



THE UNIVERSITY  
of NORTH CAROLINA  
at CHAPEL HILL

THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL

# Operating Budget

FISCAL YEAR 2023-2024

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# MESSAGE FROM THE CHANCELLOR

June 15, 2023

The University of North Carolina at Chapel Hill is proud to present this year's all-funds budget book, the second in our 230-year history. In describing the decision-making process and priorities that have guided our development of this budget, this book gives a thorough account of the budget of our nation's first public university.

The Board of Trustees approved this year's all-funds budget on April 27, 2023. Building on the lessons from our first year, we have continued to evolve and improve the process for developing this budget. We began last fall, conducting over 30 meetings between myself and other leaders on campus to discuss our priorities. These meetings enabled our units to highlight their successes over the last fiscal year and advocate for additional funding requests that aligned with our budget priorities of fiscal responsibility, enable career development, discover and serve to benefit society.

We have made important moves to increase our budget and financial transparency, while working closely with our Board of Trustees to align funding priorities. Guided by the UNC System's strategic plan and informed by our strategic plan Carolina Next: Innovations for Public Good, we were able to continue to invest strategically in our mission. We limited our cost increases while remaining affordable and accessible to students and sticking to our values of good financial stewardship.

In the recent Moody's rating of UNC-Chapel Hill, they specifically called out our budget process, citing that "leadership's move to all funds budgeting and closer expense alignment efforts support the likelihood that the university's operating performance gains in fiscal 2021 and 2022 will remain durable." This fantastic news is proof that our decision in 2021 to rectify a long-standing \$110M structural deficit has been instrumental in the strong financial position we enjoy today.

The year's budget totals \$4.2 billion and reflects the diversity and complexity of our funding and mission. We have a prospective and comprehensive funding plan to guide our decision-making, operations and strategic initiatives, allowing for more transparency with budget allocation and a more disciplined approach to spending.

This budget would not be possible without the sacrifices of schools and units across our campus. I am grateful to the many people who have gone above and beyond to reach our University's goals, often with limited resources. As we continue refining and improving our process in the years to come, I am confident that we will become even stronger and do more to serve our state, the nation and the world.

A handwritten signature in white ink on a dark blue background. The signature reads "Kevin M. Guskiewicz" in a cursive, flowing script.

**Kevin M. Guskiewicz**  
Chancellor

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The University of North Carolina  
at Chapel Hill

**THE  
NATION'S  
FIRST  
PUBLIC  
UNIVERSITY**



THE UNIVERSITY  
*of* NORTH CAROLINA  
at CHAPEL HILL

**U  
N  
C**



**Nate Knuffman**

Vice Chancellor for Finance and  
Operations and Chief Financial Officer

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The University of North Carolina  
at Chapel Hill

# FY 2023-24 All-Funds Budget Narrative

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

The FY 2023-24 All-Funds Budget totals \$4.2 billion, reflecting the broad scope and impact of the University's mission. Following a year of significant investments in top priorities, the primary focus for the FY 2023-24 budget is to maintain our financial position and focus on carrying out currently funded initiatives. As such, campus units were asked to maintain their base budgets in their proposals, with the understanding that there would be limited availability of recurring and nonrecurring funding for new initiatives.

The University's budget process started in fall 2022 and included more than 30 meetings between campus units and the chancellor and other campus leaders to discuss fiscal challenges, opportunities and priorities. The centralized process and resulting budget meetings were an effective way for units to highlight their successes over the last fiscal year and help tie any additional funding requests to this year's four budget priorities (see next page for details): Promote Fiscal Responsibility, Enable Career Development, Discover, and Serve to Benefit Society.

Additional funds were prioritized to support strategic, collaborative initiatives that illustrated benefit to multiple units across campus, with a focus on addressing operational uncertainties and curricular expansion: ongoing lead testing and remediation, information technology review, operational support for dentistry, campuswide accessibility projects, continued build out of the School of Data Science and Society, and curriculum development for the new School of Civic Life and Leadership.

To further the goal of fiscal responsibility, the FY 2023-24 budget includes efficiency plans, such as restructuring funding relationships with certain associated entities; reviews of select administrative operations; consolidation of leased space and reduction of leasing costs; and tuition and appropriation allocation changes in the College of Arts and Sciences to better align resources with growing enrollment in demand areas.

As we present our budget for FY 2023-24, we are proud of the work we have done to develop a balanced all-funds budget that is built on lessons learned from year one and a shared commitment to creating the next generation of leaders in North Carolina, the United States and across the globe.

# FY 2023-24 BUDGET PRIORITIES



## FISCAL RESPONSIBILITY

- Respond to and prepare for economic conditions.
- Sustain a balanced budget.
- Maintain affordability.
- Continue to build reserves.
- Bolster risk management.



## ENABLE CAREER DEVELOPMENT

- Support enrollment expansion to meet critical workforce needs.
- Expand career planning services.
- Increase accessibility and student support services.



## DISCOVER

- Reserve funds for pan-campus research infrastructure investments.
- Bolster research enterprise.
- Support University research endeavors.



## SERVE TO BENEFIT SOCIETY

- Increase resources for high-demand programs, such as data science, computer science and the School of Civil Life and Leadership.
- Sustain Carolina Across 100.
- Increase training and support for local government.
- Invest in the local economy.





# UNC BOARD OF TRUSTEES

As of the date of budget approval, April 27, 2023.



**David L. Boliek Jr.**  
Chair

Elected 2019; term ends 2023



**John P. Preyer**  
Vice Chair

Elected 2019; term ends 2023



**Malcolm K. Turner**  
Secretary

Elected 2021; term ends 2025



**Teresa Artis Neal**

Elected 2019; term ends 2023



**Robert P. Bryan III**

Elected 2021; term ends 2025



**R. Gene Davis Jr.**

Elected 2019; term ends 2023



**Perrin W. Jones, MD**

Elected 2021; term ends 2025



**W. M. "Marty" Kotis III**

Elected 2021; term ends 2025



**Allie Ray McCullen**

Elected 2015; term ends 2023



**Ralph W. Meekins Sr.**

Elected 2019; term ends 2023



**Vinay B. Patel**

Elected 2021; term ends 2025



**Ramsey R. White**

Elected 2021; term ends 2025



**Taliajah "Teddy" Vann**

Ex-Officio Member 2022-2023

# BUDGET PROCESS AND CONVENTIONS

The University's budget process for FY 2023-24 started in fall 2022 and included more than 30 meetings among campus units, the chancellor and other campus leaders to discuss fiscal challenges, opportunities and priorities. The UNC Board of Trustees reviewed the FY 2023-24 budget on April 27, 2023, and the Board of Governors reviewed it on May 25, 2023.

The FY 2023-24 Budget Book presents the operating budgets for the full University, 26 campus units, plus an Auxiliaries section, including five separate auxiliary services units and a combined section called "Other Auxiliaries."

## BUDGET CONVENTIONS AND STANDARDS

The University of North Carolina uses budget conventions and standards set forth by the UNC System Office. All budgets are prepared according to the principles of fund accounting, enabling the University to clearly track finances and comply with restrictions that govern the fund types. The UNC System Office requires the presentation of operating budgets according to the following fund types:

**General Fund:** State appropriations, tuition and student fees. Tuition and fee revenues are based on the rates approved by the Board of Governors for the 2023-24 academic year and anticipated 2023-24 enrollment levels.

**Auxiliary and Other Trust Funds:** Auxiliary funds refer to revenue-generating, self-supporting services, such as housing, dining, parking, athletics and medical services. Trust funds refer to gifts and foundation support that are not governed by restrictions but must be used for purposes appropriate to the University.

**Overhead Receipts:** Facilities and administration funds (F&A), or indirect costs, are revenues associated with the generation of sponsored research grants. Examples of indirect costs include (but are not limited to) information technology, human resources and utilities supporting research.

**Restricted Trust Funds:** Grants and contracts awarded for the pursuit and completion of specific program or research objectives and must be used in a manner consistent with the restrictions of the donor or grantor. Multiyear contracts and grants are budgeted annually on an expense reimbursement basis. Revenues are budgeted in the year that expenses are expected to occur.

The FY 2023-24 budget represents operating revenues and expenses that are prepared on a modified cash basis, not accrual basis. Unearned revenue is not included, nor are noncash expenses, such as depreciation. Planned eliminations are included in the University-wide budget but are not included in the unit-specific budgets. There are many internal billings that happen across campus providing revenue to one unit and expense to another. These activities artificially increase revenue and expenses of the entire University, so expenses are reported on the unit that incurred the cost and revenue and associated expenses are excluded from the unit that received the revenue.

The presentation of internal transfers differs depending on the level of the budget. The University-wide budget excludes planned internal transfers to avoid double counting revenues and expenses. These transfers include internal sales and services, planned subsidies to departments and financial aid revenue. In contrast, campus unit budgets include planned internal transfers to adequately reflect revenues and expenses of the department. These items may be included as revenues, expenses and/or net transfers depending on the type of activity and the institution-specific business practices.

Since the focus of the all-funds budget is operating funds, it does not include capital-related revenues and expenses. However, in limited cases, a transfer to capital is budgeted as an expense in a unit's budget when operating revenue is the source of the expense. Debt service is budgeted as an expense and shown in the unit supporting the expense.



# BUDGET PROCESS AND CONVENTIONS

## BUDGET BOOK ORGANIZATION

For the FY 2023-24 budget process, the UNC System Office provided several formatting updates from last fiscal year that were instituted in a continued effort to create consistency across campuses in the system.

**Innovation, Entrepreneurship and Economic Development:**  
Moved from Academic Affairs to University Administration.

**Transportation:**  
Moved from Other Auxiliaries to Transportation and Parking.

**WUNC:**  
Moved from University Administration to Other Auxiliaries.

**Real Estate Administration:**  
Divided into Leases and No Leases. Real Estate Administration (no leases) remained under Business Affairs. Real Estate Operations

(leases) moved from Business Affairs to Facilities Services.

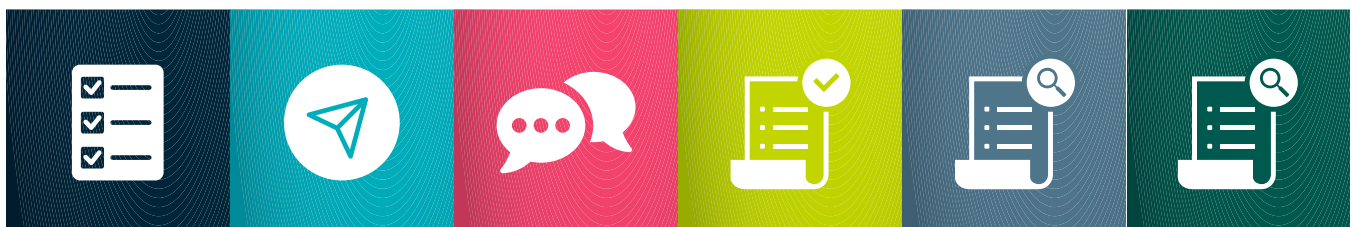
**Enrollment Management and Financial Aid:**  
Enrollment Management and Registrar moved under Academic Affairs. Office of Scholarships and Student Aid was pulled out of Enrollment Management and moved to a separate page.

## ACKNOWLEDGEMENTS

The Finance and Budget team within the Office of the Vice Chancellor for Finance and Operations led the FY 2023-24 budget process, in collaboration with the UNC System Office, Board of Trustees, the University's chancellor and campus units. The ongoing efforts and cooperation of the finance leads, directors and deans of campus schools and units were integral to a successful second year of producing an all-funds budget.

All photographs ©The University of North Carolina at Chapel Hill.

## BUDGET PROCESS TIMELINE



# University All-Funds Budget



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# UNIVERSITY ALL-FUNDS BUDGET

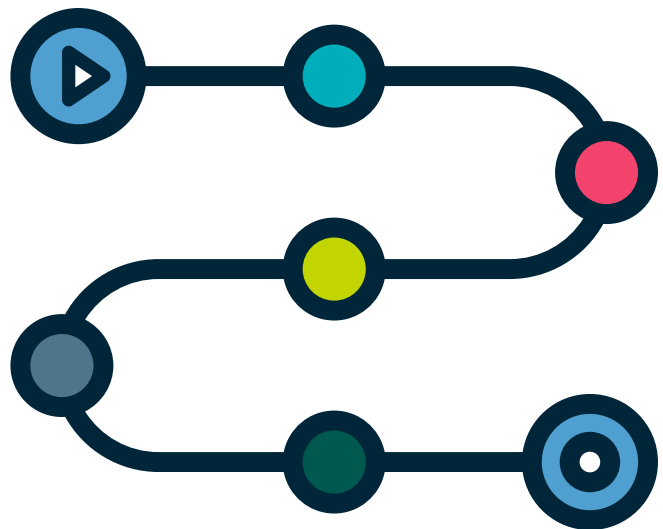
The University of North Carolina at Chapel Hill, the nation's first public university, serves North Carolina, the United States and the world through teaching, research and public service. As one of the world's great research universities, Carolina's mission is to serve as a center for research, scholarship and creativity and to teach a diverse community of undergraduate, graduate and professional students to become the next generation of leaders.

The FY 2023-24 All-Funds Budget totals \$4.2 billion, which reflects the broad scope and impact of the University's mission. This budget is balanced and is consistent with UNC system guidelines, supporting both the System and University strategic priorities. In the previous fiscal year, the University instituted a prospective, comprehensive funding plan for the first time, marking significant accomplishments in eliminating a structural deficit, achieving a balanced budget, building a process based on transparency and visibility, and investing in new initiatives. In the second year of developing an all-funds budget, the University continues to promote transparency of the centralized budget process, tying resource allocation with strategic initiatives.



## Budget Process Overview

- At UNC-Chapel Hill, the budget serves as a roadmap, matching funds with strategic priorities.
- The FY 2023-24 budget process marks the second year of producing an all-funds budget following the UNC System Office guidance and format.
- Campus units were asked to maintain base budgets in their proposals, with the understanding that there would be limited availability of recurring and nonrecurring funding for new initiatives.



- The University's budget process started in fall 2022 and included more than 30 meetings between campus units and the chancellor and other campus leaders to discuss fiscal challenges, opportunities and priorities.
- Requests from campus totaled \$108.7M in requests for additional resources.
- Additional funds were prioritized to support strategic, collaborative initiatives that illustrated benefit to multiple units across campus, with a focus on addressing operational uncertainties and curricular expansion.

# UNIVERSITY ALL-FUNDS BUDGET

## Budget Considerations

With the publication of the second UNC-Chapel Hill Budget Book based on an All-Funds Budget, it is important to note that there is now an additional year of budget data available. It is, however, recommended that the reader use caution when interpreting comparative data until additional years of information are available and the process matures further. There are several other factors to keep in mind when making year-to-year budget comparisons:

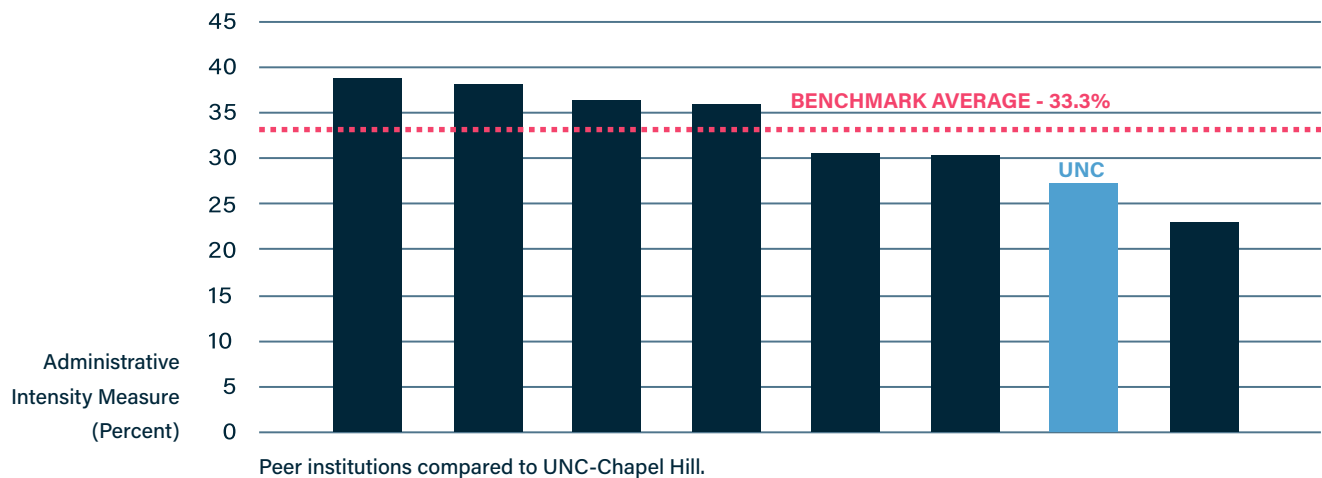
- Timing and newness of FY 2022-23 budget information.
- Changes to organization of budget information required by UNC System Office (see format change table on page 15).
- Pandemic recovery uncertainty in FY 2022-23.

## Fiscal Responsibility

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

To further the goal of fiscal responsibility, the FY 2023-24 budget includes efficiency plans, such as restructuring funding relationships with associated entities; reviews of administrative operations; consolidation of leased space and reduction of leasing costs; and tuition and appropriation allocation changes in the College of Arts and Sciences to better align resources with growing enrollment in demand areas.

### Low "Administrative Intensity Measure" Supports Fiscal Responsibility:



One way Carolina illustrates a commitment to fiscal responsibility is via the "Administrative Intensity Measure." This measure helps us understand how much time, effort and resources are being used for administrative tasks compared to the actual delivery of service to our stakeholders. According to data used by the national higher education data analytics and benchmarking company Heliocampus, UNC-Chapel Hill has a lower administrative intensity compared to our peers. Ultimately, a lower administrative intensity measure means more effective use of resources, and Carolina leads the way on this metric.

# By the Numbers

**1st**

Best Value among Public Universities, according to the U.S. News & World Report.



**2nd**

on Princeton Review's list of public universities for financial aid and No. 7 best value public college.

**2nd**

out of more than 600 schools on Money Magazine's "Best Colleges in America" list.



**5th**

among public universities by the U.S. News and World Report for 22 consecutive years.

**18%**

of Carolina's newest students will be the first in their families to attend college.



**74%**

of 2022 first-year students ranked in the top 10% of their graduating high school class.

**10th**

top-ranked university in the United States for federal research, totaling \$706 million annually.

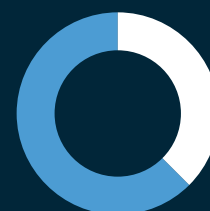


**13th**

largest US research university in research volume and annual expenditures, with \$1.2 billion in sponsored research conducted annually.

**60%**

of all research by UNC System schools is conducted by UNC-Chapel Hill.





# UNIVERSITY ALL-FUNDS BUDGET

The FY 2023-24 all-funds budget totals \$4.2 billion 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% 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.



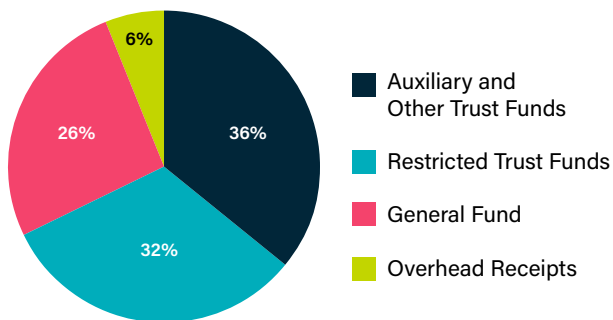
Revenues	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
State Appropriation	\$587,948,000	\$-	\$-	\$-	\$587,948,000
Tuition & Fees	\$542,720,000	\$121,644,000	\$-	\$24,000	\$664,388,000
<i>Less Discounts and Allowances</i>	\$(53,418,000)	\$(6,708,000)	\$-	\$(96,874,000)	\$(157,000,000)
Sales & Services	\$973,000	\$499,629,000	\$-	\$4,660,000	\$505,262,000
Patient Services	\$-	\$647,006,000	\$-	\$-	\$647,006,000
Contracts & Grants	\$1,700,000	\$69,771,000	\$244,236,000	\$924,075,000	\$1,239,782,000
Gifts & Investments	\$-	\$12,864,000	\$240,000	\$125,364,000	\$138,468,000
Other Revenues	\$68,000	\$194,382,000	\$-	\$340,807,000	\$535,257,000
<b>Revenues Total</b>	<b>\$1,079,991,000</b>	<b>\$1,538,588,000</b>	<b>\$244,476,000</b>	<b>\$1,298,056,000</b>	<b>\$4,161,111,000</b>

Expenses	General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Salaries and Wages	\$591,287,000	\$616,288,000	\$76,711,000	\$425,632,000	\$1,709,918,000
Staff Benefits	\$183,302,000	\$202,857,000	\$28,465,000	\$125,754,000	\$540,378,000
Services, Materials, & Equipment	\$133,482,000	\$501,848,000	\$80,013,000	\$379,695,000	\$1,095,038,000
Scholarships & Fellowships	\$108,677,000	\$68,649,000	\$5,494,000	\$319,294,000	\$502,114,000
<i>Less Discounts and Allowances</i>	\$(53,418,000)	\$(6,708,000)	\$-	\$(96,874,000)	\$(157,000,000)
Debt Service	\$-	\$71,789,000	\$25,752,000	\$830,000	\$98,371,000
Utilities	\$76,789,000	\$20,566,000	\$280,000	\$139,000	\$97,774,000
Other Expenses	\$34,221,000	\$131,181,000	\$21,611,000	\$88,942,000	\$275,955,000
<b>Expenses Total</b>	<b>\$1,074,340,000</b>	<b>\$1,606,470,000</b>	<b>\$238,326,000</b>	<b>\$1,243,412,000</b>	<b>\$4,162,548,000</b>

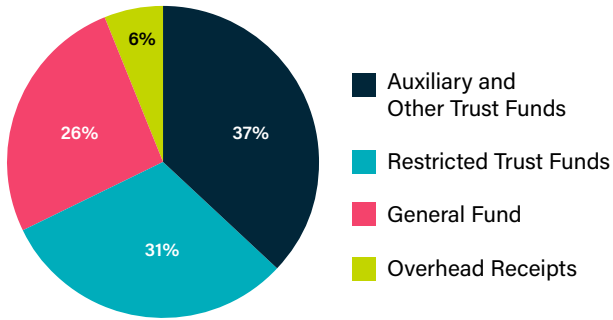
	General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Net Transfers</b>	<b>\$(5,650,000)</b>	<b>\$(1,369,000)</b>	<b>\$(6,150,000)</b>	<b>\$(34,667,000)</b>	<b>\$(47,836,000)</b>
<b>Change in Fund Balance</b>		<b>\$(69,251,000)</b>	<b>\$-</b>	<b>\$19,977,000</b>	<b>\$(49,274,000)</b>

# UNIVERSITY ALL-FUNDS BUDGET

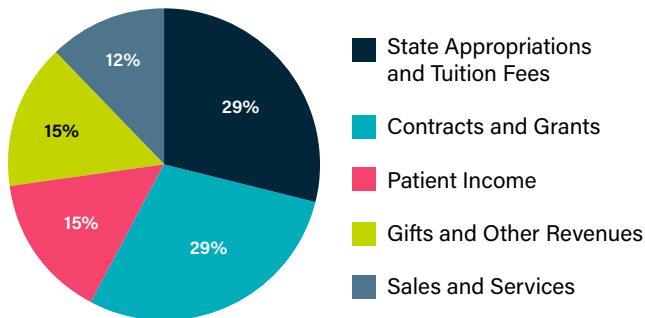
**OPERATING REVENUE BY FUND TYPE**



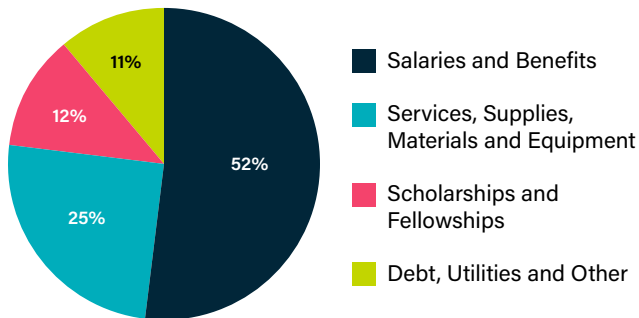
**OPERATING EXPENSE BY FUND TYPE**



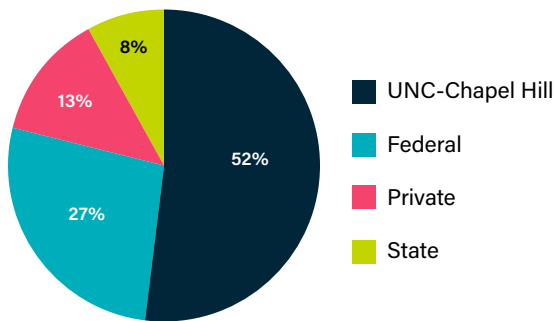
**SOURCE OF OPERATING REVENUES**



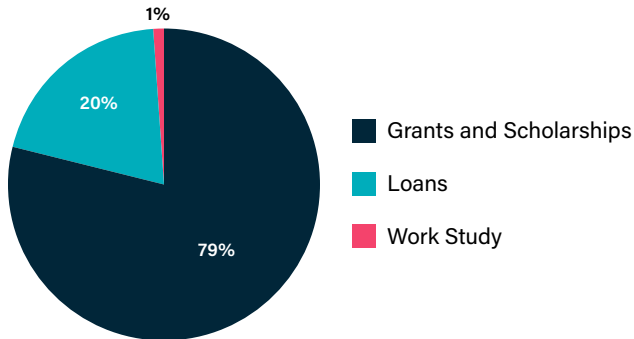
**SOURCE OF OPERATING EXPENSES**



**UNDERGRADUATE FINANCIAL AID BY SOURCE**



**UNDERGRADUATE FINANCIAL AID BY TYPE**



# Campus Unit Operating Budgets

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# UNIVERSITY ADMINISTRATION

University Administration is comprised of the following offices and units:

- Office of the Chancellor
- University Counsel
- University Communications
- Institutional Integrity and Risk Management
- Innovation, Entrepreneurship and Economic Development

## Office of the Chancellor

The chancellor is the administrative and educational leader of the University, forging partnerships with the provost, vice chancellors, deans, faculty, students and staff. This role is responsible for overseeing key functions, such as academic planning, financial management, policy development, fundraising, facilities and legal matters to ensure the University maintains and grows its continued excellence in a fast-changing world.

The Office of the Chancellor also plays a central role in developing and advancing the strategic plan, Carolina Next: Innovations for Public Good, to achieve the University's vision, "To be the leading global, public research university in America with outstanding

educational programs at the best and most affordable price, to conduct game-changing research and innovate for the public good, and to bring health and prosperity to the citizens of the state, nation, and beyond." The chancellor is a central figure in developing the University's existing strengths, holding fast to its commitment to the public and deepening the campus culture of innovation and creativity.

## University Counsel

The mission of University Counsel is to serve the University as a strategic partner and legal advisor by collaborating with campus colleagues to advance the University's mission of excellence in teaching, research and service. University Counsel represents the University and provides legal advice and counsel to the Board of Trustees, the chancellor, the administration, faculty and staff on legal matters involving or affecting the institution. It advises the University administration on a broad range of initiatives, issues and policy matters while also serving as a liaison between the University and its related and affiliated entities on legal and policy issues. Additionally, University Counsel provides assistance with program implementation, legal and policy training, crisis management and preventative counseling, and it is responsible for selecting and supervising any outside counsel engaged by the institution.

## University Communications

University Communications is responsible for supporting and burnishing Carolina's reputation as a world-class public research university. Units within University Communications include: Content, Media Relations, Internal Communications, Executive Communications, Strategic Resources, Social Media, Issues Management, Public Records, UNC Creative and the UNC Visitors Center. WUNC Public Radio, a limited liability company owned by the University, is attached to the Vice Chancellor of Communications as an administrative unit only.

University Communications oversees the University's public narrative by providing online and print content for both internal and external audiences, as well as fielding media and public record requests and managing social media accounts. It enhances the campus continuity and culture through internal memos, announcements, and design services, as well as an online newsletter, The Well. In addition, visitor outreach is managed through the University's Visitors Center.



## Institutional Integrity and Risk Management

The Division of Institutional Integrity and Risk Management consists of seven units: Campus Safety (including Emergency Management and Planning; Risk Management Services; Environment, Health and Safety; UNC Police; and Protection of Minors on Campus); Ethics and Policy; Institutional Privacy; Export Control; Conflict of Interest; Central Compliance; and the Institutional Science and Security Program. Its mission is to protect and preserve the University's teaching, research and public service efforts through innovative work processes and impeccable attention to ethics, compliance and safety. The division strives to facilitate the highest level of coordinated management of University-wide risk management operations.

## Innovation, Entrepreneurship and Economic Development

Innovation, Entrepreneurship and Economic Development (IEED)

was established in 2015 to support the University's tradition of discovery by working with its innovators, entrepreneurs and industry leaders across a variety of fields to innovate for the public good. IEED houses Innovate Carolina and the Office of Technology Commercialization (OTC). Innovate Carolina is the University's department for innovation, entrepreneurship and economic development, which provides a full-scale hub of programs and services to help Carolina innovators and entrepreneurs launch startups and create market-ready technologies, products and services. OTC is responsible for managing all aspects of UNC-Chapel Hill intellectual property, helping faculty, staff and students effectively manage inventions and technologies that may have impact with or without commercialization.

Later this year, Innovate Carolina will open an innovation hub in the heart of downtown Chapel Hill, providing 20,000 square feet of space where corporations, nonprofit organizations and University talent can collaborate. The innovation hub will serve as an anchor in the town, attracting new companies, offering experiential learning for students and ultimately spurring economic impact.

Revenues	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
State Appropriation, Tuition, & Fees	\$22,391,000	\$-	\$-	\$-	\$22,391,000
Sales & Services	\$-	\$4,247,000	\$-	\$-	\$4,247,000
Patient Services	\$-	\$-	\$-	\$-	\$-
Contracts & Grants	\$-	\$171,000	\$14,167,000	\$1,263,000	\$15,601,000
Gifts & Investments	\$-	\$109,000	\$-	\$338,000	\$447,000
Other Revenues	\$5,000	\$-	\$-	\$437,000	\$442,000
	<b>\$22,396,000</b>	<b>\$4,527,000</b>	<b>\$14,167,000</b>	<b>\$2,038,000</b>	<b>\$43,128,000</b>

Expenses	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Salaries and Wages	\$14,854,000	\$1,326,000	\$6,204,000	\$645,000	\$23,029,000
Staff Benefits	\$5,118,000	\$542,000	\$2,135,000	\$193,000	\$7,988,000
Services, Supplies, Materials, & Equip.	\$1,096,000	\$1,479,000	\$2,013,000	\$895,000	\$5,483,000
Scholarships & Fellowships	\$100,000	\$-	\$201,000	\$5,000	\$306,000
Debt Service	\$-	\$-	\$-	\$-	\$-
Utilities	\$-	\$-	\$-	\$-	\$-
Other Expenses	\$1,222,000	\$4,751,000	\$1,417,000	\$502,000	\$7,892,000
	<b>\$22,390,000</b>	<b>\$8,098,000</b>	<b>\$11,970,000</b>	<b>\$2,240,000</b>	<b>\$44,698,000</b>

	General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Net Transfers</b>	<b>\$(6,000)</b>	<b>\$4,043,000</b>	<b>\$(2,103,000)</b>	<b>\$(879,000)</b>	<b>\$1,055,000</b>
<b>Change in Fund Balance</b>		<b>\$472,000</b>	<b>\$94,000</b>	<b>\$(1,081,000)</b>	<b>\$(515,000)</b>

# ACADEMIC AFFAIRS

## Office of the Provost

The Office of the Provost leads the University in academic planning and in articulating and maintaining the values, policies, processes and practices that animate the work of faculty, staff and students. The provost is responsible for providing oversight and guidance to the dean of each school and academic unit, and is responsible for ensuring that direct reporting units have the necessary resources to fulfill their respective missions.

Additionally, the provost participates in shared governance with the faculty to provide direction regarding admissions and financial aid for students and to oversee the quality and practices associated with undergraduate, graduate and professional education at the University. The scope of work includes overseeing the administrative practices associated with enrollment, course offerings, and the policies and values that guide these endeavors. The provost serves the faculty, staff and students of the University and advocates on behalf of their priorities both within the University and in the public square.

## Academic and Community Engagement

Academic and Community Engagement campuswide centers and institutes serve and support the University's academic mission consistent with UNC System priorities. These units include the Ackland Art Museum, the American Indian Center, the Asian American Center, the Carolina Center for Public Service, Carolina Higher Education Opportunity Programs, the Carolina Latinx Center, Carolina Seminars, the Carolina Women's Center, the Morehead Planetarium and Science Center, the North Carolina Botanical Garden, the Partnerships in Aging Program, the Sonja Haynes Stone Center for Black Culture and History/Institute for African American Research, and World View.

## Enrollment

The Division of Enrollment Management supports the University's mission and commitment to excellence by attracting, enrolling, and graduating a talented and diverse student body that will become the next generation of leaders. The Division includes four core service areas: Scholarships and Student Aid (see narrative on p. 41), Undergraduate Admissions, the Carolina College Advising Corps, and the University Registrar.

The division takes steps to improve the student experience

and support paths to graduation, aims to enhance the sense of belonging on campus, and attracts students from across the state, the nation and the world. Its many strategies include expanded outreach to North Carolina communities and educators through the work of nationally recognized programs like Carolina College Advising Corps and the Carolina Student Transfer Excellence Program (C-STEP), enhanced partnerships with the North Carolina Community College System, and continued commitment to meeting full undergraduate student need through the Carolina Covenant and other aid programs. The Division of Enrollment continues to grow the undergraduate class per the goals set out in the enrollment planning document, ensuring representation from resident, nonresident, first-year, Carolina Global Launch and transfer students.

## Global Affairs

Global Affairs shapes and implements Carolina's global strategy as articulated in the University's strategic plan. The office supports UNC-Chapel Hill as a leading global public research university by pursuing three strategic objectives: 1) strengthening global partnerships and bringing the world to Carolina through on-campus global programming, 2) guaranteeing that a global education is available to all students, and 3) enhancing Carolina's research mission in collaboration with international partners to address grand challenges of the time. Within Global Affairs is International Student and Scholar Services, the University's sole authority for processing visas that enable international students, scholars, postdoctoral fellows and faculty to study, research and teach at UNC-Chapel Hill. Global Affairs is also home to the Global Research Institute, the Fulbright U.S. Student Program, the Duke-UNC Rotary Peace Center and the Unified Business Cluster, which handles finance and operations for the unit.

## Executive Director for the Arts

The Office of the Executive Director for the Arts houses Carolina Performing Arts and the Arts Everywhere initiative. The office collaborates with a variety of departments, units and organizations to provide opportunities for creative expression, live arts experiences, and arts learning for students and the broader community. Carolina Performing Arts, founded in 2005, is a globally recognized performing arts institution whose public service mission is to spark curiosity and inspire community members through performing arts experiences. Arts Everywhere was established in 2016 with the mission to embed the arts into daily life at Carolina through

## ACADEMIC AFFAIRS

campus and community partnerships designed to increase arts access for members of the greater Carolina community.

### Digital and Lifelong Learning

Digital and Lifelong Learning provides strategy, coordination and service for online, flexible and non-traditional academic programs across campus in a financially responsible manner. The office aims to improve the quality of education for UNC-Chapel Hill students through shared online resources and extend learning opportunities to those beyond the University who might not otherwise have access. Under one organizational umbrella, Digital and Lifelong Learning oversees Instructional Design, the Friday Conference Center and Summer School.

### Summer School

The Summer School's mission is to encourage, motivate and support academic units to offer summer courses that allow UNC-Chapel Hill students to make progress toward their degrees and attract summer visiting students. The school administers courses that align with the curricula of more than 50 departments of the College of Arts and Sciences and six professional schools, and coordinates the delivery of a diverse array of summer classes, including field courses, research courses and graduate-level labs. Summer School offers a Maymester and two summer sessions with more than 550 undergraduate class sections for hundreds of courses, allowing students to meet academic requirements.



# ACADEMIC AFFAIRS

## The Graduate School

The Graduate School provides leadership to envision, shape and support the highest quality education for a diverse community of graduate students whose contributions will have global impact. UNC-Chapel Hill graduate education generates knowledge and innovative solutions that address critical societal needs through research, teaching and public service. The school collaborates with 80 programs that offer more than 160 graduate degrees in the College of Arts and Sciences and 12 professional schools. The school also provides support for graduate students who work as research and teaching assistants, including the students who constitute nearly 20% of the workforce that drives the \$1 billion research enterprise of the University. The school's recruitment awards attract the most sought-after emerging scholars to the University. In FY 2021-22, the school distributed almost \$14 million in in-state tuition and \$18 million in tuition remission funds to assist graduate students. In AY 2022-23, The Graduate School offered an interdisciplinary master's program to meet the needs of adult learners who need a defined set of skills.



Revenues	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
State Appropriation, Tuition, & Fees	\$68,433,000	\$7,259,000	\$-	\$-	\$75,692,000
Sales & Services	\$1,422,000	\$3,746,000	\$-	\$104,000	\$5,272,000
Patient Services	\$-	\$-	\$-	\$-	\$-
Contracts & Grants	\$-	\$536,000	\$6,385,000	\$10,194,000	\$17,115,000
Gifts & Investments	\$-	\$1,167,000	\$-	\$15,699,000	\$16,866,000
Other Revenues	\$-	\$347,000	\$-	\$4,654,000	\$5,001,000
	<b>\$69,855,000</b>	<b>\$13,055,000</b>	<b>\$6,385,000</b>	<b>\$30,651,000</b>	<b>\$119,946,000</b>

Expenses	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Salaries and Wages	\$33,849,000	\$7,214,000	\$3,552,000	\$12,075,000	\$56,690,000
Staff Benefits	\$10,506,000	\$2,338,000	\$1,314,000	\$3,201,000	\$17,359,000
Services, Supplies, Materials, & Equip.	\$1,458,000	\$2,418,000	\$573,000	\$2,913,000	\$7,362,000
Scholarships & Fellowships	\$16,778,000	\$2,392,000	\$88,000	\$7,045,000	\$26,303,000
Debt Service	\$-	\$-	\$282,000	\$-	\$282,000
Utilities	\$-	\$21,000	\$-	\$4,000	\$25,000
Other Expenses	\$7,259,000	\$4,402,000	\$558,000	\$3,953,000	\$16,172,000
	<b>\$69,850,000</b>	<b>\$18,785,000</b>	<b>\$6,367,000</b>	<b>\$29,191,000</b>	<b>\$124,193,000</b>

	General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Net Transfers</b>	<b>\$(5,000)</b>	<b>\$2,717,000</b>	<b>\$(18,000)</b>	<b>\$(2,005,000)</b>	<b>\$689,000</b>
<b>Change in Fund Balance</b>		<b>\$(3,013,000)</b>	<b>\$-</b>	<b>\$(545,000)</b>	<b>\$(3,558,000)</b>





**CAROLINA  
PERFORMING  
ARTS**

**22-23**

MEMORIAL HALL

# THE COLLEGE OF ARTS AND SCIENCES

The College of Arts and Sciences forms the academic core of the Carolina experience, with approximately 1,000 tenured, tenure-track and fixed-term faculty working across 43 academic departments, as well as numerous centers, institutes and programs. Its mission is to create knowledge and discover innovative solutions to the world's greatest challenges, educate outstanding undergraduate and graduate students, and encourage faculty, staff and students to contribute meaningfully to North Carolina, the nation and the world.

The College is home to more than 17,000 undergraduate students, including all of the University's first- and second-year students, who may choose from 114 undergraduate programs of study. Approximately 80% of all Carolina students graduate with at least one major in the College. Some 2,100 graduate students study, teach and conduct research in the College as well. The work of the College plays a principal role in supporting the UNC System's priorities to grow enrollment and open new pathways to higher education for North Carolinians.

## Goals:

- Fully realize the new IDEAs in Action curriculum by FY 2024-25 by securing funds for faculty to teach the Communication Beyond Carolina requirement and increasing course availability throughout the curriculum.
- Increase the number of high-impact experiences for undergraduates, such as study abroad and research opportunities, through fundraising and internships.
- Improve student access to the Writing and Learning Center by relocating it to a more central location on campus.
- Establish a School of Civic Life and Leadership in the College of Arts and Sciences.

Revenues	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
State Appropriation, Tuition, & Fees	\$212,912,000	\$12,622,000	\$-	\$4,000	\$225,538,000
Sales & Services	\$36,000	\$6,248,000	\$-	\$1,159,000	\$7,443,000
Patient Services	\$-	\$-	\$-	\$-	\$-
Contracts & Grants	\$-	\$844,000	\$9,544,000	\$81,109,000	\$91,497,000
Gifts & Investments	\$-	\$505,000	\$-	\$40,145,000	\$40,650,000
Other Revenues	\$-	\$4,371,000	\$-	\$20,766,000	\$25,137,000
	<b>\$212,948,000</b>	<b>\$24,590,000</b>	<b>\$9,544,000</b>	<b>\$143,183,000</b>	<b>\$390,265,000</b>

Expenses	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Salaries and Wages	\$161,272,000	\$8,411,000	\$2,010,000	\$52,045,000	\$223,738,000
Staff Benefits	\$45,127,000	\$2,555,000	\$644,000	\$12,538,000	\$60,864,000
Services, Supplies, Materials, & Equip.	\$3,586,000	\$5,412,000	\$4,808,000	\$29,190,000	\$42,996,000
Scholarships & Fellowships	\$1,115,000	\$302,000	\$1,449,000	\$12,538,000	\$15,404,000
Debt Service	\$-	\$-	\$-	\$556,000	\$556,000
Utilities	\$535,000	\$474,000	\$-	\$5,000	\$1,014,000
Other Expenses	\$1,310,000	\$6,238,000	\$1,655,000	\$14,778,000	\$23,981,000
	<b>\$212,945,000</b>	<b>\$23,392,000</b>	<b>\$10,566,000</b>	<b>\$121,650,000</b>	<b>\$368,553,000</b>

	General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Net Transfers</b>	<b>\$(3,000)</b>	<b>\$(4,559,000)</b>	<b>\$(26,000)</b>	<b>\$(15,479,000)</b>	<b>\$(20,067,000)</b>
<b>Change in Fund Balance</b>		<b>\$(3,361,000)</b>	<b>\$(1,048,000)</b>	<b>\$6,054,000</b>	<b>\$1,645,000</b>

# UNC KENAN-FLAGLER BUSINESS SCHOOL

UNC Kenan-Flagler Business School is a leading professional school of business that is ranked in the top sectors on both national and international levels. It offers an Undergraduate Business Program (UBP), a Master of Business Administration (MBA) program with STEM designation (delivered in four methods: full-time, evening, weekend and online), a Master of Accounting (MAC) program (delivered in two methods: full-time and online), a PhD program, and an array of executive development programs, which are operationally supported by an associated entity. Additionally, it oversees the Kenan Institute for Private Enterprise and other centers that help support the school. The school recently launched a new Executive MBA program in Charlotte and broke ground on a new building to support the expansion of the UBP.

The school's mission, with the support of the Kenan-Flagler Business School Foundation, is to build and inspire business leaders who make the world a better place by fostering learning as a lifelong journey and building a community committed to their shared values of integrity, inclusion, innovation and impact.

## Goals:

- Executive MBA Enrollment – Build upon the FY 2022-23 launch of the Charlotte Executive MBA program by increasing enrollment year-over-year, while maintaining enrollment in the evening and weekend executive MBA programs. Growth in our executive MBA enrollment will help to offset expected decreases in the online and full-time MBA programs.
- Undergraduate Enrollment – Continue expanding the undergraduate program, with a goal of ultimately increasing enrollment by 50% from current levels.
- Executive Development – Increase program revenue from a projected \$26.5 million in FY 2022-23 to \$32.5 million in FY 2023-24, resulting in net margin of nearly \$8 million in FY 2023-24.
- Advancement – Raise \$40 million in endowment and gift funds to support the school's growth in fellowships, scholarships, faculty support and undergraduate program expansion.

Revenues	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
State Appropriation, Tuition, & Fees	\$103,783,000	\$41,342,000	\$-	\$9,000	\$145,134,000
Sales & Services	\$22,000	\$3,441,000	\$-	\$18,000	\$3,481,000
Patient Services	\$-	\$-	\$-	\$-	\$-
Contracts & Grants	\$-	\$601,000	\$76,000	\$1,636,000	\$2,313,000
Gifts & Investments	\$-	\$6,000	\$-	\$7,753,000	\$7,759,000
Other Revenues	\$2,000	\$1,250,000	\$-	\$16,906,000	\$18,158,000
	<b>\$103,807,000</b>	<b>\$46,640,000</b>	<b>\$76,000</b>	<b>\$26,322,000</b>	<b>\$176,845,000</b>

Expenses	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Salaries and Wages	\$46,465,000	\$13,706,000	\$18,000	\$12,502,000	\$72,691,000
Staff Benefits	\$9,612,000	\$4,011,000	\$36,000	\$3,442,000	\$17,101,000
Services, Supplies, Materials, & Equip.	\$33,657,000	\$5,904,000	\$6,000	\$1,685,000	\$41,252,000
Scholarships & Fellowships	\$7,537,000	\$3,318,000	\$10,000	\$8,148,000	\$19,013,000
Debt Service	\$-	\$7,548,000	\$-	\$-	\$7,548,000
Utilities	\$-	\$1,000	\$-	\$-	\$1,000
Other Expenses	\$1,536,000	\$14,914,000	\$6,000	\$2,967,000	\$19,423,000
	<b>\$98,807,000</b>	<b>\$49,402,000</b>	<b>\$76,000</b>	<b>\$28,744,000</b>	<b>\$177,029,000</b>

	General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Net Transfers</b>	<b>\$(5,000,000)</b>	<b>\$2,627,000</b>	<b>\$-</b>	<b>\$(4,472,000)</b>	<b>\$(6,845,000)</b>
<b>Change in Fund Balance</b>		<b>\$(135,000)</b>	<b>\$-</b>	<b>\$(6,894,000)</b>	<b>\$(7,029,000)</b>

# UNC SCHOOL OF DATA SCIENCE AND SOCIETY

Established in 2022, the UNC School of Data Science and Society seeks to serve the state, the nation and the world with premier data science degree offerings and unique research programs designed to advance the public good. The school aims to revolutionize the impact of data through application, shaping the emerging field of data science and collaboratively solving real-world problems.

## Goals:

- Establish core infrastructure, such as human resources and information technology, and leadership to ensure the successful implementation of educational and research endeavors.
- Develop inclusive and accessible undergraduate and graduate degree programs to prepare learners for workforce needs.
- Launch the research enterprise that builds interdisciplinary, pan-university partnerships to pursue inquiry for societal benefit.



*Carolina Data Science Now seminar with Stan Ahalt, Chancellor Kevin M. Guskiewicz, Penny Gordon-Larsen and Kathryn Desplanque. Held at UNC Current Artspace and Studio. September 12, 2022.*

Revenues	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
State Appropriation, Tuition, & Fees	\$1,000,000	\$-	\$-	\$-	\$1,000,000
Sales & Services	\$-	\$-	\$-	\$-	\$-
Patient Services	\$-	\$-	\$-	\$-	\$-
Contracts & Grants	\$-	\$-	\$252,000	\$-	\$252,000
Gifts & Investments	\$-	\$-	\$-	\$-	\$-
Other Revenues	\$-	\$-	\$-	\$-	\$-
	<b>\$1,000,000</b>	<b>\$-</b>	<b>\$252,000</b>	<b>\$-</b>	<b>\$1,252,000</b>

Expenses	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Salaries and Wages	\$-	\$3,000,000	\$68,000	\$-	\$3,068,000
Staff Benefits	\$-	\$944,000	\$24,000	\$-	\$968,000
Services, Supplies, Materials, & Equip.	\$1,000,000	\$396,000	\$-	\$-	\$1,396,000
Scholarships & Fellowships	\$-	\$-	\$-	\$-	\$-
Debt Service	\$-	\$-	\$-	\$-	\$-
Utilities	\$-	\$-	\$-	\$-	\$-
Other Expenses	\$-	\$60,000	\$160,000	\$-	\$220,000
	<b>\$1,000,000</b>	<b>\$4,400,000</b>	<b>\$252,000</b>	<b>\$-</b>	<b>\$5,652,000</b>

	General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Net Transfers</b>	<b>\$-</b>	<b>\$4,400,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$4,400,000</b>
<b>Change in Fund Balance</b>		<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

# UNC SCHOOL OF EDUCATION

The UNC School of Education is dedicated to realizing the transformative power of education and works to address the most difficult and complex educational questions and issues through cutting-edge academic programming, research, development and engagement. In the 2024 U.S. News & World Report rankings, the school ranked 13th among public schools of education and 21st overall.

The school enrolls more than 800 students across multiple undergraduate, master's and doctoral programs. It also offers three licensure programs to assist educators to further grow the pipeline of education professionals. Its 2022 research portfolio totaled \$83 million, with \$19.9 million in research expenditures, representing funding from the U.S. Department of Education, the National Institutes of Health and the National Science Foundation.

The impact of the school's mission is evident in the nearly 22,000 alumni living and working in all 100 North Carolina counties and 50 states.

## Goals:

- Build and capitalize on partnerships that will improve access to equitable, high-quality learning for all diverse student populations, as well as workforces throughout North Carolina and beyond.
- Deepen academic and research expertise by attracting faculty with exceptional research and instructional strengths, as well as those with demonstrated potential for success, inclusive excellence and impact.
- Increase philanthropic giving, especially from corporate and private foundations.
- Increase the school's reach and impact by increasing student enrollment both in select campus programs and throughout the state and beyond by developing and deploying premier, rigorous online programming.
- Continue to grow the school's research enterprise through expanding infrastructural and operational supports.

Revenues	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
State Appropriation, Tuition, & Fees	\$15,311,000	\$252,000	\$-	\$-	\$15,563,000
Sales & Services	\$-	\$764,000	\$-	\$-	\$764,000
Patient Services	\$-	\$-	\$-	\$-	\$-
Contracts & Grants	\$-	\$-	\$510,000	\$5,701,000	\$6,211,000
Gifts & Investments	\$-	\$301,000	\$-	\$1,230,000	\$1,531,000
Other Revenues	\$-	\$387,000	\$-	\$677,000	\$1,064,000
	<b>\$15,311,000</b>	<b>\$1,704,000</b>	<b>\$510,000</b>	<b>\$7,608,000</b>	<b>\$25,133,000</b>

Expenses	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Salaries and Wages	\$10,698,000	\$585,000	\$442,000	\$3,017,000	\$14,742,000
Staff Benefits	\$3,240,000	\$174,000	\$115,000	\$812,000	\$4,341,000
Services, Supplies, Materials, & Equip.	\$811,000	\$430,000	\$498,000	\$1,340,000	\$3,079,000
Scholarships & Fellowships	\$57,000	\$90,000	\$11,000	\$1,707,000	\$1,865,000
Debt Service	\$-	\$-	\$-	\$-	\$-
Utilities	\$-	\$-	\$-	\$-	\$-
Other Expenses	\$500,000	\$259,000	\$23,000	\$661,000	\$1,443,000
	<b>\$15,306,000</b>	<b>\$1,538,000</b>	<b>\$1,089,000</b>	<b>\$7,537,000</b>	<b>\$25,470,000</b>

	General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Net Transfers</b>	<b>\$(5,000)</b>	<b>\$(126,000)</b>	<b>\$-</b>	<b>\$341,000</b>	<b>\$210,000</b>
<b>Change in Fund Balance</b>		<b>\$40,000</b>	<b>\$(579,000)</b>	<b>\$412,000</b>	<b>\$(127,000)</b>

# UNC SCHOOL OF GOVERNMENT

The UNC School of Government seeks to improve the lives of North Carolinians by engaging in practical scholarship that helps public officials and citizens understand and improve state and local government. For 90 years, the school has served the state as a nonpartisan, policy-neutral and responsive public service institution. As the largest university-based local government training, advisory and research organization in the United States, the school serves thousands of public officials each year.

The school comprises an academic department (Master of Public Administration), a continuing education conference center, a publishing house, consultation services and other associated entities. As such, its measures scale more toward impact than fiscal outcomes. It positions itself to support its mission through business efficiencies, entrepreneurial opportunities and self-sustainability.

## Goals:

- Continue to collect 99% of voluntary dues from all 100 counties and nearly all 551 municipalities as a measure of the school's support for North Carolina's public officials.
- Offer at least 250 unique course offerings as continuing education opportunities for public officials, as well as maintain at least a 95% usefulness rating as measured by course evaluations.
- Increase the number of professional development publications for sale from 178 to 185, aiming to sell at least 45,000 copies.

Revenues	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
State Appropriation, Tuition, & Fees	\$14,528,000	\$59,000	\$-	\$-	\$14,587,000
Sales & Services	\$570,000	\$3,847,000	\$-	\$24,000	\$4,441,000
Patient Services	\$-	\$-	\$-	\$-	\$-
Contracts & Grants	\$-	\$44,000	\$102,000	\$5,064,000	\$5,210,000
Gifts & Investments	\$-	\$-	\$-	\$1,025,000	\$1,025,000
Other Revenues	\$-	\$181,000	\$-	\$2,889,000	\$3,070,000
	<b>\$15,098,000</b>	<b>\$4,131,000</b>	<b>\$102,000</b>	<b>\$9,002,000</b>	<b>\$28,333,000</b>

Expenses	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Salaries and Wages	\$9,874,000	\$2,483,000	\$52,000	\$5,061,000	\$17,470,000
Staff Benefits	\$3,237,000	\$690,000	\$13,000	\$1,369,000	\$5,309,000
Services, Supplies, Materials, & Equip.	\$40,000	\$342,000	\$-	\$1,962,000	\$2,344,000
Scholarships & Fellowships	\$386,000	\$16,000	\$-	\$537,000	\$939,000
Debt Service	\$-	\$-	\$-	\$-	\$-
Utilities	\$-	\$-	\$-	\$-	\$-
Other Expenses	\$1,561,000	\$384,000	\$-	\$329,000	\$2,274,000
	<b>\$15,098,000</b>	<b>\$3,915,000</b>	<b>\$65,000</b>	<b>\$9,258,000</b>	<b>\$28,336,000</b>

	General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Net Transfers</b>	\$-	\$116,000	\$-	\$201,000	\$317,000
<b>Change in Fund Balance</b>		\$332,000	\$37,000	\$(55,000)	\$314,000

# UNC SCHOOL OF INFORMATION AND LIBRARY SCIENCE

The UNC School of Information and Library Science (SILS) educates innovative and responsible thinkers who will lead the information professions; discovers principles and impacts of information; creates systems, techniques and policies to advance information processes and services; and advances information creation, access, use, management and stewardship to improve the quality of life for diverse local, national and global communities.

SILS is one of the leading research-intensive schools devoted to educating information professionals, ranking second in U.S. News & World Report's most recent rankings of Library and Information Studies programs and second in the international 2023 QS World University Rankings for Library and Information Management. The school offers bachelor's, master's and doctoral degrees in information and library science, as well as Professional Science Master's degrees in digital curation and management and biomedical and health informatics. Faculty are engaged in more than 40 funded research projects that examine information retrieval, visualization systems, impact of social media, and digital information on human dignity and democratic processes. SILS boasts more than 5,500 alumni who lead libraries, information technology enterprises and biotechnology companies across North Carolina and the world.

## Goals:

- Recruit, promote and retain world class faculty, staff and students to support record levels of enrollment across programs, revisions in the master's degree curricula, and addition of online programs.
- Bolster SILS research centers and programs by providing support to new and junior faculty, supplying lab space and proposing large-scale research collaborations.
- Reignite the SILS doctoral program by admitting a new cohort of three to five students for 2023, maintaining five-year commitments to them in an effort to compete for doctoral talent.
- Increase community engagement by expanding development efforts, as well as continuing innovative programs that link the school to outside organizations and communities.
- Expand the graduate Certificate in Applied Data Science to non-degree seeking students, generating new tuition revenue for the school.

Revenues	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
State Appropriation, Tuition, & Fees	\$6,655,000	\$133,000	\$-	\$-	\$6,788,000
Sales & Services	\$20,000	\$32,000	\$-	\$-	\$52,000
Patient Services	\$-	\$-	\$-	\$-	\$-
Contracts & Grants	\$-	\$-	\$293,000	\$6,034,000	\$6,327,000
Gifts & Investments	\$-	\$-	\$-	\$1,738,000	\$1,738,000
Other Revenues	\$-	\$63,000	\$-	\$568,000	\$631,000
	<b>\$6,675,000</b>	<b>\$228,000</b>	<b>\$293,000</b>	<b>\$8,340,000</b>	<b>\$15,536,000</b>

Expenses	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Salaries and Wages	\$4,804,000	\$164,000	\$363,000	\$2,830,000	\$8,161,000
Staff Benefits	\$1,499,000	\$73,000	\$109,000	\$763,000	\$2,444,000
Services, Supplies, Materials, & Equip.	\$14,000	\$135,000	\$248,000	\$1,953,000	\$2,350,000
Scholarships & Fellowships	\$308,000	\$-	\$168,000	\$1,640,000	\$2,116,000
Debt Service	\$-	\$-	\$-	\$-	\$-
Utilities	\$-	\$-	\$-	\$-	\$-
Other Expenses	\$50,000	\$29,000	\$21,000	\$494,000	\$594,000
	<b>\$6,675,000</b>	<b>\$401,000</b>	<b>\$909,000</b>	<b>\$7,680,000</b>	<b>\$15,665,000</b>

	General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Net Transfers</b>	\$-	\$40,000	\$-	\$41,000	\$81,000
<b>Change in Fund Balance</b>		<b>\$(133,000)</b>	<b>\$(616,000)</b>	<b>\$701,000</b>	<b>\$(48,000)</b>

# UNC HUSSMAN SCHOOL OF JOURNALISM AND MEDIA

The UNC Hussman School of Journalism and Media is a nationally top-ranked program that provides strong foundations in multimedia storytelling, writing, conceptual thinking and ethical practices. In addition to its robust undergraduate programs in journalism, advertising and public relations, the school's graduate program offerings include a doctoral degree in media and communication, a master's degree in media and communication, an online master's degree in digital communication, and a post baccalaureate certificate program in digital communication.

Enrollment includes approximately 1,250 undergraduates and 125 graduate students, in addition to professional development and distance education students. Its faculty members are international thought leaders whose scholarly and creative activities are visible and respected across academia, industry and the public realm. These faculty contribute to the school's strong reputation for digital media innovation and storytelling technologies. The school is committed to diversity and inclusion, which it incorporates into all aspects of the school as a means to prepare students for an increasingly complex world.

## Goals:

- Increase the number of full-time faculty to begin addressing teaching needs following the dramatic student enrollment growth the school has experienced in the past 10 years.
- Increase the number of staff in critical administrative and academic functions to fulfill the school's mission, better serve students and continue a trajectory of growth.
- Ensure access and equity for students to learn media production skills using high quality equipment that meets or exceeds the industry standard.
- Modernize the school's classrooms, labs and collaborative spaces to advance technological and pedagogical innovations that enrich student learning, expand research capabilities and attract private support and partnerships with industry.

Revenues	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
State Appropriation, Tuition, & Fees	\$9,201,000	\$234,000	\$-	\$-	\$9,435,000
Sales & Services	\$-	\$186,000	\$-	\$2,000	\$188,000
Patient Services	\$-	\$-	\$-	\$-	\$-
Contracts & Grants	\$-	\$5,000	\$223,000	\$838,000	\$1,066,000
Gifts & Investments	\$-	\$332,000	\$-	\$2,006,000	\$2,338,000
Other Revenues	\$-	\$373,000	\$-	\$1,708,000	\$2,081,000
	<b>\$9,201,000</b>	<b>\$1,130,000</b>	<b>\$223,000</b>	<b>\$4,554,000</b>	<b>\$15,108,000</b>

Expenses	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Salaries and Wages	\$6,848,000	\$333,000	\$67,000	\$2,478,000	\$9,726,000
Staff Benefits	\$1,981,000	\$124,000	\$21,000	\$787,000	\$2,913,000
Services, Supplies, Materials, & Equip.	\$290,000	\$177,000	\$-	\$174,000	\$641,000
Scholarships & Fellowships	\$48,000	\$11,000	\$-	\$298,000	\$357,000
Debt Service	\$-	\$-	\$-	\$-	\$-
Utilities	\$-	\$-	\$-	\$-	\$-
Other Expenses	\$34,000	\$267,000	\$33,000	\$1,845,000	\$2,179,000
	<b>\$9,201,000</b>	<b>\$912,000</b>	<b>\$121,000</b>	<b>\$5,582,000</b>	<b>\$15,816,000</b>

	General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Net Transfers</b>	<b>\$-</b>	<b>\$(190,000)</b>	<b>\$-</b>	<b>\$(5,000)</b>	<b>\$(195,000)</b>
<b>Change in Fund Balance</b>		<b>\$28,000</b>	<b>\$102,000</b>	<b>\$(1,033,000)</b>	<b>\$(903,000)</b>



# UNC SCHOOL OF LAW

The UNC School of Law adheres to a fourfold mission of preparing outstanding lawyers and leaders; making significant legal contributions both nationally and internationally; instilling ethical values; and serving the legal profession of the state, nation and world.

Over the past five years, the School of Law has steadily risen in the ranks, rising from 45th to 23rd among all law schools and ranked eighth among public law schools. This achievement is attributable to many factors, including efforts to increase the qualifications of incoming students and secure employment of the graduating class.

Over the past five years, the median LSAT score among incoming students has jumped from 161 to 166 and median GPA has risen from 3.48 to 3.77. Gains in employment have been even more significant. Over the past five years, the school has seen its employment rate for long-term, full-time positions 10 months after graduation increase from 73% to 94.7%, placing the school ninth among all law schools.

## Goals:

- Recruit and retain excellent workforce by adjusting compensation to be competitive with peer institutions.
- Increase the percentage of students who secure full-time, long-term employment to 95% by increasing career services positions to better meet student needs.
- Increase financial aid to make the School of Law more competitive with peers for attracting top students.
- Improve student experience by expanding support services and exploring new learning opportunities to be led by an associate dean of experiential learning.
- Achieve a ranking in the top 20 of all law schools and top five of public law schools through multiple efforts, including most significantly an increase in academic services to support bar exam preparation.

Revenues	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
State Appropriation, Tuition, & Fees	\$24,070,000	\$929,000	\$-	\$-	\$24,999,000
Sales & Services	\$-	\$494,000	\$-	\$-	\$494,000
Patient Services	\$-	\$-	\$-	\$-	\$-
Contracts & Grants	\$-	\$-	\$-	\$-	\$-
Gifts & Investments	\$-	\$-	\$-	\$1,959,000	\$1,959,000
Other Revenues	\$-	\$594,000	\$-	\$5,411,000	\$6,005,000
	<b>\$24,070,000</b>	<b>\$2,017,000</b>	<b>\$-</b>	<b>\$7,370,000</b>	<b>\$33,457,000</b>

Expenses	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Salaries and Wages	\$15,117,000	\$344,000	\$-	\$693,000	\$16,154,000
Staff Benefits	\$4,045,000	\$109,000	\$-	\$259,000	\$4,413,000
Services, Supplies, Materials, & Equip.	\$59,000	\$373,000	\$-	\$796,000	\$1,228,000
Scholarships & Fellowships	\$4,352,000	\$418,000	\$-	\$4,294,000	\$9,064,000
Debt Service	\$-	\$-	\$-	\$-	\$-
Utilities	\$-	\$-	\$-	\$1,000	\$1,000
Other Expenses	\$323,000	\$772,000	\$-	\$1,208,000	\$2,303,000
	<b>\$23,896,000</b>	<b>\$2,016,000</b>	<b>\$-</b>	<b>\$7,251,000</b>	<b>\$33,163,000</b>

	General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Net Transfers</b>	<b>\$(174,000)</b>	<b>\$(1,000)</b>	<b>\$-</b>	<b>\$(119,000)</b>	<b>\$(294,000)</b>
<b>Change in Fund Balance</b>		<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

# UNC SCHOOL OF NURSING

The UNC School of Nursing plays a key role in educating and graduating talented students for leadership in practice, research, education and administration for the state of North Carolina and beyond. The school offers a full range of degree programs to educate nurses at the undergraduate, master's and doctoral levels. The school is a leader in expanding undergraduate enrollment to meet the projected shortage of nurses in the state and for the nation. This expansion includes a pathway for military-affiliated students to earn their degree in nursing. North Carolina is anticipated to have a deficit of 22,000 nurses within the next decade.

This deficit is coupled with the aging out of the state's nurse educator workforce. According to the North Carolina Board of Nursing, the average age of current nursing faculty is 65. Preparing the next generation of nurse educators is an additional area of priority for the school. The school remains a leader in research as well, drawing more than \$7 million in grant awards. Annually, its

combined undergraduate and graduate enrollment exceeds 600, with 98% passing the National Council Licensure Examination on first attempt. Nearly 80% of graduates remain in North Carolina after graduation.

## Goals:

- Plan 50% enrollment growth in the undergraduate program for implementation in fall 2026 when the Carrington Hall Renewal project is completed.
- Establish an Academic Nursing Workforce Retention Center to support nursing faculty recruitment, onboarding and retention that addresses a statewide nursing faculty shortage.
- Launch an Office of Strategic Partnerships and Practice to increase access to education, clinical training and high-quality health care for those living in North Carolina.

Revenues	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
State Appropriation, Tuition, & Fees	\$18,891,000	\$918,000	\$-	\$11,000	\$19,820,000
Sales & Services	\$-	\$447,000	\$-	\$31,000	\$478,000
Patient Services	\$-	\$-	\$-	\$-	\$-
Contracts & Grants	\$-	\$12,000	\$919,000	\$8,024,000	\$8,955,000
Gifts & Investments	\$-	\$-	\$-	\$736,000	\$736,000
Other Revenues	\$-	\$184,000	\$-	\$1,341,000	\$1,525,000
	<b>\$18,891,000</b>	<b>\$1,561,000</b>	<b>\$919,000</b>	<b>\$10,143,000</b>	<b>\$31,514,000</b>

Expenses	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Salaries and Wages	\$13,658,000	\$204,000	\$301,000	\$3,997,000	\$18,160,000
Staff Benefits	\$4,319,000	\$63,000	\$58,000	\$1,153,000	\$5,593,000
Services, Supplies, Materials, & Equip.	\$274,000	\$611,000	\$60,000	\$1,244,000	\$2,189,000
Scholarships & Fellowships	\$222,000	\$99,000	\$14,000	\$2,090,000	\$2,425,000
Debt Service	\$-	\$-	\$610,000	\$235,000	\$845,000
Utilities	\$-	\$-	\$-	\$-	\$-
Other Expenses	\$416,000	\$45,000	\$143,000	\$1,153,000	\$1,757,000
	<b>\$18,889,000</b>	<b>\$1,022,000</b>	<b>\$1,186,000</b>	<b>\$9,872,000</b>	<b>\$30,969,000</b>

	General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Net Transfers</b>	<b>\$(2,000)</b>	<b>\$26,000</b>	<b>\$-</b>	<b>\$(43,000)</b>	<b>\$(19,000)</b>
<b>Change in Fund Balance</b>		<b>\$565,000</b>	<b>\$(267,000)</b>	<b>\$228,000</b>	<b>\$526,000</b>

# UNC ESHELMAN SCHOOL OF PHARMACY

The UNC School of Education is dedicated to realizing the transformative power of education and works to address the most difficult and complex educational questions and issues through cutting-edge academic programming, research, development and engagement. In the 2024 U.S. News & World Report rankings, the school ranked 13th among public schools of education and 21st overall.

The school enrolls more than 800 students across multiple undergraduate, master's and doctoral programs. It also offers three licensure programs to assist educators to further grow the pipeline of education professionals. Its 2022 research portfolio totaled \$83 million, with \$19.9 million in research expenditures, representing funding from the U.S. Department of Education, the National Institutes of Health and the National Science Foundation. The impact of the school's mission is evident in the nearly 22,000 alumni living and working in all 100 North Carolina counties and 50 states.

## Goals:

- Build and capitalize on partnerships that will improve access to equitable, high-quality learning for all diverse student populations, as well as workforces throughout North Carolina and beyond.
- Deepen academic and research expertise by attracting faculty with exceptional research and instructional strengths, as well as those with demonstrated potential for success, inclusive excellence and impact.
- Increase philanthropic giving, especially from corporate and private foundations.
- Increase the school's reach and impact by increasing student enrollment both in select campus programs and throughout the state and beyond by developing and deploying premier, rigorous online programming.
- Continue to grow the school's research enterprise through expanding infrastructural and operational supports.

Revenues	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
State Appropriation, Tuition, & Fees	\$26,742,000	\$552,000	\$-	\$-	\$27,294,000
Sales & Services	\$-	\$4,148,000	\$-	\$935,000	\$5,083,000
Patient Services	\$-	\$-	\$-	\$-	\$-
Contracts & Grants	\$-	\$1,555,000	\$5,337,000	\$28,365,000	\$35,257,000
Gifts & Investments	\$-	\$134,000	\$-	\$3,207,000	\$3,341,000
Other Revenues	\$-	\$1,080,000	\$-	\$5,197,000	\$6,277,000
	<b>\$26,742,000</b>	<b>\$7,469,000</b>	<b>\$5,337,000</b>	<b>\$37,704,000</b>	<b>\$77,252,000</b>

Expenses	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Salaries and Wages	\$16,642,000	\$3,030,000	\$2,421,000	\$17,921,000	\$40,014,000
Staff Benefits	\$4,847,000	\$852,000	\$624,000	\$4,706,000	\$11,029,000
Services, Supplies, Materials, & Equip.	\$1,024,000	\$1,332,000	\$1,280,000	\$12,326,000	\$15,962,000
Scholarships & Fellowships	\$1,572,000	\$107,000	\$109,000	\$2,932,000	\$4,720,000
Debt Service	\$-	\$-	\$362,000	\$-	\$362,000
Utilities	\$-	\$-	\$-	\$-	\$-
Other Expenses	\$2,657,000	\$848,000	\$540,000	\$2,071,000	\$6,116,000
	<b>\$26,742,000</b>	<b>\$6,169,000</b>	<b>\$5,336,000</b>	<b>\$39,956,000</b>	<b>\$78,203,000</b>

	General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Net Transfers</b>	\$-	\$149,000	\$(1,000)	\$(434,000)	\$(286,000)
<b>Change in Fund Balance</b>		\$1,449,000	\$-	\$(2,686,000)	\$(1,237,000)

# UNC GILLINGS SCHOOL OF GLOBAL PUBLIC HEALTH

The mission of the UNC Gillings School of Global Public Health is to improve public health, promote individual well-being and eliminate health inequities across North Carolina and around the world. U.S. News & World Report ranked Gillings as the top public school of public health and second overall in the nation. The school's enrollment continued to grow in the 2022-23 academic year with more than 2,400 students enrolled in degree and non-degree options, including bachelor's, master's and doctoral programs and an array of certificate and continuing education opportunities. Ninety-eight percent of graduates are hired or continue their education six months after graduation. Faculty members generated \$280.8 million in sponsored research awards, an increase of \$98 million over the prior year, and the school was the second highest producing unit at the University for grant and contract dollars.

Gillings also has the highest per principal investigator average at the University for grants and contracts at \$1.4 million per principal investigator. In service to the state of North Carolina, the school's 2028 strategic practice plan was approved in July 2022 and is now being operationalized to focus on four initiatives: creating

5-to-10-year public health partnerships, developing a public health collaborative, creating a system of academic partnerships, and assessing the school's emergency preparedness and response plan.

## Goals:

- Maintain residential Master of Public Health program enrollment and continue to enroll 200 to 250 new students per year in MPH@UNC by coordinating and contemporizing marketing, admissions and funding processes to attract students.
- Increase recruitment and retention of diverse and underrepresented students, staff and faculty members through equitable hiring and training practices as well as inclusive excellence professional development for all Gillings constituents.
- Maintain the strengths of our research portfolio by achieving equal or greater funding compared to FY 2022-23 through more robust infrastructure in addition to recruitment and retention of world-class researchers.

Revenues	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
State Appropriation, Tuition, & Fees	\$49,330,000	\$468,000	\$-	\$-	\$49,798,000
Sales & Services	\$-	\$3,225,000	\$-	\$41,000	\$3,266,000
Patient Services	\$-	\$-	\$-	\$-	\$-
Contracts & Grants	\$-	\$482,000	\$9,622,000	\$109,349,000	\$119,453,000
Gifts & Investments	\$-	\$-	\$-	\$2,316,000	\$2,316,000
Other Revenues	\$-	\$671,000	\$-	\$7,796,000	\$8,467,000
	<b>\$49,330,000</b>	<b>\$4,846,000</b>	<b>\$9,622,000</b>	<b>\$119,502,000</b>	<b>\$183,300,000</b>

Expenses	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Salaries and Wages	\$29,408,000	\$3,111,000	\$4,202,000	\$37,466,000	\$74,187,000
Staff Benefits	\$8,991,000	\$1,000,000	\$1,762,000	\$11,317,000	\$23,070,000
Services, Supplies, Materials, & Equip.	\$4,369,000	\$666,000	\$1,218,000	\$50,423,000	\$56,676,000
Scholarships & Fellowships	\$2,479,000	\$961,000	\$1,218,000	\$10,383,000	\$15,041,000
Debt Service	\$-	\$-	\$-	\$-	\$-
Utilities	\$-	\$-	\$1,000	\$-	\$1,000
Other Expenses	\$4,083,000	\$505,000	\$2,966,000	\$7,608,000	\$15,162,000
	<b>\$49,330,000</b>	<b>\$6,243,000</b>	<b>\$11,367,000</b>	<b>\$117,197,000</b>	<b>\$184,137,000</b>

	General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Net Transfers</b>	\$-	\$1,177,000	\$(8,000)	\$(1,655,000)	\$(486,000)
<b>Change in Fund Balance</b>		<b>\$(220,000)</b>	<b>\$(1,753,000)</b>	<b>\$650,000</b>	<b>\$(1,323,000)</b>

# UNC SCHOOL OF SOCIAL WORK

Founded in 1920, the mission of the UNC School of Social Work is to advance equity, transform systems and improve lives. Its students, faculty and staff are committed to understanding the etiology of social problems and to developing and implementing evidence-informed policies and practices that address those problems.

This commitment calls the school's faculty and students to serve vulnerable and marginalized populations in North Carolina and around the world. Through research, teaching and engagement with local, state, regional, national and global communities, it seeks to solve some of society's most vexing problems. Through its master's and doctoral degree programs, it prepares micro- and macro-level practitioners as well as researchers to work in all 100 North Carolina counties, effecting change and improving the biopsychosocial and economic well-being of individuals, families and communities. The school is consistently ranked as a top ten school, according to U.S. News & World Report.

## Goals:

- Implement a fully online Master of Social Work program, building

capacity for instructional design, admissions and other student support services.

- Strengthen research advancement and infrastructure development by selecting an associate dean for research to lead these efforts, as well as hiring a manager for grant development to increase the volume of proposal submissions.
- Expand school capacity to work with communities to solve problems of interest to them by establishing the new Office of Community Engagement and Outreach.
- Increase wellness, mental health and student services through an embedded therapist and peer well-being coaches.
- Increase the school's central administrative functions to support growth in enrollment and fundraising goals.
- Elevate awareness of the school through upgraded social media strategies and onboarding of individuals to lead communications efforts.

Revenues	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
State Appropriation, Tuition, & Fees	\$10,132,000	\$410,000	\$-	\$-	\$10,542,000
Sales & Services	\$-	\$322,000	\$-	\$1,000	\$323,000
Patient Services	\$-	\$-	\$-	\$-	\$-
Contracts & Grants	\$-	\$-	\$1,024,000	\$13,656,000	\$14,680,000
Gifts & Investments	\$-	\$209,000	\$-	\$741,000	\$950,000
Other Revenues	\$-	\$150,000	\$-	\$1,200,000	\$1,350,000
	<b>\$10,132,000</b>	<b>\$1,091,000</b>	<b>\$1,024,000</b>	<b>\$15,598,000</b>	<b>\$27,845,000</b>

Expenses	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Salaries and Wages	\$7,020,000	\$419,000	\$125,000	\$7,658,000	\$15,222,000
Staff Benefits	\$2,073,000	\$159,000	\$107,000	\$2,602,000	\$4,941,000
Services, Supplies, Materials, & Equip.	\$421,000	\$213,000	\$360,000	\$2,459,000	\$3,453,000
Scholarships & Fellowships	\$389,000	\$-	\$11,000	\$1,370,000	\$1,770,000
Debt Service	\$-	\$-	\$-	\$-	\$-
Utilities	\$-	\$-	\$-	\$-	\$-
Other Expenses	\$229,000	\$311,000	\$187,000	\$1,543,000	\$2,270,000
	<b>\$10,132,000</b>	<b>\$1,102,000</b>	<b>\$790,000</b>	<b>\$15,632,000</b>	<b>\$27,656,000</b>

	General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Net Transfers</b>	\$-	\$473,000	\$-	\$(183,000)	\$290,000
<b>Change in Fund Balance</b>		\$462,000	\$234,000	\$(217,000)	\$479,000

# UNC ADAMS SCHOOL OF DENTISTRY

The UNC Adams School of Dentistry provides integrated and inter-professional educational experiences for students and residents. The school offers 17 educational programs, including Doctor of Dental Surgery (DDS), bachelor's and master's dental hygiene degrees, and degrees or certificates in advanced dental education programs. The school's residents and students annually contribute approximately \$3.6 million of in-kind service to visiting patients and provide oral and craniofacial care to approximately 90,000 North Carolinians per year. Approximately one half of the dentists practicing in North Carolina are Adams School graduates.

The school has developed and continues to implement new curricula for the DDS and undergraduate dental hygiene programs to incorporate innovative educational practices to better prepare its graduates for a changing health care landscape. Each year, many of the school's faculty, students and residents are recognized not only for exciting research, but also for outstanding contributions in dental education and professional and community activities.

## Goals:

- Create new mission, vision and values statements and five-year

strategic plan, supporting a culture of excellence and wellness.

- Continue to operationalize the DDS program's new curriculum and student assessment system, as well as measure outcomes of current curricular elements.
- Rebuild the research enterprise through faculty and staff recruitment and partnerships with other schools and programs.
- Evaluate clinical and fiscal operations and implement strategies to improve the overall clinical enterprise, including optimization of the adopted electronic medical records system.
- Develop a standardized, fair and transparent faculty compensation plan by engaging input from school leaders and consultants.
- Initiate self-studies for dental programs in preparation for their 2024 and 2025 reaccreditation site visits.
- Recruit faculty and staff, including dental hygienists, dental assistants and researchers, to support the school's missions and maintain market competition.

Revenues	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
State Appropriation, Tuition, & Fees	\$31,547,000	\$3,380,000	\$-	\$-	\$34,927,000
Sales & Services	\$-	\$4,538,000	\$-	\$32,000	\$4,570,000
Patient Services	\$-	\$26,108,000	\$-	\$-	\$26,108,000
Contracts & Grants	\$-	\$-	\$594,000	\$4,695,000	\$5,289,000
Gifts & Investments	\$-	\$34,000	\$-	\$985,000	\$1,019,000
Other Revenues	\$-	\$825,000	\$-	\$4,478,000	\$5,303,000
	<b>\$31,547,000</b>	<b>\$34,885,000</b>	<b>\$594,000</b>	<b>\$10,190,000</b>	<b>\$77,216,000</b>

Expenses	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Salaries and Wages	\$21,463,000	\$15,647,000	\$250,000	\$3,822,000	\$41,182,000
Staff Benefits	\$6,012,000	\$6,889,000	\$94,000	\$1,112,000	\$14,107,000
Services, Supplies, Materials, & Equip.	\$323,000	\$14,382,000	\$201,000	\$1,432,000	\$16,338,000
Scholarships & Fellowships	\$2,531,000	\$37,000	\$20,000	\$2,038,000	\$4,626,000
Debt Service	\$-	\$-	\$-	\$-	\$-
Utilities	\$-	\$-	\$-	\$4,000	\$4,000
Other Expenses	\$1,218,000	\$2,355,000	\$29,000	\$1,384,000	\$4,986,000
	<b>\$31,547,000</b>	<b>\$39,310,000</b>	<b>\$594,000</b>	<b>\$9,792,000</b>	<b>\$81,243,000</b>

	General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Net Transfers</b>	\$-	\$1,729,000	\$-	\$(360,000)	\$1,369,000
<b>Change in Fund Balance</b>		<b>\$(2,696,000)</b>	<b>\$-</b>	<b>\$38,000</b>	<b>\$(2,658,000)</b>

# UNC SCHOOL OF MEDICINE

The UNC School of Medicine's (SOM) mission is to improve the health and well-being of North Carolinians and others whom we serve. In rankings, recognition and funding, the SOM is a top-tier research institution. The school's research funding for FY 2021-22 increased by \$39.8 million to a record \$623.8 million, representing approximately 52% of the University's total external funding. The SOM maintains its ranking of fifth among public schools in National Institutes of Health funding according to Blue Ridge Institute for Medical Research, with all basic science departments ranked in the top 10 and 12 clinical departments ranked in the top 30 nationally. Foundational to the SOM's mission is a commitment to meet the health needs of the state by training the next generation of clinicians and researchers. In FY 2021-22, the SOM submitted a successful appropriation request for \$8 million to expand its ability to train more medical students.

The school's faculty deliver comprehensive patient care from primary care through the highest levels of quaternary care to provide a safety net for patients across all 100 counties. Through a partnership with Novant Health, it expanded access to pediatric specialty care in the Wilmington region providing eight new subspecialties, five of which were previously not available within

100 miles. The SOM continues to be highly ranked by U.S. News & World Report in both primary care (fifth) and research (25th).

## Goals:

- Support the increase in the medical doctorate class size from 190 to 230 by recruiting 21 faculty and 12 staff members, ensuring sufficient scholarship support, opening the newly constructed Roper Hall, employing the latest learning technology for simulation and telemedicine, and expanding cohort size at the Wilmington branch campus.
- Address critical infrastructure needs to increase research funding and clinical research through collaboration with campus partners, renewal of the Clinical and Translational Science Award, launch of the Clinical Research Alliance, planning for the Translational Research Building and renovation of additional spaces.
- Invest in professional development and wellness programs and partner with campus leaders in human resources to enhance operations given the competitive job market.

Revenues	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
State Appropriation, Tuition, & Fees	\$169,495,000	\$1,627,000	\$-	\$-	\$171,122,000
Sales & Services	\$13,000	\$233,779,000	\$-	\$2,112,000	\$235,904,000
Patient Services	\$-	\$620,898,000	\$-	\$-	\$620,898,000
Contracts & Grants	\$-	\$2,596,000	\$53,832,000	\$485,570,000	\$541,998,000
Gifts & Investments	\$-	\$1,042,000	\$-	\$15,377,000	\$16,419,000
Other Revenues	\$-	\$149,216,000	\$-	\$26,304,000	\$175,520,000
	<b>\$169,508,000</b>	<b>\$1,009,158,000</b>	<b>\$53,832,000</b>	<b>\$529,363,000</b>	<b>\$1,761,861,000</b>

Expenses	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Salaries and Wages	\$76,341,000	\$458,586,000	\$22,639,000	\$204,062,000	\$761,628,000
Staff Benefits	\$20,912,000	\$151,390,000	\$8,425,000	\$62,970,000	\$243,697,000
Services, Supplies, Materials, & Equip.	\$65,496,000	\$391,452,000	\$12,494,000	\$181,322,000	\$650,764,000
Scholarships & Fellowships	\$5,716,000	\$3,701,000	\$1,729,000	\$26,945,000	\$38,091,000
Debt Service	\$-	\$1,790,000	\$1,790,000	\$-	\$3,580,000
Utilities	\$-	\$329,000	\$185,000	\$66,000	\$580,000
Other Expenses	\$1,043,000	\$52,842,000	\$6,570,000	\$37,061,000	\$97,516,000
	<b>\$169,508,000</b>	<b>\$1,060,090,000</b>	<b>\$53,832,000</b>	<b>\$512,426,000</b>	<b>\$1,795,856,000</b>

	General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Net Transfers</b>	\$-	\$14,505,000	\$-	\$(6,211,000)	\$8,294,000
<b>Change in Fund Balance</b>		<b>\$(36,427,000)</b>	\$-	<b>\$10,726,000</b>	<b>\$(25,701,000)</b>

# STUDENT AFFAIRS

Student Affairs provides essential programs and services that facilitate student learning and development, encourage academic success and personal growth, and support retention and persistence for more than 30,000 undergraduate, graduate and professional students. Its mission is to foster student success by

cultivating belonging, engagement, well-being and active learning. Student Affairs is comprised of 18 departments with more than 300 full- and part-time staff, and it employs more than 800 students. These staff members support students in three core service areas: student engagement, health and well-being and student advocacy.

Revenues	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
State Appropriation, Tuition, & Fees	\$11,183,000	\$8,817,000	\$-	\$-	\$20,000,000
Sales & Services	\$-	\$985,000	\$-	\$-	\$985,000
Patient Services	\$-	\$-	\$-	\$-	\$-
Contracts & Grants	\$-	\$-	\$5,000	\$86,000	\$91,000
Gifts & Investments	\$-	\$103,000	\$-	\$955,000	\$1,058,000
Other Revenues	\$-	\$20,000	\$-	\$34,000	\$54,000
	<b>\$11,183,000</b>	<b>\$9,925,000</b>	<b>\$5,000</b>	<b>\$1,075,000</b>	<b>\$22,188,000</b>

Expenses	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Salaries and Wages	\$7,074,000	\$5,041,000	\$-	\$115,000	\$12,230,000
Staff Benefits	\$2,592,000	\$1,771,000	\$-	\$47,000	\$4,410,000
Services, Supplies, Materials, & Equip.	\$585,000	\$1,740,000	\$5,000	\$205,000	\$2,535,000
Scholarships & Fellowships	\$-	\$28,000	\$-	\$118,000	\$146,000
Debt Service	\$-	\$-	\$-	\$-	\$-
Utilities	\$-	\$660,000	\$-	\$-	\$660,000
Other Expenses	\$854,000	\$2,818,000	\$-	\$429,000	\$4,101,000
	<b>\$11,105,000</b>	<b>\$12,058,000</b>	<b>\$5,000</b>	<b>\$914,000</b>	<b>\$24,082,000</b>

	General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Net Transfers</b>	<b>\$(78,000)</b>	<b>\$(815,000)</b>	<b>\$-</b>	<b>\$79,000</b>	<b>\$(814,000)</b>
<b>Change in Fund Balance</b>		<b>\$(2,948,000)</b>	<b>\$-</b>	<b>\$240,000</b>	<b>\$(2,708,000)</b>





# OFFICE OF SCHOLARSHIPS AND STUDENT AID

The Office of Scholarships and Student Aid continues to meet undergraduate student financial need while managing institutional funds through targeted initiatives, improved efficiency and private support. The rising costs of housing, dining and health insurance, as well as changes in the federal need formula, continue to place demands on the financial aid budget. The office strategically plans financial aid from all sources to meet the full demonstrated financial need of undergraduate students and manages levels of tuition and central supports for financial aid.

The Office of Scholarships and Student Aid is located within the Division of Enrollment (see narrative under "Academic Affairs," on p. 22).



Revenues	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
State Appropriation, Tuition, & Fees	\$67,873,000	\$30,000	\$-	\$-	\$67,903,000
Sales & Services	\$-	\$-	\$-	\$-	\$-
Patient Services	\$-	\$-	\$-	\$-	\$-
Contracts & Grants	\$200,000	\$55,058,000	\$613,000	\$22,000	\$55,893,000
Gifts & Investments	\$-	\$186,000	\$-	\$12,141,000	\$12,327,000
Other Revenues	\$-	\$-	\$-	\$211,090,000	\$211,090,000
	<b>\$68,073,000</b>	<b>\$55,274,000</b>	<b>\$613,000</b>	<b>\$223,253,000</b>	<b>\$347,213,000</b>

Expenses	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Salaries and Wages	\$2,117,000	\$60,000	\$277,000	\$3,334,000	\$5,788,000
Staff Benefits	\$878,000	\$18,000	\$104,000	\$246,000	\$1,246,000
Services, Supplies, Materials, & Equip.	\$70,000	\$2,000	\$68,000	\$28,000	\$168,000
Scholarships & Fellowships	\$64,499,000	\$56,757,000	\$54,000	\$216,449,000	\$337,759,000
Debt Service	\$-	\$-	\$-	\$-	\$-
Utilities	\$-	\$-	\$-	\$-	\$-
Other Expenses	\$134,000	\$16,000	\$98,000	\$258,000	\$506,000
	<b>\$67,698,000</b>	<b>\$56,853,000</b>	<b>\$601,000</b>	<b>\$220,315,000</b>	<b>\$345,467,000</b>

	General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Net Transfers</b>	<b>\$(375,000)</b>	<b>\$4,972,000</b>	<b>\$(12,000)</b>	<b>\$1,918,000</b>	<b>\$6,503,000</b>
<b>Change in Fund Balance</b>		<b>\$3,393,000</b>	<b>\$-</b>	<b>\$4,856,000</b>	<b>\$8,249,000</b>

# UNIVERSITY LIBRARIES

The University Libraries is the critical multidisciplinary heart of Carolina. It connects people, technology and ideas. It collects and curates what matters to the University, and help users find, evaluate and use information to create knowledge. As a lab for learning, discovery and civic engagement, it engages diverse communities on campus, across North Carolina and beyond, empowering all to reach their fullest potential.

The Library's strategic pillars provide a competitive advantage for Carolina in three critical areas:

- Preserving knowledge and records of the past to inform the future.
- Ensuring student success by providing spaces and opportunities for teaching, learning, creativity and skill development for all students.
- Advancing the research enterprise and scholarship through deep and accessible collections, expert services and a commitment to open public access.

## Goals:

- Sustain the distinction of its research collections by identifying new sources of funding to advance critical strategic initiatives.
- Cultivate workforce and professional excellence by improving staff retention, creating positions for collaborative initiatives, and improving compensation for student employees, including graduate and research assistants.
- Advance programmatic space development through facilities upgrades and improved maintenance.
- Analyze and clean Library Management System data in preparation for catalog migration.

Revenues	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
State Appropriation, Tuition, & Fees	\$29,276,000	\$-	\$-	\$-	\$29,276,000
Sales & Services	\$64,000	\$41,000	\$-	\$-	\$105,000
Patient Services	\$-	\$-	\$-	\$-	\$-
Contracts & Grants	\$-	\$206,000	\$11,133,000	\$1,261,000	\$12,600,000
Gifts & Investments	\$-	\$752,000	\$-	\$5,007,000	\$5,759,000
Other Revenues	\$-	\$462,000	\$-	\$374,000	\$836,000
	<b>\$29,340,000</b>	<b>\$1,461,000</b>	<b>\$11,133,000</b>	<b>\$6,642,000</b>	<b>\$48,576,000</b>

Expenses	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Salaries and Wages	\$18,676,000	\$351,000	\$-	\$1,059,000	\$20,086,000
Staff Benefits	\$6,691,000	\$126,000	\$-	\$363,000	\$7,180,000
Services, Supplies, Materials, & Equip.	\$3,137,000	\$995,000	\$10,993,000	\$3,977,000	\$19,102,000
Scholarships & Fellowships	\$-	\$-	\$-	\$22,000	\$22,000
Debt Service	\$-	\$-	\$-	\$-	\$-
Utilities	\$-	\$-	\$-	\$-	\$-
Other Expenses	\$835,000	\$59,000	\$140,000	\$510,000	\$1,544,000
	<b>\$29,339,000</b>	<b>\$1,531,000</b>	<b>\$11,133,000</b>	<b>\$5,931,000</b>	<b>\$47,934,000</b>

	General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Net Transfers</b>	<b>\$(1,000)</b>	<b>\$235,000</b>	<b>\$-</b>	<b>\$555,000</b>	<b>\$789,000</b>
<b>Change in Fund Balance</b>		<b>\$165,000</b>	<b>\$-</b>	<b>\$1,266,000</b>	<b>\$1,431,000</b>

# UNC RESEARCH

UNC Research oversees, develops and supports the University's \$1.2 billion research enterprise. UNC-Chapel Hill is the 13th largest research university in the United States, ranking sixth in the nation for federal research expenditures and first for federally funded social and behavioral sciences research. The office sets strategic priorities, identifies funding opportunities, manages proposals and awards, develops research teams and partnerships, and oversees regulatory compliance and ethics.

In support of the research enterprise, the Office of Sponsored Programs manages core infrastructure, including 10 research and support compliance offices, 13 campus research centers and institutes, the research administration service center, the research compliance program, the finance services center, and the human resources unit. Through these efforts, the University's research enterprise has quadrupled over the past 15 years and accounts for 62% of all research within the UNC System.

## Goals:

- Grow the research enterprise by supporting partnerships through

internal efforts like the Creativity Hubs, planning the new Translational Research Building and codeveloping research strategies with campus units.

- Support research infrastructure through performance reports and dashboards to monitor completion and turnaround times of core functions.
- Ensure compliance by implementing new software that monitors accreditation and auditing requirements.
- Maximize impact as measured by number of publications, citations, patents and licenses derived from University research, as well as employment numbers in University research for counties across the state.
- Research career and workforce development within the University, through internal career development and training for faculty and staff, and pipeline programs to bring quality applicants to the University by partnering with minority-serving institutions of higher education to jointly develop research capacity.

Revenues	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
State Appropriation, Tuition, & Fees	\$29,306,000	\$308,000	\$-	\$-	\$29,614,000
Sales & Services	\$11,500,000	\$5,439,000	\$-	\$38,000	\$16,977,000
Patient Services	\$-	\$-	\$-	\$-	\$-
Contracts & Grants	\$1,500,000	\$453,000	\$51,705,000	\$161,063,000	\$214,721,000
Gifts & Investments	\$-	\$174,000	\$-	\$2,187,000	\$2,361,000
Other Revenues	\$-	\$17,000	\$-	\$539,000	\$556,000
	<b>\$42,306,000</b>	<b>\$6,391,000</b>	<b>\$51,705,000</b>	<b>\$163,827,000</b>	<b>\$264,229,000</b>

Expenses	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Salaries and Wages	\$20,007,000	\$2,978,000	\$24,723,000	\$47,671,000	\$95,379,000
Staff Benefits	\$6,586,000	\$976,000	\$9,276,000	\$15,224,000	\$32,062,000
Services, Supplies, Materials, & Equip.	\$8,597,000	\$1,705,000	\$10,709,000	\$84,904,000	\$105,915,000
Scholarships & Fellowships	\$84,000	\$111,000	\$412,000	\$4,386,000	\$4,993,000
Debt Service	\$-	\$-	\$-	\$-	\$-
Utilities	\$499,000	\$13,000	\$94,000	\$-	\$606,000
Other Expenses	\$6,532,000	\$1,015,000	\$2,680,000	\$9,320,000	\$19,547,000
	<b>\$42,305,000</b>	<b>\$6,798,000</b>	<b>\$47,894,000</b>	<b>\$161,505,000</b>	<b>\$258,502,000</b>

	General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Net Transfers</b>	<b>\$(1,000)</b>	<b>\$5,575,000</b>	<b>\$(14,000)</b>	<b>\$(926,000)</b>	<b>\$4,634,000</b>
<b>Change in Fund Balance</b>		<b>\$5,168,000</b>	<b>\$3,797,000</b>	<b>\$1,396,000</b>	<b>\$10,361,000</b>

# FACILITIES SERVICES

Facilities Services, one of the largest and most diverse units on campus, is comprised of skilled trades and professional staff whose responsibilities range from planning and managing the design and construction of the University's capital program to maintaining and improving buildings and grounds.

Operations groups are responsible for the maintenance, operations, cleaning and repairs for 11 million square feet of state-funded academic buildings and research facilities, 2.5 million square feet of residence halls, more than 800 acres of main campus, and 4,200 total acres throughout Orange County.

The Planning and Design, Engineering, and Construction groups within Facilities Services provide technical support to colleagues in Operations and oversee master planning and space planning to ensure that existing facilities meet the evolving campus needs. They provide data and enterprise solutions to optimize the use of workplace resources, including infrastructure and physical assets, capital renewal and new construction projects and management.

Per UNC System Office requirements, the Facilities Services budget includes Energy Services and Real Estate Operations.

Energy Services provides heating and cooling and distributes steam and electricity to support the institution's ever-changing needs of its teaching, research and administrative facilities within the University and UNC Hospitals. Real Estate Operations manages a leased portfolio of approximately 759K square feet of a variety of use types (office, storage, lab and residential) and \$17.5 million annual occupancy expense that expands and contracts to meet campus strategic needs. Activity for Energy Services and Real Estate Operations is largely captured in the Auxiliary and Trust Funds category of revenues and expenses in the budget below.

## Goals:

- Recruit and retain skilled trades and professional staff.
- Implement state-appropriated targeted and traditional repairs and renovations (R&R) projects and University-funded capital and R&R projects as prioritized in 2023-25 Six-Year Capital Plan.
- Improve performance on key indicators such as: vacancy rates by department, preventative/reactive maintenance work orders, work order response time, and project schedules.

Revenues	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
State Appropriation, Tuition, & Fees	\$129,990,000	\$-	\$-	\$-	\$129,990,000
Sales & Services	\$-	\$192,044,000	\$-	\$173,000	\$192,217,000
Patient Services	\$-	\$-	\$-	\$-	\$-
Contracts & Grants	\$-	\$-	\$13,107,000	\$18,000	\$13,125,000
Gifts & Investments	\$-	\$3,000	\$-	\$63,000	\$66,000
Other Revenues	\$-	\$-	\$-	\$-	\$-
	\$129,990,000	\$192,047,000	\$13,107,000	\$254,000	\$335,398,000

Expenses	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Salaries and Wages	\$30,700,000	\$20,739,000	\$-	\$31,000	\$51,470,000
Staff Benefits	\$16,619,000	\$9,284,000	\$-	\$14,000	\$25,917,000
Services, Supplies, Materials, & Equip.	\$6,332,000	\$103,190,000	\$12,897,000	\$58,000	\$122,477,000
Scholarships & Fellowships	\$-	\$-	\$-	\$-	\$-
Debt Service	\$-	\$28,512,000	\$-	\$-	\$28,512,000
Utilities	\$75,891,000	\$19,718,000	\$-	\$6,000	\$95,615,000
Other Expenses	\$448,000	\$1,231,000	\$210,000	\$22,000	\$1,911,000
	\$129,990,000	\$182,674,000	\$13,107,000	\$131,000	\$325,902,000

	General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Net Transfers</b>	\$-	\$1,754,000	\$-	\$-	\$1,754,000
<b>Change in Fund Balance</b>		\$11,127,000	\$-	\$123,000	\$11,250,000

# HUMAN RESOURCES AND EQUAL OPPORTUNITY AND COMPLIANCE

The Human Resources (HR) and Equal Opportunity and Compliance (EOC) division is responsible for supporting and enriching Carolina's workforce, ensuring compliance with equal employment opportunity and the Americans with Disabilities Act (ADA) laws, and enhancing inclusiveness across all parts of campus. The division provides comprehensive HR operations for all employees, including recruitment services, employment compliance, compensation and benefits administration, organizational and professional development, and employee and management relations.

The division also has primary responsibility for developing, implementing and executing policies and activities to foster equitable treatment of students and employees and to support the University's obligation to comply with employment laws, the Americans with Disabilities Act, Title IX and other related state and federal laws and regulations. The division is comprised of the Office of Human Resources, the Equal Opportunity and Compliance Office, a Human Resources Information Management team, a business office, and a communications and events team. Additionally, the division supports the Employee Forum. Collectively, these teams work to create an inclusive campus community for students, faculty

and staff, provide opportunities for employees to learn new skills and advocate for policies that enable the University to attract and retain world-class talent.

## Goals:

- Provide timely and responsive HR service delivery to units across campus to help recruit and retain top talent and support employees throughout their careers.
- Ensure compliance with federal ADA, Title IX and other nondiscrimination laws, as well as University policies intended to provide for an equitable living and learning environment for all Tar Heels.
- Support the growth and development of University employees in support of the Carolina Next strategic plan, specifically the Enable Career Development initiative.
- Expand the infrastructure in support of more effective and efficient HR and EOC practices to benefit the entire Carolina community.

Revenues	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
State Appropriation, Tuition, & Fees	\$8,970,000	\$-	\$-	\$-	\$8,970,000
Sales & Services	\$-	\$-	\$-	\$28,000	\$28,000
Patient Services	\$-	\$-	\$-	\$-	\$-
Contracts & Grants	\$-	\$-	\$8,893,000	\$-	\$8,893,000
Gifts & Investments	\$-	\$1,000	\$-	\$1,000	\$2,000
Other Revenues	\$-	\$-	\$-	\$20,000	\$20,000
	<b>\$8,970,000</b>	<b>\$1,000</b>	<b>\$8,893,000</b>	<b>\$49,000</b>	<b>\$17,913,000</b>

Expenses	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Salaries and Wages	\$6,524,000	\$1,194,000	\$4,532,000	\$-	\$12,250,000
Staff Benefits	\$2,446,000	\$601,000	\$1,674,000	\$6,000	\$4,727,000
Services, Supplies, Materials, & Equip.	\$-	\$937,000	\$1,982,000	\$14,000	\$2,933,000
Scholarships & Fellowships	\$-	\$-	\$-	\$-	\$-
Debt Service	\$-	\$-	\$-	\$-	\$-
Utilities	\$-	\$-	\$-	\$-	\$-
Other Expenses	\$-	\$115,000	\$705,000	\$9,000	\$829,000
	<b>\$8,970,000</b>	<b>\$2,847,000</b>	<b>\$8,893,000</b>	<b>\$29,000</b>	<b>\$20,739,000</b>

	General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Net Transfers</b>	\$-	\$2,751,000	\$-	\$-	\$2,751,000
<b>Change in Fund Balance</b>		<b>\$(95,000)</b>	<b>\$-</b>	<b>\$20,000</b>	<b>\$(75,000)</b>

# INFORMATION TECHNOLOGY SERVICES

The Information Technology Services (ITS) mission is to accelerate the University's academic and research pursuits by providing accessible, reliable, efficient, scalable and innovative technologies. ITS strives to meet the needs of the University by providing tools and services that enable faculty, students and staff to realize their goals.

The department values a culture of knowledge sharing and partnering with information technology units across campus, offering professional expertise, insights and recommendations that foster engagement and learning.

## Goals:

- Enhance identity and access management capabilities by adopting industry-leading software, services and best practices.
- Maintain compliance readiness through core protections and data safeguarding, such as through a next-generation secure enclave for the University's research portfolio.
- Provide cloud-delivered information technologies by creating a specialized team that will manage capabilities and access for campus units.
- Create satisfying customer experiences by providing technology services to individuals as well as support for campus unit projects.

Revenues	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
State Appropriation, Tuition, & Fees	\$36,932,000	\$8,254,000	\$-	\$-	\$45,186,000
Sales & Services	\$617,000	\$24,181,000	\$-	\$5,000	\$24,803,000
Patient Services	\$-	\$-	\$-	\$-	\$-
Contracts & Grants	\$-	\$-	\$21,816,000	\$-	\$21,816,000
Gifts & Investments	\$-	\$26,000	\$-	\$1,000	\$27,000
Other Revenues	\$-	\$3,000	\$-	\$9,000	\$12,000
	<b>\$37,549,000</b>	<b>\$32,464,000</b>	<b>\$21,816,000</b>	<b>\$15,000</b>	<b>\$91,844,000</b>

Expenses	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Salaries and Wages	\$26,406,000	\$7,344,000	\$119,000	\$-	\$33,869,000
Staff Benefits	\$10,362,000	\$3,057,000	\$39,000	\$-	\$13,458,000
Services, Supplies, Materials, & Equip.	\$344,000	\$23,309,000	\$18,940,000	\$-	\$42,593,000
Scholarships & Fellowships	\$-	\$-	\$-	\$-	\$-
Debt Service	\$-	\$-	\$-	\$-	\$-
Utilities	\$-	\$4,000	\$-	\$-	\$4,000
Other Expenses	\$437,000	\$1,785,000	\$2,717,000	\$10,000	\$4,949,000
	<b>\$37,549,000</b>	<b>\$35,499,000</b>	<b>\$21,815,000</b>	<b>\$10,000</b>	<b>\$94,873,000</b>

	General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Net Transfers</b>	\$-	\$(646,000)	\$(1,000)	\$-	\$(647,000)
<b>Change in Fund Balance</b>		<b>\$(3,681,000)</b>	<b>\$-</b>	<b>\$5,000</b>	<b>\$(3,676,000)</b>

# UNC POLICE

UNC Police works diligently each day to maintain a safe environment where students, staff and faculty can thrive. Officers conduct vehicle and foot patrols, respond to reports of crime, address problems, and provide education programs and resources to the community. UNC Police protects and serves the University community by enforcing the laws of North Carolina, preserving and optimizing resources, and by maintaining an environment that fosters education and community-oriented service.

The services provided by UNC Police center on enhanced customer service, reduction of crime and improvement of the quality of life for students, faculty, staff and visitors. One of the goals of UNC Police is to stop crime before it takes place. To achieve this goal, the department focuses significant effort on crime prevention programs, along with Community Oriented Policing (COP), a collaborative effort with the greater University community to address safety issues and awareness.



Revenues	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
State Appropriation, Tuition, & Fees	\$10,985,000	\$-	\$-	\$-	\$10,985,000
Sales & Services	\$-	\$3,074,000	\$-	\$-	\$3,074,000
Patient Services	\$-	\$-	\$-	\$-	\$-
Contracts & Grants	\$-	\$-	\$-	\$-	\$-
Gifts & Investments	\$-	\$-	\$-	\$-	\$-
Other Revenues	\$-	\$-	\$-	\$-	\$-
	<b>\$10,985,000</b>	<b>\$3,074,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$14,059,000</b>

Expenses	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Salaries and Wages	\$5,774,000	\$1,771,000	\$-	\$-	\$7,545,000
Staff Benefits	\$2,844,000	\$553,000	\$-	\$-	\$3,397,000
Services, Supplies, Materials, & Equip.	\$2,016,000	\$238,000	\$-	\$-	\$2,254,000
Scholarships & Fellowships	\$-	\$-	\$-	\$-	\$-
Debt Service	\$-	\$-	\$-	\$-	\$-
Utilities	\$-	\$-	\$-	\$-	\$-
Other Expenses	\$351,000	\$385,000	\$-	\$-	\$736,000
	<b>\$10,985,000</b>	<b>\$2,947,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$13,932,000</b>

	General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Net Transfers</b>	\$-	\$254,000	\$-	\$-	\$254,000
<b>Change in Fund Balance</b>		<b>\$381,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$381,000</b>

# UNIVERSITY DEVELOPMENT OFFICE

The University Development Office (UDO) exists to support the mission of the University by raising private resources from alumni, friends and other constituents to enhance financial support for students, faculty, programs and facilities. Led by the vice chancellor for Development, the UDO oversees University-wide development efforts by working with individual schools to advance fundraising efforts, collaborate on pan-University projects and engage donors.

The UDO offers an array of advancement services and is organized in distinct units that include Annual Giving, Corporate and Foundation Relations, Development Systems Training and Support, Donor Relations, Events, Gift Planning, Information Systems, Major Gifts, Marketing and Communications, Prospect Management, Research and Analytics, Regional Development, Revenue and Data Manage-

ment, and Schools and Units. The UDO led the University's campaign, For All Kind: The Campaign for Carolina, surpassing \$5 billion by the campaign close in December 2022.

## Goals:

- Make progress on the intercampaign Grand Challenges.
- Maintain fundraising momentum for cash and commitments, post-campaign.
- Lay out a strategy for increasing private support over the next three to five years.

Revenues	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
State Appropriation, Tuition, & Fees	\$-	\$-	\$-	\$-	\$-
Sales & Services	\$-	\$203,000	\$-	\$-	\$203,000
Patient Services	\$-	\$-	\$-	\$-	\$-
Contracts & Grants	\$-	\$343,000	\$-	\$-	\$343,000
Gifts & Investments	\$-	\$4,229,000	\$-	\$922,000	\$5,151,000
Other Revenues	\$-	\$20,919,000	\$-	\$488,000	\$21,407,000
	\$-	\$25,694,000	\$-	\$1,410,000	\$27,104,000

Expenses	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Salaries and Wages	\$-	\$13,758,000	\$-	\$-	\$13,758,000
Staff Benefits	\$-	\$5,147,000	\$-	\$66,000	\$5,213,000
Services, Supplies, Materials, & Equip.	\$-	\$4,726,000	\$-	\$91,000	\$4,817,000
Scholarships & Fellowships	\$-	\$-	\$-	\$-	\$-
Debt Service	\$-	\$303,000	\$-	\$-	\$303,000
Utilities	\$-	\$-	\$-	\$-	\$-
Other Expenses	\$-	\$2,913,000	\$-	\$732,000	\$3,645,000
	\$-	\$26,847,000	\$-	\$889,000	\$27,736,000

	General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Net Transfers</b>	\$-	\$204,000	\$-	\$95,000	\$299,000
<b>Change in Fund Balance</b>		\$(949,000)	\$-	\$616,000	\$(333,000)



# BUSINESS AFFAIRS

The Business Affairs budget includes the Division of Finance and Operations and its associated departments. Departments within this division that are reflected in other budgets include Transportation and Parking (page 53), Carolina Dining Services (page 51), Auxiliaries (not including WUNC) (page 56) and Facilities Services (including Energy Services and Real Estate Operations) (page 44).

## Finance and Operations

The Division of Finance and Operations is responsible for oversight of financial planning, budgeting and management; treasury and risk management; general accounting; facilities planning, construction and operations; purchasing and stores; auxiliary enterprises; campus utilities; transportation and parking; real estate; trademarks and licensing; the North Carolina Collaboratory; and the Service Center of Excellence. The office works with various internal and external constituencies, including the UNC System Office, to improve the effectiveness of the University's financial and business operations.

## Finance and Budget

Finance and Budget is comprised of 19 departments that provide effective fiscal leadership and stewardship of University resources while partnering with campus schools and departments to manage funds, analyze and improve business processes, and make strategic financial decisions that are compliant and timely.

## Real Estate and Campus Enterprises

Real Estate and Campus Enterprises provides management of real estate on behalf of the University, the Endowment and the Foundation and also provides auxiliary, trademark and licensing services to the Carolina community.

## Service Center of Excellence

The Service Center of Excellence offers services in the areas of finance, human resources, information technology, communications, and training and professional development to the Division of Finance and Operations and the Division of Institutional Integrity and Risk Management, a combined organization whose annual budget is more than \$500 million.

Revenues	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
State Appropriation, Tuition, & Fees	\$17,479,000	\$-	\$-	\$-	\$17,479,000
Sales & Services	\$-	\$12,352,000	\$-	\$-	\$12,352,000
Patient Services	\$-	\$-	\$-	\$-	\$-
Contracts & Grants	\$-	\$865,000	\$7,187,000	\$-	\$8,052,000
Gifts & Investments	\$-	\$90,000	\$-	\$-	\$90,000
Other Revenues	\$-	\$-	\$-	\$411,000	\$411,000
	<b>\$17,479,000</b>	<b>\$13,307,000</b>	<b>\$7,187,000</b>	<b>\$411,000</b>	<b>\$38,384,000</b>

Expenses	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Salaries and Wages	\$9,868,000	\$5,857,000	\$4,346,000	\$192,000	\$20,263,000
Staff Benefits	\$3,872,000	\$2,550,000	\$1,891,000	\$75,000	\$8,388,000
Services, Supplies, Materials, & Equip.	\$275,000	\$2,720,000	\$316,000	\$52,000	\$3,363,000
Scholarships & Fellowships	\$-	\$-	\$-	\$-	\$-
Debt Service	\$-	\$-	\$-	\$-	\$-
Utilities	\$-	\$-	\$-	\$-	\$-
Other Expenses	\$3,464,000	\$502,000	\$635,000	\$27,000	\$4,628,000
	<b>\$17,479,000</b>	<b>\$11,629,000</b>	<b>\$7,188,000</b>	<b>\$346,000</b>	<b>\$36,642,000</b>

	General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Net Transfers</b>	\$-	\$(2,068,000)	\$-	\$-	\$(2,068,000)
<b>Change in Fund Balance</b>		<b>\$(390,000)</b>	<b>\$(1,000)</b>	<b>\$65,000</b>	<b>\$(326,000)</b>



# Auxiliary Services and Internal Billing

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# CAROLINA DINING SERVICES

Carolina Dining Services (CDS) provides great food, excellent service, outstanding value and exceptional hospitality to engage the campus community through a wide variety of innovative dining, convenience store and catering options and experiences that exceed customer expectations and enhance the academic experience. CDS offers an array of dining options to students, faculty and staff, serving over 4.6 million meals annually. It is dedicated to developing well-balanced, creative menus by partnering with local food suppliers and restaurants, as well as recognized national franchises. Self-supported, CDS is a revenue-generating enterprise and receives no state appropriations.

CDS offers a variety of voluntary meal plans and features 16 on-campus locations, delivery to on-campus residence halls from more than 30 off-campus venues, and scheduled food trucks. It maintains a customer-centered approach by offering late-night hours of operations, meal delivery and collaboration through the Student Dining Board.

CDS is committed to sustainable operational initiatives and

organizes its efforts around five pillars: sustainable food, waste reduction, water conservation, energy efficiency and building construction and design. It made significant progress in 2019-20 by reducing plastic bag use, increasing composting efforts and eliminating single use cups. It has been recognized for its sustainability efforts, receiving an award from the National Association of College and University Food Services.

## Goals:

- Improve accessibility in dining facilities.
- Improve satisfaction by updating dining concepts and expanding offerings on South Campus.
- Work with other campus departments and dining contractor to address food insecurity.
- Maintain and expand its commitment to sustainability. Leverage technology to deliver efficient and quality services.

Revenues	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
State Appropriation, Tuition, & Fees	\$-	\$2,600,000	\$-	\$-	\$2,600,000
Sales & Services	\$-	\$40,190,000	\$-	\$-	\$40,190,000
Patient Services	\$-	\$-	\$-	\$-	\$-
Contracts & Grants	\$-	\$-	\$-	\$-	\$-
Gifts & Investments	\$-	\$36,000	\$-	\$-	\$36,000
Other Revenues	\$-	\$-	\$-	\$-	\$-
	\$-	\$42,826,000	\$-	\$-	\$42,826,000

Expenses	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Salaries and Wages	\$-	\$293,000	\$-	\$-	\$293,000
Staff Benefits	\$-	\$154,000	\$-	\$-	\$154,000
Services, Supplies, Materials, & Equip.	\$-	\$36,982,000	\$-	\$-	\$36,982,000
Scholarships & Fellowships	\$-	\$-	\$-	\$-	\$-
Debt Service	\$-	\$2,991,000	\$-	\$-	\$2,991,000
Utilities	\$-	\$-	\$-	\$-	\$-
Other Expenses	\$-	\$274,000	\$-	\$-	\$274,000
	\$-	\$40,694,000	\$-	\$-	\$40,694,000

	General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>	\$-	\$9,771,000	\$-	\$-	\$9,771,000
<b>Net Transfers</b>	\$-	\$(210,000)	\$-	\$-	\$(210,000)
<b>Change in Fund Balance</b>		\$1,922,000	\$-	\$-	\$1,922,000
<b>Ending Fund Balance</b>		\$11,693,000	\$-	\$-	\$11,693,000

# CAROLINA HOUSING

Carolina Housing supports academic success by integrating curricular and cocurricular opportunities for students to engage in experiential learning, community service and leadership development while interacting with faculty, staff and other partners within the greater community. Each year, it houses more than 8,500 undergraduate and graduate students in 46 buildings across the UNC-Chapel Hill campus. Carolina Housing and Granville Towers provide housing to all first-year students as part of a developmental focus that provides supportive resources, allows students to build connections, and offers an array of residential activities.

Residence halls and apartments can be found throughout North, Mid- and South Campus. North campus hosts the University's most historic buildings and is closest to the Frank Porter Graham

Student Union, UNC Student Stores, the Pit, the Davis and Undergraduate libraries and the Old Well. Mid-Campus, along Stadium Drive, offers proximity to Kenan Stadium, the Bell Tower and the Boshamer and Karen Shelton stadiums. South Campus, home to the majority of the first-year residence halls, is walking distance to the Dean E. Smith Center, UNC Hospitals and the Rams Head Recreation Center.

The department's goals for FY 2023-24 include a \$22 million renovation of Avery Residence Hall, replacement of HVAC equipment for Baity Hill apartments, elevator modernization in Morrison Residence Hall, and enhancing accessibility in and around older buildings.

Revenues	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
State Appropriation, Tuition, & Fees	\$-	\$-	\$-	\$-	\$-
Sales & Services	\$-	\$65,682,000	\$-	\$-	\$65,682,000
Patient Services	\$-	\$-	\$-	\$-	\$-
Contracts & Grants	\$-	\$-	\$-	\$-	\$-
Gifts & Investments	\$-	\$31,000	\$-	\$1,000	\$32,000
Other Revenues	\$-	\$1,000	\$-	\$-	\$1,000
	\$-	\$65,714,000	\$-	\$1,000	\$65,715,000

Expenses	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Salaries and Wages	\$-	\$16,338,000	\$-	\$-	\$16,338,000
Staff Benefits	\$-	\$5,992,000	\$-	\$-	\$5,992,000
Services, Supplies, Materials, & Equip.	\$-	\$5,776,000	\$-	\$-	\$5,776,000
Scholarships & Fellowships	\$-	\$-	\$-	\$-	\$-
Debt Service	\$-	\$16,794,000	\$-	\$-	\$16,794,000
Utilities	\$-	\$11,830,000	\$-	\$-	\$11,830,000
Other Expenses	\$-	\$3,039,000	\$-	\$1,000	\$3,040,000
	\$-	\$59,769,000	\$-	\$1,000	\$59,770,000

	General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>	\$-	\$39,581,000	\$-	\$-	\$39,581,000
<b>Net Transfers</b>	\$-	\$(3,592,000)	\$-	\$-	\$(3,592,000)
<b>Change in Fund Balance</b>		\$2,353,000	\$-	\$-	\$2,353,000
<b>Ending Fund Balance</b>		\$41,934,000	\$-	\$-	\$41,934,000

# TRANSPORTATION AND PARKING

Through thoughtful stewardship and resourceful partnering, Transportation and Parking is responsible for coordinating all traffic, transit and parking services on and around the University campus. The department manages 10 parking decks and 160 surface parking areas with approximately 23,000 parking spaces, providing employee, student, patient, visitor and event access to the UNC-Chapel Hill campus.

The department partners with local and regional transit agencies to provide fare-free local transit and subsidized regional transit opportunities for employees and students. Additionally, Transportation and Parking offers the University-operated Point-to-Point Express and On-Demand services and the Commuter Alternative Program, which incentivizes commuting opportunities.

Transportation and Parking is solely a receipt-supported enterprise, with revenue generated from three major sources: student and departmental transportation fees, daytime parking permits and visitor parking revenues. The University receives no state appropriations for parking facilities. Under state law, UNC System campuses must return fines collected for parking tickets – after reconciling collection service expenses – to support North Carolina's K-12 public schools.

Transportation and Parking is currently undertaking a new five-year plan to develop an updated revenue model that will address financial impacts of hybrid work schedules on University parking revenues.

Revenues	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
State Appropriation, Tuition, & Fees	\$181,000	\$6,190,000	\$-	\$-	\$6,371,000
Sales & Services	\$-	\$28,629,000	\$-	\$-	\$28,629,000
Patient Services	\$-	\$-	\$-	\$-	\$-
Contracts & Grants	\$-	\$-	\$-	\$-	\$-
Gifts & Investments	\$-	\$85,000	\$-	\$-	\$85,000
Other Revenues	\$-	\$-	\$-	\$-	\$-
	<b>\$181,000</b>	<b>\$34,904,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$35,085,000</b>

Expenses	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Salaries and Wages	\$122,000	\$5,569,000	\$-	\$-	\$5,691,000
Staff Benefits	\$59,000	\$2,502,000	\$-	\$-	\$2,561,000
Services, Supplies, Materials, & Equip.	\$-	\$20,131,000	\$-	\$-	\$20,131,000
Scholarships & Fellowships	\$-	\$-	\$-	\$-	\$-
Debt Service	\$-	\$7,370,000	\$-	\$-	\$7,370,000
Utilities	\$-	\$651,000	\$-	\$-	\$651,000
Other Expenses	\$-	\$699,000	\$-	\$-	\$699,000
	<b>\$181,000</b>	<b>\$36,922,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$37,103,000</b>

	General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>	\$-	\$35,216,000	\$-	\$-	\$35,216,000
<b>Net Transfers</b>	\$-	\$(11,131,000)	\$-	\$-	\$(11,131,000)
<b>Change in Fund Balance</b>		\$(13,149,000)	\$-	\$-	\$(13,149,000)
<b>Ending Fund Balance</b>		\$22,067,000	\$-	\$-	\$22,067,000

# CAROLINA ATHLETICS

Carolina Athletics has a mission to educate and inspire through athletics, and their vision, "Together We Win," illustrates their work to be successful in the classroom, in competition and in the community. Carolina Athletics supports nearly 800 student-athletes, their coaches and the committed staff, fans, alumni and donors who support them each day.

Carolina Athletics takes pride in providing as many opportunities as possible for student-athletes across 13 men's teams and 15 women's teams at Carolina as they compete for championships and work toward graduation. Carolina has the largest number of participating student-athletes of all the UNC System schools and the second largest in the Atlantic Coast Conference.

By embracing a people-first culture, delivering the Carolina experience and expanding the ability to share the Carolina story, Carolina Athletics is in alignment with the UNC System and Carolina Next

priorities of strengthening student success and building our community together.

## Goals:

- Continue to position all sports programs to achieve top three conference and top ten national academic and athletic rankings.
- Enhance student-athlete health, well-being and development.
- Provide an inclusive and growth-oriented environment in which coaches and staff lead and develop student-athletes in the pursuit of championships.
- Improve game day experience for fans.
- Successfully navigate changes across college athletics.

Revenues	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
State Appropriation, Tuition, & Fees	\$-	\$7,855,000	\$-	\$-	\$7,855,000
Sales & Services	\$-	\$93,083,000	\$-	\$-	\$93,083,000
Patient Services	\$-	\$-	\$-	\$-	\$-
Contracts & Grants	\$-	\$-	\$-	\$-	\$-
Gifts & Investments	\$-	\$2,774,000	\$-	\$888,000	\$3,662,000
Other Revenues	\$-	\$1,500,000	\$-	\$18,634,000	\$20,134,000
	\$-	\$105,212,000	\$-	\$19,522,000	\$124,734,000

Expenses	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Salaries and Wages	\$-	\$40,234,000	\$-	\$408,000	\$40,642,000
Staff Benefits	\$-	\$11,773,000	\$-	\$123,000	\$11,896,000
Services, Supplies, Materials, & Equip.	\$-	\$13,296,000	\$-	\$106,000	\$13,402,000
Scholarships & Fellowships	\$-	\$700,000	\$-	\$16,283,000	\$16,983,000
Debt Service	\$-	\$-	\$-	\$39,000	\$39,000
Utilities	\$-	\$5,041,000	\$-	\$-	\$5,041,000
Other Expenses	\$-	\$30,375,000	\$-	\$2,000	\$30,377,000
	\$-	\$101,419,000	\$-	\$16,961,000	\$118,380,000

	General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Beginning Fund Balance	\$-	\$4,016,000	\$-	\$3,612,000	\$7,628,000
Net Transfers	\$-	\$(6,701,000)	\$-	\$(308,000)	\$(7,009,000)
Change in Fund Balance		\$(2,908,000)	\$-	\$2,253,000	\$(655,000)
Ending Fund Balance		\$1,108,000	\$-	\$5,865,000	\$6,973,000

# CAMPUS HEALTH (INCLUSIVE OF COUNSELING AND PSYCHOLOGICAL SERVICES)

Campus Health partners with the University community to provide expert, student-centered health care and wellness initiatives to support each student’s academic and personal success. Campus Health helps students thrive by fostering and teaching resiliency skills, self-advocacy, and attention to self-care to promote a lifetime of health. The unit provides ambulatory primary medical care, mental health services, wellness programs and a variety of selected specialty services such as pharmacy, radiology, dental care and physical therapy.

Among the many services provided are:

- Accessible primary health care to undergraduate, graduate and professional students and their spouses.
- Mental health support, including individual counseling, group

education and therapy, medication management and psychiatric services.

- Health education within Campus Health and via outreach in areas where students live and work.
- Training and leadership experiences for students through clinical rotations, residencies and fellowships.
- A peer education network providing outreach and education in a variety of student-focused areas such as alcohol and other drugs, interpersonal violence prevention, stress management, and nutrition and fitness.
- Vaccination clinics for COVID-19 and flu mitigation and an international travel clinic.

Revenues	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
State Appropriation, Tuition, & Fees	\$168,000	\$12,175,000	\$-	\$-	\$12,343,000
Sales & Services	\$-	\$8,849,000	\$-	\$-	\$8,849,000
Patient Services	\$-	\$-	\$-	\$-	\$-
Contracts & Grants	\$-	\$-	\$-	\$-	\$-
Gifts & Investments	\$-	\$23,000	\$-	\$11,000	\$34,000
Other Revenues	\$-	\$131,000	\$-	\$-	\$131,000
	<b>\$168,000</b>	<b>\$21,178,000</b>	<b>\$-</b>	<b>\$11,000</b>	<b>\$21,357,000</b>

Expenses	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Salaries and Wages	\$123,000	\$13,795,000	\$-	\$-	\$13,918,000
Staff Benefits	\$45,000	\$5,344,000	\$-	\$-	\$5,389,000
Services, Supplies, Materials, & Equip.	\$-	\$5,016,000	\$-	\$-	\$5,016,000
Scholarships & Fellowships	\$-	\$106,000	\$-	\$-	\$106,000
Debt Service	\$-	\$-	\$-	\$-	\$-
Utilities	\$-	\$398,000	\$-	\$-	\$398,000
Other Expenses	\$-	\$1,374,000	\$-	\$6,000	\$1,380,000
	<b>\$168,000</b>	<b>\$26,033,000</b>	<b>\$-</b>	<b>\$6,000</b>	<b>\$26,207,000</b>

	General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>	\$-	\$32,231,000	\$-	\$-	\$32,231,000
<b>Net Transfers</b>	\$-	\$1,153,000	\$-	\$-	\$1,153,000
<b>Change in Fund Balance</b>		\$(3,702,000)	\$-	\$5,000	\$(3,697,000)
<b>Ending Fund Balance</b>		\$28,529,000	\$-	\$5,000	\$28,534,000

## OTHER AUXILIARIES

Auxiliaries are non-academic units that provide goods or services to students, faculty, staff and the Carolina community, which may charge a fee related to the cost of the goods or services.

### Finance and Operations Auxiliary Services

Auxiliary Services, located in the Finance and Operations division, provides a variety of products and services to enhance the quality of campus life for students, faculty, staff and visitors. Carolina Dining Services, a unit within Auxiliary Services, is reflected in other budgets (page 51).

Finance and Operations Auxiliary Services include:

- Armored Car
- Carolina Managed Print Services
- Laundry

- PID Office
- UNC One Card
- UNC Print Stop and Copy Center
- UNC Student Stores
- University Mail Services
- Vending

### WUNC

WUNC Public Radio is a listener-supported public radio station that serves the Research Triangle area of North Carolina. It is licensed to Chapel Hill and is operated by the University of North Carolina at Chapel Hill, located under the organization of University Communications as an administrative unit only.

Revenues	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
State Appropriation, Tuition, & Fees	\$1,437,000	\$299,000	\$-	\$-	\$1,736,000
Sales & Services	\$-	\$7,201,000	\$-	\$-	\$7,201,000
Patient Services	\$-	\$-	\$-	\$-	\$-
Contracts & Grants	\$-	\$-	\$-	\$127,000	\$127,000
Gifts & Investments	\$-	\$-	\$-	\$5,000	\$5,000
Other Revenues	\$-	\$9,000	\$-	\$6,166,000	\$6,175,000
	<b>\$1,437,000</b>	<b>\$7,509,000</b>	<b>\$-</b>	<b>\$6,298,000</b>	<b>\$15,244,000</b>

Expenses	General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Salaries and Wages	\$858,000	\$964,000	\$-	\$6,347,000	\$8,169,000
Staff Benefits	\$451,000	\$454,000	\$-	\$2,311,000	\$3,216,000
Services, Supplies, Materials, & Equip.	\$126,000	\$3,468,000	\$-	\$14,000	\$3,608,000
Scholarships & Fellowships	\$-	\$-	\$-	\$-	\$-
Debt Service	\$-	\$753,000	\$-	\$-	\$753,000
Utilities	\$-	\$380,000	\$-	\$7,000	\$387,000
Other Expenses	\$2,000	\$348,000	\$-	\$37,000	\$387,000
	<b>\$1,437,000</b>	<b>\$6,367,000</b>	<b>\$-</b>	<b>\$8,716,000</b>	<b>\$16,520,000</b>

	General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
<b>Beginning Fund Balance</b>	\$-	\$6,085,000	\$-	\$-	\$6,085,000
<b>Net Transfers</b>	\$-	\$(1,223,000)	\$-	\$2,222,000	\$999,000
<b>Change in Fund Balance</b>		\$(81,000)	\$-	\$(196,000)	\$(277,000)
<b>Ending Fund Balance</b>		\$6,004,000	\$-	\$(196,000)	\$5,808,000





THE UNIVERSITY  
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at CHAPEL HILL



# Operating Budget

Fiscal Year 2023-2024



THE UNIVERSITY  
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