



THE UNIVERSITY *of* NORTH CAROLINA
GREENSBORO

Enrollment Funding Model

A Campus Perspective

Joint Appropriations Committee on Education

March 15, 2017

Agenda

- Few Words about UNC-Greensboro in 2017
- Thank you
- Enrollment Growth and Enrollment Growth Funding
 - Optimizing Existing Resources Through Enrollment Growth - “progress toward degree”
 - Enrollment Growth Funding relative to other General Fund sources – Requirements
 - Strategic Planning and Timing of the Enrollment Growth Funding



UNC-Greensboro in 2017



We are UNC-Greensboro - 2017

One of the “**Original 3**”
institutions in UNC system

In our **125th** Year

Nearly **20,000 students** strong



UNCG
125
CELEBRATING
125 YEARS OF
OPPORTUNITY
& EXCELLENCE



THE UNIVERSITY of NORTH CAROLINA
GREENSBORO

We are UNC-Greensboro - 2017

Transforming
Students

Transforming
Knowledge

Transforming our
Region



entry: Portable Devices for Disease Diagnostics youtu.be/qdBKjFVqLuM via @YouTube #UNCG @jsnn2907



GREENSBORO—At UNC Greensboro, it's a challenge to define the "typical" student.

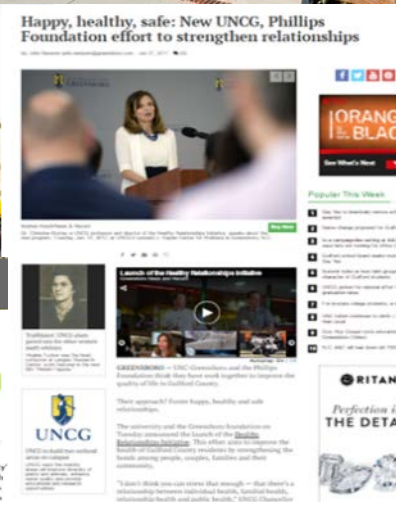
"We have perhaps the most diverse student body in the system," Chancellor Frank Gilliam, Jr. says in the accompanying video.

"It's a fascinating campus in that way," Gilliam says. "Telling non-traditional and working adults, African-Americans, LGBTQ and overseas among the student populations on campus."

"We're all over the map, and that's the beauty of the place," he says. "In many ways there is no typical student here, because we are so diverse."

WHAT MAKES A GREAT UNIVERSITY

UNC Greensboro is a public university in Greensboro, North Carolina. It is a member of the University of North Carolina system.



THE UNIVERSITY of NORTH CAROLINA
GREENSBORO

Thank You

How do UNCG's tuition and fee rates compare nationally?

Most recent national report from College Board:
“Average in-state published tuition and fees at public
four-year institutions is \$9,650 in 2016-17.”

UNCG's in-state undergraduate rates:

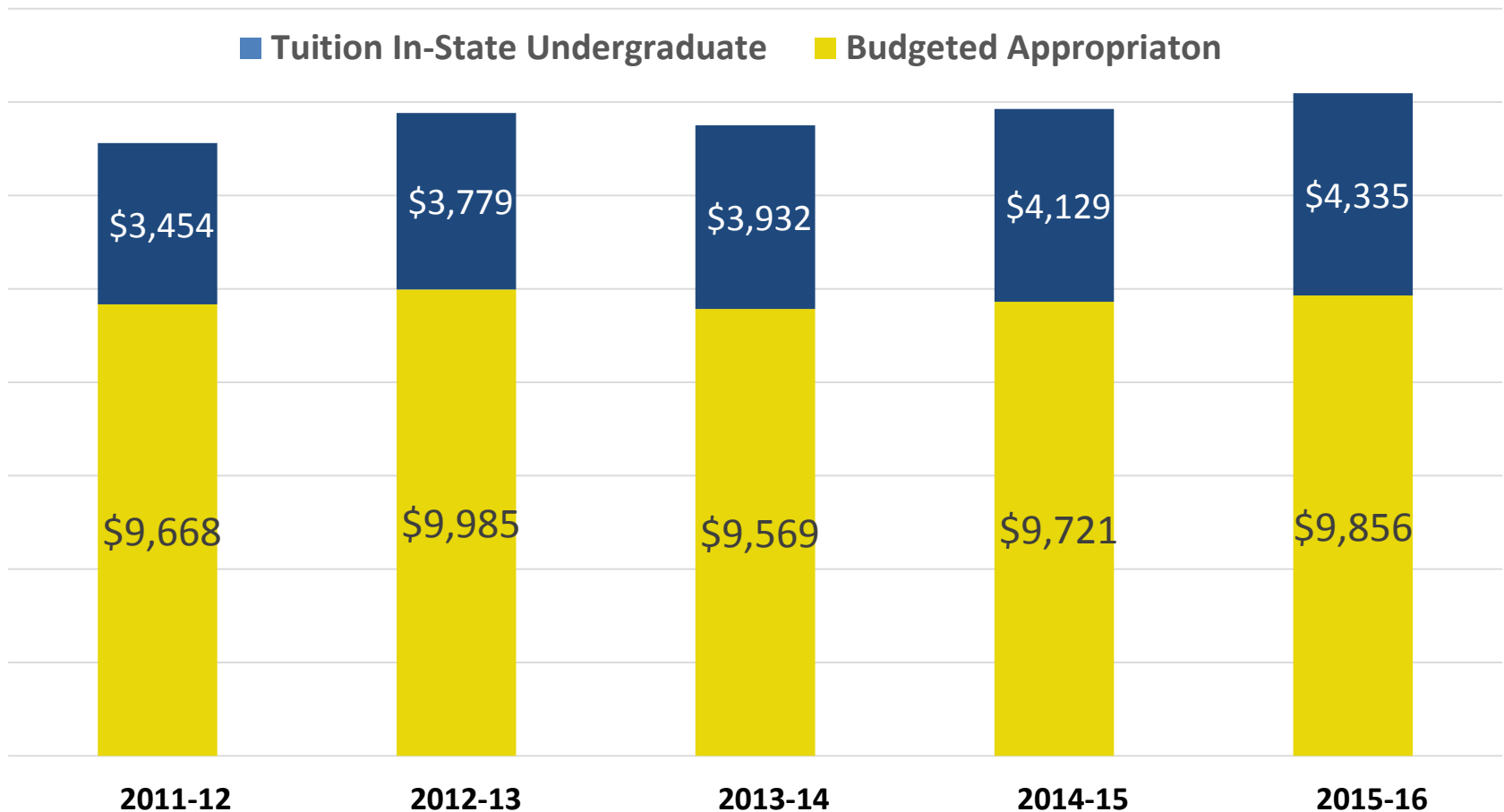
\$ 6,386 2014-15

\$ 6,675 2015-16

\$ 6,971 2016-17



UNCG's Budgeted Recurring State Appropriation per Budgeted In-State Full Time Equivalent Students



Resident Undergraduates: National Comparison

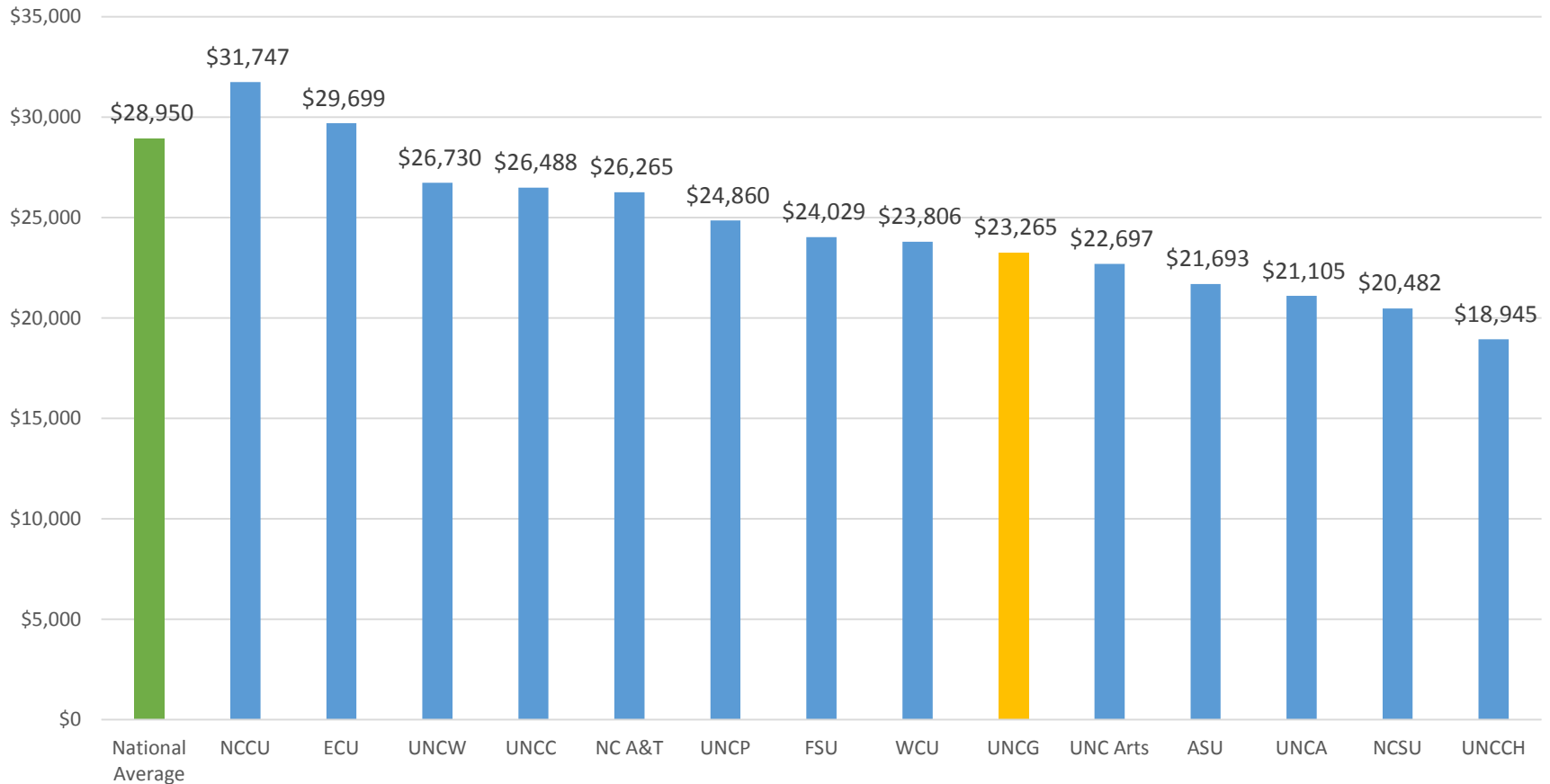
2016-17 Annual Rates

Institution	In-State Undergraduate Tuition and Fees
Northern Illinois	12,224
Western Michigan	11,493
University of Louisville	11,419
Virginia Commonwealth	11,260
Bowling Green State University	10,590
Kent State University	10,012
Indiana University-Purdue University-Indianapolis	9,869
The University of Texas at Arlington	9,201
University of Memphis	9,125
Indiana State University	8,746
Georgia State University	8,368
Oregon State University	8,322
Middle Tennessee State University	8,280
Old Dominion University	7,948
University of Southern Mississippi	7,659
UNC Greensboro	6,971
University of Central Florida	6,317
Florida International University	5,141
Portland State University	4,622



Average Debt of Graduates

2014



Source: http://ticas.org/posd/state-state-data-2015#overlay=posd/state_data/2015/nc

Not reporting: ECSU and WSSU



100 NC Counties Fall of 2016

- 9,855 Applicants
- 5,770 Admitted Students
- 2,815 Confirmed Students



County Name	Applicants	Admits	Confirmed students
GUILFORD	1471	809	539
WAKE	1314	765	387
MECKLENBURG	1139	572	302
FORSYTH	493	356	183
DURHAM	401	189	105
CUMBERLAND	259	163	53
DAVIDSON	245	161	89
ALAMANCE	239	155	76
ORANGE	205	158	62
UNION	188	100	35
CABARRUS	183	85	48
RANDOLPH	159	95	62



Enrollment Growth and Enrollment Growth Funding

- optimizing existing resources through enrollment growth - progress toward degrees



Old Approach

- Use a Markov Chain to determine future enrollment prediction at the university-level
 - SCH was distributed based on history
 - Allowances were made for new programs
 - Information was communicated to Deans



UNCG SCH Regular Term Enrollment Model

SCH Enrollment - Change Funding Model Impact of 100 FTE to Authorized Level of Expenditures (Requirements)

	Change to SCHs			SCH per Instructional Position			Instructional Positions Required		
	U/G	Masters	Doctoral	U/G	Masters	Doctoral	U/G	Masters	Doctoral
Cat 1	882	64	17	708.64	169.52	115.56	1.244	0.377	0.143
Cat 2	801	119	21	535.74	303.93	110.16	1.494	0.392	0.188
Cat 3	663	114	8	406.24	186.23	109.86	1.631	0.612	0.073
Cat 4	43	28	2	232.25	90.17	80.91	0.187	0.306	0.024
Totals	2,388	325	47						6.673
Total SCH Change			2,760						

SCH Distribution

U/G	Masters	Doctoral	
133,895	9,716	2,517	
121,598	18,117	3,153	
100,652	17,303	1,222	
6,593	4,187	298	
362,738	49,323	7,190	419,251

Total Positions Required	6.901
Average Teaching Salary	\$87,228
Instructional Salary Amount	\$601,978

Other Academic Costs (44.89%)	\$270,256
Total Academic Requirements	\$872,234

% of Total

U/G	Masters	Doctoral	
31.94%	2.32%	0.60%	
29.00%	4.32%	0.75%	
24.01%	4.13%	0.29%	
1.57%	1.00%	0.07%	
86.52%	11.77%	1.71%	100.00%

Library Rate	11.48%	\$100,173
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Gen Inst Spt	54.05%	\$471,441
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Total Requirements	\$1,443,848
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New Approach

- Campus wide analysis of current credit hour production and space utilization
- Identify bottlenecks and opportunities to improve student progress toward degree
- Focus enrollment growth funding to address needs of our state, demand from our students and improve efficient throughput
- Involve Deans early in the enrollment planning process
 - Better accountability
 - More transparency
 - Better understanding of the complexities of projections
- Example – School of Business



Interdependency Matrix

What Students Did We Teach?

Attempted Undergraduate SCH Taught by College, 2014

Where Did Our Majors Take Courses?
Attempted Undergraduate SCH by Declared Student Major, 2014

	College of Arts & Sciences	School of Business & Economics	School of Education	School of Health & Human Sciences	School of Music, Theatre & Dance	School of Nursing	University
College of Arts & Sciences	151, 127	2,502	3,709	5,888	3,937	34	1,338
School of Business & Economics	25, 381	48,903	183	1,126	1,725	0	164
School of Education	7,135	47	10,017	1,251	671	4	154
School of Health & Human Sciences	33,012	1,994	2,928	36,811	2,488	244	485
School of Music, Theatre & Dance	5,707	291	434	326	13,559	0	161
School of Nursing	7,228	21	45	1,154	431	7,065	129
University	2,368	204	36	483	78	3	12

SCH taken by Business majors

SCH taught by Business faculty



Departments within each Funding Category

Business and Economics

Category 1	Economics
	Management Dept
Category 2	Accounting and Finance
	Cons, Apparel, and Ret Studies
	Deans Office
	Economics
	Info Sys and Supply Chn Mng
	Management Dept
	Marketing, ENT, HTM
Category 3	Cons, Apparel, and Ret Studies
	Info Sys and Supply Chn Mng
	Marketing, ENT, HTM

Departments within each Funding Category

College of Arts and Sciences

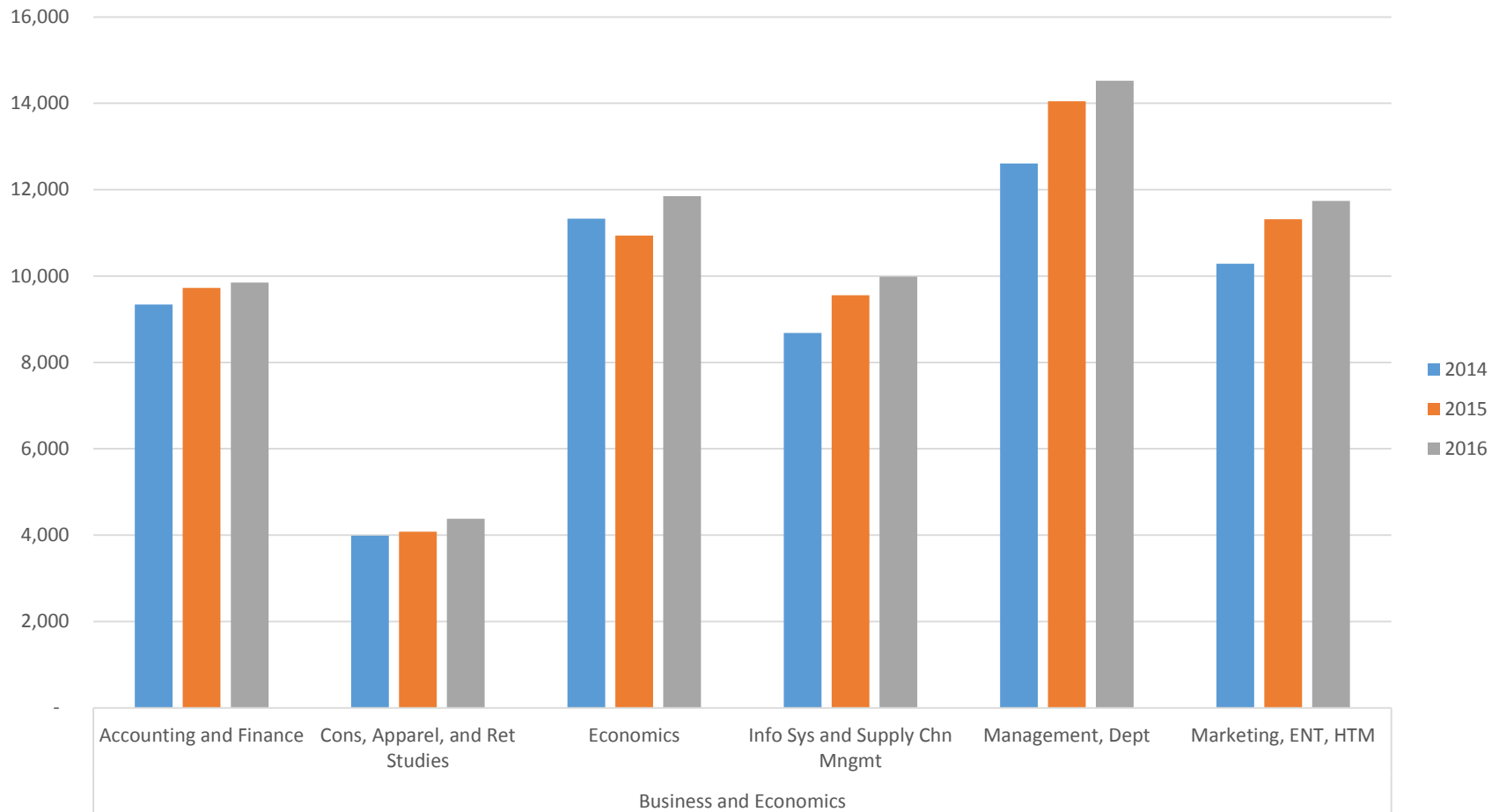
Category 1	Anthropology
	Biology
	Communication Studies
	English
	Geography
	History
	Interior Architecture
	Math and Statistics
	Media Studies
	Philosophy
	Political Sciences
	Psychology
	Religious Studies
	Sociology
	Special Programs

Category 2	Classical Studies
	Deans Office
	English
	History
	International & Global Studies
	Languages, Lit and Cultures
	Math and Statistics
	Special Programs

Category 3	Biology
	Chemistry and Biochemistry
	Communication Studies
	Computer Science
	Interior Architecture
	Languages, Lit and Cultures
	Media Studies
	Physics and Astronomy
	Political Sciences
	Special Programs



Undergraduate Enrollment (SCH) for the School of Business and Economics Regular Term and Distance by Cost Category



Enrollment Planning Timeline for 2017-19 Biennium

Activities	2016	Deadlines	Data
	September		
	2	Census Date - Fall	
Academic Council Meeting	7		
	9		2016-17 Enrollment Data to Deans
Instructions from UNC - GA	9		
Meetings with Deans offices & Enrollment Work Team:			
Education	12		
Health & Human Sciences	14		
Bryan	15		
Nursing	19		
Arts & Sciences	19		
Visual & Performing Arts	20		
	16		Fall 2016 Enrollment Data to Deans
Submit Fall Census Data to GA	21		
	30		Projections - Historical Model
	October		
Projections Due from Deans' Offices	6		
Individual Dean Meetings with Provost	10 - 14		
Historical Process meld with Dean Estimates	18		
Fiscal Impact of Projections & Options	19-21		
Adjustments to Estimates - Review with Deans	24-26		
Submit 2017-19 Request to UNC - GA	28		
	November		
UNC - GA Finalize Enrollment Request for System	22		
	2017		
	January		
	30	Census Date - Spring	
	February		
Submit Spring Census Data to GA	20		

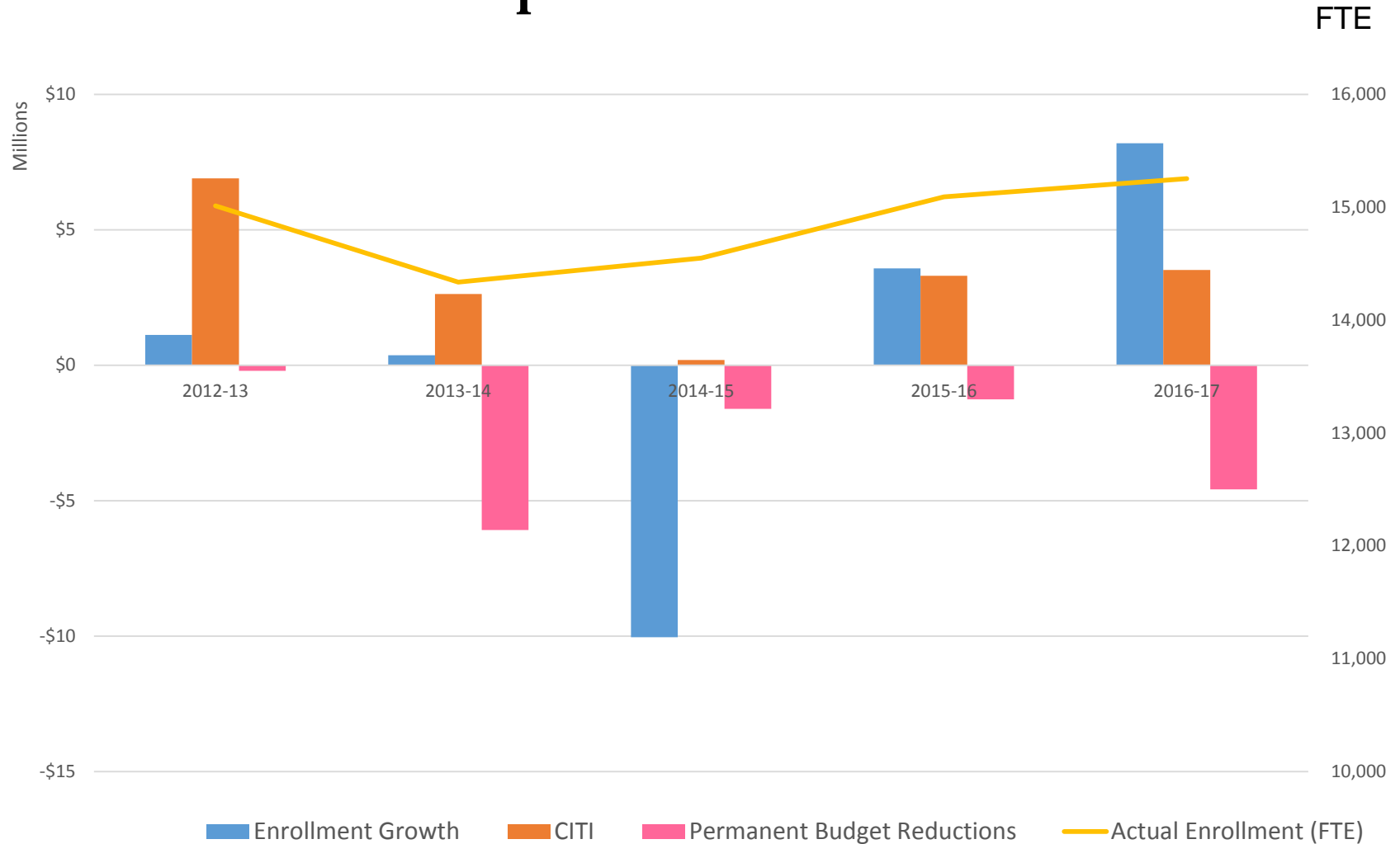


Enrollment Growth and Enrollment Growth Funding

- Enrollment Growth Funding relative to other General Fund sources –

Tuition + Appropriations = Requirements

UNCG Major General Fund Sources as Compared to Enrollment



Strategic Planning and Timing of the Enrollment Growth Funding



Planning

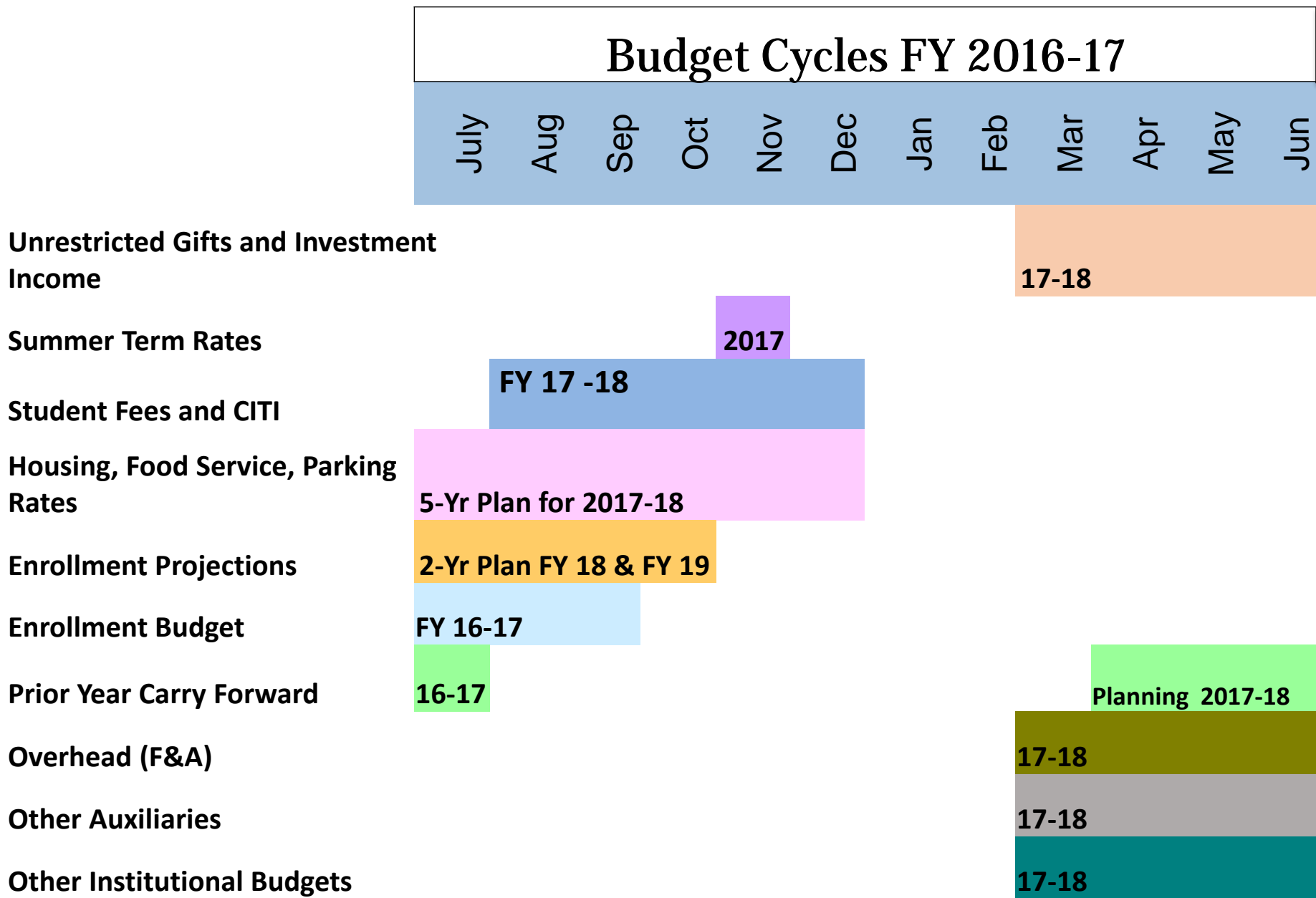
- It takes 12-18 months to permanently fill a faculty position
- Schedules for regular term are set 6 months before the beginning of the semester
- Budget approved in late June or early July means adjustments can only be made in the Spring



Timeline for Budget Processes 2017-18

July	<ul style="list-style-type: none"> • Begin work on identifying populations for any salary increases • Begin work on enrollment adjustments for 2018-19 by gathering historical information
August	<ul style="list-style-type: none"> • Begin working with the student committee on changes to tuition and fees ¹ • Institutional and departmental carry forward from 2016-17 is allocated • Enrollment Budget for 2017-18 is distributed based on final approvals from the General Assembly • The Campus Initiated Tuition Increase (CITI) is allocated to specific departments based on the original plan
September	<ul style="list-style-type: none"> • The Reversion Plan is developed based on Fall 2017 census data
October	<ul style="list-style-type: none"> • Enrollment adjustments for 2018-19 due to General Administration • Determine Housing, Dining, and Parking rates for 2018-19 • If funds are available from the Reversion Plan requests are solicited from the divisions
November	<ul style="list-style-type: none"> • Tuition and Fees changes presented to the campus ¹
December	<ul style="list-style-type: none"> • Tuition and Fees to Board of Trustees ¹ • Tuition and Fees to UNC General Administration, including Housing and Dining rates ¹
February	<ul style="list-style-type: none"> • Tuition and Fee rates for 2018-19 approved by the Board of Governors ¹ • Reversion Plan is revised based on Spring census information, if funds are available requests are solicited from the divisions • The Student Health Services budget is submitted to Financial Planning and Budgets for the new year • Budgets for other auxiliary services are requested from the divisions
March	<ul style="list-style-type: none"> • Enrollment budget for 2018-19 estimates are available for preliminary decisions • Budgets for other auxiliary services are received in Financial Planning and Budgets, these budgets are summarized and communicated to the Vice Chancellor for Business Affairs for approval • Unrestricted Gifts and Investment Income (UGII) requests for the new year are solicited from the divisions
April	<ul style="list-style-type: none"> • Departmental carry forward requests are solicited from divisions • Preliminary estimates for student fee budgets are developed by Financial Planning and Budgets and communicated to the divisions • Budgets for institutional trust funds are solicited from the divisions
May	<ul style="list-style-type: none"> • F&A estimates for the new year are provided to the Provost • Student Fee budgets are submitted to Financial Planning and Budgets, a summary of the information is communicated to the Vice Chancellor for Business Affairs for approvals • Detail institutional trust fund budgets are submitted to Financial Planning and Budgets • Unrestricted Gifts and Investment Income (UGII) requests are received in Financial Planning and Budgets and estimates of availability are shared with the Vice Chancellor for Business Affairs
June	<ul style="list-style-type: none"> • F&A Departmental budgets are submitted to Financial Planning and Budgets for entry in Banner for the new year • Recurring State budgets are loaded for the new year and a report of the transactions is submitted to the divisions • Allocations of Unrestricted Gifts and Investment Income are made and communicated to the divisions

¹ Assumes that the tuition and fee submission in Fall 2016 was for the 2017-18 year only.



Thank you

