$ 1,525,307		\$ 12,600	\$ 31,038	1,568,945
	Staff Benefits	\$ 578,250		\$ 539	\$ 15,070	593,859
	Supplies, Materials, & Equipment	\$ 17,197	\$ 9,730		\$ 6,645	33,572
	Services	\$ 327,938	\$ 74,043		\$ 91,431	493,412
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 2,448,692</b>	<b>\$ 83,773</b>	<b>\$ 13,139</b>	<b>\$ 144,184</b>	<b>\$ 2,689,788</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Business Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,498,359			\$	2,498,359
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments		\$ 18,543		\$	18,543
	Other Revenues		\$ 46,697	\$ 2,392	\$	49,089
<b>Revenues Total</b>		<b>\$ 2,498,359</b>	<b>\$ 65,240</b>	<b>\$ 2,392</b>	<b>\$ -</b>	<b>\$ 2,565,991</b>
Expenses	Salaries and Wages	\$ 1,490,030			\$	1,490,030
	Staff Benefits	\$ 606,934			\$	606,934
	Supplies, Materials, & Equipment	\$ 8,718			\$	8,718
	Services	\$ 392,677	\$ 12,000	\$ 2,392	\$	407,069
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses		\$ 800		\$	800
<b>Expenses Total</b>		<b>\$ 2,498,359</b>	<b>\$ 12,800</b>	<b>\$ 2,392</b>	<b>\$ -</b>	<b>\$ 2,513,551</b>
Transfers	Transfers In				\$	-
	Transfers Out		\$ 42		\$	42
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ (42)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (42)</b>

**Elizabeth City State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Facilities</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 6,447,828			\$	<b>6,447,828</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$	-
	Other Revenues	\$ 228,001			\$	<b>228,001</b>
<b>Revenues Total</b>		<b>\$ 6,675,829</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,675,829</b>
Expenses	Salaries and Wages	\$ 2,263,377			\$	<b>2,263,377</b>
	Staff Benefits	\$ 1,084,615			\$	<b>1,084,615</b>
	Supplies, Materials, & Equipment	\$ 290,500			\$	<b>290,500</b>
	Services	\$ 628,574			\$	<b>628,574</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities	\$ 2,416,763			\$	<b>2,416,763</b>
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 6,683,829</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,683,829</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Human Resources</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 702,992			\$	<b>702,992</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 702,992</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 702,992</b>
Expenses	Salaries and Wages	\$ 403,101			\$	<b>403,101</b>
	Staff Benefits	\$ 168,131			\$	<b>168,131</b>
	Supplies, Materials, & Equipment	\$ 1,000			\$	<b>1,000</b>
	Services	\$ 130,760			\$	<b>130,760</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 702,992</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 702,992</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Elizabeth City State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Information Technology</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 3,574,409	\$ 575,715		\$	<b>4,150,124</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 3,574,409</b>	<b>\$ 575,715</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,150,124</b>
Expenses	Salaries and Wages	\$ 961,005	\$ 360,285		\$	<b>1,321,290</b>
	Staff Benefits	\$ 362,204	\$ 110,626		\$	<b>472,830</b>
	Supplies, Materials, & Equipment		\$ 20,000		\$	<b>20,000</b>
	Services	\$ 2,251,200	\$ 84,804		\$	<b>2,336,004</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 3,574,409</b>	<b>\$ 575,715</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,150,124</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Public Safety</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,973,482	\$ 108,108		\$	<b>2,081,590</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$ 26,838	<b>26,838</b>
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 1,973,482</b>	<b>\$ 108,108</b>	<b>\$ -</b>	<b>\$ 26,838</b>	<b>\$ 2,108,428</b>
Expenses	Salaries and Wages	\$ 1,172,525	\$ 70,126		\$	<b>1,242,651</b>
	Staff Benefits	\$ 580,831	\$ 35,067		\$	<b>615,898</b>
	Supplies, Materials, & Equipment	\$ 5,978			\$ 26,838	<b>32,816</b>
	Services	\$ 214,148	\$ 19,780		\$	<b>233,928</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 1,973,482</b>	<b>\$ 124,973</b>	<b>\$ -</b>	<b>\$ 26,838</b>	<b>\$ 2,125,293</b>
Transfers	Transfers In		\$ 40,000		\$	<b>40,000</b>
	Transfers Out		\$ 7,211		\$	<b>7,211</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 32,789</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 32,789</b>

**Elizabeth City State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Advancement</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,030,035				\$ 1,030,035
	Sales & Services		\$ 27,873			\$ 27,873
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments		\$ 44,147			\$ 44,147
	Other Revenues		\$ 11,808			\$ 11,808
<b>Revenues Total</b>		<b>\$ 1,030,035</b>	<b>\$ 83,828</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,113,863</b>
Expenses	Salaries and Wages	\$ 612,223				\$ 612,223
	Staff Benefits	\$ 278,880				\$ 278,880
	Supplies, Materials, & Equipment	\$ 6,056	\$ 9,730			\$ 15,786
	Services	\$ 132,876	\$ 74,043			\$ 206,919
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 1,030,035</b>	<b>\$ 83,773</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,113,808</b>
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Dining</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>		<b>\$ -</b>	<b>\$ 1,450,823</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,450,823</b>
Revenues	State Appropriation, Tuition, & Fees					\$ -
	Sales & Services		\$ 3,547,711			\$ 3,547,711
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues					\$ -
<b>Revenues Total</b>		<b>\$ -</b>	<b>\$ 3,547,711</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,547,711</b>
Expenses	Salaries and Wages		\$ 97,408			\$ 97,408
	Staff Benefits		\$ 38,412			\$ 38,412
	Supplies, Materials, & Equipment		\$ 10,000			\$ 10,000
	Services		\$ 3,200,447			\$ 3,200,447
	Scholarships & Fellowships		\$ -			\$ -
	Debt Service		\$ 23,046			\$ 23,046
	Utilities		\$ 75,000			\$ 75,000
	Other Expenses		\$ 84,514			\$ 84,514
<b>Expenses Total</b>		<b>\$ -</b>	<b>\$ 3,528,827</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,528,827</b>
Transfers	Transfers In					\$ -
	Transfers Out		\$ 32			\$ 32
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ (32)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (32)</b>
<b>Ending Fund Balance</b>		<b>\$ -</b>	<b>\$ 1,469,675</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,469,675</b>

**Elizabeth City State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Housing</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>		\$ -	\$ 4,739,995	\$ -	\$ -	\$ 4,739,995
Revenues	State Appropriation, Tuition, & Fees		\$ 144,900			\$ 144,900
	Sales & Services		\$ 6,159,070			\$ 6,159,070
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments		\$ 11,000			\$ 11,000
	Other Revenues					\$ -
<b>Revenues Total</b>		\$ -	\$ 6,314,970	\$ -	\$ -	\$ 6,314,970
Expenses	Salaries and Wages		\$ 1,330,802			\$ 1,330,802
	Staff Benefits		\$ 439,946			\$ 439,946
	Supplies, Materials, & Equipment		\$ 160,433			\$ 160,433
	Services		\$ 736,000			\$ 736,000
	Scholarships & Fellowships		\$ 50,000			\$ 50,000
	Debt Service		\$ 1,612,829			\$ 1,612,829
	Utilities		\$ 562,905			\$ 562,905
	Other Expenses		\$ 1,284,736			\$ 1,284,736
<b>Expenses Total</b>		\$ -	\$ 6,177,651	\$ -	\$ -	\$ 6,177,651
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		\$ -	\$ -	\$ -	\$ -	\$ -
<b>Ending Fund Balance</b>		\$ -	\$ 4,877,314	\$ -	\$ -	\$ 4,877,314
<b>Parking</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>		\$ -	\$ 199,202	\$ -		\$ 199,202
Revenues	State Appropriation, Tuition, & Fees					\$ -
	Sales & Services		\$ 1,500			\$ 1,500
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues		\$ 146,305			\$ 146,305
<b>Revenues Total</b>		\$ -	\$ 147,805	\$ -	\$ -	\$ 147,805
Expenses	Salaries and Wages		\$ 91,222			\$ 91,222
	Staff Benefits		\$ 24,347			\$ 24,347
	Supplies, Materials, & Equipment		\$ 13,500			\$ 13,500
	Services		\$ 11,650			\$ 11,650
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		\$ -	\$ 140,719	\$ -	\$ -	\$ 140,719
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		\$ -	\$ -	\$ -	\$ -	\$ -
<b>Ending Fund Balance</b>		\$ -	\$ 206,288	\$ -	\$ -	\$ 206,288

**Elizabeth City State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Athletics</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>		\$ -	\$ -	\$ -	\$ -	\$ -
Revenues	State Appropriation, Tuition, & Fees		\$ 1,427,257			\$ 1,427,257
	Sales & Services		\$ 221,000			\$ 221,000
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments		\$ 4,000			\$ 4,000
	Other Revenues					\$ -
<b>Revenues Total</b>		\$ -	\$ 1,652,257	\$ -	\$ -	\$ 1,652,257
Expenses	Salaries and Wages		\$ 939,882			\$ 939,882
	Staff Benefits		\$ 372,923			\$ 372,923
	Supplies, Materials, & Equipment		\$ 124,000			\$ 124,000
	Services		\$ 499,900			\$ 499,900
	Scholarships & Fellowships		\$ 414,000			\$ 414,000
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses		\$ 25,255			\$ 25,255
<b>Expenses Total</b>		\$ -	\$ 2,375,960	\$ -	\$ -	\$ 2,375,960
Transfers	Transfers In		\$ 723,703			\$ 723,703
	Transfers Out					\$ -
<b>Net Transfers</b>		\$ -	\$ 723,703	\$ -	\$ -	\$ 723,703
<b>Ending Fund Balance</b>		\$ -	\$ -	\$ -	\$ -	\$ -
<b>Student Health</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>		\$ -	\$ 420,663	\$ -	\$ -	\$ 420,663
Revenues	State Appropriation, Tuition, & Fees		\$ 1,208,400			\$ 1,208,400
	Sales & Services		\$ 5,500			\$ 5,500
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues					\$ -
<b>Revenues Total</b>		\$ -	\$ 1,213,900	\$ -	\$ -	\$ 1,213,900
Expenses	Salaries and Wages		\$ 298,002			\$ 298,002
	Staff Benefits		\$ 126,579			\$ 126,579
	Supplies, Materials, & Equipment		\$ 15,000			\$ 15,000
	Services		\$ 815,050			\$ 815,050
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		\$ -	\$ 1,254,631	\$ -	\$ -	\$ 1,254,631
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		\$ -	\$ -	\$ -	\$ -	\$ -
<b>Ending Fund Balance</b>		\$ -	\$ 379,932	\$ -	\$ -	\$ 379,932

**Elizabeth City State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

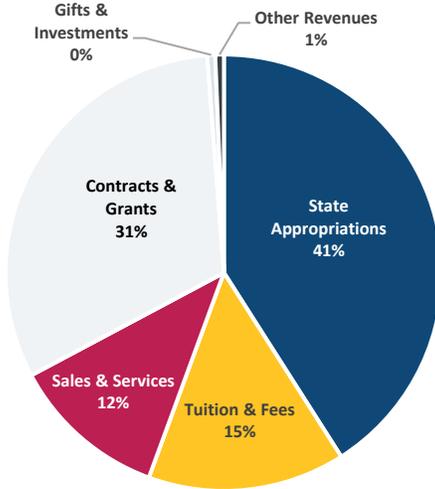
<b>Other Auxiliaries</b>		<b>General Fund</b>	<b>Auxiliary &amp; Other Trust Funds</b>	<b>Overhead Receipts</b>	<b>Restricted Trust Funds</b>	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees		\$ 43,750		\$	\$ 43,750
	Sales & Services		\$ 1,457,832		\$	\$ 1,457,832
	Patient Services				\$	\$ -
	Contracts & Grants				\$	\$ -
	Gifts & Investments				\$	\$ -
	Other Revenues		\$ 559,499		\$	\$ 559,499
<b>Revenues Total</b>		\$ -	\$ 2,061,081	\$ -	\$ -	\$ 2,061,081
Expenses	Salaries and Wages		\$ 328,218		\$	\$ 328,218
	Staff Benefits		\$ 137,141		\$	\$ 137,141
	Supplies, Materials, & Equipment		\$ 10,000		\$	\$ 10,000
	Services		\$ 1,179,550		\$	\$ 1,179,550
	Scholarships & Fellowships				\$	\$ -
	Debt Service				\$	\$ -
	Utilities		\$ 4,950		\$	\$ 4,950
	Other Expenses				\$	\$ -
<b>Expenses Total</b>		\$ -	\$ 1,659,859	\$ -	\$ -	\$ 1,659,859
Transfers	Transfers In		\$ 5,408		\$	\$ 5,408
	Transfers Out				\$	\$ -
<b>Net Transfers</b>		\$ -	\$ 5,408	\$ -	\$ -	\$ 5,408

# Fayetteville State University

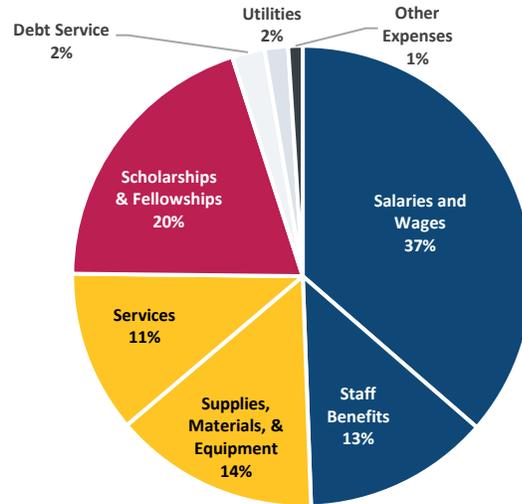
Total Enrollment (Fall 2021): 6,748

Total Permanent Full-Time Employees (Including Faculty) (Fall 2021): 742

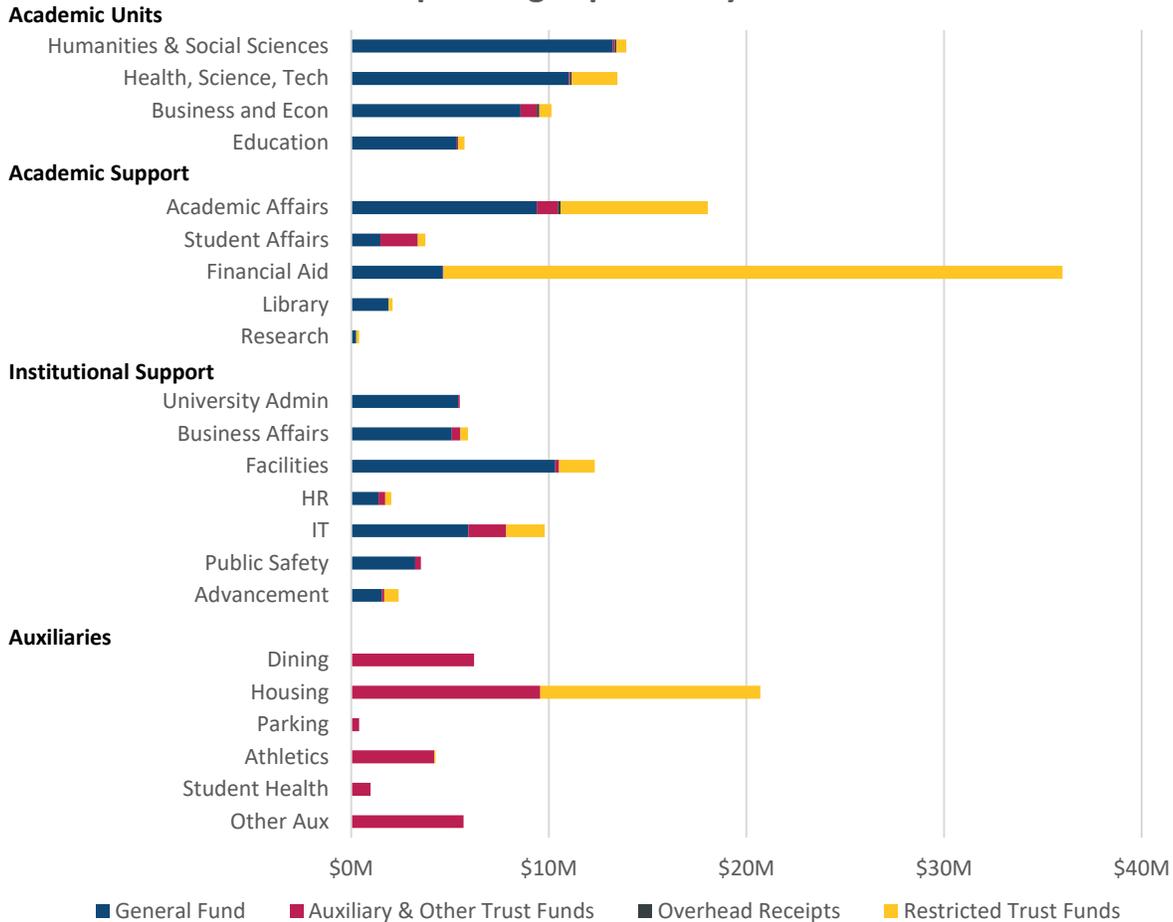
### Budgeted Revenue (FY23)



### Budgeted Expenses (FY23)



### Operating Expenses by Unit





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

**From:** Gregory Lovins, Interim Vice Chancellor for Business and Finance

**Date:** May 5, 2022

**Subject:** Fayetteville State University All-Funds Narrative

Fayetteville State University has prepared its inaugural "All-Funds Budget." The University's 2023 budget provides insights into how the University purposefully allocates its limited resources to meet both the University's and system-wide strategic goals.

The goals set forth by the Board of Governors for FSU are woven into the fabric of the University's strategic plan. Specifically, FSU's strategic plan and consequently the all-funds budget contained within have student affordability and timely degree completion as the main themes that drive resource allocation.

FSU has devoted much of its flexible funding towards these goals:

- The University has created the 30-60-90 program. This is a multi-faceted program intended to become ingrained within the campus culture. The goal of this program is to remove barriers to timely completion of degrees. FSU has procured software to enable the identification of students at risk for non-persistence as well as creating an ecosystem to operationalize this nascent data. Additionally, \$4.2 million of Higher Education Emergency Relief funding (HEERF) will be used to alleviate financial obstacles to summer school attendance for those students that are at risk of untimely completion.
- Fayetteville State has repurposed much of its Title III programming to align with its strategic plan. Approximately \$3 million will be invested in labor to create a reimagined student services center called Bronco One-Stop. This area will physically house enrollment management representatives, academic advisors, retention counselors, degree planning counselors, tutors, and other student support positions. The centralized student success center will remove barriers to persistence that have historically affected Fayetteville State University students.
- The University has reserved \$4 million of HEERF to provide financial assistance to those students with a financial need. Additionally, the University has set aside up to \$1.2 million to relive 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. Indirectly, this effort aid in increasing timely completion metrics as it removes one of the barriers to degree completion.

In recent years, Fayetteville State has prioritized strengthening its financial base. The fiscal year 2023 All Funds Budget is a continuation of emphasis.

- The financial effects of the University's efforts to refinance and restructure most of its debt portfolio will be in full effect for the fiscal year 2023 budget. At mid-fiscal year, a forward contract related to the outstanding debt upon the Student Center will be executed. The University strategically bought down a portion of the outstanding debt and refinanced the remainder. This will result in savings of approximately \$350,000 a year. Notably, debt service fees are the source of repayment for this indebtedness. Prior to this restructuring, the project finances were in a structural deficit that would necessitate an elevation of the debt service fee to satisfy the debt service requirements. With this restructuring, the debt service fee paid by students will remain stable.
- The University is making a concerted effort to increase the unrestricted portion of its endowment. To this end, beginning in fiscal year 2023, the University has reallocated Title III funding to provide for a term-limited endowment contribution match on unrestricted donations and select restricted donations. This will allow the University to increase unrestricted funding to provide for the most pressing needs, alleviating pressure on traditional unrestricted resources and will consequently increase the University's available funding metrics over time.

Fayetteville State University's initial All-Funds Budget continues the financial ascension started in recent years. The accompanying budget provides a balanced general fund budget, a surplus generating trust fund budget and purposeful uses of restricted trust funds to meet the expectations of the University's strategic plan, the Board of Governor's strategic priorities and, most importantly, allocates resources to improve positive outcomes for FSU's student body.

**Fayetteville State University**  
**FY 2022-23 All-Funds Budget**

		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriations	\$ 75,974,414				\$ 75,974,414
	Tuition & Fees	\$ 12,146,602	\$ 14,966,149			\$ 27,112,751
	Sales & Services	\$ 908,738	\$ 20,640,640			\$ 21,549,378
	Patient Services					\$ -
	Contracts & Grants <sup>1</sup>		\$ 9,000	\$ 533,489	\$ 57,990,956	\$ 58,533,445
	Gifts & Investments		\$ 413,000		\$ 677,000	\$ 1,090,000
	Other Revenues	\$ 29,000	\$ 746,256		\$ 405,709	\$ 1,180,965
<b>Revenues Total</b>		<b>\$ 89,058,753</b>	<b>\$ 36,775,045</b>	<b>\$ 533,489</b>	<b>\$ 59,073,665</b>	<b>\$ 185,440,952</b>
Expenses	Salaries and Wages	\$ 52,710,830	\$ 6,913,765	\$ 142,209	\$ 6,914,098	\$ 66,680,902
	Staff Benefits	\$ 19,983,071	\$ 1,924,848	\$ 46,993	\$ 1,935,501	\$ 23,890,413
	Supplies, Materials, & Equip.	\$ 2,327,309	\$ 8,217,779	\$ 147,926	\$ 15,670,113	\$ 26,363,127
	Services	\$ 5,551,831	\$ 11,709,975	\$ 126,924	\$ 3,431,584	\$ 20,820,314
	Scholarships & Fellowships	\$ 3,960,460	\$ 1,067,000		\$ 31,396,930	\$ 36,424,390
	Debt Service	\$ 860,000	\$ 3,345,483			\$ 4,205,483
	Utilities	\$ 1,997,926	\$ 1,015,000			\$ 3,012,926
	Other Expenses	\$ 1,362,486	\$ 255,310		\$ 242,583	\$ 1,860,379
<b>Expenses Total</b>		<b>\$ 88,753,912</b>	<b>\$ 34,449,161</b>	<b>\$ 464,053</b>	<b>\$ 59,590,809</b>	<b>\$ 183,257,934</b>
<b>Net Transfers</b>		<b>\$ (304,841)</b>	<b>\$ 332,344</b>	<b>\$ -</b>	<b>\$ 735,000</b>	<b>\$ 762,503</b>

**Fayetteville State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>College of Business and Economics</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 8,570,196	\$ 9,000		\$	<b>8,579,196</b>
	Sales & Services		\$ 875,430		\$	<b>875,430</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants		\$ 9,000	\$ 49,529	\$ 816,000	<b>874,529</b>
	Gifts & Investments		\$ 12,500		\$ 53,000	<b>65,500</b>
	Other Revenues		\$ 2,000		\$ 115,548	<b>117,548</b>
<b>Revenues Total</b>		<b>\$ 8,570,196</b>	<b>\$ 907,930</b>	<b>\$ 49,529</b>	<b>\$ 984,548</b>	<b>\$ 10,512,203</b>
Expenses	Salaries and Wages	\$ 6,081,958	\$ 212,000	\$ 60,000	\$ 356,000	<b>6,709,958</b>
	Staff Benefits	\$ 2,186,525	\$ 42,000	\$ 18,000	\$ 110,432	<b>2,356,957</b>
	Supplies, Materials, & Equipment	\$ 73,206	\$ 248,292		\$ 63,000	<b>384,498</b>
	Services	\$ 127,576	\$ 321,000	\$ 40,000	\$ 73,000	<b>561,576</b>
	Scholarships & Fellowships				\$ 19,000	<b>19,000</b>
	Debt Service				\$	<b>-</b>
	Utilities				\$	<b>-</b>
	Other Expenses	\$ 100,931	\$ 2,000		\$	<b>102,931</b>
<b>Expenses Total</b>		<b>\$ 8,570,196</b>	<b>\$ 825,292</b>	<b>\$ 118,000</b>	<b>\$ 621,432</b>	<b>\$ 10,134,920</b>
Transfers	Transfers In				\$	<b>-</b>
	Transfers Out				\$	<b>-</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>College of Education</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 4,716,840	\$ 18,000		\$	<b>4,734,840</b>
	Sales & Services	\$ 630,000			\$	<b>630,000</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants			\$ 22,260	\$ 474,000	<b>496,260</b>
	Gifts & Investments				\$ 5,000	<b>5,000</b>
	Other Revenues		\$ 62,000		\$ 15,725	<b>77,725</b>
<b>Revenues Total</b>		<b>\$ 5,346,840</b>	<b>\$ 80,000</b>	<b>\$ 22,260</b>	<b>\$ 494,725</b>	<b>\$ 5,943,825</b>
Expenses	Salaries and Wages	\$ 3,770,789	\$ 56,000		\$ 88,000	<b>3,914,789</b>
	Staff Benefits	\$ 1,449,302			\$ 22,000	<b>1,471,302</b>
	Supplies, Materials, & Equipment	\$ 50,319			\$ 215,000	<b>265,319</b>
	Services	\$ 50,161	\$ 6,000		\$	<b>56,161</b>
	Scholarships & Fellowships				\$ 2,500	<b>2,500</b>
	Debt Service				\$	<b>-</b>
	Utilities				\$	<b>-</b>
	Other Expenses	\$ 26,268			\$	<b>26,268</b>
<b>Expenses Total</b>		<b>\$ 5,346,840</b>	<b>\$ 62,000</b>	<b>\$ -</b>	<b>\$ 327,500</b>	<b>\$ 5,736,340</b>
Transfers	Transfers In				\$	<b>-</b>
	Transfers Out				\$	<b>-</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Fayetteville State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>College of Health, Science and Technology</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 11,022,873	\$ 44,000		\$	<b>11,066,873</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants			\$ 150,000	\$ 1,462,000	<b>1,612,000</b>
	Gifts & Investments		\$ 15,000		\$ 20,000	<b>35,000</b>
	Other Revenues		\$ 14,000		\$ 98,036	<b>112,036</b>
<b>Revenues Total</b>		<b>\$ 11,022,873</b>	<b>\$ 73,000</b>	<b>\$ 150,000</b>	<b>\$ 1,580,036</b>	<b>\$ 12,825,909</b>
Expenses	Salaries and Wages	\$ 7,832,140	\$ 14,000	\$ 20,243	\$ 1,203,750	<b>9,070,133</b>
	Staff Benefits	\$ 2,644,079	\$ 3,000	\$ 2,946	\$ 306,615	<b>2,956,639</b>
	Supplies, Materials, & Equipment	\$ 210,993	\$ 40,000	\$ 58,196	\$ 294,944	<b>604,133</b>
	Services	\$ 160,610	\$ 5,000	\$ 3,169	\$ 337,000	<b>505,779</b>
	Scholarships & Fellowships				\$ 160,000	<b>160,000</b>
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses	\$ 175,051			\$	<b>175,051</b>
<b>Expenses Total</b>		<b>\$ 11,022,873</b>	<b>\$ 62,000</b>	<b>\$ 84,554</b>	<b>\$ 2,302,309</b>	<b>\$ 13,471,736</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>College of Humanities &amp; Social Sciences</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 13,247,903	\$ 30,000		\$	<b>13,277,903</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants			\$ 87,000	\$ 513,000	<b>600,000</b>
	Gifts & Investments		\$ 5,000		\$ 5,000	<b>10,000</b>
	Other Revenues				\$ 40,000	<b>40,000</b>
<b>Revenues Total</b>		<b>\$ 13,247,903</b>	<b>\$ 35,000</b>	<b>\$ 87,000</b>	<b>\$ 558,000</b>	<b>\$ 13,927,903</b>
Expenses	Salaries and Wages	\$ 9,619,298	\$ 40,000	\$ 36,967	\$ 200,000	<b>9,896,265</b>
	Staff Benefits	\$ 3,399,256	\$ 3,000	\$ 19,597	\$ 37,000	<b>3,458,853</b>
	Supplies, Materials, & Equipment	\$ 76,488	\$ 30,000	\$ 14,000	\$ 163,000	<b>283,488</b>
	Services	\$ 125,115	\$ 10,000	\$ 20,000	\$ 93,000	<b>248,115</b>
	Scholarships & Fellowships		\$ 2,000		\$ 8,000	<b>10,000</b>
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses	\$ 27,746			\$	<b>27,746</b>
<b>Expenses Total</b>		<b>\$ 13,247,903</b>	<b>\$ 85,000</b>	<b>\$ 90,564</b>	<b>\$ 501,000</b>	<b>\$ 13,924,467</b>
Transfers	Transfers In		\$ 40,000		\$	<b>40,000</b>
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 40,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 40,000</b>

**Fayetteville State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Academic Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 9,389,192	\$ 2,052,149		\$	<b>11,441,341</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$ 7,244,000	<b>7,244,000</b>
	Gifts & Investments				\$	-
	Other Revenues		\$ 108,256		\$ 120,000	<b>228,256</b>
<b>Revenues Total</b>		<b>\$ 9,389,192</b>	<b>\$ 2,160,405</b>	<b>\$ -</b>	<b>\$ 7,364,000</b>	<b>\$ 18,913,597</b>
Expenses	Salaries and Wages	\$ 6,081,958	\$ 189,957	\$ 10,000	\$ 3,887,487	<b>10,169,402</b>
	Staff Benefits	\$ 2,186,525	\$ 47,968	\$ 450	\$ 1,097,723	<b>3,332,667</b>
	Supplies, Materials, & Equipment	\$ 66,372	\$ 147,487	\$ 74,200	\$ 1,389,629	<b>1,677,688</b>
	Services	\$ 494,594	\$ 540,975	\$ 63,295	\$ 1,003,410	<b>2,102,274</b>
	Scholarships & Fellowships				\$ 65,000	<b>65,000</b>
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses	\$ 559,743	\$ 133,310		\$	<b>693,053</b>
<b>Expenses Total</b>		<b>\$ 9,389,192</b>	<b>\$ 1,059,697</b>	<b>\$ 147,945</b>	<b>\$ 7,443,249</b>	<b>\$ 18,040,083</b>
Transfers	Transfers In		\$ 100,000		\$	<b>100,000</b>
	Transfers Out		\$ 400,000		\$	<b>400,000</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ (300,000)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (300,000)</b>
<b>Student Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,480,475	\$ 1,920,000		\$	<b>3,400,475</b>
	Sales & Services		\$ 25,000		\$	<b>25,000</b>
	Patient Services				\$	-
	Contracts & Grants			\$ 4,700	\$ 330,555	<b>335,255</b>
	Gifts & Investments		\$ 2,000		\$	<b>2,000</b>
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 1,480,475</b>	<b>\$ 1,947,000</b>	<b>\$ 4,700</b>	<b>\$ 330,555</b>	<b>\$ 3,762,730</b>
Expenses	Salaries and Wages	\$ 962,688	\$ 467,000		\$ 32,784	<b>1,462,472</b>
	Staff Benefits	\$ 384,693	\$ 167,000		\$ 12,723	<b>564,416</b>
	Supplies, Materials, & Equipment	\$ 21,390	\$ 550,000	\$ 1,530	\$ 17,500	<b>590,420</b>
	Services	\$ 107,429	\$ 600,000	\$ 460	\$ 320,000	<b>1,027,889</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses	\$ 4,275	\$ 100,000		\$	<b>104,275</b>
<b>Expenses Total</b>		<b>\$ 1,480,475</b>	<b>\$ 1,884,000</b>	<b>\$ 1,990</b>	<b>\$ 383,007</b>	<b>\$ 3,749,472</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Fayetteville State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Financial Aid</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 4,638,446			\$	<b>4,638,446</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$ 30,369,430	<b>30,369,430</b>
	Gifts & Investments		\$ 30,000		\$ 210,000	<b>240,000</b>
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 4,638,446</b>	<b>\$ 30,000</b>	<b>\$ -</b>	<b>\$ 30,579,430</b>	<b>\$ 35,247,876</b>
Expenses	Salaries and Wages	\$ 486,997			\$ 330,069	<b>817,066</b>
	Staff Benefits	\$ 184,974			\$ 34,584	<b>219,558</b>
	Supplies, Materials, & Equipment	\$ 1,000			\$ 20,000	<b>21,000</b>
	Services	\$ 3,815			\$	<b>3,815</b>
	Scholarships & Fellowships	\$ 3,960,460	\$ 30,000		\$ 30,949,430	<b>34,939,890</b>
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses	\$ 1,200			\$	<b>1,200</b>
<b>Expenses Total</b>		<b>\$ 4,638,446</b>	<b>\$ 30,000</b>	<b>\$ -</b>	<b>\$ 31,334,082</b>	<b>\$ 36,002,528</b>
Transfers	Transfers In				\$ 775,000	<b>775,000</b>
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 775,000</b>	<b>\$ 775,000</b>
<b>Library</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,896,688			\$	<b>1,896,688</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$ 200,000	<b>200,000</b>
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 1,896,688</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200,000</b>	<b>\$ 2,096,688</b>
Expenses	Salaries and Wages	\$ 1,086,652			\$	<b>1,086,652</b>
	Staff Benefits	\$ 495,611			\$	<b>495,611</b>
	Supplies, Materials, & Equipment	\$ 130,563			\$ 5,000	<b>135,563</b>
	Services	\$ 154,637			\$ 195,000	<b>349,637</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses	\$ 29,224			\$	<b>29,224</b>
<b>Expenses Total</b>		<b>\$ 1,896,688</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200,000</b>	<b>\$ 2,096,688</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Fayetteville State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Sponsored Research</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 256,394			\$	256,394
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 256,394</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 256,394</b>
Expenses	Salaries and Wages	\$ 168,071			\$ 103,522	\$ 271,593
	Staff Benefits	\$ 63,396			\$ 34,263	\$ 97,659
	Supplies, Materials, & Equipment				\$	-
	Services	\$ 11,382			\$	11,382
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses	\$ 13,545			\$	13,545
<b>Expenses Total</b>		<b>\$ 256,394</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 137,785</b>	<b>\$ 394,179</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>University Administration</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 5,407,592			\$	5,407,592
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments		\$ 95,000		\$	95,000
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 5,407,592</b>	<b>\$ 95,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,502,592</b>
Expenses	Salaries and Wages	\$ 3,148,071			\$	3,148,071
	Staff Benefits	\$ 1,174,424			\$	1,174,424
	Supplies, Materials, & Equipment	\$ 166,006	\$ 40,000		\$	206,006
	Services	\$ 726,718	\$ 20,000		\$	746,718
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses	\$ 192,373	\$ 20,000		\$	212,373
<b>Expenses Total</b>		<b>\$ 5,407,592</b>	<b>\$ 80,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,487,592</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Fayetteville State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Business Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 5,357,024			\$	<b>5,357,024</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants			\$ 220,000	\$ 250,000	<b>470,000</b>
	Gifts & Investments		\$ 14,000		\$ 59,000	<b>73,000</b>
	Other Revenues	\$ 29,000	\$ 50,000		\$ 3,000	<b>82,000</b>
<b>Revenues Total</b>		<b>\$ 5,386,024</b>	<b>\$ 64,000</b>	<b>\$ 220,000</b>	<b>\$ 312,000</b>	<b>\$ 5,982,024</b>
Expenses	Salaries and Wages	\$ 3,058,151		\$ 15,000	\$ 145,325	<b>3,218,476</b>
	Staff Benefits	\$ 1,258,911		\$ 6,000	\$ 48,105	<b>1,313,016</b>
	Supplies, Materials, & Equipment	\$ 105,425	\$ 120,000		\$ 56,000	<b>281,425</b>
	Services	\$ 532,774	\$ 300,000		\$ 123,000	<b>955,774</b>
	Scholarships & Fellowships				\$ 10,000	<b>10,000</b>
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses	\$ 125,922				<b>125,922</b>
<b>Expenses Total</b>		<b>\$ 5,081,183</b>	<b>\$ 420,000</b>	<b>\$ 21,000</b>	<b>\$ 382,430</b>	<b>\$ 5,904,613</b>
Transfers	Transfers In		\$ 900,000			<b>900,000</b>
	Transfers Out	\$ 304,841				<b>304,841</b>
<b>Net Transfers</b>		<b>\$ (304,841)</b>	<b>\$ 900,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 595,159</b>
<b>Facilities</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 10,043,118			\$	<b>10,043,118</b>
	Sales & Services	\$ 278,738			\$	<b>278,738</b>
	Patient Services				\$	-
	Contracts & Grants				\$ 1,800,000	<b>1,800,000</b>
	Gifts & Investments		\$ 4,000		\$	<b>4,000</b>
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 10,321,856</b>	<b>\$ 4,000</b>	<b>\$ -</b>	<b>\$ 1,800,000</b>	<b>\$ 12,125,856</b>
Expenses	Salaries and Wages	\$ 3,322,528			\$ 31,783	<b>3,354,311</b>
	Staff Benefits	\$ 1,565,241			\$ 14,926	<b>1,580,167</b>
	Supplies, Materials, & Equipment	\$ 1,164,678	\$ 200,000		\$ 1,387,291	<b>2,751,969</b>
	Services	\$ 1,370,938			\$ 366,000	<b>1,736,938</b>
	Scholarships & Fellowships				\$	-
	Debt Service	\$ 860,000			\$	<b>860,000</b>
	Utilities	\$ 1,997,926			\$	<b>1,997,926</b>
	Other Expenses	\$ 40,545			\$	<b>40,545</b>
<b>Expenses Total</b>		<b>\$ 10,321,856</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ 1,800,000</b>	<b>\$ 12,321,856</b>
Transfers	Transfers In		\$ 200,000			<b>200,000</b>
	Transfers Out					-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200,000</b>

**Fayetteville State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Human Resources</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,381,829			\$	<b>1,381,829</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$ 300,000	<b>300,000</b>
	Gifts & Investments		\$ 500		\$	<b>500</b>
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 1,381,829</b>	<b>\$ 500</b>	<b>\$ -</b>	<b>\$ 300,000</b>	<b>\$ 1,682,329</b>
Expenses	Salaries and Wages	\$ 909,247	\$ 338,198		\$ 87,826	<b>1,335,271</b>
	Staff Benefits	\$ 350,880			\$ 42,261	<b>393,141</b>
	Supplies, Materials, & Equipment	\$ 11,500			\$ 114,431	<b>125,931</b>
	Services	\$ 89,789			\$ 55,418	<b>145,207</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses	\$ 20,413			\$	<b>20,413</b>
<b>Expenses Total</b>		<b>\$ 1,381,829</b>	<b>\$ 338,198</b>	<b>\$ -</b>	<b>\$ 299,936</b>	<b>\$ 2,019,963</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Information Technology</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 5,923,415	\$ 2,100,000		\$	<b>8,023,415</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$ 1,950,000	<b>1,950,000</b>
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 5,923,415</b>	<b>\$ 2,100,000</b>	<b>\$ -</b>	<b>\$ 1,950,000</b>	<b>\$ 9,973,415</b>
Expenses	Salaries and Wages	\$ 3,251,847	\$ 600,000		\$ 279,414	<b>4,131,261</b>
	Staff Benefits	\$ 1,346,622	\$ 175,000		\$ 103,890	<b>1,625,512</b>
	Supplies, Materials, & Equipment	\$ 161,139	\$ 1,000,000		\$ 813,438	<b>1,974,577</b>
	Services	\$ 1,163,807	\$ 150,000		\$ 753,256	<b>2,067,063</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 5,923,415</b>	<b>\$ 1,925,000</b>	<b>\$ -</b>	<b>\$ 1,949,998</b>	<b>\$ 9,798,413</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Fayetteville State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Public Safety</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 3,233,949	\$ 310,000		\$	<b>3,543,949</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 3,233,949</b>	<b>\$ 310,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,543,949</b>
Expenses	Salaries and Wages	\$ 1,952,784	\$ 202,434		\$	<b>2,155,217</b>
	Staff Benefits	\$ 928,291	\$ 94,957		\$	<b>1,023,248</b>
	Supplies, Materials, & Equipment	\$ 59,000			\$	<b>59,000</b>
	Services	\$ 277,849			\$	<b>277,849</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses	\$ 16,026			\$	<b>16,026</b>
<b>Expenses Total</b>		<b>\$ 3,233,949</b>	<b>\$ 297,391</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,531,341</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Advancement</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,555,081			\$	<b>1,555,081</b>
	Sales & Services		\$ 30,000		\$	<b>30,000</b>
	Patient Services				\$	-
	Contracts & Grants				\$ 742,583	<b>742,583</b>
	Gifts & Investments		\$ 200,000		\$ 125,000	<b>325,000</b>
	Other Revenues				\$ 1,400	<b>1,400</b>
<b>Revenues Total</b>		<b>\$ 1,555,081</b>	<b>\$ 230,000</b>	<b>\$ -</b>	<b>\$ 868,983</b>	<b>\$ 2,654,064</b>
Expenses	Salaries and Wages	\$ 977,650			\$ 168,139	<b>1,145,789</b>
	Staff Benefits	\$ 364,340			\$ 70,979	<b>435,319</b>
	Supplies, Materials, & Equipment	\$ 29,230	\$ 100,000		\$ 60,880	<b>190,110</b>
	Services	\$ 154,637	\$ 22,000		\$ 2,500	<b>179,137</b>
	Scholarships & Fellowships				\$ 168,000	<b>168,000</b>
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses	\$ 29,224			\$ 242,583	<b>271,807</b>
<b>Expenses Total</b>		<b>\$ 1,555,081</b>	<b>\$ 122,000</b>	<b>\$ -</b>	<b>\$ 713,081</b>	<b>\$ 2,390,162</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Fayetteville State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Dining</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>			\$ 1,623,288		\$	<b>1,623,288</b>
Revenues	State Appropriation, Tuition, & Fees				\$	-
	Sales & Services		\$ 6,310,000		\$	<b>6,310,000</b>
	Patient Services				\$	-
	Contracts & Grants				\$ 70,737	<b>70,737</b>
	Gifts & Investments				\$	-
	Other Revenues		\$ 250,000		\$	<b>250,000</b>
<b>Revenues Total</b>		\$ -	\$ 6,560,000	\$ -	\$ 70,737	<b>6,630,737</b>
Expenses	Salaries and Wages		36,352		\$	<b>36,352</b>
	Staff Benefits		17,230		\$	<b>17,230</b>
	Supplies, Materials, & Equipment		\$ 200,000		\$	<b>200,000</b>
	Services		\$ 5,750,000		\$	<b>5,750,000</b>
	Scholarships & Fellowships				\$	-
	Debt Service		\$ 209,618		\$	<b>209,618</b>
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		\$ -	\$ 6,213,199	\$ -	\$ -	<b>6,213,199</b>
Transfers	Transfers In				\$	-
	Transfers Out		\$ 250,000		\$	<b>250,000</b>
<b>Net Transfers</b>		\$ -	\$ (250,000)	\$ -	\$ -	<b>(250,000)</b>
<b>Ending Fund Balance</b>		\$ -	\$ 1,720,089	\$ -	\$ 70,737	<b>1,790,826</b>
<b>Housing</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>			\$ 6,607,044		\$ -	<b>6,607,044</b>
Revenues	State Appropriation, Tuition, & Fees				\$	-
	Sales & Services		\$ 9,950,210		\$	<b>9,950,210</b>
	Patient Services				\$	-
	Contracts & Grants				\$ 11,130,000	<b>11,130,000</b>
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		\$ -	\$ 9,950,210	\$ -	\$ 11,130,000	<b>21,080,210</b>
Expenses	Salaries and Wages		2,000,000		\$	<b>2,000,000</b>
	Staff Benefits		484,000		\$	<b>484,000</b>
	Supplies, Materials, & Equipment		3,730,000		\$ 11,040,000	<b>14,770,000</b>
	Services		400,000		\$ 90,000	<b>490,000</b>
	Scholarships & Fellowships		10,000		\$	<b>10,000</b>
	Debt Service		1,948,616		\$	<b>1,948,616</b>
	Utilities		1,000,000		\$	<b>1,000,000</b>
	Other Expenses				\$	-
<b>Expenses Total</b>		\$ -	\$ 9,572,616	\$ -	\$ 11,130,000	<b>20,702,616</b>
Transfers	Transfers In				\$	-
	Transfers Out		\$ 298,506		\$	<b>298,506</b>
<b>Net Transfers</b>		\$ -	\$ (298,506)	\$ -	\$ -	<b>(298,506)</b>
<b>Ending Fund Balance</b>		\$ -	\$ 6,686,132	\$ -	\$ -	<b>6,686,132</b>

**Fayetteville State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Parking</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>			\$ 525,495			\$ 525,495
Revenues	State Appropriation, Tuition, & Fees					\$ -
	Sales & Services		\$ 220,000			\$ 220,000
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues					\$ -
<b>Revenues Total</b>		\$ -	\$ 220,000	\$ -	\$ -	\$ 220,000
Expenses	Salaries and Wages		\$ 242,448			\$ 242,448
	Staff Benefits		\$ 40,241			\$ 40,241
	Supplies, Materials, & Equipment		\$ 100,000			\$ 100,000
	Services		\$ 15,000			\$ 15,000
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		\$ -	\$ 397,689	\$ -	\$ -	\$ 397,689
Transfers	Transfers In					\$ -
	Transfers Out		\$ 6,600			\$ 6,600
<b>Net Transfers</b>		\$ -	\$ (6,600)	\$ -	\$ -	\$ (6,600)
<b>Ending Fund Balance</b>		\$ -	\$ 341,206	\$ -	\$ -	\$ 341,206
<b>Athletics</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>			\$ (4,671,518)		\$ 755,000	\$ (3,916,518)
Revenues	State Appropriation, Tuition, & Fees		\$ 3,498,000			\$ 3,498,000
	Sales & Services		\$ 130,000			\$ 130,000
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments		\$ 35,000		\$ 200,000	\$ 235,000
	Other Revenues		\$ 100,000		\$ 12,000	\$ 112,000
<b>Revenues Total</b>		\$ -	\$ 3,763,000	\$ -	\$ 212,000	\$ 3,975,000
Expenses	Salaries and Wages		\$ 1,435,000			\$ 1,435,000
	Staff Benefits		\$ 436,000			\$ 436,000
	Supplies, Materials, & Equipment		\$ 1,010,000		\$ 30,000	\$ 1,040,000
	Services		\$ 300,000		\$ 20,000	\$ 320,000
	Scholarships & Fellowships		\$ 1,025,000		\$ 15,000	\$ 1,040,000
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		\$ -	\$ 4,206,000	\$ -	\$ 65,000	\$ 4,271,000
Transfers	Transfers In		\$ 250,000			\$ 250,000
	Transfers Out					\$ -
<b>Net Transfers</b>		\$ -	\$ 250,000	\$ -	\$ -	\$ 250,000
<b>Ending Fund Balance</b>		\$ -	\$ (4,864,518)	\$ -	\$ 902,000	\$ (3,962,518)

**Fayetteville State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

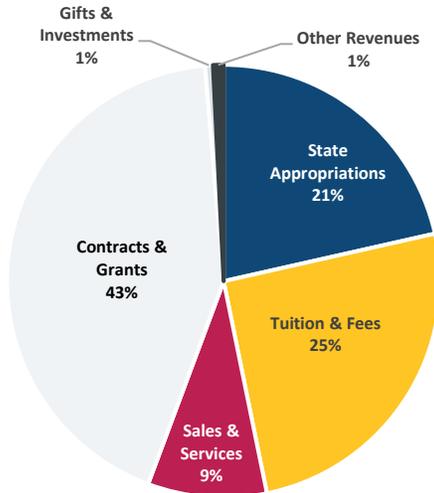
<b>Student Health</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>			\$ 960,138			\$ 960,138
Revenues	State Appropriation, Tuition, & Fees		\$ 1,205,000			\$ 1,205,000
	Sales & Services					\$ -
	Patient Services					\$ -
	Contracts & Grants				\$ 40,000	\$ 40,000
	Gifts & Investments					\$ -
	Other Revenues					\$ -
<b>Revenues Total</b>		\$ -	\$ 1,205,000	\$ -	\$ 40,000	\$ 1,245,000
Expenses	Salaries and Wages		486,202			\$ 486,202
	Staff Benefits		204,735			\$ 204,735
	Supplies, Materials, & Equipment		\$ 40,000			\$ 40,000
	Services		\$ 240,000			\$ 240,000
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities		\$ 15,000			\$ 15,000
	Other Expenses					\$ -
<b>Expenses Total</b>		\$ -	\$ 985,936	\$ -	\$ -	\$ 985,936
Transfers	Transfers In		\$ 40,000			\$ 40,000
	Transfers Out		\$ 36,150		\$ 40,000	\$ 76,150
<b>Net Transfers</b>		\$ -	\$ 3,850	\$ -	\$ (40,000)	\$ (36,150)
<b>Ending Fund Balance</b>		\$ -	\$ 1,183,052	\$ -	\$ -	\$ 1,183,052
<b>Other Auxiliaries</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees		\$ 3,780,000			\$ 3,780,000
	Sales & Services		\$ 3,100,000			\$ 3,100,000
	Patient Services					\$ -
	Contracts & Grants				\$ 298,651	\$ 298,651
	Gifts & Investments					\$ -
	Other Revenues		\$ 160,000			\$ 160,000
<b>Revenues Total</b>		\$ -	\$ 7,040,000	\$ -	\$ 298,651	\$ 7,338,651
Expenses	Salaries and Wages		\$ 594,175			\$ 594,175
	Staff Benefits		\$ 209,717			\$ 209,717
	Supplies, Materials, & Equipment		\$ 662,000			\$ 662,000
	Services		\$ 3,030,000			\$ 3,030,000
	Scholarships & Fellowships					\$ -
	Debt Service		\$ 1,187,250			\$ 1,187,250
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		\$ -	\$ 5,683,142	\$ -	\$ -	\$ 5,683,142
Transfers	Transfers In					\$ -
	Transfers Out		\$ 206,400			\$ 206,400
<b>Net Transfers</b>		\$ -	\$ (206,400)	\$ -	\$ -	\$ (206,400)

# North Carolina A&T State University

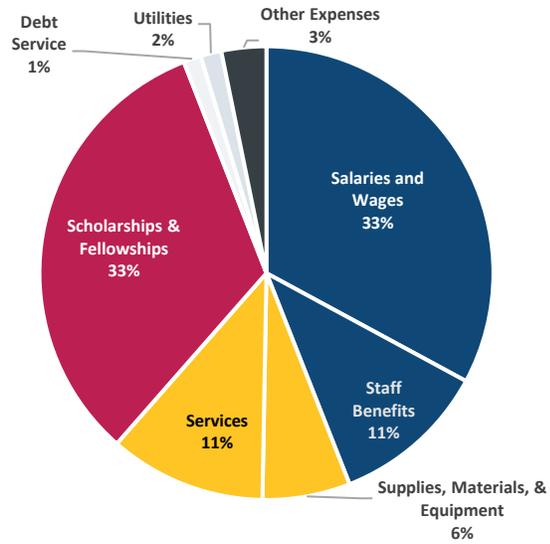
Total Enrollment (Fall 2021): 13,322

Total Permanent Full-Time Employees (Including Faculty) (Fall 2021): 1,606

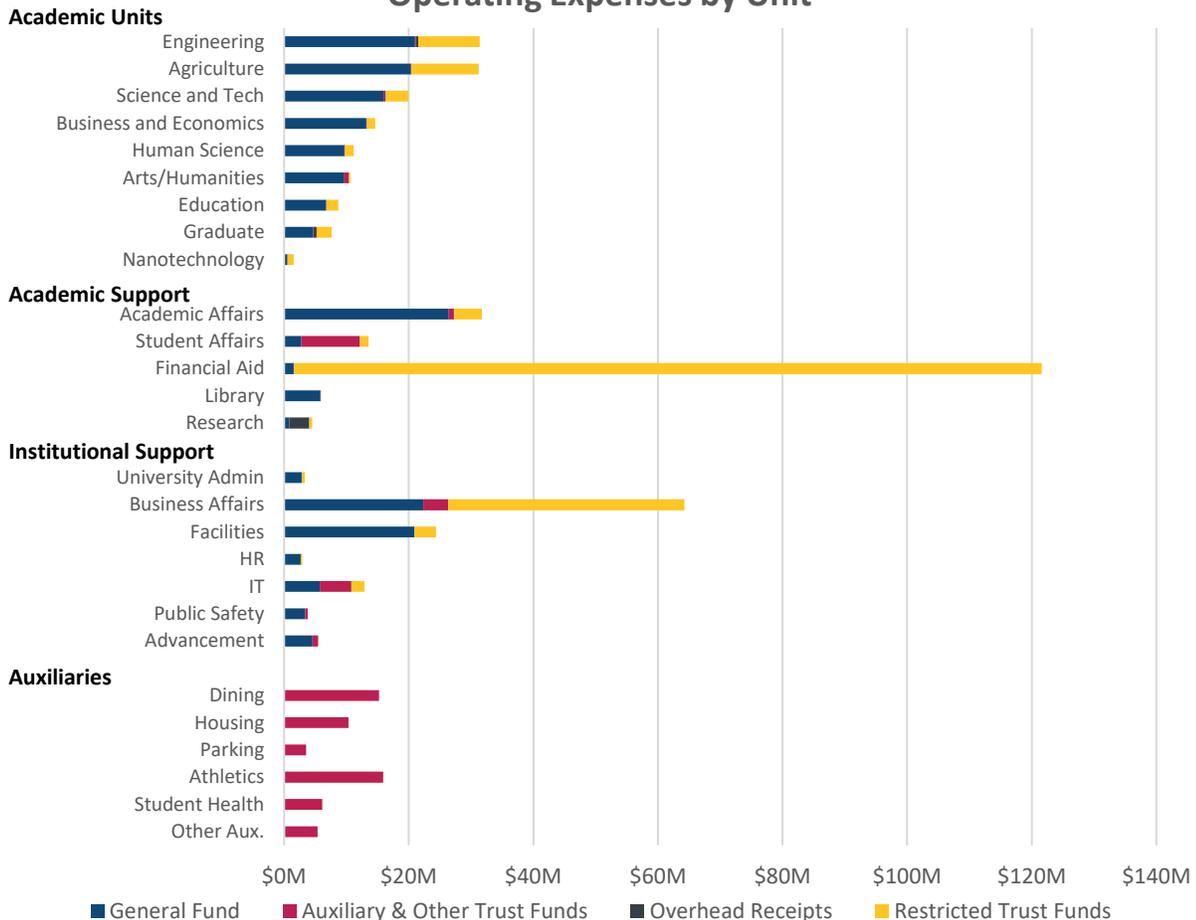
## Budgeted Revenue (FY23)



## Budgeted Expenses (FY23)



## Operating Expenses by Unit





***North Carolina A&T State University (the University) has developed the All Funds Budget to advance 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. The University is submitting for approval a \$504 Million budget. The budgetary resources are allocated based on the following priorities:***

### **Research University I Initiatives**

North Carolina A&T is allocating funding to support our goal Research Competitiveness as we pursue our transition from R-2 to R-1 Doctoral Research institution. The initiatives funded will enable the establishment of New programs such as our Physician Assistants program, help the university to attract and retain top employees – faculty startup support; Compensation Analysis; fund salary adjustments needed to reflect market rates, address Mental Health Support/Faculty Well-being, Accreditation Needs for various departments and support of our Library research and collections content. It will also fund 17 new faculty and staff recruitment and retention in support of research, strengthen graduate student funding, allow additional investments in scientific equipment, improvements in facilities operational support.

### **Strengthening Our Colleges**

NC A&T has made strategic Investments in growth areas amongst the various colleges to support the most significant growth areas. A total investment of 30 FTE's has been allocated. Health and Human Sciences, Kinesiology, Health Services Management, and Psychology are examples. Support is also being provided for 2 Endowed Professorships. The areas of specialty of these Professorships are the Shirley Frye Distinguished Professor, who will lead the upcoming Center of Excellence for Educational Equity and Policy Research and teach graduate level courses, and the Endowed Professorship in Literacy from the Spangler. The Student experiences will be enhanced by the addition of faculty members, lab research coordinators, and lab enhancements in the College of Science and Technology.

### **Engineering's NC A&T's Future**

North Carolina A&T State University was generously provided \$2.5 Million in FY 22 and \$2.5 Million in FY 23 in support of our Engineering Programs. The funds have been allocated for scholarship support, equipment, expanded lab capabilities, facility improvements, and other resources needed to support an expansion of our engineering programs. The additional materials, supplies, and equipment will boost the technical and research skills of students enrolled in the program making them more competitive in the job market.

### **NC A&T State University AG/Coop Extension**

The funding received for Agricultural (Evans Allen) and Cooperative extension will enable the support/hiring of research scientists, research associates, postdocs and graduate students, and update equipment and research labs to enable researchers to pursue meaningful research to advance progress in the agricultural sciences. This funding will enable researchers to develop and expand interdisciplinary research with local impact in sustainable agriculture, food safety, food security, nutrition, health and wellness, environmental and natural resources systems, and family and community well-being. This funding allows the university to provide service to small-scale farmers and landowners and limited resource families, youth and communities through programs such as 4-H. The funding supports our work to help North Carolinians lead safer, healthier and more financially secure lives by: 1) Strengthening workforce development, STEM education, health and well-being, civic engagement and leadership development for youth; 2) Promoting sustainable and profitable production practices for small-scale farmers; 3) Decreasing health disparities for minorities; Improving health, relationships and financial well-being for families; and Enhancing civic engagement and leadership skills for community leaders; and Increasing disaster preparedness for communities and families.

### **Lab Schools**

NC A&T State University received funding from the State Legislature and has partnered with Guilford County Schools to open its first Lab School. Aggie Academy will engage students in culturally sustaining and experiential learning opportunities in science, technology, engineering, the arts, and mathematics (STEAM) to foster innovators, collaborative problem solvers, effective communicators, and proactive 21st century global citizens. Our lab school will also provide future teachers at NC A&T with opportunities to apply their skills in the classroom. The local communities benefit from the NC A&T's partnership, which strengthens learning, teaching and school leadership. In FY2023, NC A&T's lab schools will be funded primarily with federal, state and local funds; however, NC A&T may be required to reallocate internal funding in order to cover projected expenses associated



with start-up costs such as information technology upgrades and new hires. The Lab School is slated to open in the Fall of 2023 for educating up to 100 third, fourth, and fifth graders.

### **Academic Affairs Infrastructure Support**

We have prioritized student success by making additional investments in initiatives to improve undergraduate student success and implement operational efficiencies. NCA&T's growth trend began in 2013, when we became the largest HBCU in the nation, a status it has held now for nine consecutive years. To support increased enrollment the university will move to a centralized advising model by Fall 2023. Additional faculty and staff Resources (12 FTE), Dean of Student Success, Enrollment Coordinator, advisors, Counselors, and IT resources are planned. This allocation also provides additional Graduate Student faculty and Graduate Assistantships support. We are also focusing on Engagement and Outreach that supports distance education and extended learning, Career Services and experiential learning. In addition, a strategic investment fund has been established to support additional needs as they arise.

### **Administrative Strategic Investments**

NC A&T has allocated funding to support our goals of operational efficiency and diversity and inclusion through the following investments:

Investing in enhancing Cybersecurity resources to meet growing needs and demands by allocating funding for 7 IT Security Professional positions dedicated to proactively monitoring the university's technology systems in order to identify, assess, and address issues and security incidents. Software funding has been allocated to comply with the growing requirements to harden and control research, cloud, and administrative systems, inventory of equipment, account and access management, and mobile device management. This includes the university farm and properties adjacent to campus.

Facilities Operations has also been allocated funding to support the Universities vision of moving forward from R2 into R1. We have allocated funding to implement recommendations from a recent study where operational efficiencies and initiatives were identified. Initiatives identified will allow us to hire stronger more advanced level technical applicants to handle spaces with growing research and technological components. This will reduce our work order response time which will improve our customer service. In addition, enrollment growth has increased more than 4.5% and space planning needs are being reviewed.

We evaluated our workforce and strategically made decisions for reallocation of funding for personnel associated costs; transitioning temps to permanent, and support of economic development needs. We are also allocating funding to implement workforce of the future recommendations.

Investments in Diversity Equity and Inclusion- The Office of Diversity, Equity, Inclusion, and Belonging is responsible for the development and implementation of the comprehensive strategic plan to advance diversity, equity, inclusion, and belonging at NC A&T State University. The Office will support the development of a DEIB acumen for faculty, staff, and students at the university to support students, enhance faculty, influence inclusive teaming, strengthen equitable operations, grow advancement opportunities in DEIB, and champion leadership. The plan develops our capacity to support our continued growth of Black students but also supports our capacity to support the global citizenry that the university will see continuing to enroll, work, and reside.

### **HEERF Fund Investments**

Finally, consistent with the System's goal of access and affordability, the University will continue to invest in our students through HEERF Funds. Planned expenditures in excess of \$45 Million will support initiatives such as free textbooks for all students, need and merit-based scholarships, summer school support for all students, scholarship funds for our Aggies at the Goal Line initiative, housing and dining scholarships, and IPADs for select student populations. The University will continue to provide support for COVID Mitigation as necessary to provide for a healthy and safe environment for our campus population.

**North Carolina A&T State University**  
**FY 2022-23 All-Funds Budget**

		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriations	\$ 108,232,073			\$ 1,081	\$ 108,233,154
	Tuition & Fees	\$ 96,164,443	\$ 31,484,102		\$ 40,348	\$ 127,688,894
	Sales & Services	\$ 2,013,493	\$ 40,470,114		\$ 2,280,000	\$ 44,763,607
	Patient Services					\$ -
	Contracts & Grants		\$ 2,408,663	\$ 4,693,442	\$ 209,409,552	\$ 216,511,657
	Gifts & Investments		\$ 202,954		\$ 2,754,472	\$ 2,957,426
	Other Revenues	\$ 100,862	\$ 2,547,508		\$ 1,348,679	\$ 3,997,049
<b>Revenues Total</b>		<b>\$ 206,510,871</b>	<b>\$ 77,113,340</b>	<b>\$ 4,693,442</b>	<b>\$ 215,834,133</b>	<b>\$ 504,151,787</b>
Expenses	Salaries and Wages	\$ 119,170,495	\$ 21,371,970	\$ 1,891,947	\$ 17,876,425	\$ 160,310,837
	Staff Benefits	\$ 42,762,792	\$ 6,872,138	\$ 1,028,969	\$ 3,596,966	\$ 54,260,864
	Supplies, Materials, & Equip.	\$ 8,511,189	\$ 5,651,621	\$ 108,150	\$ 16,212,220	\$ 30,483,181
	Services	\$ 11,158,009	\$ 29,597,794	\$ 1,414,376	\$ 12,285,805	\$ 54,455,984
	Scholarships & Fellowships	\$ 11,033,818	\$ 7,261,019	\$ 250,000	\$ 140,361,704	\$ 158,906,541
	Debt Service		\$ 6,130,511			\$ 6,130,511
	Utilities	\$ 6,156,508	\$ 1,050,246		\$ 175	\$ 7,206,929
	Other Expenses	\$ 2,690,913	\$ 109,645		\$ 12,768,732	\$ 15,569,290
<b>Expenses Total</b>		<b>\$ 201,483,724</b>	<b>\$ 78,044,944</b>	<b>\$ 4,693,442</b>	<b>\$ 203,102,028</b>	<b>\$ 487,324,138</b>
<b>Net Transfers</b>		<b>\$ 5,027,147</b>	<b>\$ (3,096,252)</b>	<b>\$ -</b>	<b>\$ (5,295,452)</b>	<b>\$ (3,364,556)</b>

**North Carolina A&T State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>College of Arts, Humanities, and Social Sciences</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 9,661,786			\$	<b>9,661,786</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants		\$ 315		\$ (8,852)	<b>(8,537)</b>
	Gifts & Investments				\$ 90,936	<b>90,936</b>
	Other Revenues		\$ 82,195		\$ 510	<b>82,705</b>
<b>Revenues Total</b>		<b>\$ 9,661,786</b>	<b>\$ 82,510</b>	<b>\$ -</b>	<b>\$ 82,594</b>	<b>\$ 9,826,889</b>
Expenses	Salaries and Wages	\$ 6,863,448	\$ 248,750		\$ 116,390	<b>7,228,589</b>
	Staff Benefits	\$ 2,553,363	\$ 76,029		\$ 20,899	<b>2,650,291</b>
	Supplies, Materials, & Equipment	\$ 56,385	\$ 83,173			<b>139,558</b>
	Services	\$ 187,790	\$ 292,194	\$ 9,246	\$ 4,751	<b>493,980</b>
	Scholarships & Fellowships				\$ 140,898	<b>140,898</b>
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses	\$ 800			\$	<b>800</b>
<b>Expenses Total</b>		<b>\$ 9,661,786</b>	<b>\$ 700,146</b>	<b>\$ 9,246</b>	<b>\$ 282,938</b>	<b>\$ 10,654,115</b>
Transfers	Transfers In	\$ -	\$ 993,629	\$ -	\$ -	<b>993,629</b>
	Transfers Out	\$ -	\$ -	\$ -	\$ -	<b>-</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 993,629</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 993,629</b>
<b>College of Engineering</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 21,034,199			\$	<b>21,034,199</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants		\$ 124,437		\$ 8,934,125	<b>9,058,562</b>
	Gifts & Investments		\$ 500		\$ 361,832	<b>362,332</b>
	Other Revenues				\$ 41,192	<b>41,192</b>
<b>Revenues Total</b>		<b>\$ 21,034,199</b>	<b>\$ 124,937</b>	<b>\$ -</b>	<b>\$ 9,337,148</b>	<b>\$ 30,496,284</b>
Expenses	Salaries and Wages	\$ 14,613,036	\$ 52,320		\$ 2,850,469	<b>17,515,825</b>
	Staff Benefits	\$ 4,791,104			\$ 409,568	<b>5,200,671</b>
	Supplies, Materials, & Equipment	\$ 1,268,373	\$ 41,554		\$ 865,635	<b>2,175,562</b>
	Services	\$ 360,686	\$ 35,964	\$ 341,165	\$ 2,133,055	<b>2,870,870</b>
	Scholarships & Fellowships		\$ 9,444		\$ 2,277,567	<b>2,287,010</b>
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses	\$ 1,000			\$ 1,323,927	<b>1,324,927</b>
<b>Expenses Total</b>		<b>\$ 21,034,199</b>	<b>\$ 139,282</b>	<b>\$ 341,165</b>	<b>\$ 9,860,221</b>	<b>\$ 31,374,866</b>
Transfers	Transfers In				\$ (7,851)	<b>(7,851)</b>
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (7,851)</b>	<b>\$ (7,851)</b>

**North Carolina A&T State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>College of Science and Technology</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 15,963,481			\$	<b>15,963,481</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants		\$ 129,087		\$ 3,626,596	<b>3,755,683</b>
	Gifts & Investments		\$ 50,000		\$ 98,714	<b>148,714</b>
	Other Revenues		\$ 24,631		\$	<b>24,631</b>
<b>Revenues Total</b>		<b>\$ 15,963,481</b>	<b>\$ 203,719</b>	<b>\$ -</b>	<b>\$ 3,725,311</b>	<b>\$ 19,892,510</b>
Expenses	Salaries and Wages	\$ 11,535,083	\$ 3,750		\$ 1,104,294	<b>12,643,127</b>
	Staff Benefits	\$ 4,002,439			\$ 181,539	<b>4,183,978</b>
	Supplies, Materials, & Equipment	\$ 204,607	\$ 88,895		\$ 368,087	<b>661,588</b>
	Services	\$ 221,352	\$ 22,814	\$ 207,918	\$ 369,176	<b>821,261</b>
	Scholarships & Fellowships				\$ 944,272	<b>944,272</b>
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$ 679,820	<b>679,820</b>
<b>Expenses Total</b>		<b>\$ 15,963,481</b>	<b>\$ 115,459</b>	<b>\$ 207,918</b>	<b>\$ 3,647,187</b>	<b>\$ 19,934,045</b>
Transfers	Transfers In				\$ (13,404)	<b>(13,404)</b>
	Transfers Out				\$ (16)	<b>(16)</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (13,388)</b>	<b>\$ (13,388)</b>
<b>College of Agriculture and Environmental Sciences</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 20,217,086			\$	<b>20,217,086</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants		\$ 6,500		\$ 12,068,381	<b>12,074,881</b>
	Gifts & Investments				\$ 299,269	<b>299,269</b>
	Other Revenues				\$ 29,372	<b>29,372</b>
<b>Revenues Total</b>		<b>\$ 20,217,086</b>	<b>\$ 6,500</b>	<b>\$ -</b>	<b>\$ 12,397,023</b>	<b>\$ 32,620,608</b>
Expenses	Salaries and Wages	\$ 12,072,438			\$ 5,463,049	<b>17,535,487</b>
	Staff Benefits	\$ 4,809,057			\$ 1,005,460	<b>5,814,517</b>
	Supplies, Materials, & Equipment	\$ 2,226,935	\$ 30,183		\$ 1,575,907	<b>3,833,025</b>
	Services	\$ 1,038,078	\$ 52,130	\$ 141,764	\$ 866,620	<b>2,098,593</b>
	Scholarships & Fellowships	\$ 10,283			\$ 1,013,597	<b>1,023,880</b>
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses	\$ 78,186			\$ 836,372	<b>914,558</b>
<b>Expenses Total</b>		<b>\$ 20,234,977</b>	<b>\$ 82,313</b>	<b>\$ 141,764</b>	<b>\$ 10,761,005</b>	<b>\$ 31,220,059</b>
Transfers	Transfers In				\$ (5,702)	<b>(5,702)</b>
	Transfers Out	\$ 17,891			\$ 429,924	<b>447,815</b>
<b>Net Transfers</b>		<b>\$ (17,891)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (435,626)</b>	<b>\$ (453,517)</b>

**North Carolina A&T State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>College of Business and Economics</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	1200392.15	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 13,198,161				\$ 13,198,161
	Sales & Services					\$ -
	Patient Services					\$ -
	Contracts & Grants		\$ 133,000	\$ 2,237,828		\$ 2,370,828
	Gifts & Investments			\$ 375,380		\$ 375,380
	Other Revenues					\$ -
<b>Revenues Total</b>		<b>\$ 13,198,161</b>	<b>\$ 133,000</b>	<b>\$ -</b>	<b>\$ 2,613,207</b>	<b>\$ 15,944,368</b>
Expenses	Salaries and Wages	\$ 9,849,977	\$ 33,000	\$ 191,405		\$ 10,074,383
	Staff Benefits	\$ 3,021,840	\$ 8,222	\$ 59,236		\$ 3,089,298
	Supplies, Materials, & Equipment	\$ 73,203		\$ 10,528		\$ 83,731
	Services	\$ 248,327	\$ 19,300	\$ 27,568	\$ 536,160	\$ 831,355
	Scholarships & Fellowships			\$ 460,466		\$ 460,466
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses	\$ 4,814		\$ 87,193		\$ 92,007
<b>Expenses Total</b>		<b>\$ 13,198,161</b>	<b>\$ 60,522</b>	<b>\$ 27,568</b>	<b>\$ 1,344,988</b>	<b>\$ 14,631,240</b>
Transfers	Transfers In		\$ 50,000			\$ 50,000
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>
<b>College of Education</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 6,678,319				\$ 6,678,319
	Sales & Services					\$ -
	Patient Services					\$ -
	Contracts & Grants			\$ 1,693,479		\$ 1,693,479
	Gifts & Investments			\$ 103,822		\$ 103,822
	Other Revenues					\$ -
<b>Revenues Total</b>		<b>\$ 6,678,319</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,797,301</b>	<b>\$ 8,475,620</b>
Expenses	Salaries and Wages	\$ 4,818,129		\$ 445,855		\$ 5,263,984
	Staff Benefits	\$ 1,761,103		\$ 92,846		\$ 1,853,950
	Supplies, Materials, & Equipment	\$ 90,036		\$ 158,722		\$ 248,758
	Services	\$ 9,050	\$ 404	\$ 54,199	\$ 183,622	\$ 247,275
	Scholarships & Fellowships		\$ 74,315	\$ 873,513		\$ 947,828
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses			\$ 119,307		\$ 119,307
<b>Expenses Total</b>		<b>\$ 6,678,319</b>	<b>\$ 74,719</b>	<b>\$ 54,199</b>	<b>\$ 1,873,864</b>	<b>\$ 8,681,101</b>
Transfers	Transfers In		\$ 300,000	\$ 1,346		\$ 301,346
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 300,000</b>	<b>\$ -</b>	<b>\$ 1,346</b>	<b>\$ 301,346</b>

**North Carolina A&T State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>The Graduate College</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 4,606,376	\$ 90,000	\$ -	\$ 40,348	\$ 4,736,724
	Sales & Services					\$ -
	Patient Services					\$ -
	Contracts & Grants				\$ 2,214,064	\$ 2,214,064
	Gifts & Investments					\$ -
	Other Revenues					\$ -
<b>Revenues Total</b>		<b>\$ 4,606,376</b>	<b>\$ 90,000</b>	<b>\$ -</b>	<b>\$ 2,254,412</b>	<b>\$ 6,950,788</b>
Expenses	Salaries and Wages	\$ 2,718,081		\$ 250,000	\$ 549,733	\$ 3,517,814
	Staff Benefits	\$ 996,993			\$ 4,874	\$ 1,001,867
	Supplies, Materials, & Equipment	\$ 102,526	\$ 5,555		\$ 281,030	\$ 389,112
	Services	\$ 102,485	\$ 100,615	\$ 250,000	\$ 24,557	\$ 477,657
	Scholarships & Fellowships	\$ 675,096			\$ 1,549,145	\$ 2,224,241
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses	\$ 11,195				\$ 11,195
<b>Expenses Total</b>		<b>\$ 4,606,376</b>	<b>\$ 106,170</b>	<b>\$ 500,000</b>	<b>\$ 2,409,339</b>	<b>\$ 7,621,886</b>
Transfers	Transfers In				\$ 33	\$ 33
	Transfers Out		\$ 10,829		\$ (0)	\$ 10,829
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ (10,829)</b>	<b>\$ -</b>	<b>\$ 32</b>	<b>\$ (10,796)</b>
<b>College of Health and Human Sciences</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 9,668,192	\$ 912			\$ 9,669,104
	Sales & Services					\$ -
	Patient Services					\$ -
	Contracts & Grants		\$ 150		\$ 1,679,616	\$ 1,679,766
	Gifts & Investments				\$ 241,050	\$ 241,050
	Other Revenues		\$ 61,124		\$ 25,893	\$ 87,017
<b>Revenues Total</b>		<b>\$ 9,668,192</b>	<b>\$ 62,186</b>	<b>\$ -</b>	<b>\$ 1,946,559</b>	<b>\$ 11,676,938</b>
Expenses	Salaries and Wages	\$ 6,925,959			\$ 177,842	\$ 7,103,801
	Staff Benefits	\$ 2,538,167	\$ 2,150		\$ 47,332	\$ 2,587,649
	Supplies, Materials, & Equipment	\$ 73,776	\$ 3,420		\$ 63,749	\$ 140,944
	Services	\$ 122,290	\$ 8,776	\$ 60,147	\$ 185,240	\$ 376,452
	Scholarships & Fellowships				\$ 798,379	\$ 798,379
	Debt Service					\$ -
	Utilities				\$ 175	\$ 175
	Other Expenses	\$ 8,000			\$ 132,946	\$ 140,946
<b>Expenses Total</b>		<b>\$ 9,668,192</b>	<b>\$ 14,346</b>	<b>\$ 60,147</b>	<b>\$ 1,405,662</b>	<b>\$ 11,148,348</b>
Transfers	Transfers In		\$ 50,000			\$ 50,000
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>

**North Carolina A&T State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Joint School of Nanotechnology</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 496,930			\$	<b>496,930</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$ 1,017,423	<b>1,017,423</b>
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 496,930</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,017,423</b>	<b>\$ 1,514,353</b>
Expenses	Salaries and Wages	\$ 363,179			\$ 355,762	<b>718,941</b>
	Staff Benefits	\$ 130,745			\$ 51,960	<b>182,704</b>
	Supplies, Materials, & Equipment	\$ 3,006			\$ 188,437	<b>191,443</b>
	Services			\$ 52,099	\$ 91,658	<b>143,757</b>
	Scholarships & Fellowships				\$ 29,567	<b>29,567</b>
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$ 284,173	<b>284,173</b>
<b>Expenses Total</b>		<b>\$ 496,930</b>	<b>\$ -</b>	<b>\$ 52,099</b>	<b>\$ 1,001,556</b>	<b>\$ 1,550,585</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$ 7,416	<b>7,416</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (7,416)</b>	<b>\$ (7,416)</b>
<b>Academic Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 26,432,445	\$ 108,852		\$	<b>26,541,297</b>
	Sales & Services		\$ 95,000		\$	<b>95,000</b>
	Patient Services				\$	-
	Contracts & Grants		\$ 405,070		\$ 3,224,782	<b>3,629,852</b>
	Gifts & Investments		\$ 2		\$ 410,242	<b>410,244</b>
	Other Revenues		\$ 7,553		\$ 1,258,837	<b>1,266,390</b>
<b>Revenues Total</b>		<b>\$ 26,432,445</b>	<b>\$ 616,477</b>	<b>\$ -</b>	<b>\$ 4,893,861</b>	<b>\$ 31,942,782</b>
Expenses	Salaries and Wages	\$ 14,311,868	\$ 78,302		\$ 960,974	<b>15,351,144</b>
	Staff Benefits	\$ 5,564,008	\$ 11,742		\$ 272,852	<b>5,848,602</b>
	Supplies, Materials, & Equipment	\$ 704,869	\$ 124,339		\$ 241,471	<b>1,070,679</b>
	Services	\$ 3,563,382	\$ 194,003	\$ 59,516	\$ 746,292	<b>4,563,193</b>
	Scholarships & Fellowships	\$ 533,510	\$ 422,374		\$ 1,986,037	<b>2,941,921</b>
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses	\$ 1,754,807			\$ 238,069	<b>1,992,876</b>
<b>Expenses Total</b>		<b>\$ 26,432,445</b>	<b>\$ 830,760</b>	<b>\$ 59,516</b>	<b>\$ 4,445,695</b>	<b>\$ 31,768,416</b>
Transfers	Transfers In		\$ 2,938,586		\$ 6,464	<b>2,945,050</b>
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 2,938,586</b>	<b>\$ -</b>	<b>\$ 6,464</b>	<b>\$ 2,945,050</b>

**North Carolina A&T State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Student Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,774,834	\$ 7,724,766		\$	\$ 10,499,600
	Sales & Services		\$ 1,950,619		\$	\$ 1,950,619
	Patient Services				\$	\$ -
	Contracts & Grants		\$ 85,749		\$ 1,303,782	\$ 1,389,531
	Gifts & Investments		\$ 24,248		\$ 14,155	\$ 38,403
	Other Revenues		\$ 257,565		\$ 20	\$ 257,585
<b>Revenues Total</b>		<b>\$ 2,774,834</b>	<b>\$ 10,042,947</b>	<b>\$ -</b>	<b>\$ 1,317,958</b>	<b>\$ 14,135,738</b>
Expenses	Salaries and Wages	\$ 1,946,901	\$ 2,904,741		\$ 551,882	\$ 5,403,523
	Staff Benefits	\$ 772,685	\$ 920,209		\$ 137,163	\$ 1,830,056
	Supplies, Materials, & Equipment	\$ 29,017	\$ 321,618		\$ 84,280	\$ 434,915
	Services	\$ 26,231	\$ 35,151	\$ 16,795	\$ 328,861	\$ 407,039
	Scholarships & Fellowships		\$ 46,493		\$ 113,893	\$ 160,386
	Debt Service		\$ 4,946,003			\$ 4,946,003
	Utilities		\$ 141,940			\$ 141,940
	Other Expenses		\$ 37,075		\$ 196,101	\$ 233,176
<b>Expenses Total</b>		<b>\$ 2,774,834</b>	<b>\$ 9,353,230</b>	<b>\$ 16,795</b>	<b>\$ 1,412,179</b>	<b>\$ 13,557,039</b>
Transfers	Transfers In		\$ 2,565,608		\$ 75,000	\$ 2,640,608
	Transfers Out		\$ 4,128,240			\$ 4,128,240
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ (1,562,632)</b>	<b>\$ -</b>	<b>\$ 75,000</b>	<b>\$ (1,487,632)</b>
<b>Financial Aid</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,523,424			\$	\$ 1,523,424
	Sales & Services				\$ 2,280,000	\$ 2,280,000
	Patient Services				\$	\$ -
	Contracts & Grants		\$ 74,946		\$ 117,533,627	\$ 117,608,573
	Gifts & Investments				\$ 766,086	\$ 766,086
	Other Revenues		\$ 900		\$ 21,675	\$ 22,575
<b>Revenues Total</b>		<b>\$ 1,523,424</b>	<b>\$ 75,846</b>	<b>\$ -</b>	<b>\$ 120,601,388</b>	<b>\$ 122,200,658</b>
Expenses	Salaries and Wages	\$ 993,405	\$ 65,000		\$ 113,951	\$ 1,172,356
	Staff Benefits	\$ 469,163	\$ 26			\$ 469,189
	Supplies, Materials, & Equipment	\$ 30,893	\$ 28,222			\$ 59,115
	Services	\$ 29,601	\$ 31,062			\$ 60,663
	Scholarships & Fellowships		\$ (57,034)		\$ 111,256,664	\$ 111,199,630
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses	\$ 362			\$ 8,618,240	\$ 8,618,602
<b>Expenses Total</b>		<b>\$ 1,523,424</b>	<b>\$ 67,276</b>	<b>\$ -</b>	<b>\$ 119,988,855</b>	<b>\$ 121,579,554</b>
Transfers	Transfers In		\$ (220,339)		\$ (16,287)	\$ (236,626)
	Transfers Out				\$ 12,000	\$ 12,000
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ (220,339)</b>	<b>\$ -</b>	<b>\$ (28,287)</b>	<b>\$ (248,626)</b>

**North Carolina A&T State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Library</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 5,820,006			\$	<b>5,820,006</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments		\$ 75		\$	75
	Other Revenues		\$ 41		\$	41
<b>Revenues Total</b>		<b>\$ 5,820,006</b>	<b>\$ 116</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,820,122</b>
Expenses	Salaries and Wages	\$ 2,475,000			\$ 4,000	<b>2,479,000</b>
	Staff Benefits	\$ 1,045,701			\$ 122	<b>1,045,823</b>
	Supplies, Materials, & Equipment	\$ 2,140,489			\$ 4,389	<b>2,144,878</b>
	Services	\$ 122,417	\$ 1,200	\$ 59	\$ 912	<b>124,587</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses	\$ 36,400			\$ 4,146	<b>40,546</b>
<b>Expenses Total</b>		<b>\$ 5,820,006</b>	<b>\$ 1,200</b>	<b>\$ 59</b>	<b>\$ 13,570</b>	<b>\$ 5,834,835</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Sponsored Research</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 808,881			\$	<b>808,881</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$ 320,851	<b>320,851</b>
	Gifts & Investments				\$	-
	Other Revenues				\$ 11,181	<b>11,181</b>
<b>Revenues Total</b>		<b>\$ 808,881</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 332,032</b>	<b>\$ 1,140,913</b>
Expenses	Salaries and Wages	\$ 589,771		\$ 1,641,947	\$ 146,063	<b>2,377,781</b>
	Staff Benefits	\$ 188,818		\$ 1,028,969	\$ 32,862	<b>1,250,649</b>
	Supplies, Materials, & Equipment	\$ 3,000		\$ 108,150	\$ 76,096	<b>187,246</b>
	Services	\$ 27,292		\$ 441,542	\$ 14,304	<b>483,138</b>
	Scholarships & Fellowships				\$ 89,006	<b>89,006</b>
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$ 108,261	<b>108,261</b>
<b>Expenses Total</b>		<b>\$ 808,881</b>	<b>\$ -</b>	<b>\$ 3,220,608</b>	<b>\$ 466,591</b>	<b>\$ 4,496,080</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$ 119	<b>119</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 119</b>	<b>\$ 119</b>

**North Carolina A&T State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>University Administration</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,808,657			\$	<b>2,808,657</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants		\$ 50,000		\$ 981,067	<b>1,031,067</b>
	Gifts & Investments		\$ 48,668		\$ 15,699	<b>64,366</b>
	Other Revenues		\$ 59,024		\$	<b>59,024</b>
<b>Revenues Total</b>		<b>\$ 2,808,657</b>	<b>\$ 157,692</b>	<b>\$ -</b>	<b>\$ 996,766</b>	<b>\$ 3,963,115</b>
Expenses	Salaries and Wages	\$ 1,997,276			\$ 244,022	<b>2,241,298</b>
	Staff Benefits	\$ 695,478			\$ 90,105	<b>785,583</b>
	Supplies, Materials, & Equipment	\$ 43,275			\$ 34,345	<b>77,620</b>
	Services	\$ 71,918			\$ 69,767	<b>141,685</b>
	Scholarships & Fellowships		\$ 48,668		\$ 22,750	<b>71,418</b>
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses	\$ 710			\$ 475	<b>1,185</b>
<b>Expenses Total</b>		<b>\$ 2,808,657</b>	<b>\$ 48,668</b>	<b>\$ -</b>	<b>\$ 461,464</b>	<b>\$ 3,318,788</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Business Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 25,273,913	\$ 662,844		\$ 1,081	<b>25,937,838</b>
	Sales & Services	\$ 2,013,493	\$ 140		\$	<b>2,013,633</b>
	Patient Services				\$	-
	Contracts & Grants		\$ 651,733		\$ 47,194,177	<b>47,845,910</b>
	Gifts & Investments		\$ (61,464)		\$ (49,651)	<b>(111,114)</b>
	Other Revenues	\$ 100,862	\$ 62,182		\$ (40,000)	<b>123,044</b>
<b>Revenues Total</b>		<b>\$ 27,388,268</b>	<b>\$ 1,315,435</b>	<b>\$ -</b>	<b>\$ 47,105,607</b>	<b>\$ 75,809,310</b>
Expenses	Salaries and Wages	\$ 7,893,545	\$ 128,316		\$ 3,752,256	<b>11,774,118</b>
	Staff Benefits	\$ 1,102,273	\$ 56,307		\$ 1,055,879	<b>2,214,459</b>
	Supplies, Materials, & Equipment	\$ 453,118	\$ 546,652		\$ 10,797,544	<b>11,797,314</b>
	Services	\$ 1,399,284	\$ 709,196		\$ 3,374,333	<b>5,482,814</b>
	Scholarships & Fellowships	\$ 9,814,929	\$ 2,565,750		\$ 18,803,451	<b>31,184,130</b>
	Debt Service				\$	-
	Utilities	\$ 885,442			\$	<b>885,442</b>
	Other Expenses	\$ 794,639	\$ 100		\$ 136,766	<b>931,505</b>
<b>Expenses Total</b>		<b>\$ 22,343,230</b>	<b>\$ 4,006,322</b>	<b>\$ -</b>	<b>\$ 37,920,230</b>	<b>\$ 64,269,782</b>
Transfers	Transfers In	\$ 2,372,003	\$ (2,170,000)		\$	<b>202,003</b>
	Transfers Out	\$ (2,673,035)	\$ 72,082		\$ 4,807,049	<b>2,206,096</b>
<b>Net Transfers</b>		<b>\$ 5,045,038</b>	<b>\$ (2,242,082)</b>	<b>\$ -</b>	<b>\$ (4,807,049)</b>	<b>\$ (2,004,093)</b>

**North Carolina A&T State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Facilities</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 20,925,348			\$	<b>20,925,348</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$ 3,178,406	<b>3,178,406</b>
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 20,925,348</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,178,406</b>	<b>\$ 24,103,754</b>
Expenses	Salaries and Wages	\$ 8,432,815			\$	<b>8,432,815</b>
	Staff Benefits	\$ 3,991,798			\$	<b>3,991,798</b>
	Supplies, Materials, & Equipment	\$ 646,210			\$ 574,232	<b>1,220,442</b>
	Services	\$ 2,583,458			\$ 2,871,880	<b>5,455,338</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities	\$ 5,271,066			\$	<b>5,271,066</b>
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 20,925,348</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,446,111</b>	<b>\$ 24,371,459</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$ 78,558	<b>78,558</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (78,558)</b>	<b>\$ (78,558)</b>
<b>Human Resources</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,646,216			\$	<b>2,646,216</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants		\$ 25		\$ 245,925	<b>245,950</b>
	Gifts & Investments		\$ 30		\$	<b>30</b>
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 2,646,216</b>	<b>\$ 55</b>	<b>\$ -</b>	<b>\$ 245,925</b>	<b>\$ 2,892,196</b>
Expenses	Salaries and Wages	\$ 1,804,220			\$ 76,371	<b>1,880,591</b>
	Staff Benefits	\$ 709,185			\$ 17,018	<b>726,203</b>
	Supplies, Materials, & Equipment	\$ 54,700	\$ 229		\$ 61,919	<b>116,848</b>
	Services	\$ 78,111	\$ 2,014		\$ 108,506	<b>188,630</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 2,646,216</b>	<b>\$ 2,242</b>	<b>\$ -</b>	<b>\$ 263,814</b>	<b>\$ 2,912,272</b>
Transfers	Transfers In		\$ 20,000		\$	<b>20,000</b>
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000</b>

**North Carolina A&T State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Information Technology</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 5,725,549	\$ 5,199,216		\$	<b>10,924,765</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants		\$ 650		\$ 1,942,914	<b>1,943,564</b>
	Gifts & Investments				\$	-
	Other Revenues		\$ 20,731		\$	<b>20,731</b>
<b>Revenues Total</b>		<b>\$ 5,725,549</b>	<b>\$ 5,220,597</b>	<b>\$ -</b>	<b>\$ 1,942,914</b>	<b>\$ 12,889,060</b>
Expenses	Salaries and Wages	\$ 3,866,527	\$ 1,757,326		\$ 781,804	<b>6,405,657</b>
	Staff Benefits	\$ 1,522,610	\$ 515,077		\$ 122,448	<b>2,160,135</b>
	Supplies, Materials, & Equipment	\$ 67,079	\$ 1,309,881		\$ 818,079	<b>2,195,039</b>
	Services	\$ 269,333	\$ 1,471,384	\$ 2,358	\$ 370,062	<b>2,113,138</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses		\$ 810		\$ 2,937	<b>3,747</b>
<b>Expenses Total</b>		<b>\$ 5,725,549</b>	<b>\$ 5,054,478</b>	<b>\$ 2,358</b>	<b>\$ 2,095,331</b>	<b>\$ 12,877,716</b>
Transfers	Transfers In				\$	-
	Transfers Out		\$ 969,249		\$	<b>969,249</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ (969,249)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (969,249)</b>
<b>Public Safety</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 3,366,564	\$ 372,267		\$	<b>3,738,831</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 3,366,564</b>	<b>\$ 372,267</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,738,831</b>
Expenses	Salaries and Wages	\$ 2,165,523	\$ 227,260		\$ (12,620)	<b>2,380,163</b>
	Staff Benefits	\$ 1,007,017	\$ 88,897		\$ (5,228)	<b>1,090,686</b>
	Supplies, Materials, & Equipment	\$ 47,290	\$ 82,246		\$	<b>129,536</b>
	Services	\$ 146,733			\$	<b>146,733</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 3,366,564</b>	<b>\$ 398,402</b>	<b>\$ -</b>	<b>\$ (17,848)</b>	<b>\$ 3,747,118</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**North Carolina A&T State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Advancement</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 4,555,132			\$	<b>4,555,132</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants		\$ 97,000		\$ 3,025	<b>100,025</b>
	Gifts & Investments				\$ 10,152	<b>10,152</b>
	Other Revenues		\$ 1,497,075			<b>1,497,075</b>
<b>Revenues Total</b>		<b>\$ 4,555,132</b>	<b>\$ 1,594,075</b>	<b>\$ -</b>	<b>\$ 13,177</b>	<b>\$ 6,162,383</b>
Expenses	Salaries and Wages	\$ 2,795,456	\$ 308,667		\$	<b>3,104,122</b>
	Staff Benefits	\$ 1,017,083	\$ 119,487		\$	<b>1,136,570</b>
	Supplies, Materials, & Equipment	\$ 192,402	\$ 9,667		\$	<b>202,069</b>
	Services	\$ 550,192	\$ 414,232		\$ 4,250	<b>968,673</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses		\$ 71,150		\$	<b>71,150</b>
<b>Expenses Total</b>		<b>\$ 4,555,132</b>	<b>\$ 923,202</b>	<b>\$ -</b>	<b>\$ 4,250</b>	<b>\$ 5,482,584</b>
Transfers	Transfers In		\$ 250,000		\$	<b>250,000</b>
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 250,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 250,000</b>
<b>Dining</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	<b>Total</b>
<b>Beginning Fund Balance</b>			\$ 12,254,580		\$	<b>12,254,580</b>
Revenues	State Appropriation, Tuition, & Fees				\$	-
	Sales & Services		\$ 19,427,984		\$	<b>19,427,984</b>
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments		\$ 25,000		\$	<b>25,000</b>
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ -</b>	<b>\$ 19,452,984</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 19,452,984</b>
Expenses	Salaries and Wages		\$ 207,755		\$	<b>207,755</b>
	Staff Benefits		\$ 91,219		\$	<b>91,219</b>
	Supplies, Materials, & Equipment		\$ 567,376		\$	<b>567,376</b>
	Services		\$ 14,188,869		\$	<b>14,188,869</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities		\$ 192,446		\$	<b>192,446</b>
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ -</b>	<b>\$ 15,247,665</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 15,247,665</b>
Transfers	Transfers In				\$	-
	Transfers Out		\$ 4,205,319		\$	<b>4,205,319</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ (4,205,319)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (4,205,319)</b>
<b>Ending Fund Balance</b>		<b>\$ -</b>	<b>\$ 12,254,580</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 12,254,580</b>

**North Carolina A&T State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Housing</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>			\$ 4,077,671			\$ 4,077,671
Revenues	State Appropriation, Tuition, & Fees					\$ -
	Sales & Services		\$ 12,171,895			\$ 12,171,895
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments		\$ 37,024			\$ 37,024
	Other Revenues					\$ -
<b>Revenues Total</b>		\$ -	\$ 12,208,919	\$ -	\$ -	\$ 12,208,919
Expenses	Salaries and Wages		\$ 4,152,394			\$ 4,152,394
	Staff Benefits		\$ 1,284,732			\$ 1,284,732
	Supplies, Materials, & Equipment		\$ 214,299			\$ 214,299
	Services		\$ 4,099,154			\$ 4,099,154
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities		\$ 575,000			\$ 575,000
	Other Expenses					\$ -
<b>Expenses Total</b>		\$ -	\$ 10,325,579	\$ -	\$ -	\$ 10,325,579
Transfers	Transfers In		\$ 3,082,005			\$ 3,082,005
	Transfers Out		\$ 4,965,345			\$ 4,965,345
<b>Net Transfers</b>		\$ -	\$ (1,883,340)	\$ -	\$ -	\$ (1,883,340)
<b>Ending Fund Balance</b>		\$ -	\$ 4,077,671	\$ -	\$ -	\$ 4,077,671
<b>Parking</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>			\$ 2,517,976			\$ 2,517,976
Revenues	State Appropriation, Tuition, & Fees		\$ 1,038,403			\$ 1,038,403
	Sales & Services		\$ 1,957,500			\$ 1,957,500
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues					\$ -
<b>Revenues Total</b>		\$ -	\$ 2,995,903	\$ -	\$ -	\$ 2,995,903
Expenses	Salaries and Wages		\$ 937,358			\$ 937,358
	Staff Benefits		\$ 419,019			\$ 419,019
	Supplies, Materials, & Equipment		\$ 737,000			\$ 737,000
	Services		\$ 1,075,987			\$ 1,075,987
	Scholarships & Fellowships					\$ -
	Debt Service		\$ 365,113			\$ 365,113
	Utilities		\$ 4,000			\$ 4,000
	Other Expenses					\$ -
<b>Expenses Total</b>		\$ -	\$ 3,538,477	\$ -	\$ -	\$ 3,538,477
Transfers	Transfers In		\$ 1,169,588			\$ 1,169,588
	Transfers Out		\$ 627,015			\$ 627,015
<b>Net Transfers</b>		\$ -	\$ 542,574	\$ -	\$ -	\$ 542,574
<b>Ending Fund Balance</b>		\$ -	\$ 2,517,976	\$ -	\$ -	\$ 2,517,976

**North Carolina A&T State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Athletics</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>			\$ 5,865		\$	<b>5,865</b>
Revenues	State Appropriation, Tuition, & Fees		\$ 10,115,978		\$	<b>10,115,978</b>
	Sales & Services		\$ 2,722,016		\$	<b>2,722,016</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants		\$ 650,000		\$ 5,936	<b>655,936</b>
	Gifts & Investments		\$ 22,871		\$ 11,010	<b>33,881</b>
	Other Revenues				\$	<b>-</b>
<b>Revenues Total</b>		\$ -	\$ 13,510,865	\$ -	\$ 16,946	<b>\$ 13,527,811</b>
Expenses	Salaries and Wages		\$ 5,168,005		\$	<b>5,168,005</b>
	Staff Benefits		\$ 1,521,288		\$	<b>1,521,288</b>
	Supplies, Materials, & Equipment		\$ 765,400		\$	<b>765,400</b>
	Services		\$ 4,580,919		\$	<b>4,580,919</b>
	Scholarships & Fellowships		\$ 3,576,010		\$	<b>3,576,010</b>
	Debt Service		\$ 218,356		\$	<b>218,356</b>
	Utilities		\$ 57,000		\$	<b>57,000</b>
	Other Expenses		\$ -		\$	<b>-</b>
<b>Expenses Total</b>		\$ -	\$ 15,886,978	\$ -	\$ -	<b>\$ 15,886,978</b>
Transfers	Transfers In		\$ 2,357,915		\$	<b>2,357,915</b>
	Transfers Out		\$ 200,158		\$	<b>200,158</b>
<b>Net Transfers</b>		\$ -	\$ 2,157,757	\$ -	\$ -	<b>\$ 2,157,757</b>
<b>Ending Fund Balance</b>		\$ -	\$ (212,491)	\$ -	\$ 16,946	<b>\$ (195,545)</b>
<b>Student Health</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>			\$ 3,512,900		\$	<b>3,512,900</b>
Revenues	State Appropriation, Tuition, & Fees		\$ 6,006,084		\$	<b>6,006,084</b>
	Sales & Services		\$ 165,000		\$	<b>165,000</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants				\$ 12,400	<b>12,400</b>
	Gifts & Investments		\$ 34,000		\$ 5,776	<b>39,776</b>
	Other Revenues				\$	<b>-</b>
<b>Revenues Total</b>		\$ -	\$ 6,205,084	\$ -	\$ 18,176	<b>\$ 6,223,260</b>
Expenses	Salaries and Wages		\$ 3,778,055		\$ 2,924	<b>3,780,979</b>
	Staff Benefits		\$ 1,308,786		\$ 31	<b>1,308,817</b>
	Supplies, Materials, & Equipment		\$ 154,257		\$ 7,771	<b>162,028</b>
	Services		\$ 252,700		\$ 1,800	<b>254,500</b>
	Scholarships & Fellowships				\$ 2,500	<b>2,500</b>
	Debt Service		\$ 601,040		\$	<b>601,040</b>
	Utilities		\$ 42,000		\$	<b>42,000</b>
	Other Expenses		\$ -		\$	<b>-</b>
<b>Expenses Total</b>		\$ -	\$ 6,136,838	\$ -	\$ 15,025	<b>\$ 6,151,862</b>
Transfers	Transfers In		\$ 200,000		\$	<b>200,000</b>
	Transfers Out		\$ 869,286		\$	<b>869,286</b>
<b>Net Transfers</b>		\$ -	\$ (669,286)	\$ -	\$ -	<b>\$ (669,286)</b>
<b>Ending Fund Balance</b>		\$ -	\$ 2,911,860	\$ -	\$ 3,151	<b>\$ 2,915,011</b>

**North Carolina A&T State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

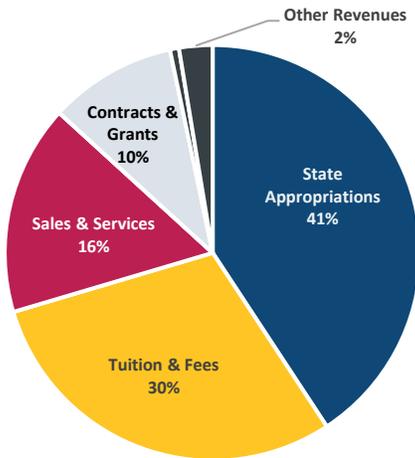
<b>Other Auxiliaries</b>		<b>General Fund</b>	<b>Auxiliary &amp; Other Trust Funds</b>	<b>Overhead Receipts</b>	<b>Restricted Trust Funds</b>	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 211,019	\$ 164,780		\$	\$ 375,799
	Sales & Services		\$ 1,979,960		\$	\$ 1,979,960
	Patient Services				\$	\$ -
	Contracts & Grants				\$	\$ -
	Gifts & Investments		\$ 22,000		\$	\$ 22,000
	Other Revenues		\$ 474,487		\$	\$ 474,487
<b>Revenues Total</b>		<b>\$ 211,019</b>	<b>\$ 2,641,227</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,852,246</b>
Expenses	Salaries and Wages	\$ 138,856	\$ 1,525,471		\$	\$ 1,664,327
	Staff Benefits	\$ 72,163	\$ 448,947		\$	\$ 521,110
	Supplies, Materials, & Equipment		\$ 537,655		\$	\$ 537,655
	Services		\$ 2,009,726		\$	\$ 2,009,726
	Scholarships & Fellowships		\$ 575,000		\$	\$ 575,000
	Debt Service				\$	\$ -
	Utilities		\$ 37,860		\$	\$ 37,860
	Other Expenses		\$ 510		\$	\$ 510
<b>Expenses Total</b>		<b>\$ 211,019</b>	<b>\$ 5,135,170</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,346,189</b>
Transfers	Transfers In		\$ 1,989,934		\$	\$ 1,989,934
	Transfers Out		\$ 625,655		\$	\$ 625,655
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 1,364,279</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,364,279</b>

# North Carolina Central University

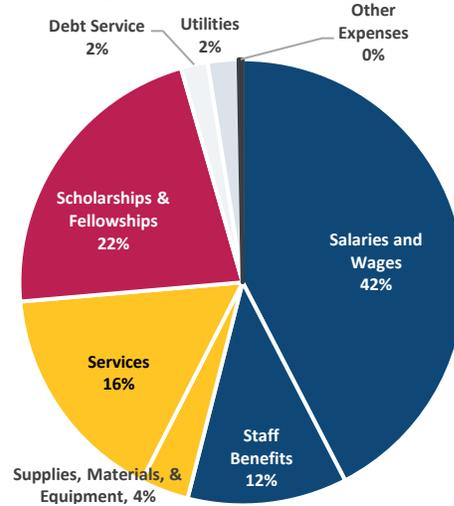
Total Enrollment (Fall 2021): 7,953

Total Permanent Full-Time Employees (Including Faculty) (Fall 2021): 1,194

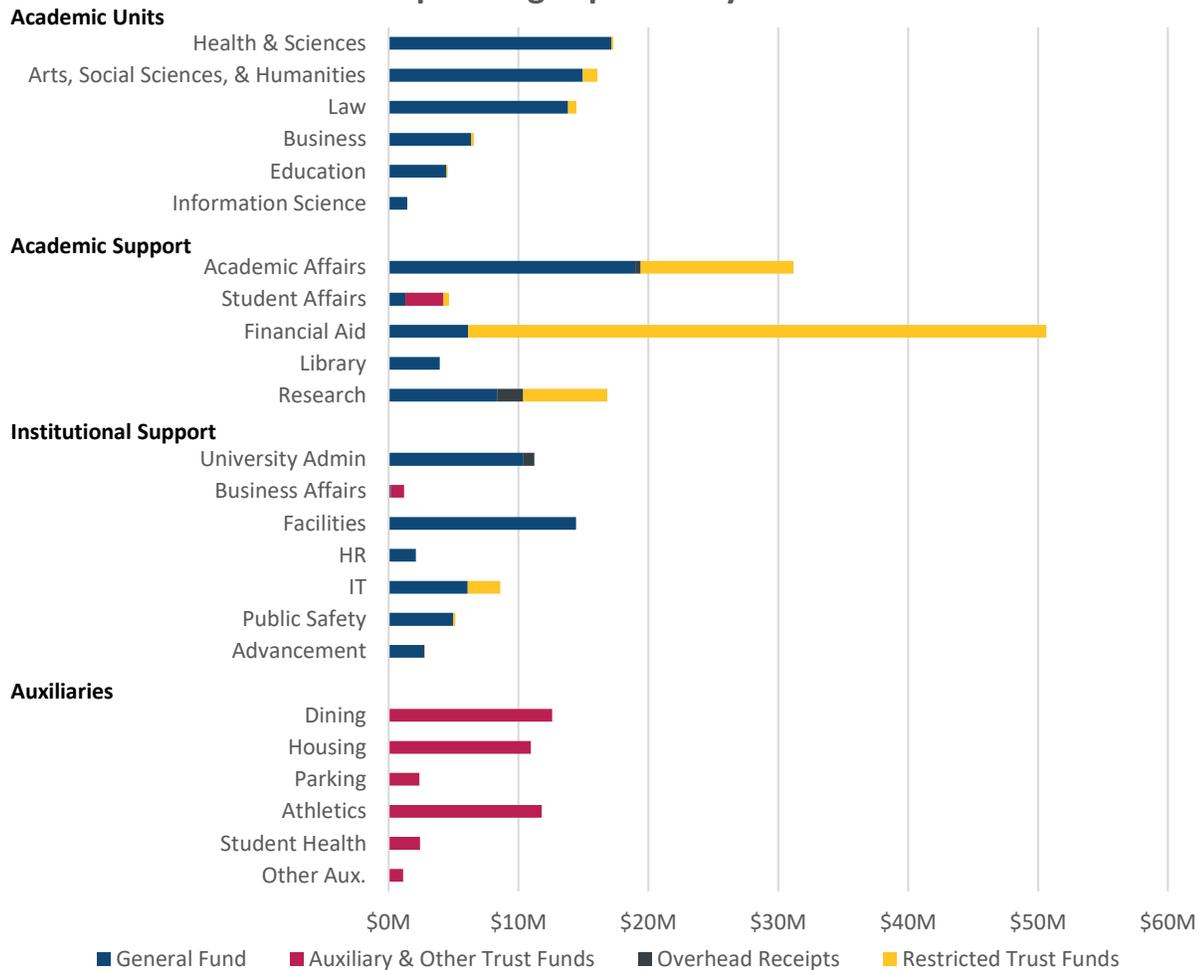
## Budgeted Revenue (FY23)



## Budgeted Expenses (FY23)



## Operating Expenses by Unit



North Carolina Central University employed an exhaustive process in its initial implementation of the 'all funds budget' process adopted by the UNC System Office. The new all funds budget model coincided with the implementation and rollout of the Anaplan software system. The new software greatly improves the ability to create dashboards, reporting in real-time and linkages between SCH production and budgets.

The NCCU process started with the Office of Budgets and Financial Planning which engaged all divisions of the University, inclusive of individual academic departments. A comprehensive review of current and prior year budgets compared to SCH production was used. In addition, the former enrollment growth model was used as a measure of program productivity. Another important aspect of the review included a comprehensive look at historic budget allocation by operational lines versus the number of budget transfers requested throughout the year to determine how well the operating budgets were performing against historic allocations.

There was particular interest in the holistic development of non-appropriated budgets, inclusive of auxiliary functions, alongside appropriated budgets. While in the past, all budgets were developed, approved and loaded, a holistic approach was not always used to insure total support of underlying strategic plans. The all funds process was able to pull that together and create a comprehensive review. Departments and divisions were provided with a total budget outlook, inclusive of all funds to support program mission and goals. This continued approach going forward should allow NCCU to address priorities from a more targeted approach versus a more piecemeal plan.

There were several strategies that NCCU adopted in support of the all funds model. Examples of the strategies for budget development include:

1. Ability to be nimble, flexible;
2. Support realignment based on strategic priorities versus historical allocations;
3. Match budget allocations to strategic plans;
4. Realignment of tuition and fee process to complement all funds budget calendar moving forward.

Each department was asked to review prior budgets in the development of the new year budget, assessing program goals, goals to completion, strategic objectives and alignment with the University's overall strategic plan, divisional strategic plans, enrollment goals and programmatic initiatives. As a part of the budget development process, several overarching priorities emerged for funding consideration. They include the following:

1. Strategic enrollment growth of specific programs in STEM areas, inclusive of Nursing, academic programs areas in Education and graduate studies;

2. Targeted funding aimed at recruitment and retention, with additional emphasis on efforts beyond 1<sup>st</sup> and 2<sup>nd</sup> year students;
3. Funding to enhance research efforts;
4. Funding to support infrastructure improvements (specific emphasis on maintenance and repair);
5. Funding to redeploy positions to higher areas of need - realignment of resources to support targeted growth and/or shore up areas of high need subject to increasing employee turnover.

In addition to the review and budget development, NCCU adopted a strategy to review vacant positions for redeployment as well as keeping some positions vacant to support retention needs of current employees and offers to new employees to remain competitive in the current labor market.

The NCCU Board of Trustees remained engaged from the outset of the new process. Regular updates on progress was presented to the board at several meetings. Additionally, an educational work session was completed with the Administration, Finance and Facilities sub-committee to assure complete understanding of the new process and expectation of the board. The educational work session was completed in February 2022 along with a review of the draft 2022-23 budget.

The Board reviewed the final recommended budget at the April 25, 2022 meeting. The recommendation was approved as presented for further submission and review by the UNC Board of Governors.

**North Carolina Central University  
FY 2022-23 All-Funds Budget**

		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriations	\$ 85,818,081				\$ 85,818,081
	Tuition & Fees	\$ 50,506,775	\$ 10,287,804		\$ 1,665,582	\$ 62,460,161
	Sales & Services	\$ 1,332,963	\$ 31,479,174		\$ 1,661,484	\$ 34,473,621
	Patient Services					\$ -
	Contracts & Grants			\$ 3,407,460	\$ 17,475,588	\$ 20,883,048
	Gifts & Investments		\$ 650,000		\$ 828,841	\$ 1,478,841
	Other Revenues		\$ 3,049,000		\$ 2,429,016	\$ 5,478,016
<b>Revenues Total</b>		<b>\$ 137,657,819</b>	<b>\$ 45,465,978</b>	<b>\$ 3,407,460</b>	<b>\$ 24,060,511</b>	<b>\$ 210,591,768</b>
Expenses	Salaries and Wages	\$ 83,497,790	\$ 11,681,337	\$ 672,137	\$ 11,984,450	\$ 107,835,714
	Staff Benefits	\$ 19,901,924	\$ 4,794,676	\$ 282,755	\$ 4,430,696	\$ 29,410,051
	Supplies, Materials, & Equip.	\$ 6,316,684	\$ 945,851	\$ 1,066,207	\$ 628,147	\$ 8,956,889
	Services	\$ 15,387,471	\$ 17,815,055	\$ 1,381,783	\$ 6,447,358	\$ 41,031,667
	Scholarships & Fellowships	\$ 7,105,265	\$ 4,085,076		\$ 44,556,294	\$ 55,746,635
	Debt Service		\$ 4,942,976			\$ 4,942,976
	Utilities	\$ 4,969,346	\$ 690,790			\$ 5,660,136
	Other Expenses	\$ 479,339	\$ 242,581	\$ 4,578	\$ 7,968	\$ 734,466
<b>Expenses Total</b>		<b>\$ 137,657,819</b>	<b>\$ 45,198,342</b>	<b>\$ 3,407,460</b>	<b>\$ 68,054,913</b>	<b>\$ 254,318,534</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ (267,636)</b>	<b>\$ -</b>	<b>\$ (5,598)</b>	<b>\$ (273,234)</b>

**North Carolina Central University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>College of Arts, Social Sciences &amp; Humanities</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 14,946,580			\$	<b>14,946,580</b>
	Sales & Services				\$ 674,485	<b>674,485</b>
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments			\$ 197,636		<b>197,636</b>
	Other Revenues			\$ 265,303		<b>265,303</b>
<b>Revenues Total</b>		<b>\$ 14,946,580</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,137,424</b>	<b>\$ 16,084,004</b>
Expenses	Salaries and Wages	\$ 11,490,184			\$ 464,606	<b>11,954,790</b>
	Staff Benefits	\$ 2,823,355			\$ 85,634	<b>2,908,989</b>
	Supplies, Materials, & Equipment	\$ 151,324			\$ 82,911	<b>234,235</b>
	Services	\$ 453,046			\$ 462,719	<b>915,765</b>
	Scholarships & Fellowships	\$ 18,225			\$ 40,354	<b>58,579</b>
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses	\$ 10,446			\$ 1,200	<b>11,646</b>
<b>Expenses Total</b>		<b>\$ 14,946,580</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,137,424</b>	<b>\$ 16,084,004</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>College of Health &amp; Sciences</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 17,163,582			\$	<b>17,163,582</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments			\$ 118,925		<b>118,925</b>
	Other Revenues			\$ 22,776		<b>22,776</b>
<b>Revenues Total</b>		<b>\$ 17,163,582</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 141,701</b>	<b>\$ 17,305,283</b>
Expenses	Salaries and Wages	\$ 12,965,898			\$ 104,000	<b>13,069,898</b>
	Staff Benefits	\$ 2,974,176			\$ 7,400	<b>2,981,576</b>
	Supplies, Materials, & Equipment	\$ 785,708			\$ 13,352	<b>799,060</b>
	Services	\$ 359,350			\$ 15,449	<b>374,799</b>
	Scholarships & Fellowships	\$ 75,000			\$	<b>75,000</b>
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses	\$ 3,450			\$ 1,500	<b>4,950</b>
<b>Expenses Total</b>		<b>\$ 17,163,582</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 141,701</b>	<b>\$ 17,305,283</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**North Carolina Central University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>School of Business</b>		<b>General Fund</b>	<b>Auxiliary &amp; Other Trust Funds</b>	<b>Overhead Receipts</b>	<b>Restricted Trust Funds</b>	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 6,363,685			\$	<b>6,363,685</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$ 208,124	<b>208,124</b>
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 6,363,685</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 208,124</b>	<b>\$ 6,571,809</b>
Expenses	Salaries and Wages	\$ 5,076,591			\$ 127,017	<b>5,203,608</b>
	Staff Benefits	\$ 938,255			\$ 37,107	<b>975,362</b>
	Supplies, Materials, & Equipment	\$ 45,250			\$ 19,000	<b>64,250</b>
	Services	\$ 252,289			\$ 23,500	<b>275,789</b>
	Scholarships & Fellowships	\$ 17,000			\$	<b>17,000</b>
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses	\$ 34,300			\$ 1,500	<b>35,800</b>
<b>Expenses Total</b>		<b>\$ 6,363,685</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 208,124</b>	<b>\$ 6,571,809</b>
Transfers	Transfers In	\$ -	\$ -	\$ -	\$ -	-
	Transfers Out	\$ -	\$ -	\$ -	\$ -	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>School of Education</b>		<b>General Fund</b>	<b>Auxiliary &amp; Other Trust Funds</b>	<b>Overhead Receipts</b>	<b>Restricted Trust Funds</b>	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 4,456,877			\$	<b>4,456,877</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$ 81,366	<b>81,366</b>
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 4,456,877</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 81,366</b>	<b>\$ 4,538,243</b>
Expenses	Salaries and Wages	\$ 3,524,407			\$ 63,705	<b>3,588,112</b>
	Staff Benefits	\$ 723,117			\$ 12,262	<b>735,379</b>
	Supplies, Materials, & Equipment	\$ 64,123			\$ 255	<b>64,378</b>
	Services	\$ 140,530			\$ 5,144	<b>145,674</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses	\$ 4,700			\$	<b>4,700</b>
<b>Expenses Total</b>		<b>\$ 4,456,877</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 81,366</b>	<b>\$ 4,538,243</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

**North Carolina Central University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>School of Library/Information Science</b>		<b>General Fund</b>	<b>Auxiliary &amp; Other Trust Funds</b>	<b>Overhead Receipts</b>	<b>Restricted Trust Funds</b>	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 1,435,153			\$	<b>1,435,153</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 1,435,153</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,435,153</b>
Expenses	Salaries and Wages	\$ 1,047,029			\$	<b>1,047,029</b>
	Staff Benefits	\$ 197,855			\$	<b>197,855</b>
	Supplies, Materials, & Equipment	\$ 70,000			\$	<b>70,000</b>
	Services	\$ 87,479			\$	<b>87,479</b>
	Scholarships & Fellowships	\$ 32,790			\$	<b>32,790</b>
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 1,435,153</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,435,153</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Law School</b>		<b>General Fund</b>	<b>Auxiliary &amp; Other Trust Funds</b>	<b>Overhead Receipts</b>	<b>Restricted Trust Funds</b>	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 13,827,549			\$	<b>13,827,549</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$ 222,790	<b>222,790</b>
	Other Revenues				\$ 400,000	<b>400,000</b>
<b>Revenues Total</b>		<b>\$ 13,827,549</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 622,790</b>	<b>\$ 14,450,339</b>
Expenses	Salaries and Wages	\$ 7,809,556			\$ 325,000	<b>8,134,556</b>
	Staff Benefits	\$ 1,413,665			\$ 58,978	<b>1,472,643</b>
	Supplies, Materials, & Equipment	\$ 1,349,000			\$	<b>1,349,000</b>
	Services	\$ 1,875,028			\$ 238,812	<b>2,113,840</b>
	Scholarships & Fellowships	\$ 1,184,300			\$	<b>1,184,300</b>
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses	\$ 196,000			\$	<b>196,000</b>
<b>Expenses Total</b>		<b>\$ 13,827,549</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 622,790</b>	<b>\$ 14,450,339</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**North Carolina Central University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Academic Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 18,996,481			\$	<b>18,996,481</b>
	Sales & Services				\$ 766,835	<b>766,835</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants				\$ 10,993,517	<b>10,993,517</b>
	Gifts & Investments				\$	<b>-</b>
	Other Revenues				\$	<b>-</b>
<b>Revenues Total</b>		<b>\$ 18,996,481</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 11,760,352</b>	<b>\$ 30,756,833</b>
Expenses	Salaries and Wages	\$ 13,106,955			\$ 6,529,893	<b>19,636,848</b>
	Staff Benefits	\$ 2,512,019			\$ 2,575,231	<b>5,087,250</b>
	Supplies, Materials, & Equipment	\$ 713,929		\$ 16,289	\$ 60,011	<b>790,229</b>
	Services	\$ 1,863,843		\$ 395,817	\$ 2,595,217	<b>4,854,877</b>
	Scholarships & Fellowships	\$ 652,607			\$	<b>652,607</b>
	Debt Service				\$	<b>-</b>
	Utilities				\$	<b>-</b>
	Other Expenses	\$ 147,128		\$ 4,578	\$	<b>151,706</b>
<b>Expenses Total</b>		<b>\$ 18,996,481</b>	<b>\$ -</b>	<b>\$ 416,684</b>	<b>\$ 11,760,352</b>	<b>\$ 31,173,517</b>
Transfers	Transfers In			\$ 416,684	\$	<b>416,684</b>
	Transfers Out				\$	<b>-</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 416,684</b>	<b>\$ -</b>	<b>\$ 416,684</b>
<b>Student Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,299,153	\$ 2,678,928		\$ 111,418	<b>4,089,499</b>
	Sales & Services		\$ 254,580		\$ 7,080	<b>261,660</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants				\$	<b>-</b>
	Gifts & Investments				\$	<b>-</b>
	Other Revenues				\$ 292,675	<b>292,675</b>
<b>Revenues Total</b>		<b>\$ 1,299,153</b>	<b>\$ 2,933,508</b>	<b>\$ -</b>	<b>\$ 411,173</b>	<b>\$ 4,643,834</b>
Expenses	Salaries and Wages	\$ 964,926	\$ 1,068,820		\$ 54,000	<b>2,087,746</b>
	Staff Benefits	\$ 233,605	\$ 437,576		\$	<b>671,181</b>
	Supplies, Materials, & Equipment	\$ 35,695	\$ 11,883		\$ 41,899	<b>89,477</b>
	Services	\$ 64,427	\$ 1,415,229		\$ 312,184	<b>1,791,840</b>
	Scholarships & Fellowships				\$	<b>-</b>
	Debt Service				\$	<b>-</b>
	Utilities				\$	<b>-</b>
	Other Expenses	\$ 500			\$ 3,090	<b>3,590</b>
<b>Expenses Total</b>		<b>\$ 1,299,153</b>	<b>\$ 2,933,508</b>	<b>\$ -</b>	<b>\$ 411,173</b>	<b>\$ 4,643,834</b>
Transfers	Transfers In				\$	<b>-</b>
	Transfers Out				\$	<b>-</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**North Carolina Central University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Financial Aid</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 5,947,135			\$	<b>5,947,135</b>
	Sales & Services	\$ 175,227			\$	<b>175,227</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants				\$	<b>-</b>
	Gifts & Investments			\$ 515,940	\$	<b>515,940</b>
	Other Revenues			\$ 44,000,000	\$	<b>44,000,000</b>
<b>Revenues Total</b>		<b>\$ 6,122,362</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 44,515,940</b>	<b>\$ 50,638,302</b>
Expenses	Salaries and Wages	\$ 948,714			\$	<b>948,714</b>
	Staff Benefits	\$ 252,347			\$	<b>252,347</b>
	Supplies, Materials, & Equipment	\$ 25,731			\$	<b>25,731</b>
	Services	\$ 58,481			\$	<b>58,481</b>
	Scholarships & Fellowships	\$ 4,837,089		\$ 44,515,940	\$	<b>49,353,029</b>
	Debt Service				\$	<b>-</b>
	Utilities				\$	<b>-</b>
	Other Expenses				\$	<b>-</b>
<b>Expenses Total</b>		<b>\$ 6,122,362</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 44,515,940</b>	<b>\$ 50,638,302</b>
Transfers	Transfers In				\$	<b>-</b>
	Transfers Out				\$	<b>-</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Library</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 3,932,840			\$	<b>3,932,840</b>
	Sales & Services				\$	<b>-</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants				\$	<b>-</b>
	Gifts & Investments				\$	<b>-</b>
	Other Revenues				\$	<b>-</b>
<b>Revenues Total</b>		<b>\$ 3,932,840</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,932,840</b>
Expenses	Salaries and Wages	\$ 1,127,850			\$	<b>1,127,850</b>
	Staff Benefits	\$ 289,997			\$	<b>289,997</b>
	Supplies, Materials, & Equipment	\$ 375,174			\$	<b>375,174</b>
	Services	\$ 2,139,819			\$	<b>2,139,819</b>
	Scholarships & Fellowships				\$	<b>-</b>
	Debt Service				\$	<b>-</b>
	Utilities				\$	<b>-</b>
	Other Expenses				\$	<b>-</b>
<b>Expenses Total</b>		<b>\$ 3,932,840</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,932,840</b>
Transfers	Transfers In				\$	<b>-</b>
	Transfers Out				\$	<b>-</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**North Carolina Central University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Sponsored Research</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 8,361,748			\$	<b>8,361,748</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants			\$ 3,407,460	\$ 6,482,071	<b>9,889,531</b>
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 8,361,748</b>	<b>\$ -</b>	<b>\$ 3,407,460</b>	<b>\$ 6,482,071</b>	<b>\$ 18,251,279</b>
Expenses	Salaries and Wages	\$ 5,466,884		\$ 369,449	\$ 3,191,319	<b>9,027,652</b>
	Staff Benefits	\$ 1,177,365		\$ 168,259	\$ 1,196,744	<b>2,542,368</b>
	Supplies, Materials, & Equipment	\$ 750,103		\$ 980,228	\$	<b>1,730,331</b>
	Services	\$ 679,142		\$ 480,724	\$ 2,094,008	<b>3,253,874</b>
	Scholarships & Fellowships	\$ 288,254			\$	<b>288,254</b>
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 8,361,748</b>	<b>\$ -</b>	<b>\$ 1,998,660</b>	<b>\$ 6,482,071</b>	<b>\$ 16,842,479</b>
Transfers	Transfers In				\$	-
	Transfers Out			\$ 1,408,800	\$	<b>1,408,800</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ (1,408,800)</b>	<b>\$ -</b>	<b>\$ (1,408,800)</b>
<b>University Administration</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 10,070,504			\$	<b>10,070,504</b>
	Sales & Services	\$ 316,688			\$	<b>316,688</b>
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 10,387,192</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,387,192</b>
Expenses	Salaries and Wages	\$ 6,034,800		\$ 302,688	\$	<b>6,337,488</b>
	Staff Benefits	\$ 2,263,050		\$ 114,496	\$	<b>2,377,546</b>
	Supplies, Materials, & Equipment	\$ 171,304		\$ 60,349	\$	<b>231,653</b>
	Services	\$ 1,542,655		\$ 347,521	\$	<b>1,890,176</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities	\$ 375,383			\$	<b>375,383</b>
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 10,387,192</b>	<b>\$ -</b>	<b>\$ 825,054</b>	<b>\$ -</b>	<b>\$ 11,212,246</b>
Transfers	Transfers In			\$ 825,054	\$	<b>825,054</b>
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 825,054</b>	<b>\$ -</b>	<b>\$ 825,054</b>

**North Carolina Central University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Business Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 161,670				\$ 161,670
	Sales & Services		\$ 1,116,339			\$ 1,116,339
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues		\$ 65,000			\$ 65,000
<b>Revenues Total</b>		<b>\$ 161,670</b>	<b>\$ 1,181,339</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,343,009</b>
Expenses	Salaries and Wages	\$ 110,851	\$ 436,977			\$ 547,828
	Staff Benefits	\$ 50,819	\$ 150,432			\$ 201,251
	Supplies, Materials, & Equipment		\$ 131,647			\$ 131,647
	Services		\$ 77,447			\$ 77,447
	Scholarships & Fellowships		\$ 195,000			\$ 195,000
	Debt Service					\$ -
	Utilities		\$ 2,000			\$ 2,000
	Other Expenses		\$ 28,500			\$ 28,500
<b>Expenses Total</b>		<b>\$ 161,670</b>	<b>\$ 1,022,003</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,183,673</b>
Transfers	Transfers In					\$ -
	Transfers Out		\$ 159,336			\$ 159,336
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ (159,336)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (159,336)</b>
<b>Facilities</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 13,597,372				\$ 13,597,372
	Sales & Services	\$ 841,048				\$ 841,048
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues					\$ -
<b>Revenues Total</b>		<b>\$ 14,438,420</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 14,438,420</b>
Expenses	Salaries and Wages	\$ 4,536,085				\$ 4,536,085
	Staff Benefits	\$ 1,171,607				\$ 1,171,607
	Supplies, Materials, & Equipment	\$ 995,861				\$ 995,861
	Services	\$ 3,100,508				\$ 3,100,508
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities	\$ 4,593,963				\$ 4,593,963
	Other Expenses	\$ 40,396				\$ 40,396
<b>Expenses Total</b>		<b>\$ 14,438,420</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 14,438,420</b>
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**North Carolina Central University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Human Resources</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,106,811			\$	<b>2,106,811</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 2,106,811</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,106,811</b>
Expenses	Salaries and Wages	\$ 1,483,996			\$	<b>1,483,996</b>
	Staff Benefits	\$ 348,313			\$	<b>348,313</b>
	Supplies, Materials, & Equipment	\$ 33,150			\$	<b>33,150</b>
	Services	\$ 237,283			\$	<b>237,283</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses	\$ 4,069			\$	<b>4,069</b>
<b>Expenses Total</b>		<b>\$ 2,106,811</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,106,811</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Information Technology</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 6,045,501			\$ 1,371,686	<b>\$ 7,417,187</b>
	Sales & Services				\$ 213,084	<b>\$ 213,084</b>
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$	-
	Other Revenues				\$ 932,322	<b>\$ 932,322</b>
<b>Revenues Total</b>		<b>\$ 6,045,501</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,517,092</b>	<b>\$ 8,562,593</b>
Expenses	Salaries and Wages	\$ 2,916,751			\$ 1,016,414	<b>\$ 3,933,165</b>
	Staff Benefits	\$ 971,321			\$ 387,357	<b>\$ 1,358,678</b>
	Supplies, Materials, & Equipment	\$ 298,471		\$ 9,341	\$ 406,720	<b>\$ 714,532</b>
	Services	\$ 1,840,058		\$ 37,721	\$ 700,325	<b>\$ 2,578,104</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses	\$ 18,900			\$ 678	<b>\$ 19,578</b>
<b>Expenses Total</b>		<b>\$ 6,045,501</b>	<b>\$ -</b>	<b>\$ 47,062</b>	<b>\$ 2,511,494</b>	<b>\$ 8,604,057</b>
Transfers	Transfers In			\$ 47,062	\$	<b>\$ 47,062</b>
	Transfers Out				\$ 5,598	<b>\$ 5,598</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 47,062</b>	<b>\$ (5,598)</b>	<b>\$ 41,464</b>

**North Carolina Central University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Public Safety</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 4,961,544			\$ 182,478	\$ 5,144,022
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 4,961,544</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 182,478</b>	<b>\$ 5,144,022</b>
Expenses	Salaries and Wages	\$ 2,997,724			\$ 108,496	\$ 3,106,220
	Staff Benefits	\$ 1,178,799			\$ 69,983	\$ 1,248,782
	Supplies, Materials, & Equipment	\$ 364,689			\$ 3,999	\$ 368,688
	Services	\$ 410,026			\$	\$ 410,026
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses	\$ 10,306			\$	\$ 10,306
<b>Expenses Total</b>		<b>\$ 4,961,544</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 182,478</b>	<b>\$ 5,144,022</b>
Transfers	Transfers In	\$ -	\$ -	\$ -	\$ -	\$ -
	Transfers Out	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Advancement</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,650,671			\$	\$ 2,650,671
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 2,650,671</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,650,671</b>
Expenses	Salaries and Wages	\$ 1,888,589			\$	\$ 1,888,589
	Staff Benefits	\$ 382,259			\$	\$ 382,259
	Supplies, Materials, & Equipment	\$ 87,172			\$	\$ 87,172
	Services	\$ 283,507		\$ 120,000	\$	\$ 403,507
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses	\$ 9,144			\$	\$ 9,144
<b>Expenses Total</b>		<b>\$ 2,650,671</b>	<b>\$ -</b>	<b>\$ 120,000</b>	<b>\$ -</b>	<b>\$ 2,770,671</b>
Transfers	Transfers In			\$ 120,000	\$	\$ 120,000
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 120,000</b>	<b>\$ -</b>	<b>\$ 120,000</b>

**North Carolina Central University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Dining</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>		\$ -	\$ 4,827,364	\$ -	\$ -	\$ 4,827,364
Revenues	State Appropriation, Tuition, & Fees					\$ -
	Sales & Services		\$ 12,025,000			\$ 12,025,000
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues		\$ 575,000			\$ 575,000
<b>Revenues Total</b>		\$ -	\$ 12,600,000	\$ -	\$ -	\$ 12,600,000
Expenses	Salaries and Wages		\$ 329,161			\$ 329,161
	Staff Benefits		\$ 149,571			\$ 149,571
	Supplies, Materials, & Equipment		\$ 40,000			\$ 40,000
	Services		\$ 11,981,268			\$ 11,981,268
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities		\$ 100,000			\$ 100,000
	Other Expenses					\$ -
<b>Expenses Total</b>		\$ -	\$ 12,600,000	\$ -	\$ -	\$ 12,600,000
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		\$ -	\$ -	\$ -	\$ -	\$ -
<b>Ending Fund Balance</b>		\$ -	\$ 4,827,364	\$ -	\$ -	\$ 4,827,364
<b>Housing</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>		\$ -	\$ 9,013,667	\$ -	\$ -	\$ 9,013,667
Revenues	State Appropriation, Tuition, & Fees					\$ -
	Sales & Services		\$ 11,065,388			\$ 11,065,388
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues					\$ -
<b>Revenues Total</b>		\$ -	\$ 11,065,388	\$ -	\$ -	\$ 11,065,388
Expenses	Salaries and Wages		\$ 3,703,843			\$ 3,703,843
	Staff Benefits		\$ 1,426,089			\$ 1,426,089
	Supplies, Materials, & Equipment		\$ 165,755			\$ 165,755
	Services		\$ 1,493,991			\$ 1,493,991
	Scholarships & Fellowships		\$ 10,000			\$ 10,000
	Debt Service		\$ 3,816,307			\$ 3,816,307
	Utilities		\$ 200,000			\$ 200,000
	Other Expenses		\$ 141,103			\$ 141,103
<b>Expenses Total</b>		\$ -	\$ 10,957,088	\$ -	\$ -	\$ 10,957,088
Transfers	Transfers In					\$ -
	Transfers Out		\$ 108,300			\$ 108,300
<b>Net Transfers</b>		\$ -	\$ (108,300)	\$ -	\$ -	\$ (108,300)
<b>Ending Fund Balance</b>		\$ -	\$ 9,013,667	\$ -	\$ -	\$ 9,013,667

**North Carolina Central University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Parking</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>		\$ -	\$ 1,521,296	\$ -	\$ -	\$ 1,521,296
Revenues	State Appropriation, Tuition, & Fees		\$ 530,000			\$ 530,000
	Sales & Services		\$ 1,837,910			\$ 1,837,910
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues					\$ -
<b>Revenues Total</b>		\$ -	\$ 2,367,910	\$ -	\$ -	\$ 2,367,910
Expenses	Salaries and Wages		\$ 596,944			\$ 596,944
	Staff Benefits		\$ 228,464			\$ 228,464
	Supplies, Materials, & Equipment		\$ 45,000			\$ 45,000
	Services		\$ 68,191			\$ 68,191
	Scholarships & Fellowships					\$ -
	Debt Service		\$ 1,126,669			\$ 1,126,669
	Utilities		\$ 301,523			\$ 301,523
	Other Expenses		\$ 1,119			\$ 1,119
<b>Expenses Total</b>		\$ -	\$ 2,367,910	\$ -	\$ -	\$ 2,367,910
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		\$ -	\$ -	\$ -	\$ -	\$ -
<b>Ending Fund Balance</b>		\$ -	\$ 1,521,296	\$ -	\$ -	\$ 1,521,296
<b>Athletics</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>		\$ -	\$ (13,291,679)	\$ -	\$ -	\$ (13,291,679)
Revenues	State Appropriation, Tuition, & Fees		\$ 5,240,436			\$ 5,240,436
	Sales & Services		\$ 3,485,077			\$ 3,485,077
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments		\$ 650,000			\$ 650,000
	Other Revenues		\$ 2,400,000			\$ 2,400,000
<b>Revenues Total</b>		\$ -	\$ 11,775,513	\$ -	\$ -	\$ 11,775,513
Expenses	Salaries and Wages		\$ 4,006,792			\$ 4,006,792
	Staff Benefits		\$ 1,746,370			\$ 1,746,370
	Supplies, Materials, & Equipment		\$ 386,500			\$ 386,500
	Services		\$ 1,709,275			\$ 1,709,275
	Scholarships & Fellowships		\$ 3,880,076			\$ 3,880,076
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses		\$ 46,500			\$ 46,500
<b>Expenses Total</b>		\$ -	\$ 11,775,513	\$ -	\$ -	\$ 11,775,513
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		\$ -	\$ -	\$ -	\$ -	\$ -
<b>Ending Fund Balance</b>		\$ -	\$ (13,291,679)	\$ -	\$ -	\$ (13,291,679)

**North Carolina Central University - Unit Breakout  
FY 2022-23 All-Funds Budget**

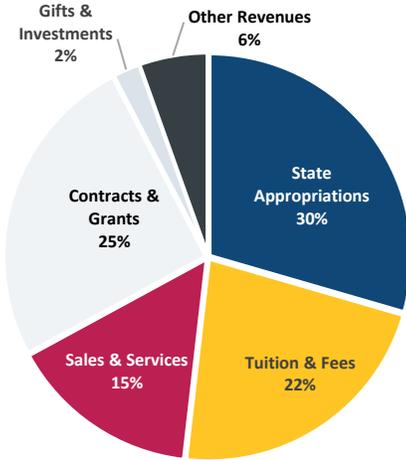
<b>Student Health</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>		\$ -	\$ 2,624,728	\$ -	\$ -	\$ 2,624,728
Revenues	State Appropriation, Tuition, & Fees		\$ 1,838,440			\$ 1,838,440
	Sales & Services		\$ 577,216			\$ 577,216
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues		\$ 9,000			\$ 9,000
<b>Revenues Total</b>		\$ -	\$ 2,424,656	\$ -	\$ -	\$ 2,424,656
Expenses	Salaries and Wages		\$ 1,447,128			\$ 1,447,128
	Staff Benefits		\$ 611,994			\$ 611,994
	Supplies, Materials, & Equipment		\$ 165,066			\$ 165,066
	Services		\$ 87,842			\$ 87,842
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities		\$ 87,267			\$ 87,267
	Other Expenses		\$ 25,359			\$ 25,359
<b>Expenses Total</b>		\$ -	\$ 2,424,656	\$ -	\$ -	\$ 2,424,656
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		\$ -	\$ -	\$ -	\$ -	\$ -
<b>Ending Fund Balance</b>		\$ -	\$ 2,624,728	\$ -	\$ -	\$ 2,624,728
<b>Other Auxiliaries</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees					\$ -
	Sales & Services		\$ 1,117,664			\$ 1,117,664
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues					\$ -
<b>Revenues Total</b>		\$ -	\$ 1,117,664	\$ -	\$ -	\$ 1,117,664
Expenses	Salaries and Wages		\$ 91,672			\$ 91,672
	Staff Benefits		\$ 44,180			\$ 44,180
	Supplies, Materials, & Equipment					\$ -
	Services		\$ 981,812			\$ 981,812
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		\$ -	\$ 1,117,664	\$ -	\$ -	\$ 1,117,664
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		\$ -	\$ -	\$ -	\$ -	\$ -

# North Carolina State University

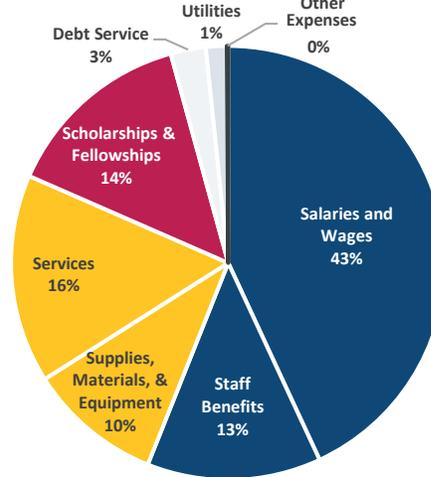
Total Enrollment (Fall 2021): 36,831

Total Permanent Full-Time Employees (Including Faculty) (Fall 2021): 8,685

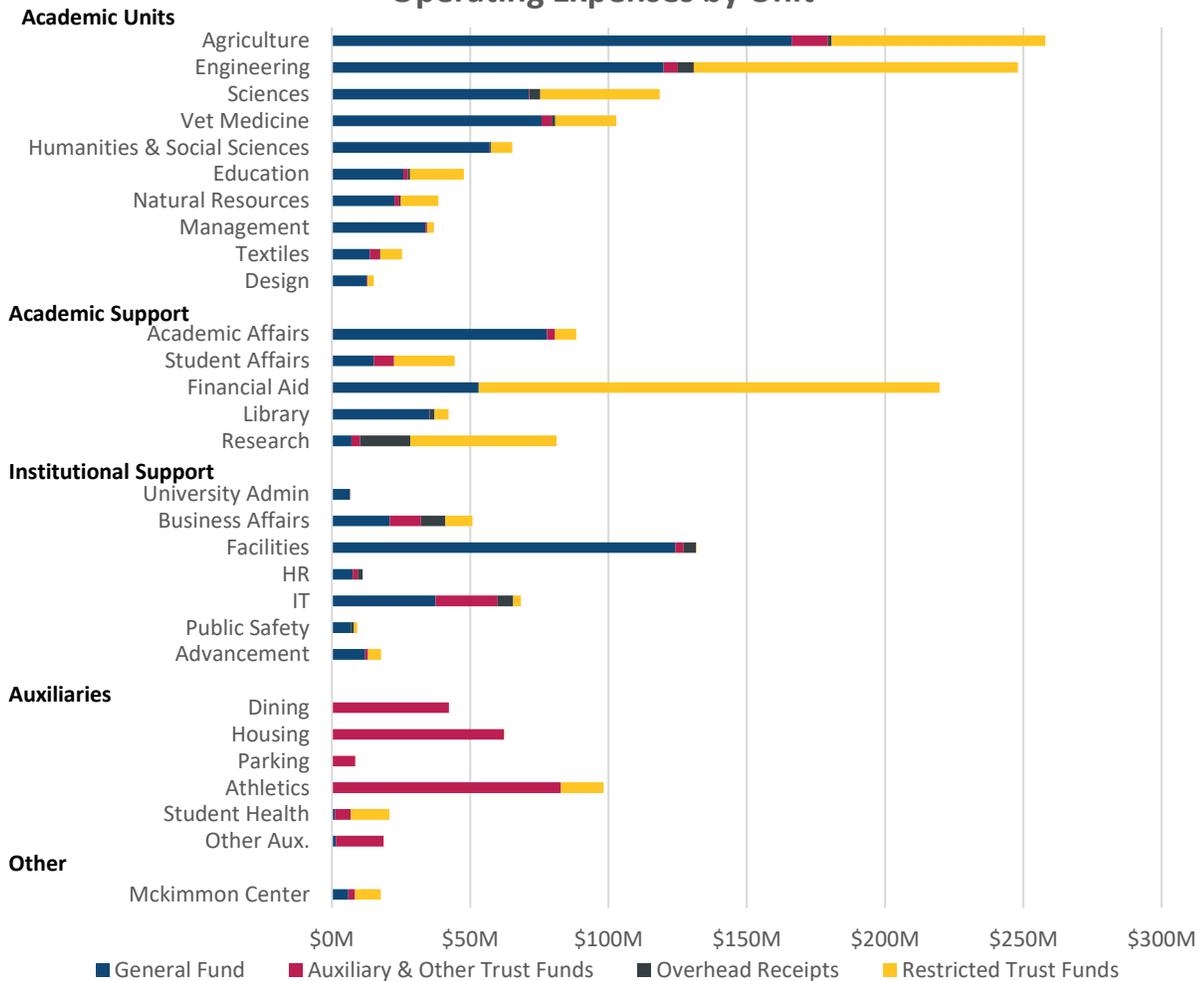
### Budgeted Revenue (FY23)



### Budgeted Expenses (FY23)



### Operating Expenses by Unit



## FY 23 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 planning processes, first in 2011 when we launched "The Pathway to the Future" and in 2022 when we took a renewed look at our plan and created "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 that 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.

In 2017, NC State aligned our work with the UNC SO strategic plan, "Higher Expectations", and we have committed to creating a path forward for North Carolina through prioritizing success in increasing rural enrollments, our five-year undergraduate graduation rate, undergraduate degree efficiency, critical workforces, and research productivity.

The successes we have achieved through aligning resources (budget) with strategic goals and initiatives are summarized below:

- In the past 10 years, our first-year retention rate climbed to **94.3%**.
- Our six-year graduation rate increased from 73% to **85%** for students entering NC State as full-time first time students and graduating from NC State.
- Our five-year graduation rate used in the UNC SO strategic plan is **87.8%** including students who have graduated from any university.
- First-year applications for enrollment soared from 19,000 to close to **31,000**.
- Average SAT scores for incoming students improved from 1186 to **1337**.
- And student diversity and faculty diversity both increased in this period.
- 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.
- Critical workforce credentials have increased **18%** from academic year 2016-17.
- Research productivity reported to the UNC SO have increased **14%**
- We're ranked **first in the nation**, among all institutions, for research financed by the U.S. Department of Agriculture.
- To date, more than **190 startups and spinoffs** — new companies — have been created from NC State intellectual property. And **20** of those were launched in the last year alone.
- The Association of University Technology Managers now ranks us **No. 4** among all U.S. universities for research-based startups.
- And we're **No. 1** nationwide for active licenses and options.

NC State is home to 37,556 (or 36,831, our IPEDS number) students and 12,803 (or 12,783 IPEDS) faculty and staff. Our footprint in Wake County includes our main campus (home to nine of our eleven colleges), centennial campus (home to the college of engineering, 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 \$2.1 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. 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, looks at 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. These data are discussed alongside budget and expenditure data relative to the college, as well as any continuing and one-time allocations made by the Provost 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 \$600 million of total debt outstanding at June 30, 2021, is also lower than other large research/land grant universities.

Our resource reallocation strategy is reflected in both ongoing and end of year discussions that allow unit leaders to articulate strategic priorities for the upcoming year; address enterprise risks such as IT security and mission continuity from disruptions caused by COVID-19; respond to unforeseen circumstances, and plan for necessary alignment of resources to priorities. This allows the full fiscal year to make decisions that support these priorities.

These discussions have become a deeply ingrained practice established during our prior strategic plan that continues today. Today, NC State embarks upon "Wolfpack 2030: Powering the Extraordinary" our newly established strategic plan - a plan that builds on the successes of "The Pathway to the Future" and provides newly articulated goals around our core mission of teaching, research and engagement, as well as campus culture, university effectiveness, partnerships and brand and reputation. NC State's FY23 All-Fund Budget aligns planned investments with strategic initiatives to achieve success in our new strategic plan including:

- **STEM Education** - Expanding the College of Engineering by approximately 4,000 students over five years.
- **Degree Completions** - Providing 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.
- **Research** - Including 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** - Increasing the capacity of the university to apply expertise that benefits all communities across North Carolina in agriculture, engineering, textiles and other disciplines.

**North Carolina State University  
FY 2022-23 All-Funds Budget**

		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation	\$ 600,380,000				\$ 600,380,000
	Tuition & Fees	\$ 355,400,000	\$ 19,780,000		\$ 79,170,000	\$ 454,350,000
	Sales & Services	\$ 47,500,000	\$ 256,450,000		\$ 6,840,000	\$ 310,790,000
	Patient Services					\$ -
	Contracts & Grants	\$ 560,000	\$ 10,000		\$ 514,340,000	\$ 514,910,000
	Gifts & Investments		\$ 550,000		\$ 43,480,000	\$ 44,030,000
	Other Revenues	\$ 27,730,000	\$ 3,570,000	\$ 63,600,000	\$ 16,370,000	\$ 111,270,000
<b>Revenues Total</b>		<b>\$ 1,031,570,000</b>	<b>\$ 280,360,000</b>	<b>\$ 63,600,000</b>	<b>\$ 660,200,000</b>	<b>\$ 2,035,730,000</b>
Expenses	Salaries and Wages	\$ 587,270,000	\$ 97,080,000	\$ 21,470,000	\$ 166,030,000	\$ 871,850,000
	Staff Benefits	\$ 186,410,000	\$ 26,570,000	\$ 6,930,000	\$ 42,160,000	\$ 262,070,000
	Supplies, Materials, & Equip.	\$ 81,220,000	\$ 51,670,000	\$ 13,220,000	\$ 55,620,000	\$ 201,730,000
	Services	\$ 74,630,000	\$ 65,820,000	\$ 10,020,000	\$ 164,140,000	\$ 314,610,000
	Scholarships & Fellowships	\$ 79,920,000	\$ 930,000	\$ 710,000	\$ 205,180,000	\$ 286,740,000
	Debt Service	\$ 9,660,000	\$ 26,850,000	\$ 630,000	\$ 15,860,000	\$ 53,000,000
	Utilities	\$ 26,090,000	\$ 2,600,000	\$ 1,760,000	\$ 830,000	\$ 31,280,000
	Other Expenses	\$ 2,120,000				\$ 2,120,000
<b>Expenses Total</b>		<b>\$ 1,047,320,000</b>	<b>\$ 271,520,000</b>	<b>\$ 54,740,000</b>	<b>\$ 649,820,000</b>	<b>\$ 2,023,400,000</b>
<b>Net Transfers</b>		<b>\$ (1,560,000)</b>	<b>\$ (12,030,000)</b>	<b>\$ (6,670,000)</b>	<b>\$ 4,950,000</b>	<b>\$ (15,310,000)</b>

Note: \$57.9M and \$44.3M of NC State's state appropriation is required to be used for Agricultural Research and Cooperative Extension respectively.

**North Carolina State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>College of Agriculture and Life Sciences</b>		<b>General Fund</b>	<b>Auxiliary &amp; Other Trust Funds</b>	<b>Overhead Receipts</b>	<b>Restricted Trust Funds</b>	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 128,960,000			\$ 1,640,000	\$ 130,600,000
	Sales & Services	\$ 12,580,000	\$ 12,340,000		\$ 480,000	\$ 25,400,000
	Patient Services					\$ -
	Contracts & Grants				\$ 72,960,000	\$ 72,960,000
	Gifts & Investments				\$ 2,360,000	\$ 2,360,000
	Other Revenues	\$ 24,610,000		\$ 1,800,000	\$ 1,220,000	\$ 27,630,000
<b>Revenues Total</b>		<b>\$ 166,150,000</b>	<b>\$ 12,340,000</b>	<b>\$ 1,800,000</b>	<b>\$ 78,660,000</b>	<b>\$ 258,950,000</b>
Expenses	Salaries and Wages	\$ 104,500,000	\$ 5,600,000	\$ 140,000	\$ 31,020,000	\$ 141,260,000
	Staff Benefits	\$ 30,760,000	\$ 1,760,000	\$ 30,000	\$ 8,210,000	\$ 40,760,000
	Supplies, Materials, & Equip	\$ 13,340,000	\$ 2,440,000	\$ 700,000	\$ 8,220,000	\$ 24,700,000
	Services	\$ 17,270,000	\$ 3,210,000	\$ 500,000	\$ 27,460,000	\$ 48,440,000
	Scholarships & Fellowships		\$ 70,000	\$ 20,000	\$ 2,280,000	\$ 2,370,000
	Debt Service					\$ -
	Utilities	\$ 280,000	\$ 130,000		\$ 10,000	\$ 420,000
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 166,150,000</b>	<b>\$ 13,210,000</b>	<b>\$ 1,390,000</b>	<b>\$ 77,200,000</b>	<b>\$ 257,950,000</b>
Transfers	Transfers In		\$ 430,000		\$ 640,000	\$ 1,070,000
	Transfers Out		\$ 430,000	\$ 410,000	\$ 1,140,000	\$ 1,980,000
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ (410,000)</b>	<b>\$ (500,000)</b>	<b>\$ (910,000)</b>

Note: \$55.7M and \$42.5M of state appropriation in this organizational unit is required to be used for Agricultural Research and Cooperative Extension respectively.

<b>College of Design</b>		<b>General Fund</b>	<b>Auxiliary &amp; Other Trust Funds</b>	<b>Overhead Receipts</b>	<b>Restricted Trust Funds</b>	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 12,540,000	\$ 60,000		\$ 330,000	\$ 12,930,000
	Sales & Services		\$ 210,000			\$ 210,000
	Patient Services					\$ -
	Contracts & Grants				\$ 1,630,000	\$ 1,630,000
	Gifts & Investments				\$ 270,000	\$ 270,000
	Other Revenues			\$ 80,000		\$ 80,000
<b>Revenues Total</b>		<b>\$ 12,540,000</b>	<b>\$ 270,000</b>	<b>\$ 80,000</b>	<b>\$ 2,230,000</b>	<b>\$ 15,120,000</b>
Expenses	Salaries and Wages	\$ 8,820,000	\$ 150,000	\$ 20,000	\$ 1,070,000	\$ 10,060,000
	Staff Benefits	\$ 2,870,000	\$ 30,000		\$ 270,000	\$ 3,170,000
	Supplies, Materials, & Equip	\$ 490,000	\$ 10,000	\$ 20,000	\$ 260,000	\$ 780,000
	Services	\$ 350,000	\$ 90,000	\$ 40,000	\$ 350,000	\$ 830,000
	Scholarships & Fellowships	\$ 10,000			\$ 290,000	\$ 300,000
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 12,540,000</b>	<b>\$ 280,000</b>	<b>\$ 80,000</b>	<b>\$ 2,240,000</b>	<b>\$ 15,140,000</b>
Transfers	Transfers In				\$ 20,000	\$ 20,000
	Transfers Out				\$ 20,000	\$ 20,000
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**North Carolina State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>College of Education</b>		<b>General Fund</b>	<b>Auxiliary &amp; Other Trust Funds</b>	<b>Overhead Receipts</b>	<b>Restricted Trust Funds</b>	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 25,770,000			\$ 430,000	\$ 26,200,000
	Sales & Services	\$ 20,000	\$ 1,610,000			\$ 1,630,000
	Patient Services					\$ -
	Contracts & Grants				\$ 18,850,000	\$ 18,850,000
	Gifts & Investments				\$ 30,000	\$ 30,000
	Other Revenues			\$ 820,000		\$ 820,000
<b>Revenues Total</b>		<b>\$ 25,790,000</b>	<b>\$ 1,610,000</b>	<b>\$ 820,000</b>	<b>\$ 19,310,000</b>	<b>\$ 47,530,000</b>
Expenses	Salaries and Wages	\$ 18,930,000	\$ 940,000	\$ 230,000	\$ 7,470,000	\$ 27,570,000
	Staff Benefits	\$ 5,610,000	\$ 220,000	\$ 50,000	\$ 2,010,000	\$ 7,890,000
	Supplies, Materials, & Equip	\$ 640,000	\$ 80,000	\$ 40,000	\$ 410,000	\$ 1,170,000
	Services	\$ 600,000	\$ 320,000	\$ 420,000	\$ 8,960,000	\$ 10,300,000
	Scholarships & Fellowships	\$ 10,000	\$ 90,000	\$ 80,000	\$ 590,000	\$ 770,000
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 25,790,000</b>	<b>\$ 1,650,000</b>	<b>\$ 820,000</b>	<b>\$ 19,440,000</b>	<b>\$ 47,700,000</b>
Transfers	Transfers In		\$ 40,000		\$ 40,000	\$ 80,000
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 40,000</b>	<b>\$ -</b>	<b>\$ 40,000</b>	<b>\$ 80,000</b>
<b>College of Engineering</b>		<b>General Fund</b>	<b>Auxiliary &amp; Other Trust Funds</b>	<b>Overhead Receipts</b>	<b>Restricted Trust Funds</b>	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 116,680,000			\$ 14,880,000	\$ 131,560,000
	Sales & Services	\$ 3,150,000	\$ 4,230,000			\$ 7,380,000
	Patient Services					\$ -
	Contracts & Grants				\$ 101,190,000	\$ 101,190,000
	Gifts & Investments				\$ 210,000	\$ 210,000
	Other Revenues			\$ 5,730,000	\$ 40,000	\$ 5,770,000
<b>Revenues Total</b>		<b>\$ 119,830,000</b>	<b>\$ 4,230,000</b>	<b>\$ 5,730,000</b>	<b>\$ 116,320,000</b>	<b>\$ 246,110,000</b>
Expenses	Salaries and Wages	\$ 87,200,000	\$ 2,150,000	\$ 1,470,000	\$ 40,850,000	\$ 131,670,000
	Staff Benefits	\$ 24,530,000	\$ 590,000	\$ 320,000	\$ 7,950,000	\$ 33,390,000
	Supplies, Materials, & Equip	\$ 3,430,000	\$ 880,000	\$ 1,000,000	\$ 16,670,000	\$ 21,980,000
	Services	\$ 3,320,000	\$ 1,470,000	\$ 2,020,000	\$ 43,140,000	\$ 49,950,000
	Scholarships & Fellowships	\$ 1,480,000	\$ 20,000	\$ 290,000	\$ 8,660,000	\$ 10,450,000
	Debt Service			\$ 630,000		\$ 630,000
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 119,960,000</b>	<b>\$ 5,110,000</b>	<b>\$ 5,730,000</b>	<b>\$ 117,270,000</b>	<b>\$ 248,070,000</b>
Transfers	Transfers In	\$ 130,000	\$ 40,000		\$ 980,000	\$ 1,150,000
	Transfers Out		\$ 50,000		\$ 270,000	\$ 320,000
<b>Net Transfers</b>		<b>\$ 130,000</b>	<b>\$ (10,000)</b>	<b>\$ -</b>	<b>\$ 710,000</b>	<b>\$ 830,000</b>

**North Carolina State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>College of Humanities and Social Sciences</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 56,290,000			\$ 990,000	\$ 57,280,000
	Sales & Services	\$ 800,000	\$ 70,000			\$ 870,000
	Patient Services					\$ -
	Contracts & Grants				\$ 6,530,000	\$ 6,530,000
	Gifts & Investments					\$ -
	Other Revenues			\$ 510,000	\$ 20,000	\$ 530,000
<b>Revenues Total</b>		<b>\$ 57,090,000</b>	<b>\$ 70,000</b>	<b>\$ 510,000</b>	<b>\$ 7,540,000</b>	<b>\$ 65,210,000</b>
Expenses	Salaries and Wages	\$ 42,240,000	\$ 20,000	\$ 200,000	\$ 3,460,000	\$ 45,920,000
	Staff Benefits	\$ 13,140,000		\$ 60,000	\$ 840,000	\$ 14,040,000
	Supplies, Materials, & Equip	\$ 440,000		\$ 40,000	\$ 610,000	\$ 1,090,000
	Services	\$ 980,000	\$ 10,000	\$ 210,000	\$ 2,060,000	\$ 3,260,000
	Scholarships & Fellowships	\$ 290,000			\$ 620,000	\$ 910,000
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 57,090,000</b>	<b>\$ 30,000</b>	<b>\$ 510,000</b>	<b>\$ 7,590,000</b>	<b>\$ 65,220,000</b>
Transfers	Transfers In				\$ 310,000	\$ 310,000
	Transfers Out				\$ 200,000	\$ 200,000
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 110,000</b>	<b>\$ 110,000</b>
<b>Poole College of Management</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 33,760,000			\$ 360,000	\$ 34,120,000
	Sales & Services		\$ 280,000			\$ 280,000
	Patient Services					\$ -
	Contracts & Grants				\$ 2,010,000	\$ 2,010,000
	Gifts & Investments					\$ -
	Other Revenues		\$ 370,000	\$ 60,000	\$ 20,000	\$ 450,000
<b>Revenues Total</b>		<b>\$ 33,760,000</b>	<b>\$ 650,000</b>	<b>\$ 60,000</b>	<b>\$ 2,390,000</b>	<b>\$ 36,860,000</b>
Expenses	Salaries and Wages	\$ 24,040,000	\$ 180,000	\$ 40,000	\$ 1,320,000	\$ 25,580,000
	Staff Benefits	\$ 6,090,000	\$ 60,000	\$ 10,000	\$ 250,000	\$ 6,410,000
	Supplies, Materials, & Equip	\$ 320,000	\$ 10,000		\$ 180,000	\$ 510,000
	Services	\$ 2,040,000	\$ 350,000	\$ 10,000	\$ 750,000	\$ 3,150,000
	Scholarships & Fellowships	\$ 1,270,000			\$ 20,000	\$ 1,290,000
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 33,760,000</b>	<b>\$ 600,000</b>	<b>\$ 60,000</b>	<b>\$ 2,520,000</b>	<b>\$ 36,940,000</b>
Transfers	Transfers In				\$ 90,000	\$ 90,000
	Transfers Out				\$ 60,000	\$ 60,000
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>

**North Carolina State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>College of Natural Resources</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 20,970,000			\$ 580,000	\$ 21,550,000
	Sales & Services	\$ 370,000	\$ 1,660,000			\$ 2,030,000
	Patient Services					\$ -
	Contracts & Grants				\$ 10,720,000	\$ 10,720,000
	Gifts & Investments				\$ 1,910,000	\$ 1,910,000
	Other Revenues	\$ 1,290,000		\$ 570,000		\$ 1,860,000
<b>Revenues Total</b>		<b>\$ 22,630,000</b>	<b>\$ 1,660,000</b>	<b>\$ 570,000</b>	<b>\$ 13,210,000</b>	<b>\$ 38,070,000</b>
Expenses	Salaries and Wages	\$ 16,090,000	\$ 800,000	\$ 250,000	\$ 6,800,000	\$ 23,940,000
	Staff Benefits	\$ 5,020,000	\$ 250,000	\$ 70,000	\$ 1,680,000	\$ 7,020,000
	Supplies, Materials, & Equip	\$ 530,000	\$ 130,000	\$ 140,000	\$ 960,000	\$ 1,760,000
	Services	\$ 990,000	\$ 460,000	\$ 110,000	\$ 3,310,000	\$ 4,870,000
	Scholarships & Fellowships		\$ 40,000		\$ 830,000	\$ 870,000
	Debt Service					\$ -
	Utilities				\$ 10,000	\$ 10,000
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 22,630,000</b>	<b>\$ 1,680,000</b>	<b>\$ 570,000</b>	<b>\$ 13,590,000</b>	<b>\$ 38,470,000</b>
Transfers	Transfers In		\$ 20,000		\$ 320,000	\$ 340,000
	Transfers Out				\$ 40,000	\$ 40,000
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ 280,000</b>	<b>\$ 300,000</b>

Note: \$2.1M and \$1.7M of state appropriation in this organizational unit is required to be used for Agricultural Research and Cooperative Extension respectively.

<b>College of Sciences</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 71,130,000			\$ 1,800,000	\$ 72,930,000
	Sales & Services	\$ 20,000	\$ 170,000			\$ 190,000
	Patient Services					\$ -
	Contracts & Grants				\$ 40,900,000	\$ 40,900,000
	Gifts & Investments					\$ -
	Other Revenues			\$ 3,840,000	\$ 500,000	\$ 4,340,000
<b>Revenues Total</b>		<b>\$ 71,150,000</b>	<b>\$ 170,000</b>	<b>\$ 3,840,000</b>	<b>\$ 43,200,000</b>	<b>\$ 118,360,000</b>
Expenses	Salaries and Wages	\$ 55,480,000	\$ 120,000	\$ 210,000	\$ 15,420,000	\$ 71,230,000
	Staff Benefits	\$ 14,790,000	\$ 30,000	\$ 40,000	\$ 3,360,000	\$ 18,220,000
	Supplies, Materials, & Equip	\$ 220,000	\$ 20,000	\$ 2,050,000	\$ 5,110,000	\$ 7,400,000
	Services	\$ 100,000	\$ 140,000	\$ 1,420,000	\$ 16,840,000	\$ 18,500,000
	Scholarships & Fellowships	\$ 260,000		\$ 120,000	\$ 2,500,000	\$ 2,880,000
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses	\$ 300,000				\$ 300,000
<b>Expenses Total</b>		<b>\$ 71,150,000</b>	<b>\$ 310,000</b>	<b>\$ 3,840,000</b>	<b>\$ 43,230,000</b>	<b>\$ 118,530,000</b>
Transfers	Transfers In		\$ (30,000)		\$ (250,000)	\$ (280,000)
	Transfers Out				\$ 140,000	\$ 140,000
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ (30,000)</b>	<b>\$ -</b>	<b>\$ (390,000)</b>	<b>\$ (420,000)</b>

**North Carolina State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Wilson College of Textiles</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 13,680,000	\$ 250,000		\$ 520,000	\$ 14,450,000
	Sales & Services	\$ 110,000	\$ 2,560,000			\$ 2,670,000
	Patient Services					\$ -
	Contracts & Grants				\$ 4,600,000	\$ 4,600,000
	Gifts & Investments				\$ 3,040,000	\$ 3,040,000
	Other Revenues			\$ 250,000	\$ 10,000	\$ 260,000
<b>Revenues Total</b>		<b>\$ 13,790,000</b>	<b>\$ 2,810,000</b>	<b>\$ 250,000</b>	<b>\$ 8,170,000</b>	<b>\$ 25,020,000</b>
Expenses	Salaries and Wages	\$ 9,460,000	\$ 1,810,000	\$ 60,000	\$ 2,830,000	\$ 14,160,000
	Staff Benefits	\$ 3,200,000	\$ 550,000	\$ 30,000	\$ 680,000	\$ 4,460,000
	Supplies, Materials, & Equip	\$ 840,000	\$ 500,000	\$ 100,000	\$ 830,000	\$ 2,270,000
	Services	\$ 290,000	\$ 560,000	\$ 60,000	\$ 2,190,000	\$ 3,100,000
	Scholarships & Fellowships		\$ 10,000		\$ 1,330,000	\$ 1,340,000
	Debt Service					\$ -
	Utilities		\$ 40,000			\$ 40,000
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 13,790,000</b>	<b>\$ 3,470,000</b>	<b>\$ 250,000</b>	<b>\$ 7,860,000</b>	<b>\$ 25,370,000</b>
Transfers	Transfers In		\$ 20,000		\$ 350,000	\$ 370,000
	Transfers Out				\$ 230,000	\$ 230,000
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ 120,000</b>	<b>\$ 140,000</b>
<b>College of Veterinary Medicine</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 47,690,000			\$ 280,000	\$ 47,970,000
	Sales & Services	\$ 27,930,000	\$ 3,470,000		\$ 4,700,000	\$ 36,100,000
	Patient Services					\$ -
	Contracts & Grants				\$ 17,940,000	\$ 17,940,000
	Gifts & Investments				\$ 300,000	\$ 300,000
	Other Revenues	\$ 80,000		\$ 1,270,000		\$ 1,350,000
<b>Revenues Total</b>		<b>\$ 75,700,000</b>	<b>\$ 3,470,000</b>	<b>\$ 1,270,000</b>	<b>\$ 23,220,000</b>	<b>\$ 103,660,000</b>
Expenses	Salaries and Wages	\$ 46,270,000	\$ 1,310,000	\$ 130,000	\$ 6,390,000	\$ 54,100,000
	Staff Benefits	\$ 13,670,000	\$ 420,000	\$ 20,000	\$ 1,710,000	\$ 15,820,000
	Supplies, Materials, & Equip	\$ 8,940,000	\$ 1,010,000	\$ 500,000	\$ 3,300,000	\$ 13,750,000
	Services	\$ 6,750,000	\$ 910,000	\$ 570,000	\$ 9,520,000	\$ 17,750,000
	Scholarships & Fellowships	\$ 200,000	\$ 10,000	\$ 50,000	\$ 1,170,000	\$ 1,430,000
	Debt Service				\$ 30,000	\$ 30,000
	Utilities				\$ 20,000	\$ 20,000
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 75,830,000</b>	<b>\$ 3,660,000</b>	<b>\$ 1,270,000</b>	<b>\$ 22,140,000</b>	<b>\$ 102,900,000</b>
Transfers	Transfers In	\$ 130,000	\$ 40,000		\$ 4,190,000	\$ 4,360,000
	Transfers Out		\$ 1,340,000		\$ 5,010,000	\$ 6,350,000
<b>Net Transfers</b>		<b>\$ 130,000</b>	<b>\$ (1,300,000)</b>	<b>\$ -</b>	<b>\$ (820,000)</b>	<b>\$ (1,990,000)</b>

Note: \$10k of state appropriation in this organizational unit is required to be used for Agricultural Research.

**North Carolina State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Academic Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 77,400,000	\$ 1,000,000		\$ 4,320,000	\$ 82,720,000
	Sales & Services	\$ 310,000	\$ 980,000		\$ 760,000	\$ 2,050,000
	Patient Services					\$ -
	Contracts & Grants				\$ 2,580,000	\$ 2,580,000
	Gifts & Investments				\$ 10,000	\$ 10,000
	Other Revenues	\$ 10,000	\$ 80,000	\$ 30,000		\$ 120,000
<b>Revenues Total</b>		<b>\$ 77,720,000</b>	<b>\$ 2,060,000</b>	<b>\$ 30,000</b>	<b>\$ 7,670,000</b>	<b>\$ 87,480,000</b>
Expenses	Salaries and Wages	\$ 32,880,000	\$ 1,090,000		\$ 2,510,000	\$ 36,480,000
	Staff Benefits	\$ 8,840,000	\$ 380,000		\$ 920,000	\$ 10,140,000
	Supplies, Materials, & Equip	\$ 2,570,000	\$ 180,000		\$ 1,700,000	\$ 4,450,000
	Services	\$ 8,120,000	\$ 1,210,000	\$ 30,000	\$ 540,000	\$ 9,900,000
	Scholarships & Fellowships	\$ 25,310,000	\$ 30,000		\$ 2,100,000	\$ 27,440,000
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 77,720,000</b>	<b>\$ 2,890,000</b>	<b>\$ 30,000</b>	<b>\$ 7,770,000</b>	<b>\$ 88,410,000</b>
Transfers	Transfers In	\$ -	\$ 580,000	\$ -	\$ 20,000	\$ 600,000
	Transfers Out	\$ -	\$ (20,000)	\$ -	\$ (480,000)	\$ (500,000)
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 600,000</b>	<b>\$ -</b>	<b>\$ 500,000</b>	<b>\$ 1,100,000</b>
<b>Student Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 15,180,000			\$ 16,990,000	\$ 32,170,000
	Sales & Services		\$ 3,740,000		\$ 30,000	\$ 3,770,000
	Patient Services					\$ -
	Contracts & Grants				\$ 3,720,000	\$ 3,720,000
	Gifts & Investments					\$ -
	Other Revenues		\$ 850,000	\$ 130,000	\$ 590,000	\$ 1,570,000
<b>Revenues Total</b>		<b>\$ 15,180,000</b>	<b>\$ 4,590,000</b>	<b>\$ 130,000</b>	<b>\$ 21,330,000</b>	<b>\$ 41,230,000</b>
Expenses	Salaries and Wages	\$ 9,860,000	\$ 5,380,000	\$ 30,000	\$ 10,010,000	\$ 25,280,000
	Staff Benefits	\$ 3,730,000	\$ 1,560,000		\$ 2,830,000	\$ 8,120,000
	Supplies, Materials, & Equip	\$ 420,000	\$ 730,000		\$ 1,720,000	\$ 2,870,000
	Services	\$ 1,170,000	\$ (1,280,000)	\$ 100,000	\$ 6,590,000	\$ 6,580,000
	Scholarships & Fellowships				\$ 120,000	\$ 120,000
	Debt Service		\$ 650,000			\$ 650,000
	Utilities		\$ 140,000		\$ 570,000	\$ 710,000
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 15,180,000</b>	<b>\$ 7,180,000</b>	<b>\$ 130,000</b>	<b>\$ 21,840,000</b>	<b>\$ 44,330,000</b>
Transfers	Transfers In		\$ 2,040,000		\$ 80,000	\$ 2,120,000
	Transfers Out		\$ 10,000		\$ 240,000	\$ 250,000
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 2,030,000</b>	<b>\$ -</b>	<b>\$ (160,000)</b>	<b>\$ 1,870,000</b>

**North Carolina State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Financial Aid</b>		<b>General Fund</b>	<b>Auxiliary &amp; Other Trust Funds</b>	<b>Overhead Receipts</b>	<b>Restricted Trust Funds</b>	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 52,960,000			\$	<b>52,960,000</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$ 152,890,000	<b>152,890,000</b>
	Gifts & Investments				\$ 13,340,000	<b>13,340,000</b>
	Other Revenues			\$ 150,000		<b>150,000</b>
<b>Revenues Total</b>		<b>\$ 52,960,000</b>	<b>\$ -</b>	<b>\$ 150,000</b>	<b>\$ 166,230,000</b>	<b>\$ 219,340,000</b>
Expenses	Salaries and Wages	\$ 1,610,000			\$ 740,000	<b>2,350,000</b>
	Staff Benefits	\$ 630,000			\$ 30,000	<b>660,000</b>
	Supplies, Materials, & Equip				\$ 10,000	<b>10,000</b>
	Services	\$ 50,000			\$ 150,000	<b>200,000</b>
	Scholarships & Fellowships	\$ 50,670,000		\$ 150,000	\$ 165,700,000	<b>216,520,000</b>
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 52,960,000</b>	<b>\$ -</b>	<b>\$ 150,000</b>	<b>\$ 166,630,000</b>	<b>\$ 219,740,000</b>
Transfers	Transfers In				\$ 930,000	<b>930,000</b>
	Transfers Out				\$ (130,000)	<b>(130,000)</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,060,000</b>	<b>\$ 1,060,000</b>
<b>Library</b>		<b>General Fund</b>	<b>Auxiliary &amp; Other Trust Funds</b>	<b>Overhead Receipts</b>	<b>Restricted Trust Funds</b>	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 35,290,000			\$ 840,000	<b>36,130,000</b>
	Sales & Services	\$ 20,000	\$ 170,000			<b>190,000</b>
	Patient Services					-
	Contracts & Grants				\$ 4,210,000	<b>4,210,000</b>
	Gifts & Investments					-
	Other Revenues	\$ 40,000		\$ 60,000		<b>100,000</b>
<b>Revenues Total</b>		<b>\$ 35,350,000</b>	<b>\$ 170,000</b>	<b>\$ 60,000</b>	<b>\$ 5,050,000</b>	<b>\$ 40,630,000</b>
Expenses	Salaries and Wages	\$ 15,600,000	\$ 50,000	\$ 200,000	\$ 290,000	<b>16,140,000</b>
	Staff Benefits	\$ 5,070,000	\$ 10,000	\$ 60,000	\$ 50,000	<b>5,190,000</b>
	Supplies, Materials, & Equip	\$ 12,130,000	\$ 30,000	\$ 930,000	\$ 4,490,000	<b>17,580,000</b>
	Services	\$ 1,340,000	\$ 10,000	\$ 500,000	\$ 210,000	<b>2,060,000</b>
	Scholarships & Fellowships				\$ 30,000	<b>30,000</b>
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses	\$ 1,210,000				<b>1,210,000</b>
<b>Expenses Total</b>		<b>\$ 35,350,000</b>	<b>\$ 100,000</b>	<b>\$ 1,690,000</b>	<b>\$ 5,070,000</b>	<b>\$ 42,210,000</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$ 10,000	<b>10,000</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (10,000)</b>	<b>\$ (10,000)</b>

**North Carolina State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Sponsored Research</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 5,920,000			\$	\$ 5,920,000
	Sales & Services	\$ 1,930,000	\$ 3,170,000		\$ 500,000	\$ 5,600,000
	Patient Services					\$ -
	Contracts & Grants	\$ 360,000	\$ 10,000		\$ 47,210,000	\$ 47,580,000
	Gifts & Investments					\$ -
	Other Revenues			\$ 18,260,000	\$ 5,120,000	\$ 23,380,000
<b>Revenues Total</b>		<b>\$ 8,210,000</b>	<b>\$ 3,180,000</b>	<b>\$ 18,260,000</b>	<b>\$ 52,830,000</b>	<b>\$ 82,480,000</b>
Expenses	Salaries and Wages	\$ 3,490,000	\$ 1,370,000	\$ 6,480,000	\$ 15,840,000	\$ 27,180,000
	Staff Benefits	\$ 1,990,000	\$ 500,000	\$ 2,060,000	\$ 4,460,000	\$ 9,010,000
	Supplies, Materials, & Equip	\$ 410,000	\$ 90,000	\$ 6,150,000	\$ 2,220,000	\$ 8,870,000
	Services	\$ 1,140,000	\$ 1,130,000	\$ 3,570,000	\$ 29,350,000	\$ 35,190,000
	Scholarships & Fellowships				\$ 1,010,000	\$ 1,010,000
	Debt Service					\$ -
	Utilities		\$ 10,000			\$ 10,000
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 7,030,000</b>	<b>\$ 3,100,000</b>	<b>\$ 18,260,000</b>	<b>\$ 52,880,000</b>	<b>\$ 81,270,000</b>
Transfers	Transfers In		\$ 70,000		\$ 3,490,000	\$ 3,560,000
	Transfers Out	\$ 1,180,000			\$ 4,630,000	\$ 5,810,000
<b>Net Transfers</b>		<b>\$ (1,180,000)</b>	<b>\$ 70,000</b>	<b>\$ -</b>	<b>\$ (1,140,000)</b>	<b>\$ (2,250,000)</b>
<b>University Administration</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 6,420,000				\$ 6,420,000
	Sales & Services					\$ -
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues			\$ 170,000		\$ 170,000
<b>Revenues Total</b>		<b>\$ 6,420,000</b>	<b>\$ -</b>	<b>\$ 170,000</b>	<b>\$ -</b>	<b>\$ 6,590,000</b>
Expenses	Salaries and Wages	\$ 4,270,000		\$ 120,000		\$ 4,390,000
	Staff Benefits	\$ 1,640,000	\$ 10,000	\$ 30,000		\$ 1,680,000
	Supplies, Materials, & Equip	\$ 150,000	\$ 20,000			\$ 170,000
	Services	\$ 360,000		\$ 20,000		\$ 380,000
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 6,420,000</b>	<b>\$ 30,000</b>	<b>\$ 170,000</b>	<b>\$ -</b>	<b>\$ 6,620,000</b>
Transfers	Transfers In		\$ 130,000			\$ 130,000
	Transfers Out		\$ 10,000			\$ 10,000
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 120,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 120,000</b>

**North Carolina State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Business Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 20,560,000	\$ 6,290,000		\$ 140,000	\$ 26,990,000
	Sales & Services	\$ 310,000	\$ 3,660,000		\$ 260,000	\$ 4,230,000
	Patient Services					\$ -
	Contracts & Grants				\$ 390,000	\$ 390,000
	Gifts & Investments		\$ 50,000		\$ 210,000	\$ 260,000
	Other Revenues	\$ 20,000	\$ 1,100,000	\$ 8,800,000	\$ 8,850,000	\$ 18,770,000
<b>Revenues Total</b>		<b>\$ 20,890,000</b>	<b>\$ 11,100,000</b>	<b>\$ 8,800,000</b>	<b>\$ 9,850,000</b>	<b>\$ 50,640,000</b>
Expenses	Salaries and Wages	\$ 13,590,000	\$ 1,130,000	\$ 5,320,000	\$ 260,000	\$ 20,300,000
	Staff Benefits	\$ 5,050,000	\$ 360,000	\$ 1,810,000	\$ 80,000	\$ 7,300,000
	Supplies, Materials, & Equip	\$ 1,070,000	\$ 1,460,000	\$ 710,000	\$ 100,000	\$ 3,340,000
	Services	\$ 1,180,000	\$ 8,270,000	\$ 960,000	\$ 5,950,000	\$ 16,360,000
	Scholarships & Fellowships				\$ 390,000	\$ 390,000
	Debt Service				\$ 2,680,000	\$ 2,680,000
	Utilities		\$ 70,000		\$ 430,000	\$ 500,000
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 20,890,000</b>	<b>\$ 11,290,000</b>	<b>\$ 8,800,000</b>	<b>\$ 9,890,000</b>	<b>\$ 50,870,000</b>
Transfers	Transfers In		\$ 2,420,000		\$ 4,460,000	\$ 6,880,000
	Transfers Out		\$ 1,400,000		\$ 4,500,000	\$ 5,900,000
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 1,020,000</b>	<b>\$ -</b>	<b>\$ (40,000)</b>	<b>\$ 980,000</b>
<b>Facilities</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 90,070,000			\$ 150,000	\$ 90,220,000
	Sales & Services	\$ 34,090,000	\$ 1,180,000			\$ 35,270,000
	Patient Services					\$ -
	Contracts & Grants				\$ 10,000	\$ 10,000
	Gifts & Investments				\$ 10,000	\$ 10,000
	Other Revenues			\$ 4,520,000		\$ 4,520,000
<b>Revenues Total</b>		<b>\$ 124,160,000</b>	<b>\$ 1,180,000</b>	<b>\$ 4,520,000</b>	<b>\$ 170,000</b>	<b>\$ 130,030,000</b>
Expenses	Salaries and Wages	\$ 44,620,000		\$ 1,580,000		\$ 46,200,000
	Staff Benefits	\$ 18,030,000		\$ 610,000		\$ 18,640,000
	Supplies, Materials, & Equip	\$ 9,570,000	\$ 2,990,000	\$ 180,000	\$ 150,000	\$ 12,890,000
	Services	\$ 15,930,000	\$ 40,000	\$ 340,000	\$ 30,000	\$ 16,340,000
	Scholarships & Fellowships					\$ -
	Debt Service	\$ 9,660,000				\$ 9,660,000
	Utilities	\$ 26,350,000		\$ 1,760,000		\$ 28,110,000
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 124,160,000</b>	<b>\$ 3,030,000</b>	<b>\$ 4,470,000</b>	<b>\$ 180,000</b>	<b>\$ 131,840,000</b>
Transfers	Transfers In	\$ -	\$ -	\$ -	\$ -	\$ -
	Transfers Out	\$ -	\$ -	\$ 50,000	\$ -	\$ 50,000
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ (50,000)</b>	<b>\$ -</b>	<b>\$ (50,000)</b>

**North Carolina State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Human Resources</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 7,390,000			\$	<b>7,390,000</b>
	Sales & Services	\$ 90,000	\$ 2,190,000		\$	<b>2,280,000</b>
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$	-
	Other Revenues			\$ 1,740,000	\$	<b>1,740,000</b>
<b>Revenues Total</b>		<b>\$ 7,480,000</b>	<b>\$ 2,190,000</b>	<b>\$ 1,740,000</b>	<b>\$ -</b>	<b>\$ 11,410,000</b>
Expenses	Salaries and Wages	\$ 5,030,000	\$ 910,000	\$ 1,170,000	\$	<b>7,110,000</b>
	Staff Benefits	\$ 1,700,000	\$ 590,000	\$ 410,000	\$	<b>2,700,000</b>
	Supplies, Materials, & Equip	\$ 70,000	\$ 270,000	\$ 20,000	\$	<b>360,000</b>
	Services	\$ 680,000	\$ 160,000	\$ 140,000	\$	<b>980,000</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 7,480,000</b>	<b>\$ 1,930,000</b>	<b>\$ 1,740,000</b>	<b>\$ -</b>	<b>\$ 11,150,000</b>
Transfers	Transfers In		\$ 460,000		\$	<b>460,000</b>
	Transfers Out		\$ 20,000		\$	<b>20,000</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 440,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 440,000</b>
<b>Information Technology</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 35,470,000			\$ 2,710,000	<b>\$ 38,180,000</b>
	Sales & Services	\$ 1,970,000	\$ 20,170,000		\$	<b>22,140,000</b>
	Patient Services				\$	-
	Contracts & Grants				\$ 30,000	<b>\$ 30,000</b>
	Gifts & Investments				\$	-
	Other Revenues		\$ 1,720,000	\$ 5,640,000	\$	<b>7,360,000</b>
<b>Revenues Total</b>		<b>\$ 37,440,000</b>	<b>\$ 21,890,000</b>	<b>\$ 5,640,000</b>	<b>\$ 2,740,000</b>	<b>\$ 67,710,000</b>
Expenses	Salaries and Wages	\$ 21,450,000	\$ 4,850,000	\$ 2,510,000	\$ 140,000	<b>\$ 28,950,000</b>
	Staff Benefits	\$ 7,510,000	\$ 1,870,000	\$ 820,000	\$ 10,000	<b>\$ 10,210,000</b>
	Supplies, Materials, & Equip	\$ 1,320,000	\$ 10,400,000	\$ 720,000	\$ 2,600,000	<b>\$ 15,040,000</b>
	Services	\$ 7,160,000	\$ 5,310,000	\$ 1,590,000	\$ 10,000	<b>\$ 14,070,000</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities		\$ 40,000		\$	<b>40,000</b>
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 37,440,000</b>	<b>\$ 22,470,000</b>	<b>\$ 5,640,000</b>	<b>\$ 2,760,000</b>	<b>\$ 68,310,000</b>
Transfers	Transfers In		\$ 1,770,000		\$	<b>1,770,000</b>
	Transfers Out		\$ 1,550,000		\$	<b>1,550,000</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 220,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 220,000</b>

**North Carolina State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Public Safety</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 6,200,000			\$ 1,120,000	\$ 7,320,000
	Sales & Services	\$ 580,000				\$ 580,000
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues			\$ 1,240,000		\$ 1,240,000
<b>Revenues Total</b>		\$ 6,780,000	\$ -	\$ 1,240,000	\$ 1,120,000	\$ 9,140,000
Expenses	Salaries and Wages	\$ 4,460,000		\$ 720,000	\$ 740,000	\$ 5,920,000
	Staff Benefits	\$ 2,000,000		\$ 320,000	\$ 280,000	\$ 2,600,000
	Supplies, Materials, & Equip	\$ 120,000		\$ 120,000	\$ 100,000	\$ 340,000
	Services	\$ 200,000		\$ 80,000		\$ 280,000
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		\$ 6,780,000	\$ -	\$ 1,240,000	\$ 1,120,000	\$ 9,140,000
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		\$ -	\$ -	\$ -	\$ -	\$ -
<b>Advancement</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 11,240,000				\$ 11,240,000
	Sales & Services	\$ 720,000				\$ 720,000
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments				\$ 80,000	\$ 80,000
	Other Revenues		\$ 1,870,000			\$ 1,870,000
<b>Revenues Total</b>		\$ 11,960,000	\$ 1,870,000	\$ -	\$ 80,000	\$ 13,910,000
Expenses	Salaries and Wages	\$ 8,560,000	\$ 590,000		\$ 3,250,000	\$ 12,400,000
	Staff Benefits	\$ 3,180,000	\$ 200,000		\$ 1,040,000	\$ 4,420,000
	Supplies, Materials, & Equip	\$ 30,000	\$ 260,000		\$ 20,000	\$ 310,000
	Services	\$ 190,000	\$ 90,000		\$ 360,000	\$ 640,000
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		\$ 11,960,000	\$ 1,140,000	\$ -	\$ 4,670,000	\$ 17,770,000
Transfers	Transfers In				\$ 6,850,000	\$ 6,850,000
	Transfers Out		\$ 1,080,000		\$ 3,530,000	\$ 4,610,000
<b>Net Transfers</b>		\$ -	\$ (1,080,000)	\$ -	\$ 3,320,000	\$ 2,240,000

**North Carolina State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Dining</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>		\$ -	\$ 3,650,222	\$ -	\$ -	\$ 3,650,222
Revenues	State Appropriation, Tuition, & Fees					\$ -
	Sales & Services		\$ 46,290,000			\$ 46,290,000
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments		\$ 90,000			\$ 90,000
	Other Revenues		\$ 550,000			\$ 550,000
<b>Revenues Total</b>		\$ -	\$ 46,930,000	\$ -	\$ -	\$ 46,930,000
Expenses	Salaries and Wages		\$ 14,770,000			\$ 14,770,000
	Staff Benefits		\$ 3,590,000			\$ 3,590,000
	Supplies, Materials, & Equip		\$ 14,960,000			\$ 14,960,000
	Services		\$ 7,180,000			\$ 7,180,000
	Scholarships & Fellowships					\$ -
	Debt Service		\$ 450,000			\$ 450,000
	Utilities		\$ 1,350,000			\$ 1,350,000
	Other Expenses					\$ -
<b>Expenses Total</b>		\$ -	\$ 42,300,000	\$ -	\$ -	\$ 42,300,000
Transfers	Transfers In					\$ -
	Transfers Out		\$ 4,590,000			\$ 4,590,000
<b>Net Transfers</b>		\$ -	\$ (4,590,000)	\$ -	\$ -	\$ (4,590,000)
<b>Ending Fund Balance</b>		\$ -	\$ 3,690,222	\$ -	\$ -	\$ 3,690,222
<b>Housing</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>		\$ -	\$ 21,564,740	\$ -	\$ (29,438)	\$ 21,535,303
Revenues	State Appropriation, Tuition, & Fees					\$ -
	Sales & Services		\$ 64,670,000			\$ 64,670,000
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues		\$ 30,000			\$ 30,000
<b>Revenues Total</b>		\$ -	\$ 64,700,000	\$ -	\$ -	\$ 64,700,000
Expenses	Salaries and Wages		\$ 8,210,000			\$ 8,210,000
	Staff Benefits		\$ 2,460,000			\$ 2,460,000
	Supplies, Materials, & Equip		\$ 3,320,000			\$ 3,320,000
	Services		\$ 19,430,000		\$ 30,000	\$ 19,460,000
	Scholarships & Fellowships		\$ 240,000			\$ 240,000
	Debt Service		\$ 22,880,000			\$ 22,880,000
	Utilities		\$ 5,640,000			\$ 5,640,000
	Other Expenses					\$ -
<b>Expenses Total</b>		\$ -	\$ 62,180,000	\$ -	\$ 30,000	\$ 62,210,000
Transfers	Transfers In					\$ -
	Transfers Out		\$ 1,980,000			\$ 1,980,000
<b>Net Transfers</b>		\$ -	\$ (1,980,000)	\$ -	\$ -	\$ (1,980,000)
<b>Ending Fund Balance</b>		\$ -	\$ 22,104,740	\$ -	\$ (59,438)	\$ 22,045,303

**North Carolina State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Parking</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>		\$ -	\$ 13,346,081	\$ -	\$ (19,167)	\$ 13,326,914
Revenues	State Appropriation, Tuition, & Fees				\$ -	\$ -
	Sales & Services		\$ 10,930,000			\$ 10,930,000
	Patient Services				\$ -	\$ -
	Contracts & Grants			\$ 20,000		\$ 20,000
	Gifts & Investments		\$ 50,000			\$ 50,000
	Other Revenues				\$ -	\$ -
<b>Revenues Total</b>		\$ -	\$ 10,980,000	\$ -	\$ 20,000	\$ 11,000,000
Expenses	Salaries and Wages		\$ 2,520,000		\$ 20,000	\$ 2,540,000
	Staff Benefits		\$ 1,060,000			\$ 1,060,000
	Supplies, Materials, & Equip		\$ 450,000			\$ 450,000
	Services		\$ 4,070,000			\$ 4,070,000
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities		\$ 370,000			\$ 370,000
	Other Expenses					\$ -
<b>Expenses Total</b>		\$ -	\$ 8,470,000	\$ -	\$ 20,000	\$ 8,490,000
Transfers	Transfers In					\$ -
	Transfers Out		\$ 3,250,000			\$ 3,250,000
<b>Net Transfers</b>		\$ -	\$ (3,250,000)	\$ -	\$ -	\$ (3,250,000)
<b>Ending Fund Balance</b>		\$ -	\$ 12,606,081	\$ -	\$ (19,167)	\$ 12,586,914
<b>Athletics</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>		\$ -	\$ 4,999,928	\$ -	\$ 155,510	\$ 5,155,438
Revenues	State Appropriation, Tuition, & Fees		\$ 6,800,000			\$ 6,800,000
	Sales & Services		\$ 77,590,000			\$ 77,590,000
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments			\$ 15,500,000		\$ 15,500,000
	Other Revenues		\$ 580,000			\$ 580,000
<b>Revenues Total</b>		\$ -	\$ 84,970,000	\$ -	\$ 15,500,000	\$ 100,470,000
Expenses	Salaries and Wages		\$ 37,000,000			\$ 37,000,000
	Staff Benefits		\$ 8,700,000		\$ 130,000	\$ 8,830,000
	Supplies, Materials, & Equip		\$ 3,640,000			\$ 3,640,000
	Services		\$ 30,020,000		\$ 940,000	\$ 30,960,000
	Scholarships & Fellowships		\$ 420,000		\$ 14,400,000	\$ 14,820,000
	Debt Service		\$ 1,450,000			\$ 1,450,000
	Utilities		\$ 1,590,000			\$ 1,590,000
	Other Expenses					\$ -
<b>Expenses Total</b>		\$ -	\$ 82,820,000	\$ -	\$ 15,470,000	\$ 98,290,000
Transfers	Transfers In		\$ 420,000		\$ 400,000	\$ 820,000
	Transfers Out		\$ 3,470,000		\$ 420,000	\$ 3,890,000
<b>Net Transfers</b>		\$ -	\$ (3,050,000)	\$ -	\$ (20,000)	\$ (3,070,000)
<b>Ending Fund Balance</b>		\$ -	\$ 4,099,928	\$ -	\$ 165,510	\$ 4,265,438

**North Carolina State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Student Health</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>		\$ -	\$ 315,000	\$ -	\$ 5,935,745	\$ 6,250,745
Revenues	State Appropriation, Tuition, & Fees	\$ 1,040,000			\$ 13,980,000	\$ 15,020,000
	Sales & Services		\$ 5,780,000			\$ 5,780,000
	Patient Services					\$ -
	Contracts & Grants				\$ 70,000	\$ 70,000
	Gifts & Investments				\$ 20,000	\$ 20,000
	Other Revenues		\$ 30,000		\$ -	\$ 30,000
<b>Revenues Total</b>		\$ 1,040,000	\$ 5,810,000	\$ -	\$ 14,070,000	\$ 20,920,000
Expenses	Salaries and Wages	\$ 760,000	\$ 1,370,000		\$ 8,710,000	\$ 10,840,000
	Staff Benefits	\$ 260,000	\$ 470,000		\$ 2,940,000	\$ 3,670,000
	Supplies, Materials, & Equip	\$ 10,000	\$ 2,520,000		\$ 330,000	\$ 2,860,000
	Services	\$ 10,000	\$ 1,450,000		\$ 1,780,000	\$ 3,240,000
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities				\$ 210,000	\$ 210,000
	Other Expenses					\$ -
<b>Expenses Total</b>		\$ 1,040,000	\$ 5,810,000	\$ -	\$ 13,970,000	\$ 20,820,000
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		\$ -	\$ -	\$ -	\$ -	\$ -
<b>Ending Fund Balance</b>		\$ -	\$ 315,000	\$ -	\$ 6,035,745	\$ 6,350,745
<b>Other Auxiliaries</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,070,000	\$ 4,550,000			\$ 5,620,000
	Sales & Services	\$ 310,000	\$ 14,450,000			\$ 14,760,000
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments		\$ 60,000			\$ 60,000
	Other Revenues		\$ 90,000			\$ 90,000
<b>Revenues Total</b>		\$ 1,380,000	\$ 19,150,000	\$ -	\$ -	\$ 20,530,000
Expenses	Salaries and Wages	\$ 970,000	\$ 3,510,000			\$ 4,480,000
	Staff Benefits	\$ 280,000	\$ 1,200,000			\$ 1,480,000
	Supplies, Materials, & Equip	\$ 50,000	\$ 9,970,000			\$ 10,020,000
	Services	\$ 80,000	\$ 2,150,000			\$ 2,230,000
	Scholarships & Fellowships					\$ -
	Debt Service		\$ 450,000			\$ 450,000
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		\$ 1,380,000	\$ 17,280,000	\$ -	\$ -	\$ 18,660,000
Transfers	Transfers In					\$ -
	Transfers Out		\$ 1,780,000			\$ 1,780,000
<b>Net Transfers</b>		\$ -	\$ (1,780,000)	\$ -	\$ -	\$ (1,780,000)

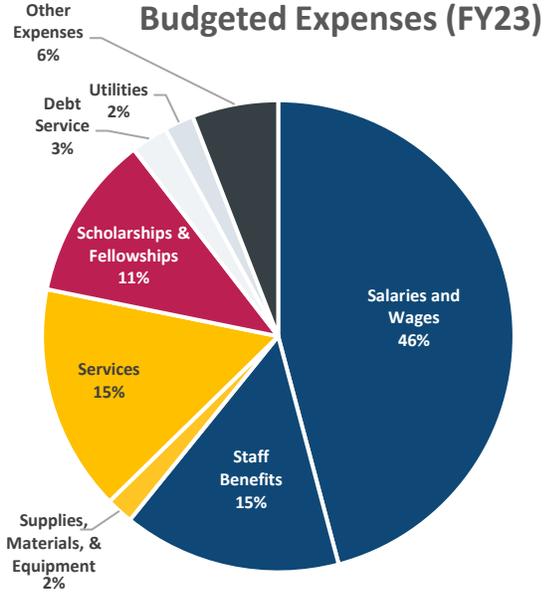
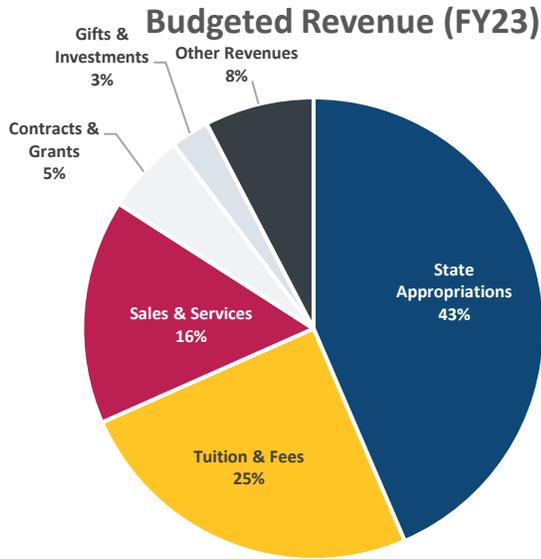
**North Carolina State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>McKimmon Center</b>		<b>General Fund</b>	<b>Auxiliary &amp; Other Trust Funds</b>	<b>Overhead Receipts</b>	<b>Restricted Trust Funds</b>	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 3,690,000	\$ 830,000		\$	<b>4,520,000</b>
	Sales & Services	\$ 1,440,000	\$ 1,400,000		\$	<b>2,840,000</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants				\$ 9,150,000	<b>9,150,000</b>
	Gifts & Investments				\$ 110,000	<b>110,000</b>
	Other Revenues	\$ 800,000		\$ 160,000	\$	<b>960,000</b>
<b>Revenues Total</b>		<b>\$ 5,930,000</b>	<b>\$ 2,230,000</b>	<b>\$ 160,000</b>	<b>\$ 9,260,000</b>	<b>\$ 17,580,000</b>
Expenses	Salaries and Wages	\$ 1,820,000	\$ 960,000		\$ 4,200,000	<b>6,980,000</b>
	Staff Benefits	\$ 1,120,000	\$ 380,000		\$ 1,540,000	<b>3,040,000</b>
	Supplies, Materials, & Equip	\$ 140,000	\$ 120,000	\$ 20,000	\$ 510,000	<b>790,000</b>
	Services	\$ 2,240,000	\$ 810,000	\$ 140,000	\$ 3,020,000	<b>6,210,000</b>
	Scholarships & Fellowships				\$	<b>-</b>
	Debt Service				\$	<b>-</b>
	Utilities				\$ 30,000	<b>30,000</b>
	Other Expenses	\$ 610,000			\$	<b>610,000</b>
<b>Expenses Total</b>		<b>\$ 5,930,000</b>	<b>\$ 2,270,000</b>	<b>\$ 160,000</b>	<b>\$ 9,300,000</b>	<b>\$ 17,660,000</b>
Transfers	Transfers In				\$	<b>-</b>
	Transfers Out				\$	<b>-</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

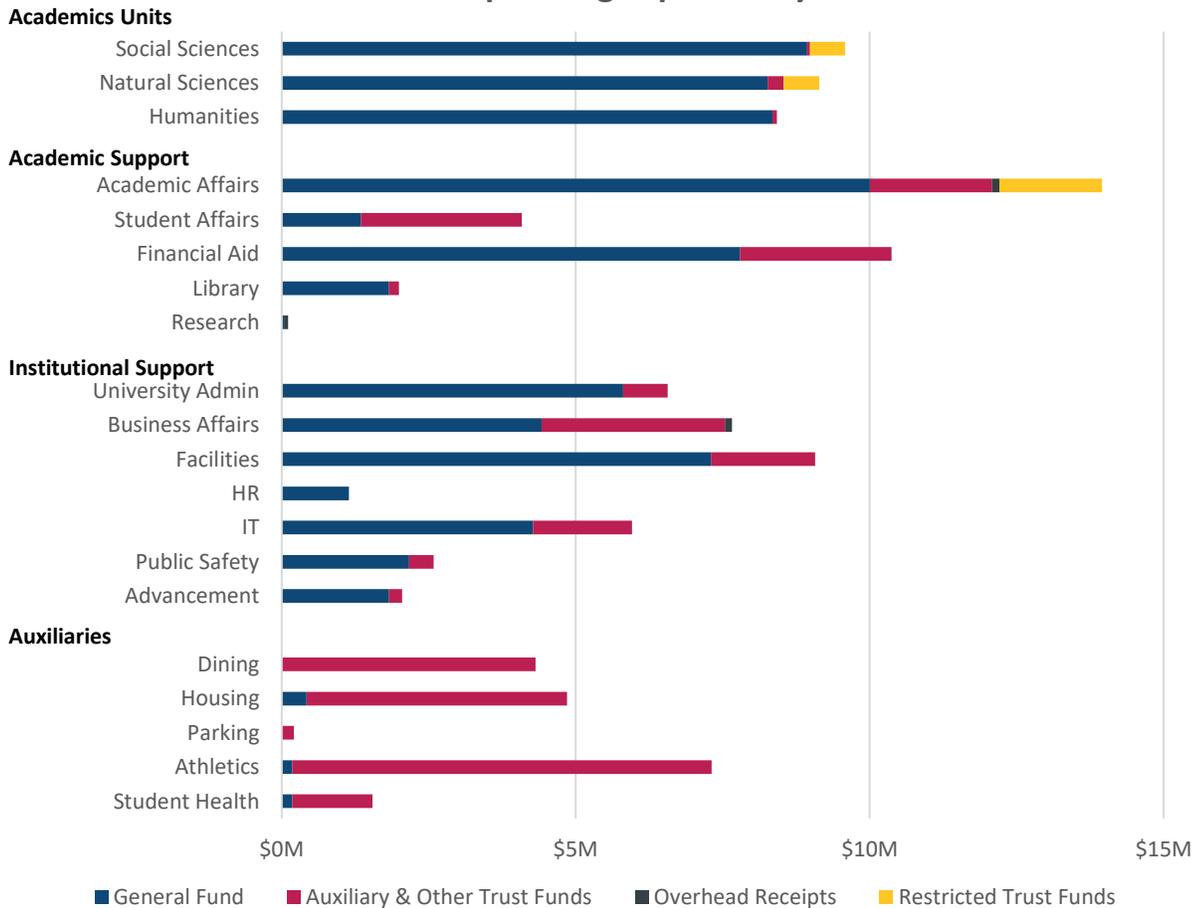
# UNC Asheville

Total Enrollment (Fall 2021): 3,233

Total Permanent Full-Time Employees (Including Faculty) (Fall 2021): 641



## Operating Expenses by Unit



# UNC Asheville FY2022-2023 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 2022-2023 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 that has been 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 to 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 and are detailed in our funding plan document:

- Strengthen Enrollment of New Students
- Student Retention Initiatives
- Student Life Experiences through Program Development and Major Improvements
- Chancellor Approved Enhancement Efforts from Proposals

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.

In fiscal year 2022, the University received a one-time \$3 million investment to provide assistance in limiting debt for North Carolina resident students. The goal of this initiative is to leverage philanthropic support to ensure that students with household adjusted gross income of \$65,000 or below will graduate with as little debt as possible. Before the allocated funds can be accessed, UNC Asheville will match the funds by raising \$3 million in philanthropic funds, and the University will provide support to our Advancement division to secure these matching funds. We plan to achieve the match by raising \$1.5 Million in FY2022 and the other \$1.5 Million in FY2023. These funds will be transferred to endow the debt relief vehicle for the future.

UNC Asheville, as part of the All Funds Budget for FY2023, is also planning to leverage all remaining institutional funding through the Higher Education Emergency Relief Fund (HEERF) for established priorities and in line with expectations established through the UNC System Office and/or in line with the new strategic plan for the campus.

Due to the timing of final approval of the state budget in FY2022, UNC Asheville also plans to carry forward substantial amounts of FY2022 funding related to the new Revitalization funding in order to accelerate efforts in the categories mentioned in the plan. These funds will allow UNC Asheville to make significant progress in getting these recruitment, retention and student life efforts established quickly and reduce the time to achieve expected results.

**UNC Asheville**  
**FY 2022-23 All-Funds Budget**

		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriations	\$ 50,197,626				\$ 50,197,626
	Tuition & Fees	\$ 18,313,006	\$ 10,280,140			\$ 28,593,146
	Sales & Services	\$ 10,000	\$ 18,127,926			\$ 18,137,926
	Patient Services					\$ -
	Contracts & Grants	\$ 43,000	\$ 3,388,756		\$ 3,010,840	\$ 6,442,596
	Gifts & Investments		\$ 3,086,293			\$ 3,086,293
	Other Revenues	\$ 7,538,400	\$ 707,478	\$ 566,000		\$ 8,811,878
<b>Revenues Total</b>		<b>\$ 76,102,032</b>	<b>\$ 35,590,593</b>	<b>\$ 566,000</b>	<b>\$ 3,010,840</b>	<b>\$ 115,269,465</b>
Expenses	Salaries and Wages	\$ 40,534,583	\$ 9,030,993	\$ 211,264	\$ 1,104,019	\$ 50,880,859
	Staff Benefits	\$ 13,424,050	\$ 2,773,633	\$ 87,856	\$ 280,701	\$ 16,566,240
	Supplies, Materials, & Equip.	\$ 1,188,862	\$ 788,403	\$ 7,500	\$ 74,705	\$ 2,059,470
	Services	\$ 7,175,752	\$ 9,421,701	\$ 8,413	\$ 623,759	\$ 17,229,625
	Scholarships & Fellowships	\$ 7,390,272	\$ 5,165,200		\$ 10,000	\$ 12,565,472
	Debt Service		\$ 2,826,322			\$ 2,826,322
	Utilities	\$ 1,273,737	\$ 971,181			\$ 2,244,918
	Other Expenses	\$ 3,279,679	\$ 2,406,917		\$ 855,932	\$ 6,542,528
<b>Expenses Total</b>		<b>\$ 74,266,935</b>	<b>\$ 33,384,350</b>	<b>\$ 315,033</b>	<b>\$ 2,949,116</b>	<b>\$ 110,915,434</b>
<b>Net Transfers</b>		<b>\$ (1,835,097)</b>	<b>\$ (1,153,248)</b>	<b>\$ (250,967)</b>	<b>\$ (61,724)</b>	<b>\$ (3,301,036)</b>

Note: UNCA's budget does not include Pell Grants or any other federal financial aid.

**UNC Asheville - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Department of Natural Sciences</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 8,265,955	\$ 272,586		\$	<b>8,538,541</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$ 606,182	<b>606,182</b>
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 8,265,955</b>	<b>\$ 272,586</b>	<b>\$ -</b>	<b>\$ 606,182</b>	<b>\$ 9,144,723</b>
Expenses	Salaries and Wages	\$ 5,924,213	\$ 150,049		\$ 287,805	<b>6,362,067</b>
	Staff Benefits	\$ 2,007,423	\$ 32,598		\$ 63,784	<b>2,103,805</b>
	Supplies, Materials, & Equipment	\$ 75,259	\$ 54,000		\$ 68,304	<b>197,563</b>
	Services	\$ 174,057	\$ 11,500		\$ 79,753	<b>265,310</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses	\$ 85,003	\$ 21,500		\$ 106,536	<b>213,039</b>
<b>Expenses Total</b>		<b>\$ 8,265,955</b>	<b>\$ 269,647</b>	<b>\$ -</b>	<b>\$ 606,182</b>	<b>\$ 9,141,784</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Department of Humanities</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 8,347,596	\$ 76,192		\$	<b>8,423,788</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 8,347,596</b>	<b>\$ 76,192</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,423,788</b>
Expenses	Salaries and Wages	\$ 6,117,322	\$ 22,000		\$	<b>6,139,322</b>
	Staff Benefits	\$ 2,131,258			\$	<b>2,131,258</b>
	Supplies, Materials, & Equipment	\$ 21,292	\$ 34,500		\$	<b>55,792</b>
	Services	\$ 73,374	\$ 6,000		\$	<b>79,374</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses	\$ 4,350	\$ 13,000		\$	<b>17,350</b>
<b>Expenses Total</b>		<b>\$ 8,347,596</b>	<b>\$ 75,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,423,096</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**UNC Asheville - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Department of Social Sciences</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 8,936,707	\$ 44,259		\$	<b>8,980,966</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$ 598,213	<b>598,213</b>
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 8,936,707</b>	<b>\$ 44,259</b>	<b>\$ -</b>	<b>\$ 598,213</b>	<b>\$ 9,579,179</b>
Expenses	Salaries and Wages	\$ 6,598,895	\$ 15,350		\$ 65,319	<b>6,679,564</b>
	Staff Benefits	\$ 2,190,250	\$ 5,873		\$ 19,813	<b>2,215,936</b>
	Supplies, Materials, & Equipment	\$ 15,943	\$ 10,000		\$ 900	<b>26,843</b>
	Services	\$ 121,886	\$ 5,000		\$ 29,259	<b>156,145</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses	\$ 9,733	\$ 10,000		\$ 482,922	<b>502,655</b>
<b>Expenses Total</b>		<b>\$ 8,936,707</b>	<b>\$ 46,223</b>	<b>\$ -</b>	<b>\$ 598,213</b>	<b>\$ 9,581,143</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Academic Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 9,858,726	\$ 825,538		\$	<b>10,684,264</b>
	Sales & Services		\$ 27,791		\$	<b>27,791</b>
	Patient Services				\$	-
	Contracts & Grants	\$ 27,000	\$ 740,727		\$ 1,806,445	<b>2,574,172</b>
	Gifts & Investments		\$ 251,168		\$	<b>251,168</b>
	Other Revenues	\$ 100,000	\$ 167,673		\$	<b>267,673</b>
<b>Revenues Total</b>		<b>\$ 9,985,726</b>	<b>\$ 2,012,897</b>	<b>\$ -</b>	<b>\$ 1,806,445</b>	<b>\$ 13,805,068</b>
Expenses	Salaries and Wages	\$ 5,526,526	\$ 1,457,067	\$ 78,869	\$ 750,895	<b>7,813,357</b>
	Staff Benefits	\$ 849,235	\$ 317,613	\$ 30,828	\$ 197,104	<b>1,394,780</b>
	Supplies, Materials, & Equipment	\$ 550,277	\$ 82,245	\$ 7,500	\$ 5,501	<b>645,523</b>
	Services	\$ 1,028,819	\$ 188,396	\$ 8,413	\$ 514,747	<b>1,740,375</b>
	Scholarships & Fellowships				\$ 10,000	<b>10,000</b>
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses	\$ 2,049,594	\$ 31,508		\$ 266,474	<b>2,347,576</b>
<b>Expenses Total</b>		<b>\$ 10,004,451</b>	<b>\$ 2,076,829</b>	<b>\$ 125,610</b>	<b>\$ 1,744,721</b>	<b>\$ 13,951,611</b>
Transfers	Transfers In	\$ 73,838	\$ 150,000	\$ 125,610	\$	<b>349,448</b>
	Transfers Out	\$ 55,113	\$ 144,080		\$ 61,724	<b>260,917</b>
<b>Net Transfers</b>		<b>\$ 18,725</b>	<b>\$ 5,920</b>	<b>\$ 125,610</b>	<b>\$ (61,724)</b>	<b>\$ 88,531</b>

**UNC Asheville - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Student Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,348,679	\$ 2,343,850		\$	<b>3,692,529</b>
	Sales & Services		\$ 531,000		\$	<b>531,000</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants				\$	<b>-</b>
	Gifts & Investments		\$ 29,500		\$	<b>29,500</b>
	Other Revenues		\$ 60,766		\$	<b>60,766</b>
<b>Revenues Total</b>		<b>\$ 1,348,679</b>	<b>\$ 2,965,116</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,313,795</b>
Expenses	Salaries and Wages	\$ 863,116	\$ 1,594,704		\$	<b>2,457,820</b>
	Staff Benefits	\$ 227,018	\$ 419,411		\$	<b>646,429</b>
	Supplies, Materials, & Equipment	\$ 63,690	\$ 84,825		\$	<b>148,515</b>
	Services	\$ 114,055	\$ 541,656		\$	<b>655,711</b>
	Scholarships & Fellowships				\$	<b>-</b>
	Debt Service				\$	<b>-</b>
	Utilities		\$ 88,000		\$	<b>88,000</b>
	Other Expenses	\$ 80,500	\$ 5,450		\$	<b>85,950</b>
<b>Expenses Total</b>		<b>\$ 1,348,379</b>	<b>\$ 2,734,046</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,082,425</b>
Transfers	Transfers In		\$ 105,250		\$	<b>105,250</b>
	Transfers Out	\$ 300	\$ 378,931		\$	<b>379,231</b>
<b>Net Transfers</b>		<b>\$ (300)</b>	<b>\$ (273,681)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (273,981)</b>
<b>Financial Aid</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 7,657,441			\$	<b>7,657,441</b>
	Sales & Services				\$	<b>-</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants				\$	<b>-</b>
	Gifts & Investments		\$ 1,600,000		\$	<b>1,600,000</b>
	Other Revenues	\$ 160,400			\$	<b>160,400</b>
<b>Revenues Total</b>		<b>\$ 7,817,841</b>	<b>\$ 1,600,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,417,841</b>
Expenses	Salaries and Wages	\$ 263,142			\$	<b>263,142</b>
	Staff Benefits	\$ 120,170			\$	<b>120,170</b>
	Supplies, Materials, & Equipment	\$ 504			\$	<b>504</b>
	Services	\$ 17,511			\$	<b>17,511</b>
	Scholarships & Fellowships	\$ 7,390,272	\$ 2,580,000		\$	<b>9,970,272</b>
	Debt Service				\$	<b>-</b>
	Utilities				\$	<b>-</b>
	Other Expenses	\$ 1,242			\$	<b>1,242</b>
<b>Expenses Total</b>		<b>\$ 7,792,841</b>	<b>\$ 2,580,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,372,841</b>
Transfers	Transfers In		\$ 980,000		\$	<b>980,000</b>
	Transfers Out	\$ 25,000			\$	<b>25,000</b>
<b>Net Transfers</b>		<b>\$ (25,000)</b>	<b>\$ 980,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 955,000</b>

**UNC Asheville - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Library</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 1,814,210	\$ 169,234			\$ 1,983,444
	Sales & Services	\$ 10,000				\$ 10,000
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues					\$ -
<b>Revenues Total</b>		<b>\$ 1,824,210</b>	<b>\$ 169,234</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,993,444</b>
Expenses	Salaries and Wages	\$ 741,269	\$ 115,822			\$ 857,091
	Staff Benefits	\$ 314,160	\$ 52,412			\$ 366,572
	Supplies, Materials, & Equipment	\$ 3,386	\$ 1,000			\$ 4,386
	Services	\$ 75,914				\$ 75,914
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses	\$ 689,481				\$ 689,481
<b>Expenses Total</b>		<b>\$ 1,824,210</b>	<b>\$ 169,234</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,993,444</b>
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Sponsored Research</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 37,024				\$ 37,024
	Sales & Services					\$ -
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues					\$ -
<b>Revenues Total</b>		<b>\$ 37,024</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 37,024</b>
Expenses	Salaries and Wages	\$ 12,897		\$ 51,589		\$ 64,486
	Staff Benefits	\$ 5,587		\$ 22,345		\$ 27,932
	Supplies, Materials, & Equipment	\$ 37				\$ 37
	Services	\$ 9,858				\$ 9,858
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses	\$ 8,645				\$ 8,645
<b>Expenses Total</b>		<b>\$ 37,024</b>	<b>\$ -</b>	<b>\$ 73,934</b>	<b>\$ -</b>	<b>\$ 110,958</b>
Transfers	Transfers In			\$ 73,934		\$ 73,934
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 73,934</b>	<b>\$ -</b>	<b>\$ 73,934</b>

**UNC Asheville - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>University Administration</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 5,805,002	\$ 250,000		\$	<b>6,055,002</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants		\$ 400,000		\$	<b>400,000</b>
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 5,805,002</b>	<b>\$ 650,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,455,002</b>
Expenses	Salaries and Wages	\$ 2,632,919	\$ 154,711		\$	<b>2,787,630</b>
	Staff Benefits	\$ 859,250	\$ 5,359		\$	<b>864,609</b>
	Supplies, Materials, & Equipment	\$ 35,996	\$ 6,083		\$	<b>42,079</b>
	Services	\$ 2,264,676	\$ 591,835		\$	<b>2,856,511</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses	\$ 12,161	\$ 1,512		\$	<b>13,673</b>
<b>Expenses Total</b>		<b>\$ 5,805,002</b>	<b>\$ 759,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,564,502</b>
Transfers	Transfers In		\$ 109,500		\$	<b>109,500</b>
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 109,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 109,500</b>
<b>Business Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 6,214,182	\$ 1,273,000		\$	<b>7,487,182</b>
	Sales & Services		\$ 23,450		\$	<b>23,450</b>
	Patient Services				\$	-
	Contracts & Grants	\$ 16,000			\$	<b>16,000</b>
	Gifts & Investments		\$ 50,625		\$	<b>50,625</b>
	Other Revenues		\$ 267,053	\$ 566,000	\$	<b>833,053</b>
<b>Revenues Total</b>		<b>\$ 6,230,182</b>	<b>\$ 1,614,128</b>	<b>\$ 566,000</b>	<b>\$ -</b>	<b>\$ 8,410,310</b>
Expenses	Salaries and Wages	\$ 2,580,582	\$ 165,944	\$ 80,806	\$	<b>2,827,332</b>
	Staff Benefits	\$ 991,935	\$ 70,361	\$ 34,683	\$	<b>1,096,979</b>
	Supplies, Materials, & Equipment	\$ 24,647			\$	<b>24,647</b>
	Services	\$ 819,159	\$ 15,782		\$	<b>834,941</b>
	Scholarships & Fellowships				\$	-
	Debt Service		\$ 2,826,322		\$	<b>2,826,322</b>
	Utilities		\$ 781		\$	<b>781</b>
	Other Expenses	\$ 2,837	\$ 43,192		\$	<b>46,029</b>
<b>Expenses Total</b>		<b>\$ 4,419,160</b>	<b>\$ 3,122,382</b>	<b>\$ 115,489</b>	<b>\$ -</b>	<b>\$ 7,657,031</b>
Transfers	Transfers In		\$ 7,365,721	\$ 115,589	\$	<b>7,481,310</b>
	Transfers Out	\$ 1,812,022	\$ 5,755,689	\$ 566,100	\$	<b>8,133,811</b>
<b>Net Transfers</b>		<b>\$ (1,812,022)</b>	<b>\$ 1,610,032</b>	<b>\$ (450,511)</b>	<b>\$ -</b>	<b>\$ (652,501)</b>

**UNC Asheville - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Facilities</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 7,294,266				\$ 7,294,266
	Sales & Services					\$ -
	Patient Services					\$ -
	Contracts & Grants		\$ 1,198,835			\$ 1,198,835
	Gifts & Investments					\$ -
	Other Revenues	\$ 8,000				\$ 8,000
<b>Revenues Total</b>		<b>\$ 7,302,266</b>	<b>\$ 1,198,835</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,501,101</b>
Expenses	Salaries and Wages	\$ 3,355,632				\$ 3,355,632
	Staff Benefits	\$ 1,560,474				\$ 1,560,474
	Supplies, Materials, & Equipment	\$ 282,963				\$ 282,963
	Services	\$ 615,637				\$ 615,637
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities	\$ 1,273,737				\$ 1,273,737
	Other Expenses	\$ 213,823	\$ 1,768,835			\$ 1,982,658
<b>Expenses Total</b>		<b>\$ 7,302,266</b>	<b>\$ 1,768,835</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,071,101</b>
Transfers	Transfers In		\$ 576,000			\$ 576,000
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 576,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 576,000</b>
<b>Human Resources</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,142,491				\$ 1,142,491
	Sales & Services					\$ -
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues					\$ -
<b>Revenues Total</b>		<b>\$ 1,142,491</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,142,491</b>
Expenses	Salaries and Wages	\$ 733,155				\$ 733,155
	Staff Benefits	\$ 305,936				\$ 305,936
	Supplies, Materials, & Equipment	\$ 1,837				\$ 1,837
	Services	\$ 67,008				\$ 67,008
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses	\$ 34,555				\$ 34,555
<b>Expenses Total</b>		<b>\$ 1,142,491</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,142,491</b>
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**UNC Asheville - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Information Technology</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 4,274,952	\$ 1,008,775		\$	<b>5,283,727</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants		\$ 550,000		\$	<b>550,000</b>
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 4,274,952</b>	<b>\$ 1,558,775</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,833,727</b>
Expenses	Salaries and Wages	\$ 1,999,098	\$ 311,825		\$	<b>2,310,923</b>
	Staff Benefits	\$ 804,530	\$ 71,950		\$	<b>876,480</b>
	Supplies, Materials, & Equipment	\$ 2,931			\$	<b>2,931</b>
	Services	\$ 1,438,138	\$ 1,025,000		\$	<b>2,463,138</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses	\$ 30,255	\$ 275,000		\$	<b>305,255</b>
<b>Expenses Total</b>		<b>\$ 4,274,952</b>	<b>\$ 1,683,775</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,958,727</b>
Transfers	Transfers In		\$ 125,000		\$	<b>125,000</b>
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 125,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 125,000</b>
<b>Public Safety</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,166,500	\$ 179,400		\$	<b>2,345,900</b>
	Sales & Services		\$ 318,000		\$	<b>318,000</b>
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$	-
	Other Revenues		\$ 36		\$	<b>36</b>
<b>Revenues Total</b>		<b>\$ 2,166,500</b>	<b>\$ 497,436</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,663,936</b>
Expenses	Salaries and Wages	\$ 1,360,102	\$ 224,658		\$	<b>1,584,760</b>
	Staff Benefits	\$ 588,648	\$ 71,783		\$	<b>660,431</b>
	Supplies, Materials, & Equipment	\$ 25,100	\$ 22,300		\$	<b>47,400</b>
	Services	\$ 132,650	\$ 86,400		\$	<b>219,050</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses	\$ 57,500	\$ 15,240		\$	<b>72,740</b>
<b>Expenses Total</b>		<b>\$ 2,164,000</b>	<b>\$ 420,381</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,584,381</b>
Transfers	Transfers In		\$ 34,000		\$	<b>34,000</b>
	Transfers Out	\$ 2,500	\$ 10,200		\$	<b>12,700</b>
<b>Net Transfers</b>		<b>\$ (2,500)</b>	<b>\$ 23,800</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 21,300</b>

**UNC Asheville - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Advancement</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 1,839,982				\$ 1,839,982
	Sales & Services					\$ -
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues					\$ -
<b>Revenues Total</b>		\$ 1,839,982	\$ -	\$ -	\$ -	\$ 1,839,982
Expenses	Salaries and Wages	\$ 1,202,458	\$ 170,068			\$ 1,372,526
	Staff Benefits	\$ 386,335	\$ 52,345			\$ 438,680
	Supplies, Materials, & Equipment	\$ 15,000				\$ 15,000
	Services	\$ 222,189				\$ 222,189
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		\$ 1,825,982	\$ 222,413	\$ -	\$ -	\$ 2,048,395
Transfers	Transfers In		\$ 222,413			\$ 222,413
	Transfers Out	\$ 14,000				\$ 14,000
<b>Net Transfers</b>		\$ (14,000)	\$ 222,413	\$ -	\$ -	\$ 208,413
<hr/>						
<b>Dining</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	<b>Total</b>
<b>Beginning Fund Balance</b>			\$ 1,459,524			\$ 1,459,524
Revenues	State Appropriation, Tuition, & Fees					\$ -
	Sales & Services		\$ 5,580,048			\$ 5,580,048
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues		\$ 800			\$ 800
<b>Revenues Total</b>		\$ -	\$ 5,580,848	\$ -	\$ -	\$ 5,580,848
Expenses	Salaries and Wages		\$ 25,326			\$ 25,326
	Staff Benefits		\$ 9,408			\$ 9,408
	Supplies, Materials, & Equipment		\$ 1,000			\$ 1,000
	Services		\$ 4,116,305			\$ 4,116,305
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities		\$ 136,000			\$ 136,000
	Other Expenses		\$ 30,000			\$ 30,000
<b>Expenses Total</b>		\$ -	\$ 4,318,039	\$ -	\$ -	\$ 4,318,039
Transfers	Transfers In					\$ -
	Transfers Out		\$ 990,032			\$ 990,032
<b>Net Transfers</b>		\$ -	\$ (990,032)	\$ -	\$ -	\$ (990,032)
<hr/>						
<b>Ending Fund Balance</b>		\$ -	\$ 1,732,301	\$ -	\$ -	\$ 1,732,301

**UNC Asheville - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Housing</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>			\$ 5,369,375			\$ 5,369,375
Revenues	State Appropriation, Tuition, & Fees	\$ 420,528	\$ 3,000			\$ 423,528
	Sales & Services		\$ 9,946,922			\$ 9,946,922
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues		\$ 210,450			\$ 210,450
<b>Revenues Total</b>		\$ 420,528	\$ 10,160,372	\$ -	\$ -	\$ 10,580,900
Expenses	Salaries and Wages	\$ 350,528	\$ 2,227,347			\$ 2,577,875
	Staff Benefits		\$ 792,049			\$ 792,049
	Supplies, Materials, & Equipment	\$ 70,000	\$ 147,700			\$ 217,700
	Services		\$ 460,060			\$ 460,060
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities		\$ 727,600			\$ 727,600
	Other Expenses		\$ 77,000			\$ 77,000
<b>Expenses Total</b>		\$ 420,528	\$ 4,431,756	\$ -	\$ -	\$ 4,852,284
Transfers	Transfers In		\$ 357,489			\$ 357,489
	Transfers Out		\$ 4,900,451			\$ 4,900,451
<b>Net Transfers</b>		\$ -	\$ (4,542,962)	\$ -	\$ -	\$ (4,542,962)
<b>Ending Fund Balance</b>		\$ -	\$ 6,555,029	\$ -	\$ -	\$ 6,555,029
<b>Parking</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>			\$ 127,838			\$ 127,838
Revenues	State Appropriation, Tuition, & Fees					\$ -
	Sales & Services		\$ 758,525			\$ 758,525
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues		\$ 200			\$ 200
<b>Revenues Total</b>		\$ -	\$ 758,725	\$ -	\$ -	\$ 758,725
Expenses	Salaries and Wages		\$ 70,207			\$ 70,207
	Staff Benefits		\$ 26,128			\$ 26,128
	Supplies, Materials, & Equipment		\$ 28,900			\$ 28,900
	Services		\$ 74,150			\$ 74,150
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses		\$ 7,380			\$ 7,380
<b>Expenses Total</b>		\$ -	\$ 206,765	\$ -	\$ -	\$ 206,765
Transfers	Transfers In					\$ -
	Transfers Out		\$ 536,409			\$ 536,409
<b>Net Transfers</b>		\$ -	\$ (536,409)	\$ -	\$ -	\$ (536,409)
<b>Ending Fund Balance</b>		\$ -	\$ 143,389	\$ -	\$ -	\$ 143,389

**UNC Asheville - Unit Breakout  
FY 2022-23 All-Funds Budget**

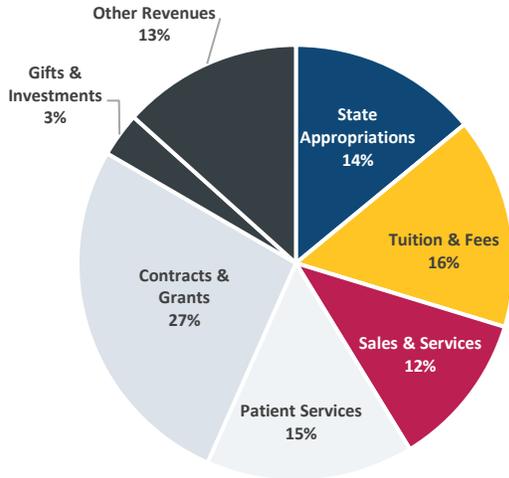
<b>Athletics</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>			\$ -			\$ -
Revenues	State Appropriation, Tuition, & Fees	\$ 176,266	\$ 2,569,336			\$ 2,745,602
	Sales & Services		\$ 888,190			\$ 888,190
	Patient Services					\$ -
	Contracts & Grants		\$ 499,194			\$ 499,194
	Gifts & Investments		\$ 1,155,000			\$ 1,155,000
	Other Revenues					\$ -
<b>Revenues Total</b>		\$ 176,266	\$ 5,111,720	\$ -	\$ -	\$ 5,287,986
Expenses	Salaries and Wages	\$ 137,456	\$ 1,847,941			\$ 1,985,397
	Staff Benefits	\$ 37,989	\$ 668,821			\$ 706,810
	Supplies, Materials, & Equipment		\$ 305,100			\$ 305,100
	Services	\$ 821	\$ 1,654,387			\$ 1,655,208
	Scholarships & Fellowships		\$ 2,585,200			\$ 2,585,200
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses		\$ 72,300			\$ 72,300
<b>Expenses Total</b>		\$ 176,266	\$ 7,133,749	\$ -	\$ -	\$ 7,310,015
Transfers	Transfers In		\$ 1,700,000			\$ 1,700,000
	Transfers Out		\$ 6,500			\$ 6,500
<b>Net Transfers</b>		\$ -	\$ 1,693,500	\$ -	\$ -	\$ 1,693,500
<b>Ending Fund Balance</b>		\$ -	\$ (328,529)	\$ -	\$ -	\$ (328,529)
<b>Student Health</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>			\$ 242,517			\$ 242,517
Revenues	State Appropriation, Tuition, & Fees	\$ 179,125	\$ 1,264,970			\$ 1,444,095
	Sales & Services		\$ 54,000			\$ 54,000
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues		\$ 500			\$ 500
<b>Revenues Total</b>		\$ 179,125	\$ 1,319,470	\$ -	\$ -	\$ 1,498,595
Expenses	Salaries and Wages	\$ 135,273	\$ 477,974			\$ 613,247
	Staff Benefits	\$ 43,852	\$ 177,522			\$ 221,374
	Supplies, Materials, & Equipment		\$ 10,750			\$ 10,750
	Services		\$ 645,230			\$ 645,230
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities		\$ 18,800			\$ 18,800
	Other Expenses		\$ 35,000			\$ 35,000
<b>Expenses Total</b>		\$ 179,125	\$ 1,365,276	\$ -	\$ -	\$ 1,544,401
Transfers	Transfers In					\$ -
	Transfers Out		\$ 157,129			\$ 157,129
<b>Net Transfers</b>		\$ -	\$ (157,129)	\$ -	\$ -	\$ (157,129)
<b>Ending Fund Balance</b>		\$ -	\$ 39,582	\$ -	\$ -	\$ 39,582

# UNC-Chapel Hill

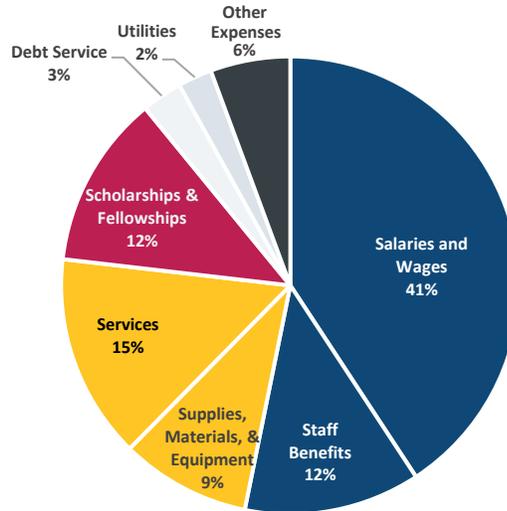
Total Enrollment (Fall 2021): 31,641

Total Permanent Full-Time Employees (Including Faculty) (Fall 2021): 12,850

## Budgeted Revenue (FY23)



## Budgeted Expenses (FY23)



## Operating Expenses by Unit

### Academic Units



### Academic Support



### Institutional Support



### Auxiliaries



■ General Fund ■ Auxiliary & Other Trust Funds ■ Overhead Receipts ■ Restricted Trust Funds

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

From: Nate Knuffman   
Vice Chancellor for Finance and Operations and CFO

Date: May 9, 2022

Re: FY23 All-Funds Budget Narrative

The fiscal year 2022-23 (FY23) budget for the University of North Carolina at Chapel Hill, adopted by the Board of Trustees on March 23, 2022, provides a high-level view of operating revenues and expenses for the institution and its major campus units. The FY23 budget is balanced, conforms to the UNC System Office's All Funds Budget model, and represents the University's efforts to institute a centralized budget process. For the first time, the University has a prospective, comprehensive funding plan to guide its FY23 decision-making, operations, and strategic initiatives.

For the past three fiscal years, the University has made significant strides in bolstering the institution's financial sustainability despite the challenges of the pandemic. During this time the University established a common All Funds format for budgeting, built trust with campus stakeholders, and successfully eliminated a structural deficit created in prior fiscal years through effective budget management measures. These included program reductions and consolidations, organizational restructuring, and elimination of positions including more than \$2 M annual savings in senior level positions. This effective budget management, combined with expanding enrollment and increasing research activity, allowed Carolina to realign and invest modest, new resources in the institution's top priorities in the FY23 budget.

The FY23 All Funds Budget totals \$4 B, and reflects the diversity and complexity of UNC-Chapel Hill's funding and missions. Two-thirds of UNC-Chapel Hill's funding is captured in Auxiliary & Other Trust Funds and Restricted Trust Funds categories, illustrating substantial research and clinical operations. While state funding levels remain generous, they represent only 14 percent of Carolina's revenue. Personnel is the largest category of expense, however only one-third of overall personnel expenses are categorized as General Fund expenditures. The vast majority is funded by research, auxiliaries, philanthropy, and clinical operations.

The University's budget process included a rigorous review of over 1,700 requests totaling \$173M in new funding. Budget deliberations and final recommendations were guided by three major themes: Invest in North Carolina's Future; Support Carolina's Excellence; and Fiscal Responsibility (more on each below). These themes overlap with other long-range plans, including the UNC System's Higher

Expectations strategic plan, UNC-Chapel Hill's Carolina Next: Innovations for Public Good strategic plan, Carolina's 2019 Campus Master Plan, and the UNC System Office's 2021-23 budget priorities. Investments in the FY23 budget include:

#### Invest in North Carolina's Future

- Meet the workforce needs of NC through expanding enrollment and programs.
  - Support current enrollment expansion in the College of Arts and Sciences and the new undergraduate curriculum, IDEAS in Action.
  - Fund enrollment and program expansions in data science, medical education, nursing, business, a new Master's of Public Policy program, and Kitty Hawk opportunities.
- Support state, regional, and local economic development.
  - Enhance local economy through investing in the Porthole Alley redevelopment project and Innovate Carolina's Innovation Hub.
  - Establishing a new Lab School.
  - Serve North Carolina by expanding enrollment and growing initiatives such as Carolina Across 100, a pan university effort to partner with communities in each of North Carolina's 100 counties.
- Fund innovation efforts to help Carolina turn ideas into practical solutions.
  - Increase support for Innovate Carolina and the Eshelman Institute for Innovation.
- Enhance UNC-Chapel Hill's research and clinical enterprises.
  - Educate NC's health care workforce and bolster clinical and life science research through efforts like the new clinical trials management system and updating technology infrastructure.
  - Invest in the Rapidly Emerging Antiviral Drug Development Initiative (READDI) and support the North Carolina Collaboratory by funding its operating expenses.

#### Support Carolina's Excellence

- Attract and retain top employees by providing resources for salary adjustments and pay equity.
- Fund faculty and staff recruitment and retention.
- Strengthen graduate student funding through scholarships and stipend increases.
- Bolster risk management capacity and institutional excellence through the creation of a new office.
- Implement Future of Work project recommendations to maintain on-campus student experience and extend flexible work options for employees.

#### Fiscal Responsibility

- Build on successful implementation of All Funds Budget model and ensure budget remains balanced and sustainable.
- Continue commitment to affordability by reducing mandatory student fees and holding tuition steady for undergraduate residents.
- Implement new tuition and appropriation allocation model to better align resource allocation with performance.
- Identify and redeploy savings through administrative efficiencies, continuous review of spending, and stronger financial governance.

Overall, the FY23 budget represents a financial roadmap to support the University's mission and strategic plan in service to the state and reflects significant collaboration and engagement with the Board of Trustees, Board of Governors, UNC System Office, and Campus Units. While the FY23 All Funds budget is a significant step forward in financial transparency, it is a starting point for financial planning and analysis. We expect the All Funds Budget to continue to evolve, with future phases likely including additional contextual information such as comparison to previous years and select performance data.

**UNC Chapel Hill  
FY 2022-23 All-Funds Budget**

		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriations	\$ 566,382,000				\$ 566,382,000
	Tuition & Fees	\$ 528,141,000	\$ 105,173,000		\$ 1,000	\$ 633,315,000
	Sales & Services	\$ 425,000	\$ 453,794,000		\$ 11,256,000	\$ 465,475,000
	Patient Services		\$ 620,823,000		\$ 1,000	\$ 620,824,000
	Contracts & Grants		\$ 70,084,000	\$ 231,212,000	\$ 778,454,000	\$ 1,079,750,000
	Gifts & Investments		\$ 13,387,000		\$ 118,962,000	\$ 132,349,000
	Other Revenues	\$ 10,800,000	\$ 187,498,000		\$ 339,896,000	\$ 538,194,000
<b>Revenues Total</b>		<b>\$ 1,105,748,000</b>	<b>\$ 1,450,759,000</b>	<b>\$ 231,212,000</b>	<b>\$ 1,248,570,000</b>	<b>\$ 4,036,289,000</b>
Expenses	Salaries and Wages	\$ 557,152,000	\$ 595,918,000	\$ 69,973,000	\$ 421,508,000	\$ 1,644,551,000
	Staff Benefits	\$ 171,626,000	\$ 186,251,000	\$ 24,131,000	\$ 119,840,000	\$ 501,848,000
	Supplies, Materials, & Equip.	\$ 47,154,000	\$ 175,313,000	\$ 44,694,000	\$ 103,456,000	\$ 370,617,000
	Services	\$ 115,687,000	\$ 272,523,000	\$ 11,299,000	\$ 184,011,000	\$ 583,520,000
	Scholarships & Fellowships	\$ 108,600,000	\$ 64,975,000	\$ 2,263,000	\$ 318,508,000	\$ 494,346,000
	Debt Service		\$ 88,895,000	\$ 25,754,000	\$ 1,164,000	\$ 115,813,000
	Utilities	\$ 75,903,000	\$ 20,604,000	\$ 188,000	\$ 267,000	\$ 96,962,000
	Other Expenses	\$ 18,533,000	\$ 112,142,000	\$ 22,792,000	\$ 74,165,000	\$ 227,632,000
<b>Expenses Total</b>		<b>\$ 1,094,655,000</b>	<b>\$ 1,516,621,000</b>	<b>\$ 201,094,000</b>	<b>\$ 1,222,919,000</b>	<b>\$ 4,035,289,000</b>
<b>Net Transfers</b>		<b>\$ (11,093,000)</b>	<b>\$ 29,973,000</b>	<b>\$ (28,073,000)</b>	<b>\$ (25,429,000)</b>	<b>\$ (34,622,000)</b>

**UNC Chapel Hill - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>College of Arts and Sciences</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 193,349,000	\$ 8,371,000		\$	\$ 201,720,000
	Sales & Services	\$ 25,000	\$ 4,624,000		\$ 1,146,000	\$ 5,795,000
	Patient Services					\$ -
	Contracts & Grants		\$ 1,636,000	\$ 12,250,000	\$ 63,276,000	\$ 77,162,000
	Gifts & Investments		\$ 1,184,000		\$ 36,470,000	\$ 37,654,000
	Other Revenues		\$ 4,637,000		\$ 14,637,000	\$ 19,274,000
<b>Revenues Total</b>		<b>\$ 193,374,000</b>	<b>\$ 20,452,000</b>	<b>\$ 12,250,000</b>	<b>\$ 115,529,000</b>	<b>\$ 341,605,000</b>
Expenses	Salaries and Wages	\$ 147,571,000	\$ 11,621,000	\$ 2,113,000	\$ 47,854,000	\$ 209,159,000
	Staff Benefits	\$ 42,884,000	\$ 3,771,000	\$ 745,000	\$ 11,360,000	\$ 58,760,000
	Supplies, Materials, & Equipment	\$ 1,340,000	\$ 3,096,000	\$ 3,935,000	\$ 12,570,000	\$ 20,941,000
	Services	\$ 80,000	\$ 1,274,000	\$ 1,679,000	\$ 11,305,000	\$ 14,338,000
	Scholarships & Fellowships	\$ 667,000	\$ 454,000	\$ 227,000	\$ 12,930,000	\$ 14,278,000
	Debt Service				\$ 556,000	\$ 556,000
	Utilities	\$ 355,000	\$ 354,000	\$ 2,000	\$ 4,000	\$ 715,000
	Other Expenses	\$ 449,000	\$ 5,970,000	\$ 1,257,000	\$ 9,824,000	\$ 17,500,000
<b>Expenses Total</b>		<b>\$ 193,346,000</b>	<b>\$ 26,540,000</b>	<b>\$ 9,958,000</b>	<b>\$ 106,403,000</b>	<b>\$ 336,247,000</b>
Transfers	Transfers In		\$ 2,172,000		\$ 2,815,000	\$ 4,987,000
	Transfers Out	\$ 28,000	\$ 1,304,000	\$ 16,000	\$ 19,339,000	\$ 20,687,000
<b>Net Transfers</b>		<b>\$ (28,000)</b>	<b>\$ 868,000</b>	<b>\$ (16,000)</b>	<b>\$ (16,524,000)</b>	<b>\$ (15,700,000)</b>
<b>Business School</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 108,660,000	\$ 34,194,000		\$	\$ 142,854,000
	Sales & Services	\$ 1,000	\$ 3,789,000		\$ 14,000	\$ 3,804,000
	Patient Services					\$ -
	Contracts & Grants		\$ 527,000	\$ 49,000	\$ 898,000	\$ 1,474,000
	Gifts & Investments		\$ 2,000		\$ 8,504,000	\$ 8,506,000
	Other Revenues		\$ 1,254,000		\$ 16,516,000	\$ 17,770,000
<b>Revenues Total</b>		<b>\$ 108,661,000</b>	<b>\$ 39,766,000</b>	<b>\$ 49,000</b>	<b>\$ 25,932,000</b>	<b>\$ 174,408,000</b>
Expenses	Salaries and Wages	\$ 42,180,000	\$ 17,593,000	\$ 39,000	\$ 13,681,000	\$ 73,493,000
	Staff Benefits	\$ 9,103,000	\$ 4,808,000	\$ 10,000	\$ 3,503,000	\$ 17,424,000
	Supplies, Materials, & Equipment	\$ 47,000	\$ 1,783,000		\$ 646,000	\$ 2,476,000
	Services	\$ 39,583,000	\$ 2,746,000		\$ 171,000	\$ 42,500,000
	Scholarships & Fellowships	\$ 6,484,000	\$ 2,722,000		\$ 7,393,000	\$ 16,599,000
	Debt Service		\$ 2,693,000			\$ 2,693,000
	Utilities					\$ -
	Other Expenses	\$ 1,264,000	\$ 13,357,000		\$ 2,576,000	\$ 17,197,000
<b>Expenses Total</b>		<b>\$ 98,661,000</b>	<b>\$ 45,702,000</b>	<b>\$ 49,000</b>	<b>\$ 27,970,000</b>	<b>\$ 172,382,000</b>
Transfers	Transfers In	\$ -	\$ 2,384,000	\$ -	\$ 2,205,000	\$ 4,589,000
	Transfers Out	\$ 10,000,000	\$ 244,000	\$ -	\$ 6,696,000	\$ 16,940,000
<b>Net Transfers</b>		<b>\$ (10,000,000)</b>	<b>\$ 2,140,000</b>	<b>\$ -</b>	<b>\$ (4,491,000)</b>	<b>\$ (12,351,000)</b>

**UNC Chapel Hill - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>School of Education</b>		<b>General Fund</b>	<b>Auxiliary &amp; Other Trust Funds</b>	<b>Overhead Receipts</b>	<b>Restricted Trust Funds</b>	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 14,280,000	\$ 133,000		\$	<b>14,413,000</b>
	Sales & Services		\$ 519,000		\$	<b>519,000</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants			\$ 352,000	\$ 5,126,000	<b>5,478,000</b>
	Gifts & Investments		\$ 3,000		\$ 1,107,000	<b>1,110,000</b>
	Other Revenues		\$ 323,000		\$ 509,000	<b>832,000</b>
<b>Revenues Total</b>		<b>\$ 14,280,000</b>	<b>\$ 978,000</b>	<b>\$ 352,000</b>	<b>\$ 6,742,000</b>	<b>\$ 22,352,000</b>
Expenses	Salaries and Wages	\$ 10,201,000	\$ 481,000		\$ 2,671,000	<b>13,353,000</b>
	Staff Benefits	\$ 3,142,000	\$ 145,000		\$ 715,000	<b>4,002,000</b>
	Supplies, Materials, & Equipment	\$ 736,000	\$ 169,000	\$ 37,000	\$ 75,000	<b>1,017,000</b>
	Services	\$ 52,000	\$ 2,000		\$ 1,769,000	<b>1,823,000</b>
	Scholarships & Fellowships	\$ 90,000	\$ 38,000		\$ 715,000	<b>843,000</b>
	Debt Service				\$	<b>-</b>
	Utilities				\$	<b>-</b>
	Other Expenses	\$ 58,000	\$ 34,000	\$ 1,000	\$ 172,000	<b>265,000</b>
<b>Expenses Total</b>		<b>\$ 14,279,000</b>	<b>\$ 869,000</b>	<b>\$ 38,000</b>	<b>\$ 6,117,000</b>	<b>\$ 21,303,000</b>
Transfers	Transfers In		\$ 5,000		\$ 27,000	<b>32,000</b>
	Transfers Out	\$ 1,000	\$ 385,000	\$ 331,000	\$ 424,000	<b>1,141,000</b>
<b>Net Transfers</b>		<b>\$ (1,000)</b>	<b>\$ (380,000)</b>	<b>\$ (331,000)</b>	<b>\$ (397,000)</b>	<b>\$ (1,109,000)</b>
<b>School of Government</b>		<b>General Fund</b>	<b>Auxiliary &amp; Other Trust Funds</b>	<b>Overhead Receipts</b>	<b>Restricted Trust Funds</b>	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 14,641,000	\$ 34,000		\$	<b>14,675,000</b>
	Sales & Services	\$ 342,000	\$ 3,257,000		\$ 2,000	<b>3,601,000</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants		\$ 340,000	\$ 86,000	\$ 4,784,000	<b>5,210,000</b>
	Gifts & Investments				\$ 960,000	<b>960,000</b>
	Other Revenues		\$ 181,000		\$ 1,986,000	<b>2,167,000</b>
<b>Revenues Total</b>		<b>\$ 14,983,000</b>	<b>\$ 3,812,000</b>	<b>\$ 86,000</b>	<b>\$ 7,732,000</b>	<b>\$ 26,613,000</b>
Expenses	Salaries and Wages	\$ 9,783,000	\$ 2,785,000	\$ 65,000	\$ 3,924,000	<b>16,557,000</b>
	Staff Benefits	\$ 3,100,000	\$ 724,000	\$ 20,000	\$ 1,080,000	<b>4,924,000</b>
	Supplies, Materials, & Equipment	\$ 2,000	\$ 51,000		\$ 200,000	<b>253,000</b>
	Services	\$ 1,565,000	\$ 79,000		\$ 2,611,000	<b>4,255,000</b>
	Scholarships & Fellowships	\$ 504,000			\$ 260,000	<b>764,000</b>
	Debt Service				\$	<b>-</b>
	Utilities				\$	<b>-</b>
	Other Expenses	\$ 29,000	\$ 245,000		\$ 178,000	<b>452,000</b>
<b>Expenses Total</b>		<b>\$ 14,983,000</b>	<b>\$ 3,884,000</b>	<b>\$ 85,000</b>	<b>\$ 8,253,000</b>	<b>\$ 27,205,000</b>
Transfers	Transfers In		\$ 161,000		\$ 970,000	<b>1,131,000</b>
	Transfers Out		\$ 108,000		\$ 1,032,000	<b>1,140,000</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 53,000</b>	<b>\$ -</b>	<b>\$ (62,000)</b>	<b>\$ (9,000)</b>

**UNC Chapel Hill - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>School of Information and Library Science</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 6,114,000	\$ 70,000		\$	<b>6,184,000</b>
	Sales & Services		\$ 36,000		\$	<b>36,000</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants			\$ 219,000	\$ 5,403,000	<b>5,622,000</b>
	Gifts & Investments		\$ 5,000		\$ 985,000	<b>990,000</b>
	Other Revenues		\$ 63,000		\$ 241,000	<b>304,000</b>
<b>Revenues Total</b>		<b>\$ 6,114,000</b>	<b>\$ 174,000</b>	<b>\$ 219,000</b>	<b>\$ 6,629,000</b>	<b>\$ 13,136,000</b>
Expenses	Salaries and Wages	\$ 4,333,000	\$ 107,000	\$ 20,000	\$ 2,532,000	<b>6,992,000</b>
	Staff Benefits	\$ 1,312,000	\$ 39,000	\$ 11,000	\$ 710,000	<b>2,072,000</b>
	Supplies, Materials, & Equipment	\$ 139,000	\$ 19,000	\$ 119,000	\$ 125,000	<b>402,000</b>
	Services				\$ 867,000	<b>867,000</b>
	Scholarships & Fellowships	\$ 266,000	\$ 4,000	\$ 2,000	\$ 1,882,000	<b>2,154,000</b>
	Debt Service				\$	<b>-</b>
	Utilities				\$	<b>-</b>
	Other Expenses	\$ 64,000	\$ 24,000	\$ 38,000	\$ 547,000	<b>673,000</b>
<b>Expenses Total</b>		<b>\$ 6,114,000</b>	<b>\$ 193,000</b>	<b>\$ 190,000</b>	<b>\$ 6,663,000</b>	<b>\$ 13,160,000</b>
Transfers	Transfers In		\$ 20,000		\$ 128,000	<b>148,000</b>
	Transfers Out		\$ 1,000		\$ 11,000	<b>12,000</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 19,000</b>	<b>\$ -</b>	<b>\$ 117,000</b>	<b>\$ 136,000</b>
<b>School of Journalism</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 8,444,000	\$ 233,000		\$	<b>8,677,000</b>
	Sales & Services		\$ 228,000		\$	<b>228,000</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants			\$ 107,000	\$	<b>107,000</b>
	Gifts & Investments		\$ 331,000		\$ 3,316,000	<b>3,647,000</b>
	Other Revenues		\$ 349,000		\$ 1,818,000	<b>2,167,000</b>
<b>Revenues Total</b>		<b>\$ 8,444,000</b>	<b>\$ 1,141,000</b>	<b>\$ 107,000</b>	<b>\$ 5,134,000</b>	<b>\$ 14,826,000</b>
Expenses	Salaries and Wages	\$ 6,472,000	\$ 349,000	\$ 74,000	\$ 2,726,000	<b>9,621,000</b>
	Staff Benefits	\$ 1,887,000	\$ 122,000	\$ 26,000	\$ 831,000	<b>2,866,000</b>
	Supplies, Materials, & Equipment	\$ 17,000	\$ 124,000		\$ 105,000	<b>246,000</b>
	Services		\$ 43,000		\$ 103,000	<b>146,000</b>
	Scholarships & Fellowships	\$ 30,000	\$ 5,000		\$ 980,000	<b>1,015,000</b>
	Debt Service				\$	<b>-</b>
	Utilities				\$	<b>-</b>
	Other Expenses	\$ 38,000	\$ 468,000	\$ 7,000	\$ 1,541,000	<b>2,054,000</b>
<b>Expenses Total</b>		<b>\$ 8,444,000</b>	<b>\$ 1,111,000</b>	<b>\$ 107,000</b>	<b>\$ 6,286,000</b>	<b>\$ 15,948,000</b>
Transfers	Transfers In		\$ 4,000		\$ 1,559,000	<b>1,563,000</b>
	Transfers Out		\$ 51,000		\$ 1,511,000	<b>1,562,000</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ (47,000)</b>	<b>\$ -</b>	<b>\$ 48,000</b>	<b>\$ 1,000</b>

**UNC Chapel Hill - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>School of Law</b>		<b>General Fund</b>	<b>Auxiliary &amp; Other Trust Funds</b>	<b>Overhead Receipts</b>	<b>Restricted Trust Funds</b>	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 22,373,000	\$ 943,000		\$	<b>23,316,000</b>
	Sales & Services		\$ 481,000		\$	<b>481,000</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants				\$	<b>-</b>
	Gifts & Investments				\$ 1,818,000	<b>1,818,000</b>
	Other Revenues		\$ 536,000		\$ 4,812,000	<b>5,348,000</b>
<b>Revenues Total</b>		<b>\$ 22,373,000</b>	<b>\$ 1,960,000</b>	<b>\$ -</b>	<b>\$ 6,630,000</b>	<b>\$ 30,963,000</b>
Expenses	Salaries and Wages	\$ 13,764,000	\$ 838,000		\$ 1,885,000	<b>16,487,000</b>
	Staff Benefits	\$ 3,911,000	\$ 280,000		\$ 522,000	<b>4,713,000</b>
	Supplies, Materials, & Equipment	\$ 199,000	\$ 147,000		\$ 164,000	<b>510,000</b>
	Services	\$ 39,000	\$ 127,000		\$ 350,000	<b>516,000</b>
	Scholarships & Fellowships	\$ 4,015,000			\$ 4,782,000	<b>8,797,000</b>
	Debt Service				\$	<b>-</b>
	Utilities				\$ 6,000	<b>6,000</b>
	Other Expenses	\$ 445,000	\$ 762,000		\$ 1,412,000	<b>2,619,000</b>
<b>Expenses Total</b>		<b>\$ 22,373,000</b>	<b>\$ 2,154,000</b>	<b>\$ -</b>	<b>\$ 9,121,000</b>	<b>\$ 33,648,000</b>
Transfers	Transfers In				\$ 362,000	<b>362,000</b>
	Transfers Out		\$ 2,000		\$ 9,000	<b>11,000</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ (2,000)</b>	<b>\$ -</b>	<b>\$ 353,000</b>	<b>\$ 351,000</b>
<b>School of Nursing</b>		<b>General Fund</b>	<b>Auxiliary &amp; Other Trust Funds</b>	<b>Overhead Receipts</b>	<b>Restricted Trust Funds</b>	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 16,060,000	\$ 703,000		\$	<b>16,763,000</b>
	Sales & Services		\$ 334,000		\$ 265,000	<b>599,000</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants			\$ 672,000	\$ 8,841,000	<b>9,513,000</b>
	Gifts & Investments				\$ 822,000	<b>822,000</b>
	Other Revenues		\$ 185,000		\$ 1,393,000	<b>1,578,000</b>
<b>Revenues Total</b>		<b>\$ 16,060,000</b>	<b>\$ 1,222,000</b>	<b>\$ 672,000</b>	<b>\$ 11,321,000</b>	<b>\$ 29,275,000</b>
Expenses	Salaries and Wages	\$ 12,018,000	\$ 670,000	\$ 133,000	\$ 4,189,000	<b>17,010,000</b>
	Staff Benefits	\$ 3,601,000	\$ 234,000	\$ 36,000	\$ 1,190,000	<b>5,061,000</b>
	Supplies, Materials, & Equipment	\$ 319,000	\$ 244,000	\$ 230,000	\$ 646,000	<b>1,439,000</b>
	Services	\$ 15,000	\$ 76,000	\$ 9,000	\$ 1,146,000	<b>1,246,000</b>
	Scholarships & Fellowships	\$ 16,000	\$ 89,000		\$ 2,469,000	<b>2,574,000</b>
	Debt Service			\$ 162,000	\$ 569,000	<b>731,000</b>
	Utilities				\$	<b>-</b>
	Other Expenses	\$ 91,000	\$ 48,000	\$ 102,000	\$ 662,000	<b>903,000</b>
<b>Expenses Total</b>		<b>\$ 16,060,000</b>	<b>\$ 1,361,000</b>	<b>\$ 672,000</b>	<b>\$ 10,871,000</b>	<b>\$ 28,964,000</b>
Transfers	Transfers In	\$ -	\$ 191,000	\$ -	\$ 58,000	<b>249,000</b>
	Transfers Out	\$ -	\$ 13,000	\$ -	\$ 52,000	<b>65,000</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 178,000</b>	<b>\$ -</b>	<b>\$ 6,000</b>	<b>\$ 184,000</b>

**UNC Chapel Hill - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>School of Pharmacy</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 22,552,000	\$ 533,000		\$ 1,000	\$ 23,086,000
	Sales & Services		\$ 1,896,000		\$ 366,000	\$ 2,262,000
	Patient Services					\$ -
	Contracts & Grants		\$ 3,351,000	\$ 4,375,000	\$ 26,698,000	\$ 34,424,000
	Gifts & Investments		\$ 132,000		\$ 3,115,000	\$ 3,247,000
	Other Revenues		\$ 962,000		\$ 2,248,000	\$ 3,210,000
<b>Revenues Total</b>		<b>\$ 22,552,000</b>	<b>\$ 6,874,000</b>	<b>\$ 4,375,000</b>	<b>\$ 32,428,000</b>	<b>\$ 66,229,000</b>
Expenses	Salaries and Wages	\$ 13,633,000	\$ 4,217,000	\$ 756,000	\$ 20,627,000	\$ 39,233,000
	Staff Benefits	\$ 4,346,000	\$ 1,094,000	\$ 251,000	\$ 5,189,000	\$ 10,880,000
	Supplies, Materials, & Equipment	\$ 921,000	\$ 431,000	\$ 1,015,000	\$ 7,076,000	\$ 9,443,000
	Services	\$ 933,000	\$ 198,000	\$ 59,000	\$ 6,219,000	\$ 7,409,000
	Scholarships & Fellowships	\$ 1,252,000	\$ 191,000	\$ 83,000	\$ 3,385,000	\$ 4,911,000
	Debt Service			\$ 597,000		\$ 597,000
	Utilities					\$ -
	Other Expenses	\$ 1,465,000	\$ 556,000	\$ 324,000	\$ 4,795,000	\$ 7,140,000
<b>Expenses Total</b>		<b>\$ 22,550,000</b>	<b>\$ 6,687,000</b>	<b>\$ 3,085,000</b>	<b>\$ 47,291,000</b>	<b>\$ 79,613,000</b>
Transfers	Transfers In		\$ 1,074,000		\$ 16,354,000	\$ 17,428,000
	Transfers Out	\$ 2,000	\$ 938,000	\$ 59,000	\$ 119,000	\$ 1,118,000
<b>Net Transfers</b>		<b>\$ (2,000)</b>	<b>\$ 136,000</b>	<b>\$ (59,000)</b>	<b>\$ 16,235,000</b>	<b>\$ 16,310,000</b>
<b>School of Public Health</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 47,582,000	\$ 413,000			\$ 47,995,000
	Sales & Services		\$ 2,049,000		\$ 64,000	\$ 2,113,000
	Patient Services					\$ -
	Contracts & Grants			\$ 8,431,000	\$ 89,369,000	\$ 97,800,000
	Gifts & Investments				\$ 2,297,000	\$ 2,297,000
	Other Revenues		\$ 3,356,000		\$ 9,375,000	\$ 12,731,000
<b>Revenues Total</b>		<b>\$ 47,582,000</b>	<b>\$ 5,818,000</b>	<b>\$ 8,431,000</b>	<b>\$ 101,105,000</b>	<b>\$ 162,936,000</b>
Expenses	Salaries and Wages	\$ 27,866,000	\$ 2,864,000	\$ 3,749,000	\$ 36,263,000	\$ 70,742,000
	Staff Benefits	\$ 7,999,000	\$ 868,000	\$ 1,139,000	\$ 10,808,000	\$ 20,814,000
	Supplies, Materials, & Equipment	\$ 15,000	\$ 336,000	\$ 649,000	\$ 7,651,000	\$ 8,651,000
	Services	\$ 7,731,000		\$ 171,000	\$ 25,101,000	\$ 33,003,000
	Scholarships & Fellowships	\$ 2,048,000	\$ 628,000	\$ 250,000	\$ 10,197,000	\$ 13,123,000
	Debt Service					\$ -
	Utilities			\$ 13,000		\$ 13,000
	Other Expenses	\$ 1,923,000	\$ 650,000	\$ 3,905,000	\$ 7,844,000	\$ 14,322,000
<b>Expenses Total</b>		<b>\$ 47,582,000</b>	<b>\$ 5,346,000</b>	<b>\$ 9,876,000</b>	<b>\$ 97,864,000</b>	<b>\$ 160,668,000</b>
Transfers	Transfers In		\$ 522,000		\$ 15,000	\$ 537,000
	Transfers Out				\$ 1,796,000	\$ 1,796,000
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 522,000</b>	<b>\$ -</b>	<b>\$ (1,781,000)</b>	<b>\$ (1,259,000)</b>

**UNC Chapel Hill - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>School of Social Work</b>		<b>General Fund</b>	<b>Auxiliary &amp; Other Trust Funds</b>	<b>Overhead Receipts</b>	<b>Restricted Trust Funds</b>	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 8,249,000	\$ 214,000		\$	\$ 8,463,000
	Sales & Services	\$ 1,000	\$ 108,000		\$ 1,000	\$ 110,000
	Patient Services					\$ -
	Contracts & Grants			\$ 568,000	\$ 9,742,000	\$ 10,310,000
	Gifts & Investments				\$ 784,000	\$ 784,000
	Other Revenues		\$ 180,000		\$ 741,000	\$ 921,000
<b>Revenues Total</b>		<b>\$ 8,250,000</b>	<b>\$ 502,000</b>	<b>\$ 568,000</b>	<b>\$ 11,268,000</b>	<b>\$ 20,588,000</b>
Expenses	Salaries and Wages	\$ 5,895,000	\$ 659,000	\$ 41,000	\$ 6,232,000	\$ 12,827,000
	Staff Benefits	\$ 1,918,000	\$ 227,000	\$ 11,000	\$ 2,103,000	\$ 4,259,000
	Supplies, Materials, & Equipment	\$ 53,000	\$ 41,000	\$ 674,000	\$ 145,000	\$ 913,000
	Services	\$ 30,000	\$ 15,000	\$ 2,000	\$ 1,119,000	\$ 1,166,000
	Scholarships & Fellowships	\$ 262,000		\$ 7,000	\$ 1,061,000	\$ 1,330,000
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses	\$ 92,000	\$ 80,000	\$ 8,000	\$ 990,000	\$ 1,170,000
<b>Expenses Total</b>		<b>\$ 8,250,000</b>	<b>\$ 1,022,000</b>	<b>\$ 743,000</b>	<b>\$ 11,650,000</b>	<b>\$ 21,665,000</b>
Transfers	Transfers In		\$ 90,000		\$ 111,000	\$ 201,000
	Transfers Out		\$ 48,000		\$ 99,000	\$ 147,000
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 42,000</b>	<b>\$ -</b>	<b>\$ 12,000</b>	<b>\$ 54,000</b>
<b>School of Dentistry</b>		<b>General Fund</b>	<b>Auxiliary &amp; Other Trust Funds</b>	<b>Overhead Receipts</b>	<b>Restricted Trust Funds</b>	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 30,062,000	\$ 2,984,000		\$	\$ 33,046,000
	Sales & Services		\$ 2,916,000		\$ 2,000	\$ 2,918,000
	Patient Services		\$ 21,306,000			\$ 21,306,000
	Contracts & Grants		\$ 1,514,000	\$ 363,000	\$ 3,068,000	\$ 4,945,000
	Gifts & Investments		\$ 16,000		\$ 981,000	\$ 997,000
	Other Revenues		\$ 2,092,000		\$ 1,036,000	\$ 3,128,000
<b>Revenues Total</b>		<b>\$ 30,062,000</b>	<b>\$ 30,828,000</b>	<b>\$ 363,000</b>	<b>\$ 5,087,000</b>	<b>\$ 66,340,000</b>
Expenses	Salaries and Wages	\$ 20,568,000	\$ 14,842,000	\$ 484,000	\$ 2,381,000	\$ 38,275,000
	Staff Benefits	\$ 6,114,000	\$ 5,154,000	\$ 146,000	\$ 710,000	\$ 12,124,000
	Supplies, Materials, & Equipment	\$ 451,000	\$ 10,646,000	\$ 199,000	\$ 375,000	\$ 11,671,000
	Services	\$ 107,000	\$ 1,232,000	\$ 17,000	\$ 265,000	\$ 1,621,000
	Scholarships & Fellowships	\$ 2,540,000	\$ 78,000	\$ 16,000	\$ 1,081,000	\$ 3,715,000
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses	\$ 281,000	\$ 1,386,000	\$ 182,000	\$ 272,000	\$ 2,121,000
<b>Expenses Total</b>		<b>\$ 30,061,000</b>	<b>\$ 33,338,000</b>	<b>\$ 1,044,000</b>	<b>\$ 5,084,000</b>	<b>\$ 69,527,000</b>
Transfers	Transfers In		\$ 1,909,000		\$ 104,000	\$ 2,013,000
	Transfers Out	\$ 1,000	\$ 2,201,000	\$ 1,000	\$ 102,000	\$ 2,305,000
<b>Net Transfers</b>		<b>\$ (1,000)</b>	<b>\$ (292,000)</b>	<b>\$ (1,000)</b>	<b>\$ 2,000</b>	<b>\$ (292,000)</b>

**UNC Chapel Hill - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>School of Medicine</b>		<b>General Fund</b>	<b>Auxiliary &amp; Other Trust Funds</b>	<b>Overhead Receipts</b>	<b>Restricted Trust Funds</b>	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 158,805,000	\$ 1,381,000		\$	\$ 160,186,000
	Sales & Services		\$ 199,411,000		\$ 366,000	\$ 199,777,000
	Patient Services		\$ 599,517,000		\$ 1,000	\$ 599,518,000
	Contracts & Grants		\$ 5,244,000	\$ 52,409,000	\$ 440,576,000	\$ 498,229,000
	Gifts & Investments		\$ 5,919,000		\$ 15,693,000	\$ 21,612,000
	Other Revenues		\$ 152,823,000		\$ 36,385,000	\$ 189,208,000
<b>Revenues Total</b>		<b>\$ 158,805,000</b>	<b>\$ 964,295,000</b>	<b>\$ 52,409,000</b>	<b>\$ 493,021,000</b>	<b>\$ 1,668,530,000</b>
Expenses	Salaries and Wages	\$ 68,861,000	\$ 438,702,000	\$ 21,406,000	\$ 208,047,000	\$ 737,016,000
	Staff Benefits	\$ 19,755,000	\$ 135,198,000	\$ 6,828,000	\$ 61,357,000	\$ 223,138,000
	Supplies, Materials, & Equipment	\$ 1,040,000	\$ 112,130,000	\$ 10,712,000	\$ 60,498,000	\$ 184,380,000
	Services	\$ 63,408,000	\$ 248,583,000	\$ 2,116,000	\$ 83,710,000	\$ 397,817,000
	Scholarships & Fellowships	\$ 5,005,000	\$ 3,891,000	\$ 1,372,000	\$ 25,630,000	\$ 35,898,000
	Debt Service		\$ 23,500,000	\$ 1,807,000		\$ 25,307,000
	Utilities		\$ 384,000	\$ 172,000	\$ 124,000	\$ 680,000
	Other Expenses	\$ 735,000	\$ 50,361,000	\$ 7,553,000	\$ 34,444,000	\$ 93,093,000
<b>Expenses Total</b>		<b>\$ 158,804,000</b>	<b>\$ 1,012,749,000</b>	<b>\$ 51,966,000</b>	<b>\$ 473,810,000</b>	<b>\$ 1,697,329,000</b>
Transfers	Transfers In		\$ 40,855,000		\$ 6,683,000	\$ 47,538,000
	Transfers Out	\$ 1,000	\$ 37,080,000	\$ 388,000	\$ 18,296,000	\$ 55,765,000
<b>Net Transfers</b>		<b>\$ (1,000)</b>	<b>\$ 3,775,000</b>	<b>\$ (388,000)</b>	<b>\$ (11,613,000)</b>	<b>\$ (8,227,000)</b>
<b>Academic Affairs</b>		<b>General Fund</b>	<b>Auxiliary &amp; Other Trust Funds</b>	<b>Overhead Receipts</b>	<b>Restricted Trust Funds</b>	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 57,116,000	\$ 2,726,000		\$	\$ 59,842,000
	Sales & Services	\$ 423,000	\$ 9,162,000		\$ 8,878,000	\$ 18,463,000
	Patient Services					\$ -
	Contracts & Grants		\$ 571,000	\$ 13,019,000	\$ 6,464,000	\$ 20,054,000
	Gifts & Investments		\$ 1,551,000		\$ 12,904,000	\$ 14,455,000
	Other Revenues		\$ 284,000		\$ 7,490,000	\$ 7,774,000
<b>Revenues Total</b>		<b>\$ 57,539,000</b>	<b>\$ 14,294,000</b>	<b>\$ 13,019,000</b>	<b>\$ 35,736,000</b>	<b>\$ 120,588,000</b>
Expenses	Salaries and Wages	\$ 25,688,000	\$ 5,314,000	\$ 7,738,000	\$ 10,358,000	\$ 49,098,000
	Staff Benefits	\$ 7,545,000	\$ 1,674,000	\$ 2,504,000	\$ 2,530,000	\$ 14,253,000
	Supplies, Materials, & Equipment	\$ 754,000	\$ 1,123,000	\$ 340,000	\$ 1,818,000	\$ 4,035,000
	Services	\$ 870,000	\$ 348,000	\$ 1,155,000	\$ 2,880,000	\$ 5,253,000
	Scholarships & Fellowships	\$ 20,215,000	\$ 2,183,000		\$ 8,072,000	\$ 30,470,000
	Debt Service			\$ 282,000		\$ 282,000
	Utilities		\$ 28,000			\$ 28,000
	Other Expenses	\$ 2,465,000	\$ 2,654,000	\$ 1,757,000	\$ 4,950,000	\$ 11,826,000
<b>Expenses Total</b>		<b>\$ 57,537,000</b>	<b>\$ 13,324,000</b>	<b>\$ 13,776,000</b>	<b>\$ 30,608,000</b>	<b>\$ 115,245,000</b>
Transfers	Transfers In		\$ 7,466,000		\$ 7,904,000	\$ 15,370,000
	Transfers Out	\$ 2,000	\$ 1,309,000	\$ 26,000	\$ 8,132,000	\$ 9,469,000
<b>Net Transfers</b>		<b>\$ (2,000)</b>	<b>\$ 6,157,000</b>	<b>\$ (26,000)</b>	<b>\$ (228,000)</b>	<b>\$ 5,901,000</b>

**UNC Chapel Hill - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Student Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 8,714,000	\$ 8,453,000		\$	<b>17,167,000</b>
	Sales & Services		\$ 370,000		\$	<b>370,000</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants		\$ 129,000	\$ 7,000	\$ 94,000	<b>230,000</b>
	Gifts & Investments		\$ 103,000		\$ 527,000	<b>630,000</b>
	Other Revenues		\$ 20,000		\$ 267,000	<b>287,000</b>
<b>Revenues Total</b>		<b>\$ 8,714,000</b>	<b>\$ 9,075,000</b>	<b>\$ 7,000</b>	<b>\$ 888,000</b>	<b>\$ 18,684,000</b>
Expenses	Salaries and Wages	\$ 5,480,000	\$ 4,604,000		\$ 159,000	<b>10,243,000</b>
	Staff Benefits	\$ 1,848,000	\$ 1,652,000		\$ 74,000	<b>3,574,000</b>
	Supplies, Materials, & Equipment	\$ 183,000	\$ 2,450,000	\$ 7,000	\$ 76,000	<b>2,716,000</b>
	Services	\$ 380,000	\$ 238,000		\$ 42,000	<b>660,000</b>
	Scholarships & Fellowships				\$	<b>-</b>
	Debt Service				\$	<b>-</b>
	Utilities		\$ 630,000		\$	<b>630,000</b>
	Other Expenses	\$ 751,000	\$ 2,526,000		\$ 416,000	<b>3,693,000</b>
<b>Expenses Total</b>		<b>\$ 8,642,000</b>	<b>\$ 12,100,000</b>	<b>\$ 7,000</b>	<b>\$ 767,000</b>	<b>\$ 21,516,000</b>
Transfers	Transfers In		\$ 911,000		\$	<b>911,000</b>
	Transfers Out	\$ 72,000	\$ 243,000		\$ 65,000	<b>380,000</b>
<b>Net Transfers</b>		<b>\$ (72,000)</b>	<b>\$ 668,000</b>	<b>\$ -</b>	<b>\$ (65,000)</b>	<b>\$ 531,000</b>
<b>Financial Aid</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 73,231,000	\$ 4,101,000		\$	<b>77,332,000</b>
	Sales & Services				\$	<b>-</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants		\$ 51,091,000	\$ 924,000	\$ 2,909,000	<b>54,924,000</b>
	Gifts & Investments		\$ 23,000		\$ 11,986,000	<b>12,009,000</b>
	Other Revenues	\$ 648,000			\$ 210,149,000	<b>210,797,000</b>
<b>Revenues Total</b>		<b>\$ 73,879,000</b>	<b>\$ 55,215,000</b>	<b>\$ 924,000</b>	<b>\$ 225,044,000</b>	<b>\$ 355,062,000</b>
Expenses	Salaries and Wages	\$ 6,707,000	\$ 2,394,000	\$ 431,000	\$ 5,984,000	<b>15,516,000</b>
	Staff Benefits	\$ 2,258,000	\$ 711,000	\$ 216,000	\$ 573,000	<b>3,758,000</b>
	Supplies, Materials, & Equipment	\$ 15,000	\$ 43,000	\$ 100,000	\$ 88,000	<b>246,000</b>
	Services	\$ 206,000	\$ 161,000	\$ 8,000	\$ 110,000	<b>485,000</b>
	Scholarships & Fellowships	\$ 64,065,000	\$ 52,431,000	\$ 52,000	\$ 218,303,000	<b>334,851,000</b>
	Debt Service				\$	<b>-</b>
	Utilities				\$	<b>-</b>
	Other Expenses	\$ 248,000	\$ 1,186,000	\$ 122,000	\$ 659,000	<b>2,215,000</b>
<b>Expenses Total</b>		<b>\$ 73,499,000</b>	<b>\$ 56,926,000</b>	<b>\$ 929,000</b>	<b>\$ 225,717,000</b>	<b>\$ 357,071,000</b>
Transfers	Transfers In		\$ 4,330,000		\$ 4,736,000	<b>9,066,000</b>
	Transfers Out	\$ 380,000	\$ 140,000	\$ 12,000	\$ 2,092,000	<b>2,624,000</b>
<b>Net Transfers</b>		<b>\$ (380,000)</b>	<b>\$ 4,190,000</b>	<b>\$ (12,000)</b>	<b>\$ 2,644,000</b>	<b>\$ 6,442,000</b>

**UNC Chapel Hill - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Library</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 35,817,000			\$	<b>35,817,000</b>
	Sales & Services	\$ 4,000	\$ 34,000		\$	<b>38,000</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants			\$ 4,613,000	\$ 1,441,000	<b>6,054,000</b>
	Gifts & Investments		\$ 90,000		\$ 4,750,000	<b>4,840,000</b>
	Other Revenues		\$ 548,000		\$ 733,000	<b>1,281,000</b>
<b>Revenues Total</b>		<b>\$ 35,821,000</b>	<b>\$ 672,000</b>	<b>\$ 4,613,000</b>	<b>\$ 6,924,000</b>	<b>\$ 48,030,000</b>
Expenses	Salaries and Wages	\$ 18,993,000	\$ 399,000		\$ 1,381,000	<b>20,773,000</b>
	Staff Benefits	\$ 7,082,000	\$ 149,000		\$ 515,000	<b>7,746,000</b>
	Supplies, Materials, & Equipment	\$ 9,105,000	\$ 1,207,000	\$ 4,521,000	\$ 7,583,000	<b>22,416,000</b>
	Services	\$ 209,000	\$ 275,000	\$ 16,000	\$ 588,000	<b>1,088,000</b>
	Scholarships & Fellowships	\$ 20,000			\$ 51,000	<b>71,000</b>
	Debt Service				\$	<b>-</b>
	Utilities				\$	<b>-</b>
	Other Expenses	\$ 386,000	\$ 335,000	\$ 71,000	\$ 510,000	<b>1,302,000</b>
<b>Expenses Total</b>		<b>\$ 35,795,000</b>	<b>\$ 2,365,000</b>	<b>\$ 4,608,000</b>	<b>\$ 10,628,000</b>	<b>\$ 53,396,000</b>
Transfers	Transfers In		\$ 256,000		\$ 775,000	<b>1,031,000</b>
	Transfers Out	\$ 26,000	\$ 8,000	\$ 5,000	\$ 981,000	<b>1,020,000</b>
<b>Net Transfers</b>		<b>\$ (26,000)</b>	<b>\$ 248,000</b>	<b>\$ (5,000)</b>	<b>\$ (206,000)</b>	<b>\$ 11,000</b>
<b>Sponsored Research</b>						
		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 28,999,000	\$ 86,000		\$	<b>29,085,000</b>
	Sales & Services	\$ 11,236,000	\$ 4,560,000		\$ 90,000	<b>15,886,000</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants		\$ 311,000	\$ 49,040,000	\$ 109,380,000	<b>158,731,000</b>
	Gifts & Investments		\$ 120,000		\$ 2,594,000	<b>2,714,000</b>
	Other Revenues		\$ 14,000		\$ 190,000	<b>204,000</b>
<b>Revenues Total</b>		<b>\$ 40,235,000</b>	<b>\$ 5,091,000</b>	<b>\$ 49,040,000</b>	<b>\$ 112,254,000</b>	<b>\$ 206,620,000</b>
Expenses	Salaries and Wages	\$ 19,193,000	\$ 2,713,000	\$ 24,419,000	\$ 44,562,000	<b>90,887,000</b>
	Staff Benefits	\$ 6,702,000	\$ 841,000	\$ 8,859,000	\$ 13,883,000	<b>30,285,000</b>
	Supplies, Materials, & Equipment	\$ 9,644,000	\$ 598,000	\$ 8,977,000	\$ 657,000	<b>19,876,000</b>
	Services	\$ 770,000	\$ 564,000	\$ 1,534,000	\$ 46,087,000	<b>48,955,000</b>
	Scholarships & Fellowships	\$ 51,000	\$ 41,000	\$ 254,000	\$ 410,000	<b>756,000</b>
	Debt Service				\$	<b>-</b>
	Utilities	\$ 973,000	\$ 10,000		\$	<b>983,000</b>
	Other Expenses	\$ 2,901,000	\$ 332,000	\$ 3,227,000	\$ 861,000	<b>7,321,000</b>
<b>Expenses Total</b>		<b>\$ 40,234,000</b>	<b>\$ 5,099,000</b>	<b>\$ 47,270,000</b>	<b>\$ 106,460,000</b>	<b>\$ 199,063,000</b>
Transfers	Transfers In		\$ 2,717,000		\$ 64,000	<b>2,781,000</b>
	Transfers Out	\$ 1,000	\$ 851,000	\$ 201,000	\$ 123,000	<b>1,176,000</b>
<b>Net Transfers</b>		<b>\$ (1,000)</b>	<b>\$ 1,866,000</b>	<b>\$ (201,000)</b>	<b>\$ (59,000)</b>	<b>\$ 1,605,000</b>

**UNC Chapel Hill - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>University Administration</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 21,782,000			\$	<b>21,782,000</b>
	Sales & Services		\$ 1,710,000		\$	<b>1,710,000</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants		\$ 194,000	\$ 6,767,000	\$ 282,000	<b>7,243,000</b>
	Gifts & Investments		\$ 1,000		\$ 138,000	<b>139,000</b>
	Other Revenues		\$ 86,000		\$ 6,050,000	<b>6,136,000</b>
<b>Revenues Total</b>		<b>\$ 21,782,000</b>	<b>\$ 1,991,000</b>	<b>\$ 6,767,000</b>	<b>\$ 6,470,000</b>	<b>\$ 37,010,000</b>
Expenses	Salaries and Wages	\$ 14,555,000	\$ 1,622,000	\$ 3,693,000	\$ 5,280,000	<b>25,150,000</b>
	Staff Benefits	\$ 4,892,000	\$ 604,000	\$ 1,302,000	\$ 1,752,000	<b>8,550,000</b>
	Supplies, Materials, & Equipment	\$ 627,000	\$ 79,000	\$ 176,000	\$ 14,000	<b>896,000</b>
	Services	\$ 49,000	\$ 261,000	\$ 805,000	\$ 26,000	<b>1,141,000</b>
	Scholarships & Fellowships	\$ 545,000				<b>545,000</b>
	Debt Service					<b>-</b>
	Utilities		\$ 59,000			<b>59,000</b>
	Other Expenses	\$ 1,113,000	\$ 3,460,000	\$ 784,000	\$ 226,000	<b>5,583,000</b>
<b>Expenses Total</b>		<b>\$ 21,781,000</b>	<b>\$ 6,085,000</b>	<b>\$ 6,760,000</b>	<b>\$ 7,298,000</b>	<b>\$ 41,924,000</b>
Transfers	Transfers In		\$ 4,377,000		\$ 7,286,000	<b>11,663,000</b>
	Transfers Out	\$ 1,000	\$ 26,000	\$ 7,000	\$ 6,781,000	<b>6,815,000</b>
<b>Net Transfers</b>		<b>\$ (1,000)</b>	<b>\$ 4,351,000</b>	<b>\$ (7,000)</b>	<b>\$ 505,000</b>	<b>\$ 4,848,000</b>
<b>Business Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 20,653,000	\$ 9,956,000			<b>30,609,000</b>
	Sales & Services	\$ 19,000	\$ 30,026,000		\$ 1,740,000	<b>31,785,000</b>
	Patient Services					<b>-</b>
	Contracts & Grants		\$ 5,098,000	\$ 58,929,000		<b>64,027,000</b>
	Gifts & Investments		\$ 225,000		\$ 7,950,000	<b>8,175,000</b>
	Other Revenues	\$ 10,152,000	\$ 190,000		\$ 2,880,000	<b>13,222,000</b>
<b>Revenues Total</b>		<b>\$ 30,824,000</b>	<b>\$ 45,495,000</b>	<b>\$ 58,929,000</b>	<b>\$ 12,570,000</b>	<b>\$ 147,818,000</b>
Expenses	Salaries and Wages	\$ 13,387,000	\$ 13,268,000	\$ 4,124,000	\$ 941,000	<b>31,720,000</b>
	Staff Benefits	\$ 4,771,000	\$ 6,673,000	\$ 1,498,000	\$ 387,000	<b>13,329,000</b>
	Supplies, Materials, & Equipment	\$ 9,071,000	\$ 3,660,000	\$ 87,000	\$ 2,983,000	<b>15,801,000</b>
	Services	\$ 447,000	\$ 12,943,000	\$ 2,674,000	\$ 74,000	<b>16,138,000</b>
	Scholarships & Fellowships	\$ 542,000	\$ 2,000		\$ 241,000	<b>785,000</b>
	Debt Service		\$ 8,019,000	\$ 22,906,000		<b>30,925,000</b>
	Utilities	\$ 95,000	\$ 3,055,000	\$ 1,000	\$ 134,000	<b>3,285,000</b>
	Other Expenses	\$ 1,935,000	\$ 1,507,000	\$ 609,000	\$ 595,000	<b>4,646,000</b>
<b>Expenses Total</b>		<b>\$ 30,248,000</b>	<b>\$ 49,127,000</b>	<b>\$ 31,899,000</b>	<b>\$ 5,355,000</b>	<b>\$ 116,629,000</b>
Transfers	Transfers In	\$ 111,000	\$ 20,279,500		\$ 639,000	<b>21,029,500</b>
	Transfers Out	\$ 687,000	\$ 3,004,500	\$ 27,026,000	\$ 9,868,000	<b>40,585,500</b>
<b>Net Transfers</b>		<b>\$ (576,000)</b>	<b>\$ 17,275,000</b>	<b>\$ (27,026,000)</b>	<b>\$ (9,229,000)</b>	<b>\$ (19,556,000)</b>

**UNC Chapel Hill - Unit Breakout  
FY 2022-23 All-Funds Budget**

Facilities		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 126,034,000				\$ 126,034,000
	Sales & Services	\$ 1,000	\$ 174,682,000			\$ 174,683,000
	Patient Services					\$ -
	Contracts & Grants			\$ 4,176,000		\$ 4,176,000
	Gifts & Investments		\$ 3,000			\$ 3,000
	Other Revenues		\$ 10,000			\$ 10,000
<b>Revenues Total</b>		<b>\$ 126,035,000</b>	<b>\$ 174,695,000</b>	<b>\$ 4,176,000</b>	<b>\$ -</b>	<b>\$ 304,906,000</b>
Expenses	Salaries and Wages	\$ 31,772,000	\$ 20,848,000	\$ 688,000		\$ 53,308,000
	Staff Benefits	\$ 12,811,000	\$ 8,712,000	\$ 529,000		\$ 22,052,000
	Supplies, Materials, & Equipment	\$ 4,670,000	\$ 95,014,000	\$ 2,409,000		\$ 102,093,000
	Services	\$ 903,000	\$ 3,639,000	\$ 536,000		\$ 5,078,000
	Scholarships & Fellowships					\$ -
	Debt Service		\$ 27,061,000			\$ 27,061,000
	Utilities	\$ 75,281,000	\$ 14,754,000			\$ 90,035,000
	Other Expenses	\$ 598,000	\$ 1,224,000	\$ 15,000		\$ 1,837,000
<b>Expenses Total</b>		<b>\$ 126,035,000</b>	<b>\$ 171,252,000</b>	<b>\$ 4,177,000</b>	<b>\$ -</b>	<b>\$ 301,464,000</b>
Transfers	Transfers In		\$ 6,760,000			\$ 6,760,000
	Transfers Out		\$ 9,621,000			\$ 9,621,000
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ (2,861,000)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (2,861,000)</b>
Human Resources		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 15,180,000	\$ 1,000			\$ 15,181,000
	Sales & Services					\$ -
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments		\$ 1,000			\$ 1,000
	Other Revenues				\$ 20,000	\$ 20,000
<b>Revenues Total</b>		<b>\$ 15,180,000</b>	<b>\$ 2,000</b>	<b>\$ -</b>	<b>\$ 20,000</b>	<b>\$ 15,202,000</b>
Expenses	Salaries and Wages	\$ 9,622,000	\$ 1,590,000			\$ 11,212,000
	Staff Benefits	\$ 3,419,000	\$ 875,000		\$ 2,000	\$ 4,296,000
	Supplies, Materials, & Equipment	\$ 1,165,000	\$ 218,000		\$ 2,000	\$ 1,385,000
	Services	\$ 444,000	\$ 575,000		\$ 11,000	\$ 1,030,000
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses	\$ 530,000	\$ 95,000		\$ 2,000	\$ 627,000
<b>Expenses Total</b>		<b>\$ 15,180,000</b>	<b>\$ 3,353,000</b>	<b>\$ -</b>	<b>\$ 17,000</b>	<b>\$ 18,550,000</b>
Transfers	Transfers In		\$ 3,638,000			\$ 3,638,000
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 3,638,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,638,000</b>

**UNC Chapel Hill - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Information Technology</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 44,060,000	\$ 6,611,000		\$	\$ 50,671,000
	Sales & Services	\$ 152,000	\$ 18,939,000		\$ 1,000	\$ 19,092,000
	Patient Services					\$ -
	Contracts & Grants			\$ 13,856,000		\$ 13,856,000
	Gifts & Investments		\$ 6,000		\$ 1,000	\$ 7,000
	Other Revenues				\$ 670,000	\$ 670,000
<b>Revenues Total</b>		<b>\$ 44,212,000</b>	<b>\$ 25,556,000</b>	<b>\$ 13,856,000</b>	<b>\$ 672,000</b>	<b>\$ 84,296,000</b>
Expenses	Salaries and Wages	\$ 26,907,000	\$ 7,847,000			\$ 34,754,000
	Staff Benefits	\$ 10,047,000	\$ 3,181,000			\$ 13,228,000
	Supplies, Materials, & Equipment	\$ 6,393,000	\$ 9,335,000	\$ 10,507,000		\$ 26,235,000
	Services	\$ 349,000	\$ 262,000	\$ 518,000		\$ 1,129,000
	Scholarships & Fellowships	\$ 4,000	\$ 614,000			\$ 618,000
	Debt Service					\$ -
	Utilities		\$ 3,000			\$ 3,000
	Other Expenses	\$ 510,000	\$ 1,621,000	\$ 2,830,000	\$ 705,000	\$ 5,666,000
<b>Expenses Total</b>		<b>\$ 44,210,000</b>	<b>\$ 22,863,000</b>	<b>\$ 13,855,000</b>	<b>\$ 705,000</b>	<b>\$ 81,633,000</b>
Transfers	Transfers In		\$ 213,000		\$ 1,000	\$ 214,000
	Transfers Out	\$ 2,000	\$ 811,000	\$ 1,000		\$ 814,000
<b>Net Transfers</b>		<b>\$ (2,000)</b>	<b>\$ (598,000)</b>	<b>\$ (1,000)</b>	<b>\$ 1,000</b>	<b>\$ (600,000)</b>
<b>Public Safety</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 8,941,000				\$ 8,941,000
	Sales & Services		\$ 2,707,000			\$ 2,707,000
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues					\$ -
<b>Revenues Total</b>		<b>\$ 8,941,000</b>	<b>\$ 2,707,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 11,648,000</b>
Expenses	Salaries and Wages	\$ 5,721,000	\$ 1,853,000			\$ 7,574,000
	Staff Benefits	\$ 2,201,000	\$ 542,000			\$ 2,743,000
	Supplies, Materials, & Equipment	\$ 632,000	\$ 2,000			\$ 634,000
	Services	\$ 30,000	\$ 233,000			\$ 263,000
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses	\$ 357,000	\$ 13,000			\$ 370,000
<b>Expenses Total</b>		<b>\$ 8,941,000</b>	<b>\$ 2,643,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 11,584,000</b>
Transfers	Transfers In		\$ 250,000			\$ 250,000
	Transfers Out		\$ -			\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 250,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 250,000</b>

**UNC Chapel Hill - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Advancement</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,674,000			\$	2,674,000
	Sales & Services		\$ 126,000		\$	126,000
	Patient Services				\$	-
	Contracts & Grants		\$ 78,000		\$ 78,000	156,000
	Gifts & Investments		\$ 1,597,000		\$ 388,000	1,985,000
	Other Revenues		\$ 19,006,000		\$ 25,000	19,031,000
<b>Revenues Total</b>		<b>\$ 2,674,000</b>	<b>\$ 20,807,000</b>	<b>\$ -</b>	<b>\$ 491,000</b>	<b>\$ 23,972,000</b>
Expenses	Salaries and Wages	\$ 1,746,000	\$ 13,536,000		\$	15,282,000
	Staff Benefits	\$ 752,000	\$ 4,634,000		\$ 86,000	5,472,000
	Supplies, Materials, & Equipment	\$ 112,000	\$ 256,000		\$ 9,000	377,000
	Services	\$ 64,000	\$ 689,000		\$	753,000
	Scholarships & Fellowships				\$	-
	Debt Service		\$ 254,000		\$	254,000
	Utilities				\$	-
	Other Expenses		\$ 411,000		\$ 134,000	545,000
<b>Expenses Total</b>		<b>\$ 2,674,000</b>	<b>\$ 19,780,000</b>	<b>\$ -</b>	<b>\$ 229,000</b>	<b>\$ 22,683,000</b>
Transfers	Transfers In	\$ -	\$ 8,340,000	\$ -	\$ 325,000	8,665,000
	Transfers Out	\$ -	\$ 5,463,000	\$ -	\$ 877,000	6,340,000
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 2,877,000</b>	<b>\$ -</b>	<b>\$ (552,000)</b>	<b>\$ 2,325,000</b>
<b>Dining</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>		<b>\$ -</b>	<b>\$ 4,987,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,987,000</b>
Revenues	State Appropriation, Tuition, & Fees		\$ 2,541,000		\$	2,541,000
	Sales & Services		\$ 43,505,000		\$	43,505,000
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments		\$ 12,000		\$	12,000
	Other Revenues		\$ 21,000		\$	21,000
<b>Revenues Total</b>		<b>\$ -</b>	<b>\$ 46,079,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 46,079,000</b>
Expenses	Salaries and Wages		\$ 270,000		\$	270,000
	Staff Benefits		\$ 132,000		\$	132,000
	Supplies, Materials, & Equipment		\$ 39,884,000		\$	39,884,000
	Services		\$ 364,000		\$	364,000
	Scholarships & Fellowships		\$ 69,000		\$	69,000
	Debt Service		\$ 3,004,000		\$	3,004,000
	Utilities				\$	-
	Other Expenses		\$ 636,000		\$	636,000
<b>Expenses Total</b>		<b>\$ -</b>	<b>\$ 44,359,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 44,359,000</b>
Transfers	Transfers In				\$	-
	Transfers Out		\$ 1,435,000		\$	1,435,000
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ (1,435,000)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (1,435,000)</b>
<b>Ending Fund Balance</b>		<b>\$ -</b>	<b>\$ 5,272,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,272,000</b>

**UNC Chapel Hill - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Housing</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>		\$ -	\$ 24,080,000	\$ -	\$ 24,000	\$ 24,104,000
Revenues	State Appropriation, Tuition, & Fees					\$ -
	Sales & Services		\$ 62,665,000			\$ 62,665,000
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments		\$ 31,000	\$ 2,000		\$ 33,000
	Other Revenues		\$ 1,000			\$ 1,000
<b>Revenues Total</b>		\$ -	\$ 62,697,000	\$ -	\$ 2,000	\$ 62,699,000
Expenses	Salaries and Wages		\$ 17,969,000			\$ 17,969,000
	Staff Benefits		\$ 5,481,000		\$ 1,000	\$ 5,482,000
	Supplies, Materials, & Equipment		\$ 2,831,000			\$ 2,831,000
	Services		\$ 330,000			\$ 330,000
	Scholarships & Fellowships					\$ -
	Debt Service		\$ 16,864,000			\$ 16,864,000
	Utilities		\$ 10,869,000			\$ 10,869,000
	Other Expenses		\$ 3,458,000			\$ 3,458,000
<b>Expenses Total</b>		\$ -	\$ 57,802,000	\$ -	\$ 1,000	\$ 57,803,000
Transfers	Transfers In		\$ 3,000			\$ 3,000
	Transfers Out		\$ 2,431,000			\$ 2,431,000
<b>Net Transfers</b>		\$ -	\$ (2,428,000)	\$ -	\$ -	\$ (2,428,000)
<b>Ending Fund Balance</b>		\$ -	\$ 26,547,000	\$ -	\$ 25,000	\$ 26,572,000

<b>Parking</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>		\$ -	\$ 19,449,000	\$ -	\$ -	\$ 19,449,000
Revenues	State Appropriation, Tuition, & Fees		\$ 1,346,000			\$ 1,346,000
	Sales & Services		\$ 22,140,000			\$ 22,140,000
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments		\$ 32,000			\$ 32,000
	Other Revenues					\$ -
<b>Revenues Total</b>		\$ -	\$ 23,518,000	\$ -	\$ -	\$ 23,518,000
Expenses	Salaries and Wages		\$ 5,691,000			\$ 5,691,000
	Staff Benefits		\$ 2,709,000			\$ 2,709,000
	Supplies, Materials, & Equipment		\$ 6,080,000			\$ 6,080,000
	Services		\$ 3,460,000			\$ 3,460,000
	Scholarships & Fellowships					\$ -
	Debt Service		\$ 7,500,000			\$ 7,500,000
	Utilities		\$ 1,078,000			\$ 1,078,000
	Other Expenses		\$ 996,000			\$ 996,000
<b>Expenses Total</b>		\$ -	\$ 27,514,000	\$ -	\$ -	\$ 27,514,000
Transfers	Transfers In		\$ 7,247,000			\$ 7,247,000
	Transfers Out		\$ 12,590,000			\$ 12,590,000
<b>Net Transfers</b>		\$ -	\$ (5,343,000)	\$ -	\$ -	\$ (5,343,000)
<b>Ending Fund Balance</b>		\$ -	\$ 10,110,000	\$ -	\$ -	\$ 10,110,000

**UNC Chapel Hill - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Athletics</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>		\$ -	\$ 5,582,000	\$ -	\$ 3,110,000	\$ 8,692,000
Revenues	State Appropriation, Tuition, & Fees		\$ 7,770,000			\$ 7,770,000
	Sales & Services		\$ 83,014,000			\$ 83,014,000
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments		\$ 2,000,000	\$ 814,000		\$ 2,814,000
	Other Revenues			\$ 19,785,000		\$ 19,785,000
<b>Revenues Total</b>		\$ -	\$ 92,784,000	\$ -	\$ 20,599,000	\$ 113,383,000
Expenses	Salaries and Wages		\$ 37,782,000		\$ 410,000	\$ 38,192,000
	Staff Benefits		\$ 10,290,000		\$ 124,000	\$ 10,414,000
	Supplies, Materials, & Equipment		\$ 6,511,000		\$ 106,000	\$ 6,617,000
	Services		\$ 2,567,000			\$ 2,567,000
	Scholarships & Fellowships		\$ 1,507,000		\$ 18,667,000	\$ 20,174,000
	Debt Service				\$ 39,000	\$ 39,000
	Utilities		\$ 4,642,000			\$ 4,642,000
	Other Expenses		\$ 21,686,000		\$ 2,000	\$ 21,688,000
<b>Expenses Total</b>		\$ -	\$ 84,985,000	\$ -	\$ 19,348,000	\$ 104,333,000
Transfers	Transfers In		\$ 83,000			\$ 83,000
	Transfers Out		\$ 6,416,000		\$ 83,000	\$ 6,499,000
<b>Net Transfers</b>		\$ -	\$ (6,333,000)	\$ -	\$ (83,000)	\$ (6,416,000)
<b>Ending Fund Balance</b>		\$ -	\$ 7,048,000	\$ -	\$ 4,278,000	\$ 11,326,000

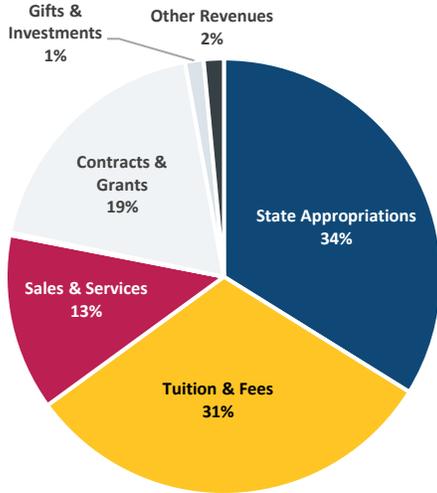
<b>Student Health</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>		\$ -	\$ 29,096,000	\$ -	\$ 1,020,000	\$ 30,116,000
Revenues	State Appropriation, Tuition, & Fees	\$ 151,000	\$ 11,377,000			\$ 11,528,000
	Sales & Services		\$ 9,389,000			\$ 9,389,000
	Patient Services					\$ -
	Contracts & Grants				\$ 25,000	\$ 25,000
	Gifts & Investments				\$ 56,000	\$ 56,000
	Other Revenues		\$ 377,000		\$ (60,000)	\$ 317,000
<b>Revenues Total</b>		\$ 151,000	\$ 21,143,000	\$ -	\$ 21,000	\$ 21,315,000
Expenses	Salaries and Wages	\$ 113,000	\$ 12,971,000		\$ 52,000	\$ 13,136,000
	Staff Benefits	\$ 37,000	\$ 4,747,000		\$ 5,000	\$ 4,789,000
	Supplies, Materials, & Equipment	\$ 1,000	\$ 4,770,000			\$ 4,771,000
	Services		\$ 689,000			\$ 689,000
	Scholarships & Fellowships		\$ 114,000			\$ 114,000
	Debt Service					\$ -
	Utilities		\$ 351,000			\$ 351,000
	Other Expenses		\$ 1,329,000		\$ 25,000	\$ 1,354,000
<b>Expenses Total</b>		\$ 151,000	\$ 24,971,000	\$ -	\$ 82,000	\$ 25,204,000
Transfers	Transfers In		\$ 2,745,000			\$ 2,745,000
	Transfers Out		\$ 2,306,000		\$ 62,000	\$ 2,368,000
<b>Net Transfers</b>		\$ -	\$ 439,000	\$ -	\$ (62,000)	\$ 377,000
<b>Ending Fund Balance</b>		\$ -	\$ 25,707,000	\$ -	\$ 897,000	\$ 26,604,000

# UNC Charlotte

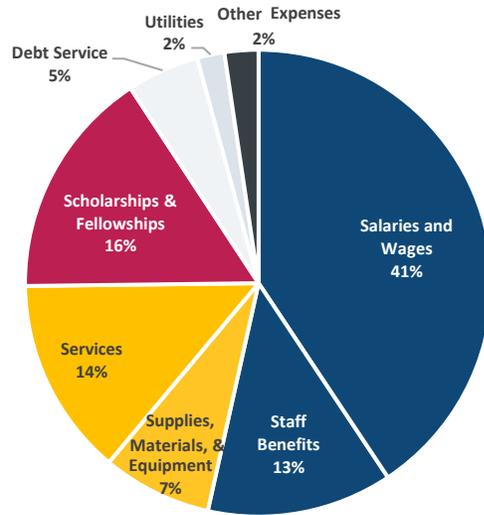
Total Enrollment (Fall 2021): 30,448

Total Permanent Full-Time Employees (Including Faculty) (Fall 2021): 3,439

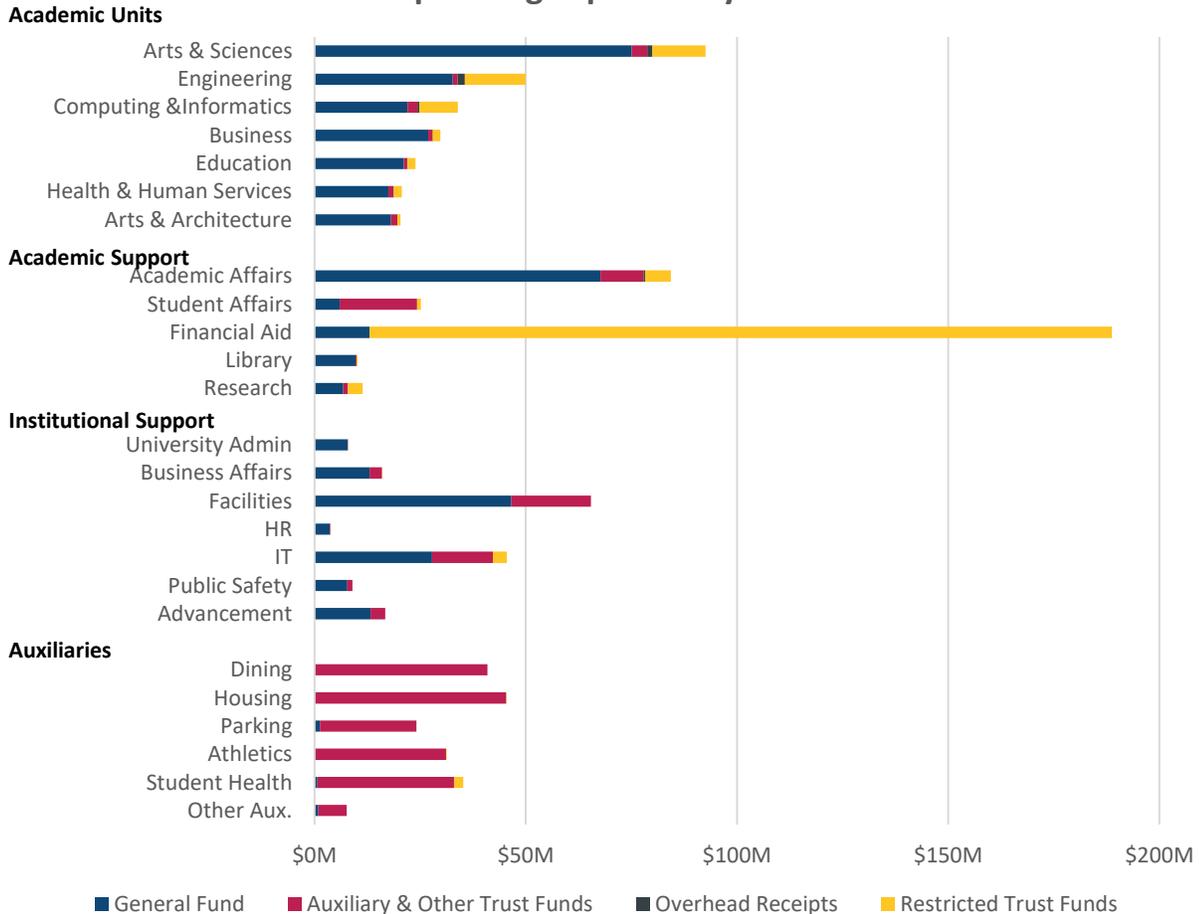
### Budgeted Revenue (FY23)



### Budgeted Expenses (FY23)



### Operating Expenses by Unit





May 3, 2022

Ms. Jennifer Haygood  
Senior Vice President for Finance and Administration and CFO  
The University of North Carolina System  
PO Box 2688  
Chapel Hill, NC 27515-2688  
[jhhaygood@northcarolina.edu](mailto:jhhaygood@northcarolina.edu)

Re: University of North Carolina at Charlotte - All-Funds Budget Narrative FY 2022-23

Dear Ms. Haygood,

The All-Funds Budget for the University of North Carolina at Charlotte for fiscal year 2022-2023 was developed consistent with UNC System guidelines to support the System and University strategic plans. The budget process began in late 2021 and included significant cross-university collaboration and support with the final budget approved by the UNC Charlotte Board of Trustees on April 13, 2022. 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 2022-23 All-Funds Budget aligns resources with strategic priorities.

**Progress towards system-wide strategic goals**

The FY 2022-23 budget reflects UNC Charlotte’s priority to continuously improve student outcomes, affordability, and productivity. Employees are the driving force of the University and faculty and staff provide the critical instruction and student support services necessary to improve student success. Therefore, the UNC Charlotte FY 2022-23 budget reflects priorities to enhance faculty and staff salaries within limited fiscal resources to improve productivity. The budget also includes additional resources through reallocations and uses of new funding to provide additional student advisors, student financial literacy, and undergraduate financial aid. The University also established a Bachelor of Science in Professional Studies degree to allow students to build on past educational and professional experiences to expand the degree completion of “part-way home” students. These new resources will support increased graduation rates and reduce student costs.



### **Support of UNC Charlotte Strategic Plan**

New and existing revenues are allocated in the FY 2022-23 All-Funds Budget to support the University's "Shaping What's Next" strategic plan. The plan calls for the transformation of students' lives through educational opportunity and excellence, powering the future through research and creative discovery, driving progress for North Carolina and beyond, and living our guiding commitments by leading in equity and engagement. Specifically, the University for FY 2022-23:

- Supports undergraduate student affordability with increased financial aid
- Funds 23 new faculty positions with enrollment growth funding and legislative appropriations for Engineering NC's Future
- Increases investments for smart classrooms and improvements to IT resources utilizing Education & Technology Fee receipts and State appropriations
- Increases research grants and revenues to support research endeavors
- Increases tuition revenue from new professional studies and online MBA programs to support program operations
- Leverages School of Professional Studies and Cato College of Education resources to provide tutoring services in reading to underserved students
- Enhances campus police officer salaries as required by campus safety fee increases

### **Administrative Efficiency**

Starting in the prior year and continuing into FY 2022-23, UNC Charlotte is streamlining several areas across campus to reduce layers of management and administration. With reduced labor pools and increasing vacancies, the University has reviewed opportunities to economize and rethink administration. Specifically, the University has centralized university information technology functions, communications, and research administration. While the FY 2022-23 budget does not reflect immediate savings, the University anticipates long-term efficiencies from these consolidations including reduced redundancy, improved process effectiveness, and optimized resources. The University continues to explore opportunities for efficiency and increased student affordability.

### **Financial Sustainability**

Strategic decisions for FY 2022-23 include utilizing fund balances to support capital and equipment expenditures in auxiliaries and other-than-general fund budgets. The dining services and parking services auxiliary funds anticipate using fund balances to maintain existing infrastructure, renovate the second-largest dining hall on campus, and improve various parking decks and surface lots in need of maintenance. These planned, necessary expenditures were delayed over the prior two years due to fiscal uncertainty during the pandemic. Other uses of fund balances from fees, research revenue, and restricted funds in FY 2022-23 are budgeted for delayed equipment purchases necessary to support research and academic programs. These purchases reflect planning that required saving fees and other revenue over multiple years and delaying purchases during the pandemic to ensure financial sustainability. Current University financial ratios reflect the positive fiscal environment realized through deferred expenditures and federal pandemic relief funds.

UNC Charlotte stands ready to respond to any questions regarding the above narrative or if any additional information is required.

Sincerely,

A handwritten signature in black ink that reads "Sharon L. Gaber". The signature is written in a cursive style with a large initial 'S' and 'G'.

Sharon L. Gaber  
Chancellor

Cc: Susan DeVore, Board of Trustees Chair  
Richard Amon, Vice Chancellor for Business Affairs/CFO  
Joan Lorden, 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

**UNC Charlotte**  
**FY 2022-23 All-Funds Budget**

		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriations	\$ 301,248,756				\$ 301,248,756
	Tuition & Fees	\$ 153,610,658	\$ 123,113,070		\$ 101,000	\$ 276,824,728
	Sales & Services		\$ 116,346,092		\$ 148,515	\$ 116,494,607
	Patient Services		\$ 1,788,230			\$ 1,788,230
	Contracts & Grants	\$ 85,000		\$ 7,455,613	\$ 160,425,958	\$ 167,966,571
	Gifts & Investments		\$ 3,180,050		\$ 9,035,391	\$ 12,215,441
	Other Revenues	\$ 7,574,500	\$ 5,484,347		\$ 174,935	\$ 13,233,782
<b>Revenues Total</b>		<b>\$ 462,518,914</b>	<b>\$ 249,911,789</b>	<b>\$ 7,455,613</b>	<b>\$ 169,885,799</b>	<b>\$ 889,772,115</b>
Expenses	Salaries and Wages	\$ 284,624,530	\$ 61,465,358	\$ 984,032	\$ 23,866,964	\$ 370,940,884
	Staff Benefits	\$ 92,888,529	\$ 20,797,129		\$ 3,391,186	\$ 117,076,844
	Supplies, Materials, & Equip.	\$ 36,770,579	\$ 23,682,461	\$ 2,106,408	\$ 6,542,638	\$ 69,102,086
	Services	\$ 17,289,182	\$ 92,840,980	\$ 388,793	\$ 14,830,777	\$ 125,349,732
	Scholarships & Fellowships	\$ 16,642,585	\$ 6,948,203	\$ 124,665	\$ 121,782,137	\$ 145,497,590
	Debt Service	\$ 979,496	\$ 42,968,704	\$ 1,750,000		\$ 45,698,200
	Utilities	\$ 13,257,394	\$ 3,970,042			\$ 17,227,436
	Other Expenses	\$ 66,619	\$ 21,335,297			\$ 21,401,916
<b>Expenses Total</b>		<b>\$ 462,518,914</b>	<b>\$ 274,008,174</b>	<b>\$ 5,353,898</b>	<b>\$ 170,413,702</b>	<b>\$ 912,294,688</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**UNC Charlotte - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>College of Arts &amp; Architecture</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 18,114,285	\$ 836,712		\$ 1,000	\$ 18,951,997
	Sales & Services		\$ 91,800		\$ 26,201	\$ 118,001
	Patient Services				\$	-
	Contracts & Grants			\$ 3,803	\$ 230,952	\$ 234,755
	Gifts & Investments		\$ 16,570		\$ 241,887	\$ 258,457
	Other Revenues				\$ 17,000	\$ 17,000
<b>Revenues Total</b>		<b>\$ 18,114,285</b>	<b>\$ 945,082</b>	<b>\$ 3,803</b>	<b>\$ 517,040</b>	<b>\$ 19,580,210</b>
Expenses	Salaries and Wages	\$ 13,859,595	\$ 88,741		\$ 236,349	\$ 14,184,685
	Staff Benefits	\$ 3,886,611	\$ 1,577		\$ 22,599	\$ 3,910,787
	Supplies, Materials, & Equipment	\$ 186,634	\$ 814,538	\$ 17,552	\$ 50,241	\$ 1,068,965
	Services	\$ 165,085	\$ 568,830	\$ 18,391	\$ 120,933	\$ 873,239
	Scholarships & Fellowships	\$ 16,360	\$ 1,500		\$ 271,519	\$ 289,379
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 18,114,285</b>	<b>\$ 1,475,186</b>	<b>\$ 35,943</b>	<b>\$ 701,641</b>	<b>\$ 20,327,055</b>
Transfers	Transfers In		\$ 261,955	\$ 30,837	\$ 23,053	\$ 315,845
	Transfers Out				\$ 21,735	\$ 21,735
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 30,837</b>	<b>\$ 1,318</b>	<b>\$ 294,110</b>	<b>\$ 294,110</b>
<b>College of Business</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 26,876,264	\$ 857,124		\$	\$ 27,733,388
	Sales & Services				\$ 45,889	\$ 45,889
	Patient Services				\$	-
	Contracts & Grants			\$ 129,216	\$ 164,235	\$ 293,451
	Gifts & Investments		\$ 73,914		\$ 2,592,827	\$ 2,666,741
	Other Revenues		\$ 25,874		\$	\$ 25,874
<b>Revenues Total</b>		<b>\$ 26,876,264</b>	<b>\$ 956,912</b>	<b>\$ 129,216</b>	<b>\$ 2,788,572</b>	<b>\$ 30,765,343</b>
Expenses	Salaries and Wages	\$ 19,194,017	\$ 175,037		\$ 750,220	\$ 20,119,274
	Staff Benefits	\$ 4,729,972	\$ 45,724		\$ 159,030	\$ 4,934,726
	Supplies, Materials, & Equipment	\$ 2,394,748	\$ 463,210	\$ 26,421	\$ 28,300	\$ 2,912,679
	Services		\$ 374,939	\$ 6,183	\$ 288,212	\$ 669,334
	Scholarships & Fellowships	\$ 558,097	\$ 6,000		\$ 570,511	\$ 1,134,608
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 26,876,834</b>	<b>\$ 1,064,910</b>	<b>\$ 32,604</b>	<b>\$ 1,781,895</b>	<b>\$ 29,770,621</b>
Transfers	Transfers In				\$ -	\$ -
	Transfers Out				\$ 50,500	\$ 50,500
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (50,500)</b>	<b>\$ (50,500)</b>

**UNC Charlotte - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>College of Computing &amp; Informatics</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 22,034,123	\$ 1,141,663		\$	<b>23,175,786</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants			\$ 118,530	\$ 8,624,351	<b>8,742,881</b>
	Gifts & Investments		\$ 737,713		\$ 297,487	<b>1,035,200</b>
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 22,034,123</b>	<b>\$ 1,879,376</b>	<b>\$ 118,530</b>	<b>\$ 8,921,838</b>	<b>\$ 32,953,867</b>
Expenses	Salaries and Wages	\$ 15,699,213	\$ 864,570	\$ 293,024	\$ 3,392,163	<b>20,248,970</b>
	Staff Benefits	\$ 3,791,863	\$ 133,647	\$ 58,120	\$ 553,647	<b>4,537,277</b>
	Supplies, Materials, & Equipment	\$ 1,326,221	\$ 788,148	\$ 48,820	\$ 126,797	<b>2,289,986</b>
	Services	\$ 782,832	\$ 509,175	\$ 45,299	\$ 2,809,558	<b>4,146,864</b>
	Scholarships & Fellowships	\$ 433,994		\$ 16,000	\$ 2,274,176	<b>2,724,170</b>
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 22,034,123</b>	<b>\$ 2,295,540</b>	<b>\$ 461,264</b>	<b>\$ 9,156,341</b>	<b>\$ 33,947,268</b>
Transfers	Transfers In		\$ 150,867	\$ 205,750	\$ 918	<b>357,535</b>
	Transfers Out			\$ 19,400	\$ 22,398	<b>41,798</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 150,867</b>	<b>\$ 186,350</b>	<b>\$ (21,480)</b>	<b>\$ 315,737</b>
<b>College of Education</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 21,115,526	\$ 245,773		\$	<b>21,361,299</b>
	Sales & Services		\$ 25,425		\$ 6,599	<b>32,024</b>
	Patient Services				\$	-
	Contracts & Grants			\$ 40,000	\$ 1,460,341	<b>1,500,341</b>
	Gifts & Investments		\$ 40,000		\$ 2,275,938	<b>2,315,938</b>
	Other Revenues		\$ 137,830		\$ 398	<b>138,228</b>
<b>Revenues Total</b>		<b>\$ 21,115,526</b>	<b>\$ 449,028</b>	<b>\$ 40,000</b>	<b>\$ 3,743,276</b>	<b>\$ 25,347,830</b>
Expenses	Salaries and Wages	\$ 15,443,555	\$ 100,601	\$ 59,439	\$ 21,469	<b>15,625,064</b>
	Staff Benefits	\$ 4,715,205	\$ 424	\$ 2,894		<b>4,718,523</b>
	Supplies, Materials, & Equipment	\$ 290,962	\$ 169,712	\$ 6,311		<b>466,985</b>
	Services	\$ 665,804	\$ 515,543	\$ 15,739	\$ 1,856,865	<b>3,053,951</b>
	Scholarships & Fellowships		\$ 1,308		\$ 42,288	<b>43,596</b>
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 21,115,526</b>	<b>\$ 787,588</b>	<b>\$ 84,383</b>	<b>\$ 1,920,622</b>	<b>\$ 23,908,119</b>
Transfers	Transfers In		\$ 44,417	\$ 45,996		<b>90,413</b>
	Transfers Out		\$ 1,248		\$ 76,852	<b>78,100</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 43,169</b>	<b>\$ 45,996</b>	<b>\$ (76,852)</b>	<b>\$ 12,313</b>

**UNC Charlotte - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>College of Engineering</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 32,718,912	\$ 1,268,228		\$	\$ 33,987,140
	Sales & Services				\$ 1,000	\$ 1,000
	Patient Services					\$ -
	Contracts & Grants			\$ 1,529,519	\$ 11,461,640	\$ 12,991,159
	Gifts & Investments				\$ 1,282,204	\$ 1,282,204
	Other Revenues					\$ -
<b>Revenues Total</b>		<b>\$ 32,718,912</b>	<b>\$ 1,268,228</b>	<b>\$ 1,529,519</b>	<b>\$ 12,744,844</b>	<b>\$ 48,261,503</b>
Expenses	Salaries and Wages	\$ 25,449,904	\$ 138,246	\$ 122,182	\$ 4,239,192	\$ 29,949,524
	Staff Benefits	\$ 6,226,796	\$ 41,318	\$ 26,609	\$ 593,623	\$ 6,888,346
	Supplies, Materials, & Equipment	\$ 14,271	\$ 822,873	\$ 1,461,487	\$ 1,485,492	\$ 3,784,123
	Services	\$ 858,175	\$ 103,383	\$ 85,529	\$ 5,547,680	\$ 6,594,767
	Scholarships & Fellowships	\$ 169,765		\$ 91,991	\$ 2,495,668	\$ 2,757,424
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 32,718,912</b>	<b>\$ 1,105,820</b>	<b>\$ 1,787,798</b>	<b>\$ 14,361,655</b>	<b>\$ 49,974,185</b>
Transfers	Transfers In			\$ 39,011		\$ 39,011
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 39,011</b>	<b>\$ -</b>	<b>\$ 39,011</b>
<b>College of Health &amp; Human Services</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 17,492,880	\$ 1,320,711		\$	\$ 18,813,591
	Sales & Services		\$ 5,700			\$ 5,700
	Patient Services					\$ -
	Contracts & Grants			\$ 38,900	\$ 2,107,820	\$ 2,146,720
	Gifts & Investments		\$ 2,000		\$ 321,079	\$ 323,079
	Other Revenues				\$ 55,000	\$ 55,000
<b>Revenues Total</b>		<b>\$ 17,492,880</b>	<b>\$ 1,328,411</b>	<b>\$ 38,900</b>	<b>\$ 2,483,899</b>	<b>\$ 21,344,090</b>
Expenses	Salaries and Wages	\$ 13,500,157	\$ 441,567		\$ 1,289,988	\$ 15,231,711
	Staff Benefits	\$ 3,747,052	\$ 64,107		\$ 232,305	\$ 4,043,464
	Supplies, Materials, & Equipment	\$ 195,638	\$ 380,153	\$ 24,609	\$ 155,692	\$ 756,092
	Services	\$ 35,305	\$ 334,499		\$ 497,170	\$ 866,974
	Scholarships & Fellowships	\$ 14,729			\$ 312,344	\$ 327,073
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 17,492,880</b>	<b>\$ 1,220,326</b>	<b>\$ 24,609</b>	<b>\$ 1,944,876</b>	<b>\$ 21,225,314</b>
Transfers	Transfers In		\$ 15,000	\$ 39,229		\$ 54,229
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 15,000</b>	<b>\$ 39,229</b>	<b>\$ -</b>	<b>\$ 54,229</b>

**UNC Charlotte - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>College of Liberal Arts &amp; Sciences</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 75,047,785	\$ 2,127,028		\$	\$ 77,174,813
	Sales & Services		\$ 272,693		\$ 42,275	\$ 314,968
	Patient Services					\$ -
	Contracts & Grants			\$ 354,434	\$ 9,858,000	\$ 10,212,434
	Gifts & Investments		\$ 498,338		\$ 678,564	\$ 1,176,902
	Other Revenues		\$ 20,803		\$ 15,141	\$ 35,944
<b>Revenues Total</b>		<b>\$ 75,047,785</b>	<b>\$ 2,918,862</b>	<b>\$ 354,434</b>	<b>\$ 10,593,980</b>	<b>\$ 88,915,061</b>
Expenses	Salaries and Wages	\$ 58,556,264	\$ 659,562	\$ 194,485	\$ 5,483,153	\$ 64,893,464
	Staff Benefits	\$ 15,466,707	\$ 148,324	\$ 21,169	\$ 528,310	\$ 16,164,510
	Supplies, Materials, & Equipment	\$ 494,816	\$ 1,710,695	\$ 588,594	\$ 1,088,770	\$ 3,882,875
	Services	\$ 523,698	\$ 1,213,030	\$ 373,137	\$ 3,586,083	\$ 5,695,948
	Scholarships & Fellowships	\$ 6,300	\$ 20,633	\$ 16,674	\$ 1,894,373	\$ 1,937,980
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 75,047,785</b>	<b>\$ 3,752,244</b>	<b>\$ 1,194,059</b>	<b>\$ 12,580,689</b>	<b>\$ 92,574,777</b>
Transfers	Transfers In		\$ 14,565			\$ 14,565
	Transfers Out		\$ 9,111			\$ 9,111
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 5,454</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,454</b>
<b>Academic Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 67,665,941	\$ 14,259,509		\$	\$ 81,925,450
	Sales & Services		\$ 789,923		\$ 4,000	\$ 793,923
	Patient Services					\$ -
	Contracts & Grants			\$ 4,914	\$ 2,939,904	\$ 2,944,818
	Gifts & Investments		\$ 116,724		\$ 3,037,777	\$ 3,154,501
	Other Revenues		\$ 477,163			\$ 477,163
<b>Revenues Total</b>		<b>\$ 67,665,941</b>	<b>\$ 15,643,319</b>	<b>\$ 4,914</b>	<b>\$ 5,981,681</b>	<b>\$ 89,295,855</b>
Expenses	Salaries and Wages	\$ 43,115,856	\$ 3,574,280	\$ 314,902	\$ 1,563,259	\$ 48,568,297
	Staff Benefits	\$ 11,475,543	\$ 658,718	\$ 33,910	\$ 338,801	\$ 12,506,973
	Supplies, Materials, & Equipment	\$ 4,243,070	\$ 1,563,708	\$ 7,163	\$ 23,912	\$ 5,837,853
	Services	\$ 6,328,696	\$ 4,290,646	\$ 24,009	\$ 670,817	\$ 11,314,168
	Scholarships & Fellowships	\$ 2,502,776	\$ 86,257		\$ 3,562,040	\$ 6,151,073
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 67,665,941</b>	<b>\$ 10,173,610</b>	<b>\$ 379,984</b>	<b>\$ 6,158,829</b>	<b>\$ 84,378,363</b>
Transfers	Transfers In		\$ 1,370,555		\$ 13,116	\$ 1,383,671
	Transfers Out		\$ 1,039,564		\$ 431	\$ 1,039,995
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 330,991</b>	<b>\$ -</b>	<b>\$ 12,685</b>	<b>\$ 343,676</b>

**UNC Charlotte - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Student Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 5,943,547	\$ 14,962,392		\$	\$ 20,905,939
	Sales & Services		\$ 2,358,397		\$ 10,500	\$ 2,368,897
	Patient Services					\$ -
	Contracts & Grants				\$ 847,377	\$ 847,377
	Gifts & Investments				\$ 4,000	\$ 4,000
	Other Revenues		\$ 103,600			\$ 103,600
<b>Revenues Total</b>		<b>\$ 5,943,547</b>	<b>\$ 17,424,389</b>	<b>\$ -</b>	<b>\$ 861,877</b>	<b>\$ 24,229,813</b>
Expenses	Salaries and Wages	\$ 3,434,340	\$ 9,515,931			\$ 12,950,271
	Staff Benefits	\$ 1,026,219	\$ 2,954,843			\$ 3,981,061
	Supplies, Materials, & Equipment	\$ 1,226,531	\$ 1,654,389		\$ 853,377	\$ 3,734,297
	Services	\$ 256,457	\$ 3,277,401		\$ 27,200	\$ 3,561,058
	Scholarships & Fellowships				\$ 3,000	\$ 3,000
	Debt Service					\$ -
	Utilities		\$ 944,634			\$ 944,634
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 5,943,547</b>	<b>\$ 18,347,197</b>	<b>\$ -</b>	<b>\$ 883,577</b>	<b>\$ 25,174,321</b>
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Financial Aid</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 13,009,788	\$ -	\$ -	\$ 100,000	\$ 13,109,788
	Sales & Services					\$ -
	Patient Services					\$ -
	Contracts & Grants				\$ 175,497,592	\$ 175,497,592
	Gifts & Investments				\$ 71,000	\$ 71,000
	Other Revenues					\$ -
<b>Revenues Total</b>		<b>\$ 13,009,788</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 175,668,592</b>	<b>\$ 188,678,380</b>
Expenses	Salaries and Wages				\$ 585,358	\$ 585,358
	Staff Benefits				\$ 7,260	\$ 7,260
	Supplies, Materials, & Equipment					\$ -
	Services					\$ -
	Scholarships & Fellowships	\$ 13,009,788			\$ 175,181,911	\$ 188,191,699
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 13,009,788</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 175,774,529</b>	<b>\$ 188,784,317</b>
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**UNC Charlotte - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Library</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 9,704,777	\$ 2,732,362		\$	<b>12,437,139</b>
	Sales & Services		\$ 28,136		\$	<b>28,136</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants			\$ 1,918	\$ 243,051	<b>244,969</b>
	Gifts & Investments		\$ 33,500		\$ 58,593	<b>92,093</b>
	Other Revenues		\$ 22,800		\$	<b>22,800</b>
<b>Revenues Total</b>		<b>\$ 9,704,777</b>	<b>\$ 2,816,798</b>	<b>\$ 1,918</b>	<b>\$ 301,644</b>	<b>\$ 12,825,137</b>
Expenses	Salaries and Wages	\$ 5,598,100			\$	<b>5,598,100</b>
	Staff Benefits	\$ 1,866,616			\$ 432	<b>1,867,048</b>
	Supplies, Materials, & Equipment	\$ 1,700,268	\$ 157,155		\$ 12,820	<b>1,870,243</b>
	Services	\$ 539,793	\$ 95,502		\$ 243,051	<b>878,346</b>
	Scholarships & Fellowships				\$	<b>-</b>
	Debt Service				\$	<b>-</b>
	Utilities				\$	<b>-</b>
	Other Expenses				\$	<b>-</b>
<b>Expenses Total</b>		<b>\$ 9,704,777</b>	<b>\$ 252,657</b>	<b>\$ -</b>	<b>\$ 256,303</b>	<b>\$ 10,213,737</b>
Transfers	Transfers In			\$ 238	\$	<b>238</b>
	Transfers Out				\$	<b>-</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 238</b>	<b>\$ -</b>	<b>\$ 238</b>
<b>Sponsored Research</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 6,803,677	\$ 500,000		\$	<b>7,303,677</b>
	Sales & Services				\$	<b>-</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants			\$ 1,665,316	\$ 2,810,232	<b>4,475,548</b>
	Gifts & Investments		\$ 175,000		\$ 600,000	<b>775,000</b>
	Other Revenues		\$ 1,195,252		\$	<b>1,195,252</b>
<b>Revenues Total</b>		<b>\$ 6,803,677</b>	<b>\$ 1,870,252</b>	<b>\$ 1,665,316</b>	<b>\$ 3,410,232</b>	<b>\$ 13,749,477</b>
Expenses	Salaries and Wages	\$ 4,245,692	\$ 1,936		\$ 1,456,375	<b>5,704,003</b>
	Staff Benefits	\$ 1,267,600	\$ 3,914		\$ 261,786	<b>1,533,300</b>
	Supplies, Materials, & Equipment	\$ 1,199,952	\$ 50,000		\$ 1,257,799	<b>2,507,751</b>
	Services	\$ 90,432	\$ 975,329		\$ 459,139	<b>1,524,900</b>
	Scholarships & Fellowships				\$ 3,000	<b>3,000</b>
	Debt Service				\$	<b>-</b>
	Utilities		\$ 115,000		\$	<b>115,000</b>
	Other Expenses				\$	<b>-</b>
<b>Expenses Total</b>		<b>\$ 6,803,677</b>	<b>\$ 1,146,179</b>	<b>\$ -</b>	<b>\$ 3,438,098</b>	<b>\$ 11,387,955</b>
Transfers	Transfers In				\$	<b>-</b>
	Transfers Out				\$	<b>-</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**UNC Charlotte - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>University Administration</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 7,814,798			\$	<b>7,814,798</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments		\$ 141,500		\$ 20,000	<b>161,500</b>
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 7,814,798</b>	<b>\$ 141,500</b>	<b>\$ -</b>	<b>\$ 20,000</b>	<b>\$ 7,976,298</b>
Expenses	Salaries and Wages	\$ 4,611,691			\$	<b>4,611,691</b>
	Staff Benefits	\$ 1,312,426	\$ 22,318		\$	<b>1,334,744</b>
	Supplies, Materials, & Equipment	\$ 691,044	\$ 6,228		\$ 674	<b>697,946</b>
	Services	\$ 1,199,637	\$ 96,510		\$ 9,762	<b>1,305,909</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 7,814,798</b>	<b>\$ 125,056</b>	<b>\$ -</b>	<b>\$ 10,436</b>	<b>\$ 7,950,290</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Business Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 13,065,782	\$ 1,812,185		\$	<b>14,877,967</b>
	Sales & Services		\$ 440,000		\$	<b>440,000</b>
	Patient Services				\$	-
	Contracts & Grants				\$ 5,373,544	<b>5,373,544</b>
	Gifts & Investments		\$ 10,000		\$ 100	<b>10,100</b>
	Other Revenues		\$ 226,193		\$	<b>226,193</b>
<b>Revenues Total</b>		<b>\$ 13,065,782</b>	<b>\$ 2,488,378</b>	<b>\$ -</b>	<b>\$ 5,373,644</b>	<b>\$ 20,927,804</b>
Expenses	Salaries and Wages	\$ 6,853,470	\$ 1,263,373		\$	<b>8,116,843</b>
	Staff Benefits	\$ 2,106,317	\$ 697,410		\$	<b>2,803,727</b>
	Supplies, Materials, & Equipment	\$ 1,890,933	\$ 128,000		\$ 24,234	<b>2,043,167</b>
	Services	\$ 2,215,062	\$ 326,281		\$ 189,779	<b>2,731,122</b>
	Scholarships & Fellowships				\$ 1,276,065	<b>1,276,065</b>
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses		\$ 500,000		\$	<b>500,000</b>
<b>Expenses Total</b>		<b>\$ 13,065,782</b>	<b>\$ 2,915,064</b>	<b>\$ -</b>	<b>\$ 39,345</b>	<b>\$ 17,470,924</b>
Transfers	Transfers In		\$ 626,157		\$	<b>626,157</b>
	Transfers Out		\$ 300		\$ 3,903,566	<b>3,903,866</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 625,857</b>	<b>\$ -</b>	<b>\$ (3,903,566)</b>	<b>\$ (3,277,709)</b>

**UNC Charlotte - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Facilities</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 46,609,300	\$ 1,093,019		\$	<b>47,702,319</b>
	Sales & Services		\$ 17,354,322		\$	<b>17,354,322</b>
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments		\$ 25,000		\$	<b>25,000</b>
	Other Revenues		\$ 106,471		\$	<b>106,471</b>
<b>Revenues Total</b>		<b>\$ 46,609,300</b>	<b>\$ 18,578,812</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 65,188,112</b>
Expenses	Salaries and Wages	\$ 18,540,109	\$ 2,615,939		\$	<b>21,156,048</b>
	Staff Benefits	\$ 6,144,322	\$ 1,058,397		\$	<b>7,202,719</b>
	Supplies, Materials, & Equipment	\$ 3,387,989	\$ 834,164		\$	<b>4,222,153</b>
	Services	\$ 3,399,644	\$ 14,230,177		\$	<b>17,629,821</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities	\$ 15,137,235	\$ 78,822		\$	<b>15,216,057</b>
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 46,609,299</b>	<b>\$ 18,817,499</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 65,426,798</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Human Resources</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 3,620,767			\$	<b>3,620,767</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$	-
	Other Revenues		\$ 12,756		\$	<b>12,756</b>
<b>Revenues Total</b>		<b>\$ 3,620,767</b>	<b>\$ 12,756</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,633,523</b>
Expenses	Salaries and Wages	\$ 2,423,219	\$ 59,315		\$ 2,122	<b>2,484,656</b>
	Staff Benefits	\$ 800,032	\$ 27,459		\$	<b>827,491</b>
	Supplies, Materials, & Equipment	\$ 134,240	\$ 1,710		\$	<b>135,950</b>
	Services	\$ 263,276	\$ 31,350		\$	<b>294,626</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 3,620,767</b>	<b>\$ 119,834</b>	<b>\$ -</b>	<b>\$ 2,122</b>	<b>\$ 3,742,723</b>
Transfers	Transfers In		\$ 84,633		\$	<b>84,633</b>
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 84,633</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 84,633</b>

**UNC Charlotte - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Information Technology</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 27,830,176	\$ 9,174,192		\$	\$ 37,004,368
	Sales & Services		\$ 2,275,668		\$ 171,300	\$ 2,446,968
	Patient Services					\$ -
	Contracts & Grants				\$ 2,160,235	\$ 2,160,235
	Gifts & Investments					\$ -
	Other Revenues		\$ 6,408			\$ 6,408
<b>Revenues Total</b>		<b>\$ 27,830,176</b>	<b>\$ 11,456,268</b>	<b>\$ -</b>	<b>\$ 2,331,535</b>	<b>\$ 41,617,979</b>
Expenses	Salaries and Wages	\$ 19,412,263	\$ 1,703,977		\$ 171,300	\$ 21,287,541
	Staff Benefits	\$ 6,408,838	\$ 533,047			\$ 6,941,885
	Supplies, Materials, & Equipment	\$ 566,658	\$ 4,892,749		\$ 1,033,546	\$ 6,492,953
	Services	\$ 1,442,416	\$ 7,265,097		\$ 2,131,938	\$ 10,839,451
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 27,830,176</b>	<b>\$ 14,394,870</b>	<b>\$ -</b>	<b>\$ 3,336,784</b>	<b>\$ 45,561,830</b>
Transfers	Transfers In					\$ -
	Transfers Out		\$ 7,613,420		\$ (61,314)	\$ 7,552,106
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ (7,613,420)</b>	<b>\$ -</b>	<b>\$ 61,314</b>	<b>\$ (7,552,106)</b>
<b>Public Safety</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 7,764,574	\$ 1,234,271			\$ 8,998,845
	Sales & Services					\$ -
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues					\$ -
<b>Revenues Total</b>		<b>\$ 7,764,574</b>	<b>\$ 1,234,271</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,998,845</b>
Expenses	Salaries and Wages	\$ 5,235,347	\$ 840,438			\$ 6,075,785
	Staff Benefits	\$ 1,826,319	\$ 393,833			\$ 2,220,152
	Supplies, Materials, & Equipment	\$ 89,143				\$ 89,143
	Services	\$ 613,765				\$ 613,765
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 7,764,574</b>	<b>\$ 1,234,271</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,998,845</b>
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**UNC Charlotte - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Advancement</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 13,241,878	\$ 434,686		\$	13,676,564
	Sales & Services		\$ 358,225		\$	358,225
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments		\$ 502,573		\$	502,573
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 13,241,878</b>	<b>\$ 1,295,484</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 14,537,362</b>
Expenses	Salaries and Wages	\$ 8,761,125	\$ 137,315		\$	8,898,440
	Staff Benefits	\$ 2,772,639	\$ 47,117		\$	2,819,756
	Supplies, Materials, & Equipment	\$ 349,517	\$ 506,719		\$	856,236
	Services	\$ 1,358,598	\$ 2,764,259		\$	4,122,857
	Scholarships & Fellowships		\$ 10,000		\$	10,000
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 13,241,878</b>	<b>\$ 3,465,410</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 16,707,289</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Dining</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Beginning Fund Balance		\$ -	\$ 41,480,229	\$ -	\$ -	\$ 41,480,229
Revenues	State Appropriation, Tuition, & Fees		\$ 595,800		\$	595,800
	Sales & Services		\$ 30,612,509		\$	30,612,509
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$	-
	Other Revenues		\$ 509,707		\$	509,707
<b>Revenues Total</b>		<b>\$ -</b>	<b>\$ 31,718,016</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 31,718,016</b>
Expenses	Salaries and Wages		\$ 484,383		\$	484,383
	Staff Benefits		\$ 202,174		\$	202,174
	Supplies, Materials, & Equipment		\$ 1,111,817		\$	1,111,817
	Services		\$ 24,907,204		\$	24,907,204
	Scholarships & Fellowships				\$	-
	Debt Service		\$ 775,187		\$	775,187
	Utilities		\$ 710,500		\$	710,500
	Other Expenses		\$ 12,770,013		\$	12,770,013
<b>Expenses Total</b>		<b>\$ -</b>	<b>\$ 40,961,278</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 40,961,278</b>
Transfers	Transfers In				\$	-
	Transfers Out		\$ 615,804		\$	615,804
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ (615,804)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (615,804)</b>
<b>Ending Fund Balance</b>		<b>\$ -</b>	<b>\$ 31,621,163</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 31,621,163</b>

**UNC Charlotte - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Housing</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>		\$ -	\$ 52,694,994	\$ -	\$ 6,065	\$ 52,701,059
Revenues	State Appropriation, Tuition, & Fees					\$ -
	Sales & Services		\$ 51,550,768			\$ 51,550,768
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments			\$ -	\$ 40,000	\$ 40,000
	Other Revenues		\$ 326,500			\$ 326,500
<b>Revenues Total</b>		\$ -	\$ 51,877,268	\$ -	\$ 40,000	\$ 51,917,268
Expenses	Salaries and Wages		\$ 9,309,964			\$ 9,309,964
	Staff Benefits		\$ 4,164,771			\$ 4,164,771
	Supplies, Materials, & Equipment		\$ 1,389,557			\$ 1,389,557
	Services		\$ 4,761,356			\$ 4,761,356
	Scholarships & Fellowships		\$ 175,000	\$ -	\$ 40,000	\$ 215,000
	Debt Service		\$ 22,890,998			\$ 22,890,998
	Utilities		\$ 2,494,541			\$ 2,494,541
	Other Expenses		\$ 174,764			\$ 174,764
<b>Expenses Total</b>		\$ -	\$ 45,360,951	\$ -	\$ 40,000	\$ 45,400,951
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		\$ -	\$ -	\$ -	\$ -	\$ -
<b>Ending Fund Balance</b>		\$ -	\$ 59,211,311	\$ -	\$ 6,065	\$ 59,217,376
<b>Parking</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>		\$ -	\$ 18,371,886	\$ -	\$ -	\$ 18,371,886
Revenues	State Appropriation, Tuition, & Fees	\$ 1,253,377	\$ 4,588,386			\$ 5,841,763
	Sales & Services		\$ 8,253,800			\$ 8,253,800
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues		\$ 129,001			\$ 129,001
<b>Revenues Total</b>		\$ 1,253,377	\$ 12,971,187	\$ -	\$ -	\$ 14,224,564
Expenses	Salaries and Wages	\$ 449,895	\$ 1,890,488			\$ 2,340,383
	Staff Benefits	\$ 126,079	\$ 957,696			\$ 1,083,775
	Supplies, Materials, & Equipment	\$ 8,560	\$ 299,323			\$ 307,883
	Services	\$ 668,843	\$ 9,764,510			\$ 10,433,353
	Scholarships & Fellowships					\$ -
	Debt Service		\$ 3,857,384			\$ 3,857,384
	Utilities		\$ 200,206			\$ 200,206
	Other Expenses		\$ 5,881,270			\$ 5,881,270
<b>Expenses Total</b>		\$ 1,253,377	\$ 22,850,877	\$ -	\$ -	\$ 24,104,254
Transfers	Transfers In		\$ 5,336,100			\$ 5,336,100
	Transfers Out		\$ 5,869,992			\$ 5,869,992
<b>Net Transfers</b>		\$ -	\$ (533,892)	\$ -	\$ -	\$ (533,892)
<b>Ending Fund Balance</b>		\$ -	\$ 7,958,304	\$ -	\$ -	\$ 7,958,304

**UNC Charlotte - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Athletics</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>		\$ -	\$ 4,891,036	\$ 124	\$ 300	\$ 4,891,460
Revenues	State Appropriation, Tuition, & Fees		\$ 22,340,000			\$ 22,340,000
	Sales & Services		\$ 7,641,650			\$ 7,641,650
	Patient Services		\$ -			\$ -
	Contracts & Grants		\$ -			\$ -
	Gifts & Investments		\$ 935,000	\$ 160,000		\$ 1,095,000
	Other Revenues		\$ 110,845			\$ 110,845
<b>Revenues Total</b>		\$ -	\$ 31,027,495	\$ -	\$ 160,000	\$ 31,187,495
Expenses	Salaries and Wages		\$ 10,335,793			\$ 10,335,793
	Staff Benefits		\$ 3,198,439			\$ 3,198,439
	Supplies, Materials, & Equipment		\$ 2,346,180			\$ 2,346,180
	Services		\$ 8,395,207			\$ 8,395,207
	Scholarships & Fellowships		\$ 6,646,505	\$ 160,000		\$ 6,806,505
	Debt Service					\$ -
	Utilities		\$ 219,400			\$ 219,400
	Other Expenses					\$ -
<b>Expenses Total</b>		\$ -	\$ 31,141,524	\$ -	\$ 160,000	\$ 31,301,524
Transfers	Transfers In		\$ 149,597			\$ 149,597
	Transfers Out					\$ -
<b>Net Transfers</b>		\$ -	\$ 149,597	\$ -	\$ -	\$ 149,597
<b>Ending Fund Balance</b>		\$ -	\$ 4,926,604	\$ 124	\$ 300	\$ 4,927,028
<b>Student Health</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>		\$ -	\$ 10,074,082	\$ 23,670	\$ (58,781)	\$ 10,038,971
Revenues	State Appropriation, Tuition, & Fees	\$ 689,644	\$ 34,208,150			\$ 34,897,794
	Sales & Services		\$ 183,330		\$ 4,650	\$ 187,980
	Patient Services		\$ 1,788,230			\$ 1,788,230
	Contracts & Grants				\$ 2,111,521	\$ 2,111,521
	Gifts & Investments		\$ 19,300		\$ 13,850	\$ 33,150
	Other Revenues		\$ 33,590			\$ 33,590
<b>Revenues Total</b>		\$ 689,644	\$ 36,232,600	\$ -	\$ 2,130,021	\$ 39,052,265
Expenses	Salaries and Wages	\$ 443,927	\$ 14,818,550		\$ 249,158	\$ 15,511,635
	Staff Benefits	\$ 168,271	\$ 2,848,585		\$ 21,556	\$ 3,038,412
	Supplies, Materials, & Equipment	\$ 42,445	\$ 2,382,400		\$ 274,400	\$ 2,699,245
	Services	\$ 35,001	\$ 11,966,725	\$ 1,066	\$ 1,622,517	\$ 13,625,309
	Scholarships & Fellowships				\$ 47,920	\$ 47,920
	Debt Service					\$ -
	Utilities		\$ 309,440			\$ 309,440
	Other Expenses					\$ -
<b>Expenses Total</b>		\$ 689,644	\$ 32,325,700	\$ 1,066	\$ 2,215,551	\$ 35,231,961
Transfers	Transfers In		\$ 11,945,770	\$ 1,310		\$ 11,947,080
	Transfers Out		\$ 10,818,440			\$ 10,818,440
<b>Net Transfers</b>		\$ -	\$ 1,127,330	\$ 1,310	\$ -	\$ 1,128,640
<b>Ending Fund Balance</b>		\$ -	\$ 15,108,312	\$ 23,914	\$ (144,311)	\$ 14,987,915

**UNC Charlotte - Unit Breakout  
FY 2022-23 All-Funds Budget**

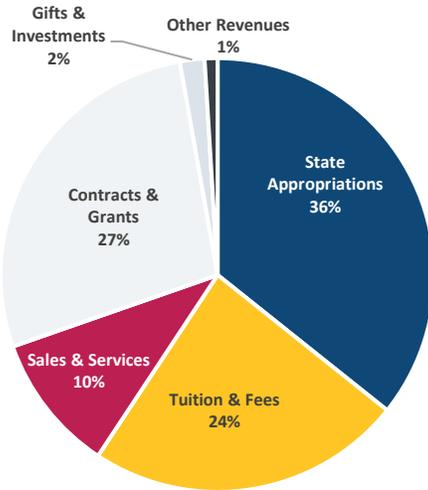
<b>Other Auxiliaries</b>		<b>General Fund</b>	<b>Auxiliary &amp; Other Trust Funds</b>	<b>Overhead Receipts</b>	<b>Restricted Trust Funds</b>	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 884,998	\$ 2,379,554		\$ 15,000	\$ 3,264,552
	Sales & Services		\$ 3,442,194			\$ 3,457,194
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues		\$ 278,966			\$ 278,966
<b>Revenues Total</b>		<b>\$ 884,998</b>	<b>\$ 6,100,714</b>	<b>\$ -</b>	<b>\$ 15,000</b>	<b>\$ 7,000,712</b>
Expenses	Salaries and Wages	\$ 610,286	\$ 2,033,350			\$ 2,643,636
	Staff Benefits	\$ 208,728	\$ 798,477			\$ 1,007,205
	Supplies, Materials, & Equipment	\$ 8,900	\$ 2,406,169			\$ 2,415,069
	Services	\$ 57,084	\$ 1,455,431			\$ 1,512,515
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities		\$ 6,562			\$ 6,562
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 884,998</b>	<b>\$ 6,699,989</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,584,987</b>
Transfers	Transfers In		\$ 709,660			\$ 709,660
	Transfers Out		\$ 725,056			\$ 725,056
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ (15,396)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (15,396)</b>

# UNC Greensboro

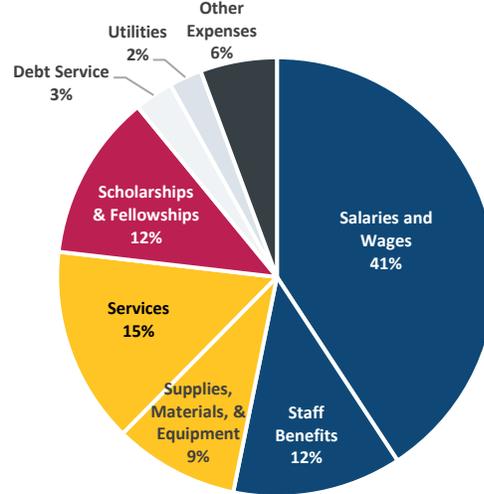
Total Enrollment (Fall 2021): 19,038

Total Permanent Full-Time Employees (Including Faculty) (Fall 2021): 2,631

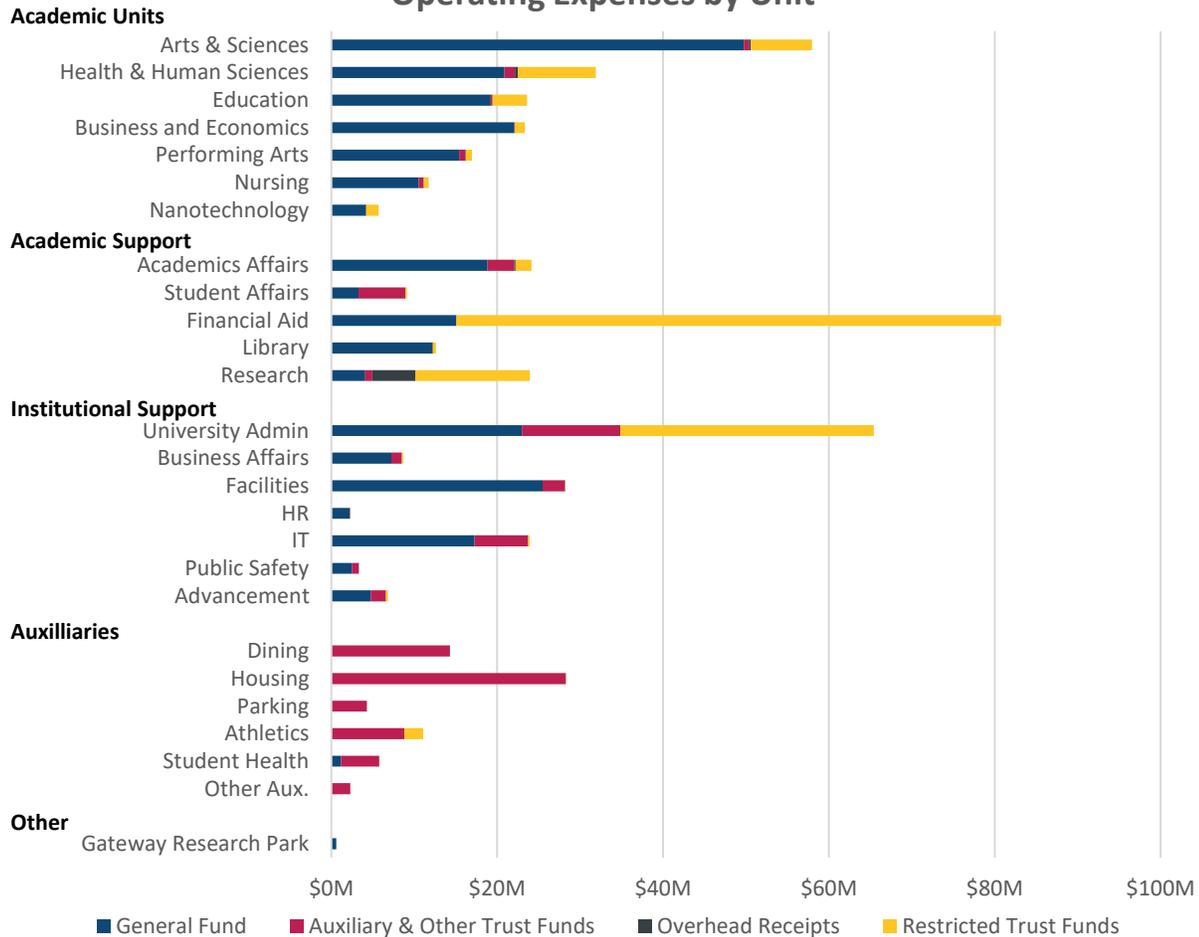
## Budgeted Revenue (FY23)



## Budgeted Expenses (FY23)



## Operating Expenses by Unit



## **UNCG All Funds Budget Narrative**

The 2022-23 All Funds Budget will support UNCG's strategic priorities and the UNC System Office goals.

### **Student Transformation (UNCG), Access (System Office), and Student Success (System Office)**

The 2022-23 allows UNCG to 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.

Student success initiatives are designed to assist students earlier in the learning process. It requires collaboration from a number of 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, withdrawal, and failure rates. Through more effective training, faculty can recognize the signs of a struggling student earlier and seek assistance quicker.

A strategic investment fund 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, enrollment management priorities.

eSports is a growing field of study in higher education. UNCG received an initial allocation of \$2.4 million to start this program. 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 (System Office)**

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 is upgrading the emergency management facilities to better respond to future emergencies.

The UNC System Office increased the security fee. This will be fully implemented in 2022-23 and will provide salary increases to campus police officers to reduce turnover, increases to Title IX, and Student Health Services.

### **Affordability (System Office)**

UNCG has started a new capital campaign. Currently, this campaign has raised a total of \$130 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.

UNCG is consolidating or eliminating a number of departments. This includes moving Institutional Research and Finance and Administration Technology to the division of Information Technology Services. Eliminating the department of Online Learning. The duties will be dispersed to other areas of the university. Internal Audit and Title IX will now be supervised by the University Counsel's Office. Risk management will be combined with emergency management. The Controller's Office is now responsible for accounting work for the various foundations.

**UNC Greensboro  
FY 2022-23 All-Funds Budget**

		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriations	\$ 183,691,433				\$ 183,691,433
	Tuition & Fees	\$ 78,310,321	\$ 42,891,473			\$ 121,201,794
	Sales & Services		\$ 52,446,798		\$ 805,461	\$ 53,252,259
	Patient Services					\$ -
	Contracts & Grants	\$ 2,091,620		\$ 6,169,756	\$ 133,412,043	\$ 141,673,419
	Gifts & Investments		\$ 3,329,288		\$ 6,077,383	\$ 9,406,671
	Other Revenues	\$ 2,266,892	\$ 2,564,400		\$ 117,256	\$ 4,948,548
<b>Revenues Total</b>		<b>\$ 266,360,266</b>	<b>\$ 101,231,959</b>	<b>\$ 6,169,756</b>	<b>\$ 140,412,143</b>	<b>\$ 514,174,124</b>
Expenses	Salaries and Wages	\$ 167,402,122	\$ 26,793,961	\$ 2,657,151	\$ 24,340,989	\$ 221,194,223
	Staff Benefits	\$ 52,385,841	\$ 8,945,490	\$ 756,895	\$ 6,865,588	\$ 68,953,814
	Supplies, Materials, & Equipme	\$ 16,664,252	\$ 5,044,800	\$ 1,297,430	\$ 13,492,061	\$ 36,498,543
	Services	\$ 21,487,160	\$ 30,055,385	\$ 1,458,280	\$ 30,481,502	\$ 83,482,327
	Scholarships & Fellowships				\$ 65,227,892	\$ 65,227,892
	Debt Service		\$ 27,000,000			\$ 27,000,000
	Utilities	\$ 8,420,891	\$ 3,392,323		\$ 4,110	\$ 11,817,324
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 266,360,266</b>	<b>\$ 101,231,959</b>	<b>\$ 6,169,756</b>	<b>\$ 140,412,142</b>	<b>\$ 514,174,123</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**UNC Greensboro - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>College of Arts &amp; Sciences</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 49,764,558	428638		\$	\$ 50,193,196
	Sales & Services		\$ 63,708		\$ 13,775	\$ 77,483
	Patient Services					\$ -
	Contracts & Grants			\$ 217,246	\$ 6,963,656	\$ 7,180,902
	Gifts & Investments				\$ 399,130	\$ 399,130
	Other Revenues		\$ 106,856		\$ 2,623	\$ 109,479
<b>Revenues Total</b>		<b>\$ 49,764,558</b>	<b>\$ 599,202</b>	<b>\$ 217,246</b>	<b>\$ 7,379,184</b>	<b>\$ 57,960,190</b>
Expenses	Salaries and Wages	\$ 38,469,449	\$ 294,124	\$ 34,769	\$ 3,563,499	\$ 42,361,841
	Staff Benefits	\$ 10,508,649	\$ 19,005	\$ 12,159	\$ 739,750	\$ 11,279,563
	Supplies, Materials, & Equipment	\$ 529,670	\$ 134,248	\$ 57,376	\$ 590,487	\$ 1,311,781
	Services	\$ 256,790	\$ 151,825	\$ 112,942	\$ 2,485,448	\$ 3,007,005
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 49,764,558</b>	<b>\$ 599,202</b>	<b>\$ 217,246</b>	<b>\$ 7,379,184</b>	<b>\$ 57,960,190</b>
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>College of Visual and Performing Arts</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 15,426,330	\$ 693,737		\$	\$ 16,120,067
	Sales & Services		\$ 55,760		\$ 15,307	\$ 71,067
	Patient Services					\$ -
	Contracts & Grants			\$ 52,023	\$ 344,868	\$ 396,891
	Gifts & Investments				\$ 370,033	\$ 370,033
	Other Revenues		\$ 2,764			\$ 2,764
<b>Revenues Total</b>		<b>\$ 15,426,330</b>	<b>\$ 752,261</b>	<b>\$ 52,023</b>	<b>\$ 730,208</b>	<b>\$ 16,960,822</b>
Expenses	Salaries and Wages	\$ 11,509,845	\$ 574,121	\$ 1,092	\$ 421,490	\$ 12,506,548
	Staff Benefits	\$ 3,317,602	\$ 102,021	\$ 154	\$ 75,629	\$ 3,495,406
	Supplies, Materials, & Equipment	\$ 308,373	\$ 76,119	\$ 9,604	\$ 30,526	\$ 424,622
	Services	\$ 290,510	\$	\$ 41,173	\$ 202,035	\$ 533,718
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities				\$ 528	\$ 528
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 15,426,330</b>	<b>\$ 752,261</b>	<b>\$ 52,023</b>	<b>\$ 730,208</b>	<b>\$ 16,960,822</b>
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**UNC Greensboro - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>School of Business &amp; Economics</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 22,054,932	\$ 55,758		\$	\$ 22,110,690
	Sales & Services		\$ 13,837		\$ 72,034	\$ 85,871
	Patient Services					\$ -
	Contracts & Grants			\$ 15,154	\$ 514,773	\$ 529,927
	Gifts & Investments				\$ 594,194	\$ 594,194
	Other Revenues					\$ -
<b>Revenues Total</b>		<b>\$ 22,054,932</b>	<b>\$ 69,595</b>	<b>\$ 15,154</b>	<b>\$ 1,181,001</b>	<b>\$ 23,320,682</b>
Expenses	Salaries and Wages	\$ 16,717,185	\$ 57,926	\$ 4,529	\$ 601,716	\$ 17,381,356
	Staff Benefits	\$ 4,397,856	\$ 11,669	\$ 1,209	\$ 142,016	\$ 4,552,750
	Supplies, Materials, & Equipment	\$ 162,225			\$ 21,784	\$ 184,009
	Services	\$ 777,666		\$ 9,416	\$ 415,485	\$ 1,202,567
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 22,054,932</b>	<b>\$ 69,595</b>	<b>\$ 15,154</b>	<b>\$ 1,181,001</b>	<b>\$ 23,320,682</b>
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>School of Education</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 15,067,619	\$ 127,782		\$	\$ 15,195,401
	Sales & Services		\$ 65,674		\$ 207,215	\$ 272,889
	Patient Services					\$ -
	Contracts & Grants	\$ 1,973,298		\$ 58,933	\$ 3,651,601	\$ 5,683,832
	Gifts & Investments		\$ 2		\$ 281,776	\$ 281,778
	Other Revenues	\$ 2,162,892	\$ 1,010			\$ 2,163,902
<b>Revenues Total</b>		<b>\$ 19,203,809</b>	<b>\$ 194,468</b>	<b>\$ 58,933</b>	<b>\$ 4,140,592</b>	<b>\$ 23,597,802</b>
Expenses	Salaries and Wages	\$ 14,031,509	\$ 20,497	\$ 34,121	\$ 2,090,564	\$ 16,176,691
	Staff Benefits	\$ 4,104,914	\$ 1,381	\$ 11,174	\$ 481,598	\$ 4,599,067
	Supplies, Materials, & Equipment	\$ 345,245	\$ 30,010	\$ 1,876	\$ 569,590	\$ 946,721
	Services	\$ 661,260	\$ 142,580	\$ 11,762	\$ 998,840	\$ 1,814,442
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities	\$ 60,881				\$ 60,881
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 19,203,809</b>	<b>\$ 194,468</b>	<b>\$ 58,933</b>	<b>\$ 4,140,592</b>	<b>\$ 23,597,802</b>
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**UNC Greensboro - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>School of Health and Human Sciences</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 20,873,922	\$ 73,237		\$	\$ 20,947,159
	Sales & Services		\$ 1,162,294		\$ 46,220	\$ 1,208,514
	Patient Services					\$ -
	Contracts & Grants			\$ 323,888	\$ 9,140,647	\$ 9,464,535
	Gifts & Investments				\$ 223,791	\$ 223,791
	Other Revenues		\$ 31,557		\$ 835	\$ 32,392
<b>Revenues Total</b>		<b>\$ 20,873,922</b>	<b>\$ 1,267,088</b>	<b>\$ 323,888</b>	<b>\$ 9,411,493</b>	<b>\$ 31,876,391</b>
Expenses	Salaries and Wages	\$ 15,788,367	\$ 748,848	\$ 194,173	\$ 4,906,255	\$ 21,637,643
	Staff Benefits	\$ 4,277,405	\$ 242,659	\$ 19,639	\$ 1,546,106	\$ 6,085,809
	Supplies, Materials, & Equipment	\$ 498,322	\$ 229,463	\$ 32,546	\$ 802,242	\$ 1,562,573
	Services	\$ 309,828	\$ 46,118	\$ 77,530	\$ 2,156,890	\$ 2,590,366
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 20,873,922</b>	<b>\$ 1,267,088</b>	<b>\$ 323,888</b>	<b>\$ 9,411,493</b>	<b>\$ 31,876,391</b>
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>School of Nursing</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 10,525,574	\$ 578,759		\$	\$ 11,104,333
	Sales & Services				\$ 54,703	\$ 54,703
	Patient Services					\$ -
	Contracts & Grants			\$ 51,763	\$ 258,313	\$ 310,076
	Gifts & Investments				\$ 268,971	\$ 268,971
	Other Revenues				\$ 2,691	\$ 2,691
<b>Revenues Total</b>		<b>\$ 10,525,574</b>	<b>\$ 578,759</b>	<b>\$ 51,763</b>	<b>\$ 584,678</b>	<b>\$ 11,740,774</b>
Expenses	Salaries and Wages	\$ 6,494,587	\$ 279,064	\$ 30,458	\$ 290,944	\$ 7,095,053
	Staff Benefits	\$ 1,958,343	\$ 77,843	\$ 2,343	\$ 59,721	\$ 2,098,250
	Supplies, Materials, & Equipment	\$ 638,743	\$ 146,652	\$ 3,003	\$ 95,970	\$ 884,368
	Services	\$ 1,433,901	\$ 75,200	\$ 15,959	\$ 138,043	\$ 1,663,103
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 10,525,574</b>	<b>\$ 578,759</b>	<b>\$ 51,763</b>	<b>\$ 584,678</b>	<b>\$ 11,740,774</b>
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**UNC Greensboro - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Joint School Nanoscience &amp; Nanoengineering</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 4,151,676			\$	<b>4,151,676</b>
	Sales & Services		\$ 15,921		\$	<b>15,921</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants			\$ 34,127	\$ 1,510,061	<b>1,544,188</b>
	Gifts & Investments				\$ 105	<b>105</b>
	Other Revenues				\$	<b>-</b>
<b>Revenues Total</b>		<b>\$ 4,151,676</b>	<b>\$ 15,921</b>	<b>\$ 34,127</b>	<b>\$ 1,510,166</b>	<b>\$ 5,711,890</b>
Expenses	Salaries and Wages	\$ 2,629,576	\$ 2,000	\$ 23,344	\$ 558,724	<b>3,213,644</b>
	Staff Benefits	\$ 529,764	\$ 4	\$ 8,672	\$ 64,554	<b>602,994</b>
	Supplies, Materials, & Equipment	\$ 238,132	\$ 14,970	\$ 2,112	\$ 519,594	<b>774,808</b>
	Services	\$ 754,204	\$ (1,053)	\$ (1)	\$ 367,294	<b>1,120,444</b>
	Scholarships & Fellowships				\$	<b>-</b>
	Debt Service				\$	<b>-</b>
	Utilities				\$	<b>-</b>
	Other Expenses				\$	<b>-</b>
<b>Expenses Total</b>		<b>\$ 4,151,676</b>	<b>\$ 15,921</b>	<b>\$ 34,127</b>	<b>\$ 1,510,166</b>	<b>\$ 5,711,890</b>
Transfers	Transfers In				\$	<b>-</b>
	Transfers Out				\$	<b>-</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Academic Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 18,824,616	\$ 3,103,739		\$	<b>21,928,355</b>
	Sales & Services		\$ 110,765		\$ 833	<b>111,598</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants			\$ 177,065	\$ 1,037,715	<b>1,214,780</b>
	Gifts & Investments		\$ 2,000		\$ 876,552	<b>878,552</b>
	Other Revenues		\$ 11,104		\$ 3,735	<b>14,839</b>
<b>Revenues Total</b>		<b>\$ 18,824,616</b>	<b>\$ 3,227,608</b>	<b>\$ 177,065</b>	<b>\$ 1,918,835</b>	<b>\$ 24,148,124</b>
Expenses	Salaries and Wages	\$ 12,075,768	\$ 541,437	\$ 97,350	\$ 992,859	<b>13,707,414</b>
	Staff Benefits	\$ 4,496,375	\$ 204,221	\$ 36,019	\$ 273,988	<b>5,010,603</b>
	Supplies, Materials, & Equipment	\$ 34,458	\$ 211,420	\$ 28,788	\$ 63,357	<b>338,023</b>
	Services	\$ 2,218,015	\$ 2,270,530	\$ 14,908	\$ 588,631	<b>5,092,084</b>
	Scholarships & Fellowships				\$	<b>-</b>
	Debt Service				\$	<b>-</b>
	Utilities				\$	<b>-</b>
	Other Expenses				\$	<b>-</b>
<b>Expenses Total</b>		<b>\$ 18,824,616</b>	<b>\$ 3,227,608</b>	<b>\$ 177,065</b>	<b>\$ 1,918,835</b>	<b>\$ 24,148,124</b>
Transfers	Transfers In				\$	<b>-</b>
	Transfers Out				\$	<b>-</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**UNC Greensboro - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Student Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 3,270,663	\$ 5,374,991		\$	<b>8,645,654</b>
	Sales & Services		\$ 252,423		\$	<b>252,423</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants				\$ 111,221	<b>111,221</b>
	Gifts & Investments				\$ 96,066	<b>96,066</b>
	Other Revenues		\$ 21,115		\$	<b>21,115</b>
<b>Revenues Total</b>		<b>\$ 3,270,663</b>	<b>\$ 5,648,529</b>	<b>\$ -</b>	<b>\$ 207,287</b>	<b>\$ 9,126,479</b>
Expenses	Salaries and Wages	\$ 1,948,529	\$ 3,426,167		\$ 102,033	<b>5,476,729</b>
	Staff Benefits	\$ 860,251	\$ 932,263		\$ 2,693	<b>1,795,207</b>
	Supplies, Materials, & Equipment	\$ 240,246	\$ 479,585		\$ 68,067	<b>787,898</b>
	Services	\$ 221,637	\$ 810,514		\$ 34,494	<b>1,066,645</b>
	Scholarships & Fellowships				\$	<b>-</b>
	Debt Service				\$	<b>-</b>
	Utilities				\$	<b>-</b>
	Other Expenses				\$	<b>-</b>
<b>Expenses Total</b>		<b>\$ 3,270,663</b>	<b>\$ 5,648,529</b>	<b>\$ -</b>	<b>\$ 207,287</b>	<b>\$ 9,126,479</b>
Transfers	Transfers In				\$	<b>-</b>
	Transfers Out				\$	<b>-</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Financial Aid</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 14,962,938			\$	<b>14,962,938</b>
	Sales & Services	\$ 118,322			\$	<b>118,322</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants				\$ 65,227,892	<b>65,227,892</b>
	Gifts & Investments				\$ 415,767	<b>415,767</b>
	Other Revenues		\$ 219		\$ 61,487	<b>61,706</b>
<b>Revenues Total</b>		<b>\$ 15,081,260</b>	<b>\$ 219</b>	<b>\$ -</b>	<b>\$ 65,705,146</b>	<b>\$ 80,786,625</b>
Expenses	Salaries and Wages	\$ 1,167,017			\$ 296,179	<b>1,463,196</b>
	Staff Benefits	\$ 424,485			\$ 103,663	<b>528,148</b>
	Supplies, Materials, & Equipment	\$ 63,629	\$ 204		\$	<b>63,833</b>
	Services	\$ 43,109	\$ 15		\$ 77,412	<b>120,536</b>
	Scholarships & Fellowships	\$ 13,383,020			\$ 65,227,892	<b>78,610,912</b>
	Debt Service				\$	<b>-</b>
	Utilities				\$	<b>-</b>
	Other Expenses				\$	<b>-</b>
<b>Expenses Total</b>		<b>\$ 15,081,260</b>	<b>\$ 219</b>	<b>\$ -</b>	<b>\$ 65,705,146</b>	<b>\$ 80,786,625</b>
Transfers	Transfers In				\$	<b>-</b>
	Transfers Out				\$	<b>-</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**UNC Greensboro - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Library</b>		<b>General Fund</b>	<b>Auxiliary &amp; Other Trust Funds</b>	<b>Overhead Receipts</b>	<b>Restricted Trust Funds</b>	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 12,232,515			\$	\$ 12,232,515
	Sales & Services		\$ 398		\$ 1,800	\$ 2,198
	Patient Services					\$ -
	Contracts & Grants			\$ 7,000	\$ 214,138	\$ 221,138
	Gifts & Investments				\$ 142,764	\$ 142,764
	Other Revenues					\$ -
<b>Revenues Total</b>		<b>\$ 12,232,515</b>	<b>\$ 398</b>	<b>\$ 7,000</b>	<b>\$ 358,702</b>	<b>\$ 12,598,615</b>
Expenses	Salaries and Wages	\$ 4,960,800			\$ 149,241	\$ 5,110,041
	Staff Benefits	\$ 1,895,216			\$ 46,705	\$ 1,941,921
	Supplies, Materials, & Equipment	\$ 5,044,963	\$ 398		\$ 67,166	\$ 5,112,527
	Services	\$ 331,536	\$ -	\$ 7,000	\$ 95,589	\$ 434,125
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 12,232,515</b>	<b>\$ 398</b>	<b>\$ 7,000</b>	<b>\$ 358,701</b>	<b>\$ 12,598,614</b>
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Sponsored Research</b>		<b>General Fund</b>	<b>Auxiliary &amp; Other Trust Funds</b>	<b>Overhead Receipts</b>	<b>Restricted Trust Funds</b>	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 4,070,186	\$ 111,443		\$	\$ 4,181,629
	Sales & Services		\$ 663,790		\$ 113,115	\$ 776,905
	Patient Services					\$ -
	Contracts & Grants			\$ 5,181,243	\$ 13,688,016	\$ 18,869,259
	Gifts & Investments				\$ 19,544	\$ 19,544
	Other Revenues		\$ 70,393		\$ 11,820	\$ 82,213
<b>Revenues Total</b>		<b>\$ 4,070,186</b>	<b>\$ 845,626</b>	<b>\$ 5,181,243</b>	<b>\$ 13,832,495</b>	<b>\$ 23,929,550</b>
Expenses	Salaries and Wages	\$ 2,084,743	\$ 501,968	\$ 2,223,581	\$ 6,237,030	\$ 11,047,322
	Staff Benefits	\$ 663,172	\$ 207,625	\$ 659,986	\$ 1,916,522	\$ 3,447,305
	Supplies, Materials, & Equipment	\$ 739,949	\$ 6,724	\$ 1,158,064	\$ 353,180	\$ 2,257,917
	Services	\$ 582,322	\$ 129,049	\$ 1,139,612	\$ 5,322,181	\$ 7,173,164
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities		\$ 260		\$ 3,582	\$ 3,842
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 4,070,186</b>	<b>\$ 845,626</b>	<b>\$ 5,181,243</b>	<b>\$ 13,832,495</b>	<b>\$ 23,929,550</b>
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**UNC Greensboro - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>University Administration</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 22,985,484	\$ 9,982,707		\$	\$ 32,968,191
	Sales & Services		\$ 19,757		\$	\$ 19,757
	Patient Services				\$	\$ -
	Contracts & Grants				\$ 30,504,978	\$ 30,504,978
	Gifts & Investments		\$ 1,294,519		\$ 77,535	\$ 1,372,054
	Other Revenues		\$ 568,976		\$	\$ 568,976
<b>Revenues Total</b>		<b>\$ 22,985,484</b>	<b>\$ 11,865,959</b>	<b>\$ -</b>	<b>\$ 30,582,513</b>	<b>\$ 65,433,956</b>
Expenses	Salaries and Wages	\$ 8,218,422	\$ 1,019,676		\$ 4,078,737	\$ 13,316,835
	Staff Benefits	\$ 2,655,408	\$ 51,079		\$ 1,398,760	\$ 4,105,247
	Supplies, Materials, & Equipment	\$ 4,758,383	\$ 163,197		\$ 10,079,316	\$ 15,000,896
	Services	\$ 7,353,271	\$ 4,132,007		\$ 15,025,700	\$ 26,510,978
	Scholarships & Fellowships				\$	\$ -
	Debt Service		\$ 6,500,000		\$	\$ 6,500,000
	Utilities				\$	\$ -
	Other Expenses				\$	\$ -
<b>Expenses Total</b>		<b>\$ 22,985,484</b>	<b>\$ 11,865,959</b>	<b>\$ -</b>	<b>\$ 30,582,513</b>	<b>\$ 65,433,956</b>
Transfers	Transfers In				\$	\$ -
	Transfers Out				\$	\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Business Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 7,146,919	\$ 445,596		\$	\$ 7,592,515
	Sales & Services		\$ 217,525		\$ 6,770	\$ 224,295
	Patient Services				\$	\$ -
	Contracts & Grants				\$	\$ -
	Gifts & Investments		\$ 21,533		\$ 124,272	\$ 145,805
	Other Revenues	\$ 98,300	\$ 585,087		\$	\$ 683,387
<b>Revenues Total</b>		<b>\$ 7,245,219</b>	<b>\$ 1,269,741</b>	<b>\$ -</b>	<b>\$ 131,042</b>	<b>\$ 8,646,002</b>
Expenses	Salaries and Wages	\$ 4,518,861	\$ 272,980		\$ 22,425	\$ 4,814,266
	Staff Benefits	\$ 1,724,670	\$ 103,680		\$ 8,344	\$ 1,836,694
	Supplies, Materials, & Equipment	\$ 87,943	\$ 331,851		\$ 100,273	\$ 520,067
	Services	\$ 913,745	\$ 161,230		\$	\$ 1,074,975
	Scholarships & Fellowships				\$	\$ -
	Debt Service		\$ 400,000		\$	\$ 400,000
	Utilities				\$	\$ -
	Other Expenses				\$	\$ -
<b>Expenses Total</b>		<b>\$ 7,245,219</b>	<b>\$ 1,269,741</b>	<b>\$ -</b>	<b>\$ 131,042</b>	<b>\$ 8,646,002</b>
Transfers	Transfers In		\$ 2,852,287		\$	\$ 2,852,287
	Transfers Out				\$	\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 2,852,287</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,852,287</b>

**UNC Greensboro - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Facilities</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 25,477,536				\$ 25,477,536
	Sales & Services		\$ 2,634,969			\$ 2,634,969
	Patient Services		\$ 15,474			\$ 15,474
	Contracts & Grants			\$ 30,585		\$ 30,585
	Gifts & Investments				\$ 2,207	\$ 2,207
	Other Revenues	\$ 5,700	\$ 28,794			\$ 34,494
<b>Revenues Total</b>		<b>\$ 25,483,236</b>	<b>\$ 2,679,237</b>	<b>\$ 30,585</b>	<b>\$ 2,207</b>	<b>\$ 28,195,265</b>
Expenses	Salaries and Wages	\$ 10,024,069	\$ 1,161,502	\$ 13,734		\$ 11,199,305
	Staff Benefits	\$ 4,485,357	\$ 506,983	\$ 5,540		\$ 4,997,880
	Supplies, Materials, & Equipment	\$ 34,924	\$ 130,311	\$ 3,104		\$ 168,339
	Services	\$ 2,629,838	\$ 265,281	\$ 8,207	\$ 2,207	\$ 2,905,533
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities	\$ 8,309,048	\$ 615,160			\$ 8,924,208
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 25,483,236</b>	<b>\$ 2,679,237</b>	<b>\$ 30,585</b>	<b>\$ 2,207</b>	<b>\$ 28,195,265</b>
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Human Resources</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 2,251,414				\$ 2,251,414
	Sales & Services					\$ -
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments				\$ 4,385	\$ 4,385
	Other Revenues		\$ 29,474			\$ 29,474
<b>Revenues Total</b>		<b>\$ 2,251,414</b>	<b>\$ 29,474</b>	<b>\$ -</b>	<b>\$ 4,385</b>	<b>\$ 2,285,273</b>
Expenses	Salaries and Wages	\$ 1,431,268	\$ 20,360			\$ 1,451,628
	Staff Benefits	\$ 544,873	\$ 9,002		\$ 4,385	\$ 558,260
	Supplies, Materials, & Equipment	\$ 209,671	\$ 112			\$ 209,783
	Services	\$ 65,602				\$ 65,602
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 2,251,414</b>	<b>\$ 29,474</b>	<b>\$ -</b>	<b>\$ 4,385</b>	<b>\$ 2,285,273</b>
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**UNC Greensboro - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Information Technology</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 17,257,333	\$ 6,424,839		\$	<b>23,682,172</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants			\$ 20,729	\$ 194,125	<b>214,854</b>
	Gifts & Investments		\$ 11,165		\$ 548	<b>11,713</b>
	Other Revenues		\$ 10,979		\$	<b>10,979</b>
<b>Revenues Total</b>		<b>\$ 17,257,333</b>	<b>\$ 6,446,983</b>	<b>\$ 20,729</b>	<b>\$ 194,673</b>	<b>\$ 23,919,718</b>
Expenses	Salaries and Wages	\$ 9,748,684	\$ 2,572,980		\$ 11,616	<b>12,333,280</b>
	Staff Benefits	\$ 3,484,438	\$ 882,779		\$ 620	<b>4,367,837</b>
	Supplies, Materials, & Equipment	\$ 2,449,069	\$ 31,683	\$ 957	\$ 26,785	<b>2,508,494</b>
	Services	\$ 1,575,142	\$ 2,959,541	\$ 19,772	\$ 155,652	<b>4,710,107</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 17,257,333</b>	<b>\$ 6,446,983</b>	<b>\$ 20,729</b>	<b>\$ 194,673</b>	<b>\$ 23,919,718</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Public Safety</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,484,554	\$ 825,593		\$	<b>3,310,147</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$	-
	Other Revenues		\$ 26,404		\$	<b>26,404</b>
<b>Revenues Total</b>		<b>\$ 2,484,554</b>	<b>\$ 851,997</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,336,551</b>
Expenses	Salaries and Wages	\$ 1,517,527	\$ 411,298		\$	<b>1,928,825</b>
	Staff Benefits	\$ 654,509	\$ 194,185		\$	<b>848,694</b>
	Supplies, Materials, & Equipment	\$ 168,730	\$ 148,082		\$	<b>316,812</b>
	Services	\$ 143,788	\$ 98,432		\$	<b>242,220</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 2,484,554</b>	<b>\$ 851,997</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,336,551</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**UNC Greensboro - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Advancement</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 4,791,936				\$ 4,791,936
	Sales & Services					\$ -
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments		\$ 1,795,004		\$ 182,605	\$ 1,977,609
	Other Revenues		\$ 8,581		\$ 34,065	\$ 42,646
<b>Revenues Total</b>		\$ 4,791,936	\$ 1,803,585	\$ -	\$ 216,670	\$ 6,812,191
Expenses	Salaries and Wages	\$ 3,273,597	\$ 776,458			\$ 4,050,055
	Staff Benefits	\$ 1,125,271	\$ 266,069			\$ 1,391,340
	Supplies, Materials, & Equipment	\$ 55,728	\$ 155,305		\$ 25,321	\$ 236,354
	Services	\$ 337,340	\$ 605,753		\$ 191,349	\$ 1,134,442
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		\$ 4,791,936	\$ 1,803,585	\$ -	\$ 216,670	\$ 6,812,191
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		\$ -	\$ -	\$ -	\$ -	\$ -
<b>Dining</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	<b>Total</b>
<b>Beginning Fund Balance</b>			\$ 6,396,946			\$ 6,396,946
Revenues	State Appropriation, Tuition, & Fees		\$ (43,364)			\$ (43,364)
	Sales & Services		\$ 14,857,899			\$ 14,857,899
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments		\$ 29,269			\$ 29,269
	Other Revenues					\$ -
<b>Revenues Total</b>		\$ -	\$ 14,843,804	\$ -	\$ -	\$ 14,843,804
Expenses	Salaries and Wages		\$ 326,422			\$ 326,422
	Staff Benefits		\$ 134,756			\$ 134,756
	Supplies, Materials, & Equipment		\$ 58,249			\$ 58,249
	Services		\$ 11,082,327			\$ 11,082,327
	Scholarships & Fellowships					\$ -
	Debt Service		\$ 2,200,000			\$ 2,200,000
	Utilities		\$ 499,107			\$ 499,107
	Other Expenses					\$ -
<b>Expenses Total</b>		\$ -	\$ 14,300,861	\$ -	\$ -	\$ 14,300,861
Transfers	Transfers In					\$ -
	Transfers Out		\$ 542,943			\$ 542,943
<b>Net Transfers</b>		\$ -	\$ (542,943)	\$ -	\$ -	\$ (542,943)
<b>Ending Fund Balance</b>		\$ -	\$ 6,396,946	\$ -	\$ -	\$ 6,396,946

**UNC Greensboro - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Housing</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>			\$ 1,131,344			\$ 1,131,344
Revenues	State Appropriation, Tuition, & Fees		\$ (77,786)			\$ (77,786)
	Sales & Services		\$ 28,339,663			\$ 28,339,663
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments		\$ 121,942		\$ 3,466	\$ 125,408
	Other Revenues		\$ 1,042,348			\$ 1,042,348
<b>Revenues Total</b>		\$ -	\$ 29,426,167	\$ -	\$ 3,466	\$ 29,429,633
Expenses	Salaries and Wages		\$ 5,289,855			\$ 5,289,855
	Staff Benefits		\$ 1,948,052			\$ 1,948,052
	Supplies, Materials, & Equipment		\$ 684,714			\$ 684,714
	Services		\$ 1,986,541		\$ 3,466	\$ 1,990,007
	Scholarships & Fellowships					\$ -
	Debt Service		\$ 16,200,000			\$ 16,200,000
	Utilities		\$ 2,185,661			\$ 2,185,661
	Other Expenses					\$ -
<b>Expenses Total</b>		\$ -	\$ 28,294,823	\$ -	\$ 3,466	\$ 28,298,289
Transfers	Transfers In					\$ -
	Transfers Out		\$ 1,131,344			\$ 1,131,344
<b>Net Transfers</b>		\$ -	\$ (1,131,344)	\$ -	\$ -	\$ (1,131,344)
<b>Ending Fund Balance</b>		\$ -	\$ 1,131,344	\$ -	\$ -	\$ 1,131,344
<b>Parking</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>			\$ 4,738,915			\$ 4,738,915
Revenues	State Appropriation, Tuition, & Fees		\$ (9,375)			\$ (9,375)
	Sales & Services		\$ 4,315,051			\$ 4,315,051
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments		\$ 30,475			\$ 30,475
	Other Revenues		\$ 15,199			\$ 15,199
<b>Revenues Total</b>		\$ -	\$ 4,351,350	\$ -	\$ -	\$ 4,351,350
Expenses	Salaries and Wages		\$ 876,985			\$ 876,985
	Staff Benefits		\$ 348,371			\$ 348,371
	Supplies, Materials, & Equipment		\$ 392,147			\$ 392,147
	Services		\$ 884,647			\$ 884,647
	Scholarships & Fellowships					\$ -
	Debt Service		\$ 1,700,000			\$ 1,700,000
	Utilities		\$ 59,200			\$ 59,200
	Other Expenses					\$ -
<b>Expenses Total</b>		\$ -	\$ 4,261,350	\$ -	\$ -	\$ 4,261,350
Transfers	Transfers In					\$ -
	Transfers Out		\$ 90,000			\$ 90,000
<b>Net Transfers</b>		\$ -	\$ (90,000)	\$ -	\$ -	\$ (90,000)
<b>Ending Fund Balance</b>		\$ -	\$ 4,738,915	\$ -	\$ -	\$ 4,738,915

**UNC Greensboro - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Athletics</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>			\$ 553,981			\$ 553,981
Revenues	State Appropriation, Tuition, & Fees		\$ 8,560,722		\$	\$ 8,560,722
	Sales & Services		\$ 431,579		\$ 273,689	\$ 705,268
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments		\$ (2,761)		\$ 1,989,478	\$ 1,986,717
	Other Revenues		\$ 630			\$ 630
<b>Revenues Total</b>		\$ -	\$ 8,990,170	\$ -	\$ 2,263,167	\$ 11,253,337
Expenses	Salaries and Wages		\$ 4,193,343			\$ 4,193,343
	Staff Benefits		\$ 1,385,616			\$ 1,385,616
	Supplies, Materials, & Equipment		\$ 1,068,550		\$ 72,514	\$ 1,141,064
	Services		\$ 2,162,661		\$ 2,190,653	\$ 4,353,314
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		\$ -	\$ 8,810,170	\$ -	\$ 2,263,167	\$ 11,073,337
Transfers	Transfers In					\$ -
	Transfers Out		\$ 180,000			\$ 180,000
<b>Net Transfers</b>		\$ -	\$ (180,000)	\$ -	\$ -	\$ (180,000)
<b>Ending Fund Balance</b>		\$ -	\$ 553,981	\$ -	\$ -	\$ 553,981
<b>Student Health</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>			\$ 1,823,601			\$ 1,823,601
Revenues	State Appropriation, Tuition, & Fees	\$ 1,166,994	\$ 3,819,833			\$ 4,986,827
	Sales & Services		\$ 862,766			\$ 862,766
	Patient Services					\$ -
	Contracts & Grants				\$ 50,039	\$ 50,039
	Gifts & Investments		\$ 26,140		\$ 4,194	\$ 30,334
	Other Revenues					\$ -
<b>Revenues Total</b>		\$ 1,166,994	\$ 4,708,739	\$ -	\$ 54,233	\$ 5,929,966
Expenses	Salaries and Wages	\$ 681,263	\$ 2,811,062		\$ 17,677	\$ 3,510,002
	Staff Benefits	\$ 231,012	\$ 1,071,297		\$ 534	\$ 1,302,843
	Supplies, Materials, & Equipment	\$ 55,849	\$ 255,873		\$ 5,889	\$ 317,611
	Services	\$ 147,908	\$ 459,640		\$ 30,133	\$ 637,681
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities	\$ 50,962	\$ 10,867			\$ 61,829
	Other Expenses					\$ -
<b>Expenses Total</b>		\$ 1,166,994	\$ 4,608,739	\$ -	\$ 54,233	\$ 5,829,966
Transfers	Transfers In					\$ -
	Transfers Out		\$ 100,000			\$ 100,000
<b>Net Transfers</b>		\$ -	\$ (100,000)	\$ -	\$ -	\$ (100,000)
<b>Ending Fund Balance</b>		\$ -	\$ 1,823,601	\$ -	\$ -	\$ 1,823,601

**UNC Greensboro - Unit Breakout  
FY 2022-23 All-Funds Budget**

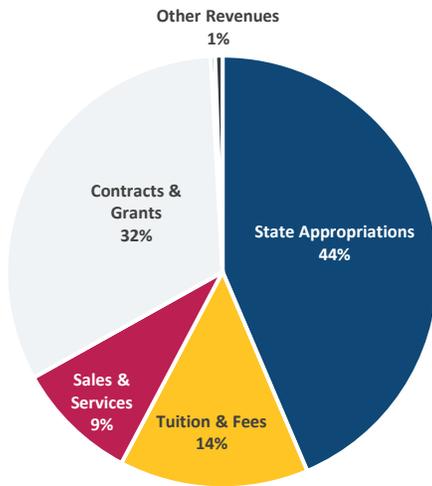
<b>Other Auxiliaries</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees		\$ 59,655		\$	59,655
	Sales & Services		\$ 3,011,858		\$	3,011,858
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$	-
	Other Revenues		\$ 2,910		\$	2,910
<b>Revenues Total</b>		\$ -	\$ 3,074,423	\$ -	\$ -	\$ 3,074,423
Expenses	Salaries and Wages		\$ 614,888		\$	614,888
	Staff Benefits		\$ 244,930		\$	244,930
	Supplies, Materials, & Equipment		\$ 294,933		\$	294,933
	Services		\$ 1,089,604		\$	1,089,604
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities		\$ 22,068		\$	22,068
	Other Expenses				\$	-
<b>Expenses Total</b>		\$ -	\$ 2,266,423	\$ -	\$ -	\$ 2,266,423
Transfers	Transfers In				\$	-
	Transfers Out		\$ 808,000		\$	808,000
<b>Net Transfers</b>		\$ -	\$ (808,000)	\$ -	\$ -	\$ (808,000)
<b>Gateway Research Park</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 597,075			\$	597,075
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		\$ 597,075	\$ -	\$ -	\$ -	\$ 597,075
Expenses	Salaries and Wages	\$ 111,056			\$	111,056
	Staff Benefits	\$ 46,271			\$	46,271
	Supplies, Materials, & Equipment				\$	-
	Services	\$ 439,748			\$	439,748
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		\$ 597,075	\$ -	\$ -	\$ -	\$ 597,075
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		\$ -	\$ -	\$ -	\$ -	\$ -

# UNC Pembroke

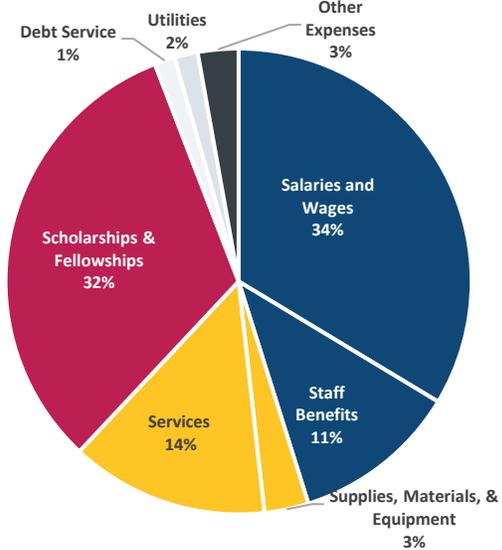
Total Enrollment (Fall 2021): 8,318

Total Permanent Full-Time Employees (Including Faculty) (Fall 2021): 872

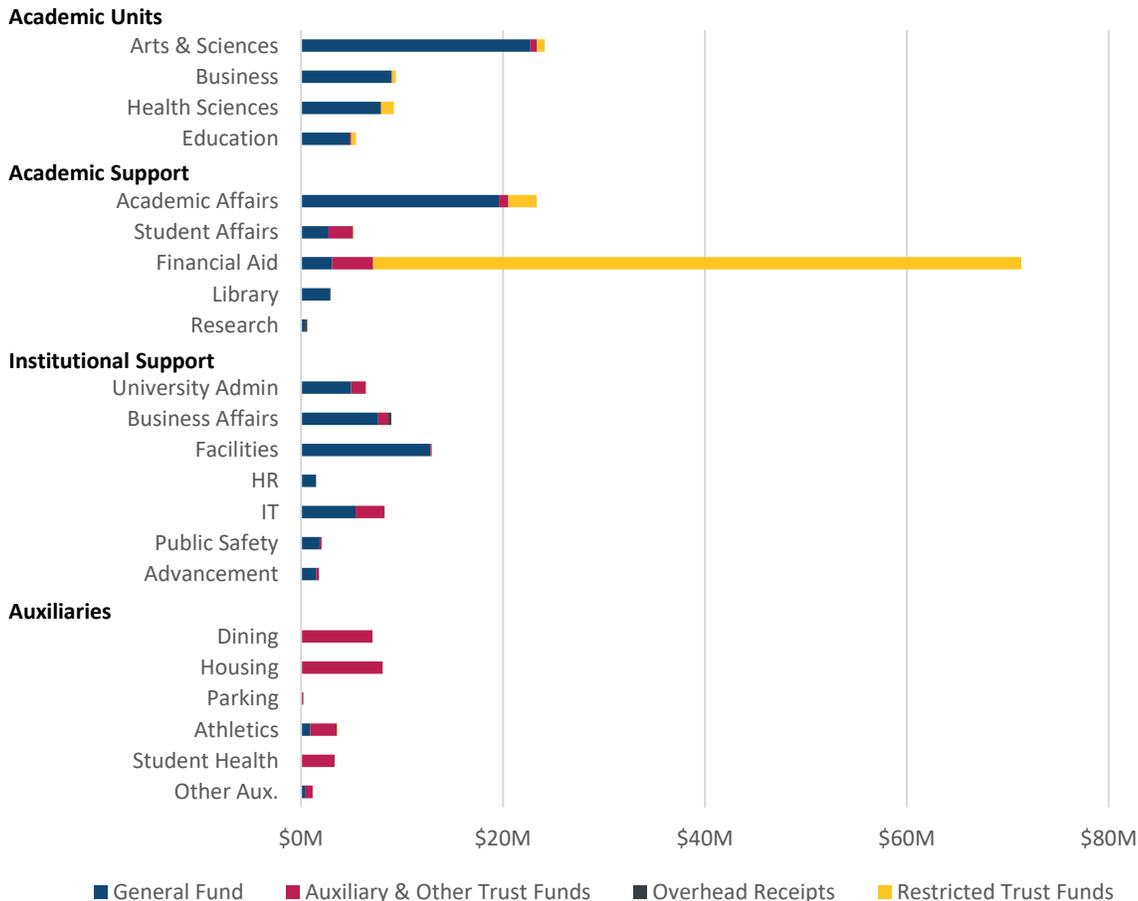
## Budgeted Revenue (FY23)



## Budgeted Expenses (FY23)



## Operating Expenses by Unit



## **The University of North Carolina at Pembroke FY 2023 All-Funds Budget Narrative**

The University of North Carolina at Pembroke has the full support of its cabinet, campus administration and Board of Trustees in assuring recent appropriated budget allocations are being utilized to progress towards UNC System-wide goals, UNC Pembroke-specific goals and improve efficiency. The university is committed to implementing financial strategies that ensure the success and accomplishment of these goals. By continuous review of spending and a methodology to managing new resources, UNC Pembroke is working to create a more sustainable budget for all funds.

UNC Pembroke is investing in the following priorities:

### **Enhancing Student Success**

UNC Pembroke's investments for FY2023 include funding allocations for initiatives to improve student success. Academic success, student retention, and on-time graduation rates are critical to UNCP's mission and align with the System-wide strategic goals and institutional performance metrics. Initiatives to continually improve these metrics have been made through funding allocations to the Center for Student Success, which coordinates retention and progression for freshman and transfer students. These investments include additional academic advisors and funding to support the student success management system, specifically the HAWK Alert program, designed to identify students having difficulty at any point during their academic career and enable early intervention.

In addition to academics, student wellness and access to care, are crucial components that impact student success. Significant investments will be made to enrich the student experience through growth in UNCP's Counseling and Psychological Services. These proposed investments meet the university's goal to provide an engaged and supported student experience.

Equity, inclusion, and fiscal solvency are primary tenants in the university-wide strategic plan. As a Division II NCAA institution, the Athletics Department's all-funds budget summary is challenged by the need to respond to its gender equity plan and to create a sustainable athletics platform that supports the university's enrollment, advancement, and branding goals. Limited revenue opportunities may necessitate more flexibility in the funding of certain expense categories in order to maintain athletics as a part of the university experience.

### **Focus on Affordability**

In an ongoing effort to improve affordability and access to education, the university will continue to promote NC Promise, which offers an affordable undergraduate tuition rate at \$500 per semester for in-state students and \$2,500 per semester for out-of-state students. Continued investments will be made in FY2023 to recruit and retain qualified students at UNC Pembroke. The Brave ASSIST portal provides a one-stop-shop for students to apply for university scholarships.

Along with marketing investments, UNCP is allocating resources towards enrollment tools that will improve the admissions process, ensuring students have a smooth transition into their college experience.

### **Supporting Enrollment Growth**

The enrollment growth UNCP has experienced necessitates the need to create several new teaching and support positions, specifically in the STEM fields. Additionally, investments have been made to support growth in areas such as, education and sociology. The university will continue to support

efforts and provide resources that encourage students to participate in research and growth opportunities when possible.

### **Expanding Health Sciences Programs**

In FY2023 UNCP will allocate funding to support the College of Health Sciences and McKenzie-Elliott School of Nursing reflecting investments across UNCP's mission and all five goals within UNCP's 2020-2025 Strategic Plan, Purpose • Promise • Possibility. These investments support innovative academic programing through enhancing resources for existing health sciences programs and the evolving programs in kinesiology, nursing, social work, and promoting and supporting faculty research and scholarship. The Sheps Study, *Grow Your Own*, identified the need to educate more North Carolinians for these in demand health related jobs. The UNCP strategic plan calls for enhancements that support student engagement experiences by prioritizing an environment where all students flourish and succeed, with a focus on underserved student populations aspiring to pursue careers in health care. The university is currently recruiting for the position of Dean of this emerging college.

### **Recruiting and Retaining Qualified Faculty & Staff**

The transitional budgeting strategy adopted has allowed the university to dedicate resources based on performance, thus enhancing retention of high-quality faculty and staff. Through the discretionary Annual Raise Process, adjustments were made, within guidelines, based on individual meritorious performance, labor market and equity. The necessity to demonstrate the university's dedication and commitment to retaining and recruiting diverse staff and faculty in south eastern North Carolina cannot be underestimated.

### **Enhancements to Classroom and Information Technology**

UNCP will continue to make classroom technology investments, not only to strengthen the experience for Distance Education students but to provide the best possible in-person teaching environment.

The university is making campus-wide cybersecurity investments, including network support, firewall protection and information technology security to protect the university against the legal and financial costs of cyberterrorism.

### **Maintaining Support Services**

UNCP will continue to invest in the support and operating infrastructure required for the educational enterprise. This includes addressing the deferred maintenance, facility and staff expansion requirements as well as recognizing the impact inflation is having on the cost of everyday business activities.

UNC Pembroke is committed to enhancing student success, improving access to affordable education, supporting enrollment growth, expanding programs that make an economic impact, recruiting and retaining qualified faculty and staff, enhancing classroom and information technology, and maintaining its support services. Along with these commitments, UNC Pembroke will continue to celebrate the university's uniqueness by embracing its distinctive history and cultural heritage while promoting and safeguarding diversity and inclusion in all aspects of university life.

**UNC Pembroke**  
**FY 2022-23 All-Funds Budget**

		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriations	\$ 96,710,581				\$ 96,710,581
	Tuition & Fees	\$ 18,094,558	\$ 13,267,459			\$ 31,362,017
	Sales & Services	\$ 37,668	\$ 20,221,329		\$ 9,858	\$ 20,268,855
	Patient Services					\$ -
	Contracts & Grants		\$ 2,450,145	\$ 319,310	\$ 68,722,404	\$ 71,491,859
	Gifts & Investments		\$ 105,466	\$ 100	\$ 606,207	\$ 711,773
	Other Revenues	\$ 35,139	\$ 1,188,938		\$ 14,017	\$ 1,238,094
<b>Revenues Total</b>		<b>\$ 114,877,946</b>	<b>\$ 37,233,337</b>	<b>\$ 319,410</b>	<b>\$ 69,352,486</b>	<b>\$ 221,783,179</b>
Expenses	Salaries and Wages	\$ 65,946,457	\$ 5,992,942	\$ 11,789	\$ 2,348,943	\$ 74,300,131
	Staff Benefits	\$ 22,192,933	\$ 2,411,692	\$ 4,213	\$ 841,632	\$ 25,450,470
	Supplies, Materials, & Equip.	\$ 3,484,505	\$ 2,514,760	\$ 498,252	\$ 282,179	\$ 6,779,696
	Services	\$ 13,448,687	\$ 16,247,707	\$ 63,745	\$ 596,085	\$ 30,356,224
	Scholarships & Fellowships	\$ 2,254,150	\$ 4,276,966	\$ 1,845	\$ 64,542,491	\$ 71,075,452
	Debt Service		\$ 3,133,576			\$ 3,133,576
	Utilities	\$ 2,221,421	\$ 1,340,500			\$ 3,561,921
	Other Expenses	\$ 4,919,546			\$ 1,302,764	\$ 6,222,310
<b>Expenses Total</b>		<b>\$ 114,467,699</b>	<b>\$ 35,918,143</b>	<b>\$ 579,844</b>	<b>\$ 69,914,094</b>	<b>\$ 220,879,780</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 13,614</b>	<b>\$ (5,075)</b>	<b>\$ 434,768</b>	<b>\$ 443,307</b>

**UNC Pembroke - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>College of Arts &amp; Sciences</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 22,710,638	\$ 444,310		\$	\$ 23,154,948
	Sales & Services		\$ 77,344		\$ 6,844	\$ 84,188
	Patient Services					\$ -
	Contracts & Grants			\$ 28,757	\$ 612,494	\$ 641,251
	Gifts & Investments		\$ 1,477		\$ 50,806	\$ 52,283
	Other Revenues		\$ 4,821		\$ 500	\$ 5,321
<b>Revenues Total</b>		<b>\$ 22,710,638</b>	<b>\$ 527,952</b>	<b>\$ 28,757</b>	<b>\$ 670,644</b>	<b>\$ 23,937,991</b>
Expenses	Salaries and Wages	\$ 16,410,470	\$ 86,615		\$ 261,933	\$ 16,759,018
	Staff Benefits	\$ 5,784,864	\$ 7,384	\$ 516	\$ 85,328	\$ 5,878,092
	Supplies, Materials, & Equipment	\$ 212,043	\$ 390,932	\$ 9,581	\$ 60,255	\$ 672,811
	Services	\$ 303,261	\$ 122,753	\$ 10,317	\$ 12,939	\$ 449,270
	Scholarships & Fellowships		\$ 35,186	\$ 1,845		\$ 37,031
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses				\$ 347,202	\$ 347,202
<b>Expenses Total</b>		<b>\$ 22,710,638</b>	<b>\$ 642,870</b>	<b>\$ 22,259</b>	<b>\$ 767,657</b>	<b>\$ 24,143,424</b>
Transfers	Transfers In		\$ 248,653		\$ 78,512	\$ 327,165
	Transfers Out		\$ 76,188	\$ 683	\$ 1,242	\$ 78,113
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 172,465</b>	<b>\$ (683)</b>	<b>\$ 77,270</b>	<b>\$ 249,052</b>
<b>School of Business</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 8,945,410	\$ 75,311		\$	\$ 9,020,721
	Sales & Services					\$ -
	Patient Services					\$ -
	Contracts & Grants			\$ 5,240	\$ 280,536	\$ 285,776
	Gifts & Investments		\$ 100		\$ 3,386	\$ 3,486
	Other Revenues		\$ 1,500			\$ 1,500
<b>Revenues Total</b>		<b>\$ 8,945,410</b>	<b>\$ 76,911</b>	<b>\$ 5,240</b>	<b>\$ 283,922</b>	<b>\$ 9,311,483</b>
Expenses	Salaries and Wages	\$ 5,796,376			\$ 263,636	\$ 6,060,012
	Staff Benefits	\$ 1,504,067			\$ 62,667	\$ 1,566,734
	Supplies, Materials, & Equipment	\$ 17,125	\$ 43,705	\$ 204	\$ 3,060	\$ 64,094
	Services	\$ 1,627,842	\$ 14,889		\$ 11,622	\$ 1,654,353
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses				\$ 25,000	\$ 25,000
<b>Expenses Total</b>		<b>\$ 8,945,410</b>	<b>\$ 58,594</b>	<b>\$ 204</b>	<b>\$ 365,985</b>	<b>\$ 9,370,193</b>
Transfers	Transfers In				\$ 46,470	\$ 46,470
	Transfers Out		\$ 2,000		\$ 1,514	\$ 3,514
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ (2,000)</b>	<b>\$ -</b>	<b>\$ 44,956</b>	<b>\$ 42,956</b>

**UNC Pembroke - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>School of Education</b>		<b>General Fund</b>	<b>Auxiliary &amp; Other Trust Funds</b>	<b>Overhead Receipts</b>	<b>Restricted Trust Funds</b>	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 4,798,298			\$	<b>4,798,298</b>
	Sales & Services		\$ 49,325		\$	<b>49,325</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants			\$ 1,126	\$ 439,195	<b>440,321</b>
	Gifts & Investments		\$ 298		\$ 2,885	<b>3,183</b>
	Other Revenues		\$ 142,355		\$ 814	<b>143,169</b>
<b>Revenues Total</b>		<b>\$ 4,798,298</b>	<b>\$ 191,978</b>	<b>\$ 1,126</b>	<b>\$ 442,894</b>	<b>\$ 5,434,296</b>
Expenses	Salaries and Wages	\$ 3,315,510	\$ 77,936		\$ 173,321	<b>3,566,767</b>
	Staff Benefits	\$ 1,232,049	\$ 26,936		\$ 74,302	<b>1,333,287</b>
	Supplies, Materials, & Equipment	\$ 21,093	\$ 811	\$ 447	\$ 17,987	<b>40,338</b>
	Services	\$ 229,646	\$ 69,303	\$ 3,236	\$ 8,463	<b>310,648</b>
	Scholarships & Fellowships				\$ 35,000	<b>35,000</b>
	Debt Service				\$	<b>-</b>
	Utilities				\$	<b>-</b>
	Other Expenses				\$ 157,221	<b>157,221</b>
<b>Expenses Total</b>		<b>\$ 4,798,298</b>	<b>\$ 174,986</b>	<b>\$ 3,683</b>	<b>\$ 466,294</b>	<b>\$ 5,443,261</b>
Transfers	Transfers In		\$ 250		\$	<b>250</b>
	Transfers Out				\$ 915	<b>915</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 250</b>	<b>\$ -</b>	<b>\$ (915)</b>	<b>\$ (665)</b>
<b>College of Health Sciences</b>		<b>General Fund</b>	<b>Auxiliary &amp; Other Trust Funds</b>	<b>Overhead Receipts</b>	<b>Restricted Trust Funds</b>	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 7,872,319			\$	<b>7,872,319</b>
	Sales & Services	\$ 30	\$ 1,003		\$	<b>1,033</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants			\$ 13,006	\$ 1,103,130	<b>1,116,136</b>
	Gifts & Investments			\$ 100	\$ 73,215	<b>73,315</b>
	Other Revenues				\$ 283	<b>283</b>
<b>Revenues Total</b>		<b>\$ 7,872,349</b>	<b>\$ 1,003</b>	<b>\$ 13,106</b>	<b>\$ 1,176,628</b>	<b>\$ 9,063,086</b>
Expenses	Salaries and Wages	\$ 5,923,839		\$ 4,800	\$ 169,855	<b>6,098,494</b>
	Staff Benefits	\$ 1,804,458		\$ 815	\$ 69,300	<b>1,874,573</b>
	Supplies, Materials, & Equipment	\$ 43,349	\$ 36,846		\$ 35,227	<b>115,422</b>
	Services	\$ 100,703	\$ 20,739	\$ 1,169	\$ 10,281	<b>132,892</b>
	Scholarships & Fellowships				\$ 625,641	<b>625,641</b>
	Debt Service				\$	<b>-</b>
	Utilities				\$	<b>-</b>
	Other Expenses				\$ 335,392	<b>335,392</b>
<b>Expenses Total</b>		<b>\$ 7,872,349</b>	<b>\$ 57,585</b>	<b>\$ 6,784</b>	<b>\$ 1,245,696</b>	<b>\$ 9,182,414</b>
Transfers	Transfers In		\$ 74,054	\$ 608	\$ 97,686	<b>172,348</b>
	Transfers Out		\$ 144		\$	<b>144</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 73,910</b>	<b>\$ 608</b>	<b>\$ 97,686</b>	<b>\$ 172,204</b>

**UNC Pembroke - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Academic Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 19,607,263	\$ 1,087,379		\$	<b>20,694,642</b>
	Sales & Services		\$ 644,106		\$	<b>644,106</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants		\$ 10,744	\$ 12,343	\$ 2,633,049	<b>2,656,136</b>
	Gifts & Investments				\$ 2,016	<b>2,016</b>
	Other Revenues	\$ 4,738	\$ 1,800		\$ 600	<b>7,138</b>
<b>Revenues Total</b>		<b>\$ 19,612,001</b>	<b>\$ 1,744,029</b>	<b>\$ 12,343</b>	<b>\$ 2,635,665</b>	<b>\$ 24,004,038</b>
Expenses	Salaries and Wages	\$ 12,205,616	\$ 212,080	\$ 6,326	\$ 1,144,160	<b>13,568,182</b>
	Staff Benefits	\$ 2,741,726	\$ 34,957	\$ 617	\$ 514,731	<b>3,292,031</b>
	Supplies, Materials, & Equipment	\$ 977,226	\$ 113,122	\$ 6,383	\$ 145,196	<b>1,241,927</b>
	Services	\$ 3,687,433	\$ 540,250	\$ 21,445	\$ 523,541	<b>4,772,669</b>
	Scholarships & Fellowships				\$ 30,000	<b>30,000</b>
	Debt Service				\$	<b>-</b>
	Utilities				\$	<b>-</b>
	Other Expenses				\$ 437,949	<b>437,949</b>
<b>Expenses Total</b>		<b>\$ 19,612,001</b>	<b>\$ 900,409</b>	<b>\$ 34,771</b>	<b>\$ 2,795,577</b>	<b>\$ 23,342,758</b>
Transfers	Transfers In		\$ 15,000		\$ 16,195	<b>31,195</b>
	Transfers Out		\$ 305,547	\$ 5,000	\$ 13,002	<b>323,549</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ (290,547)</b>	<b>\$ (5,000)</b>	<b>\$ 3,193</b>	<b>\$ (292,354)</b>
<b>Student Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,727,614	\$ 1,860,375		\$	<b>4,587,989</b>
	Sales & Services		\$ 88,134		\$ 705	<b>88,839</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants			\$ 2,195		<b>2,195</b>
	Gifts & Investments		\$ 53,459		\$ 12,326	<b>65,785</b>
	Other Revenues	\$ 2,500	\$ 70,225		\$	<b>72,725</b>
<b>Revenues Total</b>		<b>\$ 2,730,114</b>	<b>\$ 2,072,193</b>	<b>\$ 2,195</b>	<b>\$ 13,031</b>	<b>\$ 4,817,533</b>
Expenses	Salaries and Wages	\$ 1,809,981	\$ 1,298,680		\$ 1,038	<b>3,109,699</b>
	Staff Benefits	\$ 695,637	\$ 459,938		\$ 2,554	<b>1,158,129</b>
	Supplies, Materials, & Equipment	\$ 15,103	\$ 133,113		\$ 4,409	<b>152,625</b>
	Services	\$ 209,393	\$ 522,151		\$ 60	<b>731,604</b>
	Scholarships & Fellowships				\$	<b>-</b>
	Debt Service				\$	<b>-</b>
	Utilities				\$	<b>-</b>
	Other Expenses				\$	<b>-</b>
<b>Expenses Total</b>		<b>\$ 2,730,114</b>	<b>\$ 2,413,882</b>	<b>\$ -</b>	<b>\$ 8,061</b>	<b>\$ 5,152,057</b>
Transfers	Transfers In		\$ 67,983		\$ 1,500	<b>69,483</b>
	Transfers Out		\$ 79,250		\$ 322	<b>79,572</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ (11,267)</b>	<b>\$ -</b>	<b>\$ 1,178</b>	<b>\$ (10,089)</b>

**UNC Pembroke - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Financial Aid</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 3,071,569			\$	<b>3,071,569</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants		\$ 2,439,401		\$ 63,654,000	<b>66,093,401</b>
	Gifts & Investments				\$ 365,706	<b>365,706</b>
	Other Revenues		\$ 2,563		\$ 320	<b>2,883</b>
<b>Revenues Total</b>		<b>\$ 3,071,569</b>	<b>\$ 2,441,964</b>	<b>\$ -</b>	<b>\$ 64,020,026</b>	<b>\$ 69,533,559</b>
Expenses	Salaries and Wages	\$ 507,845	\$ 8,110		\$ 325,000	<b>840,955</b>
	Staff Benefits	\$ 240,737	\$ 3,407		\$ 25,000	<b>269,144</b>
	Supplies, Materials, & Equipment	\$ 6,500	\$ 1,755		\$ 4,112	<b>12,367</b>
	Services	\$ 62,337	\$ 8,550		\$ 1,216	<b>72,103</b>
	Scholarships & Fellowships	\$ 2,254,150	\$ 4,056,628		\$ 63,851,850	<b>70,162,628</b>
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 3,071,569</b>	<b>\$ 4,078,450</b>	<b>\$ -</b>	<b>\$ 64,207,178</b>	<b>\$ 71,357,197</b>
Transfers	Transfers In		\$ 2,488,557		\$ 230,769	<b>2,719,326</b>
	Transfers Out		\$ 248,671		\$ 14,244	<b>262,915</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 2,239,886</b>	<b>\$ -</b>	<b>\$ 216,525</b>	<b>\$ 2,456,411</b>
<b>Library</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 2,890,396			\$	<b>2,890,396</b>
	Sales & Services	\$ 1,600			\$	<b>1,600</b>
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$ 6,230	<b>6,230</b>
	Other Revenues	\$ 16,432			\$	<b>16,432</b>
<b>Revenues Total</b>		<b>\$ 2,908,428</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,230</b>	<b>\$ 2,914,658</b>
Expenses	Salaries and Wages	\$ 1,194,330			\$	<b>1,194,330</b>
	Staff Benefits	\$ 514,098			\$	<b>514,098</b>
	Supplies, Materials, & Equipment	\$ 1,003,300	\$ 250		\$ 103	<b>1,003,653</b>
	Services	\$ 196,700	\$ 200		\$ 515	<b>197,415</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 2,908,428</b>	<b>\$ 450</b>	<b>\$ -</b>	<b>\$ 618</b>	<b>\$ 2,909,496</b>
Transfers	Transfers In		\$ 467		\$	<b>467</b>
	Transfers Out				\$ 1,125	<b>1,125</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 467</b>	<b>\$ -</b>	<b>\$ (1,125)</b>	<b>\$ (658)</b>

**UNC Pembroke - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Sponsored Research</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 405,135			\$	<b>405,135</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants			\$ 191,643	\$	<b>191,643</b>
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 405,135</b>	<b>\$ -</b>	<b>\$ 191,643</b>	<b>\$ -</b>	<b>\$ 596,778</b>
Expenses	Salaries and Wages	\$ 229,758		\$ 663	\$	<b>230,421</b>
	Staff Benefits	\$ 98,377		\$ 2,265	\$	<b>100,642</b>
	Supplies, Materials, & Equipment	\$ 7,000		\$ 206,637	\$	<b>213,637</b>
	Services	\$ 70,000	\$ 140	\$ 6,578	\$	<b>76,718</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 405,135</b>	<b>\$ 140</b>	<b>\$ 216,143</b>	<b>\$ -</b>	<b>\$ 621,418</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>University Administration</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 4,963,644	\$ 467,880		\$	<b>5,431,524</b>
	Sales & Services		\$ 522,929		\$	<b>522,929</b>
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments		\$ 42,000		\$ 27,387	<b>69,387</b>
	Other Revenues	\$ 2,300	\$ 38,000		\$	<b>40,300</b>
<b>Revenues Total</b>		<b>\$ 4,965,944</b>	<b>\$ 1,070,809</b>	<b>\$ -</b>	<b>\$ 27,387</b>	<b>\$ 6,064,140</b>
Expenses	Salaries and Wages	\$ 3,035,954	\$ 325,329		\$	<b>3,361,283</b>
	Staff Benefits	\$ 1,122,993	\$ 124,187		\$	<b>1,247,180</b>
	Supplies, Materials, & Equipment	\$ 85,737	\$ 356,074		\$ 9,000	<b>450,811</b>
	Services	\$ 721,260	\$ 629,715		\$ 8,403	<b>1,359,378</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 4,965,944</b>	<b>\$ 1,435,305</b>	<b>\$ -</b>	<b>\$ 17,403</b>	<b>\$ 6,418,652</b>
Transfers	Transfers In				\$	-
	Transfers Out		\$ 10,200		\$ 2,200	<b>12,400</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ (10,200)</b>	<b>\$ -</b>	<b>\$ (2,200)</b>	<b>\$ (12,400)</b>

**UNC Pembroke - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Business Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 7,636,889	\$ 485,000		\$	<b>8,121,889</b>
	Sales & Services		\$ 100,000		\$	<b>100,000</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants			\$ 65,000	\$	<b>65,000</b>
	Gifts & Investments		\$ 7,000		\$	<b>7,000</b>
	Other Revenues	\$ 3,500	\$ 162,604		\$	<b>166,104</b>
<b>Revenues Total</b>		<b>\$ 7,640,389</b>	<b>\$ 754,604</b>	<b>\$ 65,000</b>	<b>\$ -</b>	<b>\$ 8,459,993</b>
Expenses	Salaries and Wages	\$ 2,813,614	\$ 56,024		\$	<b>2,869,638</b>
	Staff Benefits	\$ 1,330,489	\$ 57,955		\$	<b>1,388,444</b>
	Supplies, Materials, & Equipment	\$ 26,879	\$ 98,300	\$ 275,000	\$	<b>400,179</b>
	Services	\$ 3,469,407	\$ 223,400	\$ 21,000	\$	<b>3,713,807</b>
	Scholarships & Fellowships				\$	<b>-</b>
	Debt Service		\$ 575,843		\$	<b>575,843</b>
	Utilities				\$	<b>-</b>
	Other Expenses				\$	<b>-</b>
<b>Expenses Total</b>		<b>\$ 7,640,389</b>	<b>\$ 1,011,522</b>	<b>\$ 296,000</b>	<b>\$ -</b>	<b>\$ 8,947,911</b>
Transfers	Transfers In		\$ 234,281		\$	<b>234,281</b>
	Transfers Out		\$ 143,525		\$	<b>143,525</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 90,756</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 90,756</b>
<b>Facilities</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 12,661,566	\$ 30,000		\$	<b>12,691,566</b>
	Sales & Services	\$ 146,583	\$ 197,000		\$	<b>343,583</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants				\$	<b>-</b>
	Gifts & Investments				\$	<b>-</b>
	Other Revenues	\$ 5,980			\$	<b>5,980</b>
<b>Revenues Total</b>		<b>\$ 12,814,129</b>	<b>\$ 227,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 13,041,129</b>
Expenses	Salaries and Wages	\$ 5,646,497	\$ 60,018		\$	<b>5,706,515</b>
	Staff Benefits	\$ 2,391,969	\$ 20,455		\$	<b>2,412,424</b>
	Supplies, Materials, & Equipment	\$ 661,344	\$ 22,000		\$	<b>683,344</b>
	Services	\$ 1,892,898	\$ 15,000		\$	<b>1,907,898</b>
	Scholarships & Fellowships				\$	<b>-</b>
	Debt Service				\$	<b>-</b>
	Utilities	\$ 2,221,421			\$	<b>2,221,421</b>
	Other Expenses				\$	<b>-</b>
<b>Expenses Total</b>		<b>\$ 12,814,129</b>	<b>\$ 117,473</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 12,931,602</b>
Transfers	Transfers In				\$	<b>-</b>
	Transfers Out				\$	<b>-</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**UNC Pembroke - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Human Resources</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,461,947				\$ 1,461,947
	Sales & Services					\$ -
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues					\$ -
<b>Revenues Total</b>		\$ 1,461,947	\$ -	\$ -	\$ -	\$ 1,461,947
Expenses	Salaries and Wages	\$ 935,393				\$ 935,393
	Staff Benefits	\$ 397,966				\$ 397,966
	Supplies, Materials, & Equipment	\$ 38,126				\$ 38,126
	Services	\$ 90,462	\$ 5,000			\$ 95,462
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		\$ 1,461,947	\$ 5,000	\$ -	\$ -	\$ 1,466,947
Transfers	Transfers In		\$ 5,000			\$ 5,000
	Transfers Out					\$ -
<b>Net Transfers</b>		\$ -	\$ 5,000	\$ -	\$ -	\$ 5,000
<b>Information Technology</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 5,408,221	\$ 3,850,000			\$ 9,258,221
	Sales & Services					\$ -
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues					\$ -
<b>Revenues Total</b>		\$ 5,408,221	\$ 3,850,000	\$ -	\$ -	\$ 9,258,221
Expenses	Salaries and Wages	\$ 3,063,400	\$ 779,870			\$ 3,843,270
	Staff Benefits	\$ 1,040,735	\$ 315,585			\$ 1,356,320
	Supplies, Materials, & Equipment	\$ 381,225	\$ 72,181			\$ 453,406
	Services	\$ 922,861	\$ 1,699,709			\$ 2,622,570
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		\$ 5,408,221	\$ 2,867,345	\$ -	\$ -	\$ 8,275,566
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		\$ -	\$ -	\$ -	\$ -	\$ -

**UNC Pembroke - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Public Safety</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,844,888	\$ 400,870		\$	<b>2,245,758</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 1,844,888</b>	<b>\$ 400,870</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,245,758</b>
Expenses	Salaries and Wages	\$ 1,169,927	\$ 110,984		\$	<b>1,280,911</b>
	Staff Benefits	\$ 557,784	\$ 55,958		\$	<b>613,742</b>
	Supplies, Materials, & Equipment	\$ 16,075			\$	<b>16,075</b>
	Services	\$ 101,102	\$ 14,125		\$	<b>115,227</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 1,844,888</b>	<b>\$ 181,067</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,025,955</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Advancement</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,525,810			\$	<b>1,525,810</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments		\$ 1,132		\$	<b>1,132</b>
	Other Revenues		\$ 244,200		\$	<b>244,200</b>
<b>Revenues Total</b>		<b>\$ 1,525,810</b>	<b>\$ 245,332</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,771,142</b>
Expenses	Salaries and Wages	\$ 947,759			\$	<b>947,759</b>
	Staff Benefits	\$ 338,186			\$	<b>338,186</b>
	Supplies, Materials, & Equipment	\$ 26,389	\$ 84,200		\$	<b>110,589</b>
	Services	\$ 213,476	\$ 171,311		\$	<b>384,787</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 1,525,810</b>	<b>\$ 255,511</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,781,321</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**UNC Pembroke - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Dining</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>			\$ 4,017,339			\$ 4,017,339
Revenues	State Appropriation, Tuition, & Fees					\$ -
	Sales & Services		\$ 7,199,609			\$ 7,199,609
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues		\$ 180,000			\$ 180,000
<b>Revenues Total</b>		\$ -	\$ 7,379,609	\$ -	\$ -	\$ 7,379,609
Expenses	Salaries and Wages		\$ 77,768			\$ 77,768
	Staff Benefits		\$ 32,189			\$ 32,189
	Supplies, Materials, & Equipment		\$ 13,000			\$ 13,000
	Services		\$ 6,825,580			\$ 6,825,580
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities		\$ 125,000			\$ 125,000
	Other Expenses					\$ -
<b>Expenses Total</b>		\$ -	\$ 7,073,537	\$ -	\$ -	\$ 7,073,537
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		\$ -	\$ -	\$ -	\$ -	\$ -
<b>Ending Fund Balance</b>		\$ -	\$ 4,323,411	\$ -	\$ -	\$ 4,323,411
<b>Housing</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>		\$ -	\$ 6,195,533	\$ -	\$ -	\$ 6,195,533
Revenues	State Appropriation, Tuition, & Fees					\$ -
	Sales & Services		\$ 7,879,001			\$ 7,879,001
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues					\$ -
<b>Revenues Total</b>		\$ -	\$ 7,879,001	\$ -	\$ -	\$ 7,879,001
Expenses	Salaries and Wages		\$ 1,419,498			\$ 1,419,498
	Staff Benefits		\$ 615,220			\$ 615,220
	Supplies, Materials, & Equipment		\$ 592,600			\$ 592,600
	Services		\$ 1,778,730			\$ 1,778,730
	Scholarships & Fellowships					\$ -
	Debt Service		\$ 2,557,733			\$ 2,557,733
	Utilities		\$ 1,115,500			\$ 1,115,500
	Other Expenses					\$ -
<b>Expenses Total</b>		\$ -	\$ 8,079,281	\$ -	\$ -	\$ 8,079,281
Transfers	Transfers In		\$ 748,400			\$ 748,400
	Transfers Out		\$ 748,400			\$ 748,400
<b>Net Transfers</b>		\$ -	\$ -	\$ -	\$ -	\$ -
<b>Ending Fund Balance</b>		\$ -	\$ 5,995,253	\$ -	\$ -	\$ 5,995,253

**UNC Pembroke - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Parking</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>		\$ -	\$ 891,686	\$ -	\$ -	\$ 891,686
Revenues	State Appropriation, Tuition, & Fees				\$ -	\$ -
	Sales & Services		\$ 474,584		\$ -	\$ 474,584
	Patient Services				\$ -	\$ -
	Contracts & Grants				\$ -	\$ -
	Gifts & Investments				\$ -	\$ -
	Other Revenues				\$ -	\$ -
<b>Revenues Total</b>		\$ -	\$ 474,584	\$ -	\$ -	\$ 474,584
Expenses	Salaries and Wages		\$ 51,548		\$ -	\$ 51,548
	Staff Benefits		\$ 28,179		\$ -	\$ 28,179
	Supplies, Materials, & Equipment		\$ 35,000		\$ -	\$ 35,000
	Services		\$ 92,000		\$ -	\$ 92,000
	Scholarships & Fellowships				\$ -	\$ -
	Debt Service				\$ -	\$ -
	Utilities		\$ 25,000		\$ -	\$ 25,000
	Other Expenses				\$ -	\$ -
<b>Expenses Total</b>		\$ -	\$ 231,727	\$ -	\$ -	\$ 231,727
Transfers	Transfers In				\$ -	\$ -
	Transfers Out				\$ -	\$ -
<b>Net Transfers</b>		\$ -	\$ -	\$ -	\$ -	\$ -
<b>Ending Fund Balance</b>		\$ -	\$ 1,134,543	\$ -	\$ -	\$ 1,134,543
<b>Athletics</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>		\$ -	\$ (132,380)	\$ -	\$ -	\$ (132,380)
Revenues	State Appropriation, Tuition, & Fees	\$ 885,829	\$ 3,569,962		\$ -	\$ 4,455,791
	Sales & Services		\$ 510,536		\$ 6,605	\$ 517,141
	Patient Services				\$ -	\$ -
	Contracts & Grants				\$ -	\$ -
	Gifts & Investments				\$ 62,250	\$ 62,250
	Other Revenues		\$ 291,000		\$ 11,500	\$ 302,500
<b>Revenues Total</b>		\$ 885,829	\$ 4,371,498	\$ -	\$ 80,355	\$ 5,337,682
Expenses	Salaries and Wages	\$ 639,162	\$ 658,540		\$ 10,000	\$ 1,307,702
	Staff Benefits	\$ 246,667	\$ 272,250		\$ 7,750	\$ 526,667
	Supplies, Materials, & Equipment		\$ 462,269		\$ 3,424	\$ 465,693
	Services		\$ 1,212,695		\$ 41,855	\$ 1,254,550
	Scholarships & Fellowships				\$ -	\$ -
	Debt Service		\$ 33,840		\$ -	\$ 33,840
	Utilities		\$ 30,300		\$ -	\$ 30,300
	Other Expenses				\$ -	\$ -
<b>Expenses Total</b>		\$ 885,829	\$ 2,669,894	\$ -	\$ 63,029	\$ 3,618,752
Transfers	Transfers In		\$ 1,351,447		\$ -	\$ 1,351,447
	Transfers Out		\$ 3,600,846		\$ 1,800	\$ 3,602,646
<b>Net Transfers</b>		\$ -	\$ (2,249,399)	\$ -	\$ (1,800)	\$ (2,251,199)
<b>Ending Fund Balance</b>		\$ -	\$ (680,175)	\$ -	\$ -	\$ (680,175)

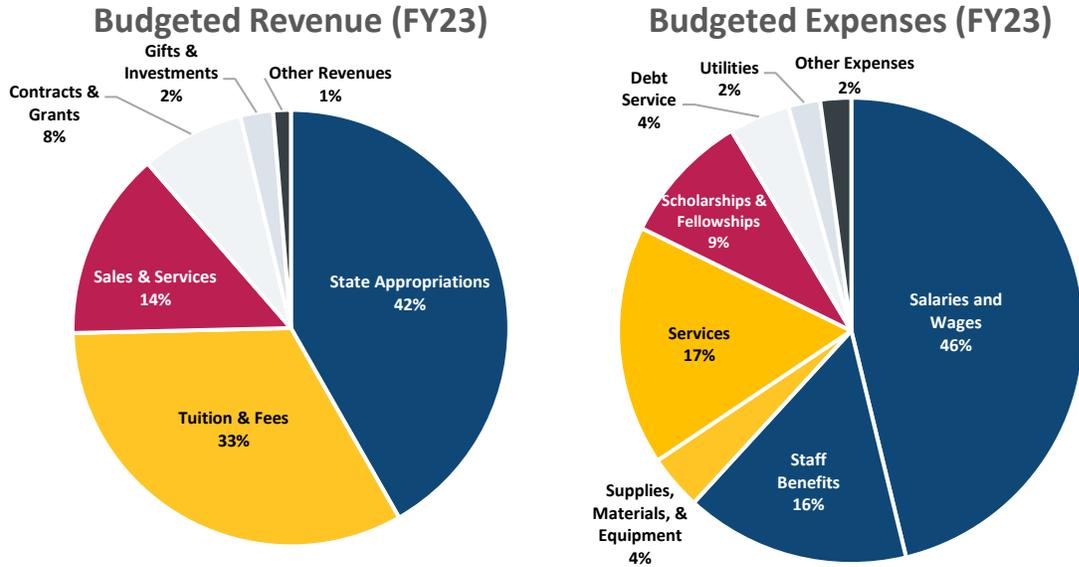
**UNC Pembroke - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Student Health</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>		\$ -	\$ 387,952	\$ -	\$ -	\$ 387,952
Revenues	State Appropriation, Tuition, & Fees		\$ 880,372			\$ 880,372
	Sales & Services		\$ 2,310,000			\$ 2,310,000
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues					\$ -
<b>Revenues Total</b>		\$ -	\$ 3,190,372	\$ -	\$ -	\$ 3,190,372
Expenses	Salaries and Wages		\$ 594,876			\$ 594,876
	Staff Benefits		\$ 279,647			\$ 279,647
	Supplies, Materials, & Equipment		\$ 40,500			\$ 40,500
	Services		\$ 2,400,700			\$ 2,400,700
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities		\$ 19,700			\$ 19,700
	Other Expenses					\$ -
<b>Expenses Total</b>		\$ -	\$ 3,335,423	\$ -	\$ -	\$ 3,335,423
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		\$ -	\$ -	\$ -	\$ -	\$ -
<b>Ending Fund Balance</b>		\$ -	\$ 242,901	\$ -	\$ -	\$ 242,901
<b>Other Auxiliaries</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 468,157	\$ 116,000			\$ 584,157
	Sales & Services		\$ 906,873			\$ 906,873
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues		\$ 83,710			\$ 83,710
<b>Revenues Total</b>		\$ 468,157	\$ 1,106,583	\$ -	\$ -	\$ 1,574,740
Expenses	Salaries and Wages	\$ 301,026	\$ 175,066			\$ 476,092
	Staff Benefits	\$ 150,131	\$ 77,445			\$ 227,576
	Supplies, Materials, & Equipment	\$ 12,239	\$ 38,920			\$ 51,159
	Services	\$ 4,761	\$ 164,002			\$ 168,763
	Scholarships & Fellowships		\$ 185,152			\$ 185,152
	Debt Service					\$ -
	Utilities		\$ 25,000			\$ 25,000
	Other Expenses					\$ -
<b>Expenses Total</b>		\$ 468,157	\$ 665,585	\$ -	\$ -	\$ 1,133,742
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		\$ -	\$ -	\$ -	\$ -	\$ -

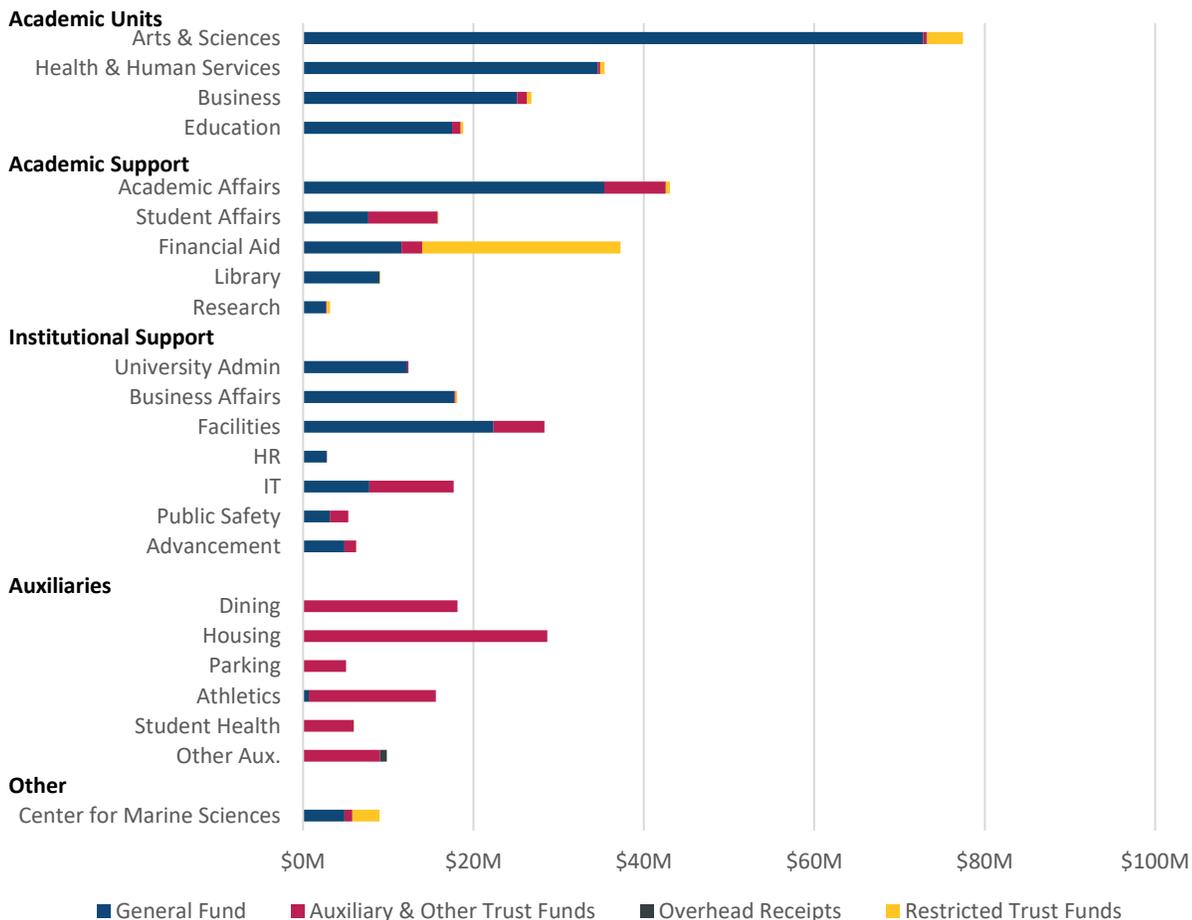
# UNC Wilmington

Total Enrollment (Fall 2021): 18,030

Total Permanent Full-Time Employees (Including Faculty) (Fall 2021): 2,183



## Operating Expenses by Unit



# UNC Wilmington

## All Funds Budget Narrative



Through the FY23 All Funds Budgeting process, the University of North Carolina Wilmington developed a budget which will help support system-wide strategic goals as well as priorities identified in UNCW's strategic plan. The budget was further informed by an institutional commitment to efficient operations and financial plans which are sustainable and responsive to enterprise risks. Examples of how UNCW's budget supports each of the aforementioned efforts is provided below.

### **UNC System Strategic Goals**

UNCW has been successful in achieving system goals pertaining to access and completions. Specifically, the university met established goals pertaining to: Rural Enrollment, Low-Income Enrollment, and Rural Degree Completions. Nevertheless, the FY23 budget continues to make investments in existing programs which are essential in attracting and serving these students (i.e., institutional based financial aid and student support services). Examples of new investments being made include: Additional staff to support student recruiting (including transfer students), new investments in the Student Learning Center (SLC) to ensure student access to tutoring services, and new investments made in the Disability Resources Center (DRC) to enhance access to services and assistive technologies for eligible students.

In addition to the aforementioned efforts, UNCW continues to promote student success by excelling in producing graduates in critical workforce disciplines (exceeding the system goal established for UNCW by more than 20%). To support enrollment growth in critical workforce related disciplines, the FY23 budget makes net new investments of more than \$2.19 million in the College of Health and Human Services, College of Arts and Sciences, and Cameron School of Business.

### **UNCW Strategic Plan Goals**

The FY23 budget continues to make important investments which are directly aligned with the university's strategic plan goals. Priorities supported by the FY23 budget include, but are not limited to:

- *Attracting/Retaining Students*: Supported by maintaining investments in institutional based financial aid and student support services, but also through the hiring of additional counselors in the student counseling center, along with additional investments in the SLC and DRC (as referenced above).
- *Attracting/Retaining Faculty and Staff*: Supported by legislative increases and annual raises provided in FY22. These measures will be supplemented with additional legislative increases to be provided in FY23. Additional investments being made in FY23 to retain high performing faculty and staff include (1) the creation of a faculty start-up fund within the Office of the Provost and (2) the establishment of a faculty and staff retention fund to be administered centrally.<sup>1</sup>
- *Advancing University Academic Programming*: Facilitated by additional investments in new and/or expanding programs which include: B.S. – Coastal Engineering, M.A. –

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<sup>1</sup> Specifically the fund will (1) enable the university to respond quickly to external recruitment actions, and (2) address corresponding salary compression issues.

Integrated Marketing and Communication, MHA – Healthcare Administration, M.A. – Film Studies, B.S. – Respiratory Therapy, B.S. – Cybersecurity, B.S. – Intelligent Systems Engineering, Ph.D. – Applied Coastal and Ocean Sciences, and Ph.D. – Pharmaceutical Chemistry.

- *Advancing Research and Scholarly Activities*: By hiring additional staff to assist researchers during pre-award phases (i.e., research and proposal development professionals), but also by updating existing positions within the Office of Sponsored Programs and Research Compliance to provide support across all phases of the research grant process.

### **Improved Efficiency**

UNCW is committed to providing students with a high-quality education in a manner which is efficient and provides excellent value to the state. That value is reflected in UNC System KPIs – particularly in the *Undergraduate Degree Efficiency* (UGDE) metric,<sup>2</sup> as well as the *Education and Related Expenses per Degree* metric.<sup>3</sup> Specifically, UNCW’s UGDE score of 28.9 (using 19-20 data) is the highest and/or best in the system, while its education and related expenses per degree of \$44,612 (using 19-20 data), is the lowest and/or best in the system. Data provided through the 2020 Workforce Analysis Summary<sup>4</sup> further reinforces the efficiency of UNCW’s operations. Specifically, UNCW has the second fewest employees on a per-student-basis in the entire system (and the fewest if research-specific employees are excluded from the analysis).

With the aforementioned context in mind, UNCW will continue to employ practices which have enabled it to function efficiently in the past while continuing to evaluate new opportunities to improve operations and reduce expenses in the future. Examples of practices which will continue in FY23 include, but are not limited to:

- Acad. Program Reallocations (per demand): Will save approx. \$1.3 million in FY23
- Strategic Purchasing Agreements: Estimated to save approx. \$3 million in FY23
- Energy Performance Contracts: Estimated to save approx. \$1 million in FY23
- New Parking Enforcement Technology: Estimated to save approx. \$50k in FY23

### **Financial Sustainability and Enterprise Risks**

UNCW proactively identifies enterprise-related risks, but also identifies and monitors mitigation strategies that are developed to respond to said risks. This process is administered through UNCW’s Office of Enterprise Risk Management (ERM), and consists of regular meetings with campus stakeholders and semi-annual presentations to the Audit, Risk and Compliance Committee of UNCW’s Board of Trustees. Risks and corresponding mitigation strategies are considered as a component of the annual budgeting process. Two risk categories identified through the ERM process (IT/Data Security and Student Accessibility needs) informed new investments made in FY22 and FY23. Examples of investments made/being made pursuant to the IT/Data security risk include: Additional staff to assist in complying with IT governance standards, funding to support an external review of ITS’s privacy policies and protocols, and cloud security training for ITS staff. Examples of investments made/being made pursuant to Student Accessibility needs include: Hiring of a Testing Coordinator for the DRC, two Graduate Assistants for the DRC to assist with scheduling/proctoring, and additional funding to hire interpreters as needed to assist UNCW students.

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<sup>2</sup> *The number of undergraduate credentials awarded by an institution per 100 Full-Time Equivalent undergraduates.*

<sup>3</sup> *Education and related expenses per degree is a cost efficiency measure used to understand the return on a university’s financial investment in education as measured by an output of degrees awarded.*

<sup>4</sup> *As presented at the joint meeting of the Committee on Budget and Finance & Committee on Personnel and Tenure (available [here](#)).*

**UNC Wilmington  
FY 2022-23 All-Funds Budget**

		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriations	\$ 185,379,449				\$ 185,379,449
	Tuition & Fees	\$ 104,634,248	\$ 41,396,732			\$ 146,030,980
	Sales & Services		\$ 62,061,143		\$ 7,076	\$ 62,068,219
	Patient Services					\$ -
	Contracts & Grants	\$ 2,275,644		\$ 1,465,043	\$ 30,266,241	\$ 34,006,928
	Gifts & Investments		\$ 6,620,573		\$ 4,090,470	\$ 10,711,043
	Other Revenues	\$ 131,932	\$ 5,289,042		\$ 397,943	\$ 5,818,917
<b>Revenues Total</b>		<b>\$ 292,421,273</b>	<b>\$ 115,367,490</b>	<b>\$ 1,465,043</b>	<b>\$ 34,761,730</b>	<b>\$ 444,015,536</b>
Expenses	Salaries and Wages	\$ 175,724,365	\$ 21,378,215	\$ 72,283	\$ 4,482,285	\$ 201,657,148
	Staff Benefits	\$ 57,697,668	\$ 9,338,157	\$ 16,066	\$ 887,687	\$ 67,939,578
	Supplies, Materials, & Equip.	\$ 7,769,169	\$ 8,280,413	\$ 23,123	\$ 562,732	\$ 16,635,437
	Services	\$ 27,575,068	\$ 40,652,503	\$ 40,194	\$ 4,345,153	\$ 72,612,918
	Scholarships & Fellowships	\$ 10,218,498	\$ 7,000,123		\$ 22,735,813	\$ 39,954,434
	Debt Service	\$ 878,391	\$ 16,821,135	\$ 805,000		\$ 18,504,526
	Utilities	\$ 6,260,281	\$ 3,359,406			\$ 9,619,687
	Other Expenses	\$ 6,297,833	\$ 2,817,126	\$ 2,465	\$ 233,465	\$ 9,350,889
<b>Expenses Total</b>		<b>\$ 292,421,273</b>	<b>\$ 109,647,078</b>	<b>\$ 959,131</b>	<b>\$ 33,247,135</b>	<b>\$ 436,274,617</b>
<b>Net Transfers</b>			<b>\$ (872,431)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (872,431)</b>

**UNC Wilmington - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>College of Arts and Sciences</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 72,750,899	\$ 51,939		\$	<b>72,802,838</b>
	Sales & Services		\$ 109,748		\$	<b>109,748</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants			\$	4,277,693	<b>4,277,693</b>
	Gifts & Investments		\$ 320,170	\$	447,769	<b>767,939</b>
	Other Revenues		\$ 117,508	\$	42	<b>117,550</b>
<b>Revenues Total</b>		<b>\$ 72,750,899</b>	<b>\$ 599,365</b>	<b>\$ -</b>	<b>\$ 4,725,504</b>	<b>\$ 78,075,768</b>
Expenses	Salaries and Wages	\$ 52,707,188	\$ 86,201	\$ 40,371	\$ 1,660,575	<b>54,494,335</b>
	Staff Benefits	\$ 17,291,245	\$ 11,785	\$ 6,314	\$ 254,211	<b>17,563,555</b>
	Supplies, Materials, & Equipment	\$ 1,065,120	\$ 78,295	\$ 5,884	\$ 275,278	<b>1,424,577</b>
	Services	\$ 1,687,347	\$ 181,650	\$ 16,223	\$ 1,858,571	<b>3,743,791</b>
	Scholarships & Fellowships		\$ 45,196		\$ 86,893	<b>132,089</b>
	Debt Service				\$	<b>-</b>
	Utilities				\$	<b>-</b>
	Other Expenses		\$ 38,337		\$ 33,788	<b>72,126</b>
<b>Expenses Total</b>		<b>\$ 72,750,899</b>	<b>\$ 441,463</b>	<b>\$ 68,793</b>	<b>\$ 4,169,316</b>	<b>\$ 77,430,471</b>
Transfers	Transfers In			\$ 68,793	\$ 3,592	<b>72,384</b>
	Transfers Out				\$ 21,981	<b>21,980</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 68,793</b>	<b>\$ (18,389)</b>	<b>\$ 50,404</b>
<b>College of Education</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 15,270,435			\$	<b>15,270,435</b>
	Sales & Services		\$ 91,775		\$	<b>91,775</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants	\$ 2,200,569		\$	261,287	<b>2,461,856</b>
	Gifts & Investments		\$ 59,607	\$	77,927	<b>137,534</b>
	Other Revenues		\$ 947,635		\$	<b>947,635</b>
<b>Revenues Total</b>		<b>\$ 17,471,004</b>	<b>\$ 1,099,017</b>	<b>\$ -</b>	<b>\$ 339,213</b>	<b>\$ 18,909,235</b>
Expenses	Salaries and Wages	\$ 11,961,928	\$ 391,764		\$ 134,274	<b>12,487,966</b>
	Staff Benefits	\$ 3,931,015	\$ 119,547		\$ 35,951	<b>4,086,513</b>
	Supplies, Materials, & Equipment	\$ 96,165	\$ 100,813		\$ 9,215	<b>206,193</b>
	Services	\$ 1,260,516	\$ 355,774		\$ 63,756	<b>1,680,046</b>
	Scholarships & Fellowships		\$ 4,491		\$ 2,828	<b>7,318</b>
	Debt Service				\$	<b>-</b>
	Utilities				\$	<b>-</b>
	Other Expenses	\$ 221,380	\$ 38,804		\$ 71,429	<b>331,612</b>
<b>Expenses Total</b>		<b>\$ 17,471,004</b>	<b>\$ 1,011,192</b>	<b>\$ -</b>	<b>\$ 317,452</b>	<b>\$ 18,799,648</b>
Transfers	Transfers In				\$	<b>-</b>
	Transfers Out				\$ 239	<b>239</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (239)</b>	<b>\$ (239)</b>

**UNC Wilmington - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>College of Health and Human Services</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 34,554,856	\$ 146,425		\$	\$ 34,701,281
	Sales & Services		\$ 91,557		\$	\$ 91,557
	Patient Services				\$	\$ -
	Contracts & Grants				\$ 460,449	\$ 460,449
	Gifts & Investments		\$ 240,138		\$ 235,448	\$ 475,586
	Other Revenues		\$ 89,097		\$	\$ 89,097
<b>Revenues Total</b>		<b>\$ 34,554,856</b>	<b>\$ 567,217</b>	<b>\$ -</b>	<b>\$ 695,897</b>	<b>\$ 35,817,970</b>
Expenses	Salaries and Wages	\$ 23,767,753	\$ 62,517		\$ 168,861	\$ 23,999,131
	Staff Benefits	\$ 7,773,742	\$ 24,860		\$ 44,641	\$ 7,843,243
	Supplies, Materials, & Equipment	\$ 577,820	\$ 111,440		\$ 36,004	\$ 725,264
	Services	\$ 2,384,071	\$ 105,498		\$ 245,926	\$ 2,735,495
	Scholarships & Fellowships		\$ 15,321		\$ 18,417	\$ 33,738
	Debt Service				\$	\$ -
	Utilities				\$	\$ -
	Other Expenses	\$ 51,470	\$ 7,618	\$ 270	\$ 2,314	\$ 61,672
<b>Expenses Total</b>		<b>\$ 34,554,856</b>	<b>\$ 327,254</b>	<b>\$ 270</b>	<b>\$ 516,162</b>	<b>\$ 35,398,542</b>
Transfers	Transfers In		\$ 0	\$ 270	\$	\$ 270
	Transfers Out		\$ 1		\$ 32,133	\$ 32,134
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ (0)</b>	<b>\$ 270</b>	<b>\$ (32,133)</b>	<b>\$ (31,864)</b>
<b>School of Business</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 25,102,853	\$ 168,196		\$	\$ 25,271,049
	Sales & Services		\$ 228,058		\$	\$ 228,058
	Patient Services				\$	\$ -
	Contracts & Grants				\$ 391,567	\$ 391,567
	Gifts & Investments		\$ 239,787		\$ 299,508	\$ 539,295
	Other Revenues		\$ 593,057		\$ 787	\$ 593,843
<b>Revenues Total</b>		<b>\$ 25,102,853</b>	<b>\$ 1,229,098</b>	<b>\$ -</b>	<b>\$ 691,861</b>	<b>\$ 27,023,812</b>
Expenses	Salaries and Wages	\$ 17,461,866	\$ 398,653		\$ 368,354	\$ 18,228,873
	Staff Benefits	\$ 5,703,534	\$ 153,147		\$ 96,579	\$ 5,953,260
	Supplies, Materials, & Equipment	\$ 492,324	\$ 68,018		\$ 3,184	\$ 563,526
	Services	\$ 1,375,129	\$ 465,571	\$ 980	\$ 47,552	\$ 1,889,232
	Scholarships & Fellowships		\$ 26,266		\$	\$ 26,266
	Debt Service				\$	\$ -
	Utilities				\$	\$ -
	Other Expenses	\$ 70,000	\$ 44,787		\$ 1,372	\$ 116,159
<b>Expenses Total</b>		<b>\$ 25,102,853</b>	<b>\$ 1,156,443</b>	<b>\$ 980</b>	<b>\$ 517,039</b>	<b>\$ 26,777,316</b>
Transfers	Transfers In		\$ 27,896	\$ 980	\$	\$ 28,876
	Transfers Out				\$ 18,235	\$ 18,235
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 27,896</b>	<b>\$ 980</b>	<b>\$ (18,235)</b>	<b>\$ 10,641</b>

**UNC Wilmington - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Academic Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 35,335,962	\$ 5,101,997		\$	<b>40,437,959</b>
	Sales & Services		\$ 638,741		\$	<b>638,741</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants				\$ 404,591	<b>404,591</b>
	Gifts & Investments		\$ 93,762		\$ 156,172	<b>249,934</b>
	Other Revenues		\$ 1,796,542		\$	<b>1,796,542</b>
<b>Revenues Total</b>		<b>\$ 35,335,962</b>	<b>\$ 7,631,042</b>	<b>\$ -</b>	<b>\$ 560,763</b>	<b>\$ 43,527,767</b>
Expenses	Salaries and Wages	\$ 18,849,407	\$ 1,214,378		\$ 186,306	<b>20,250,091</b>
	Staff Benefits	\$ 6,241,172	\$ 450,497		\$ 41,482	<b>6,733,151</b>
	Supplies, Materials, & Equipment	\$ 765,106	\$ 2,014,996		\$ 12,092	<b>2,792,194</b>
	Services	\$ 9,023,543	\$ 2,576,141	\$ 4,063	\$ 168,211	<b>11,771,959</b>
	Scholarships & Fellowships	\$ 163,111	\$ 670,035		\$ 16,266	<b>849,411</b>
	Debt Service				\$	<b>-</b>
	Utilities		\$ 33		\$	<b>33</b>
	Other Expenses	\$ 293,623	\$ 298,535		\$ 76,489	<b>668,647</b>
<b>Expenses Total</b>		<b>\$ 35,335,962</b>	<b>\$ 7,224,614</b>	<b>\$ 4,063</b>	<b>\$ 500,845</b>	<b>\$ 43,065,484</b>
Transfers	Transfers In		\$ 110,200	\$ 4,063	\$	<b>114,263</b>
	Transfers Out		\$ (0)	\$	\$ 5,486	<b>5,486</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 110,200</b>	<b>\$ 4,063</b>	<b>\$ (5,486)</b>	<b>\$ 108,777</b>
<b>Student Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 7,668,052	\$ 7,356,178		\$	<b>15,024,230</b>
	Sales & Services		\$ 827,081		\$	<b>827,081</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants				\$ 10,268	<b>10,268</b>
	Gifts & Investments		\$ 45,708		\$ 165,800	<b>211,509</b>
	Other Revenues		\$ 198,907		\$	<b>198,907</b>
<b>Revenues Total</b>		<b>\$ 7,668,052</b>	<b>\$ 8,427,874</b>	<b>\$ -</b>	<b>\$ 176,069</b>	<b>\$ 16,271,995</b>
Expenses	Salaries and Wages	\$ 5,175,956	\$ 4,162,617		\$ 25,313	<b>9,363,886</b>
	Staff Benefits	\$ 1,700,637	\$ 1,201,640		\$ 3,061	<b>2,905,337</b>
	Supplies, Materials, & Equipment	\$ 110,205	\$ 433,509		\$ 12,541	<b>556,255</b>
	Services	\$ 668,179	\$ 1,698,002		\$ 34,577	<b>2,400,759</b>
	Scholarships & Fellowships				\$	<b>-</b>
	Debt Service				\$	<b>-</b>
	Utilities		\$ 295,000		\$	<b>295,000</b>
	Other Expenses	\$ 13,075	\$ 361,318		\$ 428	<b>374,821</b>
<b>Expenses Total</b>		<b>\$ 7,668,052</b>	<b>\$ 8,152,085</b>	<b>\$ -</b>	<b>\$ 75,920</b>	<b>\$ 15,896,057</b>
Transfers	Transfers In		\$ 243,098		\$ 74	<b>243,171</b>
	Transfers Out		\$ 507,825		\$ 1,557	<b>509,382</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ (264,728)</b>	<b>\$ -</b>	<b>\$ (1,483)</b>	<b>\$ (266,211)</b>

**UNC Wilmington - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Financial Aid</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 11,552,365				\$ 11,552,365
	Sales & Services				\$ 7,076	\$ 7,076
	Patient Services					\$ -
	Contracts & Grants				\$ 20,641,769	\$ 20,641,769
	Gifts & Investments				\$ 2,248,259	\$ 2,248,259
	Other Revenues				\$ 199,541	\$ 199,541
<b>Revenues Total</b>		\$ 11,552,365	\$ -	\$ -	\$ 23,096,645	\$ 34,649,010
Expenses	Salaries and Wages	\$ 1,119,215			\$ 663,801	\$ 1,783,016
	Staff Benefits	\$ 367,843				\$ 367,843
	Supplies, Materials, & Equipment	\$ 10,861			\$ 353	\$ 11,214
	Services	\$ 54,759			\$ 82,489	\$ 137,248
	Scholarships & Fellowships	\$ 9,986,637	\$ 2,410,830		\$ 22,534,640	\$ 34,932,107
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses	\$ 13,050			\$ 236	\$ 13,286
<b>Expenses Total</b>		\$ 11,552,365	\$ 2,410,830	\$ -	\$ 23,281,519	\$ 37,244,714
Transfers	Transfers In		\$ 3,130,948		\$ 774,731	\$ 3,905,679
	Transfers Out				\$ 56,680	\$ 56,680
<b>Net Transfers</b>		\$ -	\$ 3,130,948	\$ -	\$ 718,051	\$ 3,848,999
<b>Library</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 8,923,971				\$ 8,923,971
	Sales & Services		\$ 18,443			\$ 18,443
	Patient Services					\$ -
	Contracts & Grants				\$ 47,413	\$ 47,413
	Gifts & Investments		\$ 8,742		\$ 23,602	\$ 32,344
	Other Revenues	\$ 26,300	\$ 2,220			\$ 28,520
<b>Revenues Total</b>		\$ 8,950,271	\$ 29,405	\$ -	\$ 71,015	\$ 9,050,691
Expenses	Salaries and Wages	\$ 4,100,901	\$ 1,220		\$ 13,755	\$ 4,115,876
	Staff Benefits	\$ 1,346,419	\$ 33		\$ 3,056	\$ 1,349,507
	Supplies, Materials, & Equipment	\$ 241,279	\$ 5,578		\$ 5,736	\$ 252,592
	Services	\$ 3,246,672	\$ 5,233		\$ 37,150	\$ 3,289,055
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses	\$ 15,000	\$ 1,035			\$ 16,035
<b>Expenses Total</b>		\$ 8,950,271	\$ 13,099	\$ -	\$ 59,696	\$ 9,023,066
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		\$ -	\$ -	\$ -	\$ -	\$ -

**UNC Wilmington - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Sponsored Research</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,673,052			\$	<b>2,673,052</b>
	Sales & Services		\$ 4,249		\$	<b>4,249</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants				\$ 435,554	<b>435,554</b>
	Gifts & Investments		\$ 39,867		\$	<b>39,867</b>
	Other Revenues		\$ 86,252		\$	<b>86,252</b>
<b>Revenues Total</b>		<b>\$ 2,673,052</b>	<b>\$ 130,368</b>	<b>\$ -</b>	<b>\$ 435,554</b>	<b>\$ 3,238,974</b>
Expenses	Salaries and Wages	\$ 1,759,611	\$ 26,286	\$ 22,311	\$ 159,023	\$ <b>1,967,230</b>
	Staff Benefits	\$ 572,289	\$ 11,731	\$ 7,423	\$ 25,916	\$ <b>617,359</b>
	Supplies, Materials, & Equipment	\$ 30,772	\$ 1,225	\$ 5,650	\$ 876	\$ <b>38,522</b>
	Services	\$ 296,045	\$ 8,379	\$ 17,677	\$ 154,699	\$ <b>476,800</b>
	Scholarships & Fellowships		\$ 8,250			\$ <b>8,250</b>
	Debt Service					\$ <b>-</b>
	Utilities					\$ <b>-</b>
	Other Expenses	\$ 14,335	\$ 20,609	\$ 2,195	\$ 45,147	\$ <b>82,286</b>
<b>Expenses Total</b>		<b>\$ 2,673,052</b>	<b>\$ 76,480</b>	<b>\$ 55,256</b>	<b>\$ 385,660</b>	<b>\$ 3,190,447</b>
Transfers	Transfers In			\$ 1,465,043		\$ <b>1,465,043</b>
	Transfers Out			\$ 903,875		\$ <b>903,875</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 561,168</b>	<b>\$ -</b>	<b>\$ 561,168</b>
<b>University Administration</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 12,228,399	\$ 20,725		\$	<b>12,249,124</b>
	Sales & Services		\$ 7,320		\$	<b>7,320</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants				\$	<b>-</b>
	Gifts & Investments		\$ 294,413		\$ 4,298	<b>298,711</b>
	Other Revenues		\$ 3,241		\$	<b>3,241</b>
<b>Revenues Total</b>		<b>\$ 12,228,399</b>	<b>\$ 325,699</b>	<b>\$ -</b>	<b>\$ 4,298</b>	<b>\$ 12,558,396</b>
Expenses	Salaries and Wages	\$ 4,365,410	\$ 19,095		\$	\$ <b>4,384,505</b>
	Staff Benefits	\$ 1,434,439	\$ 23,375		\$	\$ <b>1,457,814</b>
	Supplies, Materials, & Equipment	\$ 63,999	\$ 15,766		\$	\$ <b>79,765</b>
	Services	\$ 1,739,827	\$ 77,248		\$	\$ <b>1,817,075</b>
	Scholarships & Fellowships				\$	\$ <b>-</b>
	Debt Service				\$	\$ <b>-</b>
	Utilities				\$	\$ <b>-</b>
	Other Expenses	\$ 4,624,724	\$ 13,303		\$	\$ <b>4,638,027</b>
<b>Expenses Total</b>		<b>\$ 12,228,399</b>	<b>\$ 148,788</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 12,377,187</b>
Transfers	Transfers In		\$ 264,500		\$	\$ <b>264,500</b>
	Transfers Out				\$	\$ <b>-</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 264,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 264,500</b>

**UNC Wilmington - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Business Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 17,563,596			\$	17,563,596
	Sales & Services		\$ 196,817		\$	196,817
	Patient Services				\$	-
	Contracts & Grants	\$ 75,075		\$ 1,465,043	\$	1,540,118
	Gifts & Investments		\$ 3,585,254		\$	3,585,254
	Other Revenues	\$ 105,632	\$ 567,580		\$ 197,574	870,786
<b>Revenues Total</b>		<b>\$ 17,744,303</b>	<b>\$ 4,349,651</b>	<b>\$ 1,465,043</b>	<b>\$ 197,574</b>	<b>\$ 23,756,571</b>
Expenses	Salaries and Wages	\$ 8,604,379			\$	8,604,379
	Staff Benefits	\$ 2,827,911			\$ 157,259	2,985,170
	Supplies, Materials, & Equipment	\$ 1,690,687	\$ 10,439		\$	1,701,126
	Services	\$ 2,736,008	\$ 106,886		\$ 8,002	2,850,896
	Scholarships & Fellowships	\$ 68,750			\$	68,750
	Debt Service	\$ 878,391			\$	878,391
	Utilities				\$	-
	Other Expenses	\$ 938,177	\$ 51,666		\$	989,843
<b>Expenses Total</b>		<b>\$ 17,744,303</b>	<b>\$ 168,991</b>	<b>\$ -</b>	<b>\$ 165,261</b>	<b>\$ 18,078,556</b>
Transfers	Transfers In		\$ (0)		\$	(0)
	Transfers Out		\$ 2,626,496	\$ 1,465,043	\$	4,091,539
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ (2,626,496)</b>	<b>\$ (1,465,043)</b>	<b>\$ -</b>	<b>\$ (4,091,539)</b>
			+			
<b>Facilities</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 22,327,611			\$	22,327,611
	Sales & Services		\$ 4,984,997		\$	4,984,997
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments		\$ 585		\$ 3,873	4,458
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 22,327,611</b>	<b>\$ 4,985,582</b>	<b>\$ -</b>	<b>\$ 3,873</b>	<b>\$ 27,317,066</b>
Expenses	Salaries and Wages	\$ 9,640,185	\$ 1,083,720		\$	10,723,905
	Staff Benefits	\$ 3,168,340	\$ 555,096		\$	3,723,436
	Supplies, Materials, & Equipment	\$ 1,381,393	\$ 1,851,563		\$	3,232,956
	Services	\$ 1,865,053	\$ 2,509,073		\$	4,374,126
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities	\$ 6,260,281			\$	6,260,281
	Other Expenses	\$ 12,359	\$ 1,500		\$	13,859
<b>Expenses Total</b>		<b>\$ 22,327,611</b>	<b>\$ 6,000,952</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 28,328,563</b>
Transfers	Transfers In		\$ 943,072		\$	943,072
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 943,072</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 943,072</b>

**UNC Wilmington - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Human Resources</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,779,218				\$ 2,779,218
	Sales & Services					\$ -
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments		\$ 608			\$ 608
	Other Revenues					\$ -
<b>Revenues Total</b>		\$ 2,779,218	\$ 608	\$ -	\$ -	\$ 2,779,826
Expenses	Salaries and Wages	\$ 1,934,189				\$ 1,934,189
	Staff Benefits	\$ 635,690				\$ 635,690
	Supplies, Materials, & Equipment	\$ 62,863	\$ 217			\$ 63,080
	Services	\$ 130,794	\$ 202			\$ 130,996
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses	\$ 15,682	\$ 170			\$ 15,852
<b>Expenses Total</b>		\$ 2,779,218	\$ 589	\$ -	\$ -	\$ 2,779,807
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		\$ -	\$ -	\$ -	\$ -	\$ -
<b>Information Technology</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 7,765,745	\$ 7,018,855			\$ 14,784,600
	Sales & Services		\$ 2,926,663			\$ 2,926,663
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments		\$ 2,500			\$ 2,500
	Other Revenues					\$ -
<b>Revenues Total</b>		\$ 7,765,745	\$ 9,948,018	\$ -	\$ -	\$ 17,713,763
Expenses	Salaries and Wages	\$ 5,154,373	\$ 3,225,290			\$ 8,379,663
	Staff Benefits	\$ 1,693,941	\$ 1,277,333			\$ 2,971,274
	Supplies, Materials, & Equipment	\$ 667,497	\$ 1,627,339			\$ 2,294,836
	Services	\$ 249,094	\$ 3,722,839			\$ 3,971,933
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities		\$ 13,500			\$ 13,500
	Other Expenses	\$ 840	\$ 54,148			\$ 54,988
<b>Expenses Total</b>		\$ 7,765,745	\$ 9,920,449	\$ -	\$ -	\$ 17,686,193
Transfers	Transfers In					\$ -
	Transfers Out		\$ 27,569			\$ 27,569
<b>Net Transfers</b>		\$ -	\$ (27,569)	\$ -	\$ -	\$ (27,569)

**UNC Wilmington - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Public Safety</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 3,133,093	\$ 809,792		\$	<b>3,942,885</b>
	Sales & Services		\$ 1,345,883		\$	<b>1,345,883</b>
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments		\$ 1,035		\$	<b>1,035</b>
	Other Revenues		\$ 360		\$	<b>360</b>
<b>Revenues Total</b>		<b>\$ 3,133,093</b>	<b>\$ 2,157,070</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,290,163</b>
Expenses	Salaries and Wages	\$ 2,200,700	\$ 1,232,670		\$	<b>3,433,370</b>
	Staff Benefits	\$ 734,808	\$ 555,605		\$	<b>1,290,413</b>
	Supplies, Materials, & Equipment	\$ 22,187	\$ 50,159		\$	<b>72,346</b>
	Services	\$ 175,398	\$ 286,281		\$	<b>461,679</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses		\$ 32,301		\$	<b>32,301</b>
<b>Expenses Total</b>		<b>\$ 3,133,093</b>	<b>\$ 2,157,016</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,290,109</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Advancement</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 4,845,064			\$	<b>4,845,064</b>
	Sales & Services		\$ 1,221,303		\$	<b>1,221,303</b>
	Patient Services				\$	-
	Contracts & Grants				\$ 49,688	<b>49,688</b>
	Gifts & Investments		\$ 107,818		\$ 360,470	<b>468,288</b>
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 4,845,064</b>	<b>\$ 1,329,121</b>	<b>\$ -</b>	<b>\$ 410,158</b>	<b>\$ 6,584,343</b>
Expenses	Salaries and Wages	\$ 3,473,376	\$ 80,065		\$	<b>3,553,441</b>
	Staff Benefits	\$ 1,141,447	\$ 20,203		\$	<b>1,161,650</b>
	Supplies, Materials, & Equipment		\$ 81,533		\$	<b>81,533</b>
	Services	\$ 230,241	\$ 970,457		\$ 19	<b>1,200,717</b>
	Scholarships & Fellowships		\$ 10,830		\$ 49,688	<b>60,518</b>
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses		\$ 224,498		\$ 1,500	<b>225,998</b>
<b>Expenses Total</b>		<b>\$ 4,845,064</b>	<b>\$ 1,387,585</b>	<b>\$ -</b>	<b>\$ 51,206</b>	<b>\$ 6,283,855</b>
Transfers	Transfers In		\$ 161,000		\$ 743	<b>161,743</b>
	Transfers Out				\$ 1,427	<b>1,427</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 161,000</b>	<b>\$ -</b>	<b>\$ (684)</b>	<b>\$ 160,316</b>

**UNC Wilmington - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Dining</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>			\$ 5,321,773			\$ 5,321,773
Revenues	State Appropriation, Tuition, & Fees					\$ -
	Sales & Services		\$ 18,264,917			\$ 18,264,917
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments		\$ 279,133			\$ 279,133
	Other Revenues		\$ 80,000			\$ 80,000
<b>Revenues Total</b>		\$ -	\$ 18,624,050	\$ -	\$ -	\$ 18,624,050
Expenses	Salaries and Wages		\$ 374,078			\$ 374,078
	Staff Benefits		\$ 175,777			\$ 175,777
	Supplies, Materials, & Equipment		\$ 1,123,142			\$ 1,123,142
	Services		\$ 14,510,808			\$ 14,510,808
	Scholarships & Fellowships					\$ -
	Debt Service		\$ 1,196,338			\$ 1,196,338
	Utilities		\$ 384,500			\$ 384,500
	Other Expenses		\$ 342,581			\$ 342,581
<b>Expenses Total</b>		\$ -	\$ 18,107,224	\$ -	\$ -	\$ 18,107,224
Transfers	Transfers In					\$ -
	Transfers Out		\$ 322,734			\$ 322,734
<b>Net Transfers</b>		\$ -	\$ (322,734)	\$ -	\$ -	\$ (322,734)
<b>Ending Fund Balance</b>		\$ -	\$ 5,515,865	\$ -	\$ -	\$ 5,515,865
<b>Housing</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>			\$ 23,250,081			\$ 23,250,081
Revenues	State Appropriation, Tuition, & Fees					\$ -
	Sales & Services		\$ 30,157,276			\$ 30,157,276
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments		\$ 15,050			\$ 15,050
	Other Revenues					\$ -
<b>Revenues Total</b>		\$ -	\$ 30,172,326	\$ -	\$ -	\$ 30,172,326
Expenses	Salaries and Wages		\$ 3,139,311			\$ 3,139,311
	Staff Benefits		\$ 919,685			\$ 919,685
	Supplies, Materials, & Equipment		\$ 1,278,679			\$ 1,278,679
	Services		\$ 10,093,739			\$ 10,093,739
	Scholarships & Fellowships		\$ 1,409,882			\$ 1,409,882
	Debt Service		\$ 9,376,029			\$ 9,376,029
	Utilities		\$ 2,372,048			\$ 2,372,048
	Other Expenses		\$ 75,039			\$ 75,039
<b>Expenses Total</b>		\$ -	\$ 28,664,412	\$ -	\$ -	\$ 28,664,412
Transfers	Transfers In		\$ 141,021			\$ 141,021
	Transfers Out		\$ 1,174,560			\$ 1,174,560
<b>Net Transfers</b>		\$ -	\$ (1,033,539)	\$ -	\$ -	\$ (1,033,539)
<b>Ending Fund Balance</b>		\$ -	\$ 23,724,456	\$ -	\$ -	\$ 23,724,456

**UNC Wilmington - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Parking</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>			\$ 1,220,566			\$ 1,220,566
Revenues	State Appropriation, Tuition, & Fees		\$ 1,355,600			\$ 1,355,600
	Sales & Services		\$ 4,205,624			\$ 4,205,624
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues		\$ 3,000			\$ 3,000
<b>Revenues Total</b>		\$ -	\$ 5,564,224	\$ -	\$ -	\$ 5,564,224
Expenses	Salaries and Wages		\$ 742,896			\$ 742,896
	Staff Benefits		\$ 348,389			\$ 348,389
	Supplies, Materials, & Equipment		\$ 189,240			\$ 189,240
	Services		\$ 1,681,140			\$ 1,681,140
	Scholarships & Fellowships					\$ -
	Debt Service		\$ 1,818,097			\$ 1,818,097
	Utilities		\$ 104,271			\$ 104,271
	Other Expenses		\$ 171,064			\$ 171,064
<b>Expenses Total</b>		\$ -	\$ 5,055,097	\$ -	\$ -	\$ 5,055,097
Transfers	Transfers In					\$ -
	Transfers Out		\$ 330,780			\$ 330,780
<b>Net Transfers</b>		\$ -	\$ (330,780)	\$ -	\$ -	\$ (330,780)
<b>Ending Fund Balance</b>		\$ -	\$ 1,398,913	\$ -	\$ -	\$ 1,398,913
<b>Athletics</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>			\$ 3,369,407			\$ 3,369,407
Revenues	State Appropriation, Tuition, & Fees	\$ 676,323	\$ 11,360,833			\$ 12,037,156
	Sales & Services		\$ 2,010,255			\$ 2,010,255
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments		\$ 1,158,982			\$ 1,158,982
	Other Revenues		\$ 285,016			\$ 285,016
<b>Revenues Total</b>		\$ 676,323	\$ 14,815,086	\$ -	\$ -	\$ 15,491,409
Expenses	Salaries and Wages	\$ 479,654	\$ 5,415,367			\$ 5,895,021
	Staff Benefits	\$ 157,643	\$ 1,927,867			\$ 2,085,510
	Supplies, Materials, & Equipment		\$ 1,089,556			\$ 1,089,556
	Services	\$ 38,408	\$ 3,576,530			\$ 3,614,938
	Scholarships & Fellowships		\$ 2,388,523			\$ 2,388,523
	Debt Service					\$ -
	Utilities		\$ 20,000			\$ 20,000
	Other Expenses	\$ 618	\$ 468,244			\$ 468,862
<b>Expenses Total</b>		\$ 676,323	\$ 14,886,087	\$ -	\$ -	\$ 15,562,410
Transfers	Transfers In		\$ 71,000			\$ 71,000
	Transfers Out					\$ -
<b>Net Transfers</b>		\$ -	\$ 71,000	\$ -	\$ -	\$ 71,000
<b>Ending Fund Balance</b>		\$ (0)	\$ 3,369,407	\$ -	\$ -	\$ 3,369,406

**UNC Wilmington - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Student Health</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>			\$ 2,204,928			\$ 2,204,928
Revenues	State Appropriation, Tuition, & Fees	\$ 3,400	\$ 3,107,321			\$ 3,110,721
	Sales & Services		\$ 3,038,586			\$ 3,038,586
	Patient Services					\$ -
	Contracts & Grants				\$ 34,197	\$ 34,197
	Gifts & Investments		\$ 9,234			\$ 9,234
	Other Revenues					\$ -
<b>Revenues Total</b>		\$ 3,400	\$ 6,155,141	\$ -	\$ 34,197	\$ 6,192,738
Expenses	Salaries and Wages		\$ 1,992,496		\$ 15,704	\$ 2,008,200
	Staff Benefits		\$ 804,564		\$ 3,074	\$ 807,638
	Supplies, Materials, & Equipment	\$ 2,200	\$ 154,729		\$ 3,466	\$ 160,395
	Services	\$ 1,200	\$ 2,896,854		\$ 12,678	\$ 2,910,732
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses		\$ 94,400		\$ 450	\$ 94,850
<b>Expenses Total</b>		\$ 3,400	\$ 5,943,043	\$ -	\$ 35,372	\$ 5,981,815
Transfers	Transfers In					\$ -
	Transfers Out		\$ 212,098	\$ -	\$ -	\$ 212,098
<b>Net Transfers</b>		\$ -	\$ (212,098)	\$ -	\$ -	\$ (212,098)
<b>Ending Fund Balance</b>		\$ -	\$ 2,204,928	\$ -	\$ (1,175)	\$ 2,203,753
<b>Other Auxiliaries</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 14,618	\$ 4,898,871			\$ 4,913,489
	Sales & Services		\$ 4,400,014			\$ 4,400,014
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments		\$ 6,178			\$ 6,178
	Other Revenues		\$ 518,403			\$ 518,403
<b>Revenues Total</b>		\$ 14,618	\$ 9,823,466	\$ -	\$ -	\$ 9,838,084
Expenses	Salaries and Wages	\$ 11,002	\$ 1,423,870			\$ 1,434,872
	Staff Benefits	\$ 3,616	\$ 631,620			\$ 635,236
	Supplies, Materials, & Equipment		\$ 1,008,639			\$ 1,008,639
	Services		\$ 1,006,096			\$ 1,006,096
	Scholarships & Fellowships					\$ -
	Debt Service		\$ 4,430,671	\$ 805,000		\$ 5,235,671
	Utilities		\$ 43,697			\$ 43,697
	Other Expenses		\$ 472,516			\$ 472,516
<b>Expenses Total</b>		\$ 14,618	\$ 9,017,109	\$ 805,000	\$ -	\$ 9,836,727
Transfers	Transfers In			\$ 805,000		\$ 805,000
	Transfers Out		\$ 806,357			\$ 806,357
<b>Net Transfers</b>		\$ -	\$ (806,357)	\$ 805,000	\$ -	\$ (1,357)

**UNC Wilmington - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Center for Marine Science</b>		<b>General Fund</b>	<b>Auxiliary &amp; Other Trust Funds</b>	<b>Overhead Receipts</b>	<b>Restricted Trust Funds</b>	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 4,844,183				\$ 4,844,183
	Sales & Services		\$ 838,795			\$ 838,795
	Patient Services					\$ -
	Contracts & Grants				\$ 3,251,765	\$ 3,251,765
	Gifts & Investments		\$ 112,000		\$ 67,343	\$ 179,343
	Other Revenues		\$ 224			\$ 224
<b>Revenues Total</b>		<b>\$ 4,844,183</b>	<b>\$ 951,020</b>	<b>\$ -</b>	<b>\$ 3,319,108</b>	<b>\$ 9,114,310</b>
Expenses	Salaries and Wages	\$ 2,957,272	\$ 390,516	\$ 9,601	\$ 1,086,320	\$ 4,443,710
	Staff Benefits	\$ 971,936	\$ 125,405	\$ 2,328	\$ 222,459	\$ 1,322,128
	Supplies, Materials, & Equipment	\$ 488,691	\$ 126,186	\$ 11,589	\$ 203,988	\$ 830,454
	Services	\$ 412,784	\$ 139,618	\$ 1,251	\$ 1,631,523	\$ 2,185,176
	Scholarships & Fellowships		\$ 10,500		\$ 27,082	\$ 37,582
	Debt Service					\$ -
	Utilities		\$ 126,357			\$ 126,357
	Other Expenses	\$ 13,500	\$ 4,655		\$ 313	\$ 18,468
<b>Expenses Total</b>		<b>\$ 4,844,183</b>	<b>\$ 923,236</b>	<b>\$ 24,769</b>	<b>\$ 3,171,686</b>	<b>\$ 8,963,874</b>
Transfers	Transfers In		\$ 136,357	\$ 24,769		\$ 161,126
	Transfers Out		\$ 93,103		\$ 1,235	\$ 94,338
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 43,254</b>	<b>\$ 24,769</b>	<b>\$ (1,235)</b>	<b>\$ 66,788</b>

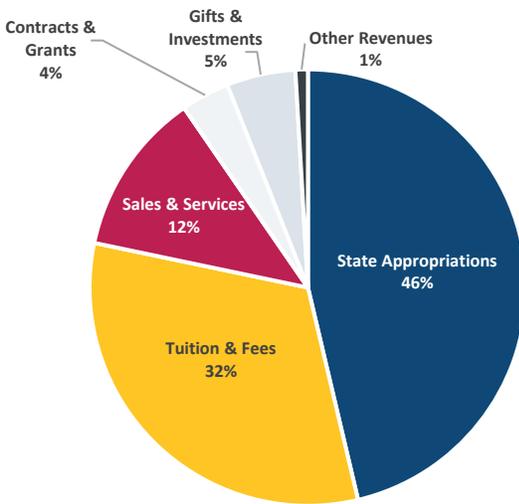


# UNC School of the Arts

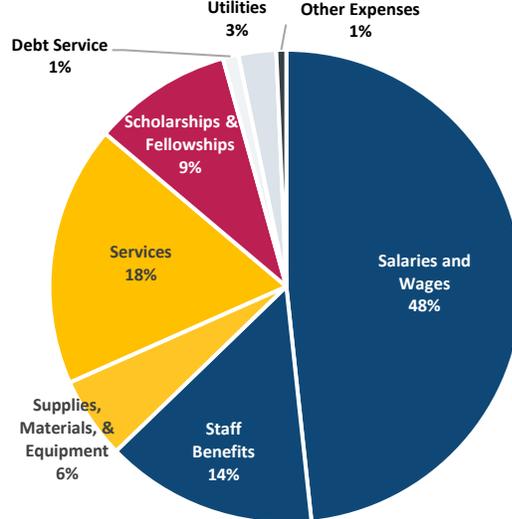
Total Enrollment, including High School (Fall 2021): 1,371

Total Permanent Full-Time Employees (Including Faculty) (Fall 2021): 464

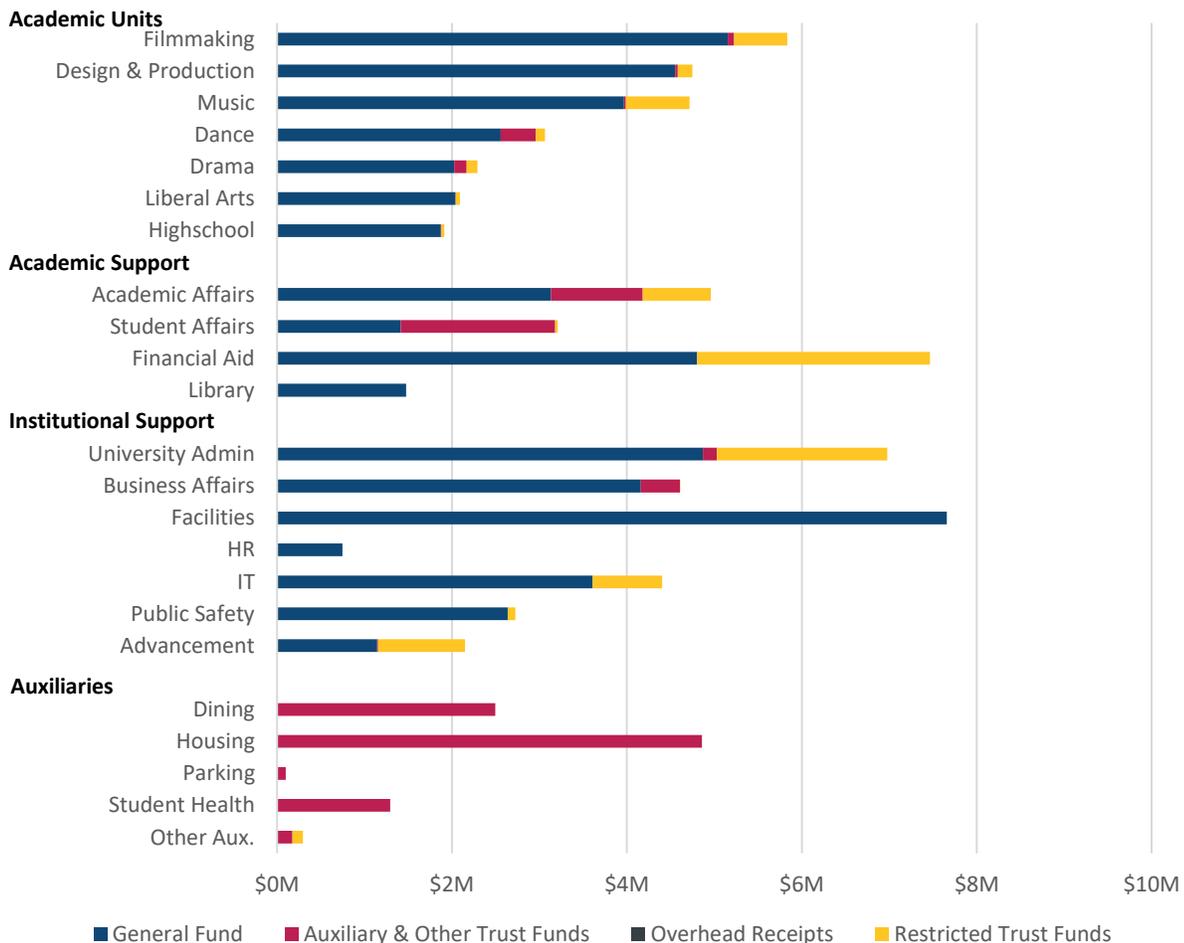
### Budgeted Revenue (FY23)



### Budgeted Expenses (FY23)



### Operating Expenses by Unit



# University of North Carolina School of the Arts (UNCSA)

## All-Funds Budget Narrative FY2022-2023

The fiscal year 2022-2023 All-Funds Budget for the University of North Carolina School of the Arts (UNCSA) reflects our commitment to align resources with both The University of North Carolina System and UNCSA's strategic goals. The UNC System strategic plan emphasizes access, affordability and efficiency, student success, economic impact and community engagement, and excellent and diverse institutions. UNCSA's strategic plan for 2022-27, "UNCSA Forward", prioritizes equity, diversity, inclusion, and belonging; health and wellness; interdisciplinary work in the arts; maintaining and expanding industry relevance; and institutional sustainability. The plan reflects our mission to provide gifted emerging artists with the experience, knowledge and skills needed to excel in their disciplines and their lives, and to enrich the cultural and economic prosperity of the people of North Carolina and the nation.

**Student Access and Success** UNCSA's commitment to access and affordability are evidenced in our alignment of resources to partner recruiting, admissions, and financial aid efforts dedicated to support first-generation, low-income, and historically underrepresented North Carolina students on their path to higher education. Investment of dedicated resources to revamp UNCSA's academic and performance calendars (Collaborative Scheduling Initiative or CSI) will facilitate the attainment of several institutional and system-wide goals, such as improved student health and wellness, academic and artist success, and on-time graduation while maintaining a high level of academic and conservatory training. The CSI creates a balanced schedule between the two academic semesters, provides a production calendar that aligns with the structure of the academic calendar, and creates an integrated block schedule that contains recurring times for interdisciplinary work, while upholding health and wellness and Equity, Diversity, Inclusion and Belonging (EDIB).

**Interdisciplinary Work in the Arts** Interdisciplinary work in the arts is an important pillar of the UNCSA Forward plan. The FY23 budget reflects our commitment to explore new ways to expose students to interdisciplinary practices and career possibilities in the first year of studies. Investments in this initiative promote and encourage student-generated interdisciplinary works and productions and align those efforts with program and degree requirements.

**Excellent and Diverse Institution** The FY23 budget recognizes our commitment to Equity, Diversity, Inclusion and Belonging. In partnership with the UNCSA Foundation, resources have been realigned to support the recruitment of a Chief Diversity Officer and development of campus infrastructure to effectively and collaboratively steward EDIB efforts. The budget supports a recurring campus climate survey to better understand the lived experiences and needs of students and employees and to measure institutional progress towards EDIB goals. To continue to cultivate an excellent and diverse institution, significant resources are dedicated to recruiting not only a diverse student body, but a diverse workforce. For example, the UNCSA Police and Public Safety Department has developed a formal recruiting plan, which includes targeted recruitment advertising to minority focused organizations to increase diversity. This includes advertising with NOBLE (National Organization for Black Law Enforcement Officers), the Winston-Salem Hispanic League, and the North Carolina Law Enforcement Women's Association. Budgetary resources have been allocated to support these and many other initiatives.

**Health and Wellness** Health and Wellness of students, faculty, and staff is a high priority of both the UNC System and UNCSCA, which is evidenced by UNCSCA's dedication of financial and personnel resources in our FY23 budget toward making significant enhancements in these areas. Physical, emotional, and mental health and wellness are critical to achieving academic and artist success and producing desired outcomes such as on-time graduation. To support health and wellness, a holistic campus-wide commitment is required. Multiple departments and divisions devote resources to supporting these needs, including Student Affairs, Academic Affairs, and Police and Public Safety Departments. Services provided include physical and mental healthcare; counseling; academic assistance, tutoring, and mentoring; and academic support services as needed for challenges associated with the rigors of an arts conservatory, thereby reducing barriers to access and success.

**Industry Relevance** Maintaining and expanding industry relevance is a core component of our strategic plan. Under this core strategy, UNCSCA will continue allocating resources to build on and expand career placement initiatives in all conservatories. An example of such an initiative is the evolution of the annual Design & Production Job Fair. This year's fair was the largest ever, including 66 companies from all segments of the global arts and entertainment industry and 75 undergraduate and graduate students. Representatives from theme parks (Walt Disney Live Entertainment); global entertainment (Walt Disney Imagineering); Broadway; national and international touring productions; cruise lines (Norwegian, Disney and Carnival); immersive entertainment (Meow Wolf); large-scale live entertainment (TAIT and Atomic); and regional and summer theater companies interviewed our students during the two-day virtual event. A significant number of North Carolina companies participated, including Majestic Scenic, Lost Colony, Unbox the Dress and Charlotte Children's Theatre. Moving this event online is one of the reasons it expanded so quickly. Initiatives like this help the School of Design & Production maintain its 95% job placement rate.

**Institutional Efficiencies** UNCSCA is actively reviewing programs, systems, and services to identify opportunities to eliminate redundancies and promote efficiencies. The FY23 budget aligns resources to support the achievement of several Information Technology initiatives. During the early stages of the global pandemic, UNC institutions quickly pivoted to remote and hybrid working and learning environments which further highlighted several technological redundancies. Ongoing resources have been realigned and devoted to a comprehensive campus-wide technology consolidation project to eliminate redundancies, streamline processes, gain efficiencies, produce cost-savings, and enhance our cyber security profile by reducing the number of systems and applications required to support and safeguard.

**Institutional Sustainability** Recurring allocations from the state were significantly limited during the last two years, which created unique challenges for a small university with limited resources. Ongoing pressures upon existing operational resources and challenges to recruit and retain faculty and staff became magnified in recent years. In FY22, with the passing of a state budget and recurring state allocations, UNCSCA committed to addressing these lingering issues. The FY23 budget addresses challenges to recruit and retain faculty by increasing compensation to levels closer to that of our aspirational peers with the multi-year strategy of further reducing this competitive imbalance. The budget also addresses issues with staff salary equity and competitiveness. In addition, the FY23 budget aligns resources to support enrollment sustainability goals by increasing the number of full-tuition scholarships offered and the availability of scholarships to competitively recruit students.

**UNC School of the Arts  
FY 2022-23 All-Funds Budget**

		General Fund	Auxiliary & Other Trust	Overhead Receipts	Restricted Trust Funds	All Funds
Revenues	State Appropriations	\$ 37,120,845				\$ 37,120,845
	Tuition & Fees	\$ 20,263,490	\$ 2,758,349		\$ 2,607,164	\$ 25,629,003
	Sales & Services	\$ 184,430	\$ 9,490,963		\$ 40,492	\$ 9,715,885
	Patient Services					\$ -
	Contracts & Grants	\$ 6,000			\$ 2,859,114	\$ 2,865,114
	Gifts & Investments		\$ 493,076		\$ 3,595,003	\$ 4,088,079
	Other Revenues	\$ 240,433	\$ 321,757		\$ 175,479	\$ 737,669
<b>Revenues Total</b>		<b>\$ 57,815,198</b>	<b>\$ 13,064,145</b>	<b>\$ -</b>	<b>\$ 9,277,251</b>	<b>\$ 80,156,594</b>
Expenses	Salaries and Wages	\$ 31,721,190	\$ 4,780,721		\$ 2,177,796	\$ 38,679,706
	Staff Benefits	\$ 9,855,838	\$ 1,191,583		\$ 529,837	\$ 11,577,258
	Supplies, Materials, & Equip.	\$ 2,997,263	\$ 547,427		\$ 933,535	\$ 4,478,225
	Services	\$ 6,757,287	\$ 5,127,063		\$ 2,380,676	\$ 14,265,025
	Scholarships & Fellowships	\$ 4,529,914	\$ 325,082		\$ 2,762,078	\$ 7,617,074
	Debt Service		\$ 857,819			\$ 857,819
	Utilities	\$ 1,899,871	\$ 150,058		\$ 3,786	\$ 2,053,714
	Other Expenses	\$ 53,835	\$ 53,016		\$ 439,487	\$ 546,338
<b>Expenses Total</b>		<b>\$ 57,815,198</b>	<b>\$ 13,032,769</b>	<b>\$ -</b>	<b>\$ 9,227,194</b>	<b>\$ 80,075,161</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 75,977</b>	<b>\$ 75,977</b>

**UNC School of the Arts - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>School of Dance</b>		<b>General Fund</b>	<b>Auxiliary &amp; Other Trust</b>	<b>Overhead Receipts</b>	<b>Restricted Trust Funds</b>	<b>All Funds</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 2,558,765			\$ 37,204	\$ 2,595,969
	Sales & Services		\$ 394,809			\$ 394,809
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments		\$ 2,778		\$ 67,836	\$ 70,613
	Other Revenues		\$ 1,500		\$ 1,463	\$ 2,963
<b>Revenues Total</b>		<b>\$ 2,558,765</b>	<b>\$ 399,086</b>	<b>\$ -</b>	<b>\$ 106,503</b>	<b>\$ 3,064,354</b>
Expenses	Salaries and Wages	\$ 1,901,827	\$ 238,579		\$ 24,547	\$ 2,164,953
	Staff Benefits	\$ 586,941	\$ 29,236		\$ 2,823	\$ 619,000
	Supplies, Materials, & Equipment	\$ 12,027	\$ 5,881		\$ 13,532	\$ 31,440
	Services	\$ 57,970	\$ 58,869		\$ 62,110	\$ 178,949
	Scholarships & Fellowships		\$ 64,393			\$ 64,393
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses		\$ 2,128		\$ 3,491	\$ 5,619
<b>Expenses Total</b>		<b>\$ 2,558,765</b>	<b>\$ 399,086</b>	<b>\$ -</b>	<b>\$ 106,503</b>	<b>\$ 3,064,354</b>
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>School of Design and Production</b>		<b>General Fund</b>	<b>Auxiliary &amp; Other Trust</b>	<b>Overhead Receipts</b>	<b>Restricted Trust Funds</b>	<b>All Funds</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 4,551,203			\$ 159,444	\$ 4,710,647
	Sales & Services		\$ 32,104		\$ 50	\$ 32,154
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments		\$ 2,000		\$ 5,759	\$ 7,759
	Other Revenues				\$ 3,500	\$ 3,500
<b>Revenues Total</b>		<b>\$ 4,551,203</b>	<b>\$ 34,104</b>	<b>\$ -</b>	<b>\$ 168,753</b>	<b>\$ 4,754,060</b>
Expenses	Salaries and Wages	\$ 3,086,282	\$ 18,000		\$ 2,342	\$ 3,106,624
	Staff Benefits	\$ 902,336	\$ 5,063		\$ 179	\$ 907,578
	Supplies, Materials, & Equipment	\$ 401,151	\$ 6,510		\$ 142,846	\$ 550,507
	Services	\$ 161,434	\$ 150		\$ 23,335	\$ 184,918
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses				\$ 52	\$ 52
<b>Expenses Total</b>		<b>\$ 4,551,203</b>	<b>\$ 29,722</b>	<b>\$ -</b>	<b>\$ 168,753</b>	<b>\$ 4,749,679</b>
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**UNC School of the Arts - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>School of Drama</b>		General Fund	Auxiliary & Other Trust	Overhead Receipts	Restricted Trust Funds	All Funds
Revenues	State Appropriation, Tuition, & Fees	\$ 2,026,088			\$ 30,883	\$ 2,056,971
	Sales & Services		\$ 131,380			\$ 131,380
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments		\$ 8,300		\$ 92,341	\$ 100,641
	Other Revenues				\$ 532	\$ 532
<b>Revenues Total</b>		<b>\$ 2,026,088</b>	<b>\$ 139,680</b>	<b>\$ -</b>	<b>\$ 123,756</b>	<b>\$ 2,289,524</b>
Expenses	Salaries and Wages	\$ 1,512,904	\$ 88,767		\$ 57,629	\$ 1,659,301
	Staff Benefits	\$ 404,863	\$ 10,080		\$ 11,400	\$ 426,343
	Supplies, Materials, & Equipment	\$ 20,146	\$ 897		\$ 6,339	\$ 27,382
	Services	\$ 88,175	\$ 37,678		\$ 41,446	\$ 167,299
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses		\$ 2,258		\$ 6,942	\$ 9,200
<b>Expenses Total</b>		<b>\$ 2,026,088</b>	<b>\$ 139,680</b>	<b>\$ -</b>	<b>\$ 123,756</b>	<b>\$ 2,289,524</b>
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>School of Filmmaking</b>		General Fund	Auxiliary & Other Trust	Overhead Receipts	Restricted Trust Funds	All Funds
Revenues	State Appropriation, Tuition, & Fees	\$ 5,153,998			\$ 523,543	\$ 5,677,541
	Sales & Services		\$ 75,628			\$ 75,628
	Patient Services					\$ -
	Contracts & Grants				\$ 22,000	\$ 22,000
	Gifts & Investments				\$ 58,790	\$ 58,790
	Other Revenues		\$ 2,212		\$ 1,051	\$ 3,263
<b>Revenues Total</b>		<b>\$ 5,153,998</b>	<b>\$ 77,839</b>	<b>\$ -</b>	<b>\$ 605,384</b>	<b>\$ 5,837,222</b>
Expenses	Salaries and Wages	\$ 3,762,479	\$ 60,154		\$ 179,271	\$ 4,001,904
	Staff Benefits	\$ 1,132,424	\$ 4,200		\$ 47,503	\$ 1,184,127
	Supplies, Materials, & Equipment	\$ 115,761	\$ 4,533		\$ 273,760	\$ 394,054
	Services	\$ 143,334	\$ 4,610		\$ 101,371	\$ 249,315
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses				\$ 3,479	\$ 3,479
<b>Expenses Total</b>		<b>\$ 5,153,998</b>	<b>\$ 73,497</b>	<b>\$ -</b>	<b>\$ 605,384</b>	<b>\$ 5,832,879</b>
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**UNC School of the Arts - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>School Of Music</b>		<b>General Fund</b>	<b>Auxiliary &amp; Other Trust</b>	<b>Overhead Receipts</b>	<b>Restricted Trust Funds</b>	<b>All Funds</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 3,962,462			\$ 173,995	\$ 4,136,457
	Sales & Services		\$ 21,715			\$ 21,715
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments				\$ 553,991	\$ 553,991
	Other Revenues	\$ 2,153			\$ 492	\$ 2,645
<b>Revenues Total</b>		<b>\$ 3,964,615</b>	<b>\$ 21,715</b>	<b>\$ -</b>	<b>\$ 728,477</b>	<b>\$ 4,714,808</b>
Expenses	Salaries and Wages	\$ 2,961,283	\$ 10,420		\$ 310,242	\$ 3,281,945
	Staff Benefits	\$ 781,903	\$ 2,860		\$ 39,021	\$ 823,784
	Supplies, Materials, & Equipment	\$ 41,882	\$ 591		\$ 32,206	\$ 74,679
	Services	\$ 179,547	\$ 7,845		\$ 80,904	\$ 268,296
	Scholarships & Fellowships				\$ 266,084	\$ 266,084
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses				\$ 20	\$ 20
<b>Expenses Total</b>		<b>\$ 3,964,615</b>	<b>\$ 21,715</b>	<b>\$ -</b>	<b>\$ 728,477</b>	<b>\$ 4,714,808</b>
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Division of Liberal Arts</b>		<b>General Fund</b>	<b>Auxiliary &amp; Other Trust</b>	<b>Overhead Receipts</b>	<b>Restricted Trust Funds</b>	<b>All Funds</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 2,039,944				\$ 2,039,944
	Sales & Services		\$ 280			\$ 280
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments				\$ 48,546	\$ 48,546
	Other Revenues		\$ 3,289			\$ 3,289
<b>Revenues Total</b>		<b>\$ 2,039,944</b>	<b>\$ 3,569</b>	<b>\$ -</b>	<b>\$ 48,546</b>	<b>\$ 2,092,059</b>
Expenses	Salaries and Wages	\$ 1,565,441			\$ 39,075	\$ 1,604,516
	Staff Benefits	\$ 425,671			\$ 7,932	\$ 433,603
	Supplies, Materials, & Equipment	\$ 11,767	\$ 1,450			\$ 13,217
	Services	\$ 37,065	\$ 1,966		\$ 1,539	\$ 40,570
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses		\$ 153			\$ 153
<b>Expenses Total</b>		<b>\$ 2,039,944</b>	<b>\$ 3,569</b>	<b>\$ -</b>	<b>\$ 48,546</b>	<b>\$ 2,092,059</b>
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**UNC School of the Arts - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>High School</b>		General Fund	Auxiliary & Other Trust	Overhead Receipts	Restricted Trust Funds	<b>All Funds</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 1,873,509			\$ 32,504	\$ 1,906,013
	Sales & Services		\$ 9,203			\$ 9,203
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues		\$ 250		\$ 34	\$ 284
<b>Revenues Total</b>		<b>\$ 1,873,509</b>	<b>\$ 9,453</b>	<b>\$ -</b>	<b>\$ 32,539</b>	<b>\$ 1,915,501</b>
Expenses	Salaries and Wages	\$ 1,350,318	\$ 3,088			\$ 1,353,406
	Staff Benefits	\$ 456,796	\$ 816			\$ 457,612
	Supplies, Materials, & Equipment	\$ 24,581	\$ 1,627		\$ 32,196	\$ 58,404
	Services	\$ 41,814	\$ 2,415		\$ 343	\$ 44,572
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 1,873,509</b>	<b>\$ 7,946</b>	<b>\$ -</b>	<b>\$ 32,539</b>	<b>\$ 1,913,993</b>
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Academic Affairs</b>		General Fund	Auxiliary & Other Trust	Overhead Receipts	Restricted Trust Funds	<b>All Funds</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 3,130,595			\$ 746,236	\$ 3,876,831
	Sales & Services		\$ 1,048,609		\$ 383	\$ 1,048,992
	Patient Services					\$ -
	Contracts & Grants				\$ 18,333	\$ 18,333
	Gifts & Investments		\$ 2,199			\$ 2,199
	Other Revenues		\$ 33		\$ 14,777	\$ 14,810
<b>Revenues Total</b>		<b>\$ 3,130,595</b>	<b>\$ 1,050,842</b>	<b>\$ -</b>	<b>\$ 779,728</b>	<b>\$ 4,961,165</b>
Expenses	Salaries and Wages	\$ 2,131,952	\$ 420,563		\$ 126,287	\$ 2,678,802
	Staff Benefits	\$ 471,959	\$ 98,505		\$ 20,531	\$ 590,995
	Supplies, Materials, & Equipment	\$ 144,195	\$ 52,108		\$ 180,516	\$ 376,819
	Services	\$ 364,747	\$ 218,771		\$ 250,824	\$ 834,342
	Scholarships & Fellowships		\$ 246,989			\$ 246,989
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses	\$ 17,742	\$ 13,906		\$ 200,321	\$ 231,969
<b>Expenses Total</b>		<b>\$ 3,130,595</b>	<b>\$ 1,050,842</b>	<b>\$ -</b>	<b>\$ 778,479</b>	<b>\$ 4,959,917</b>
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**UNC School of the Arts - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Student Affairs</b>		General Fund	Auxiliary & Other Trust	Overhead Receipts	Restricted Trust Funds	All Funds
Revenues	State Appropriation, Tuition, & Fees	\$ 1,403,759	\$ 1,294,578		\$	<b>2,698,337</b>
	Sales & Services		\$ 271,766		\$	<b>271,766</b>
	Patient Services				\$	-
	Contracts & Grants				\$ 26,900	<b>26,900</b>
	Gifts & Investments				\$	-
	Other Revenues	\$ 10,500	\$ 199,989		\$	<b>210,489</b>
<b>Revenues Total</b>		<b>\$ 1,414,259</b>	<b>\$ 1,766,333</b>	<b>\$ -</b>	<b>\$ 26,900</b>	<b>\$ 3,207,492</b>
Expenses	Salaries and Wages	\$ 842,907	\$ 913,994		\$ 9,473	<b>1,766,374</b>
	Staff Benefits	\$ 266,039	\$ 332,103		\$ 1,196	<b>599,338</b>
	Supplies, Materials, & Equipment	\$ 88,587	\$ 162,929		\$ 3,372	<b>254,888</b>
	Services	\$ 216,726	\$ 345,198		\$ 4,840	<b>566,764</b>
	Scholarships & Fellowships				\$ 8,000	<b>8,000</b>
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses		\$ 12,109		\$ 20	<b>12,129</b>
<b>Expenses Total</b>		<b>\$ 1,414,259</b>	<b>\$ 1,766,333</b>	<b>\$ -</b>	<b>\$ 26,900</b>	<b>\$ 3,207,492</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Financial Aid</b>		General Fund	Auxiliary & Other Trust	Overhead Receipts	Restricted Trust Funds	All Funds
Revenues	State Appropriation, Tuition, & Fees	\$ 4,803,649			\$ 37,425	<b>4,841,074</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$ 2,600,825	<b>2,600,825</b>
	Gifts & Investments				\$ 22,972	<b>22,972</b>
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 4,803,649</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,661,221</b>	<b>\$ 7,464,870</b>
Expenses	Salaries and Wages	\$ 240,575			\$ 41,177	<b>281,752</b>
	Staff Benefits	\$ 87,891			\$ 1,903	<b>89,794</b>
	Supplies, Materials, & Equipment				\$ 14,292	<b>14,292</b>
	Services				\$ 122,483	<b>122,483</b>
	Scholarships & Fellowships	\$ 4,475,183			\$ 2,480,294	<b>6,955,477</b>
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$ 1,072	<b>1,072</b>
<b>Expenses Total</b>		<b>\$ 4,803,649</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,661,221</b>	<b>\$ 7,464,870</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**UNC School of the Arts - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Library</b>		General Fund	Auxiliary & Other Trust	Overhead Receipts	Restricted Trust Funds	All Funds
Revenues	State Appropriation, Tuition, & Fees	\$ 1,476,016			\$	1,476,016
	Sales & Services				\$	0
	Patient Services				\$	-
	Contracts & Grants				\$ 1,000	1,000
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 1,476,016</b>	<b>\$ 0</b>	<b>\$ -</b>	<b>\$ 1,000</b>	<b>\$ 1,477,016</b>
Expenses	Salaries and Wages	\$ 739,981			\$	739,981
	Staff Benefits	\$ 246,552			\$	246,552
	Supplies, Materials, & Equipment	\$ 335,978			\$	335,978
	Services	\$ 153,505			\$	153,505
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 1,476,016</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,476,016</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>University Administration</b>		General Fund	Auxiliary & Other Trust	Overhead Receipts	Restricted Trust Funds	All Funds
Revenues	State Appropriation, Tuition, & Fees	\$ 4,575,942			\$	4,575,942
	Sales & Services	\$ 184,430	\$ 175,419		\$ 40,059	399,908
	Patient Services				\$	-
	Contracts & Grants	\$ 6,000			\$ 187,055	193,055
	Gifts & Investments				\$ 1,736,954	1,736,954
	Other Revenues	\$ 101,896			\$ 26,188	128,084
<b>Revenues Total</b>		<b>\$ 4,868,268</b>	<b>\$ 175,419</b>	<b>\$ -</b>	<b>\$ 1,990,256</b>	<b>\$ 7,033,943</b>
Expenses	Salaries and Wages	\$ 2,723,957	\$ 37,222		\$ 520,517	3,281,696
	Staff Benefits	\$ 467,923	\$ 2,595		\$ 201,020	671,538
	Supplies, Materials, & Equipment	\$ 225,950	\$ 48,528		\$ 52,397	326,875
	Services	\$ 1,330,294	\$ 52,832		\$ 998,092	2,381,218
	Scholarships & Fellowships	\$ 54,731	\$ 13,700		\$	68,431
	Debt Service				\$	-
	Utilities	\$ 65,413			\$ 3,786	69,199
	Other Expenses		\$ 4,745		\$ 172,479	177,224
<b>Expenses Total</b>		<b>\$ 4,868,268</b>	<b>\$ 159,623</b>	<b>\$ -</b>	<b>\$ 1,948,291</b>	<b>\$ 6,976,182</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**UNC School of the Arts - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Business Affairs</b>		General Fund	Auxiliary & Other Trust	Overhead Receipts	Restricted Trust Funds	All Funds
Revenues	State Appropriation, Tuition, & Fees	\$ 4,093,902			\$	<b>4,093,902</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$ 3,000	<b>3,000</b>
	Gifts & Investments		\$ 404,563		\$	<b>404,563</b>
	Other Revenues	\$ 66,209	\$ 43,398		\$	<b>109,607</b>
<b>Revenues Total</b>		<b>\$ 4,160,111</b>	<b>\$ 447,961</b>	<b>\$ -</b>	<b>\$ 3,000</b>	<b>\$ 4,611,072</b>
Expenses	Salaries and Wages	\$ 1,921,519			\$	<b>1,921,519</b>
	Staff Benefits	\$ 791,702			\$	<b>791,702</b>
	Supplies, Materials, & Equipment	\$ 116,470			\$	<b>116,470</b>
	Services	\$ 1,330,420	\$ 41,773		\$	<b>1,372,193</b>
	Scholarships & Fellowships				\$ 3,000	<b>3,000</b>
	Debt Service		\$ 406,188		\$	<b>406,188</b>
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 4,160,111</b>	<b>\$ 447,961</b>	<b>\$ -</b>	<b>\$ 3,000</b>	<b>\$ 4,611,072</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Facilities</b>		General Fund	Auxiliary & Other Trust	Overhead Receipts	Restricted Trust Funds	All Funds
Revenues	State Appropriation, Tuition, & Fees	\$ 7,645,550			\$	<b>7,645,550</b>
	Sales & Services		\$ 5,352		\$	<b>5,352</b>
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$	-
	Other Revenues	\$ 13,924			\$	<b>13,924</b>
<b>Revenues Total</b>		<b>\$ 7,659,474</b>	<b>\$ 5,352</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,664,826</b>
Expenses	Salaries and Wages	\$ 2,930,421			\$	<b>2,930,421</b>
	Staff Benefits	\$ 1,270,946			\$	<b>1,270,946</b>
	Supplies, Materials, & Equipment	\$ 567,735			\$	<b>567,735</b>
	Services	\$ 1,055,914			\$	<b>1,055,914</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities	\$ 1,834,458			\$	<b>1,834,458</b>
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 7,659,474</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,659,474</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**UNC School of the Arts - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Human Resources</b>		General Fund	Auxiliary & Other Trust	Overhead Receipts	Restricted Trust Funds	All Funds
Revenues	State Appropriation, Tuition, & Fees	\$ 700,727			\$	<b>700,727</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$	-
	Other Revenues	\$ 45,428			\$	<b>45,428</b>
<b>Revenues Total</b>		<b>\$ 746,155</b>			<b>\$</b>	<b>746,155</b>
Expenses	Salaries and Wages	\$ 492,864			\$	<b>492,864</b>
	Staff Benefits	\$ 188,070			\$	<b>188,070</b>
	Supplies, Materials, & Equipment	\$ 4,550			\$	<b>4,550</b>
	Services	\$ 60,671			\$	<b>60,671</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 746,155</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 746,155</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Information Technology</b>		General Fund	Auxiliary & Other Trust	Overhead Receipts	Restricted Trust Funds	All Funds
Revenues	State Appropriation, Tuition, & Fees	\$ 3,607,555			\$ 666,534	<b>\$ 4,274,089</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$	-
	Other Revenues				\$ 127,442	<b>\$ 127,442</b>
<b>Revenues Total</b>		<b>\$ 3,607,555</b>			<b>\$ 793,975</b>	<b>\$ 4,401,530</b>
Expenses	Salaries and Wages	\$ 1,245,110			\$ 33,456	<b>\$ 1,278,566</b>
	Staff Benefits	\$ 399,831			\$ 6,629	<b>\$ 406,460</b>
	Supplies, Materials, & Equipment	\$ 671,353			\$ 152,802	<b>\$ 824,155</b>
	Services	\$ 1,291,261			\$ 594,921	<b>\$ 1,886,182</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$ 6,167	<b>\$ 6,167</b>
<b>Expenses Total</b>		<b>\$ 3,607,555</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 793,975</b>	<b>\$ 4,401,530</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**UNC School of the Arts - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Public Safety</b>		General Fund	Auxiliary & Other Trust	Overhead Receipts	Restricted Trust Funds	All Funds
Revenues	State Appropriation, Tuition, & Fees	\$ 2,635,770			\$ 80,202	\$ 2,715,972
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$	-
	Other Revenues	\$ 323	\$ -	\$ -	\$ -	\$ 323
<b>Revenues Total</b>		<b>\$ 2,636,093</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 80,202</b>	<b>\$ 2,716,295</b>
Expenses	Salaries and Wages	\$ 1,505,471			\$ 51,163	\$ 1,556,634
	Staff Benefits	\$ 722,626			\$ 29,477	\$ 752,103
	Supplies, Materials, & Equipment	\$ 210,430			\$	\$ 210,430
	Services	\$ 173,527			\$ 8,764	\$ 182,291
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses	\$ 24,039			\$	\$ 24,039
<b>Expenses Total</b>		<b>\$ 2,636,093</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 89,404</b>	<b>\$ 2,725,497</b>
Transfers	Transfers In				\$ 75,977	\$ -
	Transfers Out				\$	\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 75,977</b>	<b>\$ 75,977</b>
<b>Advancement</b>		General Fund	Auxiliary & Other Trust	Overhead Receipts	Restricted Trust Funds	All Funds
Revenues	State Appropriation, Tuition, & Fees	\$ 1,144,901			\$	\$ 1,144,901
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$ 1,007,815	\$ 1,007,815
	Other Revenues		\$ 11,592		\$	\$ 11,592
<b>Revenues Total</b>		<b>\$ 1,144,901</b>	<b>\$ 11,592</b>	<b>\$ -</b>	<b>\$ 1,007,815</b>	<b>\$ 2,164,308</b>
Expenses	Salaries and Wages	\$ 805,899	\$ 2,491		\$ 782,618	\$ 1,591,008
	Staff Benefits	\$ 251,365	\$ 182		\$ 160,224	\$ 411,770
	Supplies, Materials, & Equipment	\$ 4,700	\$ 2,499		\$	\$ 7,199
	Services	\$ 70,883	\$ 5,328		\$ 1,681	\$ 77,892
	Scholarships & Fellowships				\$ 4,700	\$ 4,700
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses	\$ 12,054	\$ 1,093		\$ 43,550	\$ 56,697
<b>Expenses Total</b>		<b>\$ 1,144,901</b>	<b>\$ 11,592</b>	<b>\$ -</b>	<b>\$ 992,772</b>	<b>\$ 2,149,265</b>
Transfers	Transfers In				\$	\$ -
	Transfers Out				\$	\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**UNC School of the Arts - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Dining</b>		General Fund	Auxiliary & Other Trust	Overhead Receipts	Restricted Trust Funds	All Funds
<b>Beginning Fund Balance</b>		\$ -	\$ 5,138,663	\$ -	\$ -	\$ 5,138,663
Revenues	State Appropriation, Tuition, & Fees				\$ -	\$ -
	Sales & Services		\$ 2,442,545		\$ -	\$ 2,442,545
	Patient Services				\$ -	\$ -
	Contracts & Grants		\$ -		\$ -	\$ -
	Gifts & Investments		\$ 50,000		\$ -	\$ 50,000
	Other Revenues		\$ 1,689		\$ -	\$ 1,689
<b>Revenues Total</b>		\$ -	\$ 2,494,234	\$ -	\$ -	\$ 2,494,234
Expenses	Salaries and Wages		\$ 206,841		\$ -	\$ 206,841
	Staff Benefits		\$ 67,393		\$ -	\$ 67,393
	Supplies, Materials, & Equipment		\$ 25,167		\$ -	\$ 25,167
	Services		\$ 2,188,995		\$ -	\$ 2,188,995
	Scholarships & Fellowships				\$ -	\$ -
	Debt Service				\$ -	\$ -
	Utilities		\$ 5,054		\$ -	\$ 5,054
	Other Expenses		\$ 784		\$ -	\$ 784
<b>Expenses Total</b>		\$ -	\$ 2,494,234	\$ -	\$ -	\$ 2,494,234
Transfers	Transfers In				\$ -	\$ -
	Transfers Out				\$ -	\$ -
<b>Net Transfers</b>		\$ -	\$ -	\$ -	\$ -	\$ -
<b>Ending Fund Balance</b>		\$ -	\$ 5,138,662	\$ -	\$ -	\$ 5,138,662
<b>Housing</b>		General Fund	Auxiliary & Other Trust	Overhead Receipts	Restricted Trust Funds	All Funds
<b>Beginning Fund Balance</b>		\$ -	\$ 5,057,580	\$ -	\$ -	\$ 5,057,580
Revenues	State Appropriation, Tuition, & Fees		\$ 50		\$ -	\$ 50
	Sales & Services		\$ 4,802,802		\$ -	\$ 4,802,802
	Patient Services				\$ -	\$ -
	Contracts & Grants				\$ -	\$ -
	Gifts & Investments		\$ 23,236		\$ -	\$ 23,236
	Other Revenues		\$ 33,458		\$ -	\$ 33,458
<b>Revenues Total</b>		\$ -	\$ 4,859,547	\$ -	\$ -	\$ 4,859,547
Expenses	Salaries and Wages		\$ 1,874,252		\$ -	\$ 1,874,252
	Staff Benefits		\$ 339,601		\$ -	\$ 339,601
	Supplies, Materials, & Equipment		\$ 170,258		\$ -	\$ 170,258
	Services		\$ 1,876,237		\$ -	\$ 1,876,237
	Scholarships & Fellowships				\$ -	\$ -
	Debt Service		\$ 451,631		\$ -	\$ 451,631
	Utilities		\$ 145,003		\$ -	\$ 145,003
	Other Expenses		\$ 2,565		\$ -	\$ 2,565
<b>Expenses Total</b>		\$ -	\$ 4,859,547	\$ -	\$ -	\$ 4,859,547
Transfers	Transfers In				\$ -	\$ -
	Transfers Out				\$ -	\$ -
<b>Net Transfers</b>		\$ -	\$ -	\$ -	\$ -	\$ -
<b>Ending Fund Balance</b>		\$ -	\$ 5,057,579	\$ -	\$ -	\$ 5,057,579

**UNC School of the Arts - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Parking</b>		General Fund	Auxiliary & Other Trust	Overhead Receipts	Restricted Trust Funds	All Funds
<b>Beginning Fund Balance</b>		\$ -	\$ 408,343	\$ -	\$ -	\$ 408,343
Revenues	State Appropriation, Tuition, & Fees		\$ 74,018			\$ 74,018
	Sales & Services		\$ 16,540			\$ 16,540
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues		\$ 7,421			\$ 7,421
<b>Revenues Total</b>		\$ -	\$ 97,979	\$ -	\$ -	\$ 97,979
Expenses	Salaries and Wages		\$ 49,317			\$ 49,317
	Staff Benefits		\$ 13,821			\$ 13,821
	Supplies, Materials, & Equipment		\$ 7,978			\$ 7,978
	Services		\$ 26,608			\$ 26,608
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses		\$ 255			\$ 255
<b>Expenses Total</b>		\$ -	\$ 97,979	\$ -	\$ -	\$ 97,979
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		\$ -	\$ -	\$ -	\$ -	\$ -
<b>Ending Fund Balance</b>		\$ -	\$ 408,343	\$ -	\$ -	\$ 408,343
<b>Student Health</b>		General Fund	Auxiliary & Other Trust	Overhead Receipts	Restricted Trust Funds	All Funds
<b>Beginning Fund Balance</b>		\$ -	\$ 1,301,721	\$ -	\$ -	\$ 1,301,721
Revenues	State Appropriation, Tuition, & Fees		\$ 1,239,518			\$ 1,239,518
	Sales & Services		\$ 48,890			\$ 48,890
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues		\$ 5,730			\$ 5,730
<b>Revenues Total</b>		\$ -	\$ 1,294,138	\$ -	\$ -	\$ 1,294,138
Expenses	Salaries and Wages		\$ 781,620			\$ 781,620
	Staff Benefits		\$ 255,722			\$ 255,722
	Supplies, Materials, & Equipment		\$ 29,590			\$ 29,590
	Services		\$ 216,450			\$ 216,450
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses		\$ 10,756			\$ 10,756
<b>Expenses Total</b>		\$ -	\$ 1,294,138	\$ -	\$ -	\$ 1,294,138
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		\$ -	\$ -	\$ -	\$ -	\$ -
<b>Ending Fund Balance</b>		\$ -	\$ 1,301,721	\$ -	\$ -	\$ 1,301,721

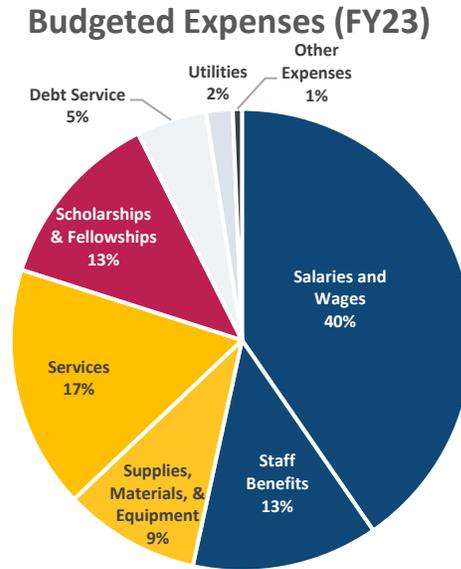
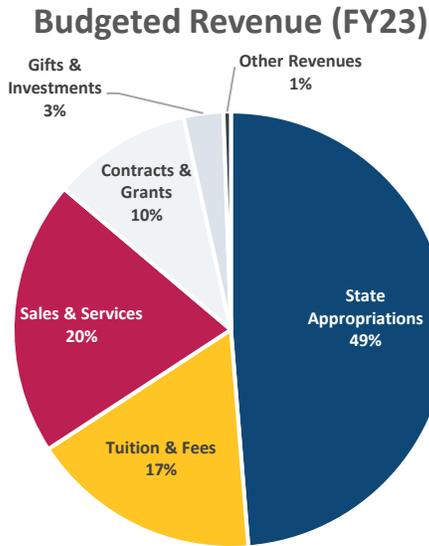
**UNC School of the Arts - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Other Auxiliaries</b>		<b>General Fund</b>	<b>Auxiliary &amp; Other Trust</b>	<b>Overhead Receipts</b>	<b>Restricted Trust Funds</b>	<b>All Funds</b>
Revenues	State Appropriation, Tuition, & Fees		\$ 150,185		\$ 119,194	\$ 269,380
	Sales & Services		\$ 13,923			\$ 13,923
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues		\$ 11,195			\$ 11,195
<b>Revenues Total</b>		\$ -	\$ 175,304	\$ -	\$ 119,194	\$ 294,498
Expenses	Salaries and Wages		\$ 75,413			\$ 75,413
	Staff Benefits		\$ 29,407			\$ 29,407
	Supplies, Materials, & Equipment		\$ 26,881		\$ 29,277	\$ 56,158
	Services		\$ 41,338		\$ 88,022	\$ 129,360
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses		\$ 2,266		\$ 1,895	\$ 4,161
<b>Expenses Total</b>		\$ -	\$ 175,304	\$ -	\$ 119,194	\$ 294,497
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		\$ -	\$ -	\$ -	\$ -	\$ -

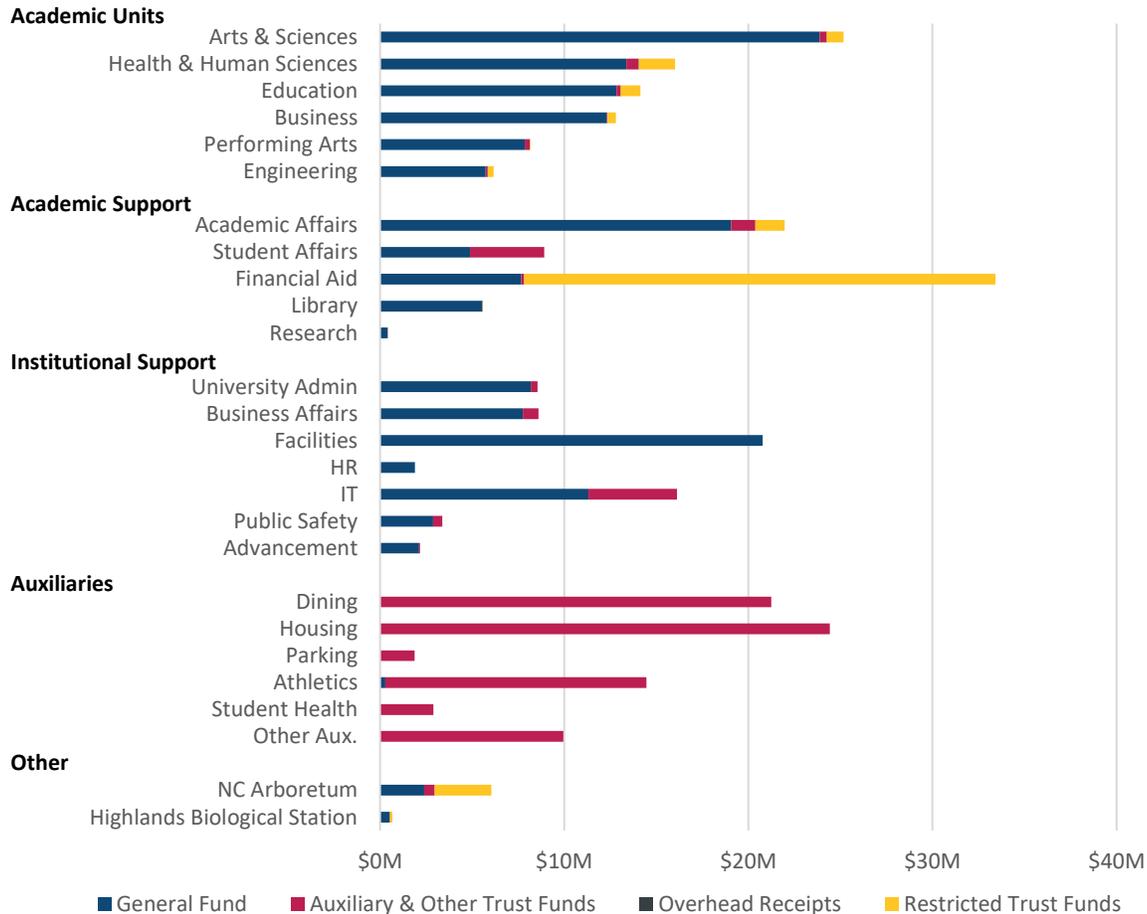
# Western Carolina University

Total Enrollment (Fall 2021): 11,877

Total Permanent Full-Time Employees (Including Faculty) (Fall 2021): 1,540



## Operating Expenses by Unit



Memorandum

To: Jennifer Haygood, Senior VP for Finance and Administration and CFO  
From: Michael T. Byers, Vice Chancellor for Administration and Finance  
Date: May 2, 2022  
Subject: 2022-23 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 introduction of an All-Funds budget as a component of the budget process will become a logical “layer” of an existing process that is very highly valued. The development of this first All-Funds budget has been an exercise in capturing what we need from our existing process to achieve the desired timeline that includes BOT and BOG approval by May. But we believe that over time, the All-Funds Budget will become an important component of the current, mature WCU budget process.

WCU’s campus budget process for the 2022-23 fiscal year began in the spring of 2021, with the development of planning for 2022-23 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, where 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 by March each year. And 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 2022-23 fiscal year began in

fall 2021, 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 hearings. 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 hearing 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 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](https://budgetprocess.wcu.edu). To the greatest extent possible, the priorities set by this process are considered alongside forecasted outcomes of legislative action in the upcoming summer to develop the All-Funds Budget.

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 hearing 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 at its March 2022 meeting. I have also attached the required All Funds Budget Checklist. Please contact me if you have any questions.

Cc: Kelli R. Brown, Chancellor

**Western Carolina University**  
**FY 2022-23 All-Funds Budget**

		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriations	\$ 145,045,759				\$ 145,045,759
	Tuition & Fees	\$ 26,520,647	\$ 24,259,980			\$ 50,780,627
	Sales & Services		\$ 60,714,395			\$ 60,714,395
	Patient Services					\$ -
	Contracts & Grants		\$ 29,019		\$ 30,709,025	\$ 30,738,044
	Gifts & Investments		\$ 5,321,204		\$ 3,451,521	\$ 8,772,725
	Other Revenues	\$ 153,586	\$ 775,559	\$ 428,359	\$ 279,819	\$ 1,637,323
<b>Revenues Total</b>		<b>\$ 171,719,992</b>	<b>\$ 91,100,157</b>	<b>\$ 428,359</b>	<b>\$ 34,440,365</b>	<b>\$ 297,688,873</b>
Expenses	Salaries and Wages	\$ 95,436,278	\$ 20,077,134	\$ 17,042	\$ 3,980,553	\$ 119,511,007
	Staff Benefits	\$ 30,752,370	\$ 6,795,222	\$ 1,925	\$ 977,789	\$ 38,527,306
	Supplies, Materials, & Equip.	\$ 16,089,538	\$ 10,669,021	\$ 22,625	\$ 1,364,754	\$ 28,145,938
	Services	\$ 18,149,395	\$ 30,652,074	\$ 17,818	\$ 1,462,178	\$ 50,281,465
	Scholarships & Fellowships	\$ 6,510,435	\$ 4,428,955		\$ 26,519,788	\$ 37,459,178
	Debt Service	\$ 420,470	\$ 14,155,549			\$ 14,576,019
	Utilities	\$ 3,646,389	\$ 1,824,004		\$ 4,642	\$ 5,475,035
	Other Expenses	\$ 715,117	\$ 331,217	\$ 2,666	\$ 837,415	\$ 1,886,415
<b>Expenses Total</b>		<b>\$ 171,719,992</b>	<b>\$ 88,933,176</b>	<b>\$ 62,076</b>	<b>\$ 35,147,119</b>	<b>\$ 295,862,363</b>
<b>Net Transfers</b>			<b>\$ 2,166,981</b>	<b>\$ 366,283</b>	<b>\$ (706,754)</b>	<b>\$ 1,826,510</b>

**Western Carolina University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>College of Arts and Sciences</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 23,868,788				\$ 23,868,788
	Sales & Services					\$ -
	Patient Services					\$ -
	Contracts & Grants				\$ 911,817	\$ 911,817
	Gifts & Investments					\$ -
	Other Revenues			\$ 10,438		\$ 10,438
<b>Revenues Total</b>		<b>\$ 23,868,788</b>	<b>\$ -</b>	<b>\$ 10,438</b>	<b>\$ 911,817</b>	<b>\$ 24,791,043</b>
Expenses	Salaries and Wages	\$ 17,202,308	\$ 43,523	\$ 5,187	\$ 423,997	\$ 17,675,015
	Staff Benefits	\$ 5,226,358	\$ 3,609	\$ 138	\$ 86,745	\$ 5,316,850
	Supplies, Materials, & Equipment	\$ 980,423	\$ 277,430	\$ 2,131	\$ 171,695	\$ 1,431,679
	Services	\$ 440,803	\$ 47,601	\$ 2,982	\$ 119,570	\$ 610,956
	Scholarships & Fellowships		\$ 1,450		\$ 2,500	\$ 3,950
	Debt Service					\$ -
	Utilities	\$ 550				\$ 550
	Other Expenses	\$ 18,346	\$ 4,162		\$ 107,310	\$ 129,818
<b>Expenses Total</b>		<b>\$ 23,868,788</b>	<b>\$ 377,775</b>	<b>\$ 10,438</b>	<b>\$ 911,817</b>	<b>\$ 25,168,818</b>
Transfers	Transfers In		\$ 377,775			\$ 377,775
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 377,775</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 377,775</b>
<b>College of Business</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 12,322,588				\$ 12,322,588
	Sales & Services					\$ -
	Patient Services					\$ -
	Contracts & Grants				\$ 463,683	\$ 463,683
	Gifts & Investments					\$ -
	Other Revenues		\$ 26,872			\$ 26,872
<b>Revenues Total</b>		<b>\$ 12,322,588</b>	<b>\$ 26,872</b>	<b>\$ -</b>	<b>\$ 463,683</b>	<b>\$ 12,813,143</b>
Expenses	Salaries and Wages	\$ 9,209,743	\$ 10,900		\$ 324,295	\$ 9,544,938
	Staff Benefits	\$ 2,506,419	\$ 3,017		\$ 84,322	\$ 2,593,758
	Supplies, Materials, & Equipment	\$ 149,179	\$ 5,868		\$ 2,787	\$ 157,834
	Services	\$ 419,942	\$ 4,922		\$ 37,927	\$ 462,791
	Scholarships & Fellowships		\$ 1,500			\$ 1,500
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses	\$ 37,305	\$ 665		\$ 14,352	\$ 52,322
<b>Expenses Total</b>		<b>\$ 12,322,588</b>	<b>\$ 26,872</b>	<b>\$ -</b>	<b>\$ 463,683</b>	<b>\$ 12,813,143</b>
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Western Carolina University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>College of Education and Allied Professions</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 12,835,842	\$ 26,325		\$	<b>12,862,167</b>
	Sales & Services		\$ 98,260		\$	<b>98,260</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants		\$ 29,019		\$ 1,064,813	<b>1,093,832</b>
	Gifts & Investments				\$	<b>-</b>
	Other Revenues		\$ 40,882	\$ 10,201	\$	<b>51,083</b>
<b>Revenues Total</b>		<b>\$ 12,835,842</b>	<b>\$ 194,486</b>	<b>\$ 10,201</b>	<b>\$ 1,064,813</b>	<b>\$ 14,105,342</b>
Expenses	Salaries and Wages	\$ 9,115,836	\$ 87,505	\$ 5,472	\$ 404,071	<b>9,612,884</b>
	Staff Benefits	\$ 2,883,091	\$ 40,272	\$ 1,318	\$ 116,845	<b>3,041,526</b>
	Supplies, Materials, & Equipment	\$ 261,570	\$ 22,132	\$ 831	\$ 52,902	<b>337,435</b>
	Services	\$ 551,279	\$ 73,072	\$ 1,624	\$ 183,689	<b>809,664</b>
	Scholarships & Fellowships		\$ 400		\$ 246,247	<b>246,647</b>
	Debt Service				\$	<b>-</b>
	Utilities		\$ 1,200		\$	<b>1,200</b>
	Other Expenses	\$ 24,066	\$ 2,752	\$ 956	\$ 61,059	<b>88,833</b>
<b>Expenses Total</b>		<b>\$ 12,835,842</b>	<b>\$ 227,333</b>	<b>\$ 10,201</b>	<b>\$ 1,064,813</b>	<b>\$ 14,138,189</b>
Transfers	Transfers In		\$ 32,847		\$	<b>32,847</b>
	Transfers Out				\$	<b>-</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 32,847</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 32,847</b>
<b>College of Engineering and Technology</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 5,725,340	\$ 114,668		\$	<b>5,840,008</b>
	Sales & Services				\$	<b>-</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants				\$ 315,222	<b>315,222</b>
	Gifts & Investments				\$	<b>-</b>
	Other Revenues			\$ 14,000	\$	<b>14,000</b>
<b>Revenues Total</b>		<b>\$ 5,725,340</b>	<b>\$ 114,668</b>	<b>\$ 14,000</b>	<b>\$ 315,222</b>	<b>\$ 6,169,230</b>
Expenses	Salaries and Wages	\$ 3,710,178	\$ 33,248		\$ 139,546	<b>3,882,972</b>
	Staff Benefits	\$ 1,087,406	\$ 7,350		\$ 43,780	<b>1,138,536</b>
	Supplies, Materials, & Equipment	\$ 708,072	\$ 64,336	\$ 14,000	\$ 33,801	<b>820,209</b>
	Services	\$ 211,824	\$ 7,517		\$ 12,745	<b>232,086</b>
	Scholarships & Fellowships				\$ 85,000	<b>85,000</b>
	Debt Service				\$	<b>-</b>
	Utilities				\$	<b>-</b>
	Other Expenses	\$ 7,860	\$ 2,217		\$ 350	<b>10,427</b>
<b>Expenses Total</b>		<b>\$ 5,725,340</b>	<b>\$ 114,668</b>	<b>\$ 14,000</b>	<b>\$ 315,222</b>	<b>\$ 6,169,230</b>
Transfers	Transfers In				\$	<b>-</b>
	Transfers Out				\$	<b>-</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Western Carolina University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>College of Fine and Performing Arts</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 7,866,165	\$ 187,031		\$	<b>8,053,196</b>
	Sales & Services		\$ 74,438		\$	<b>74,438</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants				\$ 39,520	<b>39,520</b>
	Gifts & Investments				\$	<b>-</b>
	Other Revenues		\$ 11,725		\$	<b>11,725</b>
<b>Revenues Total</b>		<b>\$ 7,866,165</b>	<b>\$ 273,194</b>	<b>\$ -</b>	<b>\$ 39,520</b>	<b>\$ 8,178,879</b>
Expenses	Salaries and Wages	\$ 5,334,818	\$ 65,177		\$ 1,400	<b>5,401,395</b>
	Staff Benefits	\$ 1,522,113	\$ 13,341		\$ 300	<b>1,535,754</b>
	Supplies, Materials, & Equipment	\$ 482,263	\$ 125,474		\$ 27,756	<b>635,493</b>
	Services	\$ 515,460	\$ 48,119		\$ 3,143	<b>566,722</b>
	Scholarships & Fellowships		\$ 6,400		\$	<b>6,400</b>
	Debt Service				\$	<b>-</b>
	Utilities				\$	<b>-</b>
	Other Expenses	\$ 11,511	\$ 14,683		\$ 6,921	<b>33,115</b>
<b>Expenses Total</b>		<b>\$ 7,866,165</b>	<b>\$ 273,194</b>	<b>\$ -</b>	<b>\$ 39,520</b>	<b>\$ 8,178,879</b>
Transfers	Transfers In				\$	<b>-</b>
	Transfers Out				\$	<b>-</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>College of Health and Human Sciences</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 13,374,101	\$ 231,871		\$	<b>13,605,972</b>
	Sales & Services		\$ 356,034		\$	<b>356,034</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants				\$ 1,974,107	<b>1,974,107</b>
	Gifts & Investments				\$	<b>-</b>
	Other Revenues			\$ 25,637	\$	<b>25,637</b>
<b>Revenues Total</b>		<b>\$ 13,374,101</b>	<b>\$ 587,905</b>	<b>\$ 25,637</b>	<b>\$ 1,974,107</b>	<b>\$ 15,961,750</b>
Expenses	Salaries and Wages	\$ 9,565,211	\$ 151,495	\$ 6,383	\$ 750,568	<b>10,473,657</b>
	Staff Benefits	\$ 2,935,499	\$ 43,390	\$ 469	\$ 225,380	<b>3,204,738</b>
	Supplies, Materials, & Equipment	\$ 391,916	\$ 324,043	\$ 3,863	\$ 14,706	<b>734,528</b>
	Services	\$ 391,875	\$ 62,666	\$ 13,212	\$ 324,502	<b>792,255</b>
	Scholarships & Fellowships				\$ 187,507	<b>187,507</b>
	Debt Service				\$	<b>-</b>
	Utilities				\$	<b>-</b>
	Other Expenses	\$ 89,600	\$ 62,135	\$ 1,710	\$ 471,444	<b>624,889</b>
<b>Expenses Total</b>		<b>\$ 13,374,101</b>	<b>\$ 643,729</b>	<b>\$ 25,637</b>	<b>\$ 1,974,107</b>	<b>\$ 16,017,574</b>
Transfers	Transfers In		\$ 55,824		\$	<b>55,824</b>
	Transfers Out				\$	<b>-</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 55,824</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 55,824</b>

**Western Carolina University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Academic Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 19,068,388	\$ 1,196,324		\$	<b>20,264,712</b>
	Sales & Services		\$ 40,186		\$	<b>40,186</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants				\$ 1,574,108	<b>1,574,108</b>
	Gifts & Investments		\$ 84,345		\$	<b>84,345</b>
	Other Revenues				\$	<b>-</b>
<b>Revenues Total</b>		<b>\$ 19,068,388</b>	<b>\$ 1,320,855</b>	<b>\$ -</b>	<b>\$ 1,574,108</b>	<b>\$ 21,963,351</b>
Expenses	Salaries and Wages	\$ 10,998,605	\$ 545,766		\$ 332,621	<b>11,876,992</b>
	Staff Benefits	\$ 2,756,840	\$ 166,787		\$ 60,077	<b>2,983,704</b>
	Supplies, Materials, & Equipment	\$ 3,132,049	\$ 60,109		\$ 589,139	<b>3,781,297</b>
	Services	\$ 1,934,785	\$ 548,193		\$ 22,488	<b>2,505,466</b>
	Scholarships & Fellowships				\$ 421,188	<b>421,188</b>
	Debt Service				\$	<b>-</b>
	Utilities	\$ 28,398			\$	<b>28,398</b>
	Other Expenses	\$ 217,711			\$ 148,595	<b>366,306</b>
<b>Expenses Total</b>		<b>\$ 19,068,388</b>	<b>\$ 1,320,855</b>	<b>\$ -</b>	<b>\$ 1,574,108</b>	<b>\$ 21,963,351</b>
Transfers	Transfers In				\$	<b>-</b>
	Transfers Out				\$	<b>-</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Student Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 4,880,847	\$ 3,566,604		\$	<b>8,447,451</b>
	Sales & Services				\$	<b>-</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants				\$	<b>-</b>
	Gifts & Investments		\$ 146,535		\$	<b>146,535</b>
	Other Revenues		\$ 561,413		\$	<b>561,413</b>
<b>Revenues Total</b>		<b>\$ 4,880,847</b>	<b>\$ 4,274,552</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,155,399</b>
Expenses	Salaries and Wages	\$ 2,381,693	\$ 2,336,221		\$	<b>4,717,914</b>
	Staff Benefits	\$ 831,011	\$ 869,692		\$	<b>1,700,703</b>
	Supplies, Materials, & Equipment	\$ 362,570			\$	<b>362,570</b>
	Services	\$ 1,305,573			\$	<b>1,305,573</b>
	Scholarships & Fellowships		\$ 806,619		\$	<b>806,619</b>
	Debt Service				\$	<b>-</b>
	Utilities				\$	<b>-</b>
	Other Expenses		\$ 26,006		\$	<b>26,006</b>
<b>Expenses Total</b>		<b>\$ 4,880,847</b>	<b>\$ 4,038,538</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,919,385</b>
Transfers	Transfers In				\$	<b>-</b>
	Transfers Out				\$	<b>-</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Western Carolina University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Financial Aid</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 7,675,476			\$	<b>7,675,476</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$ 21,941,842	<b>21,941,842</b>
	Gifts & Investments		\$ 134,010		\$ 2,670,065	<b>2,804,075</b>
	Other Revenues				\$ 279,819	<b>279,819</b>
<b>Revenues Total</b>		<b>\$ 7,675,476</b>	<b>\$ 134,010</b>	<b>\$ -</b>	<b>\$ 24,891,726</b>	<b>\$ 32,701,212</b>
Expenses	Salaries and Wages	\$ 712,909			\$	<b>712,909</b>
	Staff Benefits	\$ 296,154			\$	<b>296,154</b>
	Supplies, Materials, & Equipment	\$ 58,659			\$	<b>58,659</b>
	Services	\$ 85,473			\$	<b>85,473</b>
	Scholarships & Fellowships	\$ 6,510,435	\$ 146,450		\$ 25,571,096	<b>32,227,981</b>
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses	\$ 11,846			\$ 27,384	<b>39,230</b>
<b>Expenses Total</b>		<b>\$ 7,675,476</b>	<b>\$ 146,450</b>	<b>\$ -</b>	<b>\$ 25,598,480</b>	<b>\$ 33,420,406</b>
Transfers	Transfers In		\$ 12,440		\$ 706,754	<b>719,194</b>
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 12,440</b>	<b>\$ -</b>	<b>\$ 706,754</b>	<b>\$ 719,194</b>
<b>Library</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 5,536,303			\$	<b>5,536,303</b>
	Sales & Services		\$ 1,400		\$	<b>1,400</b>
	Patient Services				\$	-
	Contracts & Grants				\$ 17,936	<b>17,936</b>
	Gifts & Investments				\$	-
	Other Revenues		\$ 12,385	\$ 1,800	\$	<b>14,185</b>
<b>Revenues Total</b>		<b>\$ 5,536,303</b>	<b>\$ 13,785</b>	<b>\$ 1,800</b>	<b>\$ 17,936</b>	<b>\$ 5,569,824</b>
Expenses	Salaries and Wages	\$ 2,347,133			\$	<b>2,347,133</b>
	Staff Benefits	\$ 847,562			\$	<b>847,562</b>
	Supplies, Materials, & Equipment	\$ 2,068,330	\$ 13,205	\$ 1,800	\$ 1,000	<b>2,084,335</b>
	Services	\$ 267,101	\$ 580		\$ 16,936	<b>284,617</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses	\$ 6,177			\$	<b>6,177</b>
<b>Expenses Total</b>		<b>\$ 5,536,303</b>	<b>\$ 13,785</b>	<b>\$ 1,800</b>	<b>\$ 17,936</b>	<b>\$ 5,569,824</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Western Carolina University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Sponsored Research</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 402,863			\$	<b>402,863</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$	-
	Other Revenues		\$ 21,644		\$	<b>21,644</b>
<b>Revenues Total</b>		<b>\$ 402,863</b>	<b>\$ 21,644</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 424,507</b>
Expenses	Salaries and Wages	\$ 255,183	\$ 3,000		\$	<b>258,183</b>
	Staff Benefits	\$ 93,092	\$ 567		\$	<b>93,659</b>
	Supplies, Materials, & Equipment	\$ 20,252	\$ 653		\$	<b>20,905</b>
	Services	\$ 27,679	\$ 15,779		\$	<b>43,458</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses	\$ 6,657	\$ 1,645		\$	<b>8,302</b>
<b>Expenses Total</b>		<b>\$ 402,863</b>	<b>\$ 21,644</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 424,507</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>University Administration</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 8,194,541			\$	<b>8,194,541</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments		\$ 671,037		\$	<b>671,037</b>
	Other Revenues			\$ 366,283	\$	<b>366,283</b>
<b>Revenues Total</b>		<b>\$ 8,194,541</b>	<b>\$ 671,037</b>	<b>\$ 366,283</b>	<b>\$ -</b>	<b>\$ 9,231,861</b>
Expenses	Salaries and Wages	\$ 3,570,959	\$ 18,454		\$	<b>3,589,413</b>
	Staff Benefits	\$ 1,094,931	\$ 31,241		\$	<b>1,126,172</b>
	Supplies, Materials, & Equipment	\$ 554,001	\$ 100,580		\$	<b>654,581</b>
	Services	\$ 2,960,367	\$ 175,458		\$	<b>3,135,825</b>
	Scholarships & Fellowships		\$ 31,137		\$	<b>31,137</b>
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses	\$ 14,283	\$ 2,847		\$	<b>17,130</b>
<b>Expenses Total</b>		<b>\$ 8,194,541</b>	<b>\$ 359,717</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,554,258</b>
Transfers	Transfers In				\$	-
	Transfers Out			\$ 366,283	\$	<b>366,283</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ (366,283)</b>	<b>\$ -</b>	<b>\$ (366,283)</b>

**Western Carolina University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Business Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 7,752,752	\$ 410,688		\$	<b>8,163,440</b>
	Sales & Services		\$ 438,428		\$	<b>438,428</b>
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 7,752,752</b>	<b>\$ 849,116</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,601,868</b>
Expenses	Salaries and Wages	\$ 2,820,608	\$ 171,512		\$	<b>2,992,120</b>
	Staff Benefits	\$ 1,432,235	\$ 42,878		\$	<b>1,475,113</b>
	Supplies, Materials, & Equipment	\$ 1,576,138	\$ 290,890		\$	<b>1,867,028</b>
	Services	\$ 1,726,696	\$ 339,918		\$	<b>2,066,614</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities	\$ 43,667			\$	<b>43,667</b>
	Other Expenses	\$ 153,408	\$ 3,918		\$	<b>157,326</b>
<b>Expenses Total</b>		<b>\$ 7,752,752</b>	<b>\$ 849,116</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,601,868</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Facilities</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 20,772,967			\$	<b>20,772,967</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 20,772,967</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,772,967</b>
Expenses	Salaries and Wages	\$ 7,933,126			\$	<b>7,933,126</b>
	Staff Benefits	\$ 3,478,347			\$	<b>3,478,347</b>
	Supplies, Materials, & Equipment	\$ 2,665,218			\$	<b>2,665,218</b>
	Services	\$ 2,850,886			\$	<b>2,850,886</b>
	Scholarships & Fellowships				\$	-
	Debt Service	\$ 404,840			\$	<b>404,840</b>
	Utilities	\$ 3,407,198			\$	<b>3,407,198</b>
	Other Expenses	\$ 33,352			\$	<b>33,352</b>
<b>Expenses Total</b>		<b>\$ 20,772,967</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,772,967</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Western Carolina University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Human Resources</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,896,061				\$ 1,896,061
	Sales & Services					\$ -
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues					\$ -
<b>Revenues Total</b>		<b>\$ 1,896,061</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,896,061</b>
Expenses	Salaries and Wages	\$ 1,182,623				\$ 1,182,623
	Staff Benefits	\$ 454,905				\$ 454,905
	Supplies, Materials, & Equipment	\$ 8,154				\$ 8,154
	Services	\$ 249,879				\$ 249,879
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses	\$ 500				\$ 500
<b>Expenses Total</b>		<b>\$ 1,896,061</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,896,061</b>
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Information Technology</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 11,316,564	\$ 3,577,327			\$ 14,893,891
	Sales & Services		\$ 1,233,234			\$ 1,233,234
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues					\$ -
<b>Revenues Total</b>		<b>\$ 11,316,564</b>	<b>\$ 4,810,561</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 16,127,125</b>
Expenses	Salaries and Wages	\$ 4,689,662	\$ 2,369,910			\$ 7,059,572
	Staff Benefits	\$ 1,637,314	\$ 843,931			\$ 2,481,245
	Supplies, Materials, & Equipment	\$ 1,743,710	\$ 637,078			\$ 2,380,788
	Services	\$ 3,216,981	\$ 958,642			\$ 4,175,623
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses	\$ 28,897	\$ 1,000			\$ 29,897
<b>Expenses Total</b>		<b>\$ 11,316,564</b>	<b>\$ 4,810,561</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 16,127,125</b>
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Western Carolina University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Public Safety</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,886,857	\$ 497,062		\$	<b>3,383,919</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 2,886,857</b>	<b>\$ 497,062</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,383,919</b>
Expenses	Salaries and Wages	\$ 1,391,578	\$ 345,893		\$	<b>1,737,471</b>
	Staff Benefits	\$ 606,867	\$ 148,013		\$	<b>754,880</b>
	Supplies, Materials, & Equipment	\$ 535,355	\$ 500		\$	<b>535,855</b>
	Services	\$ 309,108	\$ 2,656		\$	<b>311,764</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses	\$ 43,949	\$ -		\$	<b>43,949</b>
<b>Expenses Total</b>		<b>\$ 2,886,857</b>	<b>\$ 497,062</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,383,919</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Advancement</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,115,188			\$	<b>2,115,188</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$	-
	Other Revenues		\$ 51,104		\$	<b>51,104</b>
<b>Revenues Total</b>		<b>\$ 2,115,188</b>	<b>\$ 51,104</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,166,292</b>
Expenses	Salaries and Wages	\$ 1,208,799	\$ 21,769		\$	<b>1,230,568</b>
	Staff Benefits	\$ 408,414	\$ 7,697		\$	<b>416,111</b>
	Supplies, Materials, & Equipment	\$ 75,597	\$ 6,017		\$	<b>81,614</b>
	Services	\$ 412,729	\$ 5,626		\$	<b>418,355</b>
	Scholarships & Fellowships		\$ 9,105		\$	<b>9,105</b>
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses	\$ 9,649	\$ 890		\$	<b>10,539</b>
<b>Expenses Total</b>		<b>\$ 2,115,188</b>	<b>\$ 51,104</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,166,292</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Western Carolina University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Dining</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>			\$ 8,283,807			\$ 8,283,807
Revenues	State Appropriation, Tuition, & Fees					\$ -
	Sales & Services		\$ 21,014,451			\$ 21,014,451
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments		\$ 350,000			\$ 350,000
	Other Revenues					\$ -
<b>Revenues Total</b>		\$ -	\$ 21,364,451	\$ -	\$ -	\$ 21,364,451
Expenses	Salaries and Wages		\$ 53,483			\$ 53,483
	Staff Benefits		\$ 31,146			\$ 31,146
	Supplies, Materials, & Equipment		\$ 453,230			\$ 453,230
	Services		\$ 17,905,079			\$ 17,905,079
	Scholarships & Fellowships		\$ 8,655			\$ 8,655
	Debt Service		\$ 2,253,668			\$ 2,253,668
	Utilities		\$ 534,338			\$ 534,338
	Other Expenses		\$ 6,852			\$ 6,852
<b>Expenses Total</b>		\$ -	\$ 21,246,451	\$ -	\$ -	\$ 21,246,451
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		\$ -	\$ -	\$ -	\$ -	\$ -
<b>Ending Fund Balance</b>		\$ -	\$ 8,401,807	\$ -	\$ -	\$ 8,401,807
<b>Housing</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>			\$ 29,556,085			\$ 29,556,085
Revenues	State Appropriation, Tuition, & Fees					\$ -
	Sales & Services		\$ 25,392,875			\$ 25,392,875
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues					\$ -
<b>Revenues Total</b>		\$ -	\$ 25,392,875	\$ -	\$ -	\$ 25,392,875
Expenses	Salaries and Wages		\$ 4,247,665			\$ 4,247,665
	Staff Benefits		\$ 1,185,164			\$ 1,185,164
	Supplies, Materials, & Equipment		\$ 1,964,468			\$ 1,964,468
	Services		\$ 6,840,099			\$ 6,840,099
	Scholarships & Fellowships		\$ 191,846			\$ 191,846
	Debt Service		\$ 8,747,513			\$ 8,747,513
	Utilities		\$ 1,249,160			\$ 1,249,160
	Other Expenses					\$ -
<b>Expenses Total</b>		\$ -	\$ 24,425,915	\$ -	\$ -	\$ 24,425,915
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		\$ -	\$ -	\$ -	\$ -	\$ -
<b>Ending Fund Balance</b>		\$ -	\$ 30,523,045	\$ -	\$ -	\$ 30,523,045

**Western Carolina University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Parking</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>			\$ 4,599,817			\$ 4,599,817
Revenues	State Appropriation, Tuition, & Fees					\$ -
	Sales & Services		\$ 2,557,003			\$ 2,557,003
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues					\$ -
<b>Revenues Total</b>		\$ -	\$ 2,557,003	\$ -	\$ -	\$ 2,557,003
Expenses	Salaries and Wages		\$ 415,050			\$ 415,050
	Staff Benefits		\$ 156,082			\$ 156,082
	Supplies, Materials, & Equipment		\$ 24,152			\$ 24,152
	Services		\$ 96,741			\$ 96,741
	Scholarships & Fellowships					\$ -
	Debt Service		\$ 1,153,050			\$ 1,153,050
	Utilities					\$ -
	Other Expenses		\$ 30,061			\$ 30,061
<b>Expenses Total</b>		\$ -	\$ 1,875,136	\$ -	\$ -	\$ 1,875,136
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		\$ -	\$ -	\$ -	\$ -	\$ -
<b>Ending Fund Balance</b>		\$ -	\$ 5,281,684	\$ -	\$ -	\$ 5,281,684
<b>Athletics</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>			\$ 765,000			\$ 765,000
Revenues	State Appropriation, Tuition, & Fees	\$ 292,930	\$ 7,898,000			\$ 8,190,930
	Sales & Services		\$ 1,052,409			\$ 1,052,409
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments		\$ 3,935,277			\$ 3,935,277
	Other Revenues					\$ -
<b>Revenues Total</b>		\$ 292,930	\$ 12,885,686	\$ -	\$ -	\$ 13,178,616
Expenses	Salaries and Wages	\$ 236,250	\$ 5,032,106			\$ 5,268,356
	Staff Benefits	\$ 56,680	\$ 1,738,788			\$ 1,795,468
	Supplies, Materials, & Equipment		\$ 469,681			\$ 469,681
	Services		\$ 2,988,987			\$ 2,988,987
	Scholarships & Fellowships		\$ 3,225,393			\$ 3,225,393
	Debt Service		\$ 659,004			\$ 659,004
	Utilities					\$ -
	Other Expenses		\$ 65,708			\$ 65,708
<b>Expenses Total</b>		\$ 292,930	\$ 14,179,667	\$ -	\$ -	\$ 14,472,597
Transfers	Transfers In		\$ 1,750,000			\$ 1,750,000
	Transfers Out					\$ -
<b>Net Transfers</b>		\$ -	\$ 1,750,000	\$ -	\$ -	\$ 1,750,000
<b>Ending Fund Balance</b>		\$ -	\$ 1,221,019	\$ -	\$ -	\$ 1,221,019

**Western Carolina University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Student Health</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>			\$ 1,640,013			\$ 1,640,013
Revenues	State Appropriation, Tuition, & Fees		2,916,744			\$ 2,916,744
	Sales & Services		\$ 260,122			\$ 260,122
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues		\$ 32,510			\$ 32,510
<b>Revenues Total</b>		\$ -	\$ 3,209,376	\$ -	\$ -	\$ 3,209,376
Expenses	Salaries and Wages		\$ 1,851,614			\$ 1,851,614
	Staff Benefits		\$ 650,398			\$ 650,398
	Supplies, Materials, & Equipment		\$ 138,040			\$ 138,040
	Services		\$ 209,881			\$ 209,881
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities		\$ 29,493			\$ 29,493
	Other Expenses		\$ 15,700			\$ 15,700
<b>Expenses Total</b>		\$ -	\$ 2,895,126	\$ -	\$ -	\$ 2,895,126
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		\$ -	\$ -	\$ -	\$ -	\$ -
<b>Ending Fund Balance</b>		\$ -	\$ 1,954,263	\$ -	\$ -	\$ 1,954,263
<b>Other Auxiliaries</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees		\$ 3,637,336			\$ 3,637,336
	Sales & Services		\$ 7,127,384			\$ 7,127,384
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues					\$ -
<b>Revenues Total</b>		\$ -	\$ 10,764,720	\$ -	\$ -	\$ 10,764,720
Expenses	Salaries and Wages		\$ 1,915,738			\$ 1,915,738
	Staff Benefits		\$ 667,629			\$ 667,629
	Supplies, Materials, & Equipment		\$ 5,631,738			\$ 5,631,738
	Services		\$ 292,125			\$ 292,125
	Scholarships & Fellowships					\$ -
	Debt Service		\$ 1,342,314			\$ 1,342,314
	Utilities		\$ 9,683			\$ 9,683
	Other Expenses		\$ 89,876			\$ 89,876
<b>Expenses Total</b>		\$ -	\$ 9,949,103	\$ -	\$ -	\$ 9,949,103
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		\$ -	\$ -	\$ -	\$ -	\$ -

**Western Carolina University - Unit Breakout  
FY 2022-23 All-Funds Budget**

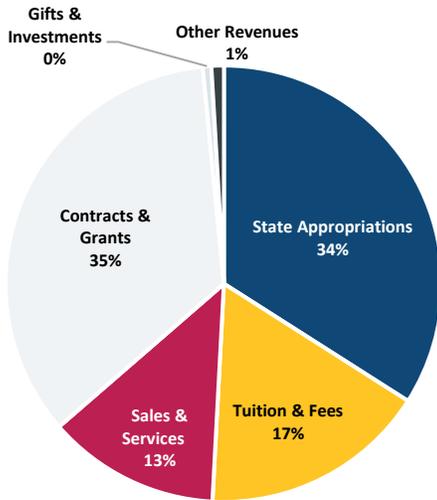
<b>Highlands Biological Station</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 413,122			\$	<b>413,122</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$ 111,225	<b>111,225</b>
	Gifts & Investments				\$	-
	Other Revenues	\$ 120,874	\$ 17,024		\$	<b>137,898</b>
<b>Revenues Total</b>		<b>\$ 533,996</b>	<b>\$ 17,024</b>	<b>\$ -</b>	<b>\$ 111,225</b>	<b>\$ 662,245</b>
Expenses	Salaries and Wages	\$ 268,519	\$ 7,026		\$ 74,271	<b>349,816</b>
	Staff Benefits	\$ 80,099	\$ 2,018		\$ 31,740	<b>113,857</b>
	Supplies, Materials, & Equipment	\$ 65,486	\$ 6,333		\$ 572	<b>72,391</b>
	Services	\$ 93,425	\$ 1,517		\$	<b>94,942</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities	\$ 26,467	\$ 130		\$ 4,642	<b>31,239</b>
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 533,996</b>	<b>\$ 17,024</b>	<b>\$ -</b>	<b>\$ 111,225</b>	<b>\$ 662,245</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>NC Arboretum</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,368,723			\$	<b>2,368,723</b>
	Sales & Services		\$ 1,068,171		\$	<b>1,068,171</b>
	Patient Services				\$	-
	Contracts & Grants				\$ 2,294,752	<b>2,294,752</b>
	Gifts & Investments				\$ 781,456	<b>781,456</b>
	Other Revenues	\$ 32,712			\$	<b>32,712</b>
<b>Revenues Total</b>		<b>\$ 2,401,435</b>	<b>\$ 1,068,171</b>	<b>\$ -</b>	<b>\$ 3,076,208</b>	<b>\$ 6,545,814</b>
Expenses	Salaries and Wages	\$ 1,300,537	\$ 350,079		\$ 1,529,784	<b>3,180,400</b>
	Staff Benefits	\$ 517,033	\$ 142,312		\$ 328,600	<b>987,945</b>
	Supplies, Materials, & Equipment	\$ 250,596	\$ 53,064		\$ 470,396	<b>774,056</b>
	Services	\$ 177,530	\$ 26,896		\$ 741,178	<b>945,604</b>
	Scholarships & Fellowships				\$ 6,250	<b>6,250</b>
	Debt Service	\$ 15,630			\$	<b>15,630</b>
	Utilities	\$ 140,109			\$	<b>140,109</b>
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 2,401,435</b>	<b>\$ 572,351</b>	<b>\$ -</b>	<b>\$ 3,076,208</b>	<b>\$ 6,049,994</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Winston-Salem State University

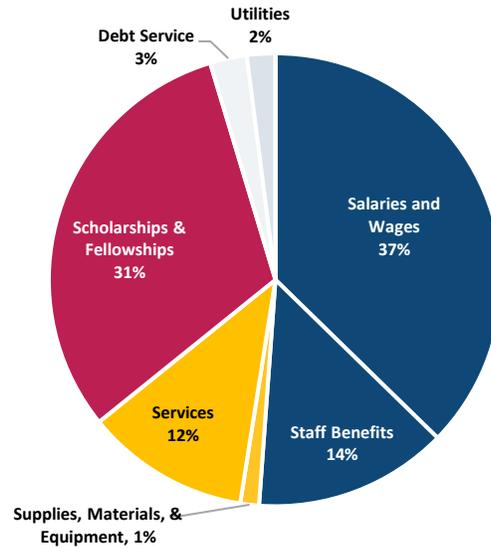
Total Enrollment (Fall 2021): 5,226

Total Permanent Full-Time Employees (Including Faculty) (Fall 2021): 764

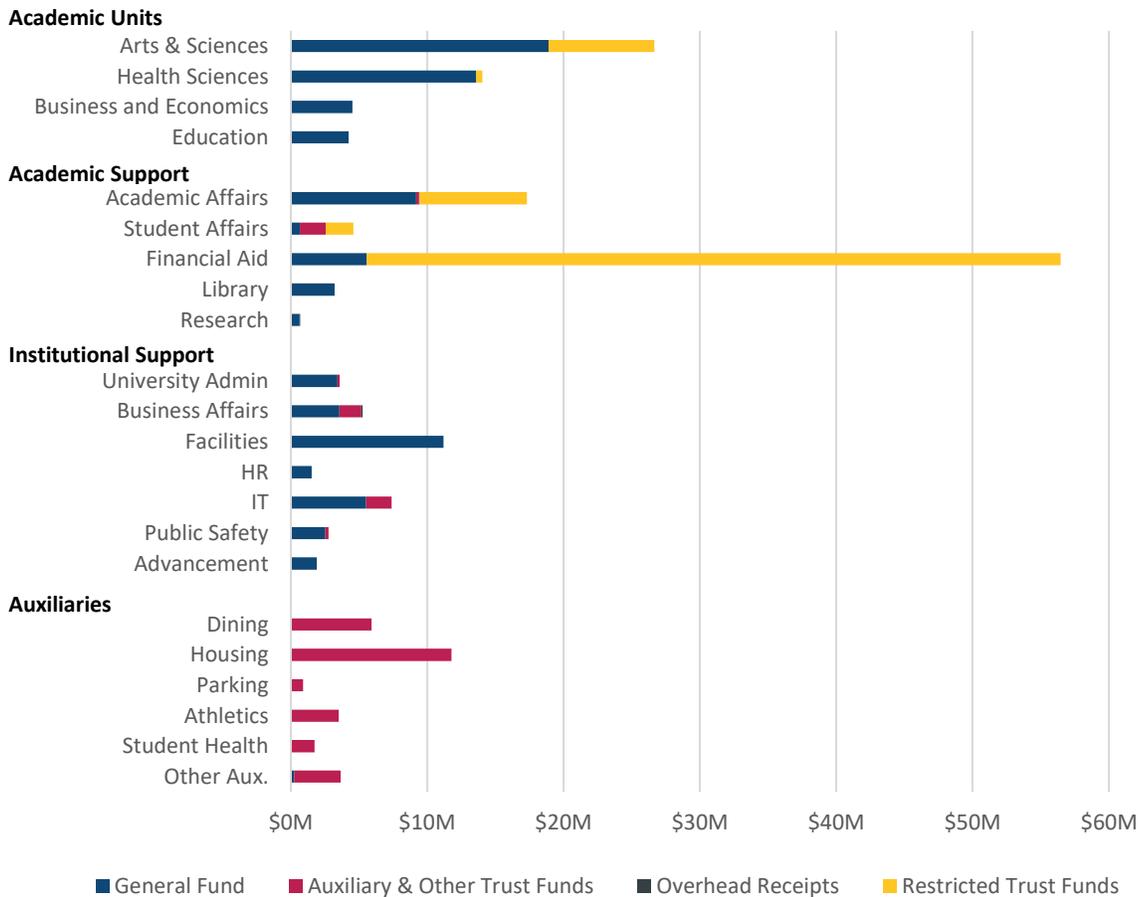
### Budgeted Revenue (FY23)



### Budgeted Expenses (FY23)



### Operating Expenses by Unit





## WINSTON-SALEM STATE UNIVERSITY

### All-Funds Budget Narrative

Winston-Salem State University (WSSU) has leveraged the All-Funds Budget process to assess and evaluate where we invest financial resources to achieve the outcomes identified in the UNC System's institutional metrics for WSSU and the university's strategic plan. At the heart of these outcomes is student success; the university's leadership appropriated budgetary resources to respond to the needs of its diverse learners as articulated in the institution's strategic plan. With an emphasis on increasing student persistence and retention rates to improve four-year completion rates, university leaders have allocated funding to increase student access to courses during the summer via the *WSSU 365 Summer Learn* initiative where the institution pays in-state tuition and fees for select students to enroll up to six credit hours during summer school. This program assists students with credit hour recovery and affords other students the opportunity to advance within their curriculum, which increases four-year graduation rates. University leaders have also invested in the *First Day Complete Textbook* program that affords students access to their textbooks electronically on the first day of class, which promotes student success.

With respect to faculty, the university has faced challenges in the last four years in workforce staffing levels partially because of the impact of the Enrollment Funding Model resulting from enrollment reductions. Per the Workforce Analysis Summary, WSSU eliminated a net of 45 positions during the review period; WSSU eliminated 51 faculty positions. The university has aligned financial resources to recruit 32 new faculty based upon data analysis that indicates anticipated enrollment growth and where student need currently exists for timely degree completion. Additionally, the university is seeking to fill key positions presently occupied by interim appointments. Filling these positions with permanent personnel will promote stability and business continuity to move strategic initiatives forward. Relatedly, university leaders recognized that there is a need to invest more in its employees—the institution's greatest asset; thus, university leaders have committed financial resources to support faculty and staff professional and intellectual engagement while concurrently allocating funds to address low morale.

University leaders have also allocated 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; moreover, university leaders have appropriated financial resources to implement *WSSU Online* to prompt enrollment growth in the virtual realm while concurrently supporting current online learners. To address matters of diversity, equity, and inclusion, university leaders will allocate financial resources to educational and awareness engagement activity where the goal is to promote student belongingness irrespective of subgroup population (e.g., traditional-aged undergraduate students, adult learners, veterans, and so forth), which directly impacts student retention. Financial investments in the university's faculty and staff will focus on principles of diversity and inclusion, which influences customer service and student responsiveness.

University leaders have focused on student educational expenses and debt load by thinking more critically about ways to reduce expenditures for students to earn a degree. The university has



## WINSTON-SALEM STATE UNIVERSITY

invested in new scholarship awards for community college transfer students and new freshmen students to offset the numerous financial supports for continuing students. University leaders are also strategizing ways to allocate funding to support additional investments in University Advancement to assist with personnel who will work to secure new funding sources that bolster additional scholarships for various student subgroup populations; moreover, University leaders seek to support more aggressive and coordinated financial literacy initiatives that assist new students, continuing students, and their families with understanding finances as a way to lower student debt.

Within the institution's strategic plan, WSSU leaders are committed to improve 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. University leaders will invest in additional technological upgrades in academic classrooms to support engaging instruction. University leaders will also invest in virtual laboratories and purchase new learning equipment in its STEM laboratories, media and communications classrooms, and therapeutic recreation facility. Additionally, the university will integrate "Cyber cafés" into campus buildings to promote community in learning environments that resemble gathering spaces like Panera, Starbucks, or other virtual spaces. These investments will drive persistence and retention rates that ultimately will positively impact timely degree completion.

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. For example, Student Affairs leadership is exploring the financial feasibility of reducing its 12-month employees to 10-month employees to reduce financial waste since students are largely not on campus during the summer months. Within Academic Affairs, leadership is adjusting 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.

In review of the All-Funds Budget data, all Auxiliary Enterprise operations presently have a positive cash flow. The university has implemented a 10% cash reserve requirement for Trust and Auxiliary Funds. We will continue to work with these units to maintain a 10% cash reserve and 4-month operational budget.

The Athletics department continues to streamline expenses; however, it faces persistent financial challenges due to limited resources. Some of the primary expenditure lines of great concern are managing scholarships, insurance, and medical related expenses as well as travel. The university is committed to support the Athletic program because it complements the overall student experience and positively impacts student success.

The WSSU Board of Trustees met on April 27, 2022 and approved the All-Funds Budget.

**Winston Salem State University**  
**FY 2022-23 All-Funds Budget**

		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriations	\$ 67,872,791				\$ 67,872,791
	Tuition & Fees	\$ 21,429,290	\$ 12,093,720			\$ 33,523,010
	Sales & Services		\$ 25,495,177			\$ 25,495,177
	Patient Services					\$ -
	Contracts & Grants			\$ 443,900	\$ 69,002,417	\$ 69,446,317
	Gifts & Investments				\$ 1,267,102	\$ 1,267,102
	Other Revenues	\$ 1,005,813	\$ 827,300			\$ 1,833,113
<b>Revenues Total</b>		<b>\$ 90,307,894</b>	<b>\$ 38,416,197</b>	<b>\$ 443,900</b>	<b>\$ 70,269,519</b>	<b>\$ 199,437,510</b>
Expenses	Salaries and Wages	\$ 52,518,189	\$ 7,898,630		\$ 11,504,446	\$ 71,921,265
	Staff Benefits	\$ 21,363,632	\$ 3,078,686		\$ 2,274,657	\$ 26,716,975
	Supplies, Materials, & Equip.	\$ 1,320,824	\$ 882,800		\$ 365,887	\$ 2,569,511
	Services	\$ 7,044,262	\$ 14,736,906	\$ 316,373	\$ 472,919	\$ 22,570,460
	Scholarships & Fellowships	\$ 4,669,596	\$ 1,000,000		\$ 54,384,508	\$ 60,054,104
	Debt Service	\$ 664,604	\$ 4,400,000			\$ 5,064,604
	Utilities	\$ 2,726,787	\$ 1,182,000			\$ 3,908,787
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 90,307,894</b>	<b>\$ 33,179,022</b>	<b>\$ 316,373</b>	<b>\$ 69,002,417</b>	<b>\$ 192,805,706</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Winston Salem State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>College of Arts &amp; Sciences</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 18,839,907				\$ 18,839,907
	Sales & Services					\$ -
	Patient Services					\$ -
	Contracts & Grants			\$ 88,780	7,747,825	\$ 7,836,605
	Gifts & Investments					\$ -
	Other Revenues					\$ -
<b>Revenues Total</b>		<b>\$ 18,839,907</b>	<b>\$ -</b>	<b>\$ 88,780</b>	<b>\$ 7,747,825</b>	<b>\$ 26,676,513</b>
Expenses	Salaries and Wages	\$ 13,243,893			\$ 4,378,955	\$ 17,622,848
	Staff Benefits	\$ 5,273,010			\$ 253,441	\$ 5,526,451
	Supplies, Materials, & Equipment	\$ 103,273			\$ 221,047	\$ 324,320
	Services	\$ 219,731		\$ 80,619	\$ 339,825	\$ 640,175
	Scholarships & Fellowships				\$ 2,554,557	\$ 2,554,557
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 18,839,907</b>	<b>\$ -</b>	<b>\$ 80,619</b>	<b>\$ 7,747,825</b>	<b>\$ 26,668,351</b>
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>School of Business and Economics</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 4,509,962				\$ 4,509,962
	Sales & Services					\$ -
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues					\$ -
<b>Revenues Total</b>		<b>\$ 4,509,962</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,509,962</b>
Expenses	Salaries and Wages	\$ 3,243,199				\$ 3,243,199
	Staff Benefits	\$ 1,229,119				\$ 1,229,119
	Supplies, Materials, & Equipment	\$ 3,200				\$ 3,200
	Services	\$ 34,444				\$ 34,444
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 4,509,962</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,509,962</b>
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Winston Salem State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>School of Education &amp; Human Performance</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 4,244,484			\$	<b>4,244,484</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 4,244,484</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,244,484</b>
Expenses	Salaries and Wages	\$ 2,963,507			\$	<b>2,963,507</b>
	Staff Benefits	\$ 1,213,891			\$	<b>1,213,891</b>
	Supplies, Materials, & Equipment	\$ 10,000			\$	<b>10,000</b>
	Services	\$ 57,086			\$	<b>57,086</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 4,244,484</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,244,484</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>School of Health Sciences</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 13,570,973			\$	<b>13,570,973</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants			\$ 44,390	\$ 435,598	<b>479,988</b>
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 13,570,973</b>	<b>\$ -</b>	<b>\$ 44,390</b>	<b>\$ 435,598</b>	<b>\$ 14,050,961</b>
Expenses	Salaries and Wages	\$ 9,237,921			\$ 47,243	<b>9,285,164</b>
	Staff Benefits	\$ 3,629,391			\$ 7,858	<b>3,637,249</b>
	Supplies, Materials, & Equipment	\$ 136,766			\$ 4,651	<b>141,418</b>
	Services	\$ 566,894		\$ 41,082	\$ 7,127	<b>615,103</b>
	Scholarships & Fellowships				\$ 368,719	<b>368,719</b>
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 13,570,973</b>	<b>\$ -</b>	<b>\$ 41,082</b>	<b>\$ 435,598</b>	<b>\$ 14,047,652</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Winston Salem State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Academic Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 8,943,605	\$ 456,000		\$	<b>9,399,605</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants			\$ 44,390	\$ 7,867,204	<b>7,911,594</b>
	Gifts & Investments				\$	-
	Other Revenues	\$ 232,550			\$	<b>232,550</b>
<b>Revenues Total</b>		<b>\$ 9,176,155</b>	<b>\$ 456,000</b>	<b>\$ 44,390</b>	<b>\$ 7,867,204</b>	<b>\$ 17,543,749</b>
Expenses	Salaries and Wages	\$ 6,042,389			\$ 5,319,579	<b>11,361,968</b>
	Staff Benefits	\$ 2,485,533			\$ 1,531,660	<b>4,017,193</b>
	Supplies, Materials, & Equipment	\$ 110,422	\$ 75,000		\$ 116,906	<b>302,328</b>
	Services	\$ 537,811	\$ 150,000	\$ 42,876	\$ 113,108	<b>843,795</b>
	Scholarships & Fellowships				\$ 785,951	<b>785,951</b>
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 9,176,155</b>	<b>\$ 225,000</b>	<b>\$ 42,876</b>	<b>\$ 7,867,204</b>	<b>\$ 17,311,235</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Student Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 663,399	\$ 2,401,080		\$	<b>3,064,479</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$ 2,043,946	<b>2,043,946</b>
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 663,399</b>	<b>\$ 2,401,080</b>	<b>\$ -</b>	<b>\$ 2,043,946</b>	<b>\$ 5,108,425</b>
Expenses	Salaries and Wages	\$ 449,108	\$ 894,936		\$ 1,413,471	<b>2,757,515</b>
	Staff Benefits	\$ 186,291	\$ 359,475		\$ 462,826	<b>1,008,592</b>
	Supplies, Materials, & Equipment	\$ 3,000	\$ 33,000		\$ 23,283	<b>59,283</b>
	Services	\$ 25,000	\$ 596,732		\$ 12,859	<b>634,591</b>
	Scholarships & Fellowships				\$ 131,507	<b>131,507</b>
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 663,399</b>	<b>\$ 1,884,143</b>	<b>\$ -</b>	<b>\$ 2,043,946</b>	<b>\$ 4,591,488</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Winston Salem State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Financial Aid</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 5,556,898			\$	<b>5,556,898</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$ 50,907,843	<b>50,907,843</b>
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 5,556,898</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,907,843</b>	<b>\$ 56,464,742</b>
Expenses	Salaries and Wages	\$ 545,513			\$ 345,198	<b>890,711</b>
	Staff Benefits	\$ 236,790			\$ 18,872	<b>255,661</b>
	Supplies, Materials, & Equipment	\$ 10,000			\$	<b>10,000</b>
	Services	\$ 95,000			\$	<b>95,000</b>
	Scholarships & Fellowships	\$ 4,669,596			\$ 50,543,774	<b>55,213,370</b>
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 5,556,898</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,907,843</b>	<b>\$ 56,464,742</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Library</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 3,185,065			\$	<b>3,185,065</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$	-
	Other Revenues	\$ 24,813			\$	<b>24,813</b>
<b>Revenues Total</b>		<b>\$ 3,209,878</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,209,878</b>
Expenses	Salaries and Wages	\$ 1,299,742			\$	<b>1,299,742</b>
	Staff Benefits	\$ 539,812			\$	<b>539,812</b>
	Supplies, Materials, & Equipment	\$ 56,634			\$	<b>56,634</b>
	Services	\$ 1,313,690			\$	<b>1,313,690</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 3,209,878</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,209,878</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Winston Salem State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Sponsored Research</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 633,415			\$	<b>633,415</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants			\$ 155,365	\$	<b>155,365</b>
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 633,415</b>	<b>\$ -</b>	<b>\$ 155,365</b>	<b>\$ -</b>	<b>\$ 788,780</b>
Expenses	Salaries and Wages	\$ 430,927			\$	<b>430,927</b>
	Staff Benefits	\$ 180,738			\$	<b>180,738</b>
	Supplies, Materials, & Equipment	\$ 1,500			\$	<b>1,500</b>
	Services	\$ 20,250		\$ 52,921	\$	<b>73,171</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 633,415</b>	<b>\$ -</b>	<b>\$ 52,921</b>	<b>\$ -</b>	<b>\$ 686,336</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>University Administration</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 3,423,311			\$	<b>3,423,311</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 3,423,311</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,423,311</b>
Expenses	Salaries and Wages	\$ 2,262,168			\$	<b>2,262,168</b>
	Staff Benefits	\$ 885,643			\$	<b>885,643</b>
	Supplies, Materials, & Equipment	\$ 6,500	\$ 11,800		\$	<b>18,300</b>
	Services	\$ 269,000	\$ 150,000		\$	<b>419,000</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 3,423,311</b>	<b>\$ 161,800</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,585,111</b>
Transfers	Transfers In		\$ 161,800		\$	<b>161,800</b>
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 161,800</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 161,800</b>

**Winston Salem State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Business Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 3,512,436			\$	<b>3,512,436</b>
	Sales & Services		\$ 1,961,200		\$	<b>1,961,200</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants			\$ 110,975	\$	<b>110,975</b>
	Gifts & Investments				\$ 1,267,102	<b>1,267,102</b>
	Other Revenues	\$ 55,100	\$ 100,000		\$	<b>155,100</b>
<b>Revenues Total</b>		<b>\$ 3,567,536</b>	<b>\$ 2,061,200</b>	<b>\$ 110,975</b>	<b>\$ 1,267,102</b>	<b>\$ 7,006,813</b>
Expenses	Salaries and Wages	\$ 2,438,077			\$	<b>2,438,077</b>
	Staff Benefits	\$ 983,235			\$	<b>983,235</b>
	Supplies, Materials, & Equipment	\$ 12,591			\$	<b>12,591</b>
	Services	\$ 133,633		\$ 98,875	\$	<b>232,508</b>
	Scholarships & Fellowships				\$	<b>-</b>
	Debt Service		\$ 1,600,000		\$	<b>1,600,000</b>
	Utilities				\$	<b>-</b>
	Other Expenses				\$	<b>-</b>
<b>Expenses Total</b>		<b>\$ 3,567,536</b>	<b>\$ 1,600,000</b>	<b>\$ 98,875</b>	<b>\$ -</b>	<b>\$ 5,266,411</b>
Transfers	Transfers In				\$	<b>-</b>
	Transfers Out				\$	<b>-</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Facilities</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 10,490,579			\$	<b>10,490,579</b>
	Sales & Services				\$	<b>-</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants				\$	<b>-</b>
	Gifts & Investments				\$	<b>-</b>
	Other Revenues	\$ 693,350			\$	<b>693,350</b>
<b>Revenues Total</b>		<b>\$ 11,183,929</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 11,183,929</b>
Expenses	Salaries and Wages	\$ 4,442,188			\$	<b>4,442,188</b>
	Staff Benefits	\$ 2,142,772			\$	<b>2,142,772</b>
	Supplies, Materials, & Equipment	\$ 478,846			\$	<b>478,846</b>
	Services	\$ 728,733			\$	<b>728,733</b>
	Scholarships & Fellowships				\$	<b>-</b>
	Debt Service	\$ 664,604			\$	<b>664,604</b>
	Utilities	\$ 2,726,787			\$	<b>2,726,787</b>
	Other Expenses				\$	<b>-</b>
<b>Expenses Total</b>		<b>\$ 11,183,929</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 11,183,929</b>
Transfers	Transfers In				\$	<b>-</b>
	Transfers Out				\$	<b>-</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Winston Salem State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Human Resources</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,526,839			\$	1,526,839
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 1,526,839</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,526,839</b>
Expenses	Salaries and Wages	\$ 1,041,445			\$	1,041,445
	Staff Benefits	\$ 416,323			\$	416,323
	Supplies, Materials, & Equipment	\$ 5,700			\$	5,700
	Services	\$ 63,371			\$	63,371
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 1,526,839</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,526,839</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Information Technology</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 5,530,928	\$ 1,861,200		\$	7,392,128
	Sales & Services		\$ 750,577		\$	750,577
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 5,530,928</b>	<b>\$ 2,611,777</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,142,705</b>
Expenses	Salaries and Wages	\$ 1,981,033	\$ 672,005		\$	2,653,038
	Staff Benefits	\$ 812,684	\$ 282,439		\$	1,095,123
	Supplies, Materials, & Equipment	\$ 200,000	\$ 100,000		\$	300,000
	Services	\$ 2,537,211	\$ 800,000		\$	3,337,211
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 5,530,928</b>	<b>\$ 1,854,444</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,385,372</b>
Transfers	Transfers In	\$ -	\$ -	\$ -	\$ -	\$ -
	Transfers Out	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Winston Salem State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Public Safety</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,526,150	\$ 264,000		\$	<b>2,790,150</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 2,526,150</b>	<b>\$ 264,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,790,150</b>
Expenses	Salaries and Wages	\$ 1,500,612	\$ 114,555		\$	<b>1,615,167</b>
	Staff Benefits	\$ 612,892	\$ 48,148		\$	<b>661,040</b>
	Supplies, Materials, & Equipment	\$ 152,204	\$ 27,000		\$	<b>179,204</b>
	Services	\$ 260,441	\$ 44,000		\$	<b>304,441</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 2,526,150</b>	<b>\$ 233,703</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,759,853</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Advancement</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,910,123			\$	<b>1,910,123</b>
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 1,910,123</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,910,123</b>
Expenses	Salaries and Wages	\$ 1,262,622			\$	<b>1,262,622</b>
	Staff Benefits	\$ 466,557			\$	<b>466,557</b>
	Supplies, Materials, & Equipment	\$ 27,744			\$	<b>27,744</b>
	Services	\$ 153,200			\$	<b>153,200</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 1,910,123</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,910,123</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Winston Salem State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Dining</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>		\$ -	\$ 6,863,077	\$ -	\$ -	\$ 6,863,077
Revenues	State Appropriation, Tuition, & Fees					\$ -
	Sales & Services		\$ 7,000,000			\$ 7,000,000
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues					\$ -
<b>Revenues Total</b>		\$ -	\$ 7,000,000	\$ -	\$ -	\$ 7,000,000
Expenses	Salaries and Wages					\$ -
	Staff Benefits					\$ -
	Supplies, Materials, & Equipment		\$ 10,000			\$ 10,000
	Services		\$ 5,800,000			\$ 5,800,000
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities		\$ 110,000			\$ 110,000
	Other Expenses					\$ -
<b>Expenses Total</b>		\$ -	\$ 5,920,000	\$ -	\$ -	\$ 5,920,000
Transfers	Transfers In					\$ -
	Transfers Out		\$ 785,000			\$ 785,000
<b>Net Transfers</b>		\$ -	\$ (785,000)	\$ -	\$ -	\$ (785,000)
<b>Ending Fund Balance</b>		\$ -	\$ 7,158,077	\$ -	\$ -	\$ 7,158,077
<b>Housing</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>		\$ -	\$ 18,767,489	\$ -	\$ -	\$ 18,767,489
Revenues	State Appropriation, Tuition, & Fees					\$ -
	Sales & Services		\$ 14,450,000			\$ 14,450,000
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues					\$ -
<b>Revenues Total</b>		\$ -	\$ 14,450,000	\$ -	\$ -	\$ 14,450,000
Expenses	Salaries and Wages		\$ 2,590,653			\$ 2,590,653
	Staff Benefits		\$ 841,950			\$ 841,950
	Supplies, Materials, & Equipment		\$ 300,000			\$ 300,000
	Services		\$ 4,236,000			\$ 4,236,000
	Scholarships & Fellowships					\$ -
	Debt Service		\$ 2,800,000			\$ 2,800,000
	Utilities		\$ 1,000,000			\$ 1,000,000
	Other Expenses					\$ -
<b>Expenses Total</b>		\$ -	\$ 11,768,603	\$ -	\$ -	\$ 11,768,603
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		\$ -	\$ -	\$ -	\$ -	\$ -
<b>Ending Fund Balance</b>		\$ -	\$ 21,448,886	\$ -	\$ -	\$ 21,448,886

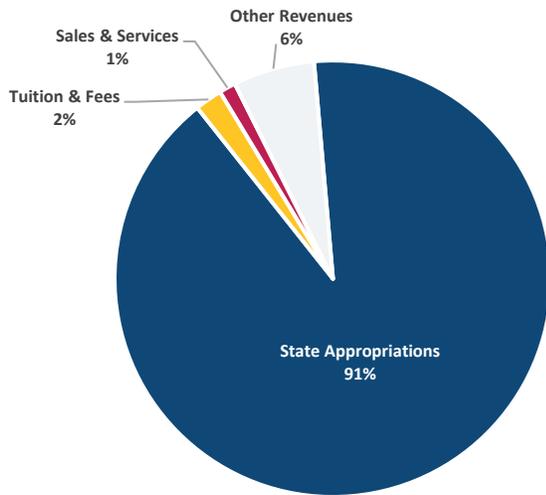
**Winston Salem State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Parking</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>		\$ -	\$ 107,982	\$ -	\$ -	\$ 107,982
Revenues	State Appropriation, Tuition, & Fees					\$ -
	Sales & Services		\$ 1,038,400			\$ 1,038,400
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues					\$ -
<b>Revenues Total</b>		\$ -	\$ 1,038,400	\$ -	\$ -	\$ 1,038,400
Expenses	Salaries and Wages		\$ 458,774			\$ 458,774
	Staff Benefits		\$ 187,410			\$ 187,410
	Supplies, Materials, & Equipment		\$ 116,000			\$ 116,000
	Services		\$ 125,000			\$ 125,000
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		\$ -	\$ 887,184	\$ -	\$ -	\$ 887,184
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		\$ -	\$ -	\$ -	\$ -	\$ -
<b>Ending Fund Balance</b>		\$ -	\$ 259,198	\$ -	\$ -	\$ 259,198
<b>Athletics</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>		\$ -	\$ (11,506,819)	\$ -	\$ -	\$ (11,506,819)
Revenues	State Appropriation, Tuition, & Fees		\$ 3,432,000			\$ 3,432,000
	Sales & Services					\$ -
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues		\$ 317,300			\$ 317,300
<b>Revenues Total</b>		\$ -	\$ 3,749,300	\$ -	\$ -	\$ 3,749,300
Expenses	Salaries and Wages		\$ 1,350,551			\$ 1,350,551
	Staff Benefits		\$ 586,715			\$ 586,715
	Supplies, Materials, & Equipment		\$ 100,000			\$ 100,000
	Services		\$ 402,734			\$ 402,734
	Scholarships & Fellowships		\$ 1,000,000			\$ 1,000,000
	Debt Service					\$ -
	Utilities		\$ 60,000			\$ 60,000
	Other Expenses					\$ -
<b>Expenses Total</b>		\$ -	\$ 3,500,000	\$ -	\$ -	\$ 3,500,000
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		\$ -	\$ -	\$ -	\$ -	\$ -
<b>Ending Fund Balance</b>		\$ -	\$ (11,257,519)	\$ -	\$ -	\$ (11,257,519)

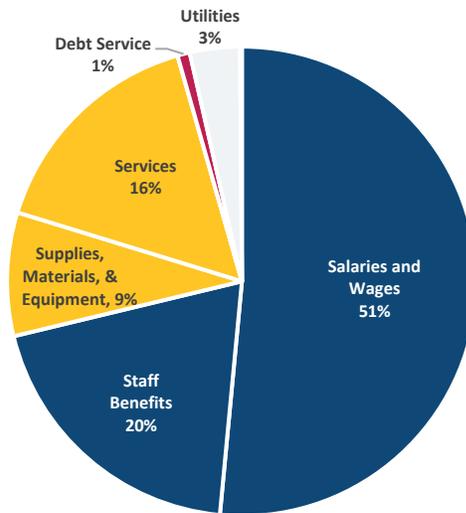
**Winston Salem State University - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Student Health</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>			\$ 116,188			\$ 116,188
Revenues	State Appropriation, Tuition, & Fees		\$ 1,496,000			\$ 1,496,000
	Sales & Services		\$ 195,000			\$ 195,000
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues					\$ -
<b>Revenues Total</b>		\$ -	\$ 1,691,000	\$ -	\$ -	\$ 1,691,000
Expenses	Salaries and Wages		\$ 1,115,504			\$ 1,115,504
	Staff Benefits		\$ 459,998			\$ 459,998
	Supplies, Materials, & Equipment		\$ 60,000			\$ 60,000
	Services		\$ 80,000			\$ 80,000
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities		\$ 12,000			\$ 12,000
	Other Expenses					\$ -
<b>Expenses Total</b>		\$ -	\$ 1,727,503	\$ -	\$ -	\$ 1,727,503
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		\$ -	\$ -	\$ -	\$ -	\$ -
<b>Ending Fund Balance</b>		\$ -	\$ 79,685	\$ -	\$ -	\$ 79,685
<b>Other Auxiliaries</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 234,005	\$ 2,183,440			\$ 2,417,445
	Sales & Services		\$ 100,000			\$ 100,000
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues		\$ 410,000			\$ 410,000
<b>Revenues Total</b>		\$ 234,005	\$ 2,693,440	\$ -	\$ -	\$ 2,927,445
Expenses	Salaries and Wages	\$ 133,844	\$ 701,652			\$ 835,496
	Staff Benefits	\$ 68,951	\$ 312,551			\$ 381,502
	Supplies, Materials, & Equipment	\$ 2,444	\$ 50,000			\$ 52,444
	Services	\$ 28,766	\$ 2,352,440			\$ 2,381,206
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		\$ 234,005	\$ 3,416,643	\$ -	\$ -	\$ 3,650,648
Transfers	Transfers In		\$ 785,000			\$ 785,000
	Transfers Out		\$ 161,800			\$ 161,800
<b>Net Transfers</b>		\$ -	\$ 623,200	\$ -	\$ -	\$ 623,200

### Budgeted Revenue (FY23)



### Budgeted Expenses (FY23)



### Operating Expenses by Unit

#### Academic Units

Academic Affairs

Distance Education

#### Institutional Support

University Admin

Business Affairs

Facilities

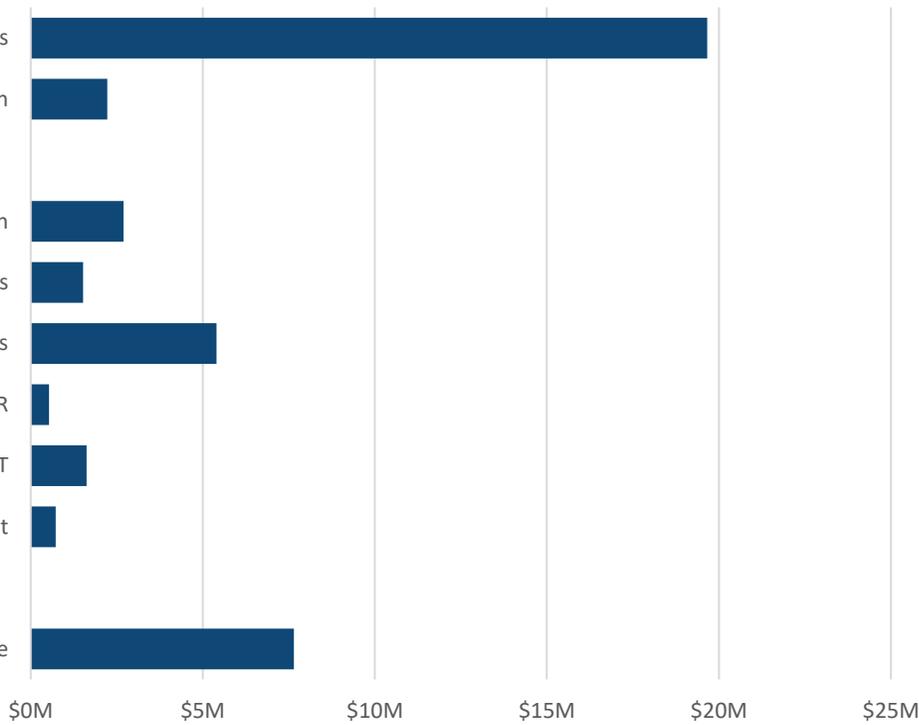
HR

IT

Advancement

#### Auxiliaries

Student Life



■ General Fund 
 ■ Auxiliary & Other Trust Funds 
 ■ Overhead Receipts 
 ■ Restricted Trust Funds

## NCSSM Budget Alignment with Strategic Priorities

Some 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 480 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 double enrollment in our online program over the past five years. With no additional state funding beyond enrollment growth funding, we now serve nearly 1,200 students in our residential and online programs. This will expand by an additional 300 residential students over the next two years as our campus in Morganton opens in August 2022 and reaches full enrollment 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 high-level STEM synchronous virtual courses, with students having the option to take just a single NCSSM course or several to augment their home high school curriculum. Most of our partner schools are in rural parts of our state. 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.

Our Strategic Plan is also guiding the planning and development of the program for our new campus in Morganton. The academic program on this campus will have specialized curriculum focused on data science in and across disciplines. Also, this campus is located in a more rural part of our state and is allowing us to make greater connections in western NC. We will have unique summer programs that will serve students in this region of our state.

In our planning for opening our second campus, 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 will have responsibility for their Division across both campuses and our online and extended programs. We believe that the institutional organization structure we have developed for operating as one institution with two equal campuses will allow us to be both efficient and effective.

As we have been growing significantly as an institution over the past five years with the expansion of our online, extended, 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 increase the diversity of students in our programs, we have expanded our diversity, equity, and inclusion efforts. In alignment with our institutional strategic plan, we reprioritized our funding to hire our first ever Chief Diversity Officer to help us make sure that we are best prepared to support our student population as we increase both in numbers and diversity.

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 to begin moving employees toward our fair-market compensation benchmarks.

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 core 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. We believe that NCSSM does a very effective job in accomplishing our mission within the resources at our disposal.

**North Carolina School of Science and Mathematics  
FY 2022-23 All-Funds Budget**

		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriations	\$ 38,124,678				\$ 38,124,678
	Tuition & Fees	\$ 850,358				\$ 850,358
	Sales & Services	\$ 520,000				\$ 520,000
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues	\$ 2,529,642				\$ 2,529,642
<b>Revenues Total</b>		<b>\$ 42,024,678</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 42,024,678</b>
Expenses	Salaries and Wages	\$ 21,642,479				\$ 21,642,479
	Staff Benefits	\$ 8,295,649				\$ 8,295,649
	Supplies, Materials, & Equip.	\$ 3,573,525				\$ 3,573,525
	Services	\$ 6,655,740				\$ 6,655,740
	Scholarships & Fellowships	\$ -				\$ -
	Debt Service	\$ 355,394				\$ 355,394
	Utilities	\$ 1,447,278				\$ 1,447,278
	Other Expenses	\$ 54,613				\$ 54,613
<b>Expenses Total</b>		<b>\$ 42,024,678</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 42,024,678</b>
<b>Net Transfers</b>						<b>\$ -</b>

**North Carolina School of Science and Mathematics - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Academic Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 17,620,522				\$ 17,620,522
	Sales & Services	\$ 490,000				\$ 490,000
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues	\$ 1,551,269				\$ 1,551,269
<b>Revenues Total</b>		<b>\$ 19,661,791</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 19,661,791</b>
Expenses	Salaries and Wages	\$ 10,792,434				\$ 10,792,434
	Staff Benefits	\$ 3,987,589				\$ 3,987,589
	Supplies, Materials, & Equipment	\$ 2,788,863				\$ 2,788,863
	Services	\$ 2,063,064				\$ 2,063,064
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses	\$ 29,841				\$ 29,841
<b>Expenses Total</b>		<b>\$ 19,661,791</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 19,661,791</b>
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Distance Education</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,100,274				\$ 2,100,274
	Sales & Services					\$ -
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues	\$ 127,427				\$ 127,427
<b>Revenues Total</b>		<b>\$ 2,227,701</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,227,701</b>
Expenses	Salaries and Wages	\$ 1,498,227				\$ 1,498,227
	Staff Benefits	\$ 612,613				\$ 612,613
	Supplies, Materials, & Equipment	\$ 41,500				\$ 41,500
	Services	\$ 70,361				\$ 70,361
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses	\$ 5,000				\$ 5,000
<b>Expenses Total</b>		<b>\$ 2,227,701</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,227,701</b>
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**North Carolina School of Science and Mathematics - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>University Administration</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,481,064				\$ 2,481,064
	Sales & Services	\$ 30,000				\$ 30,000
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues	\$ 187,189				\$ 187,189
<b>Revenues Total</b>		<b>\$ 2,698,253</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,698,253</b>
Expenses	Salaries and Wages	\$ 1,663,387				\$ 1,663,387
	Staff Benefits	\$ 631,392				\$ 631,392
	Supplies, Materials, & Equipment	\$ 76,897				\$ 76,897
	Services	\$ 318,570				\$ 318,570
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses	\$ 8,007				\$ 8,007
<b>Expenses Total</b>		<b>\$ 2,698,253</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,698,253</b>
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Business Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,518,014				\$ 1,518,014
	Sales & Services					\$ -
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues					\$ -
<b>Revenues Total</b>		<b>\$ 1,518,014</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,518,014</b>
Expenses	Salaries and Wages	\$ 934,092				\$ 934,092
	Staff Benefits	\$ 369,922				\$ 369,922
	Supplies, Materials, & Equipment	\$ 15,000				\$ 15,000
	Services	\$ 194,000				\$ 194,000
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses	\$ 5,000				\$ 5,000
<b>Expenses Total</b>		<b>\$ 1,518,014</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,518,014</b>
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**North Carolina School of Science and Mathematics - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Facilities</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 5,390,762			\$	5,390,762
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$	-
	Other Revenues	\$ 4,213			\$	4,213
<b>Revenues Total</b>		<b>\$ 5,394,975</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,394,975</b>
Expenses	Salaries and Wages	\$ 665,436			\$	665,436
	Staff Benefits	\$ 307,908			\$	307,908
	Supplies, Materials, & Equipment	\$ 310,000			\$	310,000
	Services	\$ 2,303,959			\$	2,303,959
	Scholarships & Fellowships	\$ -			\$	-
	Debt Service	\$ 355,394			\$	355,394
	Utilities	\$ 1,447,278			\$	1,447,278
	Other Expenses	\$ 5,000			\$	5,000
<b>Expenses Total</b>		<b>\$ 5,394,975</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,394,975</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Human Resources</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 530,176			\$	530,176
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 530,176</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 530,176</b>
Expenses	Salaries and Wages	\$ 376,364			\$	376,364
	Staff Benefits	\$ 137,562			\$	137,562
	Supplies, Materials, & Equipment	\$ 3,860			\$	3,860
	Services	\$ 11,125			\$	11,125
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses	\$ 1,265			\$	1,265
<b>Expenses Total</b>		<b>\$ 530,176</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 530,176</b>
Transfers	Transfers In				\$	-
	Transfers Out				\$	-
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

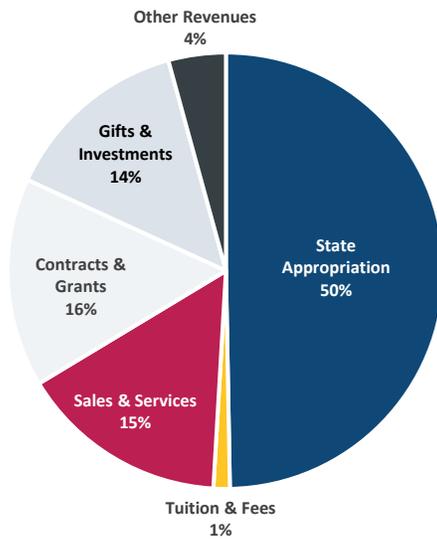
**North Carolina School of Science and Mathematics - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Information Technology</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,618,717				\$ 1,618,717
	Sales & Services					\$ -
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues					\$ -
<b>Revenues Total</b>		<b>\$ 1,618,717</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,618,717</b>
Expenses	Salaries and Wages	\$ 844,748				\$ 844,748
	Staff Benefits	\$ 306,646				\$ 306,646
	Supplies, Materials, & Equipment	\$ 220,000				\$ 220,000
	Services	\$ 247,323				\$ 247,323
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 1,618,717</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,618,717</b>
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Advancement</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 128,838				\$ 128,838
	Sales & Services					\$ -
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues	\$ 595,599				\$ 595,599
<b>Revenues Total</b>		<b>\$ 724,437</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 724,437</b>
Expenses	Salaries and Wages	\$ 539,452				\$ 539,452
	Staff Benefits	\$ 179,410				\$ 179,410
	Supplies, Materials, & Equipment	\$ 5,575				\$ 5,575
	Services					\$ -
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		<b>\$ 724,437</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 724,437</b>
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

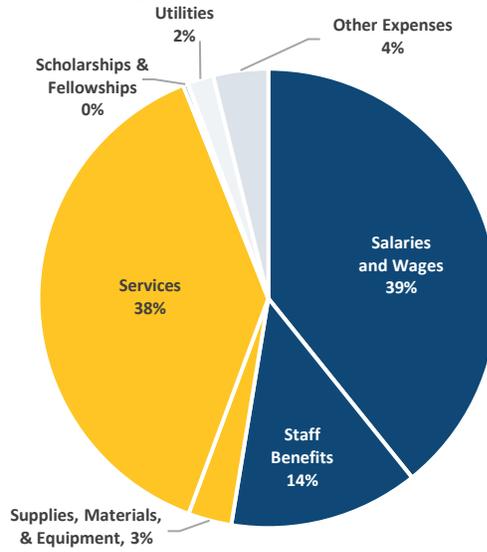
**North Carolina School of Science and Mathematics - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Student Life</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>						\$ -
Revenues	State Appropriation, Tuition, & Fees	\$ 7,586,669				\$ 7,586,669
	Sales & Services					\$ -
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues	\$ 63,945				\$ 63,945
<b>Revenues Total</b>		\$ 7,650,614	\$ -	\$ -	\$ -	\$ 7,650,614
Expenses	Salaries and Wages	\$ 4,328,339				\$ 4,328,339
	Staff Benefits	\$ 1,762,607				\$ 1,762,607
	Supplies, Materials, & Equipment	\$ 111,830				\$ 111,830
	Services	\$ 1,447,338				\$ 1,447,338
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses	\$ 500				\$ 500
<b>Expenses Total</b>		\$ 7,650,614	\$ -	\$ -	\$ -	\$ 7,650,614
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		\$ -	\$ -	\$ -	\$ -	\$ -
<b>Ending Fund Balance</b>		\$ -	\$ -	\$ -	\$ -	\$ -

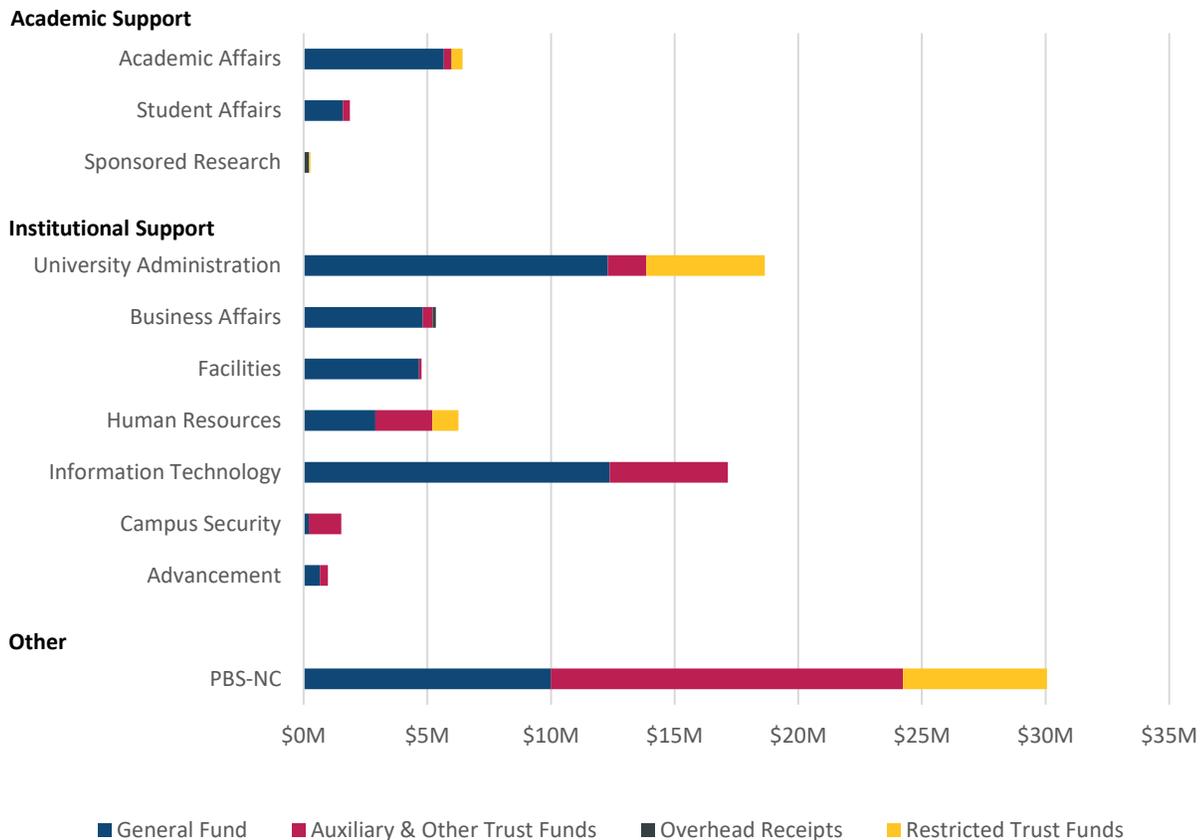
### Budgeted Revenue (FY23)



### Budgeted Expenses (FY23)



### Operating Expenses by Unit



## UNC System Office FY 2023 All-Funds Budget Narrative

The UNC System Office houses the offices of the president and senior administrative staff. This core administrative staff researches, recommends, and executes 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 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 FY23 System Office All-Funds Budget, which provides a comprehensive and transparent resource allocation plan focused on advancing the University's strategic goals, improving efficiency, and managing risk to promote financial sustainability of the organization.

### **Progress towards system-wide strategic goals.**

The UNC System strategic plan set ambitious goals for access, student success, and economic impact. More recently, the Board of Governors has set measurable goals for the president on 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:** Academic Affairs has realigned resources to better support key initiatives, such as student mental health, improving college transfer, the Common (Course) Numbering System implementation, and the System Educational Career Alignment study.
- **Data Reporting Capacity:** The System Office's data footprint has grown rapidly over the last several years, particularly with the buildout of the Student, HR, and Finance Data Marts. Our current data warehousing and reporting infrastructure cannot scale to meet demand, resulting in slow system processing times. Planned enhancements will improve scalability and significantly increase processing capacity to support both System Office and campus analytics and reporting needs in a more timely manner.
- **Enhanced Financial Analysis:** Augmenting the Finance Data Mart team will better position the System Office to facilitate system-wide reporting and analysis of campus financial data. This expertise is vital to maturing our All-Funds Budget process, informing future changes to the funding model, and better understanding our system's financial performance.
- **Capital Planning:** Resources have been allocated to enhance our capital planning team, which is leading the implementation of our State Construction and Infrastructure Fund (SCIF) R&R program. This program involves coordination, monitoring, and oversight of roughly 400 projects totaling an

estimated \$980 million across all UNC institutions. Funds will also support enhanced engagement with campuses on facility master plans and space utilization.

- **P-12 Program Leadership:** The Strategy and Policy Division has prioritized its resources to provide strengthened leadership and oversight of our P-12 programs and initiatives, which is particularly important given the recent expansion of the Lab Schools program and the system's leadership role in the Science of Reading.
- **Financial Aid Consolidation and Simplification:** Research suggests that complexity and confusion can blunt the impact of grant programs because it leads many low-income and first-generation students to believe that college is out of reach. To maximize the impact of our state's significant investments in student aid, SEAA is working with representatives from UNC and the NC Community College System to consolidate multiple State need-based aid programs into one simplified program.

### **Improved efficiency**

As stewards of taxpayer funds, the UNC System Office has a responsibility to continually look for ways to generate greater value with its limited resources. In this inaugural year implementing the All-Funds Budget, the System Office took significant time scrutinizing revenues and expenses. This exercise helped identify gaps in our budgeting practices and opportunities to improve our business processes moving forward. The improved visibility provided by the All-Funds Budget is also helping the System Office better understand the costs of various activities and evaluate alternatives. For example, the System Office will save campuses money by outsourcing charitable registration services previously done in-house at a higher cost. We have also implemented an online Title IX training solution that more cost-effectively meets campus training needs and enables staff resources to focus on Enterprise Risk Management.

### **Financial sustainability and enterprise risks**

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. Our Risk Review Board meets monthly to discuss how we identify risks, establish risk tolerance levels, and mitigate risk beyond those levels. Below are examples of how the System Office is aligning its resources to support enterprise risk management:

- **Campus Security:** Staffing and equipping the Samarqand 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 System Office has also dedicated resources to support comprehensive tabletop training exercises for each campus.
- **Information Security:** The System Office is working closely with campuses to improve our system's cybersecurity posture. We are developing a partnership with the State's Joint Cybersecurity Task Force, which provides security incident response and coordination, forensics, resource support and technical assistance to educational and governmental entities, as well as leveraging MCNC and internal audit resources to conduct vulnerability assessments.
- **Talent Management:** Given the competitiveness of the post-pandemic labor market, it is critical that the UNC System has well-designed, market-based salary ranges for all employee classifications to strengthen our workforce systemwide. Resources have been earmarked to support efforts to redesign EHRA employee salary ranges, as well as provide technical assistance to the Office of State Human Resources to transition career-banded SHRA classifications to the State's new compensation structure.

**UNC System Office (including PBS NC)  
FY 2022-23 All-Funds Budget**

		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriations	\$ 46,992,973				\$ 46,992,973
	Tuition & Fees		\$ 1,145,000			\$ 1,145,000
	Sales & Services	\$ 39,049	\$ 11,524,985		\$ 3,032,336	\$ 14,596,370
	Patient Services					\$ -
	Contracts & Grants		\$ 630,000	\$ 350,000	\$ 13,656,788	\$ 14,636,788
	Gifts & Investments		\$ 13,100,000		\$ 45,354	\$ 13,145,354
	Other Revenues	\$ 3,970,168	\$ 50,000			\$ 4,020,168
<b>Revenues Total</b>		<b>\$ 51,002,190</b>	<b>\$ 26,449,985</b>	<b>\$ 350,000</b>	<b>\$ 16,734,478</b>	<b>\$ 94,536,653</b>
Expenses	Salaries and Wages	\$ 26,230,424	\$ 9,052,989	\$ 232,795	\$ 2,399,814	\$ 37,916,022
	Staff Benefits	\$ 9,049,934	\$ 2,977,933	\$ 91,750	\$ 769,214	\$ 12,888,831
	Supplies, Materials, & Equip.	\$ 1,380,068	\$ 1,281,677		\$ 291,173	\$ 2,952,918
	Services	\$ 16,425,558	\$ 12,114,405		\$ 8,483,866	\$ 37,023,829
	Scholarships & Fellowships	\$ 308,922				\$ 308,922
	Debt Service		\$ 37,200			\$ 37,200
	Utilities	\$ 1,762,000				\$ 1,762,000
	Other Expenses	\$ 3,281,743	\$ 188,623	\$ 40,000	\$ 221,230	\$ 3,731,596
<b>Expenses Total</b>		<b>\$ 58,438,649</b>	<b>\$ 25,652,827</b>	<b>\$ 364,545</b>	<b>\$ 12,165,297</b>	<b>\$ 96,621,318</b>
<b>Net Transfers</b>		<b>\$ 7,436,459</b>	<b>\$ 608,282</b>	<b>\$ -</b>	<b>\$ (4,346,861)</b>	<b>\$ 3,697,880</b>

**NC State Education Assistance Authority (SEAA)  
FY 2022-23 All-Funds Budget**

		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriations	\$ 378,189,135				\$ 378,189,135
	Tuition & Fees					\$ -
	Sales & Services				\$ 2,734,249	\$ 2,734,249
	Patient Services					\$ -
	Contracts & Grants				\$ 2,579,500	\$ 2,579,500
	Gifts & Investments				\$ 253,214	\$ 253,214
	Other Revenues	\$ 78,481,975			\$ 47,599,566	\$ 126,081,541
<b>Revenues Total</b>		<b>\$ 456,671,110</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 53,166,529</b>	<b>\$ 509,837,639</b>
Expenses	Salaries and Wages		\$ 169,327		\$ 2,912,284	\$ 3,081,611
	Staff Benefits		\$ 72,569		\$ 1,248,122	\$ 1,320,691
	Supplies, Materials, & Equipment				\$ 1,177,327	\$ 1,177,327
	Services				\$ 19,215,889	\$ 19,215,889
	Scholarships & Fellowships				\$ 481,362,586	\$ 481,362,586
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses				\$ 281,971	\$ 281,971
<b>Expenses Total</b>		<b>\$ -</b>	<b>\$ 241,896</b>	<b>\$ -</b>	<b>\$ 506,198,179</b>	<b>\$ 506,440,075</b>
<b>Net Transfers</b>		<b>\$ (456,671,110)</b>	<b>\$ 241,896</b>	<b>\$ -</b>	<b>\$ 456,671,110</b>	<b>\$ 241,896</b>

**UNC System Office - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Academic Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 4,156,764				\$ 4,156,764
	Sales & Services		\$ 115,000		\$ 401,820	\$ 516,820
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments				\$ 8,000	\$ 8,000
	Other Revenues					\$ -
<b>Revenues Total</b>		\$ 4,156,764	\$ 115,000	\$ -	\$ 409,820	\$ 4,681,584
Expenses	Salaries and Wages	\$ 3,070,823	\$ 120,985	\$ 7,655	\$ 323,102	\$ 3,522,564
	Staff Benefits	\$ 974,498	\$ 45,206	\$ 2,880	\$ 112,641	\$ 1,135,225
	Supplies, Materials, & Equipment	\$ 111,443			\$ 450	\$ 111,893
	Services	\$ 1,512,832	\$ 136,000			\$ 1,648,832
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses				\$ 5,000	\$ 5,000
<b>Expenses Total</b>		\$ 5,669,596	\$ 302,191	\$ 10,535	\$ 441,193	\$ 6,423,514
Transfers	Transfers In	\$ 9,784,598	\$ 187,191	\$ 10,535	\$ 8,000,000	\$ 17,982,324
	Transfers Out	\$ 8,271,766			\$ 8,056,531	\$ 16,328,297
<b>Net Transfers</b>		\$ 1,512,832	\$ 187,191	\$ 10,535	\$ (56,531)	\$ 1,654,027
<b>Student Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,708,940	\$ 295,000			\$ 2,003,940
	Sales & Services					\$ -
	Patient Services					\$ -
	Contracts & Grants				\$ 875,000	\$ 875,000
	Gifts & Investments					\$ -
	Other Revenues					\$ -
<b>Revenues Total</b>		\$ 1,708,940	\$ 295,000	\$ -	\$ 875,000	\$ 2,878,940
Expenses	Salaries and Wages	\$ 942,571	\$ 55,683			\$ 998,254
	Staff Benefits	\$ 332,447	\$ 20,519			\$ 352,966
	Supplies, Materials, & Equipment		\$ 3,000			\$ 3,000
	Services		\$ 209,268			\$ 209,268
	Scholarships & Fellowships	\$ 308,922				\$ 308,922
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		\$ 1,583,940	\$ 288,470	\$ -	\$ -	\$ 1,872,410
Transfers	Transfers In					\$ -
	Transfers Out	\$ 125,000	\$ 31,732		\$ 875,000	\$ 1,031,732
<b>Net Transfers</b>		\$ (125,000)	\$ (31,732)	\$ -	\$ (875,000)	\$ (1,031,732)

**UNC System Office - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Sponsored Research</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees				\$	-
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants			\$ 350,000	\$	350,000
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		\$ -	\$ -	\$ 350,000	\$ -	\$ <b>350,000</b>
Expenses	Salaries and Wages			\$ 137,138	\$ 38,212	\$ <b>175,350</b>
	Staff Benefits			\$ 47,368	\$ 14,378	\$ <b>61,746</b>
	Supplies, Materials, & Equipment				\$	-
	Services				\$	-
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses			\$ 40,000	\$	\$ <b>40,000</b>
<b>Expenses Total</b>		\$ -	\$ -	\$ 224,506	\$ 52,591	\$ <b>277,096</b>
Transfers	Transfers In			\$ 224,506	\$ 52,591	\$ <b>277,096</b>
	Transfers Out				\$	-
<b>Net Transfers</b>		\$ -	\$ -	\$ 224,506	\$ 52,591	\$ <b>277,096</b>
<b>University Administration</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 9,859,928			\$	\$ <b>9,859,928</b>
	Sales & Services		\$ 320,900		\$ 1,595,000	\$ <b>1,915,900</b>
	Patient Services				\$	-
	Contracts & Grants				\$ 6,962,403	\$ <b>6,962,403</b>
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		\$ 9,859,928	\$ 320,900	\$ -	\$ 8,557,403	\$ <b>18,738,231</b>
Expenses	Salaries and Wages	\$ 7,262,300	\$ 432,954		\$ 936,451	\$ <b>8,631,705</b>
	Staff Benefits	\$ 2,266,025	\$ 149,294		\$ 303,141	\$ <b>2,718,460</b>
	Supplies, Materials, & Equipment	\$ 338,167			\$ 251,050	\$ <b>589,217</b>
	Services	\$ 2,426,936	\$ 977,900		\$ 3,112,930	\$ <b>6,517,766</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses		\$ 8,658		\$ 186,517	\$ <b>195,175</b>
<b>Expenses Total</b>		\$ 12,293,428	\$ 1,568,806	\$ -	\$ 4,790,090	\$ <b>18,652,323</b>
Transfers	Transfers In	\$ 2,433,500	\$ 1,277,905	\$ -	\$ -	\$ <b>3,711,405</b>
	Transfers Out	\$ -	\$ 31,999	\$ -	\$ 3,358,688	\$ <b>3,390,687</b>
<b>Net Transfers</b>		\$ 2,433,500	\$ 1,245,906	\$ -	\$ (3,358,688)	\$ <b>320,718</b>

**UNC System Office - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Business Affairs</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 4,817,446				\$ 4,817,446
	Sales & Services					\$ -
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues					\$ -
<b>Revenues Total</b>		\$ 4,817,446	\$ -	\$ -	\$ -	\$ 4,817,446
Expenses	Salaries and Wages	\$ 3,121,988	\$ 231,676	\$ 88,002		\$ 3,441,666
	Staff Benefits	\$ 1,091,317	\$ 129,574	\$ 41,502		\$ 1,262,393
	Supplies, Materials, & Equipment	\$ 54,903				\$ 54,903
	Services	\$ 549,238	\$ 38,800			\$ 588,038
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities					\$ -
	Other Expenses					\$ -
<b>Expenses Total</b>		\$ 4,817,446	\$ 400,050	\$ 129,504	\$ -	\$ 5,347,000
Transfers	Transfers In		\$ 400,050	\$ 129,504		\$ 529,554
	Transfers Out		\$ 32,800			\$ 32,800
<b>Net Transfers</b>		\$ -	\$ 367,250	\$ 129,504	\$ -	\$ 496,754
<b>Facilities</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 912,201				\$ 912,201
	Sales & Services					\$ -
	Patient Services					\$ -
	Contracts & Grants					\$ -
	Gifts & Investments					\$ -
	Other Revenues	\$ 3,750,000				\$ 3,750,000
<b>Revenues Total</b>		\$ 4,662,201	\$ -	\$ -	\$ -	\$ 4,662,201
Expenses	Salaries and Wages	\$ 137,346	\$ 61,842			\$ 199,188
	Staff Benefits	\$ 56,879	\$ 31,474			\$ 88,353
	Supplies, Materials, & Equipment		\$ 350			\$ 350
	Services	\$ 4,105,976				\$ 4,105,976
	Scholarships & Fellowships					\$ -
	Debt Service					\$ -
	Utilities	\$ 362,000				\$ 362,000
	Other Expenses		\$ 6,700			\$ 6,700
<b>Expenses Total</b>		\$ 4,662,201	\$ 100,366	\$ -	\$ -	\$ 4,762,567
Transfers	Transfers In					\$ -
	Transfers Out					\$ -
<b>Net Transfers</b>		\$ -	\$ -	\$ -	\$ -	\$ -

**UNC System Office - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Human Resources</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,675,549			\$	<b>2,675,549</b>
	Sales & Services		\$ 1,110,600		\$ 1,035,516	<b>2,146,116</b>
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$ 37,354	<b>37,354</b>
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 2,675,549</b>	<b>\$ 1,110,600</b>	<b>\$ -</b>	<b>\$ 1,072,870</b>	<b>\$ 4,859,019</b>
Expenses	Salaries and Wages	\$ 1,776,474	\$ 1,255,642		\$ 750,865	<b>3,782,981</b>
	Staff Benefits	\$ 690,580	\$ 352,939		\$ 268,461	<b>1,311,980</b>
	Supplies, Materials, & Equipment	\$ 41,145	\$ 52,000		\$ 13,000	<b>106,145</b>
	Services	\$ 388,350	\$ 560,900		\$	<b>949,250</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses		\$ 85,445		\$ 29,713	<b>115,158</b>
<b>Expenses Total</b>		<b>\$ 2,896,549</b>	<b>\$ 2,306,926</b>	<b>\$ -</b>	<b>\$ 1,062,039</b>	<b>\$ 6,265,514</b>
Transfers	Transfers In	\$ 221,000	\$ 977,621		\$	<b>1,198,621</b>
	Transfers Out		\$ 110,560		\$ 56,642	<b>167,202</b>
<b>Net Transfers</b>		<b>\$ 221,000</b>	<b>\$ 867,061</b>	<b>\$ -</b>	<b>\$ (56,642)</b>	<b>\$ 1,031,419</b>
<b>Information Technology</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 11,914,488			\$	<b>11,914,488</b>
	Sales & Services		\$ 4,451,144		\$	<b>4,451,144</b>
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 11,914,488</b>	<b>\$ 4,451,144</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 16,365,632</b>
Expenses	Salaries and Wages	\$ 3,583,821	\$ 1,918,492		\$	<b>5,502,313</b>
	Staff Benefits	\$ 1,303,873	\$ 635,623		\$	<b>1,939,496</b>
	Supplies, Materials, & Equipment	\$ 774,411	\$ 43,000		\$	<b>817,411</b>
	Services	\$ 6,712,510	\$ 2,170,601		\$	<b>8,883,111</b>
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses		\$ 14,000		\$	<b>14,000</b>
<b>Expenses Total</b>		<b>\$ 12,374,615</b>	<b>\$ 4,781,716</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 17,156,331</b>
Transfers	Transfers In	\$ 460,127	\$ 735,698		\$	<b>1,195,825</b>
	Transfers Out		\$ 219,122		\$	<b>219,122</b>
<b>Net Transfers</b>		<b>\$ 460,127</b>	<b>\$ 516,576</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 976,703</b>

**UNC System Office - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>Campus Security</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 202,097	\$ 850,000		\$	1,052,097
	Sales & Services				\$	-
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 202,097</b>	<b>\$ 850,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,052,097</b>
Expenses	Salaries and Wages	\$ 148,926	\$ 466,110		\$	615,037
	Staff Benefits	\$ 47,171	\$ 158,760		\$	205,931
	Supplies, Materials, & Equipment	\$ 6,000	\$ 10,000		\$	16,000
	Services		\$ 685,940		\$	685,940
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses				\$	-
<b>Expenses Total</b>		<b>\$ 202,097</b>	<b>\$ 1,320,810</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,522,908</b>
Transfers	Transfers In				\$	-
	Transfers Out		\$ 278,489		\$	278,489
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ (278,489)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (278,489)</b>
<b>Advancement</b>		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 664,691			\$	664,691
	Sales & Services		\$ 317,567		\$	317,567
	Patient Services				\$	-
	Contracts & Grants				\$	-
	Gifts & Investments				\$	-
	Other Revenues				\$	-
<b>Revenues Total</b>		<b>\$ 664,691</b>	<b>\$ 317,567</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 982,258</b>
Expenses	Salaries and Wages	\$ 431,420	\$ 136,456		\$	567,876
	Staff Benefits	\$ 179,272	\$ 54,041		\$	233,313
	Supplies, Materials, & Equipment	\$ 53,999			\$	53,999
	Services		\$ 75,000		\$	75,000
	Scholarships & Fellowships				\$	-
	Debt Service				\$	-
	Utilities				\$	-
	Other Expenses		\$ 43,820		\$	43,820
<b>Expenses Total</b>		<b>\$ 664,691</b>	<b>\$ 309,317</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 974,008</b>
Transfers	Transfers In				\$	-
	Transfers Out		\$ 8,250		\$	8,250
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ (8,250)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (8,250)</b>

**UNC System Office - Unit Breakout  
FY 2022-23 All-Funds Budget**

<b>PBS-NC</b>		<b>General Fund</b>	<b>Auxiliary &amp; Other Trust Funds</b>	<b>Overhead Receipts</b>	<b>Restricted Trust Funds</b>	<b>Total</b>
Revenues	State Appropriation, Tuition, & Fees	\$ 9,953,295			\$	<b>9,953,295</b>
	Sales & Services	\$ 39,049	\$ 200,000		\$	<b>239,049</b>
	Patient Services				\$	<b>-</b>
	Contracts & Grants		\$ 630,000		\$ 5,819,385	<b>6,449,385</b>
	Gifts & Investments		\$ 13,100,000		\$	<b>13,100,000</b>
	Other Revenues		\$ 50,000		\$	<b>50,000</b>
<b>Revenues Total</b>		<b>\$ 9,992,344</b>	<b>\$ 13,980,000</b>	<b>\$ -</b>	<b>\$ 5,819,385</b>	<b>\$ 29,791,729</b>
Expenses	Salaries and Wages	\$ 5,754,756	\$ 4,373,149		\$ 351,183	<b>10,479,088</b>
	Staff Benefits	\$ 2,107,872	\$ 1,400,503		\$ 70,593	<b>3,578,968</b>
	Supplies, Materials, & Equipment		\$ 1,173,327		\$ 26,673	<b>1,200,000</b>
	Services	\$ 729,716	\$ 7,259,996		\$ 5,370,936	<b>13,360,648</b>
	Scholarships & Fellowships				\$	<b>-</b>
	Debt Service		\$ 37,200		\$	<b>37,200</b>
	Utilities	\$ 1,400,000			\$	<b>1,400,000</b>
	Other Expenses				\$	<b>-</b>
<b>Expenses Total</b>		<b>\$ 9,992,344</b>	<b>\$ 14,244,175</b>	<b>\$ -</b>	<b>\$ 5,819,385</b>	<b>\$ 30,055,904</b>
Transfers	Transfers In		\$ 264,175		\$	<b>264,175</b>
	Transfers Out				\$	<b>-</b>
<b>Net Transfers</b>		<b>\$ -</b>	<b>\$ 264,175</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 264,175</b>



## AGENDA ITEM

A-3. Report on FY 2021 UNC System Debt Capacity Study .....Jennifer Haygood

**Situation:** The University of North Carolina System Office is required to prepare and submit to the General Assembly a Debt Capacity Study detailing the System’s current debt load and capacity to borrow.

**Background:** G.S. 116D-56 requires the Board of Governors to annually advise the General Assembly and the Governor on the estimated debt capacity of the UNC System for the upcoming five years. The provision also requires each constituent institution to report current and anticipated debt levels, current bond rating and information about any changes to that rating, information about the institution’s debt management policies, and comparisons to peer institutions.

**Assessment:** The System Office has prepared the 2021 UNC System Debt Capacity Study in compliance with G.S. 116D-56. The study finds that all 16 institutions maintain or increase their debt capacity over the five-year study period, 10 institutions have increased their debt capacity compared to last year, and all 16 institutions have maintained or improved at least one of their primary financial ratios since the 2020 study.

**Action:** This item requires a vote by the committee, with a vote by the full Board of Governors through the consent agenda.

# ***UNC SYSTEM FY 2021 DEBT CAPACITY STUDY***

***Board of Governors  
Committee on Budget and Finance***

**May 25, 2022**

## ***Overview of FY 2021 Debt Capacity Study***

### **UNC System Report**

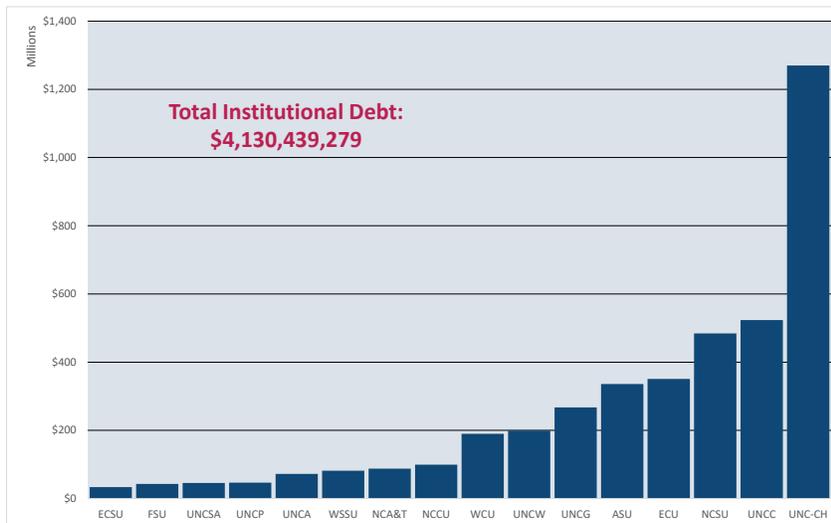
- G.S. 116D-56 requires the Board to advise stakeholders “on the **estimated debt capacity of The University of North Carolina for the upcoming five fiscal years.**”
- The Debt Capacity Study focuses on the following elements:
  - UNC System’s current approach to evaluating debt and the complexity of the credit rating process;
  - Assignment of each institution’s estimated debt capacity over a five-year period; and
  - Recommendations for the use of the Study and suggestions for future improvement.
- All 16 institutions maintained or increased their debt capacity over the five-year study period, 11 institutions have increased their debt capacity compared to last year, and all 16 institutions have improved or maintained at least one of their primary financial ratios since the 2020 study.

## Overview of FY 2021 Debt Capacity Study

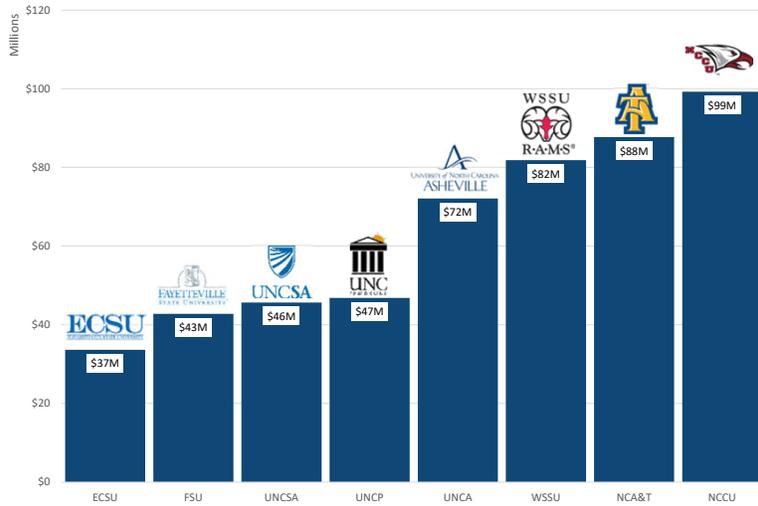
### Campus Reports

- Each campus report provides context for the institution's financial model and addresses the legislative requirements.
- Campus reports contain the following components:
  - Overview of recent enrollment trends and other general performance metrics;
  - Explanation of factors considered in setting growth factors;
  - Summary of projected results for the financial model's four financial ratios;
  - Current debt and credit profiles, including details on financed projects, sources of repayment, and recommendations for maintaining or improving the institution's credit rating; and
  - Copy of any existing debt management policy.

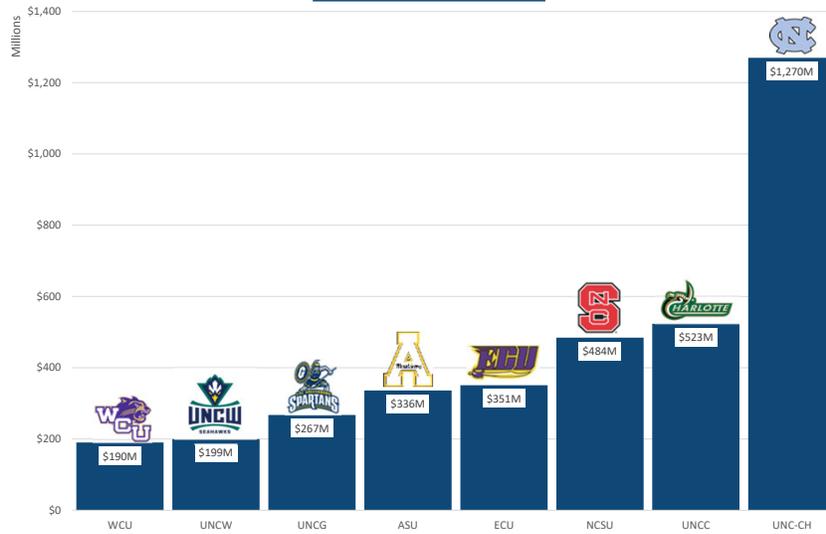
## FY 2021 Total Debt by Institution



### FY 2021 Total Debt by Institution with < \$100M in Total Debt



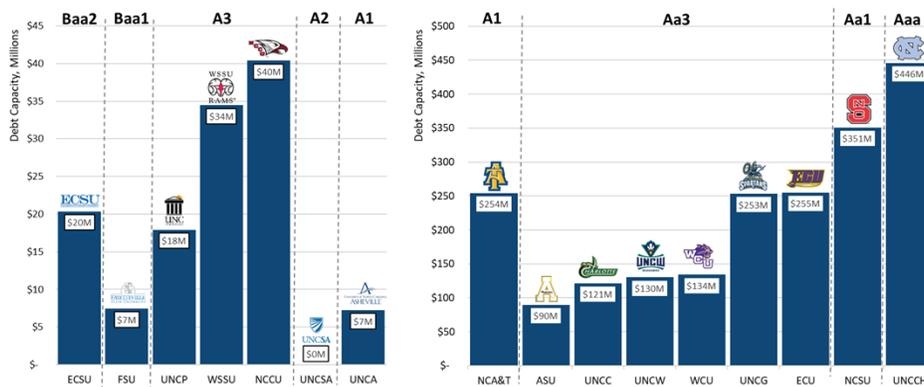
### FY 2021 Total Debt by Institution with > \$100M in Total Debt



## Debt Capacity Basics

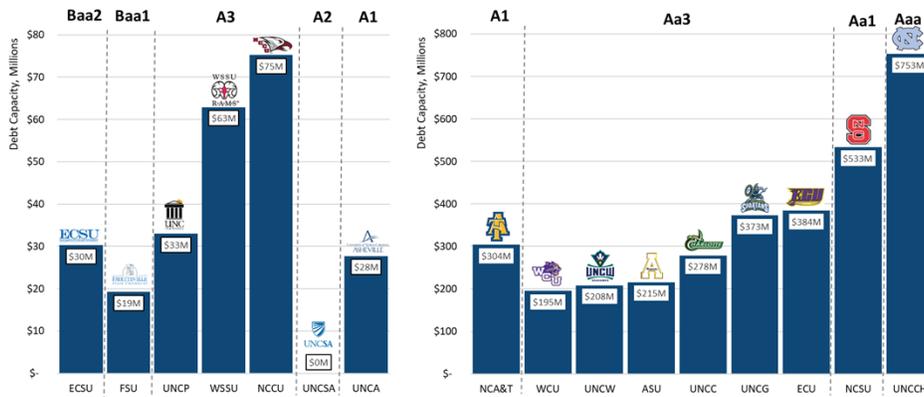
- What does “projected debt capacity,” as used in the Study, measure and mean?
  - Calculates debt capacity at the end of the Study Period, assuming each campus issues no additional debt other than financings already approved by the General Assembly
  - Paying down existing debt and projected growth in Available Funds generally lead to an increase in capacity
- Why might the debt capacity of a campus decrease in future years?
  - Issuance of additional debt not already captured in the model
  - Deterioration in factors incorporated in Available Funds calculation (investments, auxiliary revenues, etc.)

## Incremental Debt Capacity in FY 2022



Institutions showing no debt capacity have a debt to obligated resources ratio that is higher than the institution's target policy. FSU and UNCP are not currently rated by Moody's. FSU and UNCP have been grouped based on their corresponding ratings from Standard and Poor's.

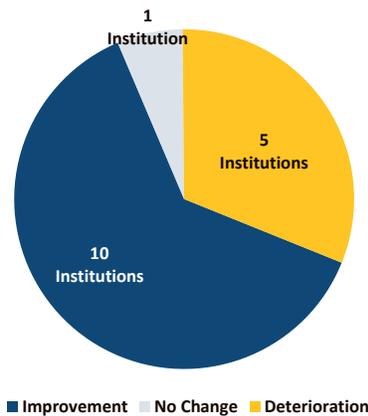
## Projected Incremental Debt Capacity in FY 2026



Institutions showing no debt capacity have a debt to obligated resources ratio that is higher than the institution's target policy. FSU and UNCP are not currently rated by Moody's. FSU and UNCP have been grouped based on their corresponding ratings from Standard and Poor's.

## Campus Debt Capacity Trends

### Debt Capacity vs. FY 2020 Study



### Breakdown of Debt Capacity Decreases

- Debt capacity can change when institutions issue new debt for capital projects, obligated resources decline, or institutions change their policy ratios.
  - UNCP: \$4.4M for a campus recreation project
  - UNC-CH: Adopted a more conservative ceiling ratio for Debt to Obligated Resources, decreasing their debt capacity

## Comparison of Campus Ratios: FY20 to FY21

Institution	Debt to Obligated Resources	5-Year Payout Ratio	Debt Service to Operating Expenses
ASU			
ECU			
ECSU			
FSU			
N.C. A&T			
NCCU			
NCSU			
UNCA			
UNCCH			
UNCC			
UNCG			
UNCP			
UNCW			
UNCSA			
WCU			
WSSU			

Improvement from prior year  
Decline from prior year  
No change from prior year



### Observations

- Fifteen institutions improved in at least one category.
- Six institutions improved in all three of the primary ratios.
- 5-Year Payout Ratio saw the most improvements from FY 2020.

11

## Campus Credit Ratings Used in the Study

Institution	Moody's	S&P	Fitch
ASU	Aa3		
ECSU	Baa2		
ECU	Aa3	AA-	
FSU		BBB+	A
NC A&T	A1		AA-
NCCU	A3		
NC State	Aa1	AA	
UNCA	A1		
UNC-CH	Aaa	AAA	AAA
UNCC	Aa3	A+	
UNCG	Aa3	A+	
UNCP		A-	
UNCSA	A2		
UNCW	Aa3		
WCU	Aa3		
WSSU	A3	BBB+	



### Observations

- No institutions had a ratings change during the study period.
- S&P is no longer providing a credit rating for UNCP's general revenue bonds. UNCP's A- rating is based on its rating from 2020 on its 2006B Pool Bonds that have since been retired.
- Since June 30, 2021, Moody's downgraded UNCA's general revenue bonds from A1 to A2. During this same period, Moody's and S&P improved the outlook to stable for NC A&T and they improved the outlook to positive for WSSU.

12



**THE  
UNIVERSITY OF  
NORTH CAROLINA  
SYSTEM**

# **Report on FY 2021 UNC System Debt Capacity Study**

**May 25, 2022**

# Table of Contents

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FY 2020-21 Debt Capacity Study	1
Recommendations	5
Appendix A: Key Definitions	8
Appendix B: Overview of UNC System Debt	9
Appendix C: Study Methodology and Background	10
Appendix D: Reports from Constituent Institutions	144

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## FY 2020-21 Debt Capacity Study

### Purpose of the Study

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 each constituent institution (collectively, the “**Institutions**”) of The University of North Carolina (the “**University**”) to provide the Board of Governors of the University (the “**Board**”) with an annual report on its current and anticipated debt levels. The Act requires that the University, in turn, submit to the Office of State Budget and Management, the Joint Legislative Commission on Governmental Operations, the State Treasurer, and The University of North Carolina System (the “**UNC System Office**”) an annual study incorporating each Institution Report.

This report (the “**Study**”) has been developed to address the Act’s mandate to advise stakeholders “on the estimated debt capacity of The University of North Carolina for the upcoming five fiscal years” and establish “guidelines for evaluating the University’s debt burden.”

The Act also requires the Board to submit a uniform report from each institution regarding its debt burden and anticipated debt levels, in addition to other data and information related to each institution’s fiscal management. Those Institution Reports are attached to the Study as **Appendix D**.

### Methodology Used

Since the Act defines “debt” for the purposes of the Study to exclude debt serviced with “funds appropriated from the General Fund of the State,” the Study primarily focuses on special obligation bonds issued under Article 3 of Chapter 116D (“**special obligation bonds**” or “**general revenue bonds**”), millennial campus bonds issued under Article 21B of Chapter 116, and other long-term debt issued on behalf of each institution to finance various capital facilities, including housing and other enterprise projects.

N.C. General Statute §116D-26(a) prohibits using the obligated resources of one institution to secure the debt of another institution, meaning the University has no debt capacity independent of its constituent institutions’ individual ability to issue debt. The Study does not, therefore, aggregate each institution’s individual debt levels and obligated resources to derive a system-wide debt capacity metric. Instead, the Study offers a comprehensive review of each institution’s debt capacity using the guidelines presented in the Act, which the UNC System Office has presented in detail in the Institution Reports included as part of **Appendix D**.

The Act expressly requires the University to establish guidelines for two ratios—**debt to obligated resources** and a **five-year payout ratio**. The Study also includes a ratio that is more widely used to measure a public university’s debt burden—**debt service to operating expenses**. For more details on the ratios, see the information under the caption “Description of Ratios” on the following page.

The Study is based on a financial model that has been developed to measure three ratios on a pro forma basis over the next five years (the “**Study Period**”). Recognizing the wide diversity in enrollment, funding sources, and missions across each institution, the UNC System has worked with each institution to establish tailored and meaningful target policies for its respective ratios.

**While an institution’s ultimate debt capacity is affected by numerous quantitative and qualitative factors, for the purposes of the Study, “estimated debt capacity” is defined as the maximum amount of debt each institution could issue without exceeding its ceiling ratio for debt to obligated resources in any single year of the study period.**

## Description of Ratios

The model considers the following three ratios:

### Statutory Ratios

Ratio	Explanation	Commentary
Debt to Obligated Resources	Compares each institution's outstanding debt to the funds legally available to service its debt	<ul style="list-style-type: none"> <li>Provides a general indication of an institution's ability to repay debt from wealth that can be accessed over time</li> <li>Tied to the statutory framework for institution debt, so ratio is not used outside the State</li> </ul>
Five-Year Payout	Measures the percentage of each institution's debt to be retired within the subsequent five year period	<ul style="list-style-type: none"> <li>Indicates how rapidly an institution's debt is amortizing and how much additional debt capacity may be created in the near term</li> <li>Five year horizon is not widely used</li> </ul>

### Supplementary Ratio

Ratio	Explanation	Commentary
Debt Service to Operations	Measures debt service burden as a percentage of each institution's total operating expenses	<ul style="list-style-type: none"> <li>Indicates an institution's operating flexibility to finance existing requirements and new initiatives</li> <li>Uses expenses rather than revenues because expenses tend to be more stable year-over-year</li> <li>Permits comparison to peers outside the State</li> </ul>

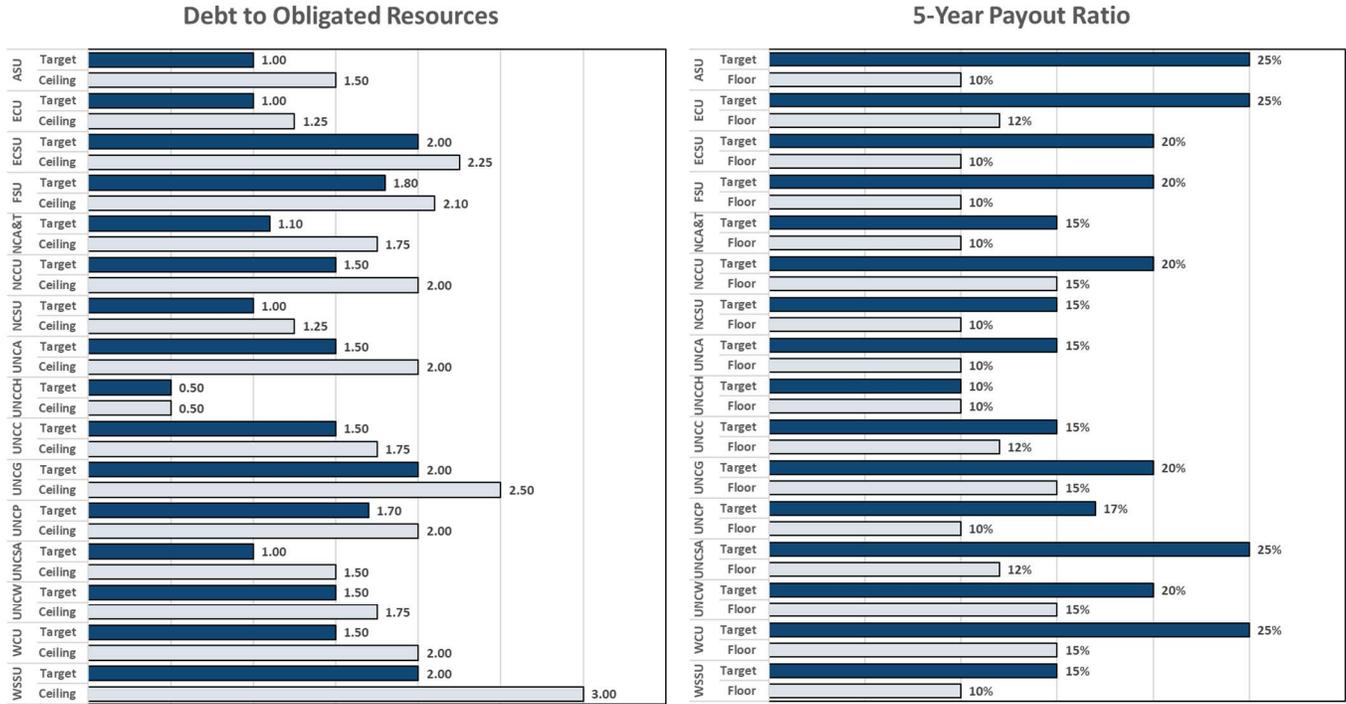
The first two ratios—**debt to obligated resources** and **five-year payout**—are mandated by the Act. While the ratios provide useful snapshots of each institution's debt profile and fiscal condition, the two ratios are not used outside of North Carolina. To provide additional data points and peer comparisons, the Study tracks an additional ratio—**debt service to operations**.

Note that the Study uses each institution's "Available Funds" as a proxy for its obligated resources. "Available Funds" is reported publicly by each institution with outstanding general revenue bond debt and reflects how Article 3's "obligated resources" concept has been translated into the bond documentation governing each institution's general revenue bonds. The two concepts are identical for most institutions, but to the extent there is any discrepancy, "Available Funds" will produce a lower, more conservative figure.

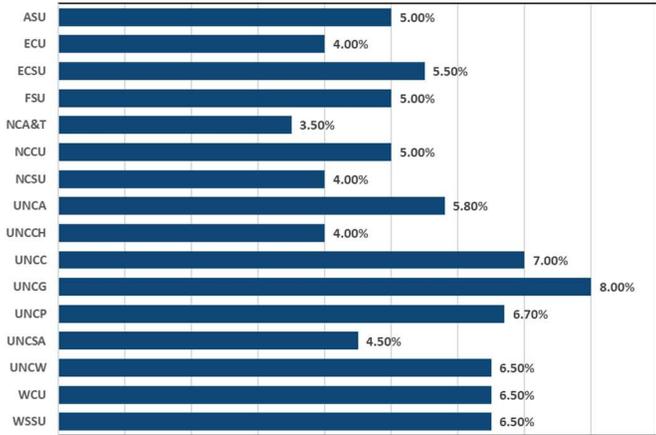
See **Appendix A** for more information on the ratios and the definitions for related terms.

### Overview of Target and Policy Ratios

For the two statutorily-required ratios—**debt to obligated resources** and the **five-year payout ratio**—each institution has set both a target ratio and a floor or ceiling policy, as applicable. The target and policy ratios are summarized below. See **Appendix C** for more information on the methodology each institution used in setting its target and policy ratios.



### Debt Service to Operations Policy

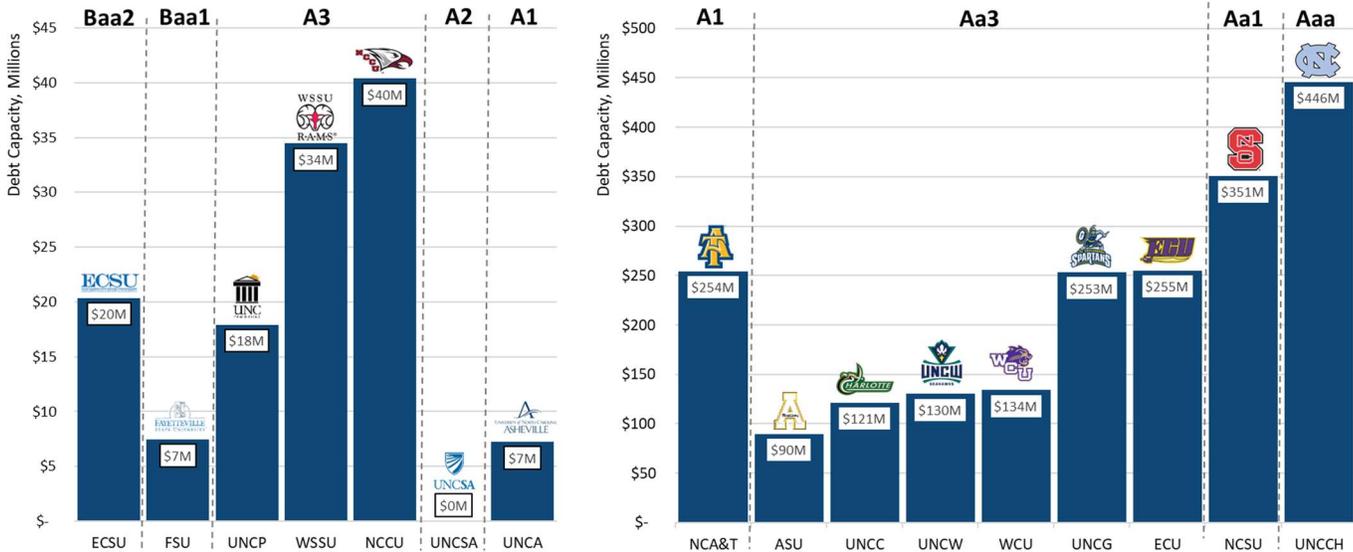


### Conclusions

The following table summarizes the **current debt capacity** of each institution as defined for the purposes of the Study. The numbers in the table reflect **the maximum amount of debt each institution could issue in fiscal year 2022** without exceeding its ceiling ratio for **debt to obligated resources** during any year of the Study Period, after

taking into account any approved future projects. The approved future projects for each institution, if any, are detailed in its report included as part of **Appendix D**.

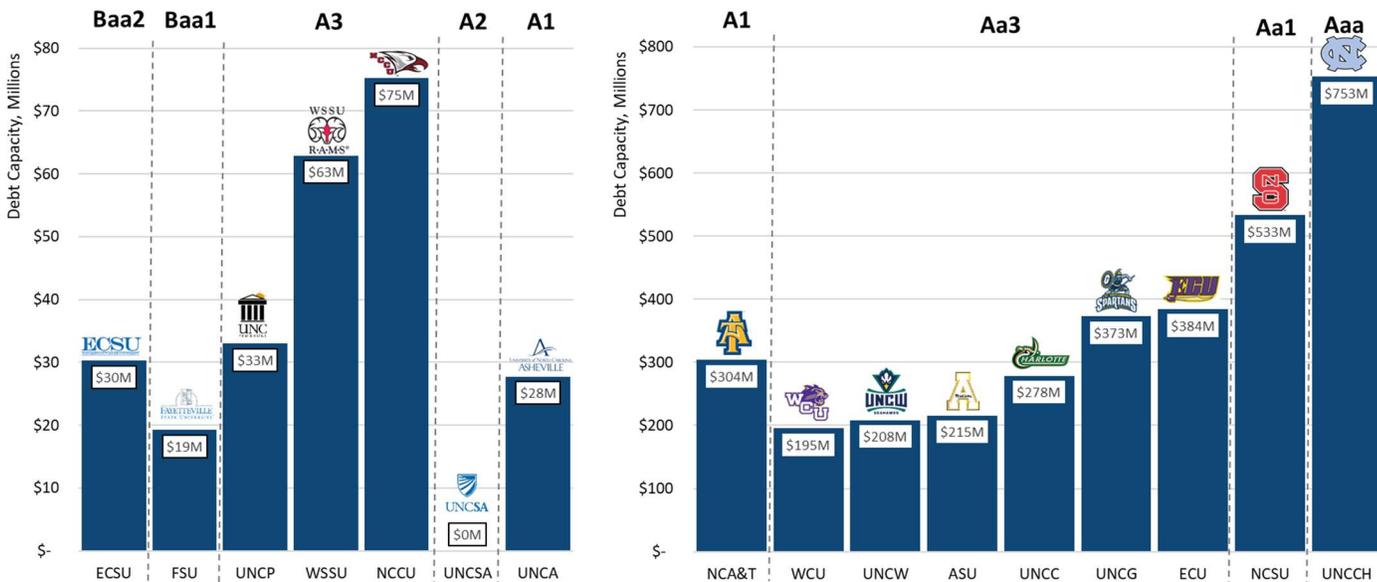
**Current Debt Capacity Across the System (2022)**



Institutions showing no debt capacity have a debt to obligated resources ratio that is higher than the institution's target policy. FSU and UNCP are not currently rated by Moody's. FSU and UNCP have been grouped based on their corresponding ratings from Standard and Poor's.

Generally, debt capacity for each institution will grow over the course of the Study Period. The table below summarizes each institution's **projected debt capacity for fiscal year 2026**, assuming it issued no debt (other than debt to finance any approved future projects) until the last year of the Study Period.

**Projected Debt Capacity Across the System (2026)**



Institutions showing no debt capacity have a debt to obligated resources ratio that is higher than the institution's target policy. FSU and UNCP are not currently rated by Moody's. FSU and UNCP have been grouped based on their corresponding ratings from Standard and Poor's.

The range of capacities reflects the diversity among the institutions, each with its own strengths, challenges, and mission. The Study reflects the general health and proactive management of each institution's balance sheet, much of which is attributable to the State's history of strong support for the University and its institutions. The general growth in capacity over the course of the Study Period indicates relatively rapid amortization rates for most institutions.

**The limited debt capacity shown for UNC School of the Arts reflect recent financings that have already been approved by the Board and the General Assembly and are already factored into the debt-related ratios for the institution.** It is anticipated the institution will have limited additional borrowing needs during the Study Period.

A small handful of institutions are facing significant headwinds in terms of enrollment and revenue growth, which is reflected in their debt capacity results. For those institutions, improving debt capacity alone may not be a priority; instead, their debt capacity will improve as they continue to work with the UNC System Office to implement new strategies and policies to meet their unique challenges. The study reflects normalized year-over-year growth rate for FY21-22 and future years. Due to the high inflationary impact this year, the growth rate is based on the five-year average of Consumer Price Index.

While the Study provides useful insight into the overall fiscal position and capital needs of each institution, policymakers and other stakeholders identify trends and challenges facing each institution and the University over time, the Study also underscores the unique nature of public higher education debt and the value of the UNC System's centralized support and oversight. **The Study's emphasis on aggregate debt and asset levels is valuable, but the current approval process, which is predicated on a collaborative, project-by-project analysis of tailored cost estimates and project-specific sources of repayment, should continue to drive decision-making with respect to any proposed project.**

## Recommendations

### Recommended Use of the Study

Since the Study is framed broadly to accommodate the complexity and diversity of each institution's mission, business model, size, and infrastructure needs, the Study should be used as a general assessment of each institution's overall fiscal position and to help institutions, policymakers, and other stakeholders identify trends and challenges facing each institution and the UNC System over time. Like any other management tool, the Study is not intended as a substitute for the considered judgment of institution leadership, the UNC System, the Board, or the General Assembly. An institution may be better served, for example, foregoing a project when it has significant debt capacity or pursuing a financing even if doing so would cause the institution to exceed one of its stated target ratios.

While the Study will help policymakers and stakeholders determine when additional scrutiny for a project may be warranted to ensure institutions are deploying debt prudently and strategically, institution debt policies and the University's debt approval process—which is predicated on a project-by-project analysis of tailored cost estimates and identified sources of repayment—should continue to drive decision-making with respect to any proposed financing.

The graphic below summarizes how the Study is intended to be integrated into a comprehensive debt management framework that includes each institution's debt policy and the University's debt approval process.

**Annual Debt Capacity Study**

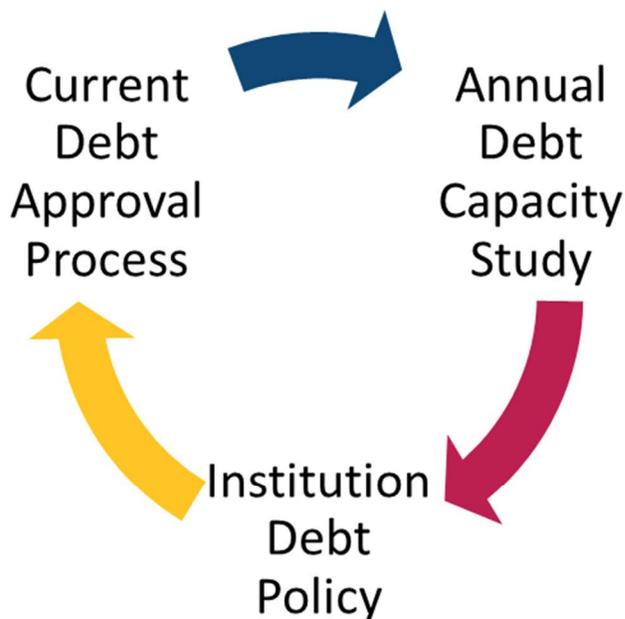
- Provides a snapshot of each institution's current estimated debt capacity
- May indicate when a proposed project requires heightened scrutiny
- Updated annually to reflect newly approved debt and the institution's latest financial results and projects

**Institution Debt Policy**

- Clarifies each institution's strategic approach to debt and its capital investment needs
- Establishes criteria for evaluating projects and approving debt, including benchmarks to measure prudent debt levels

**Current Debt Approval Process**

- Evaluates each proposed project's affordability based on identified sources of repayment and projected impact on student cost
- Uses estimated debt capacity results to assess strategic value of proposed projects in light of an institution's overall debt burden, mission, and needs



## Use and Impact of Project-Based Financing Structures

Project-based financing structures—i.e., debt obligations payable solely or primarily from the financed project's revenues (collectively, "**Project Financings**")—have been used effectively throughout the State for many years. Institutions have structured their Project Financings using both their affiliate support organizations (collectively, "**Foundation Financings**") and unaffiliated, tax-exempt organizations (collectively, "**Privatized Financings**"). Many Project Financings have been structured with the support of master lease arrangements with the institutions (collectively, "**University-Supported Project Financings**"), while others have been structured so that the institutions have no obligation to repay any associated debt (collectively, "**Nonrecourse Project Financings**").

Since project revenues in Nonrecourse Project Financings accrue to the project owner and not the institution, Nonrecourse Project Financings are not payable from the obligated resources of an institution and have therefore been **excluded** from the Study's debt capacity calculations. Ratings agencies do consider these financings in their credit assessments, which can lead to a disconnect between the numbers in the study and those published by the ratings agencies. By contrast, State-Supported Project Financings, which are supported by the institution's obligated resources, **are included** in the Study's debt capacity calculations.

Over the past couple years, several institutions have entered into (or have obtained approval to enter into) large-scale Project Financings for new, on-campus housing facilities. Each of those transactions has been structured as Nonrecourse Project Financings, so those debt instruments are **not** included in the Study's debt capacity calculations. The rating agencies have made it clear recently, however, that they will be more likely to include Nonrecourse Project Financings in their institution leverage metrics for on-campus housing, even if the institution has no legal obligation to repay the debt. Thus, the use of Nonrecourse Project Financing structures may reduce the debt capacity of an institution in the eyes of the rating agencies.

The UNC System Office has developed guidelines for the prudent use of Project Financing structures and will continue to work with the institutions and other stakeholders in State government to ensure Project Financing structures are used strategically and in keeping with the UNC System's mandate to provide access to the benefits of the University at the lowest practicable cost.

### **CARES Act, Other Federal Relief Legislation, and COVID-19 Operational Impact**

The federal relief funds provided through the Coronavirus Aid, Relief, and Economic Security (CARES) Act, Coronavirus Response and Relief Supplemental Appropriations Act, and American Rescue Plan Act (ARPA) have provided significant financial relief to the constituent institutions. The federal legislation provided funds to the institutions for both direct aid to students and institutional funds to offset the costs of the pandemic. The universities have significant latitude in determining how to use their allotment of institutional funds. The federal relief funds will have a positive stabilizing effect on university finances for the next several years because the universities have 365 days from receiving the Grant Award Notification to spend their institutional funds and can request a one-time extension as well.

COVID-19 related costs and losses not offset by relief fund allocations are being addressed through operational budget reductions, expense restrictions, the implementation of hiring and salary freezes, the postponement of capital and renovation expenditures, with the remaining amounts absorbed by institutional fund reserve balances. Revenues from auxiliary operations were negatively impacted in the spring 2021 semester and for the 2021-22 academic year due to the cessation and disruption of auxiliary services and the de-densification of residence halls.

As a general matter, the continued spread of COVID-19 and new virus strains have impacted and will continue to impact global financial markets and national, state, and local economies. The UNC System Office cannot predict the duration and ultimate effects of the outbreak on the finances of the universities including, without limitation, enrollment, demand for housing, dining, and other auxiliary services, available funds, and the return on and value of a university's investments.

### **2022 Moody's Outlook from COVID-19 Impact**

Based on Moody's December 2021 report of the higher education sector, the 2022 outlook for higher education is stable as students return to campus in fall 2021. The rise of operating revenues are predicated on the rebound of auxiliary revenues after the sharp decline in fiscal years 2020 and 2021. However, for both public and private universities, operating margins may be strained in 2022 with higher inflation, labor shortages and higher expenses.

Federal coronavirus relief funding for universities continues to provide critical support to offset revenue losses and higher expenses caused by the pandemic. In 2022, the rise of international student enrollment from the ease of travel restrictions will provide improved operating performance. Additionally, building liquidity and wealth from endowments and locking in debt service savings from lower interest rates are prudent steps in the near future.

Since June 30, 2021, Moody's downgraded UNC Asheville's general revenue bonds from A1 to A2. During this same period, Moody's and S&P improved the outlook to stable for NC A&T and they improved the outlook to positive for Winston-Salem State University.

## Appendix A: Key Definitions

**Debt:** Debt incurred under Chapter 116D or Article 21B of Chapter 116 of the North Carolina General Statutes or any other debt that will be serviced with funds available to the institutions from gifts, grants, receipts, Medicare reimbursements for education costs, hospital receipts from patient care, or other funds, or any combination of these funds, but not including debt that will be serviced with funds from the General Fund of the State. "Debt" does not include project-based financing structures that are nonrecourse to the institutions.

**Obligated Resources:**

Any sources of income or receipts of the Board of Governors or the institution at which a special obligation bond project is or will be located that are designated by the Board as the security and source of payment for bonds issued under this Article to finance a special obligation bond project, including, without limitation, any of the following:

- a. Rents, charges, or fees to be derived by the Board of Governors or the institution from any activities conducted at the institution.
- b. Earnings on the investment of the endowment fund of the institution at which a special obligation project will be located, to the extent that the use of the earnings will not violate any lawful condition placed by the donor upon the part of the endowment fund that generates the investment earnings.
- c. Funds to be received under a contract or a grant agreement, including "overhead costs reimbursement" under a grant agreement, entered into by the Board of Governors or the institution to the extent the use of the funds is not restricted by the terms of the contract or grant agreement or the use of the funds as provided in this Article does not violate the restriction.
- d. Funds appropriated from the General Fund to the Board of Governors on behalf of a constituent institution for utilities of the institution that constitute energy savings as that term is defined in G.S. 143-64.17.

Generally, obligated resources do not include funds appropriated to the Board of Governors or the institution from the General Fund by the General Assembly from funds derived from general tax and other revenues of the State, and obligated resources do not include tuition payment by students.

**5-Year Payout Ratio:**

Percentage of each institution's long-term debt scheduled to be retired during the succeeding five-year period.

**Debt Service to Operations:**

Ratio that measures an institution's debt service burden as a percentage of its total expenses. Ratio uses aggregate operating expenses as opposed to operating revenues since expenses are generally more stable. Operating Expenses also include an adjustment for any non-cash charge relating to the implementation of GASB 68 and 75.

Debt Service to Operations = (Annual Debt Service) / (Total Operating Expenses)

## Appendix B: Overview of UNC System Debt

Most debt within the scope of the Study is comprised of special obligation bonds issued by the Board on behalf of each institution in accordance with Article 3 of Chapter 116D of the General Statutes of North Carolina, as amended (“**Article 3**”). Institutions may use special obligation bonds (or “**general revenue bonds**,” as they are commonly called) to finance any capital facility located at the campus that supports the institution’s mission, but only if the Board has specifically designated the project as a “special obligation bond project” in accordance with Article 3.

Article 3 contains procedural safeguards to ensure the thoughtful use of special obligation bonds. For example, before any general revenue bonds are issued, Article 3 requires the approval of the institution’s Board of Trustees, the Board of Governors, the General Assembly, and the Director of the Budget (in consultation, if necessary with the Joint Legislative Commission on Governmental Operations).

As part of its approval, the Board of Governors must (1) designate the proposed project as a “special obligation bond project” and the obligated resources that will serve as the source of repayment for the proposed bonds and (2) establish that sufficient obligated resources are reasonably expected to be available to service the proposed bonds. In its report to the General Assembly seeking approval for a proposed Article 3 project, the Board must provide details regarding the project need, expected project costs, expected increases in operating costs following completion (including any contemplated impact on student costs), estimated debt service and the sources and amounts of obligated resources to be used to repay the debt.

Although Article 3 focuses on an institution’s obligated resources in the aggregate, as a practical matter, the plan of finance for each proposed project is evaluated on a standalone basis. **If an institution is unable to demonstrate that existing or future revenues associated with a project are sufficient to service the proposed debt, then the financing will generally not move forward unless the project is redesigned to a sustainable and appropriate scale.** Those project-specific revenues may take the form of enterprise system revenues (such as dormitory or dining system revenues) or other dedicated revenue sources (such as capital campaign donations or student fees). Institution debt issued under other legislative authority, including student housing revenue bonds under Article 19 of Chapter 116D, is also subject to procedural safeguards and are evaluated on a project-by-project basis.

This slight disconnect between the statutory framework for evaluating debt capacity—with its focus on **affordability relative to each institution’s aggregate obligated resources**—and the practical manner in which projects are evaluated and approved—with its focus on **an individual project’s affordability based on a specific source of repayment**—means that the Study presents an inherently conservative picture of each institution’s debt capacity. While the model’s inherent conservatism encourages prudent planning, the Study’s limitations in evaluating the affordability of any single campus project should be noted.

Unlike the State of North Carolina’s debt capacity study, for example, where future debt service is paid out of well-defined and relatively predictable revenue streams, campus projects may be financed through a variety of revenue sources, none of which is easily modeled on a pro forma basis at the aggregate obligated resources level. In addition, the Act establishes a target ratio that compares aggregate debt (which will increase immediately by the full amount of the debt once issued) to obligated resources (which will increase incrementally over time). This means that any new financing will generally reduce the institution’s debt capacity as reflected in the Study, even if the new project would be entirely supported by new revenues that would not exist but for the project.

None of the institution debt included in the Study affects the State of North Carolina’s debt capacity or credit rating. Such obligations are payable only from the applicable institution’s obligated resources (or other pledged revenues) and do not constitute a debt or liability of the State or a pledge of the State’s full faith and credit.

## Appendix C: Study Methodology and Background

### Overview of Strategic Debt Management and Credit Assessment

The prudent use of debt, in service of each institution’s mission, provides several strategic benefits:

- **Achieving intergenerational equity** – Most capital projects will benefit students for decades. Financing a portion of each institution’s planned capital investments enables each institution to better align the benefits and financial burdens across multiple generations.
- **Enhancing effectiveness** – An institution may use debt to invest in transformative projects on an accelerated schedule, permitting the institution to leverage its resources to better scale its programs, serve its stakeholders and meet its mandated mission.
- **Imposing discipline** – Debt can be used to clarify priorities and reduce other spending that may crowd-out investments necessary for the institution’s long-term health.

Burdensome debt levels, however, can undermine an institution’s effectiveness and viability. Debt may diminish the future operational flexibility of an institution and may limit its ability to adapt to developments and trends in the marketplace. In the worst instances, debt levels may hasten the decline of an institution, creating a downward spiral that exerts ever-increasing pressure on its balance sheet.

Each institution’s credit rating (for those with rated debt) serves as a general barometer of how the rating agencies view the institution’s financial strength and its debt management practices, which, in turn, informs the institution’s reputation in the capital markets. In assessing a public university’s creditworthiness, rating agencies generally consider broad categories of factors. In August 2021, Moody’s Investors Service (“**Moody’s**”) updated its rating methodology and approach to assess credit risks of public and private universities. The table below summarizes the updated factors that Moody’s considers as part of its “scorecard” which guides its credit profile analysis in the higher education sector:

Primary Factors					
Scale	Market Profile	Operating Performance	Financial Resources and Liquidity	Leverage and Coverage	Financial Policy
<b>15%</b>	<b>20%</b>	<b>10%</b>	<b>25%</b>	<b>20%</b>	<b>10%</b>
Sub-factors					
<i>Adjusted Operating Revenue</i> <b>15%</b>	<i>Brand and Strategic Positioning</i> <b>10%</b>  <i>Operating Environment</i> <b>10%</b>	<i>Earnings Before Interest, Depreciation, and Amortization (EBIDA) Margin</i> <b>10%</b>	<i>Total Cash and Investments</i> <b>10%</b>  <i>Total Cash and Investments / Operating Expenses</i> <b>15%</b>	<i>Total Cash and Investments / Total Adjusted Debt</i> <b>10%</b>  <i>Annual Debt Service Coverage</i> <b>10%</b>	N/A
<b>+</b>					
<b>Other Considerations</b>		<b>Instrument Considerations</b>		<b>Cross-Sector Methodologies</b>	
<b>=</b>					
<b>Assigned Ratings</b>					

The Study focuses on Moody's methodology, as it rates nearly all of the institutions.

As part of their criteria, the rating agencies give significant weight to various qualitative factors, such as the strength of the institution's leadership, the quality and responsiveness of its long-range planning and the role of any centralized oversight. In a rating report issued in February of 2016 in connection with an institution bond offering, for example, Moody's noted that the institution "**benefits from being part of the UNC System, which has a demonstrated history of strong oversight of member institutions**" and listed the institution's "**generous operating and capital support from the State of North Carolina**" as a primary credit strength.

**For several reasons, the Study has not attempted to tie "debt capacity" to the predicted impact any new debt may have on an institution's credit rating.** First, each institution's mission and strategic planning should drive its debt management decisions, not the rating agencies' outside assessment of the institution's credit profile. Managing an institution's operations solely to achieve a certain credit rating may distort strategic objectives and lead to unintended consequences. As Moody's states in its current Rating Methodology for Global Higher Education (dated November 23, 2015):

“Strategic positioning depends on effective short- and long-range planning, consistent self-assessment and benchmarking, and ongoing monitoring and accountability. ... Determining the appropriate level of investment is a significant challenge, as too little investment can result in a gradual loss of student demand, research funding, or philanthropy if donors feel that the university is in decline. Overinvesting can saddle a college with an unsustainable business model, with revenue unable to support high fixed costs, including debt service.”

Second, projecting the exact amount of debt an institution could issue during the Study Period without negatively impacting its credit rating is difficult. Any single financial ratio makes up only a fraction of the overall credit analysis, and weak ratios may be ignored or deemphasized in a particular situation based on multi-year trends, projections, and other qualitative factors. Further, while the financial performance of its institutions has no impact on the State’s credit rating, each institution’s credit rating has historically benefitted from 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, making comparisons to median ratios challenging. Finally, because median ratios are not perfectly correlated to rating outcomes, a model that attempts to draw a linear relationship between any single ratio and a projected rating outcome would have limited predictive value.

In this context, **it is important to distinguish “debt capacity” from “debt affordability.”** Debt capacity provides a general indication of each institution’s ability to absorb debt on its balance sheet during the Study Period. Debt affordability, on the other hand, evaluates the merits of a specific financing (or a specific amount of debt), taking into account a number of quantitative and qualitative factors related to the projects under consideration, including project revenues and expenses, cost of funds, competing strategic priorities, and the “hidden” costs of foregoing the projects entirely.

### Development of the Financial Model

To support the Study, a financial model has been developed to analyze four financial ratios for each institution on a pro forma basis over the course of the Study Period. Since Article 3 does not permit the institutions to pool their obligated resources to form a common source of funds to support all institution project financings, the Study focuses on the individual institution data and does not attempt to aggregate each institution’s capacity to derive a University-wide measure of “debt capacity.” The other components of the model are designed to assist each institution in establishing guidelines for maintaining prudent debt levels and for evaluating capital investment priorities in light of fiscal constraints.

Each institution’s debt capacity reflects the amount of debt each institution could issue during the Study Period without exceeding its ceiling ratio for **debt to obligated resources**. Each institution has developed its own target policy for each ratio in consultation with the UNC System Office to ensure the ratio is tailored and meaningful for that institution’s size, mission, resources, and average age of plant.

### Methodology for Setting Target Ratios

Since there are differences in each institution’s mission, enrollment, resources, and capital needs, imposing a single set of target policies across all institutions would distort the information produced by the Study—either by generating too much capacity for the larger institutions or by holding smaller institutions to unrealistic benchmarks relative to their size and scale. To produce a more meaningful model for each institution, the Institutions, in consultation with the UNC System, have set their own target policies for the model ratios.

In setting its target policies, each institution considered many quantitative and qualitative factors, including comparisons to its designated peer institutions, its strategic initiatives, its historical results, its average age of plant, its recent and projected growth and any existing debt policies. As discussed above, the credit ratings of the institutions are bolstered by several favorable qualitative factors, including, most importantly, the State’s long history of support. Since the institutions benefit from those qualitative factors, it follows that many quantitative measures are weaker than the median ratios for their assigned rating category. Institutions were

not forced, therefore, to set their target ratios directly in line with those median ratios, as that approach would invite quantitative comparisons to larger, wealthier peers. Institutions used median ratios as an important benchmark in setting their policy ratios.

### Other Assumptions and Factors Affecting the Model

The financial model is based on each institution's financial results as of **June 30, 2021**—the most recent period for which audited financials are available. The model includes debt issued to finance new projects since June 30, 2021, but the model excludes any refinancing, redemption or other debt payments that have occurred during the current fiscal year, building an additional element of conservatism into the model.

The financial model also takes into account any legislatively approved project that an institution plans to finance during the Study Period. Interest rate assumptions for any pro forma debt are based on conservative, fixed rate projections and are adjusted to account for each institution's credit rating and the expected term of the financing.

The financial model adds back to each institution's unrestricted and restricted expendable net assets any noncash charge taken in connection with the implementation of GASB 68 and GASB 75 and will make similar adjustments for the implementation of related accounting policies in the future. While GASB 68 impacts an institution's unrestricted net assets and not restricted expendable net assets, GASB 75 impacts both figures. This is relevant as the calculation of Available Funds incorporates unrestricted net assets but not restricted expendable net assets, while the calculation of Expendable Financial Resources includes both figures. Therefore, the GASB 75 adjustment made to Available Funds and Expendable Financial Resources will not match. The Debt Capacity Study focuses on special obligation bonds and excludes liabilities or leases pursuant to GASB 87.

Finally, by default, the financial model assumes that each institution's Available Funds, expendable resources, and operating expenses will grow by an annual rate equal to the five-year average of Consumer Price Index (2.72%). Each institution was given the option, however, to adjust the growth factor for each of the model components based on its reasonable expectations for its performance over the Study Period. Any growth rate adjustment, along with the factors considered in making the adjustment, is described in the individual Institution Reports attached as **Appendix D**.

## Appendix D: Reports from Constituent Institutions



## AGENDA ITEM

- A-4. Expansion of Millennial Campus –  
The University of North Carolina System Office..... Jennifer Haygood and Michael Vollmer

**Situation:** The University of North Carolina System Office (UNC System Office) requests the expansion of the millennial campus to include the Spangler Complex, consisting of approximately eight acres, located at 910 Raleigh Road in Chapel Hill.

**Background:** The millennial campus designation currently includes Gateway Research Park–North Campus in Brown Summit, NC, and Gateway Research Park–South Campus in Greensboro, NC. The millennial campus is approximately 150 acres, and is leased to Gateway Research Park, a 501 c (3) non-profit corporation which is a joint venture between North Carolina A&T State University and The University of North Carolina Greensboro.

The UNC System Office requests approval to expand the millennial campus designation to include the Spangler Complex which includes two parcels, totaling approximately eight acres, located at 910 Raleigh Road, Chapel Hill, NC.

**Assessment:** The expansion of the millennial campus designation to include the additional eight acres will facilitate opportunities for the productive and efficient use of the property for the best use of the University. Substantial Board of Governors safeguards would remain. Pursuant to recent updates to UNC Policy and Regulation, the Board must approve any material change to state property, including Millennial Campus Property.

**Action:** This item requires a vote by the committee, with a vote by the full Board of Governors through the consent agenda.

## **Expansion of Millennial Campus – The University of North Carolina System**

### **ISSUE OVERVIEW**

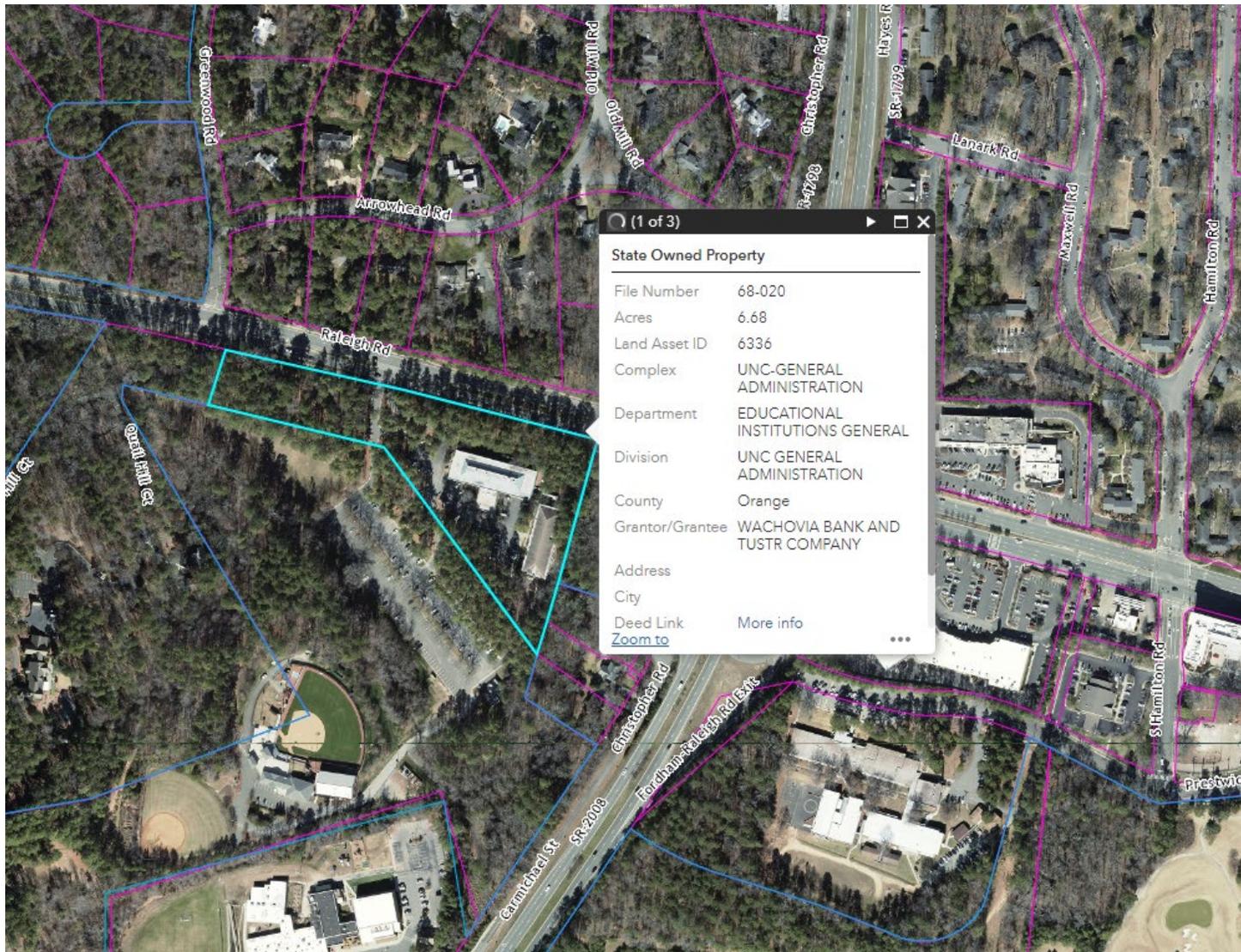
G.S. 116-198.34 grants the Board of Governors authority to designate real property as a millennial campus when recommended by the president. It states that “designation shall be based on an express finding by the Board of Governors that the institution desiring to create a Millennial Campus has the administrative and fiscal capability to create and maintain such a campus and provided further, that the Board of Governors has found that the creation of the constituent institution’s Millennial Campus will enhance the institution’s research, teaching, and service missions as well as enhance the economic development of the region served by the institution.”

The University of North Carolina System Office (UNC System Office) is requesting an expansion of its millennial campus to include the Spangler Complex consisting of two parcels, totaling approximately eight acres, located at 910 Raleigh Road, Chapel Hill, NC. The property also includes two structures of approximately 80,640 gross square footage (GSF). The property has been vacant since November 2021 when the System Office staff was consolidated into one building at 140 Friday Center Drive. The UNC System Office has previously designated 150 acres as a millennial campus consisting of Gateway Research Park-North Campus in Brown Summit, NC and Gateway Research Park-South Campus in Greensboro, NC. The millennial campus is leased to Gateway Research Park, a 501(c)(3) non-profit corporation which is a joint venture between North Carolina A&T State University and The University of North Carolina Greensboro.

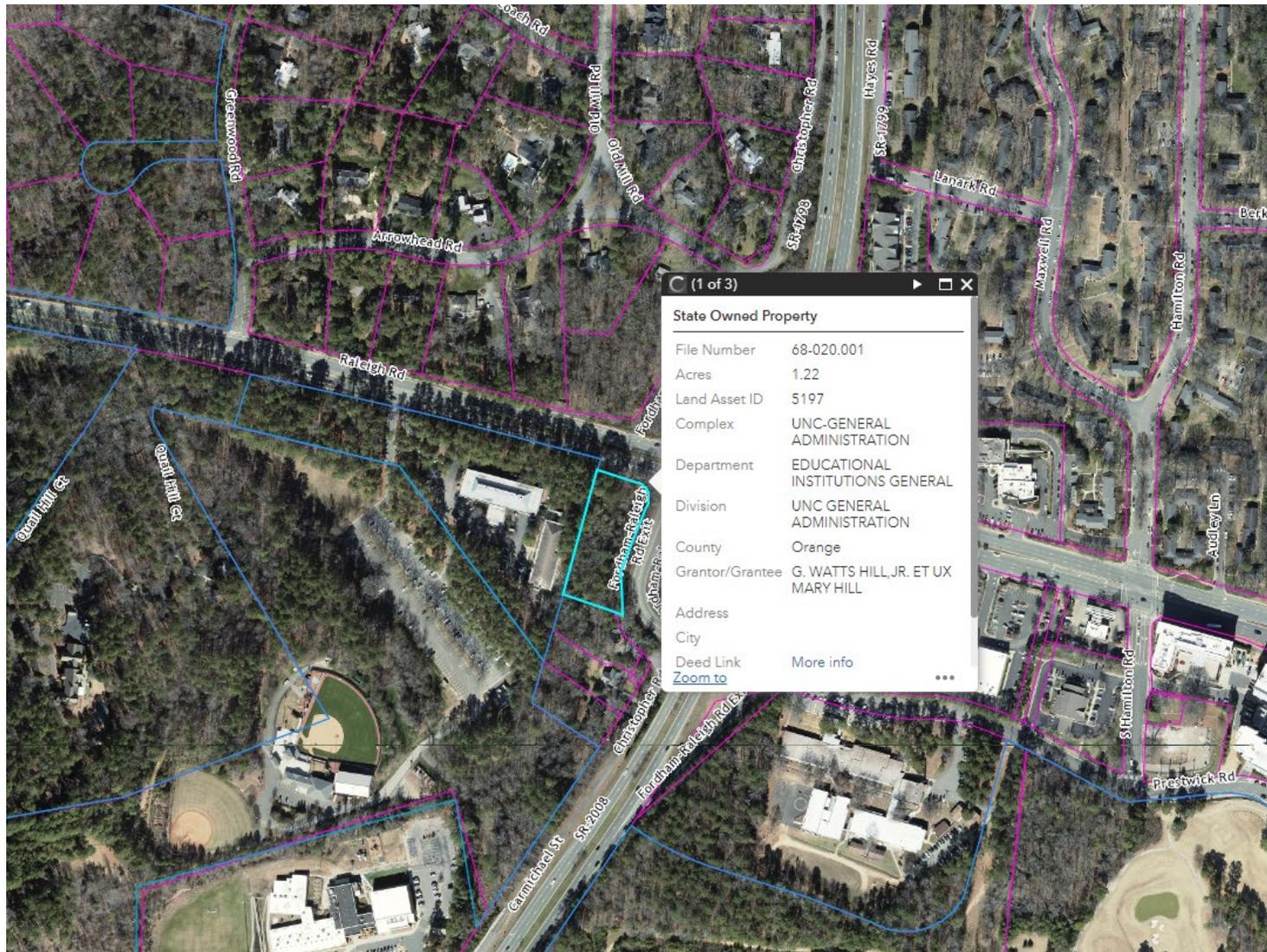
The millennial campus expansion will facilitate opportunities for the productive and efficient use of this property.

### **RECOMMENDATION**

It is recommended that the Board of Governors approve the Millennial Campus designation with the understanding that specific projects, leases, and other actions which materially alter the value or functionality of the Millennial Campus, including those on property owned by an associated entity, foundation, or endowment board, shall be subject to Board of Governors approval unless otherwise authorized by law or under delegated authority.



**THE SPANGLER COMPLEX PROPERTY**  
(Source: State Property Office)



**THE SPANGLER COMPLEX PROPERTY**  
(Source: State Property Office)



## AGENDA ITEM

A-5. Disposition of Property by Ground Lease –  
The University of North Carolina System Office..... Michael Vollmer

**Situation:** The University of North Carolina System Office (UNC System Office) requests approval to ground lease approximately eight acres, located at 910 Raleigh Road in Chapel Hill to the University of North Carolina Foundation.

**Background:** The University of North Carolina System Office (UNC System Office) requests approval to ground lease two parcels, known as the Spangler Complex, consisting of approximately eight acres, located at 910 Raleigh Road in Chapel Hill. The property includes two building, totaling approximately 80,640 GSF, which were vacated in November 2021 when the UNC System Office staff consolidated into one building located at 140 Friday Center Drive.

The ground lease to the UNC Foundation, or its subsidiary, will be for a 99-year term at an annual lease rate of \$1.

**Assessment:** The disposition of the Spangler Complex by ground lease to the UNC Foundation, or its subsidiary, will facilitate opportunities for the productive and efficient use of the property. Substantial Board of Governors safeguards would remain. Pursuant to recent updates to the UNC Policy Manual and regulation, the Board must approve any material change to state property, including property held by an associated entity, foundation, or endowment board.

**Action:** This item requires a vote by the committee, with a vote by the full Board of Governors through the consent agenda.

## **Disposition of Property by Ground Lease – The University of North Carolina System Office**

### **ISSUE OVERVIEW**

The University of North Carolina System Office (UNC System Office) is requesting approval to ground lease approximately eight acres, located at 910 Raleigh Road, Chapel Hill, NC to the University of North Carolina Foundation (UNC Foundation), or its subsidiary. The ground lease will be for a 99-year term at an annual lease rate of \$1.

The property consists of two parcels of approximately eight acres and includes two structures of approximately 80,640 gross square footage (GSF). The buildings have been vacant since November 2021 when the UNC System Office staff were consolidated into one building at 140 Friday Center Drive.

The disposition by ground lease to the UNC Foundation, or its subsidiary, will facilitate opportunities for the productive and efficient use of this property. Substantial Board of Governors safeguards would remain. Pursuant to recent updates to the UNC Policy Manual and regulation, the Board must approve any material change to state property, including property held by an associated entity, foundation, or endowment board.

### **RECOMMENDATION**

It is recommended that the Board of Governors approve this request.



## AGENDA ITEM

A-6. 2022-23 Additional Non-Appropriated Capital Improvement Projects.....Katherine Lynn

**Situation:** Non-appropriated capital projects are financed by the university and require legislative approval for the issuance of debt. On April 7, 2022, the Board of Governors approved requests from three institutions, requiring total debt authority of \$105 million. Three additional institutions are requesting authority for a new capital project and the financing of two existing private-public partnership (P3) capital projects, requiring additional total debt authority of \$253.5 million.

With Board approval, these additional projects will be forwarded to the General Assembly for authorization during the 2022-23 legislative session.

**Background:** On an annual basis, the Board considers university proposals for projects funded from non-appropriated sources requiring the issuance of long-term debt and associated changes to student debt service fees.

If approved, a detailed financial plan will be reviewed in consultation with financial advisors and bond counsel before bonds are issued and construction contracts are awarded. The Board will receive a subsequent request for approval of the issuance of bonds for these projects.

**Assessment:** The additional projects comply with G.S. 143C (State Budget Act) and all associated fees comply with the guidelines set forth in the Four-Year Plan for Tuition and Fees.

**Action:** This item requires a vote by the committee, with a vote by the full Board of Governors through the consent agenda.

## 2022-23 Additional Non-Appropriated Capital Improvement Projects

### ISSUE OVERVIEW

Non-appropriated capital projects are financed by the university and include the construction, repair, or renovation of facilities such as residence halls, dining facilities, research buildings, athletic facilities, and student health buildings. Legislative approval is required for the issuance of debt; these “self-liquidating” capital projects are approved by the legislature after the passage of the Appropriations Act. These projects, if approved by the Board, are submitted for legislative action. Legislative approval is not required for non-appropriated capital projects that do not require debt issuance.

Project	Total	Cash/GO Bond/Other	Debt	Source of Funds
<b>North Carolina A&amp;T State University</b>				
Bluford Street Residence Hall	\$58,000,000	-	\$58,000,000	Housing receipts
<i>N.C. A&amp;T Subtotal</i>	<i>\$58,000,000</i>	<i>-</i>	<i>58,000,000</i>	
<b>University of North Carolina Wilmington</b>				
Finance P3 Housing Project	\$167,000,000	-	\$167,000,000	Housing receipts
<i>UNCW Subtotal</i>	<i>\$167,000,000</i>	<i>-</i>	<i>\$167,000,000</i>	
<b>Western Carolina University</b>				
Finance P3 Housing Project	\$28,500,000	-	\$28,500,000	Housing receipts
<i>WCU Subtotal</i>	<i>\$28,500,000</i>	<i>-</i>	<i>\$28,500,000</i>	
<b>Grand Total</b>	<b>\$253,500,000</b>	<b>-</b>	<b>\$253,500,000</b>	

### ADDITIONAL DETAIL

#### North Carolina A&T University

Project: Bluford Street Residence Hall

Total Cost: \$57,994,195

Debt Issuance: \$58,000,000

Description: This project includes the construction of a new 445-bed residence hall on Bluford Street to meet the increasing demand for on-campus housing.

Funding: The funding source for this project is housing receipts.

#### University of North Carolina Wilmington

Project: Acquisition of P3 Housing Project

Total Cost: N/A

Debt Issuance: \$167,000,000

Description: This project includes the acquisition of the 1800-bed student housing village constructed through a public-private partnership (P3). The project is currently supported through lease payments from housing receipts. The purchase of the P3 project would provide significant cost savings.

Funding: The funding source for this project is housing receipts.

#### Western Carolina University

Project: Acquisition of P3 Housing Project

Total Cost: N/A

Debt issuance: \$28,500,000

Description: This project includes the acquisition of the P3 housing project (Noble Hall), which is currently supported through lease payments from housing receipts. The purchase of the P3 project would provide significant cost savings.

Funding: The funding source for this project is housing receipts.

**RECOMMENDATION**

It is recommended that the Board of Governors approve the submittal of the additional non-appropriated capital projects for legislative approval of debt issuance.



## AGENDA ITEM

A-7. 2021-23 Engineering NC's Future Capital Projects .....Katherine Lynn

**Situation:** The 2021 Appropriations Act (S.L. 2021-180) authorized \$90 million for the biennium specifically for capital improvements to support key engineering programs at North Carolina Agricultural and Technical State University, North Carolina State University, and the University of North Carolina at Charlotte. The funds are to be equally divided between the three constituent institutions and are to be used for “capital improvements to existing buildings on that institution’s campus that will allow for expanded offerings and enrollments related to that campus’ engineering program.” The priority and timing of the allocation of the funds will be determined by the Board of Governors.

**Background:** N.C. A&T, NC State, and UNC Charlotte have provided a list of capital projects to be funded with the Engineering NC’s future funds and requests Board of Governors approval of the 2021-23 funding. The capital projects comply with the Section 40.11(a) and (b) which require the funding to be used for capital improvement to existing buildings that will allow for expanded offerings and enrollments related to each campus’ engineering program.

**Assessment:** The proposed capital projects comply with G.S. 143C (State Budget Act) and will support expansion of existing engineering programs at the three constituent institutions.

**Action:** This item requires a vote by the committee, with a vote by the full Board of Governors through the consent agenda.

## 2021-23 Engineering NC’s Future Capital Improvement Projects

### ISSUE OVERVIEW

The 2021 Appropriations Act (S.L. 2021-180) authorized \$45 million for each fiscal year of the biennium specifically for the capital improvements to support key engineering programs at North Carolina Agricultural and Technical State University, North Carolina State University, and the University of North Carolina at Charlotte. The funds are to be equally divided between the three constituent institutions and are to be used for “capital improvements to existing buildings on that institution’s campus that will allow for expanded offerings and enrollments related to that campus’ engineering program.” The priority and timing of the allocation of the funds will be determined by the Board of Governors.

The University of North Carolina System, pursuant to the request of the General Assembly, conducted a 2019 STEM program Needs Assessment which highlighted the importance of STEM programs as economic drivers for the State. Significant investments into health science programs have previously been authorized for the University of North Carolina at Chapel Hill, The University of North Carolina at Pembroke, and East Carolina University. The allocation of \$90 million for capital improvements at North Carolina A&T, NC State, and UNC Charlotte is a significant investment into engineering programs. The \$90 million for capital improvements is in addition to the \$35 million provided for curriculum improvements, research equipment, and administration.

N.C A&T, NC State, and UNC Charlotte were asked to identify the proposed capital projects and project costs for their Engineering NC’s Future capital projects. The composite list of the specific capital projects for each campus is provided below:

Project	Total Estimated Project Cost	Total 2021-23 SCIF Allocation	Other Available Funding	Source of Additional Funds
<b>North Carolina A&amp;T State University</b>				
Renovate and Modernize Engineering Labs and Offices	\$20,000,000	\$20,000,000	-	N/A
Create Two New Interdisciplinary Engineering Labs	\$10,000,000	\$10,000,000	-	N/A
<i>N.C. A&amp;T Subtotal</i>	<i>\$30,000,000</i>	<i>\$30,000,000</i>	-	
<b>North Carolina State University</b>				
Renovate Research Buildings II and IV and Engineering Buildings I, II, and III	\$18,000,000	\$18,000,000	-	N/A
Renovate Mann Hall	\$12,000,000	\$12,000,000	-	N/A
<i>NC State Subtotal</i>	<i>\$30,000,000</i>	<i>\$30,000,000</i>	-	
<b>University of North Carolina at Charlotte</b>				
Burson Building Expansion	\$55,900,000	\$30,000,000	\$25,900,000	SCIF R&R
<i>UNC Charlotte Subtotal</i>	<i>\$55,900,000</i>	<i>\$30,000,000</i>	<i>\$25,900,000</i>	
<b>Grand Total</b>	<b>\$115,900,000</b>	<b>\$90,000,000</b>	<b>\$25,900,000</b>	

### ADDITIONAL DETAIL

#### North Carolina A&T University

Project: Renovate and Modernize Engineering Labs

Total Estimated Project Cost: \$20,000,000

Additional Funding Available: \$0

Description: The project includes the upgrade and renovation of various engineering labs to provide more modern, updated facilities for all engineering disciplines. The lab renovation will include approximately 5,000 GSF in McNair Hall, Monroe Hall, Cherry Hall, and Webb Hall. Specific projects include the following:

Educational Lab Upgrades (Engineering and Applied Engineering)	\$ 7,000,000
Research Lab Modernizations (Engineering and Nanoengineering)	\$ 6,000,000
HVAC and Ventilation Renovations (Engineering)	\$ 2,000,000
Building and Office Renovations (Engineering and Nanoengineering)	\$ 3,000,000
High Tech Greenhouse Lab (Bioengineering)	<u>\$ 2,000,000</u>
TOTAL	\$20,000,000

Project: Create Two New Interdisciplinary Engineering Labs

Total Estimated Project Cost: \$10,000,000

Additional Funding Available: \$0

Description: The project includes creating two new interdisciplinary engineering labs of approximately 3,000 GSF, located in the Martin Building and the Fort Interdisciplinary Building. Specific projects include the following:

Metaverse Engineering Lab	\$ 5,000,000
Interdisciplinary Engineering Core Research Labs	<u>\$ 5,000,000</u>
TOTAL	\$10,000,000

Proposed Benefit: The projects will expand the capabilities of the university to prepare talented and highly competitive students in engineering, computer science, and related disciplines. The projects particularly emphasize expansion in the engineering and nanoscience joint school. The projects will also support NC A&T's goal of enhancing their standing as a research institution.

**North Carolina State University**

Project: Renovate Research Buildings II and IV and Engineering Buildings I, II, and III

Total Estimated Project Cost: \$18,000,000

Additional Funding Available: \$0

Description: The project includes partial renovation of multiple buildings on Centennial Campus to provide growth in multiple engineering disciplines. The renovation of Research Buildings II and IV will include approximately 37,000 square footage (SF) and the renovation of Engineering Buildings I, II, and III will include approximately 5,000 SF. The renovations include relocating engineering and non-engineering units to address engineering programs' adjacency requirements.

Project: Renovate Mann Hall

Total Estimated Project Cost: \$12,000,000

Additional Funding Available: \$0

Description: The project includes the partial renovation of Mann Hall to accommodate COE student advising, first and second-year computer science, engineering science and computing engineering courses, faculty offices and associated research space. The project includes comprehensive renovation, including building systems, of about 18,000 SF of the 80,000

SF building. The building is located on North Campus and was constructed in 1964.

**Proposed Benefit:** The College of Engineering (COE) will significantly increase the number of undergraduate and graduate students in engineering and computer science disciplines in a phased implementation over the next several years. The target is an increase of about 4,000 students and will require at least 100 new COE tenure/tenure track teaching/research faculty positions and associated staff. This initial growth phase will allow renovation of existing space in multiple buildings to provide new or upgraded instruction spaces (classrooms and teaching labs), research laboratories (computational and intensive), and office space.

**University of North Carolina at Charlotte**

**Project:** Burson Building Expansion

**Total Estimated Project Cost:** \$30,000,000

**Additional Funding Available:** \$25,900,000 (SCIF R&R for comprehensive renovation)

**Description:** This project includes a 48,000 SF expansion of the original 1985 building to include experiential, project-based engineering labs, active learning classrooms, collaborative space for students, and specialized data visualization and simulation labs. The expansion will complement the planned comprehensive renovation of the existing building which will be funded from SCIF R&R funds. The expansion will provide additional space that presents a high-tech physical environment, by transforming the curriculum to integrate artificial intelligence into all engineering curricula, and by centralizing specialty engineering labs and classroom space. The University will also invest in faculty to drive top-tier research in artificial intelligence, visualization, and simulation.

**Proposed Benefit:** The building expansion will enable engineering and related disciplines to grow enrollment to a projected 9,400 students by 2026, a 33 percent increase over 2021, and increase degrees to a projected 3,007 by 2025, an increase of 50 percent from 2021.

**RECOMMENDATION**

It is recommended that the Board of Governors approve the allocation of the Engineering NC's Future SCIF funds for FY 2021-23 to the three constituent institutions for these specific capital projects.

## AGENDA ITEM

A-8. 2022-23 State Capital and Infrastructure Fund (SCIF) R&R Allocations ..... Katherine Lynn

**Situation:** The 2021 Appropriations Act (S.L. 2021-180) authorized repairs and renovations (R&R) projects totaling \$978,877,433 and appropriated \$250 million for each fiscal year of the biennium. While the Act includes the specific projects to be funded from the R&R funding, the Board of Governors determines the allocation of the R&R funds to the institutions.

**Background:** SCIF R&R funding in the amount of \$250 million will be available July 1, 2022. It is recommended that a portion of the R&R funding be allocated to capital projects that have an estimated bid date before the end of the calendar year. The allocation of the remaining FY22-23 funds, including the amount to be dedicated to FY22-23 maintenance R&R projects, will be submitted for approval at a future meeting. The recommended allocations for specific projects for the constituent institutions and affiliated entities are included on Attachment A.

**Assessment:** It is recommended that Board approve the initial 2022-23 SCIF R&R allocation of \$69,433,596 for the specified capital projects.

**Action:** This item requires a vote by the committee, with a vote by the full Board of Governors through the consent agenda.

## 2022-23 State Capital and Infrastructure Fund (SCIF) Repairs and Renovations Allocations

### ISSUE OVERVIEW

The 2021 Appropriations Act (S.L. 2021-180) authorized \$250M for each fiscal year of the biennium specifically for the capital repairs and renovations (R&R) projects approved by the Board of Governors. The 2022-23 allocation of \$250M will be available July 1, 2022. Based on current project schedules, four projects will be ready to begin construction this calendar year. The initial allocation of 2022-23 SCIF R&R funding will provide the approval for the projects to begin construction when ready and will provide the initial cash allocation required for the current fiscal year.

It is recommended that the 2022-23 SCIF R&R funds be allocated to the constituent institutions and affiliated entities as indicated on Attachment A.

Authorization of initial construction funding for Major R&R/comprehensive renovation projects	\$39,433,596
Repairs and renovations for Dabney Hall (NC State University) as required by Section 40.1.(c2)	<u>\$30,000,000</u>
TOTAL	\$69,433,596

Major R&R/comprehensive renovation projects will require multiple years to complete design and construction. As such, it is recommended that the funding be allocated as needed in the appropriate fiscal year. The future SCIF R&R allocations required to complete each project in subsequent years is shown on the anticipated cash flow schedule (Attachment B) and is based on the projected bid dates and associated construction start dates, as well as the estimated duration of construction. Future SCIF R&R allocations will be considered the first priority obligation of additional SCIF R&R funding, but actual amounts may be adjusted based on modifications to the project schedule, delays, and the progress of construction. Attachment B also includes potential projects that may be funded this fiscal year depending on the projected construction start date.

The recommendation for the allocation of the 2022-23 SCIF R&R remaining balance of \$180,566,404, including the amount to be allocated for maintenance R&R projects, will be submitted at a future meeting.

### RECOMMENDATION

It is recommended that the Board of Governors approve the initial allocation of the 2022-23 R&R funds in the amount of \$69,433,596.

**Attachment A**  
**2022-2023 CAPITAL BUDGET R&R ALLOCATION**  
**MAJOR R&R/COMPREHENSIVE RENOVATION PROJECTS**

Proposed for BOG Approval - May 26, 2022

	<u>Proposed Project Cost</u>	<u>2021-2022 Allocation</u>	<u>Additional 2021-2022 Allocation</u>	<u>2022-2023 Allocation</u>
<b><u>Appalachian State University</u></b>				
Wey Hall Envelope & Roof Repair	\$5,000,000	\$500,000		\$1,072,059
Wey Hall Partial Renovation—Building Systems	\$10,000,000	\$1,000,000		\$2,176,604
Duncan Hall Renovation	\$20,000,000	\$2,000,000		
<b>Total</b>	<b>\$35,000,000</b>	<b>\$3,500,000</b>	<b>\$0</b>	<b>\$3,248,663</b>
<b><u>East Carolina University</u></b>				
Brody High-Rise Code Compliance, Phase 2	\$6,000,000	\$600,000	\$5,400,000	
Main Campus-College Hill Drive Steam, Phase 3	\$2,500,000	\$250,000	\$2,250,000	
Whichard Building Comprehensive Renovation	\$10,000,000	\$1,000,000		
Speight Building Roof, Window, & Envelope Replacement	\$4,000,000	\$400,000		
Chilled Water Extension to Whichard & Graham	\$6,475,000	\$647,500	\$5,827,500	
Main Campus-Relocate Steam & Condensate, Phase 1	\$5,000,000	\$500,000	\$4,500,000	
Health Science Building Envelope Infiltration Repairs	\$5,000,000	\$500,000	\$4,500,000	
Howell Science Building South	\$30,000,000	\$3,000,000		
<b>Total</b>	<b>\$68,975,000</b>	<b>\$6,897,500</b>	<b>\$22,477,500</b>	<b>\$0</b>
<b><u>Elizabeth City State University</u></b>				
Repair Campus Main Switch	\$700,000	\$70,000	\$630,000	
Repair Campus Pump Station	\$650,000	\$65,000	\$585,000	
Infrastructure Upgrades—Water & Electrical, Phase 1	\$12,000,000	\$1,200,000		
Emergency Generator Power—Operations	\$4,900,000	\$490,000	\$4,410,000	
Emergency Generator Power—Residence Halls	\$2,100,000	\$210,000	\$1,890,000	
Campus-Wide Lockdown System	\$2,000,000	\$200,000		
Building Demolition (4 Buildings)	\$1,500,000	\$150,000		
Butler Residence Hall Renovations	\$2,500,000	\$250,000		
Infrastructure Upgrades—Water & Electrical, Phase 2	\$27,000,000	\$2,700,000		
<b>Total</b>	<b>\$53,350,000</b>	<b>\$5,335,000</b>	<b>\$7,515,000</b>	<b>\$0</b>
<b><u>Fayetteville State University</u></b>				
Lyons Science Renovation	\$1,500,000	\$1,500,000		
Butler Renovation—(HVAC, Bldg. Envelope, Fire Alarm)	\$3,450,000	\$345,000	\$3,105,000	
A.B. Rosenthal Building—Targeted Renovation	\$10,000,000	\$1,000,000		
Campus-Wide Utility Infrastructure	\$9,950,000	\$995,000		
H.T. Chick—Targeted Renovation	\$9,500,000	\$950,000		
<b>Total</b>	<b>\$34,400,000</b>	<b>\$4,790,000</b>	<b>\$3,105,000</b>	<b>\$0</b>
<b><u>North Carolina Agricultural &amp; Technical State University</u></b>				
Carver Hall—Comprehensive Modernization, Phase 1	\$9,700,000	\$970,000		
Price Hall—Renovation, Phase 1	\$8,000,000	\$800,000		
Marteena Hall Renovation	\$9,100,000	\$910,000		
Carver Hall—Comprehensive Modernization, Phase 2	\$10,400,000	\$1,040,000		
Price Hall Renovation, Phase 2	\$8,500,000	\$850,000		
<b>Total</b>	<b>\$45,700,000</b>	<b>\$4,570,000</b>	<b>\$0</b>	<b>\$0</b>
<b><u>North Carolina Central University</u></b>				
Lee Biology Renovation	\$8,100,000	\$810,000		
Taylor Education Building Renovation	\$13,750,000	\$1,375,000		
<b>Total</b>	<b>\$21,850,000</b>	<b>\$2,185,000</b>	<b>\$0</b>	<b>\$0</b>
<b><u>North Carolina School of Science and Mathematics</u></b>				
Campus-Wide HVAC Renovations	\$2,000,000	\$200,000		
Chiller Replacement	\$3,000,000	\$300,000		
Building Envelope Repairs	\$5,850,000	\$585,000		
Academic Commons & Dining Hall Renovation	\$12,400,000	\$1,240,000		
<b>Total</b>	<b>\$23,250,000</b>	<b>\$2,325,000</b>	<b>\$0</b>	<b>\$0</b>
<b><u>North Carolina State University</u></b>				
Page Hall—Building Envelope Repairs & Plumbing Upgrades	\$4,000,000	\$400,000		\$3,600,000
Scott Hall—HVAC Renovation	\$5,000,000	\$500,000		
Mann Hall—HVAC & Plumbing Renovation	\$10,000,000	\$1,000,000		\$6,857,143

	<u>Proposed Project Cost</u>	<u>2021-2022 Allocation</u>	<u>Additional 2021-2022 Allocation</u>	<u>2022-2023 Allocation</u>
Kilgore Hall–HVAC Renovation	\$10,000,000	\$1,000,000		
North & Central Campus–Domestic Water Line Replacement	\$4,303,000	\$430,300	\$3,872,700	
Poe Hall–Fire Protection Systems	\$3,500,000	\$350,000		
Thomas Hall–HVAC Renovation	\$4,000,000	\$400,000		
111 Lampe Drive Renovation*	\$42,000,000	-	\$4,200,000	
Dabney Hall*	\$60,000,000	\$30,000,000		\$30,000,000
Polk Hall*	\$10,000,000	\$10,000,000		
<b>Total</b>	<b>\$152,803,000</b>	<b>\$44,080,300</b>	<b>\$8,072,700</b>	<b>\$40,457,143</b>
<b><u>University of North Carolina at Asheville</u></b>				
Campus Safety Improvements, Access Control, Cameras	\$2,300,000	\$230,000	\$2,070,000	
Campus Roadway Repairs	\$4,400,000	\$440,000	\$3,960,000	
Lipinsky Renovation	\$10,000,000	\$1,000,000		
<b>Total</b>	<b>\$16,700,000</b>	<b>\$1,670,000</b>	<b>\$6,030,000</b>	<b>\$0</b>
<b><u>University of North Carolina at Chapel Hill</u></b>				
Wilson Library–Means of Egress	\$9,300,000	\$930,000		
Swain Hall–Targeted Renovation	\$5,800,000	\$580,000		
Phillips Hall–1958 Central HVAC System	\$6,000,000	\$600,000		
Hamilton Hall–Central HVAC System	\$8,800,000	\$880,000		
Wilson Library–1953 Central HVAC System AHU 1 & 2	\$7,000,000	\$700,000		
Wilson Library–1953 Central HVAC System AHU 3	\$4,000,000	\$400,000		
<b>Total</b>	<b>\$40,900,000</b>	<b>\$4,090,000</b>	<b>\$0</b>	<b>\$0</b>
<b><u>University of North Carolina at Charlotte</u></b>				
Atkins Library Tower–ADA & Elev.	\$10,000,000	\$1,000,000		
Smith–Replace HVAC & Controls, Envelope, Replace Roof	\$5,950,000	\$595,000		
Atkins Library Tower–Fire & Smoke Systems	\$3,840,000	\$384,000		
Woodward–Controls & Lab HVAC Modernization	\$2,700,000	\$270,000	\$2,430,000	
Friday–HVAC, Controls & Electrical Upgrade	\$9,700,000	\$970,000		
Cameron–Second Floor Renovation	\$19,100,000	\$1,910,000		
Burson–Renovation	\$25,900,000	\$2,590,000		
<b>Total</b>	<b>\$77,190,000</b>	<b>\$7,719,000</b>	<b>\$2,430,000</b>	<b>\$0</b>
<b><u>The University of North Carolina at Greensboro</u></b>				
Coleman–Fire Alarm Replacement	\$2,440,000	\$244,000	\$2,196,000	
Steam Distribution Replacement, Phase IV-B	\$1,550,000	\$155,000	\$1,395,000	
Campus Chiller Water Infrastructure & Equip. Improvements	\$10,400,000	\$1,040,000		
Jackson Library–Renovation/Addition	\$81,000,000	\$8,100,000		
<b>Total</b>	<b>\$95,390,000</b>	<b>\$9,539,000</b>	<b>\$3,591,000</b>	<b>\$0</b>
<b><u>The University of North Carolina at Pembroke</u></b>				
Jacobs Hall–Demolition/Site Restoration	\$1,250,000	\$125,000	\$1,125,000	
Campus Roof Replacements	\$1,500,000	\$150,000	\$1,350,000	
Campus Safety & Regional Emergency Response Center	\$4,480,000	\$448,000		
Business Administration Renovation	\$12,500,000	\$1,250,000		
<b>Total</b>	<b>\$19,730,000</b>	<b>\$1,973,000</b>	<b>\$2,475,000</b>	<b>\$0</b>
<b><u>UNC School of the Arts</u></b>				
Stevens Center–Roof, Water Intrusion, Bldg. Envelope	\$4,800,000	\$480,000		
Gray Building–Roof, Bldg. Envelope, HVAC, Fire Suppression	\$3,350,000	\$335,000	\$3,015,000	
Performance Place/Workplace/WPV–Roof Replacements	\$2,435,000	\$243,500	\$2,191,500	
Stevens Center Renovation, Phase 1	\$25,000,000	\$2,500,000		
<b>Total</b>	<b>\$35,585,000</b>	<b>\$3,558,500</b>	<b>\$5,206,500</b>	<b>\$0</b>
<b><u>University of North Carolina Wilmington</u></b>				
Coastal Marine Studies–Plumbing, Mech., Elec. Renovation	\$9,930,000	\$993,000		
Randall Library Renovation & Expansion	\$56,000,000	\$5,600,000	\$2,825,000	\$25,727,790
<b>Total</b>	<b>\$65,930,000</b>	<b>\$6,593,000</b>	<b>\$2,825,000</b>	<b>\$25,727,790</b>
<b><u>Western Carolina University</u></b>				
Killian Building–HVAC Upgrades/Window Replacement	\$3,570,000	\$357,000	\$3,213,000	
Reid Building–Roof Replacement	\$2,520,000	\$252,000	\$2,268,000	
Moore Building–Abatement, Demo. & Struct. Improvements	\$7,100,000	\$710,000		
Moore Building–Infrastructure & Accessibility	\$4,200,000	\$420,000		
Moore Building Renovation	\$15,000,000	\$1,500,000		

	<u>Proposed Project Cost</u>	<u>2021-2022 Allocation</u>	<u>Additional 2021-2022 Allocation</u>	<u>2022-2023 Allocation</u>
<b>Total</b>	<b>\$32,390,000</b>	<b>\$3,239,000</b>	<b>\$5,481,000</b>	<b>\$0</b>
<b>Winston-Salem State University</b>				
Hauser Hall Renovations—Restore the Core	\$7,500,000	\$750,000		
Hauser Hall—Renovation, Phase 2	\$9,500,000	\$950,000		
<b>Total</b>	<b>\$17,000,000</b>	<b>\$1,700,000</b>	<b>\$0</b>	<b>\$0</b>
<b>PBS North Carolina</b>				
Tower Lighting/FAA Markers/Tower Elev. Repair	\$2,200,000	\$220,000	\$1,980,000	
Bryan Center—Replace HVAC Air Handler & Controls	\$2,707,000	\$270,700	\$2,436,300	
Bryan Center—Chiller & Cooling Tower Replacement	\$1,120,000	\$112,000	\$1,008,000	
<b>Total</b>	<b>\$6,027,000</b>	<b>\$602,700</b>	<b>\$5,424,300</b>	<b>\$0</b>
<b>North Carolina Arboretum</b>				
Infrastructure Restoration & Road Projects	\$1,000,000	\$100,000	\$900,000	
<b>Total</b>	<b>\$1,000,000</b>	<b>\$100,000</b>	<b>\$900,000</b>	<b>\$0</b>
<b>GRAND TOTAL</b>	<b>\$843,170,000</b>	<b>\$114,467,000</b>	<b>\$75,533,000</b>	<b>\$69,433,596</b>

\* Funds are allocated for the repairs and renovations at Dabney Hall and Polk Hall in accordance with Section 40.1.(c2).  
Projects shown in blue are fully funded.

**Attachment B**  
**SCIF R&R CASH FLOW PROJECTIONS AND CONSTRUCTION PIPELINE**

<b>PROJECTS UNDER OR STARTING CONSTRUCTION</b>							
<b>Campus</b>	<b>Project Name</b>	<b>Total Project Budget</b>	<b>Est. Construction Duration (days)</b>	<b>Est. Construction</b>			
				<b>Start Date</b>	<b>FY21-22</b>	<b>FY22-23</b>	<b>FY23-24*</b>
ASU	Wey Hall Envelope, Roof Repair, and Partial Renovation - Building Systems	\$15,000,000	570	23-Jan	\$1,500,000	\$3,248,663	\$10,251,337
NCSU	Mann Hall - HVAC and Plumbing	\$10,000,000	365	22-Nov	\$1,000,000	\$6,857,143	\$2,142,857
NCSU	Page Hall - Building Envelope Repairs & Plumbing Upgrades	\$4,000,000	365	22-Jun	\$400,000	\$3,600,000	
UNCW	Randall Library Renovation & Expansion	\$56,000,000	720	22-Jun	\$8,425,000	\$25,727,790	\$21,847,210
<b>TOTAL</b>		<b>\$85,000,000</b>			<b>\$11,325,000</b>	<b>\$39,433,596</b>	<b>\$34,241,404</b>

<b>POTENTIAL FY2022-23 CONSTRUCTION PROJECTS</b>							
<b>Campus</b>	<b>Project Name</b>	<b>Total Project Budget</b>	<b>Est. Construction Duration (days)</b>	<b>Est. Construction</b>			
				<b>Start Date</b>	<b>FY21-22</b>	<b>FY22-23</b>	<b>FY23-24*</b>
ASU	Duncan Hall Renovation	\$20,000,000	540	23-Jun	\$2,000,000		
NC A&T	Carver Hall - Comprehensive Modernization, Phases I and II	\$20,100,000	TBD	TBD	\$2,010,000		
NC A&T	Price Hall - Renovation, Phases I and II	\$16,500,000	TBD	TBD	\$1,650,000		
NC A&T	Marteena Hall Renovation	\$9,100,000	TBD	TBD	\$910,000		
NCCU	Lee Biology Renovation	\$8,100,000	TBD	TBD	\$810,000		
NCCU	Taylor Education Building Renovation	\$13,750,000	TBD	TBD	\$1,375,000		
NCSSM	Academic Commons & Dining Hall Renovations	\$12,400,000	TBD	TBD	\$1,240,000		
UNC-CH	Wilson Library-1953 Central HVAC (AHU 1, 2, & 3) and Means of Egress	\$20,300,000	TBD	TBD	\$2,030,000		
UNCC	Burson Renovation	\$25,900,000	TBD	TBD	\$2,590,000		
UNCC	Cameron-Second Floor Renovation	\$19,100,000	TBD	TBD	\$1,910,000		
UNCSA	Stevens Center-Roof, Water Intrusion, Building Envelope, Phase I Renovation	\$29,800,000	TBD	TBD	\$2,980,000		
WCU	Moore Building-Abatement, Demo, Struct. Improvements, Infrastructure, Accessibility, and Renovation	\$26,300,000	TBD	TBD	\$2,630,000		
<b>TOTAL</b>		<b>\$221,350,000</b>			<b>\$22,135,000</b>		

\* Amounts shown are illustrative of the estimated future allocations required to complete construction, but are subject to adjustment based on construction progress and actual expenditures.

## AGENDA ITEM

A-9. Capital Improvement Projects – Fayetteville State University, North Carolina A&T State University, North Carolina Central University, North Carolina School of Science and Mathematics, UNC-Chapel Hill, UNC Charlotte, UNC Pembroke, and Winston-Salem State University ..... Katherine Lynn

**Situation:** Fayetteville State University, North Carolina A&T State University, the University of North Carolina at Chapel Hill, and University of North Carolina at Charlotte have requested new authorizations for nine capital improvement projects, and North Carolina A&T State University, North Carolina Central University, North Carolina School of Science and Mathematics, University of North Carolina at Charlotte, The University of North Carolina at Pembroke, and Winston-Salem State University have requested increased authorization or a fund source change for ten capital improvement projects.

**Background:** The Board of Governors may authorize capital construction projects at UNC System institutions using available funds.

**Assessment:** Fayetteville State University, North Carolina A&T State University, North Carolina Central University, the North Carolina School of Science and Math, the University of North Carolina-Chapel Hill, the University of North Carolina at Charlotte, the University of North Carolina at Pembroke, and Winston-Salem State University are requesting projects that meet the statutory requirements. It is recommended that the Board of Governors approve the projects and the method of funding. It is further recommended that these projects be reported to the North Carolina Office of State Budget and Management as non-appropriated projects that do not require any additional debt or burden on state appropriations.

**Action:** This item requires a vote by the committee, with a vote by the full Board of Governors through the consent agenda.

## Capital Improvement Projects – Fayetteville State University, NC A&T State University, NC Central University, NC School of Science and Mathematics, UNC-Chapel Hill, UNC Charlotte, UNC Pembroke, and Winston-Salem State University

### ISSUE OVERVIEW

UNC System institutions are required to request authority from the Board of Governors to proceed with non-appropriated projects using available funds (non-general funds). Non-appropriated capital projects are funded by the institution and include the construction, repair, or renovation of facilities such as residence halls, dining facilities, research buildings, athletic facilities, and student health buildings.

Eight UNC System institutions have requested nineteen capital improvement projects: nine new projects and ten projects for increased authorization.

### I. NEW PROJECTS

Institution/Project Title		Total Project Cost	Previous Authorization	Requested Authorization	Funding Source
<b>Fayetteville State University</b>					
1.	Capel Chiller Replacement	\$999,510	\$0	\$999,510	Carry-forward (84%)/ HEERF (16%)
2.	McLeod Hall HVAC 2-Pipe to 4-Pipe Conversion	\$4,738,400	\$130,000	\$4,608,400	HEERF
<i>FSU Subtotal</i>		<i>\$5,737,910</i>	<i>\$130,000</i>	<i>\$5,607,910</i>	
<b>North Carolina A&amp;T State University</b>					
3.	Aggie Village Roof Replacement	\$1,294,714	\$0	\$1,294,714	Housing Receipts
4.	Barnes Hall Renovation	\$1,100,000	\$100,000	\$1,000,000	Grant (91%)/ Carry-forward (9%)
5.	Hines Hall Renovation for College of Health and Sciences	\$1,300,000	\$0	\$1,300,000	Trust Funds
6.	Yanceyville Roof Replacement	\$852,000	\$0	\$852,000	Carry-forward
<i>NC A&amp;T Subtotal</i>		<i>\$4,546,714</i>	<i>\$100,000</i>	<i>\$4,446,714</i>	
<b>The University of North Carolina at Chapel Hill</b>					
7.	Carmichael Arena Locker Room and Offices	\$3,000,000	\$0	\$3,000,000	Donations and Gifts
<i>UNC-CH Subtotal</i>		<i>\$3,000,000</i>	<i>\$0</i>	<i>\$3,000,000</i>	
<b>University of North Carolina at Charlotte</b>					
8.	Softball Locker Rooms and Offices	\$3,100,000	\$100,000	\$3,000,000	Donations and Gifts
9.	Stormwater Master Plan Implementation, Phase 1	\$3,000,000	\$0	\$3,000,000	Carry-forward
<i>UNCC Subtotal</i>		<i>\$6,100,000</i>	<i>\$100,000</i>	<i>\$6,000,000</i>	
<b>Grand Total</b>		<b>\$19,384,624</b>	<b>\$330,000</b>	<b>\$19,054,624</b>	

## II. INCREASED AUTHORIZATION

Institution/Project Title		Total Project Cost	Previous Authorization	Requested Authorization	Funding Source
<b>North Carolina A&amp;T State University</b>					
10.	Dudley Building	\$2,901,545	\$1,000,000	\$1,901,545	Grant (17%)/ Trust Funds (17%)/R&R (21%)/ Carry-forward (79%)
<i>NC A&amp;T Subtotal</i>		<i>\$2,901,545</i>	<i>\$1,000,000</i>	<i>\$1,901,545</i>	
<b>North Carolina Central University</b>					
11.	New School of Business	\$39,271,964	\$38,600,000	\$671,964	Connect NC Bonds (76%)/Appropriated (22%)/Trust Funds (2%)
12.	New Collaborative Learning and Research Center	\$3,555,000	\$3,000,000	\$555,000 (Fund Source Change)	Trust Funds (15%)/ Title III (85%)
<i>NCCU Subtotal</i>		<i>\$42,826,964</i>	<i>\$41,600,000</i>	<i>\$1,226,964</i>	
<b>North Carolina School of Science and Mathematics</b>					
13.	Western Campus (Morganton)	\$96,871,000	\$93,367,000	\$3,504,000	Appropriated (88%)/ Donations and Gifts(11%)/ Carry-forward (1%)
<i>NCSSM Subtotal</i>		<i>\$96,871,000</i>	<i>\$93,367,000</i>	<i>\$3,504,000</i>	
<b>University of North Carolina at Charlotte</b>					
14.	Cameron Second Floor Renovation	\$21,050,000	\$21,050,000	\$0 (Fund Source Change)	Carry-forward (9%)/ SCIF R&R (91%)
15.	McEniry HVAC and IT Infrastructure Upgrades	\$10,000,000	\$10,000,000	\$0 (Fund Source Change)	Carry-forward (12%)/ R&R (20%)/Trust Funds(50%)/Student Fees(18%)
16.	Reclaimed Water (Infrastructure)	\$2,100,000	\$2,100,000	\$0 (Fund Source Change)	Carry-forward (81%)/ Trust Funds (19%)
17.	West Substation	\$6,500,000	\$6,500,000	\$0 (Fund Source Change)	Carry-forward (41%)/ Trust Funds (59%)
<i>UNCC Subtotal</i>		<i>\$39,650,000</i>	<i>\$39,650,000</i>	<i>\$0</i>	
<b>University of North Carolina at Pembroke</b>					
18.	Dr. Oxendine Parking Lot 21 (West Hall Parking Lot)	\$1,095,693	\$749,187	\$346,506	Carry-forward
<i>UNCP Subtotal</i>		<i>\$1,095,693</i>	<i>\$749,187</i>	<i>\$346,506</i>	
<b>Winston-Salem State University</b>					
19.	Chiller at Central Chiller Plant	\$1,838,822	\$307,016	\$1,531,806	Carry-forward (76%)/ R&R (24%)
<i>WSSU Subtotal</i>		<i>\$1,838,822</i>	<i>\$307,016</i>	<i>\$1,531,806</i>	
<b>Grand Total</b>		<b>\$185,184,024</b>	<b>\$176,673,203</b>	<b>\$8,510,821</b>	

**RECOMMENDATION**

All projects and associated funding sources are in compliance with G.S. 143C-8-12 (State Budget Act).

It is recommended that these projects be authorized and reported to the NC Office of State Budget and Management as non-appropriated projects that do not require any additional debt or burden on state appropriations.

**III. REPORTING**

The following projects are being reported to the Board of Governors and Fiscal Research Division in compliance with GS 143C-8-13 (d) which permits Chancellors to authorize Repairs and Renovation projects less than \$600,000 in thirteen allowable categories.

Institution/Project Title	Amount	Fund Source	R&R Category
<b>North Carolina Central University</b>			
1.	Residence Hall Chiller Replacements	\$229,774	Carry-forward (4) Repairs to or installation of new electrical, plumbing and heating, ventilating and air conditioning systems



## AGENDA ITEM

### A-10. Remarketing of Special Obligation Bonds –

University of North Carolina at Chapel Hill .....Jennifer Haygood

**Situation:** The University of North Carolina at Chapel Hill (“UNC-Chapel Hill”) requests that the Board of Governors approve the remarketing of (1) its General Revenue Bonds, Series 2012B (the “2012B Bonds”), (2) its General Revenue Refunding Bonds, 2019A (the “2019A Bonds”), and (3) its General Revenue Refunding Bonds, 2019B Bonds (the “2019B Bonds,” and together with the 2019A Bonds, the “2019 Bonds”) prior to their mandatory tender date and the delivery of related remarketing supplements. UNC-Chapel Hill requests amending and restating agreements to replace the London Interbank Offered Rate (LIBOR) index with the Secured Overnight Financing Rate (SOFR) index for the 2012B Bonds and 2019 Bonds.

**Background:** The Board of Governors is authorized to issue special obligation bonds and bond anticipation notes for capital improvements projects that have been approved by the General Assembly. All projects in this request have been previously approved by the Board of Governors and the General Assembly. The Board previously approved the remarketing or refinancing of the bonds in 2016, 2019, and 2021.

**Assessment:** The Board issued the 2012B Bonds to finance and refinance the construction, renovation, improvement, equipping and furnishing of certain facilities on the UNC-Chapel Hill campus. The 2019 Bonds were issued to refund variable rate bonds first issued in 2012 and 2016 to finance the construction, renovation, improvement, equipping and furnishing of certain facilities on UNC-Chapel Hill’s campus. The 2012B and 2019 Bonds are subject to mandatory tender on November 9, 2022.

UNC-Chapel Hill requests that the Board approve (1) the remarketing of the 2012B and 2019 Bonds prior to their mandatory tender date; (2) the delivery of related remarketing supplements; (3) the Amended and Restated Ninth Series Indenture and the Amended and Restated Sixteenth Series Indenture related to provisions of the new Index Mode; and (4) corresponding amendments to documents related to the interest rate swap agreements. This request would authorize UNC-Chapel Hill to remarket the 2012B and 2019 Bonds with the new variable interest rate mode and a new mandatory purchase date while maintaining their original maturity dates and authorize UNC-Chapel Hill to make amendments to the interest rate swap agreements.

Currently, UNC-Chapel Hill is rated “Aaa” with a stable outlook by Moody’s Investors Service, “AAA” with a stable outlook by Standard & Poor’s Global Ratings, and “AAA” with a stable outlook by Fitch Ratings. The transaction is expected to have no impact on UNC-Chapel Hill’s credit ratings.

**Action:** This item requires a vote by the committee, with a vote by the full Board of Governors through the consent agenda.

## Remarketing of Special Obligation Bonds – University of North Carolina at Chapel Hill

### ISSUE OVERVIEW

The Board of Governors is authorized to issue special obligation bonds for capital improvements projects that have been approved by the General Assembly. Although a specific source of funding is used by a campus when retiring these bonds, special obligation bonds are generally payable from all campus revenues excluding tuition, State appropriations, and restricted reserves.

The University of North Carolina at Chapel Hill (“UNC-Chapel Hill”) requests that the Board of Governors approve the remarketing of (1) its General Revenue Bonds, Series 2012B (the “2012B Bonds”), (2) its General Revenue Refunding Bonds, 2019A (the “2019A Bonds”), and (3) its General Revenue Refunding Bonds, 2019B Bonds (the “2019B Bonds,” and together with the 2019A Bonds, the “2019 Bonds”) prior to their mandatory tender date and the delivery of related remarketing supplements. The proceeds of the 2012B Bonds were used to finance and refinance the construction, renovation, improvement, equipping and furnishing of certain facilities on the UNC-Chapel Hill campus. The proceeds of the 2019 Bonds refunded bonds that were originally issued in 2012 and 2016. The Board has previously approved the remarketing or refinancing of the bonds in 2016, 2019, and 2021.

The 2012B and 2019 Bonds were issued as “floating rate notes” and bear interest at index rates based on the London Interbank Offered Rate (LIBOR), which is currently being phased out and is expected to stop being reported in 2023. UNC-Chapel Hill explored multiple indices for LIBOR replacement, including Security Industry and Financial Market Association (SIFMA), Bloomberg Short-term Bank Yield Index (BSBY), Fed Funds, as well as Secured Overnight Financing Rate (SOFR). The Governmental Accounting Standards Board (GASB) has identified the SOFR and the Federal Funds Rate as appropriate benchmark replacement indices for existing LIBOR-based transactions. The 2012B and 2019 Bonds are subject to mandatory tender on November 9, 2022, in accordance with their terms. The 2012B and 2019 Bonds may be refinanced or remarketed on or after May 9, 2022, without penalty.

UNC-Chapel Hill requests that the Board approve (1) the remarketing of the 2012B and 2019 Bonds prior to their mandatory tender date; (2) the delivery of related remarketing supplements; (3) the Amended and Restated Ninth Series Indenture and the Amended and Restated Sixteenth Series Indenture that eliminate the provisions related to LIBOR and replace them with provisions that allow the 2012B Bonds and the 2019 Bonds be converted and remarketed at index rates based on the Secured Overnight Financing Rate (SOFR); and (4) corresponding amendments to documents related to interest rate swap agreements with Wells Fargo Bank, National Association and The Bank of New York Mellon that hedge UNC-Chapel Hill’s cash flows on variable rate debt. This request would authorize UNC-Chapel Hill to remarket the 2012B and 2019 Bonds in accordance with their terms in a new variable interest rate mode and a new mandatory purchase date while maintaining their original maturity dates. Approval of remarketing the 2012B and 2019 Bonds will avoid tendering the bonds on November 9, 2022 or incurring additional costs of issuance related to another transaction.

UNC-Chapel Hill anticipates that the 2012B and 2019 Bonds will be remarketed on a variable rate basis and will have a mandatory purchase date within three to five years. Requests for remarketing bonds is administrative and shall occur prior to each mandatory purchase date.

The 2022 Bonds will be remarketed by Wells Fargo and JP Morgan as co-senior managing underwriters, who are members of the pool of approved underwriters selected by UNC-Chapel Hill through a competitive RFP process.

Currently, UNC-Chapel Hill is rated “Aaa” with a stable outlook by Moody’s Investors Service, “AAA” with a stable outlook by Standard & Poor’s Global Ratings, and “AAA” with a stable outlook by Fitch Ratings. The transaction is not expected to have any impact on UNC-Chapel Hill’s credit ratings.

Parker Poe Adams & Bernstein LLP is bond counsel, and PFM Financial Advisors LLC is the financial advisor.

**RECOMMENDATION**

It is recommended that the president of the University, or his designee, be authorized to remarket the special obligation bonds through the attached resolution.



**RESOLUTION OF THE BOARD OF GOVERNORS OF THE UNIVERSITY OF NORTH  
CAROLINA SYSTEM AUTHORIZING THE CONVERSION AND REMARKETING OF SPECIAL  
OBLIGATION BONDS FOR THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL**

**WHEREAS**, by Chapter 116 of the General Statutes of North Carolina, the Board of Governors (the “Board”) of the University of North Carolina System (the “UNC System”) is vested with general control and supervision of the constituent institutions of the UNC System; and

**WHEREAS**, the Board is authorized by Chapter 116D of the General Statutes of North Carolina (the “Act”) to issue, subject to the approval of the Director of the Budget, at one time or from time to time, (1) special obligation bonds of the Board for the purpose of paying all or any part of the cost of acquiring, constructing, or providing special obligation bond projects, and (2) refunding bonds for the purpose of refunding any bonds by the Board under the Act or under any Article of Chapter 116 of the General Statutes of North Carolina, including the payment of any redemption premium on them and any interest accrued or to accrue to the date of redemption of the bonds refunded; and

**WHEREAS**; the Board has previously issued The University of North Carolina at Chapel Hill General Revenue Bonds, Series 2012B (the “2012B Bonds”), the proceeds of which were used to finance and refinance the construction, renovation, improvement, equipping, and furnishing of certain facilities on the University of North Carolina at Chapel Hill (“UNC-Chapel Hill”) campus, under the terms of the General Trust Indenture dated as of January 15, 2001 (the “General Indenture”) between the Board and The Bank of New York, the successor to which is The Bank of New York Mellon Trust Company, N.A., as trustee (the “Trustee”), and Series Indenture, Number 9 dated as of July 1, 2012 (the “Ninth Series Indenture”) between the Board and the Trustee;

**WHEREAS**, the Board has also previously issued the UNC-Chapel Hill General Revenue Refunding Bonds, Series 2019A and the UNC-Chapel Hill General Revenue Refunding Bonds, Series 2019B (the “2019 Bonds”), the proceeds of which were used to refinance the construction, renovation, improvement, equipping, and furnishing of certain facilities on the UNC-Chapel Hill campus, under the General Indenture and Series Indenture, Number 16 dated as of February 1, 2019 (the “Sixteenth Series Indenture”) between the Board and the Trustee;

**WHEREAS**, the 2012B Bonds and the 2019 Bonds bear interest at index rates based on the London Interbank Offered Rate (LIBOR), which is currently being phased out and is expected to stop being reported in 2023, and are subject to mandatory tender on November 9, 2022;

**WHEREAS**, in connection with the tender and remarketing of the 2012B Bonds and the 2019 Bonds in advance of the mandatory tender date, UNC-Chapel Hill is recommending to the Board that the Ninth Series Indenture and the Sixteenth Series Indenture be amended and restated to eliminate the provisions related to LIBOR and replace them with provisions that allow the 2012B Bonds and the 2019 Bonds be converted and remarketed at index rates based on the Secured Overnight Financing Rate (SOFR);

**WHEREAS**, in connection with such amendments and the tender and remarketing of the 2012B Bonds and the 2019 Bonds in advance of the mandatory tender date, the Board has determined to cause to be prepared the following documents, which the Board proposes to approve, ratify, execute, and deliver, as applicable, forms of which have been made available to the Board:

1. The Amended and Restated Series Indenture, Number 9 (the “*Amended and Restated Ninth Series Indenture*”) between the Board and the Trustee;
2. The Amended and Restated Series Indenture, Number 16 (the “*Amended and Restated Sixteenth Series Indenture*” and collectively with the Amended and Restated Ninth Series Indenture, the “*Series Indentures*”) between the Board and the Trustee;
3. A Remarketing Supplement related to the remarketing of the 2012B Bonds (the “*2012B Bonds Remarketing Supplement*”);
4. A Remarketing Supplement related to the remarketing of the 2019 Bonds (the “*2019 Bonds Remarketing Supplement*” and collectively with the 2012B Bonds Remarketing Supplement, the “*Remarketing Supplements*”); and
5. An Amended and Restated Remarketing Agreement between the Board and Wells Fargo Bank, National Association and J.P. Morgan Securities LLC with respect to the 2012B Bonds and a Remarketing Agreement between the Board and Wells Fargo Bank, National Association and J.P. Morgan Securities LLC with respect to the 2019 Bonds (collectively, the “*Remarketing Agreements*”).

**WHEREAS**, in connection with the amendments to be reflected in the Series Indentures and the remarketing of the 2012B Bonds and the 2019 Bonds at index rates based on SOFR, the Board proposes to approve, ratify, execute, and deliver, as applicable, documents necessary to make corresponding amendments or changes to interest rate swap agreements with Wells Fargo Bank, National Association and The Bank of New York Mellon (the “*Swap Amendments*”) that hedge UNC-Chapel Hill’s cash flows on variable rate debt;

**NOW, THEREFORE, BE IT RESOLVED** by the Board as follows:

Section 1. **Authorization of Amended and Restated Series Indentures.** That the form and content of the Series Indentures be and the same hereby are in all respects authorized, approved, and confirmed, and the Chair of the Board, the President of the UNC System, the Senior Vice President for Finance and Administration and CFO of the UNC System (the “*SVP-Finance*”), the Secretary and the Assistant Secretary of the Board and the Secretary of the UNC System, or anyone acting in an interim capacity, individually and collectively (the “*Authorized Officers*”), be and they hereby are each authorized, empowered, and directed to execute and deliver the Series Indentures for and on behalf of the Board, including necessary counterparts, in substantially the form and content presented to the Board, but with such changes, modifications, additions, or deletions therein as to them seem necessary, desirable, or appropriate, their execution thereof to constitute conclusive evidence of the Board’s approval of any and all such changes, modifications, additions, or deletions therein, and that from and after the execution and delivery of the Series Indentures, the Authorized Officers are each hereby authorized, empowered, and directed to do all such acts and things and to execute all such documents as may be necessary to carry out and comply with the provisions of the Series Indentures as executed.

Section 2. **Remarketing of Bonds.** That the Board authorizes the conversion of the interest rate and remarketing of the 2012B Bonds in accordance with the terms of the Amended and Restated Ninth Series Indenture and authorizes the conversion of the interest rate and remarketing of the 2019 Bonds in accordance with the terms of the Amended and Restated Sixteenth Series Indenture. Wells Fargo Bank, National Association and J.P. Morgan Securities LLC (the “*Remarketing Agents*”) are hereby appointed as the Remarketing Agent for the remarketing of the 2012B Bonds and the 2019 Bonds. The Vice Chancellor for Finance and Operations at UNC-Chapel Hill, in consultation with the SVP-Finance, is authorized and directed to establish the terms for the remarketing of the 2012B Bonds in accordance with the Amended and Restated Ninth Series Indenture and the 2019 Bonds in accordance with the Amended and Restated Sixteenth Series Indenture. The form, terms, and content of the Remarketing Supplements be and the same hereby are in all respects authorized, approved, and confirmed, and the use of the Remarketing Supplements by the Remarketing Agents in connection with the remarketing of the 2012B Bonds and the 2019 Bonds, respectively, is hereby in all respects authorized, approved, ratified, and confirmed. The Chair of the Board, the President, the SVP-Finance and Vice Chancellor for Finance and Operations of UNC-Chapel Hill, individually or collectively, hereby are each authorized, empowered, and directed to deliver the Remarketing Supplements for and on behalf of the Board in substantially the form and content of the Remarketing Supplements presented to the Board, but with such changes, modifications, additions, or deletions therein as shall to them seem necessary, desirable, or appropriate.

The form and content of the Remarketing Agreements be and the same hereby are in all respects authorized, approved, and confirmed, and the Authorized Officers hereby are each authorized, empowered, and directed to execute and deliver the Remarketing Agreements for and on behalf of the Board, including necessary counterparts, in substantially the form and content presented to the Board, but with such changes, modifications, additions, or deletions therein as to them seem necessary, desirable, or appropriate, their execution thereof to constitute conclusive evidence of the Board’s approval of any and all such changes, modifications, additions, or deletions therein, and that from and after the execution and delivery of the Remarketing Agreements, the Authorized Officers are each hereby authorized, empowered, and directed to do all such acts and things and to execute all such documents as may be necessary to carry out and comply with the provisions of the Remarketing Agreements as executed.

Section 3. **Swap Amendments.** That the Board authorizes the Authorized Officers and the Vice Chancellor for Finance and Operations of UNC-Chapel Hill, individually or collectively, to enter into the Swap Amendments and are each authorized, empowered, and directed to execute and deliver such documentation as shall to them seem necessary, desirable, or appropriate to effect the Swap Amendments.

Section 4. **General Authority.** From and after the execution and delivery of the documents hereinabove authorized, the Authorized Officers are each hereby authorized, empowered, and directed to do all such acts and things and to execute all such documents as may be necessary to carry out and comply with the provisions of said documents as executed, and are further authorized to take any and all further actions to execute and deliver any and all other documents as may be necessary to remarketing of the 2012B Bonds and the 2019 Bonds and otherwise contemplated by this Resolution. Any provision in this Resolution that authorizes more than one officer to take certain actions shall be read to permit such officers to take the authorized actions either individually or collectively. The Chancellor and the Vice Chancellor for Finance and Operations at UNC-Chapel Hill, or their respective designees, individually or collectively, are hereby authorized to execute and deliver all documents and take such actions as may be necessary to the ongoing administration and the remarketing of the 2012B Bonds and the 2019 Bonds and otherwise contemplated by this Resolution on behalf of UNC-Chapel Hill.

Section 5. ***Conflicting Provisions.*** All resolutions or parts thereof of the Board in conflict with the provisions herein contained are, to the extent of such conflict, hereby superseded and repealed.

Section 6. ***Effective Date.*** This Resolution is effective immediately on the date of its adoption.

*PASSED, ADOPTED, AND APPROVED* this 26<sup>th</sup> day of May, 2022.

STATE OF NORTH CAROLINA )  
 )  
COUNTY OF ORANGE )

SECRETARY'S CERTIFICATE  
OF AUTHENTICATION

SS:

I, Meredith R. McCullen, Assistant Vice President and Secretary of the University of North Carolina System, *DO HEREBY CERTIFY* that (1) the foregoing is a full, true and correct copy of the approving resolution adopted by the Board of Governors of the University of North Carolina System at its meeting on May 26, 2022 and appearing in the minutes of such meeting, (2) notice of the meeting of the Board of Governors of the University of North Carolina System held on May 26, 2022 was sent to each member of the Board, and (3) a quorum was present at the meeting on May 26, 2022 at which time the foregoing Resolution was adopted.

**WITNESS**, my hand and the seal of the University of North Carolina System this \_\_\_\_ day of \_\_\_\_\_, 2022.

[SEAL]

\_\_\_\_\_  
Assistant Vice President and Secretary of the University  
of North Carolina System



## AGENDA ITEM

A-12. Acquisition of Real Property by Lease – The UNC System Office..... Michael Vollmer

**Situation:** The University of North Carolina System Office requests approval for the acquisition of real property by lease in Raleigh, NC.

**Background:** The 2021 Appropriations Act (S.L. 2021-180, Section 40.1.(h1)) requires the University of North Carolina System Office to enter into a lease agreement to relocate staff and operations to the City of Raleigh on or before December 31, 2022. The lease term shall be for no less than three years or more than four years. The Board of Governors is responsible for the selection and approval of all other lease terms.

The University of North Carolina System Office requests approval to execute a lease to acquire office space in Raleigh, NC. The lease shall be negotiated by the University of North Carolina System Office consistent with the material terms discussed in closed session.

**Assessment:** The lease of new office space is required for compliance with S.L. 2021-180, Section 40.1.(h1).

**Action:** This item requires a vote by the committee, with a vote by the full Board of Governors.