

UNC Wilmington

FY23 Budget Summary



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

UNC System Strategic Goals

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

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

UNCW Strategic Plan Goals

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

- *Attracting/Retaining Students:* Supported by maintaining investments in institutional based financial aid and student support services, but also through the hiring of additional counselors in the student counseling center, along with additional investments in the SLC and DRC (as referenced above).
- *Attracting/Retaining Faculty and Staff:* Supported by legislative increases and annual raises provided in FY22. These measures will be supplemented with additional legislative increases to be provided in FY23. Additional investments being made in FY23 to retain high performing faculty and staff include (1) the creation of a faculty start-up fund within the Office of the Provost and (2) the establishment of a faculty and staff retention fund to be administered centrally.¹

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

- *Advancing University Academic Programming*: Facilitated by additional investments in new and/or expanding programs which include: B.S. – Coastal Engineering, M.A. – Integrated Marketing and Communication, MHA – Healthcare Administration, M.A. – Film Studies, B.S. – Respiratory Therapy, B.S. – Cybersecurity, B.S. – Intelligent Systems Engineering, Ph.D. – Applied Coastal and Ocean Sciences, and Ph.D. – Pharmaceutical Chemistry.
- *Advancing Research and Scholarly Activities*: By hiring additional staff to assist researchers during pre-award phases (i.e., research and proposal development professionals), but also by updating existing positions within the Office of Sponsored Programs and Research Compliance to provide support across all phases of the research grant process.

Improved Efficiency

UNCW is committed to providing students with a high-quality education in a manner which is efficient and provides excellent value to the state. That value is reflected in UNC System KPIs – particularly in the *Undergraduate Degree Efficiency* (UGDE) metric,² as well as the *Education and Related Expenses per Degree* metric.³ Specifically, UNCW's UGDE score of 28.9 (using 19-20 data) is the highest and/or best in the system, while its education and related expenses per degree of \$44,612 (using 19-20 data), is the lowest and/or best in the system. Data provided through the 2020 Workforce Analysis Summary⁴ further reinforces the efficiency of UNCW's operations. Specifically, UNCW has the second fewest employees on a per-student-basis in the entire system (and the fewest if research-specific employees are excluded from the analysis).

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

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

Financial Sustainability and Enterprise Risks

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

² The number of undergraduate credentials awarded by an institution per 100 Full-Time Equivalent undergraduates.

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

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

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FY23 Budget Snapshot

