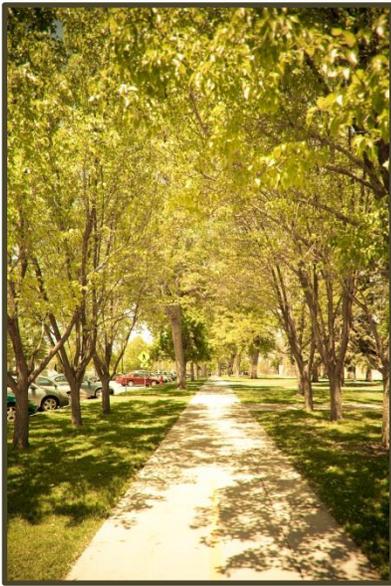


# Recommended Budget Fiscal Year 2014-15



UNIVERSITY of  
NORTHERN COLORADO

Bringing  
education  
to life

# Table of Contents

<b>I.</b>	<b>Overview.....</b>	<b>1</b>
<b>II.</b>	<b>Operating Budget.....</b>	<b>4</b>
	Tuition, Fees and Room and Board Rates .....	4
	Financial Aid and Institutional Discounting.....	5
	Tuition, Fees and Room and Board Revenue Assumptions .....	8
	Personnel .....	10
	Operating Budget Summary .....	11
	Summary of Changes .....	12
<b>III.</b>	<b>Grants and Contracts Budget .....</b>	<b>13</b>
<b>IV.</b>	<b>Capital Budget.....</b>	<b>14</b>
<b>V.</b>	<b>Multiyear Strategic Investments Budget .....</b>	<b>16</b>
<b>VI.</b>	<b>Reserves .....</b>	<b>17</b>
<b>VII.</b>	<b>Debt Service.....</b>	<b>19</b>

## Appendices

- Appendix A: Planning Map
- Appendix B: Operating Budget Detail
- Appendix C: Rate Schedule Detail
- Appendix D: Enrollment Detail
- Appendix E: Multiyear Strategic Investments Budget Detail

# I. Overview

The recommended budget for fiscal year 2014-15 was developed in the context of UNC’s continuous planning for long-term fiscal sustainability. As will be discussed at the June Board meeting – this hinges on meeting the changing needs of our traditional undergraduate population and diversifying our offerings to attract other students, including international students. This year’s budget reflects continued growth in graduate programs that is the result of understanding the changing needs and wants of graduate students and designing our programs accordingly. It also reflects the ongoing challenges we face in the traditional undergraduate market.

By its nature, a budget is a point-in-time static financial picture that is the result of dynamic multi-year planning. To facilitate systems-based thinking in our planning, we identified eight “key system elements”—interdependent variables that are key control points for balancing mission and money. The “planning map” that shows how the system elements relate to our nine core plans, five support plans, annual action plans and budgets is in Appendix A. Considerations of the system elements in developing the fiscal year 2014-15 budget include:

System Element	Planning Issues
UNC’s Mission & Identity	In addition to giving high-achieving students an opportunity for a life-changing experience, UNC seeks out students with potential who might not find opportunities at other research universities. UNC is committed to providing top-notch personalized academic opportunities and helping students succeed at rates greater than predicted by traditional demographic “inputs.”
Cost of Attendance	UNC’s resident undergraduate tuition rate is currently the lowest of the research universities with whom we compete for students, as well as being lower than all but two Colorado four-year institutions. Over the last five years UNC’s tuition increased \$1,452 while the average increase at CU-Boulder, UCCS, CU-Denver, and CSU was \$2,339.
Cost-savings Innovations	In fiscal years 2011-12 and 2012-13 we identified over \$6.5 million in sustainable cost savings. The fiscal-year 2014-15 budget includes a new \$1.0 million sustainable cost saving target.
Other Operating Costs	Non-personnel costs such as utilities, library materials, instructional technology, and chemical supplies vary from year to year, sometimes increasing at a rate greater than inflation.
External Funding	Overall, state support represents 20.7% of our budget. UNC expects to receive a \$3.7 million increase in state funding (statewide 11% increase).
Capital	We have a calculated deferred maintenance of \$151 million and have specifically identified deferred maintenance projects of \$45 million. The state can no longer provide adequate capital funding to maintain and improve our physical facilities so the burden is shifting to students. For fiscal year 2014-15 we are shifting towards explicit recognition of this reality with a \$450 consolidated capital fee -- \$244 of current student fees, plus a \$206 increase.
Compensation	To fulfill the promise of transformative education to students, UNC must be competitive in the local and national markets for talented faculty and staff. In support of the UNC “compensation identity” identified in 2012, we are taking a multiyear approach to move salaries to 90% of the average of our peer institutions (i.e., slightly below the mean). The fiscal year 2014-15 budget includes a 3% salary increase pool plus increased PERA and health insurance costs.
Reserves Strategy	As a result of cost-cutting measures and centralization of flexible dollars, UNC previously set aside reserves to address contingencies and make strategic investments in access, success and graduation. Fiscal year 2014-15 is the second consecutive year that we will be spending down reserve balances.

The total estimated fiscal year 2014-15 budget for the University of Northern Colorado is \$205.7 million in gross operating revenue, less \$24.7 million in discounting (institutional scholarships and waivers), for a net operating revenue of \$181.0 million. The budgeted operating revenue for fiscal year 2014-15 is shown in Table 1.

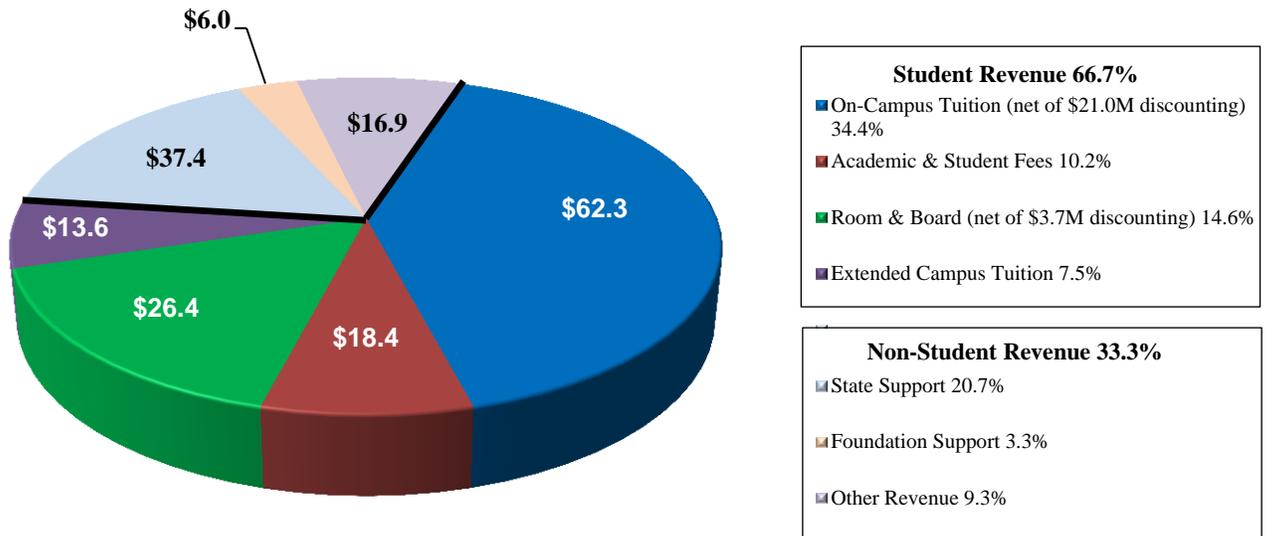
**Table 1. Fiscal Year 2014-15 Operating Revenue (in millions)**

	<b>FY15 Budget</b>	<b>% of Gross Revenue</b>
<b>Gross Operating Revenue</b>		
On-Campus Tuition	\$ 83.3	40.6%
Academic & Student Fees	18.4	8.9%
Room and Board	30.1	14.6%
Extended Campus Tuition	<u>13.6</u>	<u>6.6%</u>
<b>Total Student Revenue</b>	<b>\$ 145.4</b>	<b>70.7%</b>
State Support	\$ 37.4	18.2%
Foundation Support	6.0	2.9%
Other Revenue	<u>16.9</u>	<u>8.2%</u>
<b>Total Non-Student Revenue</b>	<b>\$ 60.3</b>	<b>29.3%</b>
<b>Total Gross Operating Revenue</b>	<b>\$ 205.7</b>	
<b>Tuition Discounting</b>		
Scholarships	\$ 17.2	8.4%
Grad Waivers	<u>3.8</u>	<u>1.8%</u>
<b>Total Tuition Discounting</b>	<b>\$ 21.0</b>	<b>10.2%</b>
<b>Room and Board Discounting</b>		
Room and Board Waivers	\$ 1.1	0.6%
Need-Based Housing	1.6	0.8%
Non-Resident Housing Discount	<u>1.0</u>	<u>0.4%</u>
<b>Total Room and Board Discounting</b>	<b>\$ 3.7</b>	<b>1.8%</b>
<b>Total Discounting</b>	<b>\$ 24.7</b>	<b>12.0%</b>
<b>Net Operating Revenue</b>	<b>\$ 181.0</b>	

Tuition, fees, and room and board charges to students will account for 66.7% of UNC’s net operating revenue in fiscal year 2014-15, and state support will be 20.7% (Figure 1). Undergraduate on-campus tuition is the single largest source of gross revenue at \$66.5 million, while graduate tuition is \$16.8 million. Tuition and Room and Board revenue are shown net of discounting in Figure 1.

**Figure 1. Fiscal Year 2014-15 Net Revenue \$181.0 Million**

(Details of UNC’s operating revenue; does not include grants, contracts, or capital revenue.)



The recommended budget includes investments to enhance the quality of students’ educational experiences and to build UNC’s capacity to support student success. We believe that the market position, reputation and, ultimately, the revenue driven by these investments are vital to UNC’s long-term fiscal sustainability.

The recommended budget includes the following key changes from the fiscal year 2013-14 budget:

- Increase of \$3.7 million in state funding
- Undergraduate base tuition rate increase of 4.8%, or \$276, for the year for full-time residents (does not include differential tuition charged for some programs, which will not increase)
- Graduate on-campus tuition rate increase of 3%
- Extended campus and online tuition rate increase of 2.9%-7.7% (varies by program considering market, competitive landscape, and UNC mission)
- Additional \$2.0 million student capital fee revenue
- Additional institutional investment of \$3.6 million in financial aid and discounting
- Staffing plan changes totaling \$200 thousand
- Faculty, exempt, and classified salary increases of \$2.6 million, plus benefits of \$0.4 million
- Capital investments of \$10.7 million (including \$2.0 million of state-funded deferred maintenance)
- Multiyear strategic investments of \$6.4 million

## II. Operating Budget

### Tuition, Fees, and Room and Board Rates

Our pricing recommendations are based upon a systemic approach to planning for delivering our promise to students – the promise of a transformative education. Cost of attendance, which includes tuition, fees, and room and board, is one of the eight system elements of planning. We look at pricing – both sticker price and discounting – from the perspective of:

- Our competition
- Our cost to deliver the education and support to help a student be successful
- Our students' willingness and ability to pay

Given the reality of the state's withdrawal from both operational and capital funding, the burden has shifted to the students. While increasing our price is not undertaken lightly, our cost of attendance proposal is rooted in promoting student success, while improving retention and graduation rates.

For fiscal year 2014-15 our recommendation is to:

- Increase tuition across all categories of students to move UNC tuition rates gradually over several years to the level that will be necessary to provide transformative educational experiences with significantly reduced state funding, while covering annual operating costs as well as deferred capital facility and equipment needs. Details, which include a \$276 annual (4.8%) increase in resident undergraduate tuition, are in Appendix C.
- Increase library fees by \$42 annually (47.7%) to cover increasing costs of online resources.
- Increase the technology fee \$10 annually (3.5%).
- Continue the students' LEAF initiative with a \$20 annual fee that will sunset in fiscal year 2015-16. This fund will finance environmental improvements in campus infrastructure and educational initiatives. Student LEAF is managed by a committee led by students, with staff and faculty representation.
- Overall increase in student activity fee of 3% with a shift of \$244 of the capital fee and a proposed increase in the consolidated capital fee of \$206.

Table 2 summarizes the effect of the recommendations on the cost of attendance for undergraduate students. The cost of attendance for graduate students varies by program.

**Table 2. Annual Undergraduate Resident Cost of Attendance**

Tuition and Fees	FY14	FY15	\$ Increase	% Increase
Tuition (student share)	\$5,748	\$6,024	\$276	4.8%
Student Activity Fees	1,027	814	(213)	-20.7%
LEAF	20	20	0	0.0%
Technology Fee	285	295	10	3.5%
Library Fee	88	130	42	47.7%
Consolidated Capital Fee*	0	450	450	
<b>Subtotal Tuition and Fees</b>	<b>\$7,168</b>	<b>\$7,733</b>	<b>\$565</b>	<b>7.9%</b>
Typical Room and Board	10,490	10,560	70	0.7%
<b>Total Cost of Attendance</b>	<b>\$17,658</b>	<b>\$18,293</b>	<b>\$635</b>	<b>3.6%</b>

\*We propose increasing student fees by 3% or \$31. We propose shifting \$244 of various student fees related to debt and capital projects to a single consolidated capital fee that would increase by \$206 to \$450.

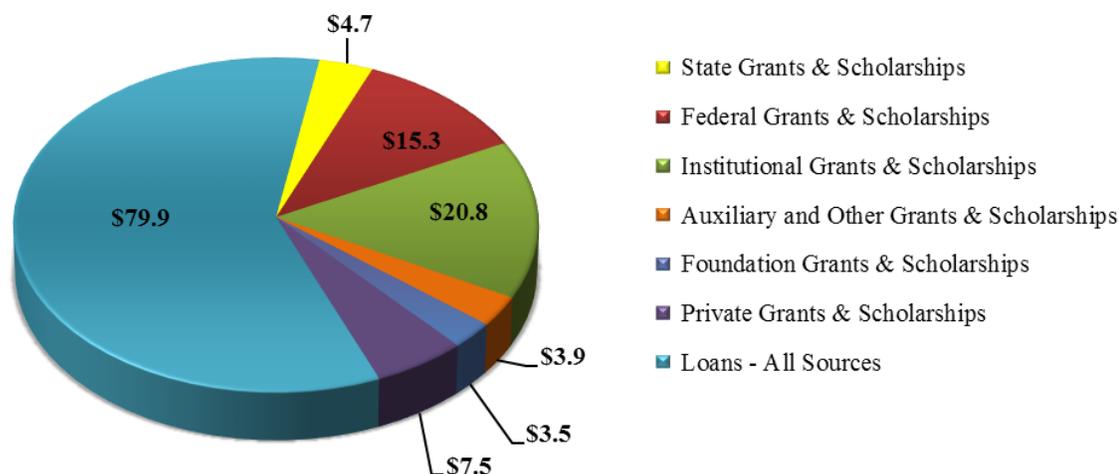
## Financial Aid and Institutional Discounting

Table 3 and Figure 2 show the total financial aid available to students from all funding sources, including state, federal, institutional, private, and loans. The total financial aid available to UNC students in fiscal year 2014-15 is estimated at \$135.6 million. UNC continues to invest in institutionally-funded scholarships, graduate tuition waivers, room and board waivers, and graduate assistantship stipends as part of our overall pricing strategy.

**Table 3. FY15 Financial Aid by Funding Source**

Aid Type and Source	FY14 Budget	FY14 Forecast	FY15 Budget	FY14 Forecast to FY15 Budget Change
Grants & Scholarships				
State	\$ 3,414,890	\$ 3,442,045	\$ 4,721,071	\$ 1,279,026
Federal	15,630,000	15,318,276	15,250,000	(68,276)
Institutional	21,763,226	20,000,186	20,773,770	773,584
Auxiliary and Other	1,384,212	1,135,674	3,939,652	2,803,978
Foundation	3,400,000	3,400,000	3,500,000	100,000
Private	7,300,000	7,548,318	7,500,000	(48,318)
<b>Subtotal Grants &amp; Scholarships</b>	<b>\$ 52,892,328</b>	<b>\$ 50,844,499</b>	<b>\$ 55,684,493</b>	<b>\$ 4,839,994</b>
Loans-All Sources	\$ 84,000,000	\$ 76,871,424	\$ 79,900,000	\$ 3,028,576
<b>Total Financial Aid</b>	<b>\$ 136,892,328</b>	<b>\$ 127,715,923</b>	<b>\$ 135,584,493</b>	<b>\$ 7,868,570</b>

**Figure 2. Fiscal Year 2014-15 Total Financial Aid Budget-\$135.6 Million**



Discussion of financial aid (merit-based, need-based, institution-funded, and externally funded) is often in the context of enrollment management, which focuses on the student perspective, and data is presented with that in mind. For example, a common metric used in enrollment management is a “discount rate” depicting the average freshman financial aid package (including institutional, state, and federal aid) as compared to the average freshman bill (including tuition, fees, and room and board). While this metric is useful to convey the extent to which our student body receives financial assistance, it is not as helpful for institutional budgeting.

For budget discussions, we approach financial aid from the perspective of discounted revenue in order to focus on the financial impact to UNC of offering institutional scholarships and waivers. From this perspective, our institutional discount rate is a percentage of tuition revenue used for scholarships and waivers.

### Undergraduate Discounting

The recommended fiscal year 2014-15 budget includes a \$18.9 million investment in undergraduate financial aid and housing discounting as shown in Table 4. Discounting is targeted at low and middle-income students, particularly our continuing students.

**Table 4. Undergraduate Institutional Aid Allocation**

Aid Type	FY15 Budget
Resident Need-Based	\$ 5,007,410
Non-Resident Need-Based	788,205
Athletics	4,725,601
Resident Merit	2,383,360
Non-Resident Merit	1,460,760
Talent, Match, & Other	1,937,266
<b>Subtotal Undergraduate Institutional Aid</b>	<b>\$ 16,302,602</b>
Need-Based Housing	1,620,350
Non-Resident Housing Discount	927,500
<b>Total Financial Aid</b>	<b>\$ 18,850,452</b>

The total undergraduate institutional financial aid of \$16.3 million is equivalent to 24.5% of our undergraduate tuition. This is our **institutional discount rate** as shown in Table 5.

**Table 5. Undergraduate Institutional Tuition Discounting FY12-FY15**

	FY12 Actual	FY13 Actual	FY14 Forecast	FY15 Budget
Undergraduate Tuition	\$ 62,960,647	\$ 64,343,312	\$ 63,658,072	\$ 66,465,414
Institutional Scholarships	(13,501,737)	(15,199,565)	(15,947,449)	(16,302,602)
<b>Discounted Revenue</b>	<b>\$ 49,458,910</b>	<b>\$ 49,143,747</b>	<b>\$ 47,710,623</b>	<b>\$ 50,162,812</b>
Discount Percent	21.4%	23.6%	25.1%	24.5%

Table 6 shows the net new revenue available after institutional discounting is applied to undergraduate students.

**Table 6. Undergraduate Pricing and Discounting Net New Revenue (in millions)**

	FY15 Budget
Rate Increase	\$ 3.7
Enrollment (FY15 growth from FY14 forecast)	(0.9)
<b>Total Gross Tuition New Revenue</b>	<b>\$ 2.8</b>
Less Institutional Aid	(0.4)
<b>Net New Revenue Available</b>	<b>\$ 2.4</b>

## Graduate Discounting

Graduate discounting includes tuition waivers and stipends for graduate students who are awarded teaching, research, or administrative assistantships, as well as a limited number of scholarships for graduate students. Having students who are awarded assistantships for taking on instructional and administrative responsibilities also helps the University. Because the stipends associated with assistantships represent pay for teaching, conducting research, or doing administrative tasks, the amounts are not included in discounting calculations.

For several years, we have been increasing graduate tuition while simultaneously investing more in graduate discounting, as shown in Table 7, in order to make our programs more competitive. Graduate assistantships are designed to be an integral part of the students' educational experience. Unlike undergraduate awards, the number and amount of graduate awards vary by area of study. For example, relatively few students in Tier 1 Master's programs, which enroll primarily K-12 teachers, expect to receive waivers or scholarships; however, significant discounting is necessary to compete for students in Tier 3 Doctoral programs.

The on-campus graduate tuition rates in the proposed budget will increase graduate tuition revenue by \$918,400. Institutional scholarships and waivers will increase \$418,439 over the fiscal year 2013-14 forecast. Approximately 26.5% of the graduate tuition revenue is to be used for discounting. Table 8 shows the financial impact of the graduate tuition rates and discounting in the recommended budget.

**Table 7. Graduate Institutional Tuition Discounting FY12-FY15**

	FY12 Actual	FY13 Actual	FY14 Forecast	FY15 Budget
Graduate Tuition	\$ 13,706,521	\$ 15,253,400	\$ 15,947,032	\$ 16,865,432
Institutional Scholarships and Waivers	(3,530,751)	(3,853,105)	(4,052,737)	(4,471,176)
<b>Total Revenue</b>	<b>\$ 10,175,770</b>	<b>\$ 11,400,295</b>	<b>\$ 11,894,295</b>	<b>\$ 12,394,256</b>
Discount Percent	25.8%	25.3%	25.4%	26.5%

**Table 8. Graduate Pricing and Discounting Net New Revenue (in millions)**

	FY15 Budget
Rate Increase	0.5
Enrollment (FY15 Growth from FY14 Forecast)	0.4
<b>Total Gross Tuition New Revenue</b>	<b>0.9</b>
Less Institutional Aid	(0.4)
<b>Net New Revenue Available</b>	<b>0.5</b>

## Tuition, Fees, and Room and Board Revenue Assumptions

Tuition revenue assumptions reflect rate changes as well as anticipated credit hour enrollment. Rate details are included in Appendix C and enrollment details are included in Appendix D. Assumptions in the recommended budget include:

- The fiscal year 2014-15 main campus undergraduate credit hour enrollment is expected to be 2.6% less than the fiscal year 2014 forecast (Table 9). A 4.8% resident, 1.6% nonresident, and 6.1% WUE tuition increase will result in a \$2.8 million dollar increase over the fiscal year 2013-14 forecast (Table 10).
- The fiscal year 2014-15 main campus graduate credit hour enrollment is expected to be 4.2% greater than the fiscal year 2013-14 forecast (Table 11). A 3% graduate tuition increase will result in a \$918,400 increase over the fiscal year 2013-14 forecast (Table 12).
- The fiscal year 2014-15 extended campus undergraduate credit hour enrollment is expected to be equivalent to 2013-14 forecast (Table 9). Tuition rate increases will result in additional revenue of \$114,464 over the fiscal year 2013-14 forecast (Table 10).
- The fiscal year 2014-15 extended campus graduate credit hour enrollment is expected to be 0.9% greater than the fiscal year 2013-14 forecast (Table 11). Enrollment growth and tuition increases will result in additional revenue of \$496,714 over the fiscal year 2013-14 forecast (Table 12).

**Table 9. Undergraduate Enrollment (Credit Hours)**

	FY14 Budget	FY14 Forecast	FY15 Budget	FY14 Forecast to FY15 Budget Change	
				SCH	%
<b>Main Campus</b>					
Resident	240,962	225,563	216,338	(9,225)	(4.1%)
Non-Resident	17,458	16,332	16,862	530	3.2%
WUE	14,708	15,830	17,925	2,095	13.2%
<b>Subtotal Main Campus</b>	<b>273,128</b>	<b>257,725</b>	<b>251,125</b>	<b>(6,600)</b>	<b>(2.6%)</b>
Extended Campus	12,016	13,026	13,026	0	0.0%
<b>Total Enrollment</b>	<b>285,144</b>	<b>270,751</b>	<b>264,151</b>	<b>(6,600)</b>	<b>(2.4%)</b>

**Table 10. Undergraduate Revenue**

	FY14 Budget	FY14 Forecast	FY15 Budget	FY14 Forecast to FY15 Budget Change	
				\$	%
<b>Main Campus</b>					
Resident	\$ 51,099,854	\$ 47,966,945	\$ 48,938,791	\$ 971,846	2.0%
Non-resident	10,085,158	9,430,763	10,375,609	944,846	10.0%
WUE	5,811,831	6,260,364	7,151,014	890,650	14.2%
<b>Subtotal Main Campus</b>	<b>\$ 66,996,843</b>	<b>\$ 63,658,072</b>	<b>\$ 66,465,414</b>	<b>\$ 2,807,342</b>	<b>4.4%</b>
Extended Campus	3,708,400	3,815,457	3,929,921	114,464	3.0%
<b>Total Tuition</b>	<b>\$ 70,705,243</b>	<b>\$ 67,473,529</b>	<b>\$ 70,395,335</b>	<b>\$ 2,921,806</b>	<b>4.3%</b>

**Table 11. Graduate Enrollment (Credit Hours)**

	FY14 Budget	FY14 Forecast	FY15 Budget	FY14 Forecast to FY15 Budget Change	
				SCH	%
<b>Main Campus</b>					
Resident Master's	13,081	12,687	13,390	703	5.5%
Resident Doctoral	5,933	5,849	6,387	538	9.2%
Non-Resident Master's	3,616	3,894	3,908	14	0.4%
Non-Resident Doctoral	1,982	2,243	2,025	(218)	(9.7%)
<b>Subtotal Main Campus</b>	<b>24,612</b>	<b>24,673</b>	<b>25,710</b>	<b>1,037</b>	<b>4.2%</b>
Extended Campus	19,634	20,017	20,204	187	0.9%
<b>Total Enrollment</b>	<b>44,246</b>	<b>44,690</b>	<b>45,914</b>	<b>1,224</b>	<b>2.7%</b>

**Table 12. Graduate Revenue**

	FY14 Budget	FY14 Forecast	FY15 Budget	FY14 Forecast to FY15 Budget Change	
				\$	%
<b>Main Campus</b>					
Resident Master's	\$ 6,277,551	\$ 5,700,552	\$ 6,668,334	\$ 967,782	17.0%
Resident Doctoral	3,257,266	2,906,484	3,603,315	696,831	24.0%
Non-Resident Master's	3,674,064	4,224,373	3,983,789	(240,584)	(5.7%)
Non-Resident Doctoral	2,313,163	2,869,473	2,363,844	(505,629)	(17.6%)
Colo Schl of Public Health	246,150	246,150	246,150	0	0.0%
<b>Subtotal Main Campus</b>	<b>\$ 15,768,194</b>	<b>\$ 15,947,032</b>	<b>\$ 16,865,432</b>	<b>\$ 918,400</b>	<b>5.8%</b>
Extended Campus	8,916,231	9,167,347	9,664,061	496,714	5.4%
<b>Total Tuition</b>	<b>\$ 24,684,425</b>	<b>\$ 25,114,379</b>	<b>\$ 26,529,493</b>	<b>\$ 1,415,114</b>	<b>5.6%</b>

**Table 13. Tuition Revenue Change Summary (in millions)**

<b>FY14 Forecasted Tuition</b>	<b>\$ 92.6</b>
<b>Undergraduate Increase-student share (note 1)</b>	
Due to rate increase	\$ 4.2
Due to enrollment	\$ (1.3)
<b>Subtotal Undergraduate Increase-student share</b>	<b>\$ 2.9</b>
<b>Graduate Increase</b>	
Due to rate increase	\$ 1.1
Due to enrollment (note 2)	\$ 0.3
<b>Subtotal Graduate Increase</b>	<b>\$ 1.4</b>
<b>FY15 Budgeted Tuition</b>	<b>\$ 96.9</b>

(1) Student share does not include tuition funded by College Opportunity Fund.

(2) Tuition changes related to enrollment also include the effect of shifts from higher priced to lower priced programs.

## Personnel

As part of UNC's multiyear planning, we are working to establish sustainable practices for providing competitive compensation to recruit and retain faculty and staff to deliver on our promise of transformative education to students.

During Fall 2013 we developed university-wide staffing plans for 2014-15 that were rooted in the goals of the nine core plans. The staffing plans eliminate some positions, combine and/or rethink the functions of some positions, and create some new positions. We considered new positions in five categories:

- **Return on Investment:** Faculty in targeted areas, academic advising, conference services, prospect research
- **Mitigation of Risk:** Title IX trainer, counseling center, athletics strength and conditioning
- **Clean-up:** Converting long-time temporary employees into regular employees, largely in athletics
- **Basic Functional Improvements:** Recycling position, custodial position, administrative support
- **Externally Funded:** Grant-funded position in the Center for Human Enrichment

Recruiting and retaining the right people for our staffing plans requires a competitive and fair compensation package. In 2011-12 we developed compensation identity that includes moving toward 90% of the average salaries of our peers by FY17. In FY13 and FY14 we increased faculty and staff salaries using a pool equal to 5% of salaries. For FY15 we are planning for a compensation increase pool equal to 3% of salaries. Other budget adjustments related to compensation include 5.4% health insurance increases (UNC pays 60% of the premiums) and PERA retirement costs increases.

Personnel expenses in the recommended budget total \$125.7 million, including \$26.6 million in fringe benefits. Table 14 summarizes the estimated FY15 fringe benefit budget and Table 15 summarizes the changes in personnel expenses in the recommended budget.

**Table 14. Estimated FY15 Fringe Benefit Budget (in millions)**

Retirement	\$13.0
Medical, dental, life and disability insurance	11.0
Workers compensation, unemployment and FICA	2.2
Leave, tuition waivers, EAP and other	2.0
<b>Estimated Fringe Benefit Expenses</b>	<b>\$28.2</b>
Vacancy savings	(0.7)
<b>Total Fringe Benefit Budget</b>	<b>\$27.5</b>
Less portion funded by restricted and multiyear funds	(0.9)
<b>Total Operating Budget Fringe Benefits</b>	<b>\$26.6</b>

**Table 15. Changes in FY15 Personnel Expenses (in millions)**

	Salary	Benefit	Total
Staffing plan changes	\$ 0.2	\$ -	\$ 0.2
Compensation pool	2.6	0.4	3.0
Adjunct/summer faculty	0.5	0.0	0.5
Student wages, other wages	0.1	0.0	0.1
Positions vacant in FY14 to be filled in FY15	1.2	0.4	1.6
Increases in benefit costs (Retirement, Medical, etc.)	0.0	1.4	1.4
<b>Total Changes</b>	<b>\$ 4.6</b>	<b>\$ 2.2</b>	<b>\$ 6.8</b>

## Operating Budget Summary

Table 16. FY15 Operating Budget (Details in Appendix B)

	FY14 Forecast	FY15 Budget	Forecast to Budget Change
<b>REVENUES</b>			
Tuition-Resident	\$ 56,820,131	\$ 59,456,589	\$ 2,636,458
Tuition-NonResident	16,524,609	16,723,242	198,633
Tuition-WICHE/WUE NonRes	6,260,364	7,151,015	890,651
Student Fees	10,467,200	12,872,700	2,405,500
Academic Fees-General Funds	5,061,900	5,431,676	369,776
Tuition-Extended Campus	12,982,804	13,593,982	611,178
Academic Fees - Extended Campus	155,700	77,918	(77,782)
Room and Board	30,223,300	30,113,215	(110,085)
<b>Subtotal Tuition, Fees and Room &amp; Board</b>	<b>\$ 138,496,008</b>	<b>\$ 145,420,337</b>	<b>\$ 6,924,329</b>
Scholarships	(16,460,300)	(19,784,800)	(3,324,500)
Graduate GA/TA Waivers	(3,734,860)	(3,785,692)	(50,832)
R & B Waivers	(940,700)	(1,142,938)	(202,238)
<b>Subtotal Discounting</b>	<b>\$ (21,135,860)</b>	<b>\$ (24,713,430)</b>	<b>\$ (3,577,570)</b>
COF Resident	13,911,284	17,177,543	3,266,259
Fee For Service	19,726,856	20,179,484	452,628
<b>Subtotal State Support</b>	<b>\$ 33,638,140</b>	<b>\$ 37,357,027</b>	<b>\$ 3,718,887</b>
Restricted Gifts for Operations	4,295,000	4,312,341	17,341
Foundation Unrestricted Other Revenue	1,700,000	1,670,000	(30,000)
<b>Subtotal Foundation Support</b>	<b>\$ 5,995,000</b>	<b>\$ 5,982,341</b>	<b>\$ (12,659)</b>
Other Auxiliary Services	7,528,600	7,180,134	(348,466)
Restricted Grant Facilities/Admin Recovery	641,200	775,000	133,800
Other Revenue	7,158,700	7,296,469	137,769
Net Non-Operating Revenues	1,438,300	1,686,149	247,849
<b>Subtotal Other Revenue</b>	<b>\$ 16,766,800</b>	<b>\$ 16,937,752</b>	<b>\$ 170,952</b>
<b>NET REVENUES</b>	<b>\$ 173,760,088</b>	<b>\$ 180,984,027</b>	<b>\$ 7,223,939</b>
<b>EXPENSES AND MANDATORY TRANSFERS</b>			
Faculty Salaries	\$ 41,668,400	\$ 43,512,603	\$ 1,844,203
Exempt Salaries	23,324,700	24,929,103	1,604,403
Classified Salaries	19,386,300	20,413,321	1,027,021
Graduate Stipends	4,553,138	4,584,268	31,130
Other Wages/Compensation	5,533,300	5,614,818	81,518
Fringe Benefits	24,423,265	26,631,000	2,207,735
<b>Subtotal Personnel Expenses</b>	<b>\$ 118,889,103</b>	<b>\$ 125,685,113</b>	<b>\$ 6,796,010</b>
Cost of Sales	5,080,600	5,231,472	150,872
Other Current Expenses	9,299,700	9,914,665	614,965
Purchased Services	8,884,600	9,664,218	779,618
Supplies	6,662,300	6,812,970	150,670
Utilities	6,589,000	6,950,809	361,809
Travel	3,513,700	3,823,873	310,173
Capital	1,975,300	2,339,436	364,136
<b>Subtotal Non-personnel Expenses</b>	<b>\$ 42,005,200</b>	<b>\$ 44,737,443</b>	<b>\$ 2,732,243</b>
Mandatory Transfer Out-Debt Service	9,606,126	9,400,204	(205,922)
Mandatory Transfer Out-Capital Lease	1,412,256	1,741,118	328,862
<b>Subtotal Mandatory Transfers</b>	<b>\$ 11,018,382</b>	<b>\$ 11,141,322</b>	<b>\$ 122,940</b>
<b>TOTAL EXPENSES AND MANDATORY TRFRS</b>	<b>\$ 171,912,685</b>	<b>\$ 181,563,878</b>	<b>\$ 9,651,193</b>
<b>NET REVENUES LESS EXP &amp; MANDATORY TRFRS</b>	<b>\$ 1,847,403</b>	<b>\$ (579,851)</b>	<b>\$ (2,427,254)</b>
Net Transfer-Projects	888,600	-	(888,600)
Net Transfers-Strategic Investment/Other	2,596,603	2,823,209	226,606
Transfer Out-Capital Reserves	7,089,316	7,388,105	298,789
<b>Subtotal Non-Mandatory Transfers</b>	<b>\$ 10,574,519</b>	<b>\$ 10,211,314</b>	<b>\$ (363,205)</b>
<b>REVENUES LESS EXPENSES/TRANSFERS</b>	<b>\$ (8,727,116)</b>	<b>\$ (10,791,165)</b>	<b>\$ (2,064,049)</b>

## Summary of Changes

Table 17. FY15 Summary of Changes

Operating Budget	Comments	FY15 Proposed Budget <sup>1</sup>
<b>FY14 Third Quarter Net Revenue Forecast</b>		<b>\$ 173,760,088</b>
<b>FY15 Changes in Revenue</b>		
State Funding		3,718,887
Main Campus/WUE Undergraduate Tuition	resident 4.8% rate increase/-4.1% change <sup>2</sup> non-resident 1.6% rate increase/3.2% change <sup>2</sup> WUE 6.1% rate increase/13.2% change <sup>2</sup>	2,807,342
Main Campus Graduate Tuition	3.0% rate increases/4.2% change <sup>2</sup>	918,400
Room and Board	0.7% increase/new meal plan added	(110,085)
Extended Campus Tuition	3.0% rate increase 0% change UG <sup>2</sup> 0.9% change Grad <sup>2</sup>	611,178
Academic/Library Fees		291,994
Student Fees/Other Fees	new capital fee \$206 per student annually, plus 3% increase on existing student fees	2,405,500
Foundation Support for Program, Scholarship and Capital		(12,659)
Other Revenue		170,952
Discounting - Scholarships, Graduate Waivers and Room and Board Waivers		(3,577,570)
<b>Estimated FY15 Net Revenue Budget</b>		<b>\$ 180,984,027</b>
<b>FY14 Third Quarter Expenditure and Mandatory Transfer Forecast</b>		<b>\$ 171,912,685</b>
<b>FY15 Changes in Expenditures &amp; Mandatory Transfers</b>		
Staffing Plan Changes		228,673
Compensation Increase	faculty promotions, parity/equity, maintenance-of-effort increases	2,583,347
Fringe Benefits		2,207,735
Positions vacant in FY14 that will be filled in FY15		1,258,121
Adjunct, Student Wages, PSA, Overtime, Shift Differentials and Other Wages		
Shift Differentials, Graduate Stipends		518,134
Cost of Sales		150,872
Purchased Services, Supplies, Other Current Expenditures	library and academic fee allocations	291,994
	math placement assessment tools	90,000
	academic student computer lab support moved from the strategic investments budget to the operating budget	516,000
	facilities maintenance	200,000
	hardware and software maintenance	200,000
	Alumni and Development initiatives	100,000
	academic program marketing for the Graduate School	300,000
	all other changes	(152,741)
Utilities		361,809
Capital	library materials	364,136
Travel	student athletes	310,173
Debt Service and Capital Leases	savings from 2005 advanced refunding offset by new capital lease for athletics scoreboards	122,940
<b>Estimated FY15 Expenditure and Transfer Budget<sup>1</sup></b>		<b>\$ 181,563,878</b>
<b>FY14 Third Quarter Non-Mandatory Transfer Forecast</b>		<b>\$ 10,574,519</b>
<b>FY15 Changes in Non-Mandatory Transfers</b>		
Foundation Capital Projects - Kepner completed, no new Foundation funded capital for FY15		(888,600)
Strategic Investments		226,606
Capital Reserves	\$1.4M increase from new student capital fee is offset by a \$1.0M reduction in tuition-funded deferred maintenance	298,789
<b>Estimated FY15 Non-Mandatory Transfers</b>		<b>\$ 10,211,314</b>
<b>FY15 Estimated Surplus (Deficit)</b>		<b>\$ (10,791,165)</b>

<sup>1</sup>Totals exclude \$4.6 million in internal sales.

<sup>2</sup>Percentages are changes in credit hours and represent FY14 Forecast to FY15 Budget change.

### III. Grants and Contracts Budget

Table 18. FY14 Grants and Contracts Budget

	FY15 Budget
<b>REVENUE</b>	
Federal Grants	\$ 7,015,000
State and Local Grants	115,000
UNC Foundation Grants	470,000
Other Private Grants	180,000
<b>TOTAL REVENUE</b>	<b>\$ 7,780,000</b>
<b>EXPENSE/TRANSFERS</b>	
<b>Personnel Expense</b>	
Faculty Salaries	\$ 915,000
Admin Exempt Salaries	1,445,000
Graduate Teaching Assistants	250,000
GA/TA/GRA Tuition Scholarships	85,000
Classified Salaries	2,000
Student Wages	130,000
Other Wages Comp	74,000
Fringe	635,000
<b>Subtotal Personnel</b>	<b>\$ 3,536,000</b>
<b>Non-Personnel Expense</b>	
Other Current	\$ 245,000
Purchased Services	1,533,000
Supplies	283,000
Grant F&A	588,000
Scholarships	1,370,000
Travel	170,000
Capital	20,000
<b>Subtotal Non-Personnel</b>	<b>\$ 4,209,000</b>
<b>Transfers</b>	
Non-Man Transfer In	\$ -
Non-Man Transfer Out	35,000
<b>Subtotal Transfers</b>	<b>\$ 35,000</b>
<b>TOTAL EXPENSES/TRANSFERS</b>	<b>\$ 7,780,000</b>
<b>REVENUE LESS EXPENSE/TRANSFERS</b>	<b>\$ -</b>

## IV. Capital Budget

In UNC's planning map, we have identified the need for an updated multiyear Facilities Master Plan as one of the five support plans that function in service to our nine core plans. The Facilities Master Plan will be rooted in our evolving Academic Portfolio and Enrollment Plan.

UNC's facilities and capital equipment are our most significant asset and a critical consideration regarding our long-term financial health. For financial statement purposes, we report a capital assets book value of \$256 million, or 71% of our \$360 million in total assets. The book value, however, understates the economic value of our facilities and equipment. The following numbers give a better sense of the importance of our capital investment in our planning work:

- Facilities building and infrastructure current replacement value (CRV) is \$716 million
- Furniture and Equipment is insured at a value of \$82 million

Our fiscal year 2014-15 capital expenditures will be about \$10.7 million as compared to an estimated \$11.4 million in FY14 and \$9.6 million in FY13. These expenditures will include continuing FY14 capital projects as well as partial or full expenditure of projects initiated in FY15.

**Table 19. FY15 Capital Budget**

	Total Capital Project	To Be Expended FY14	To Be Expended FY15	To Be Expended FY16
<b><u>Fiscal Year 2014-15 New Projects</u></b>				
<b>General Fund</b>				
FY15 projects with budgets less than \$200,000	\$ 1,056,524	\$ -	\$ 966,524	\$ 90,000
Sidewalk repairs	200,000	-	200,000	
Annual office refresh program	250,000	-	200,000	50,000
Convert Gray gym to performance space	488,345	-	248,345	240,000
Fraiser theater acoustical improvements	310,000	-	100,000	210,000
<b>Subtotal General Funded Projects</b>	<b>\$ 2,304,869</b>	<b>\$ -</b>	<b>\$ 1,714,869</b>	<b>\$ 590,000</b>
<b>Housing, Dining, Extended Studies, Student Fees</b>				
FY15 projects with budgets less than \$200,000	\$ 609,281	\$ -	\$ 517,058	\$ 92,223
UC roof replacement	425,000	-	425,000	
UC ballroom updates and AHU's	1,455,000	-	300,000	1,155,000
Lawrensen apartments restroom renovations	1,000,000	-	1,000,000	
Brown, Dickeson, and Lujan Hall roof replacements	335,000	-	335,000	
University apartments repipe heating system	220,000	-	220,000	
Seal coat multiple parking lots	500,000	-	400,000	100,000
<b>Subtotal Auxiliary and Other Funded Projects</b>	<b>\$ 4,544,281</b>	<b>\$ -</b>	<b>\$ 3,197,058</b>	<b>\$ 1,347,223</b>
<b>Debt Funded Capital Projects</b>				
Athletics scoreboards capital lease	\$ 975,319	\$ -	\$ 975,319	\$ -
<b>State Capital Appropriations</b>				
Fire sprinklers Phase I, Kepner and Parsons	\$ 1,108,822	\$ -	\$ 100,000	\$ 1,008,822
Roofs for Nottingham, Patton, Gunter, Parsons	842,863	-	40,000	802,863
	<b>\$ 1,951,685</b>	<b>\$ -</b>	<b>\$ 140,000</b>	<b>\$ 1,811,685</b>
<b>Equipment</b>				
	<b>\$ 934,741</b>	<b>\$ -</b>	<b>\$ 934,741</b>	<b>\$ -</b>
<b>Total Fiscal Year 2014-15 New Projects</b>	<b>\$ 10,710,895</b>	<b>\$ -</b>	<b>\$ 6,961,987</b>	<b>\$ 3,748,908</b>
<b><u>Fiscal Year 2013-14 Projects in Progress</u></b>				
<b>General Fund</b>				
FY14 projects with budgets less than \$200,000	\$ 1,108,613	\$ 452,690	\$ 655,923	\$ -
Central campus chiller	605,404	455,404	150,000	-
Gray Hall mechanical system	199,903	39,027	160,876	-
Fraiser Hall practice rooms	950,000	300,000	650,000	-
Carter Hall windows	1,233,515	923,941	309,574	-
BH gym air conditioning and acoustics	3,009,838	690,007	2,319,831	-
<b>Subtotal General Funded Projects</b>	<b>\$ 7,107,273</b>	<b>\$ 2,861,069</b>	<b>\$ 4,246,204</b>	<b>\$ -</b>
<b>Housing, Dining, Extended Studies, Student Fees</b>				
FY14 projects with budgets less than \$200,000	\$ 273,000	\$ 100,852	\$ 172,148	\$ -
Lawrensen apartments restroom renovations	995,545	513,699	481,846	-
University center fire alarm	299,824	27,552	272,272	-
<b>Subtotal Auxiliary and Other Funded Projects</b>	<b>\$ 1,568,369</b>	<b>\$ 642,103</b>	<b>\$ 926,266</b>	<b>\$ -</b>
<b>Restricted Capital Grants/Gifts</b>				
Kepner financial education center	\$ 874,758	\$ 625,035	\$ 249,723	\$ -
<b>Total Fiscal Year 2013-14 Projects in Progress</b>	<b>\$ 9,550,400</b>	<b>\$ 4,128,207</b>	<b>\$ 5,422,193</b>	<b>\$ -</b>
<b>Total Capital Projects</b>	<b>\$ 20,261,295</b>	<b>\$ 4,128,207</b>	<b>\$ 12,384,180</b>	<b>\$ 3,748,908</b>

## V. Multiyear Strategic Investments Budget

The multiyear strategic investments budget is conceptually similar to our capital budget. Projects and initiatives funded by the strategic investment budget typically cross fiscal years and are distinguished from ongoing operations in one of two ways. They are either (1) exploratory in nature and to be reconsidered in light of the return on the investment after two to three years, or (2) to be completed by an individual faculty member or department within a set time period for a specific purpose (e.g., funds for a faculty member to set up a science lab).

The multiyear strategic investments budget has relied primarily upon one-time funding. In fiscal year 2012-13, we began identifying cash balances that could be redirected to this budget to fund critical initiatives identified in our nine core plans as well as continue to support ongoing programs like the Faculty Research and Publications Board, external grant matches, campus-wide technology projects, etc. In fiscal year 2014-15 we anticipate committing most of the redirected cash balances which means that in the future, current operating revenues will need to be used to support the strategic investment budget.

The fiscal year 2014-15 strategic investments budget includes:

- \$5.5 million in accumulated balances
- \$2.8 million in transfers from the operating budget and/or cash reserves
- \$6.4 million in estimated project and initiative expenditures

The total funding committed for fiscal year 2014-15 is \$8.4 million, but as with the capital budget, funds may be expended over multiple years. We estimate spending \$6.4 million in fiscal year 2014-15 (Table 20). A more detailed schedule is included in Appendix E. Fiscal year 2014-15 initiatives include:

- Campus-Wide Technology Projects
- Research, Scholarship and Creative Works Plan—tech transfer; faculty support; development of fiscal sustainability for the Math and Science Teaching Institute and Rocky Mountain Cancer Rehabilitation Institute
- Innovation at UNC (I@UNC)
- Community and Civic Engagement Plan—initial implementation steps
- Integrated Student Support Plan—Student Success Collaborative work
- Online Course Development

**Table 20. Multiyear Strategic Investments Budget**

	FY14 Funds Available	FY14 Projected Expenses	FY15 Funds Available	FY15 Projected Expenses	FY16 Funds Available
Beginning Balance	\$ 9,098,419	\$ 6,166,565	\$ 5,528,457	\$6,412,675	\$ 1,938,991
Annual Transfer of Operating Revenue	2,596,603	-	2,823,209	-	2,823,209
Total	\$ 11,695,022	\$ 6,166,565	\$ 8,351,666	\$6,412,675	\$ 4,762,200

## VI. Reserves

We have made significant changes in how we think about reserves over the past several years. When state funding was relatively stable, our centrally identified reserves were limited. For example in June 2009 our reserves included:

- \$750,000 mandatory bond repair & replacement reserve
- \$400,000 risk management reserve
- \$4,500,000 capital reserve

This \$7.5 million in reserves represented 14% of our total \$53.8 million in cash. In comparison, Table 21 shows that at June 30, 2014, we anticipate \$29.8 million in reserves. This represents 46% of our projected \$65.0 million cash balances.

Historically units had their own informal reserves to cover contingencies, invest in unanticipated opportunities, and/or accumulate funds over several years to make large purchases. This practice kept budgets from accurately reflecting what we intended to spend and created significant decentralized cash balances (i.e., roll-forward). In an effort to be more intentional and transparent about reserves and cash balances, we now:

- Use reserves both to manage the risk of financial uncertainty and to make strategic investments
- Centralize reserved funds except those already committed to specific projects
- Clearly identify reserved funds so budgets reflect what we actually plan to spend

Table 21 details our projected year-end reserves. The bond reserve, capital reserves, variable rate debt service reserve, and the risk management reserve have narrowly defined purposes. The student fee reserve and university reserve are intended to 1) address risks such as enrollment declines, loss of state funding and utility cost increases 2) provide for systematic strategic investment in priorities and 3) invest in opportunities that differentiate UNC in the marketplace – all while avoiding drastic swings in our pricing from year-to-year.

**Table 21. Projected Cash Reserves at 6/30/2014**

<b>Mandatory</b>		
	Bonded R&R	\$ 750,000
<b>Capital</b>		
	Auxiliary Building	3,793,255
	State Building & Rebate	4,662,292
	Smart Classroom	456,766
	Student Fees	2,284,251
<b>Other</b>		
	Variable Rate Debt Service	370,000
	Risk Management and Insurance	2,650,000
	Student Fees	325,000
	University Reserve	14,463,167
<b>Total Reserves</b>		<b>\$ 29,754,731</b>

The recommended fiscal year 2014-15 budget will draw down our total reserve balance for the second consecutive year, underscoring the importance of our plan to “turn the corner” on the long-term path to fiscal sustainability. At the same time, the use of the reserves for capital projects and strategic investments is critical to providing students with the value-added experience they expect.

**Table 22. Cash Reserves Projection at 6/30/2014**

<b>Reserves at 6/30/2014</b>	<b>\$ 29.8</b>
FY15 Capital Projects	(7.8)
FY15 Operating Results	(0.6)
FY15 Strategic Investments	(2.8)
<b>Reserves at 6/30/2015</b>	<b>\$ 18.6</b>

## VII. Debt Service

**Table 23. Fixed Rate Debt Service Schedule (2005, 2008, 2011A, and 2014A Bond Issues)**

Year	Aggregate Debt Service	AUXILIARY Services Debt Service (Aux)	PARKING Services Debt Service (Prk)	STUDENT FEE Debt Service (Std Fee)
FYE 6/30/2014	\$ 6,858,575.99	\$ 5,176,795.35	\$ 410,209.87	\$ 1,271,570.77
FYE 6/30/2015	8,618,337.55	6,457,745.04	489,887.95	1,670,704.56
FYE 6/30/2016	8,656,600.05	6,479,432.65	490,373.57	1,686,793.83
FYE 6/30/2017	8,659,625.05	6,479,815.32	495,226.95	1,684,582.78
FYE 6/30/2018	8,656,137.55	6,475,239.24	493,484.71	1,687,413.60
FYE 6/30/2019	8,660,987.55	6,479,651.67	495,054.27	1,686,281.61
FYE 6/30/2020	8,652,837.55	6,468,660.41	495,094.39	1,689,082.76
FYE 6/30/2021	8,650,437.55	6,475,607.06	489,828.07	1,685,002.42
FYE 6/30/2022	8,655,587.55	6,474,263.40	496,446.83	1,684,877.32
FYE 6/30/2023	8,650,031.29	6,471,044.43	492,090.79	1,686,896.07
FYE 6/30/2024	8,658,706.29	6,477,071.11	496,782.07	1,684,853.11
FYE 6/30/2025	8,661,031.28	7,229,433.80	495,962.77	935,634.72
FYE 6/30/2026	8,652,031.28	7,225,667.24	489,416.06	936,947.98
FYE 6/30/2027	8,661,031.28	7,232,193.61	493,042.60	935,795.07
FYE 6/30/2028	8,651,043.78	7,225,992.93	491,778.38	933,272.47
FYE 6/30/2029	8,656,293.78	7,227,771.67	492,869.41	935,652.70
FYE 6/30/2030	8,657,043.78	7,228,833.49	492,756.70	935,453.58
FYE 6/30/2031	8,647,793.78	7,222,559.37	491,663.26	933,571.15
FYE 6/30/2032	4,925,575.00	3,759,328.71	231,398.07	934,848.22
FYE 6/30/2033	5,898,575.00	4,717,950.35	238,183.60	942,441.04
FYE 6/30/2034	5,897,575.00	4,715,475.13	237,425.20	944,674.67
FYE 6/30/2035	5,897,550.00	4,716,220.73	236,265.85	945,063.42
FYE 6/30/2036	4,926,750.00	4,926,750.00	-	-
FYE 6/30/2037	4,928,750.00	4,928,750.00	-	-
FYE 6/30/2038	4,926,000.00	4,926,000.00	-	-
FYE 6/30/2039	4,928,250.00	4,928,250.00	-	-
FYE 6/30/2040	4,929,750.00	4,929,750.00	-	-

**Table 24. Variable Rate Debt Service Schedule 2011B Bonds**

<b>Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Debt Service</b>
6/30/2013	\$ 575,000	\$ 176,647	\$ 751,647
6/30/2014	595,000	171,840	766,840
6/30/2015	615,000	166,866	781,866
6/30/2016	640,000	161,724	801,724
6/30/2017	660,000	156,374	816,374
6/30/2018	685,000	150,856	835,856
6/30/2019	710,000	145,130	855,130
6/30/2020	735,000	139,194	874,194
6/30/2021	760,000	133,049	893,049
6/30/2022	785,000	126,696	911,696
6/30/2023	815,000	120,133	935,133
6/30/2024	840,000	113,320	953,320
6/30/2025	870,000	106,297	976,297
6/30/2026	900,000	99,024	999,024
6/30/2027	935,000	91,500	1,026,500
6/30/2028	965,000	83,684	1,048,684
6/30/2029	1,000,000	75,616	1,075,616
6/30/2030	1,035,000	67,256	1,102,256
6/30/2031	1,070,000	58,604	1,128,604
6/30/2032	1,110,000	49,658	1,159,658
6/30/2033	1,145,000	40,379	1,185,379
6/30/2034	1,185,000	30,807	1,215,807
6/30/2035	1,230,000	20,900	1,250,900
6/30/2036	1,270,000	10,617	1,280,617

The variable rate bond schedule is calculated using a 0.836% estimated interest rate.