



UNT System
Finance Committee
Special Called Meeting

July 28, 2014

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UNT System
Finance Committee
Special Called Meeting
July 28, 0214

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BOARD OF REGENTS Finance Committee Agenda Special Called Meeting

July 28, 2014 – 9:00 am

UNT System Building, Room 712
1901 Main Street
Dallas, Texas

1. Call to Order

2. Briefings

Update on Investment Activity

- Investment Overview
 - Janet Waldron, Vice Chancellor for Finance
- **UNT Foundation**
 - Tim Dwight, Chairman, UNT Foundation Investment Committee
 - Chris Adkerson, Mercer Consultant
- **UNTHSC Foundation**
 - Douglas White, Vice President for Advancement and Executive Director of UNTHSC Foundation
- **Systemwide Short Term Investments**
 - Carolyn Whitlock, M.S., CPA, Manager, Treasury Services

Review FY15 Preliminary Budgets

- **Consolidated UNT System Budget Highlights**
 - Janet Waldron, Vice Chancellor for Finance
- **UNT Dallas Budget**
 - Ronald T. Brown, President
 - Dan Edelman, Vice President for Finance and Administration and Chief Financial Officer
- **UNT System and Shared Services Budgets**
 - Lee Jackson, Chancellor
 - Janet Waldron, Vice Chancellor for Finance

- **UNT Dallas College of Law**
 - Judge Royal Furgeson, Dean

- **UNTHSC Budget**
 - Michael Williams, President
 - John Harman, Senior Vice President and Chief Financial Officer

- **UNT Budget**
 - Neal Smatresk, President
 - Bob Brown, Vice President for Finance and Administration

Wrap Up and Next Steps

- Janet Waldron, Vice Chancellor for Finance

3. Adjournment

UNTS Long-Term Pool Review

UNT System Board Finance Committee

July 28, 2014



Chris Adkerson, Mercer Consultant
Tim Dwight, UNT Foundation Investment Committee Chair
Jerry Holbert, UNT Foundation, President & CEO
Mike Mlinac, UNT Foundation, VP Finance & CFO

Today's Discussion

- Overview of UNTS Long-Term Pool (LTP) structure, objectives and strategy.
- Strategies for managing investment risks.
- LTP's asset allocation determination, monitoring, and rebalancing.
- Investment performance and risk management metrics.
- LTP's financial and other benefits.
- Key discussion items and questions.

LTP Overview, Objectives & Strategy

- Established by SR 08.2000 on March 1, 2012; renews annually.
- Investment of long-term institutional cash reserves, seeking higher return for funds not needed for operating, working capital or near-term purposes.
- Sets strategic target policy allocation and target ranges for UNTF, the investment manager.
- Distributes interest, dividends, and realized gains monthly.
- Investment objectives: income, appreciation & liquidity.
- Annual management fee of 10bp paid to UNTF, plus proportionate share of Mercer's investment consulting fee.

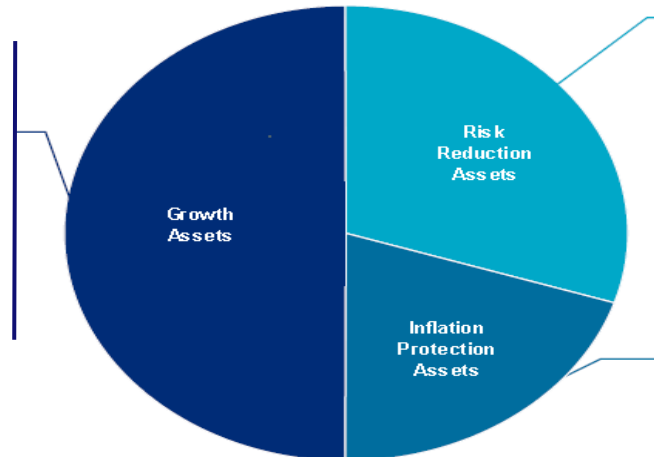
Investment Risks & Strategy

- Investing involves substantial risks; all investments have associated risks.
- Risk is unavoidable, but can be managed by sound investment management principles. In managing the LTP, UNTF employs:
 - Asset allocation – primary determinant of performance.
 - Portfolio diversification – reduces portfolio volatility.
 - Investment selection – appropriate for time horizon and liquidity needs.

Growth Assets

Drives long-term appreciation
Mitigates high return volatility
Includes global and domestic equities - both publicly-traded and privately-held

Types of Asset Classes



Risk Reduction

Lower volatility asset classes
Minimizes correlation to equity returns
Includes global and domestic bonds – and absolute return vehicles

Inflation Protection

Protects against unanticipated inflation
Useful for inflation-sensitive liabilities
Includes TIPS and natural resources

LTP Strategic Target Allocation, Tactical Ranges & Portfolio Asset Allocation

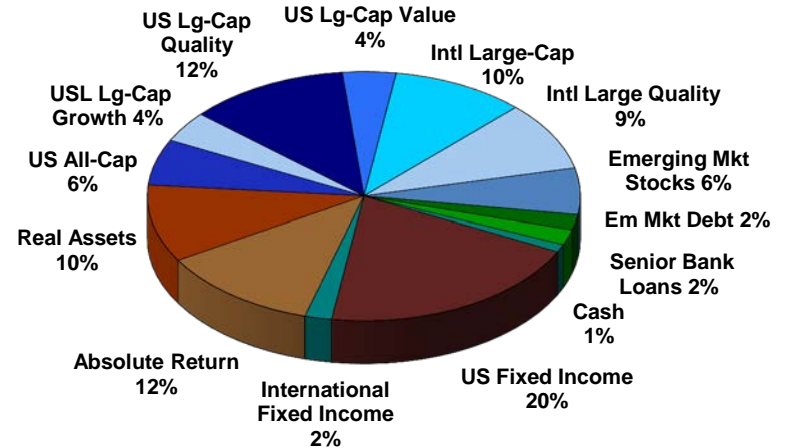
- SR 08.2000 sets strategic target allocation and tactical ranges.
- UNTF, under System Investment Advisory Committee oversight, monitors and makes allocation changes within tactical ranges, selects underlying assets to diversify portfolio, and rebalances as necessary.
- Allocations outside tactical ranges must be pre-approved.

Strategic Target Allocation

ASSET CLASS		Tactical Range (%)
Growth Assets	53	43 – 63
Risk Reduction Assets	37	30 – 44
Inflation Protection Assets	<u>10</u>	5 – 15
Total	100	100

Asset Allocation & Diversification

As of May 31, 2014



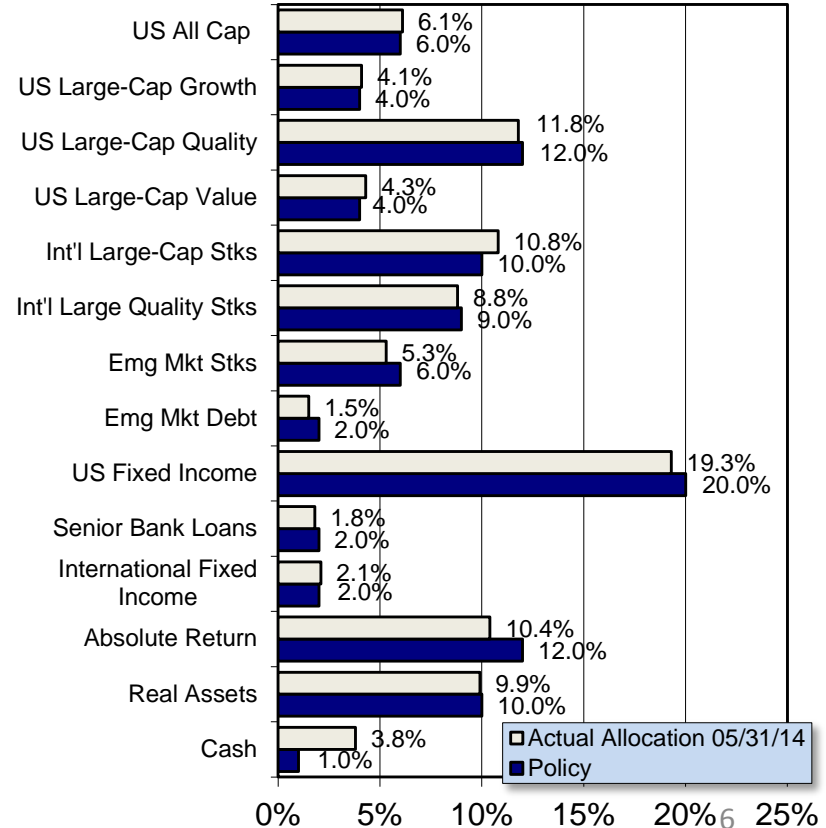
- UNTF Investment Committee rebalances portfolio quarterly; Mercer preserves allocation for interim cash inflows/outflows.
- Actual vs. policy allocation and portfolio performance, volatility, and risk/return are monitored monthly. ⁵

LTP Portfolio Allocation

As of May 31, 2014

Asset Class	Manager	Market Value 5/31/2014	% of Portfolio
US All Cap Stocks	Vanguard Total Stock Market Index	\$ 8,551,810	6.1%
US Large Growth Stocks	Sands Capital Management	5,704,121	4.1%
US Large Value Stocks	Vanguard Value Index	6,113,481	4.3%
US Large Quality Stocks	Vanguard Dividend Appreciation	9,741,272	6.9%
	Jensen Quality Growth	6,960,067	4.9%
Int'l Large/Mid Stocks	Vanguard Developed Markets	15,128,032	10.7%
	Morgan Stanley Intl Equity Fund	9,207,001	6.5%
	MFS International	3,326,724	2.4%
Int'l Emerging Mkt Stocks	Vanguard Emerging Markets	7,404,346	5.3%
Int'l Emerging Mkt Debt	Stone Harbor	2,145,191	1.5%
Senior Bank Loans	Oaktree Senior Loan Fund	2,568,708	1.8%
US/Global Fixed Income	PIMCO Total Return Fund Instl	13,491,742	9.6%
	JP Morgan Core Bond Fund	6,770,978	4.8%
	Loomis Sayles Core Plus	6,966,011	4.9%
	Brandywine Global Fixed Income	2,890,025	2.1%
Real Assets	Van Eck Global Hard Assets	10,847,155	7.7%
	EII Global Property Fund	2,757,859	2.0%
	BlackRock Diamond Property Trust	330,215	0.2%
Absolute Return	PIMCO All Asset	11,620,641	8.3%
	Pinehurst Institutional Ltd.	2,649,010	1.9%
	Common Sense Offshore Class A	218,736	0.2%
Cash	Cash	5,363,654	3.8%
Total Long-Term Pool		\$ 140,756,780	100.0%

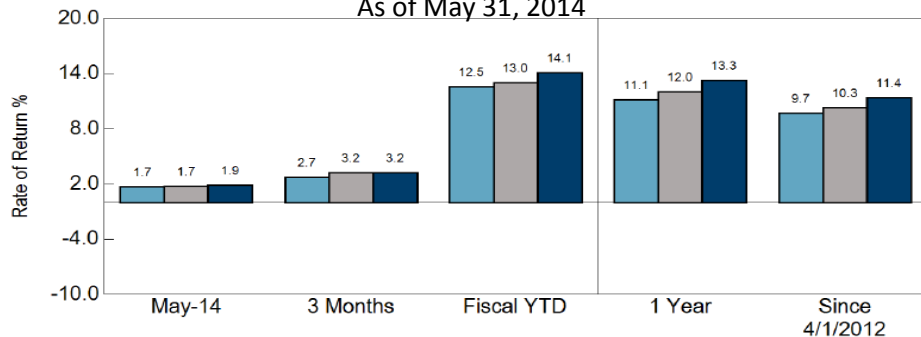
Actual vs. Policy Allocation



LTP Portfolio Performance

Investment Returns

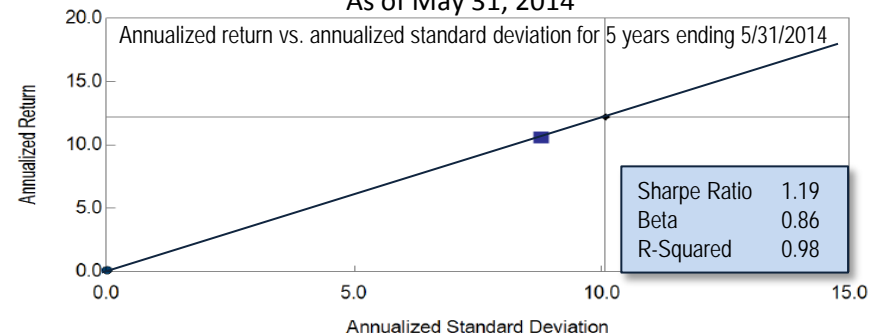
As of May 31, 2014



■ UNIVERSITY OF NORTH TEXAS FOUNDATION
■ UNTF Policy Index
■ 40% S&P 500 / 30% ACWI x US / 30% Barclays Cap Agg (Benchmark)

Return/Unit of Risk

As of May 31, 2014



Returns by Asset Category

Asset Category	Market Value 5/31/2014	% of Portfolio	Periods Ending 05/31/14				
			3 Mos	YTD	FYTD	1 Yr	Inception
LTP Portfolio	\$140,756,780	100.0	2.7	3.8	12.5	11.1	9.7
Policy Allocation Index			3.2	4.3	13.0	12.0	10.3
40% S&P 500 / 30% ACWI x US / 30% Barclays Agg			3.2	4.3	14.1	13.3	11.4
Total Domestic Equity	\$ 37,070,751	26.3	1.4	2.7	17.9	19.5	17.1
Total International Equity	\$ 35,066,103	24.9	4.1	3.7	15.8	13.8	10.6
Total Fixed Income	\$ 40,196,309	28.5	2.0	3.6	5.3	2.0	3.3
Total Absolute Return	\$ 14,488,388	10.4	3.5	5.1	9.5	5.8	5.8
Total Real Assets	\$ 13,935,229	9.9	4.5	7.0	15.0	15.8	10.2

LTP Financial & Other Benefits

- Significant monthly distributions and capital appreciation.

	Current FY YTD Distributions	Prior FY YTD Distributions	Cum. Distributions Since Inception	Unrealized Appreciation*
Total LTP	\$ 10,624,029#	\$ 6,657,496	\$ 17,513,656	\$ 8,086,757

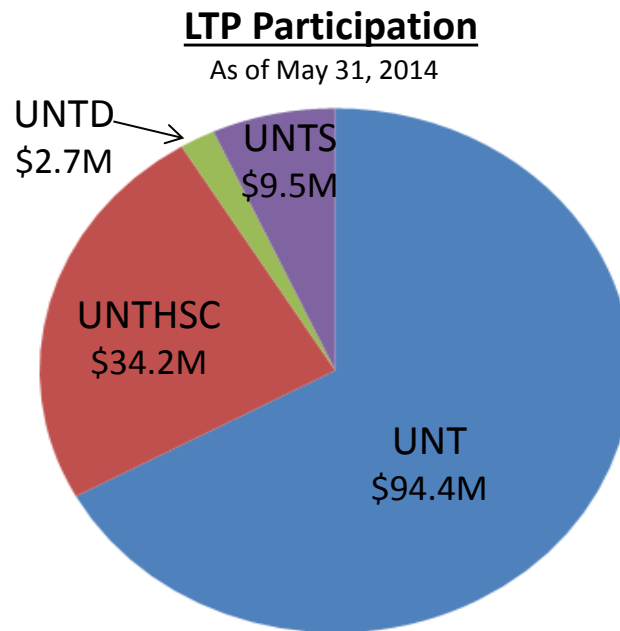
* Distributions are calculated monthly and paid out in the following month. Unrealized appreciation is subject to market risk, and will fluctuate monthly until realized.

Includes \$6.0 million distribution requested by UNT in December, 2013.

- Low investment management fees.

Weighted portfolio fees	56bp
Foundation mgmt. fee	<u>10bp</u>
Total fees	66bp

- Shared operating, transaction, and custodial costs by pooling funds.
- Access to better managers, more sophisticated products, lower fee classes, and high-minimum funds.



Discussion Items & Questions

- Consider appreciation as top investment objective.
- Migrating to a formula-driven distribution methodology.
- Proposed revision of Foundation's strategic target allocation and benchmark. If approved, we'll seek UNTS adoption also.
- Managing liquidity needs outside of the LTP.
- Questions.

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HEALTH[™] SCIENCE CENTER



Foundation Investment Overview and Performance Report

UNT System Board of Regents
Finance Committee

Doug White, VP Institutional Advancement
July 28, 2014

Quick Facts

- UNT Health Science Center Foundation manages an investment portfolio of \$40.1 million (as of May 31, 2014)
- Asset investments are managed by JPMorgan, and are monitored for performance against stated goals/benchmarks by Alpha Consulting Group (institutional consulting group of Wells Fargo Advisors)
- These private managers and consultants report to and are accountable to the Investment Committee of the UNTHSC Foundation Board of Trustees
- Investment Committee currently chaired by Jim Kerrigan, VP & Healthcare Analyst, Luther King Capital Management

Investment Objectives

Long-term Growth of Capital

- Primary objective is long-term growth of capital.
- Acknowledge that there will be occasional negative rates of return, but total asset value, exclusive of contributions/withdrawals, should grow over time.
- The combination of investment income and capital appreciation should generate a rate of return that exceeds a balanced market index, but at a lesser risk than that index.
- Long-term growth of capital should satisfy/exceed the endowment spending policy* (currently 4%) and management fee* (1% on most assets) supporting Office of Institutional Advancement.

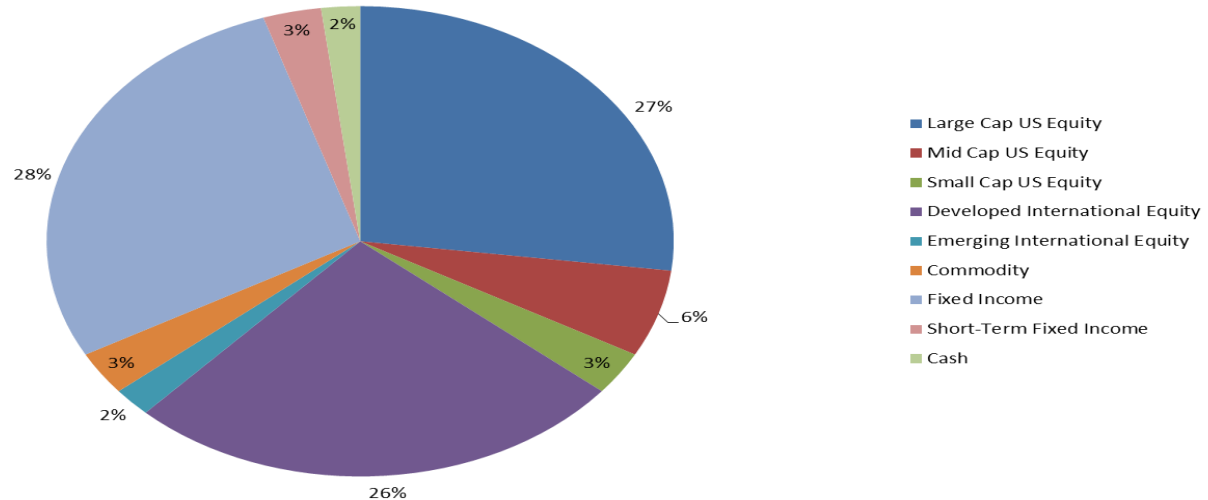
Preservation of Capital

- Secondary objective is enhancement of principal fund value to fulfill present/future needs.
- Goal is to maximize portfolio total return (income and net realized/unrealized gains and losses).
- Assume a prudent level of investment risk, thereby embracing a long-term strategic approach to portfolio management.
- Foundation Investment Committee discourages positioning the portfolio in ways that would significantly affect the principal value through exposure to unacceptable levels of risk.

* Spending policy and management fee based on a trailing 12-quarter average of market value, and vary according to agreements with donor/investor.

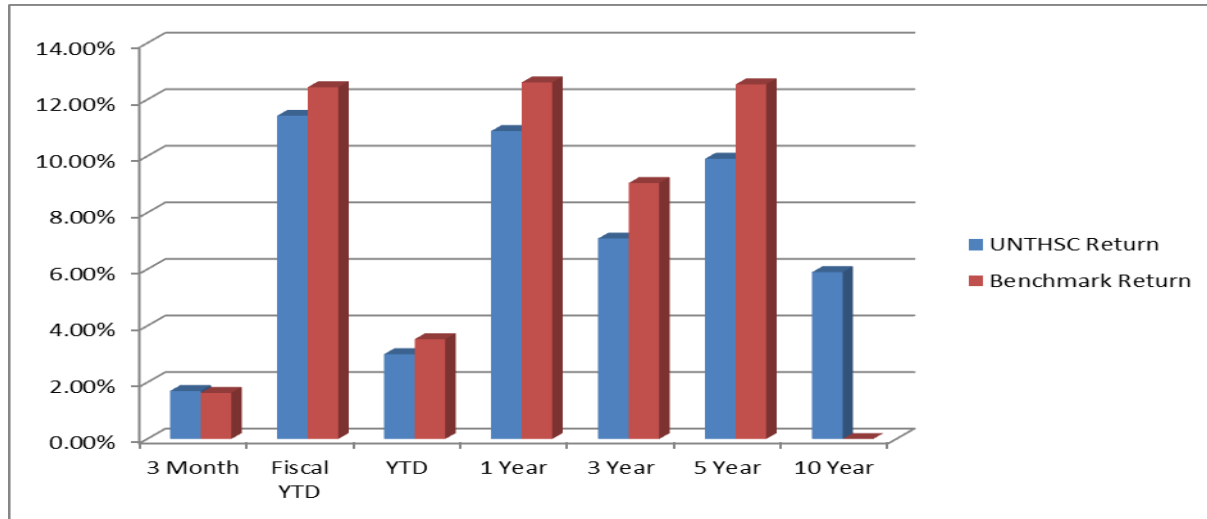
Asset Allocation

- Assets are invested in a broad portfolio of asset classes.
- Investment management fees (fund expense ratios, JPMorgan, Alpha Consulting) currently total 95 basis points annually.
- Asset allocation guidelines: 45-65% equities; 35-55% fixed income/cash.
Current: 64% equities; 36% fixed income/cash.



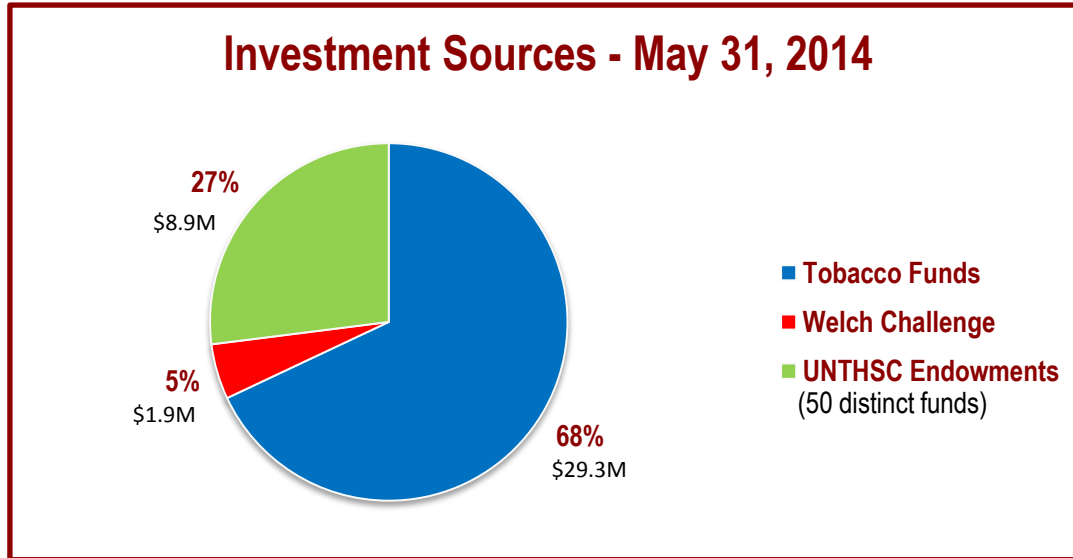
Portfolio Performance

UNTHSC Foundation Returns as of May 31, 2014



Benchmark components: 27% Russell 1000, 10% Russell Mid-Cap, 10% Russell 2000, 13% MSCI EAFE, 35% Barclays Cap Aggregate and 5% 90-day T-bill.

Portfolio Components



UNT System Short Term Investments Review

UNT System Board Finance Committee

July 28, 2014

Carolyn Whitlock, Manager Treasury Services, MS CPA

Short Term Investments for UNT System Funds

- Authority and Governing Statues
 - Public Funds Investment Act (Texas Government Code, Chapter 2256)
 - Texas Education Code, Section 51.0031
 - Texas Education Code, the Uniform Prudent Management of Institutional Funds Act (Texas Property Code, chapter 163)

Short Term Investments for UNT System Funds

- Public Funds Investment Act, Chapter 2256 & Texas Education Code, Section 51.0032 require:
 - Annual review and board approval of the Investment Regulation 08.2000
 - Appoint an investment officer
 - Adopt internal controls to safeguard the System's funds
- The Public Funds Collateral Act, Chapter 2257 sets the standards for collateralization of public funds in Texas.

Short Term Investments for UNT System Funds

- System Regulation 08.2000 Investment of System Funds
 - This regulation sets forth the rules for the investment of all System funds and funds held by the System in trust for others.
- All investments by the System will be made in accordance with Rule 10.100 of the Rules of the Board of Regents of the University of North Texas System.

Short Term Investments for UNT System Funds

- Investment Strategy
 - The cash management objective for the System is to retain appropriate liquidity to meet daily operating demands while seeking higher yield on cash reserves through an appropriately diversified long term investment portfolio.
 - All Systems Funds subject to Board of Regents control shall be invested pursuant to a Prudent Person Standard.
 - All short term System funds shall be deposited in an approved depository bank, invested pursuant to the Public Funds Investment Act in Short Term Pool Authorized Investments, or deposited in the State Treasury as prescribed by Texas Education Code 51.008.

Short Term Investments for UNT System Funds

- Short term investment objectives
 - Public Funds Investment Act – Standard of Care
 - Order of priority
 - preservation and safety of principal
 - liquidity
 - yield

Short Term Investments for UNT System Funds

- Investment of System Funds Regulation 08.2000
 - Short Term Working Capital Funds
 - Short term working capital funds (“Short Term Pool”) shall be at least 55% but not more than 75% of available cash on hand.
 - Authorized investments for short term pool
 - Fully collateralized money market funds
 - Approved Local Government Investment Pool
 - Certificates of deposit guaranteed by the FDIC or collateralized by letter(s) of credit

Short Term Investments for UNT System Funds

- Average performance for Short Term Investments

– FY 2012	0.14%
– FY 2013	0.12%
– FY 2014 (as of 5/31/14)	0.03%

Benchmark – Treasury Note

– FY 2012	0.12%
– FY 2013	0.02%
– FY 2014 (as of 5/31/14)	0.05%

Short Term Investments for UNT System Funds

- Self-Liquidity
 - In accordance with System self-liquidity coverage, UNT Institutions shall maintain a balance in the local government investment pool (net of bond proceeds held in the account), of at least 1.2x the amount of outstanding debt issued through the System commercial paper program.

Short Term Investments for UNT System Funds

- **Moody's Self-Liquidity Report**
 - UNT System is required to submit to Moody's rating agency a calendar self-liquidity quarterly report.
 - Moody's considers all \$100 million of commercial paper is outstanding in the calculation of coverage.
 - Moody's will also "stress test" the coverage by excluded the largest money market investment with one sponsor.
 - The target coverage Moody's looks for is around 1.75x coverage.
 - Moody's considers 1.75x coverage as "strong", and 2.0x coverage "exceptional".

Questions?

Budget Highlights

Fiscal Year 2015

Meeting of the UNT System Board of Regents Finance Committee

July 28, 2014

Janet Waldron

Vice Chancellor for Finance, UNT System

Budget Highlights

Introduction

- Today's presentations cover FY15 Operating and Capital Budgets: September 1, 2014 through August 31, 2015.
- These are preliminary numbers. In future, we will have final numbers earlier in the budget process for the Board.
- We will finalize these budgets before Board action is requested on August 21, 2014 and intend to present the consolidated system budget at that time. Today you are receiving the four individual component units.
- Budget formats will change for next year. New leadership and a better chart of accounts and improved reporting formats will make great improvements possible.
- We are taking a close look at Reserves and the use of Reserves. We need to establish clearer policy guidelines and report our various reserves more consistently. The CFOs and I look forward to working with the Board.
- The presidents, CFOs, and I are in agreement that FY15 budgets will be very conservatively constructed and cautious about committing unrealized new revenues or spending down reserves.

Highlights

Balanced Budget

- The FY15 budgets for the University of North Texas System are balanced at the institutional and system-wide levels.
- Three of the four institutional budgets forecast ending FY15 with a modest surplus.
- Balanced budgets are achieved while state general revenue remains level between fiscal year 2014 and 2015 even with increases over this past year in both the Consumer Price Index and the Higher Education Price Index.
- Transfers from reserves are being used primarily for one-time expenditures or investments.
- Each institution is presenting a budget that supports and conforms to the authorized levels of tuition as established by Board resolution.
- On the budget detail you will see actuals for FY2011, FY2012 and FY2013 as compared to the approved budgets for FY14 and projected budgets for FY15.
- Position numbers through FY14 are for actuals filled versus position numbers that include vacant, unfilled budgeted positions for FY15.



BUDGET HIGHLIGHTS

Preliminary FY 2015 Operating Budget

Presented by

Ronald T. Brown, President

Dan Edelman, VP for Finance & Administration and CFO

Find your horizon.

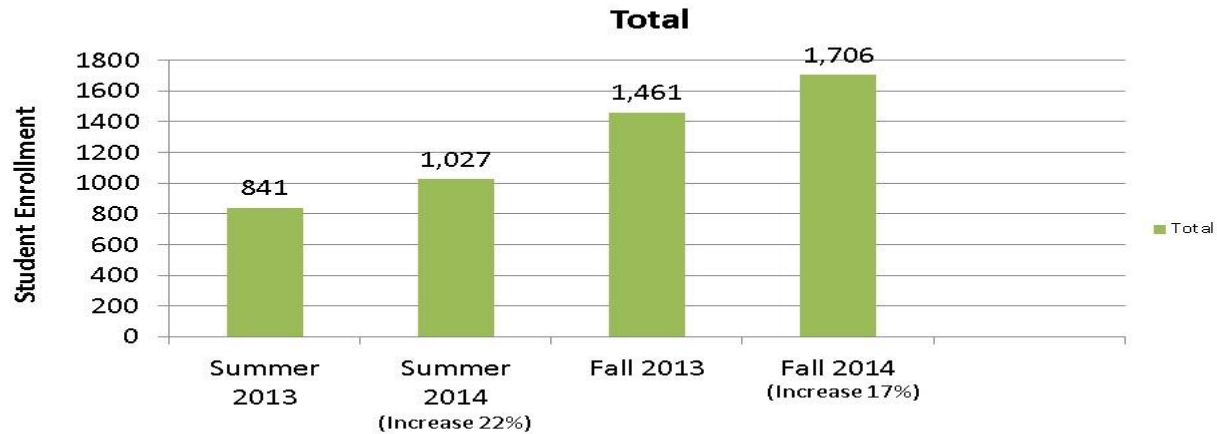
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UNIVERSITY OF NORTH TEXAS AT DALLAS

Preliminary Working Budget

Budget Overview

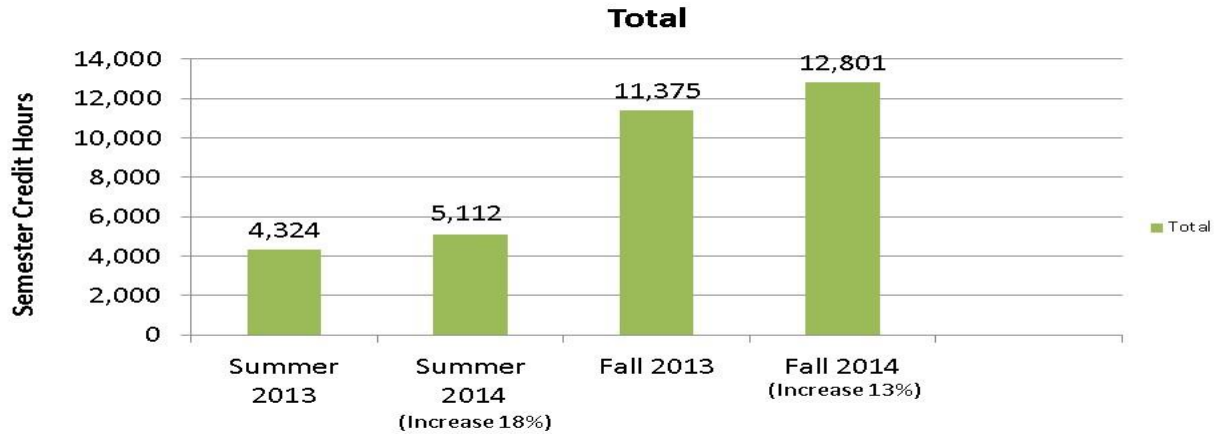
- **Fall 2014 enrollment forecast:**
2,500 - 3,000 students
- **Summer 2015 enrollment:**
Headcount 15% higher than summer 2014
Semester credit hour productivity 13% greater than 2014
- **Fall 2015 enrollment:**
Headcount 17% higher than Fall 2014
Semester credit hour productivity 13% higher than Fall 2014
- **FY 2015 budget assumes apx 5% growth over FY 2014**

Enrollment Comparisons



As of 7/21/2014

Semester Credit Hour Comparisons



Budget Overview

- **Additional programs and concentrations offered to increase enrollment, include:**

- Public Health**

- Psychology**

- Education**

- Child Development**

- Hotel Management**

- Sports Management**

- **Future Programs:**

- Forensic Accounting**

- Public Health**

- Communication and Technology**

- Nursing**

- Expand online courses and programs**

Budget Overview

- **Diverse student population:**
 - 39% Hispanic**
 - 36% African-American**
 - 18% Caucasian**
 - 7% other**
 - (Fall, 2013)**

- **Recognized as a Hispanic serving institution**

- **70% Female**

Budget Highlights

- **Improved financial efficiency by reallocating approximately \$1.8 million**
- **Redirected funding to create new programs**
- **Increased enrollment**
- **Reallocated approximately \$600,000 to fund new faculty lines**
- **Increased faculty workload**
- **Reduced staff positions by \$250,000**

Budget Overview

- **Realized approximately \$800,000 of savings by discontinuing stacking of financial aid**
- **Support and collaborate with the College of Law (e.g. share positions)**
- **Appointed new Chief Financial Officer**

Budget Opportunities and Challenges

Opportunities:

- **Market expansion**
- **Innovative programs**
- **Collaborations**
(Community Colleges, Health Science Center, Businesses, Methodist Hospital, etc.)
- **Community and business partnerships with experiential learning**

Challenges:

- **Costs related to transformation project**
- **Unfunded federal, state and accreditation mandates**
- **Increased competition**
- **Increasing demands with limited resources**

2011-2014 Revenue and Expenditure Trend

	FY 2011 Actuals	FY 2012 Actuals	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected (2Q)	\$ Change (FY14 Budget- FY15 Projected)	% Change (FY 14 Budget – FY15 Projected)
Revenue	\$29,035,343	\$28,498,171	\$28,631,584	\$29,350,216	\$28,498,707	(\$851,509)	-2.90%
Transfers	(\$2,670,471)	(\$2,641,665)	(\$3,000,381)	(\$3,214,544)	(\$3,396,864)	(\$182,320)	5.67%
Funding Available	\$26,364,872	\$25,856,506	\$25,631,203	\$26,135,672	\$25,101,843	(\$1,033,829)	-3.96%
Expenses	\$25,931,631	\$26,267,745	\$25,881,471	\$26,135,672	\$25,389,875	\$745,797	-2.85%
Surplus (Deficit)	\$433,241	(\$411,239)	(\$250,268)	\$0	(\$288,032)	(\$288,032)	(100.00%)

FY 2014 Revenue Variances

Description	FY 2014 Budgeted	FY 2014 Projected (2Q)	Variance	Percentage Variance
Tuition and Fees	\$11,773,811	\$10,776,960	(\$996,851)	8.47%
Gifts (spendable)	\$250,000	\$25,000	(\$225,000)	90%
IntraSystem Transfers	(\$3,214,544)	(\$3,396,864)	(\$182,320)	5.67%
State Appropriations - GR	\$15,392,925	\$15,392,925	-	-
Other Non-Operating	\$1,933,480	\$2,303,822	\$370,342	9.72%
Totals	\$26,135,672	\$25,101,843	(\$1,033,928)	(3.96%)

FY 2015 Budget Summary

Revenue	
General Revenue	\$15,766,926
Tuition, Fees and Transfers	\$7,925,934
Contracts and Grants	\$619,348
HEF, Gifts, Sales and Investment Income	\$949,300
Other Operating	\$114,000
Other Non-Operating	\$14,372
Total	\$25,389,880

Expenditures	
Salaries and Benefits	\$15,373,153
Maintenance & operations	\$3,818,558
Scholarships and Fin. Aid	\$2,456,644
Debt Retirement	\$3,741,525
Total	\$25,389,880

Legislative Appropriations Request

- **\$70 Million for Student Learning and Success Center**
- **Third building on campus**
- **100,000 sq/ft instructional space**
- **Limited number of traditional book stacks**
- **Digital initiatives (i.e. media production services, testing facilities, etc.)**
- **Auditorium**
- **Conferencing space**
- **Student support services**

Legislative Appropriations Request

- **\$2.5 Million requested special item for program expansion**
- **Resources to expand programs and concentrations**

Public Health

BAAS

Sports management

Hotel management

Other concentrations

MBA

- **Funding for two years will allow for program expansion then generate formula funding thereafter**
- **The funding will bolster outcome-based funding**

UNT Dallas Strategic Direction

Top university-wide goals

- 1. Create and expand innovative programs which will generate enrollment growth**
- 2. Develop strategic community partnerships beneficial to students, faculty and alumni**
- 3. Maximize alternative revenue streams:**
 - External grants**
 - Create a culture of philanthropy**
 - Cultivate sustainable giving opportunities**

Questions?



FY15 Preliminary Budget Proposal

SUMMARY
NOTES - FY2015 VARIANCES
REVENUE ANALYSIS
EXPENDITURE ANALYSIS
FY2015 PROPOSED BUDGET BY FUNDING SOURCE
EXPENDITURE BUDGET BY FUNCTIONAL AREA
FACULTY AND STAFF FTE ANALYSIS

SUMMARY

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2015 Proposed Budget	\$ Change (FY15 Bud vs. FY14 Bud)	% Change	FY15 Variance Reference
REVENUE								
State Appropriations - General Revenue	\$18,863,274	\$16,676,077	\$15,774,554	\$15,392,925	\$15,766,926	\$374,001	2.4%	
Tuition and Fees	\$8,256,207	\$8,956,837	\$10,576,061	\$11,773,811	\$11,125,934	(\$647,877)	(5.5%)	1
Contracts and Grants	\$293,214	\$1,239,435	\$1,191,140	\$563,420	\$619,348	\$55,928	9.9%	
Financial Aid Programs	\$0	\$0	\$0	\$0	\$0	\$0		
HEAF	\$780,000	\$780,000	\$780,000	\$780,000	\$780,000	\$0	0.0%	
Gift Income	\$563,246	\$533,996	\$0	\$250,000	\$10,000	(\$240,000)	(96.0%)	2
Net Sales and Services of Educational Activities	\$7,000	\$81,430	\$61,502	\$120,655	\$16,000	(\$104,655)	(86.7%)	3
Net Sales and Services of Medical Activities	\$0	\$0	\$0	\$0	\$0	\$0		
Net Auxiliary Enterprises	\$57,662	\$97,213	\$112,038	\$194,030	\$123,300	(\$70,730)	(36.5%)	
Net Inter-collegiate Athletics	\$0	\$0	\$0	\$0	\$0	\$0		
Net Investment/Interest Income	\$42,469	\$8,086	\$9,940	\$20,000	\$20,000	\$0	0.0%	
Other Operating Income	\$172,271	\$125,097	\$126,349	\$90,000	\$114,000	\$24,000	26.7%	
Reserves	\$0	\$0	\$0	\$165,375	\$14,372	(\$151,003)	(91.3%)	4
Transfers	(\$2,670,471)	(\$2,641,665)	(\$3,000,381)	(\$3,214,544)	(\$3,200,000)	\$14,544	(0.5%)	
Total Revenue	\$26,364,872	\$25,856,506	\$25,631,203	\$26,135,672	\$25,389,880	(\$745,792)	(2.9%)	
EXPENDITURES								
Faculty Salaries	\$4,547,109	\$4,706,819	\$5,026,466	\$5,136,003	\$5,786,235	(\$650,232)	(12.7%)	
Staff Salaries	\$5,690,978	\$5,792,325	\$6,267,430	\$6,439,440	\$6,140,150	\$299,290	4.6%	
Wages	\$515,030	\$549,226	\$380,970	\$425,655	\$400,592	\$25,063	5.9%	
Benefits	\$2,224,871	\$2,218,732	\$2,311,483	\$2,753,291	\$3,046,176	(\$292,885)	(10.6%)	
Scholarships & Financial Aid (net of discounts)	\$1,794,788	\$1,659,930	\$2,062,479	\$3,245,983	\$2,456,644	\$789,339	24.3%	
Maintenance & Operations	\$6,935,023	\$7,203,429	\$5,635,139	\$4,019,000	\$3,443,558	\$575,442	14.3%	
Utilities	\$481,572	\$395,234	\$456,204	\$375,000	\$375,000	\$0	0.0%	
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0		
Debt Service	\$3,742,260	\$3,742,050	\$3,741,300	\$3,741,300	\$3,741,525	(\$225)	(0.0%)	
Total Expenditures	\$25,931,631	\$26,267,745	\$25,881,471	\$26,135,672	\$25,389,880	\$745,792	2.9%	
Surplus (Deficit)	\$433,241	(\$411,239)	(\$250,268)	\$0	\$0	\$0		
FTE's - Faculty and Staff								
Faculty	54.00	53.00	54.00	61.00	64.00			
Administrative and Professional	10.00	9.00	9.00	10.00	15.00			
Classified	87.50	81.75	92.25	101.95	93.20			
Other								
Total Approved FTE's	151.50	143.75	155.25	172.95	172.20			

NOTES - FY2015 VARIANCES

Explanations of FY2015 Variances		
#	Item	Notes
1	Tuition and Fees	Overestimation in tuition revenue for FY14- Approx 10% increase. FY2015 potential increase of approx. 5%.
2	Gift Income	Overestimation of gift revenues based on history.
3	Net Sales of Educational Activities	Overestimation of fees relating to testing, returned checks and UCD Admin.
4	Reserves	Nonreliance on reserves based on FY2015 budget changes.

REVENUE ANALYSIS

Method of Financing	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2015 Proposed Budget	\$ Change (FY15 Bud-FY14 Bud)	% Change
State Appropriations - General Revenue							
State Appropriations - Basic State Funding	\$17,542,328	\$15,009,801	\$14,089,057	\$13,435,560	\$13,435,318	(\$242)	(0.0%)
State Appropriations - State Paid Benefits	\$1,320,946	\$1,666,276	\$1,685,497	\$1,957,365	\$2,331,608	\$374,243	19.1%
State Appropriations - Reductions	\$0	\$0	\$0	\$0	\$0	\$0	-
Subtotal, State Appropriations - General Revenue	\$18,863,274	\$16,676,077	\$15,774,554	\$15,392,925	\$15,766,926	\$374,001	2.4%
Tuition and Fees							
Tuition - Statutory	\$1,800,581	\$2,177,731	\$2,195,826	\$2,564,093	\$2,310,000	(\$254,093)	(9.9%)
Tuition - Designated	\$6,079,751	\$6,389,635	\$7,959,058	\$8,798,695	\$8,400,834	(\$397,861)	(4.5%)
Discounts and Allowances - Tuition	\$0	\$0	\$0	\$0	\$0	\$0	-
Fees	\$375,875	\$389,471	\$421,177	\$411,023	\$415,100	\$4,077	1.0%
Discounts and Allowances - Fees	\$0	\$0	\$0	\$0	\$0	\$0	-
Subtotal, Tuition and Fees	\$8,256,207	\$8,956,837	\$10,576,061	\$11,773,811	\$11,125,934	(\$647,877)	(5.5%)
Contracts and Grants							
Federal	\$42,240	\$467,837	\$472,206	\$506,065	\$516,218	\$10,153	2.0%
State	\$204,594	\$332,598	\$265,042	\$0	\$0	\$0	-
Private	\$46,380	\$439,000	\$453,892	\$57,355	\$103,130	\$45,775	79.8%
Subtotal, Contracts and Grants	\$293,214	\$1,239,435	\$1,191,140	\$563,420	\$619,348	\$55,928	9.9%
Financial Aid Programs	\$0	\$0	\$0	\$0	\$0	\$0	
HEAF	\$780,000	\$780,000	\$780,000	\$780,000	\$780,000	\$0	0.0%
Gift Income	\$563,246	\$533,996	\$0	\$250,000	\$10,000	(\$240,000)	(96.0%)
Net Sales and Services of Educational Activities	\$7,000	\$81,430	\$61,502	\$120,655	\$16,000	(\$104,655)	(86.7%)
Net Sales and Services of Medical Activities	\$0	\$0	\$0	\$0	\$0	\$0	-
Net Auxiliary Enterprises	\$57,662	\$97,213	\$112,038	\$194,030	\$123,300	(\$70,730)	(36.5%)
Net Inter-collegiate Athletics	\$0	\$0	\$0	\$0	\$0	\$0	-
Net Investment/Interest Income	\$42,469	\$8,086	\$9,940	\$20,000	\$20,000	\$0	0.0%
Other Operating Income	\$172,271	\$125,097	\$126,349	\$90,000	\$114,000	\$24,000	26.7%
Reserves	\$0	\$0	\$0	\$165,375	\$14,372	(\$151,003)	(91.3%)
Transfers							
Intrasystem Transfers In/(Out)	(\$2,670,471)	(\$2,641,665)	(\$3,000,381)	(\$3,214,544)	(\$3,200,000)	\$14,544	(0.5%)
Transfer to Plant Funds for Capital Projects	\$0	\$0	\$0	\$0	\$0	\$0	-
Subtotal, Transfers	(\$2,670,471)	(\$2,641,665)	(\$3,000,381)	(\$3,214,544)	(\$3,200,000)	\$14,544	(0.5%)
Total Revenue	\$26,364,872	\$25,856,506	\$25,631,203	\$26,135,672	\$25,389,880	(\$745,792)	(2.9%)

UNT | DALLAS
UNIVERSITY OF NORTH TEXAS AT DALLAS
EXPENDITURE ANALYSIS

Expenditures	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2015 Proposed Budget	\$ Change (FY15 Bud-FY14 Bud)	% Change
Faculty Salaries	\$4,547,109	\$4,706,819	\$5,026,466	\$5,136,003	\$5,786,235	\$650,232	12.7%
Staff Salaries	\$5,690,978	\$5,792,325	\$6,267,430	\$6,439,440	\$6,140,150	(\$299,290)	(4.6%)
Wages	\$515,030	\$549,226	\$380,970	\$425,655	\$400,592	(\$25,063)	(5.9%)
Benefits	\$2,224,871	\$2,218,732	\$2,311,483	\$2,753,291	\$3,046,176	\$292,885	10.6%
Scholarships & Financial Aid (net of discounts)	\$1,794,788	\$1,659,930	\$2,062,479	\$3,245,983	\$2,456,644	(\$789,339)	(24.3%)
Maintenance & Operations	\$6,935,023	\$7,203,429	\$5,635,139	\$4,019,000	\$3,443,558	(\$575,442)	(14.3%)
Utilities	\$481,572	\$395,234	\$456,204	\$375,000	\$375,000	\$0	0.0%
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0	
Debt Service	\$3,742,260	\$3,742,050	\$3,741,300	\$3,741,300	\$3,741,525	\$225	0.0%
Total Expenditures	\$25,931,631	\$26,267,745	\$25,881,471	\$26,135,672	\$25,389,880	(\$745,792)	(2.9%)



FY 2015 Proposed Budget by Funding Source

Description	Educational and General	Designated	Auxiliary Enterprises	Restricted	Total
Revenues - Estimated Income					
State Appropriations - General Revenue	\$15,766,926				\$15,766,926
Tuition and Fees	\$2,310,000	\$8,815,934			\$11,125,934
Contracts and Grants				\$619,348	\$619,348
Financial Aid Programs					\$0
HEAF	\$780,000				\$780,000
Gift Income		\$10,000			\$10,000
Net Sales and Services of Educational Activities		\$16,000			\$16,000
Net Sales and Services of Medical Activities		\$0	\$0		\$0
Net Auxiliary Enterprises			\$123,300		\$123,300
Net Inter-collegiate Athletics		\$0	\$0		\$0
Net Investment/Interest Income		\$20,000			\$20,000
Other Operating Income		\$114,000			\$114,000
Reserves		\$14,372		\$0	\$14,372
Total Revenue	<u>\$18,856,926</u>	<u>\$8,990,306</u>	<u>\$123,300</u>	<u>\$619,348</u>	<u>\$28,589,880</u>
Transfers					
Intrasystem Transfers In/(Out)	\$0	(\$3,200,000)			(\$3,200,000)
Interfund Transfers In/(Out)					\$0
Transfer to Plant Funds for Capital Projects					\$0
Total Transfers	\$0	(\$3,200,000)	\$0	\$0	(\$3,200,000)
Total Funding Available	<u>\$18,856,926</u>	<u>\$5,790,306</u>	<u>\$123,300</u>	<u>\$619,348</u>	<u>\$25,389,880</u>
Expenses					
Faculty Salaries	\$5,786,235	\$0	\$0	\$0	\$5,786,235
Staff Salaries	\$5,949,684	\$0	\$21,611	\$168,855	\$6,140,150
Wages	\$0	\$295,340	\$20,000	\$85,252	\$400,592
Benefits	\$2,982,564	\$0	\$6,242	\$57,370	\$3,046,176
Scholarships and Financial Aid (net of discounts)	\$0	\$2,223,644	\$0	\$233,000	\$2,456,644
Maintenance and Operations	\$529,918	\$2,763,322	\$75,447	\$74,871	\$3,443,558
Utilities	\$375,000	\$0	\$0	\$0	\$375,000
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Debt Service	\$3,233,525	\$508,000	\$0	\$0	\$3,741,525
Total Expenses	<u>\$18,856,926</u>	<u>\$5,790,306</u>	<u>\$123,300</u>	<u>\$619,348</u>	<u>\$25,389,880</u>
Estimated Surplus/(Deficit)	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>(\$0)</u>	<u>\$0</u>

Expenditure Budget by Functional Area

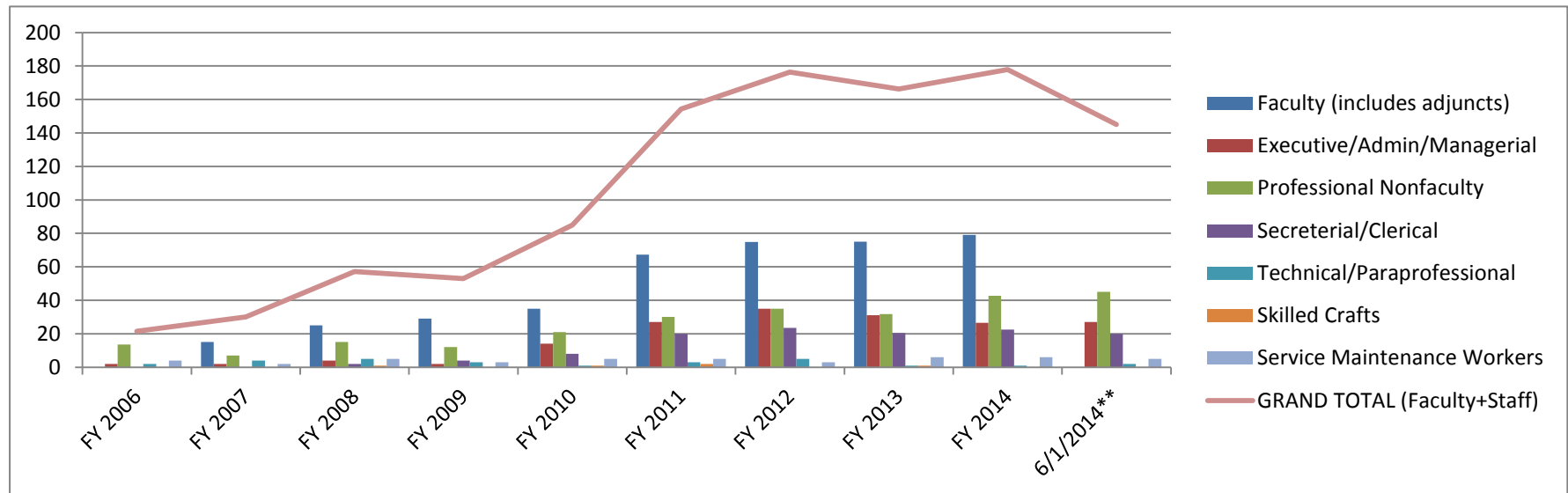
Operating Expenditures	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2015 Proposed Budget	% of Budget	\$ Change (FY15 Bud-FY14 Bud)	% Change
President	\$1,021,948	\$558,680	\$627,280	\$733,094	\$650,161	2.6%	(\$82,933)	(11.3%)
VP University Advancement	\$1,080,716	\$935,293	\$736,777	\$794,491	\$930,496	3.7%	\$136,005	17.1%
VP Academic Excellence & Student Success and Provost (Academics)	\$1,093,071	\$1,338,355	\$1,332,458	\$1,750,824	\$1,587,312	6.3%	(\$163,512)	(9.3%)
VP Academic Excellence & Student Success and Provost (Student Success)	\$2,187,446	\$3,267,003	\$2,230,513	\$2,502,404	\$2,484,584	9.8%	(\$17,820)	(0.7%)
Business & Public Leadership	\$1,492,795	\$1,269,896	\$1,492,105	\$1,828,578	\$1,574,773	6.2%	(\$253,805)	(13.9%)
Education & Human Services	\$1,710,799	\$1,637,333	\$2,133,141	\$2,181,227	\$2,087,316	8.2%	(\$93,911)	(4.3%)
Liberal Arts & Life Sciences	\$1,949,239	\$1,530,256	\$2,033,243	\$2,167,839	\$2,477,227	9.8%	\$309,388	14.3%
Assoc Provost for Institutional Effectiveness	\$250,650	\$270,371	\$232,895	\$231,329	\$237,005	0.9%	\$5,676	2.5%
VP Finance & Administration/CFO	\$6,985,572	\$7,469,716	\$3,540,195	\$4,170,781	\$3,497,313	13.8%	(\$673,468)	(16.1%)
Scholarships & Financial Aid	\$1,342,043	\$584,098	\$2,062,479	\$3,016,633	\$2,456,644	9.7%	(\$559,989)	(18.6%)
Benefits	\$2,224,870	\$2,218,732	\$2,300,135	\$2,407,137	\$3,046,176	12.0%	\$639,039	26.5%
Debt Service	\$3,742,260	\$3,742,050	\$3,741,300	\$3,741,300	\$3,741,525	14.7%	\$225	0.0%
Federal, State & Private Grants & Contracts	\$850,222	\$1,445,962	\$1,242,866	\$610,035	\$619,348	2.4%	\$9,313	1.5%
Total	\$25,931,631	\$26,267,745	\$23,705,387	\$26,135,672	\$25,389,880	100.0%	(\$745,792)	(2.9%)

Faculty and Staff FTE Analysis (Actuals)

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6/1/2014**
Faculty (includes adjuncts)	0	15	25	29	35	67	75	75	79	46*
Executive/Admin/Managerial	2	2	4	2	14	27	35	31	27	27
Professional Nonfaculty	14	7	15	12	21	30	35	32	43	45
Secreterial/Clerical	0	0	2	4	8	20	24	21	23	20
Technical/Paraprofessional	2	4	5	3	1	3	5	1	1	2
Skilled Crafts	0	0	1	0	1	2	0	1	0	0
Service Maintenance Workers	4	2	5	3	5	5	3	6	6	5
GRAND TOTAL (Faculty+Staff)	22	30	57	53	85	154	176	166	178	145

*FTE data as of September 1st of each fiscal year.

**Faculty FTE data for 6/1/2014 does not include faculty on 9-month contracts.



UNT System Central and Shared Services Budget Highlights Fiscal Year 2015

Meeting of the UNT System Board of Regents Finance Committee

July 28, 2014

Janet Waldron

Vice Chancellor for Finance, UNT System

UNT System Central & Shared Services (UNTC&SS)

- System Office Central and Shared Services Budget presented in two parts:
 - Central Services – Support the mission and corporate responsibilities of the board and system.
 - Shared Services – Administrative functions jointly developed and managed to support campus and System needs.
- Total expenditures for UNTC&SS are \$64.55 million.
 - Central Services – \$23.67 million
 - Shared Services – \$40.88 million.
- Goals for all offices are the same: Efficiency, Cost Containment, Service Excellence, Accountability, and Compliance.
- Governance and funding methods are different for Central and Shared Services.
- Changes are underway for Controller, Financial Transformation Projects and Audit that are not yet fully reflected as adjustments in the FY15 System and campus budgets.

UNT System Central & Shared Services Budget

	UNT System Central Services				UNT System Shared Services				UNT System Administration Total			
	FY 2014 Budget	FY 2015 Proposed Budget	\$ Change (FY15 Bud-FY14 Bud)	% Change	FY 2014 Budget	FY 2015 Proposed Budget	\$ Change (FY15 Bud-FY14 Bud)	% Change	FY 2014 Budget	FY 2015 Proposed Budget	\$ Change (FY15 Bud-FY14 Bud)	% Change
REVENUE												
State Appropriations - General Revenue	\$4,910,328	\$5,490,961	\$580,633	11.8%	\$3,598,939	\$3,706,907	\$107,968	3.0%	\$8,509,267	\$9,197,868	\$688,601	8.1%
Tuition and Fees	\$0	\$1,664,245	\$1,664,245		\$0	\$0	\$0		\$0	\$1,664,245	\$1,664,245	
Contracts and Grants	\$0	\$0	\$0		\$0	\$0	\$0		\$0	\$0	\$0	
Financial Aid Programs	\$0	\$0	\$0		\$0	\$0	\$0		\$0	\$0	\$0	
HEAF	\$0	\$0	\$0		\$0	\$0	\$0		\$0	\$0	\$0	
Gift Income	\$0	\$0	\$0		\$0	\$0	\$0		\$0	\$0	\$0	
Net Sales and Services of Educational Activities	\$0	\$0	\$0		\$0	\$0	\$0		\$0	\$0	\$0	
Net Sales and Services of Medical Activities	\$0	\$0	\$0		\$0	\$0	\$0		\$0	\$0	\$0	
Net Auxiliary Enterprises	\$2,119,952	\$2,405,074	\$285,122	13.4%	\$0	\$0	\$0		\$2,119,952	\$2,405,074	\$285,122	13.4%
Net Inter-collegiate Athletics	\$0	\$0	\$0		\$0	\$0	\$0		\$0	\$0	\$0	
Net Investment/Interest Income	\$250,000	\$250,000	\$0	0.0%	\$0	\$0	\$0		\$250,000	\$250,000	\$0	0.0%
Other Operating Income	\$2,435,309	\$1,852,350	(\$582,959)	(23.9%)	\$0	\$0	\$0		\$2,435,309	\$1,852,350	(\$582,959)	(23.9%)
Reserve Draw	\$1,956,724	\$3,254,011	\$1,297,287	66.3%	\$459,057	\$0	(\$459,057)	(100.0%)	\$2,415,781	\$3,254,011	\$838,230	34.7%
Transfers	\$6,698,798	\$9,848,873	\$3,150,075	47.0%	\$34,472,320	\$37,995,212	\$3,522,892	10.2%	\$41,171,118	\$47,844,085	\$6,672,967	16.2%
Total Revenue	\$18,371,111	\$24,765,513	\$6,394,402	34.8%	\$38,530,316	\$41,702,119	\$3,171,803	8.2%	\$56,901,427	\$66,467,632	\$9,566,205	16.8%
EXPENDITURES												
Faculty Salaries	\$82,500	\$757,833	\$675,333	818.6%	\$0	\$0	\$0		\$82,500	\$757,833	\$675,333	818.6%
Staff Salaries	\$8,422,666	\$10,249,496	\$1,826,830	21.7%	\$20,658,258	\$22,115,367	\$1,457,108	7.1%	\$29,080,925	\$32,364,863	\$3,283,938	11.3%
Wages	\$134,193	\$234,843	\$100,650	75.0%	\$883,012	\$831,460	(\$51,552)	(5.8%)	\$1,017,205	\$1,066,303	\$49,098	4.8%
Benefits	\$2,046,865	\$2,673,090	\$626,225	30.6%	\$5,838,553	\$6,136,677	\$298,124	5.1%	\$7,885,418	\$8,809,767	\$924,349	11.7%
Scholarships & Financial Aid (net of discounts)	\$0	\$0	\$0		\$0	\$0	\$0		\$0	\$0	\$0	
Maintenance & Operations	\$4,457,136	\$7,137,194	\$2,680,058	60.1%	\$11,034,145	\$11,682,999	\$648,853	5.9%	\$15,491,281	\$18,820,193	\$3,328,911	21.5%
Travel	\$0	\$177,847	\$177,847		\$0	\$70,000	\$70,000		\$0	\$247,847	\$247,847	
Utilities	\$255,000	\$282,158	\$27,158	10.7%	\$5,600	\$43,532	\$37,932	677.4%	\$260,600	\$325,691	\$65,091	25.0%
Capital Outlay	\$600,000	\$450,000	(\$150,000)	(25.0%)	\$0	\$0	\$0		\$600,000	\$450,000	(\$150,000)	(25.0%)
Debt Service	\$2,219,738	\$1,711,338	(\$508,400)	(22.9%)	\$0	\$0	\$0		\$2,219,738	\$1,711,338	(\$508,400)	(22.9%)
Total Expenditures	\$18,218,098	\$23,673,799	\$5,455,701	29.9%	\$38,419,569	\$40,880,035	\$2,460,466	6.4%	\$56,637,667	\$64,553,834	\$7,916,167	14.0%
Surplus (Deficit)	\$153,013	\$1,091,714	\$938,701	613.5%	\$110,747	\$822,084	\$711,337	642.3%	\$263,760	\$1,913,798	\$1,650,038	625.6%

Central Services Total

Excludes State Paid Benefits

Department Summary	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
	Actuals	Actuals	Actuals	Budget**	Proposed
Operating Expenses					
Salaries - Faculty	9,188	-	-	82,500	757,833
Salaries - Staff	6,011,066	5,889,867	6,208,613	8,279,834	9,926,610
Reserve for Compensation Adj.^	-	-	22,756	246,078	295,643
Hourly/Task Wage Expense	124,428	136,251	42,555	122,005	195,355
Benefits*	37,182	52,043	53,973	396,819	548,404
Maintenance and Operations	2,799,988	2,798,439	3,405,380	5,537,704	5,628,410
Travel	29,493	24,457	89,573	-	177,847
Utilities***	-	-	-	-	282,158
PeopleSoft Upgrade Project					
Debt Service	1,101,338	1,102,738	1,103,538	1,103,738	1,711,338
Financial Transformation Project^^					1,500,000
Capital Outlay		-	-	-	450,000
Total Expenses	10,112,683	10,003,795	10,926,389	15,768,678	21,473,598
Full Time Equivalent Employees**	66.00	62.00	60.00	65.00	99.00

*Benefits at department level are benefits not eligible to be paid by the State (ex: BRP).

**FTE for FY14 and before are actual filled positions as of 9/1 for each year, FY15 budgeted includes vacant positions.

***Amounts for FY11-FY14 are included in M&O.

^Includes Reserve for Compensation Adjustment not allocated to individual departments.

^^Central Services Total includes expenses for Financial Transformation Project not allocated to individual departments.

Central Services include:

- Office of the Chancellor
- Board of Regents
- Academic Affairs and Student Success
- Facilities Planning and Construction
- General Counsel
- Government Relations
- Internal Audit
- Finance
- College of Law

• \$5.25 million increase from FY14 to FY15 budgeted expenditures includes:

- \$1.75 million for debt service and M&O (p. 17).
- \$1.26 million for UNT Dallas College of Law (page 18).
- \$1.5 million for Financial Transformation

Central Services Total

Excludes State Paid Benefits

Department Summary	FY 2011	FY 2015	Variance
	Actuals	Proposed	
Operating Expenses			
Office of the Chancellor	1,369,943	1,522,066	152,123
Board of Regents	185,402	140,522	(44,880)
Academic Affairs and Student Success	306,130	354,009	47,879
Facilities Planning and Construction	1,698,156	2,300,595	602,439
General Counsel	1,383,498	1,768,114	384,616
Government Relations	622,006	773,469	151,463
Internal Audit	1,189,939	2,566,546	1,376,607
Finance	719,771	1,629,626	909,855
Subtotal	7,474,845	11,054,947	3,580,102
System Building/Lofts	2,616,919	4,603,780	1,986,861
College of Law	20,920	4,136,780	4,115,860
Financial Transformation	-	1,500,000	1,500,000
Net adj/benefits	-	178,099	178,099
Total	10,112,684	21,473,606	11,360,922

- \$11.36 million increase from FY11 to FY15 budgeted expenditures includes:
 - \$0.6 million for Facilities Planning and Construction (page 9).
 - \$1.38 million for Internal Audit (page 12).
 - \$0.9 million for Finance (page 13).
 - \$1.98 million for System Building/Lofts (page 17).
 - \$4.1 million for College of Law (page 18).
 - \$1.5 million for Financial Transformation.

Office of the Chancellor

Department Summary	FY 2011	FY 2012	FY 2013	FY 2014 **	FY 2015
	Actuals	Actuals	Actuals	Budget	Proposed Budget
Operating Expenses					
Salaries - Faculty	-	-	-	-	-
Salaries - Staff	686,069	782,118	695,773	820,308	820,308
Hourly/Task Wage Expense	63,474	38,300	2,048	44,157	46,608
Benefits*	32,467	31,843	32,148	56,370	42,150
Maintenance and Operations***	582,801	342,039	554,597	1,565,694	605,000
Travel	5,132	1,429	6,382	-	8,000
Total Expenses	1,369,943	1,195,728	1,290,948	2,486,529	1,522,066
Full Time Equivalent Employees**	3.00	3.00	3.00	3.00	4.00

*Benefits at department level are benefits not eligible to be paid by the State (ex: BRP).

**FTE for FY14 and before are actual filled positions as of 9/1 for each year, FY15 budgeted includes vacant positions.

***\$950k for BCG study was not budgeted in FY14 but funds were transferred from Reserves in FY13 in preparation.

The Chancellor:

- Planning and oversight of all System functions.
- Oversees campus plans and performance through communication and collaboration with Presidents.
- Plans and supports internal and external meetings.
- Provides strategic direction of System Centralized and Shared Service areas.

FY15 to FY15 Budget Variances:

- M&O includes funds dedicated to senior executive searches and other consulting engagements of Systemwide impact.
- 3 to 4 position change reflects actual to budgeted unfilled positions.
- FY14 M&O included BCG study.
- FY15 includes \$40,000 cost containment reduction by Chancellor.
- Travel budget newly separated out in FY15 from M&O.

Board of Regents

Department Summary	FY 2011	FY 2012	FY 2013	FY 2014 **	FY 2015
	Actuals	Actuals	Actuals	Budget	Proposed Budget
Operating Expenses					
Salaries - Faculty	-	-	-	-	-
Salaries - Staff	70,000	70,000	72,100	72,100	73,542
Hourly/Task Wage Expense	-	-	-	-	480
Benefits*	-	-	-	-	-
Maintenance and Operations	114,229	48,470	53,027	66,500	62,500
Travel	1,173	2,042	2,727	-	4,000
Total Expenses	185,402	120,512	127,854	138,600	140,522
Full Time Equivalent Employees**	1.00	1.00	1.00	1.00	1.00

*Benefits at department level are benefits not eligible to be paid by the State (ex: BRP).

**FTE for FY14 and before are actual filled positions as of 9/1 for each year, FY15 budgeted includes vacant positions.

The Board Secretary:

- Prepares materials and records minutes for Board and Committee meetings.
- Provides administrative support to Board.
- Arranges Board meeting locations and logistics; for FY14, there will be an estimated 24 regular meetings, off-cycle committee meetings, task force meetings and retreats.

The budget includes:

- Board Secretary's salary.
- M&O budget for use by Regents, Student Regent and Board Secretary.

Academic Affairs and Student Success

Department Summary	FY 2011	FY 2012	FY 2013	FY 2014 **	FY 2015
	Actuals	Actuals	Actuals	Budget	Proposed Budget
Operating Expenses					
Salaries - Faculty	-	-	-	-	-
Salaries - Staff	286,299	292,056	325,719	325,219	327,601
Hourly/Task Wage Expense	1,080	1,199	1,080	1,080	1,320
Benefits*	11	13	11	11	11
Maintenance and Operations	17,542	20,317	19,715	25,077	22,077
Travel	1,198	1,619	2,483	-	3,000
Total Expenses	306,130	315,203	349,008	351,386	354,009
Full Time Equivalent Employees**	2.00	1.00	2.00	2.00	2.00

*Benefits at department level are benefits not eligible to be paid by the State (ex: BRP).

**FTE for FY14 and before are actual filled positions as of 9/1 for each year, FY15 budgeted includes vacant positions.

- Leads the development of education mission, policy and programs of the UNT System.
- Facilities and coordinates new initiatives in academic and student affairs planning and implementation.
- Works to ensure academic institutional quality, accreditation, faculty onboarding and peer review.
- Serves as liaison to numerous local, regional and national efforts regarding academic initiatives, trends and challenges.
- FY15 reflects a very modest budget.
- Budget funds office functions and supports collaborative efforts across the UNT System institutions.

Facilities Planning and Construction

Department Summary	FY 2011	FY 2012	FY 2013	FY 2014 **	FY 2015
	Actuals	Actuals	Actuals	Budget	Proposed Budget
Operating Expenses					
Salaries - Faculty	-	-	-	-	-
Salaries - Staff	1,557,473	1,416,128	1,357,601	1,948,359	1,983,250
Reserve for Compensation Adj.	-	-	22,756	58,450	58,232
Hourly/Task Wage Expense	8,168	71,272	12,958	32,233	37,320
Benefits*	521	772	1,440	74,254	68,043
Maintenance and Operations	125,605	227,791	97,183	169,000	98,000
Travel	6,389	6,321	44,177	-	55,750
Total Expenses	1,698,156	1,722,284	1,536,115	2,282,296	2,300,595
Full Time Equivalent Employees**	18.00	17.00	15.00	14.00	23.00

*Benefits at department level are benefits not eligible to be paid by the State (ex: BRP).
 **FTE for FY14 and before are actual filled positions as of 9/1 for each year, FY15 budgeted includes vacant positions.

- Full range of professional design, development and support for UNT System institutions in 4 areas:
 - Master planning – Integrating strategic and academic plans in physical plans for future development.
 - Capital planning – Coordinating resources and space needs for specific capital projects.
 - Project development – Oversight and direct management for design and construction of capital projects including budget management, design direction, campus user input and oversight of consultant and contractor services.
 - Oversees real estate transactions, partnership opportunities and mineral leases.
- Funded primarily through fees for services charged on active capital projects; fees are: 4.5% of project cost up to \$3 million and 2.0% of project cost over \$3 million.
- FY15 budget includes full funding for all positions including 9 vacancies to enable project expansion.
- Fluctuations in project work require periodic draws from reserves to fund staff so as to ensure staff continuity. FY15 assumes an approximate \$500,000 expended from reserves which may or may not be required.

Office of General Counsel

Department Summary	FY 2011	FY 2012	FY 2013	FY 2014 **	FY 2015
	Actuals	Actuals	Actuals	Budget	Proposed Budget
Operating Expenses					
Salaries - Faculty	-	-	-	-	-
Salaries - Staff	1,108,157	1,111,547	1,247,407	1,360,446	1,533,798
Hourly/Task Wage Expense	15,264	4,250	1,745	-	12,240
Benefits*	202	180	-	261	2,061
Maintenance and Operations	256,504	256,504	627,903	215,015	215,015
Travel	3,372	2,328	3,646	-	5,000
Total Expenses	1,383,498	1,374,809	1,880,701	1,575,722	1,768,114
Full Time Equivalent Employees**	14.00	12.00	10.00	14.00	15.00

*Benefits at department level are benefits not eligible to be paid by the State (ex: BRP).
 **FTE for FY14 and before are actual filled positions as of 9/1 for each year, FY15 budgeted includes vacant positions.

- Represents UNT System and component institutions in all legal matters.
- Led by VC & GC who directs 8 attorneys and 4 support staff.
- Retains and supervises outside counsel when projects require specialized legal services.
- Texas Attorney General handles majority of system and campus litigation, with UNTS General Counsel staff playing a critical role in litigation management.
- Currently recruiting for Associate General Counsel to focus on student affairs and international programming.
- Plans underway to re-evaluate use of professional support personnel for most efficient and effective support to office and clients.
- Increases in budget salaries reflects mid-year market adjustment.

Government Relations

Department Summary	FY 2011	FY 2012	FY 2013	FY 2014 **	FY 2015
	Actuals	Actuals	Actuals	Budget	Proposed Budget
Operating Expenses					
Salaries - Faculty	-	-	-	-	-
Salaries - Staff	561,745	540,671	594,477	556,209	643,456
Hourly/Task Wage Expense	7,730	5,220	6,746	30,352	10,944
Benefits*	820	52	61	9,942	1,088
Maintenance and Operations	45,497	72,071	59,027	117,981	110,885
Travel	6,214	8,142	2,545	-	7,097
Total Expenses	622,006	626,155	662,857	714,483	773,469
Full Time Equivalent Employees**	4.00	3.00	3.00	3.00	5.00

*Benefits at department level are benefits not eligible to be paid by the State (ex: BRP).

**FTE for FY14 and before are actual filled positions as of 9/1 for each year, FY15 budgeted includes vacant positions.

- Works with UNT System Chancellor, Board of Regents and institutional leader to establish state and federal legislative and policy priorities for the System.
- Engages constituencies and stakeholders at all levels of government on issues impacting higher education and legislative priorities necessary to support UNT System.
- Serves as liaison to the Governor’s office, state and federal legislative offices and committees, and state agencies on behalf of UNT System institutions.
- **FY15 Headcount increase includes two vacant positions.**

Internal Audit

Department Summary	FY 2011	FY 2012	FY 2013	FY 2014 **	FY 2015
	Actuals	Actuals	Actuals	Budget	Proposed Budget
Operating Expenses					
Salaries - Faculty	-	-	-	-	-
Salaries - Staff	1,045,482	982,655	929,508	1,122,624	1,361,488
Hourly/Task Wage Expense	26,131	11,556	14,183	11,783	26,423
Benefits*	588	214	511	900	1,031
Maintenance and Operations	111,906	131,303	126,547	177,123	1,165,603
Travel	5,833	2,329	18,023	-	12,000
Total Expenses	1,189,939	1,128,058	1,088,773	1,312,429	2,566,546
Full Time Equivalent Employees**	16.00	13.00	15.00	13.00	16.00

*Benefits at department level are benefits not eligible to be paid by the State (ex: BRP).

**FTE for FY14 and before are actual filled positions as of 9/1 for each year, FY15 budgeted includes vacant positions.

- Assists senior management and Board of Regents in effective execution of their responsibilities by performing the following functions:
 - Reviewing the reliability and integrity of financial and operating information and the means used to identify, measure, classify and report such information.
 - Reviewing the systems established to ensure compliance with policies, plans, procedures, laws and regulations.
 - Reviewing the means of safeguarding assets and, as appropriate, verifying the existence of such assets.
 - Reviewing and appraising the economy and efficiencies with which resources are employed.
 - Reviewing operations or programs to ascertain whether results are consistent with established objectives and goals in whether the operations or programs are being carried out as planned.
 - Reviewing specific operations at the request of the Audit Committee or management, as appropriate.
 - Monitoring a central repository of hotline complaints and reporting the complaint resolution status to the Audit Committee.
 - Monitoring and evaluating the effectiveness of the organization's risk management system by performing an annual Enterprise Risk Assessment.
 - Serving as the facilitator and coordinator for all federal, state, and other external audit agencies.
 - Coordinating all internal investigations of suspected fraud.

- FY15 budget provides for
 - Adding an internal audit function and Internal Audit Director.
 - Conducting IT Risk Assessment and setting priorities.
 - In M&O: Funding for work done by Deloitte for audit.

Finance

Department Summary	FY 2011	FY 2012	FY 2013	FY 2014 **	FY 2015
	Actuals	Actuals	Actuals	Budget	Proposed Budget
Operating Expenses					
Salaries - Faculty	-	-	-	-	-
Salaries - Staff	686,652	627,592	672,381	972,976	1,524,373
Reserve for Compensation Adj.	-	-	-	-	9,930
Hourly/Task Wage Expense	1,742	3,153	2,475	1,080	7,140
Benefits*	17	11	4	22	22
Maintenance and Operations	31,175	36,732	24,056	52,066	76,161
Travel	183	248	-	-	12,000
Total Expenses	719,771	667,736	698,916	1,026,144	1,629,626
Full Time Equivalent Employees**	8.00	11.00	9.00	9.00	10.00

*Benefits at department level are benefits not eligible to be paid by the State (ex: BRP).

**FTE for FY14 and before are actual filled positions as of 9/1 for each year, FY15 budgeted includes vacant positions.

- Oversees systemwide financial planning and analysis, including coordination of annual institution budgets.
- Responsible for the system offices of Budget, Business Services, Controller, Treasurer and Information Technology. These offices provide centralized, shared services to all UNT System institutions.
- Budget increase from FY14 to FY15 in all categories is due to hiring of new Vice Chancellor of Finance, Assistant Vice Chancellor for Financial Planning and Planning, System Controller, Associate Director of Financial Reporting, and the centralization of Treasury.
- Changes in headcount reflect 2 transfers.

Human Resources

Excludes State Paid Benefits

Department Summary	FY 2011	FY 2012	FY 2013	FY 2014 **	FY 2015
	Actuals	Actuals	Actuals	Budget	Proposed Budget
Operating Expenses					
Salaries - Staff		261,604	1,779,420	3,111,618	3,867,409
Reserve for Compensation Adj.		-	-	93,349	116,022
Hourly/Task Wage Expense		55,340	56,507	57,240	83,880
Benefits*		-	97,868	417,988	426,347
Maintenance and Operations		28,762	513,911	767,386	767,386
Travel		171	2,718	-	-
Total Expenses	-	345,877	2,450,424	4,447,581	5,261,044
Full Time Equivalent Employees**	-	-	20.60	37.60	52.00

*Benefits at department level are benefits not eligible to be paid by the State (ex: BRP)

**FTE for FY14 and before are actual filled positions as of 9/1 for each year, FY15 budgeted includes vacant positions.

- UNTS Human Resources supports all employee actions and student workers across the System.
- Department includes Talent Acquisition, Talent Management, Total Rewards, Information Services and Campus HR departments.
- Also provides workforce planning and consulting, salary market benchmarking, maintenance of employment records and employee education and training.
- UNTS Human Resources will take a draft system level agreement (SLA) to the Shared Services Operations Committee on August 13 for review and approval.
- FY11 through FY15 budget changes reflect the work to establish a human resources service center.
- Cost is allocated proportionally across UNT components based on employee FTE.
- With the hiring of a new Associate Vice Chancellor for Human Resources, implementation of strategic human resource functions and best practices is expected.

Information Technology

Excludes State Paid Benefits

Department Summary	FY 2011	FY 2012	FY 2013	FY 2014 **	FY 2015
	Actuals	Actuals	Actuals	Budget	Proposed Budget
Operating Expenses					
Salaries - Staff	-	8,781,039	12,501,966	13,148,360	12,691,328
Reserve for Compensation Adj.	-	-	80	393,106	381,841
Hourly/Task Wage Expense	-	318,541	786,789	273,840	598,500
Benefits*	-	53,589	36,453	951,058	506,623
Maintenance and Operations	-	56,905	7,385,386	6,132,175	6,378,230
Travel	-	1,221	17,600	-	70,000
Equipment	-	-	22,183	-	-
PeopleSoft Upgrade Project	-	-	279,354	3,687,692	1,098,903
Total Expenses	-	9,211,295	21,029,811	24,586,230	21,725,424
Full Time Equivalent Employees**	-	1.00	192.13	190.25	186.25

*Benefits at department level are benefits not eligible to be paid by the State (ex: BRP)

**FTE for FY14 and before are actual filled positions as of 9/1 for each year, FY15 budgeted includes vacant positions.

- Created in December 2011 to improve information technology functions, services and solutions to minimize costs, increase efficiency and to provide innovative solutions for problems faced by the UNT System and its institutions.
- ITSS services include: technology infrastructures, application systems for financial management, learning management systems, collaboration systems, master contracting for widely used software and services and classroom management.
- Since FY12, ITSS has generated more than \$1.8 million in savings through shared contracts initiatives.
- Beginning FY15, ITSS will migrate to a converged technology model to improve the quality and reliability of services and data centers; this is expected to generate an annual savings of \$500,000.
- Personnel and Software Licensing/Maintenance costs dominate the ITSS operating budget representing 85% of the budget
- Capital spending represents another 11% of the budget; new capital planning process has reduced capital needs from \$3.6M in FY13 to \$2.6 in FY14 to \$2.5M in FY15.
- Operating budget is flat except for software license and maintenance cost increases and small current year merit increases.
- Actions continue to be taken to reduce/eliminate license and maintenance cost increases in future years through new buying patterns.
- Shared contracting and re-negotiations continues to produce real cost savings (\$496,296 in first 3 quarters of FY2014).

Business Service Center

Excludes State Paid Benefits

Department Summary	FY 2011	FY 2012	FY 2013	FY 2014 **	FY 2015
	Actuals	Actuals	Actuals	Budget	Proposed Budget
Operating Expenses					
Salaries - Staff	-	4,664,612	3,687,470	3,769,630	3,868,367
Reserve for Compensation Adj.	-	-	-	-	75,617
Hourly/Task Wage Expense	446	234,010	212,947	121,920	99,080
Benefits*	4	1,212,282	1,112,337	1,315,004	1,661,781
Maintenance and Operations***	(34,250)	748,951	900,627	1,342,029	800,206
Travel	-	6,530	43,669	-	-
Utilities****	-	-	-	-	43,532
Total Expenses	(33,799)	6,866,384	5,957,049	6,548,583	6,548,583
Full Time Equivalent Employees**	-	108.60	95.00	80.60	86.00

*Benefits at department level are benefits not eligible to be paid by the State (ex: BRP).
 **FTE for FY14 and before are actual filled positions as of 9/1 for each year, FY15 budgeted includes vacant positions.
 ***M&O Budget does not include any intrasystem transfers.
 ****Utilities historical data not available at this time but is included as part of M&O.

- Created in September 2011 to offer selected business services to member institutions.
- BSC services include: Accounts Payable, Payroll, Purchasing and HUB Administration to the UNT System and its institutions.
- BSC has completed 146 process improvements since inception, yielding approximately \$2.5 million in annualized direct and indirect savings and negotiated over \$750,000 in purchasing cost-savings.
- Through cost saving measures, BSC has returned dividends of \$275,000 in FY12, \$480,000 in FY13 and is expecting \$500,000 for FY14.
- Recent major projects include Electronic Employee On-Boarding, electronic Payroll Action Requests (ePAR), Corporate Travel Planners (CTP) and strategic sourcing (office supply, computers, local hotels, etc.).
- In FY15, the BSC will pursue opportunities for significant cost savings in procurement and greater collaboration across UNT System and realize improved processing efficiencies with the upgrade of PeopleSoft.
- Payroll and Accounts Payable are planned to move under Controller.
- FTE decrease between FY12 and FY13 reflects transfers out to Human Resources of 23 positions.
- Personnel costs dominate the BSC annual operating budget representing 80% of the budget.
- BSC by FY15 will have eliminated an additional 22 positions in addition to transferring 23 to HR.
- Budget is flat based on campus costs in FY11 and will continue at this level for 5 years before re-evaluation in FY16.

System Building & 1900 Elm Lofts

Department Summary	FY 2011	FY 2012	FY 2013	FY 2014 **	FY 2015
	Actuals	Actuals	Actuals	Budget	Proposed Budget
Operating Expenses					
Salaries - Faculty	-	-	-	-	-
Salaries - Staff	-	64,467	60,979	60,094	96,888
Reserve for Compensation Adj.	-	-	-	1,803	2,907
Hourly/Task Wage Expense	840	1,300	1,320	1,320	2,400
Benefits*	12	18,558	19,797	17,765	31,567
Maintenance and Operations	1,514,729	1,659,535	1,735,357	1,669,018	2,476,521
Travel	-	-	-	-	-
Utilities	-	-	-	-	282,158
Debt Service	1,101,338	1,102,738	1,103,538	1,103,738	1,711,338
Total Expenses	2,616,919	2,846,598	2,920,992	2,853,738	4,603,780
Auxiliary Revenue					
1900 Elm Lofts Rent/Sales	1,389,709	1,722,064	1,690,568	1,650,000	1,823,119
Oven & Cellars Restaurant					81,338
UNTD Law School Rent				467,730	650,278
UNTD Law School Utility Reimb.				50,000	65,169
UCD Rent		410,185	461,168	414,990	442,656
UCD Utility Reimb.				50,000	68,169
UNT Design Research Center				9,412	9,412
UNT CVAD "Fashion on Main"				-	3,000
Misc. Revenue				550	550
Total Revenue	1,389,709	2,132,250	2,151,737	2,642,682	3,143,690
Net Operating Surplus/(Deficit)	(1,227,210)	(714,348)	(769,255)	(211,056)	(1,460,089)
Full Time Equivalent Employees**		1.00	1.00	1.00	2.00

*Benefits at department level are benefits not eligible to be paid by the State (ex: BRP).

**FTE for FY14 and before are actual filled positions as of 9/1 for each year, FY15 budgeted includes vacant positions.

System Building

- Completed construction and held grand opening in December 2013.
- Houses the UNT System Administration, UNT Dallas College of Law, Universities Center at Dallas, UNT College of Visual Arts and Design "Fashion on Main" display and Design Research Center.

1900 Elm Lofts

- Managed by Pace Realty Corp.
- 129 units.
- Average occupancy >95 percent.

Budget

- Future plans to include increasing revenue from 1st floor rentals.
- Savings achieved through new energy contract.
- Increased salaries and M&O resulting from expanded building use.

UNT Dallas College of Law

Department Summary	FY 2011	FY 2012	FY 2013	FY 2014 **	FY 2015
	Actuals	Actuals	Actuals	Budget	Proposed Budget
Operating Expenses					
Salaries - Faculty	9,188	-	-	82,500	757,833
Salaries - Staff	9,188	2,634	252,668	1,041,500	1,561,904
Reserve for Compensation Adj.	-	-	-	33,720	46,475
Hourly/Task Wage Expense	-	-	-	-	50,480
Benefits*	2,544	400	-	237,296	402,431
Maintenance and Operations	-	3,677	107,968	1,480,230	1,246,648
Travel	-	-	9,589	-	71,000
Total Expenses	20,920	6,711	370,225	2,875,246	4,136,772
Full Time Equivalent Employees**	-	-	1.00	5.00	21.00

*Benefits at department level are benefits not eligible to be paid by the State (ex: BRP).

**FTE for FY14 and before are actual filled positions as of 9/1 for each year, FY15 budgeted includes vacant positions.

- Fall term and Inaugural class to start August 11
 - Resident FT: 94 Non-Resident FT: 1
 - Resident PT: 64 Non-Resident PT: 1
- Tuition rates approved in August 2013 by Board Order 2013-67:
 - Resident FT (30 SCH): ~\$14,000 with \$1,500 discount
 - Resident PT (22 SCH): ~\$10,267 with \$900 discount
 - Non-Res. FT (30 SCH): ~\$23,720 with \$1,500 discount
 - Non-Res. PT (22 SCH): ~\$17,394 with \$900 discount
- The College of Law receives \$1.47M each year in state funding.
- Tuition & fee estimates for FY15 are ~\$1.84 million net.
- Will draw ~\$1.8 million from accumulated reserves for operations this fiscal year.
- Budget for FY15 supports 21 FTE faculty and staff.
 - Key Hires for FY15 include: Assistant Dean Career Development, Assistant Director Career Development, Communication and Marketing Director, Instructional Technologist.

UNT Dallas College of Law

- The UNT Dallas College of Law was approved by the 81st Legislature in 2009 as the first new public law school in Texas in over 40 years.
- Creates greater access and opportunity for a qualified and diverse student body to pursue a legal education that is affordable and closer to where they live and work.
- Expected to receive 300 applications and to admit 120 students. Received over 600 applications and will admit 150 students at marginal additional cost.
- Admitting a significant number of non-traditional law students, including older students, minority students and working students.

FY 2015 Initiatives

- Low stakes testing
- Learning outcomes
- Enrollment
- Fundraising for scholarships

Challenges

- Accreditation
- Financial Aid
- Exemptions – Hazlewood
- Fundraising for scholarships



FY15 Preliminary Budget Proposal

SYSTEM SUMMARY COMPARISON - CENTRAL SERVICES & SHARED SERVICES

SUMMARY

NOTES - FY2015 VARIANCES

REVENUE ANALYSIS

EXPENDITURE ANALYSIS

FY2015 PROPOSED BUDGET BY FUNDING SOURCE

EXPENDITURE BUDGET BY FUNCTIONAL AREA

FACULTY AND STAFF FTE ANALYSIS

UNT SYSTEM

COMPARISON OF FY 2014 AND 2015 BUDGET

	UNT System Central Services				UNT System Shared Services				UNT System Administration Total			
	FY 2014 Budget	FY 2015 Proposed Budget	\$ Change (FY15 Bud-FY14 Bud)	% Change	FY 2014 Budget	FY 2015 Proposed Budget	\$ Change (FY15 Bud-FY14 Bud)	% Change	FY 2014 Budget	FY 2015 Proposed Budget	\$ Change (FY15 Bud-FY14 Bud)	% Change
REVENUE												
State Appropriations - General Revenue	\$4,910,328	\$5,490,961	\$580,633	11.8%	\$3,598,939	\$3,706,907	\$107,968	3.0%	\$8,509,267	\$9,197,868	\$688,601	8.1%
Tuition and Fees	\$0	\$1,664,245	\$1,664,245		\$0	\$0	\$0		\$0	\$1,664,245	\$1,664,245	
Contracts and Grants	\$0	\$0	\$0		\$0	\$0	\$0		\$0	\$0	\$0	
Financial Aid Programs	\$0	\$0	\$0		\$0	\$0	\$0		\$0	\$0	\$0	
HEAF	\$0	\$0	\$0		\$0	\$0	\$0		\$0	\$0	\$0	
Gift Income	\$0	\$0	\$0		\$0	\$0	\$0		\$0	\$0	\$0	
Net Sales and Services of Educational Activities	\$0	\$0	\$0		\$0	\$0	\$0		\$0	\$0	\$0	
Net Sales and Services of Medical Activities	\$0	\$0	\$0		\$0	\$0	\$0		\$0	\$0	\$0	
Net Auxiliary Enterprises	\$2,119,952	\$2,405,074	\$285,122	13.4%	\$0	\$0	\$0		\$2,119,952	\$2,405,074	\$285,122	13.4%
Net Inter-collegiate Athletics	\$0	\$0	\$0		\$0	\$0	\$0		\$0	\$0	\$0	
Net Investment/Interest Income	\$250,000	\$250,000	\$0	0.0%	\$0	\$0	\$0		\$250,000	\$250,000	\$0	0.0%
Other Operating Income	\$2,435,309	\$1,852,350	(\$582,959)	(23.9%)	\$0	\$0	\$0		\$2,435,309	\$1,852,350	(\$582,959)	(23.9%)
Reserve Draw	\$1,956,724	\$3,254,011	\$1,297,287	66.3%	\$459,057	\$0	(\$459,057)	(100.0%)	\$2,415,781	\$3,254,011	\$838,230	34.7%
Transfers	\$6,698,798	\$9,848,873	\$3,150,075	47.0%	\$34,472,320	\$37,995,212	\$3,522,892	10.2%	\$41,171,118	\$47,844,085	\$6,672,967	16.2%
Total Revenue	\$18,371,111	\$24,765,513	\$6,394,402	34.8%	\$38,530,316	\$41,702,119	\$3,171,803	8.2%	\$56,901,427	\$66,467,632	\$9,566,205	16.8%
EXPENDITURES												
Faculty Salaries	\$82,500	\$757,833	\$675,333	818.6%	\$0	\$0	\$0		\$82,500	\$757,833	\$675,333	818.6%
Staff Salaries	\$8,422,666	\$10,249,496	\$1,826,830	21.7%	\$20,658,258	\$22,115,367	\$1,457,108	7.1%	\$29,080,925	\$32,364,863	\$3,283,938	11.3%
Wages	\$134,193	\$234,843	\$100,650	75.0%	\$883,012	\$831,460	(\$51,552)	(5.8%)	\$1,017,205	\$1,066,303	\$49,098	4.8%
Benefits	\$2,046,865	\$2,673,090	\$626,225	30.6%	\$5,838,553	\$6,136,677	\$298,124	5.1%	\$7,885,418	\$8,809,767	\$924,349	11.7%
Scholarships & Financial Aid (net of discounts)	\$0	\$0	\$0		\$0	\$0	\$0		\$0	\$0	\$0	
Maintenance & Operations	\$4,457,136	\$7,137,194	\$2,680,058	60.1%	\$11,034,145	\$11,682,999	\$648,853	5.9%	\$15,491,281	\$18,820,193	\$3,328,911	21.5%
Travel	\$0	\$177,847	\$177,847		\$0	\$70,000	\$70,000		\$0	\$247,847	\$247,847	
Utilities	\$255,000	\$282,158	\$27,158	10.7%	\$5,600	\$43,532	\$37,932	677.4%	\$260,600	\$325,691	\$65,091	25.0%
Capital Outlay	\$600,000	\$450,000	(\$150,000)	(25.0%)	\$0	\$0	\$0		\$600,000	\$450,000	(\$150,000)	(25.0%)
Debt Service	\$2,219,738	\$1,711,338	(\$508,400)	(22.9%)	\$0	\$0	\$0		\$2,219,738	\$1,711,338	(\$508,400)	(22.9%)
Total Expenditures	\$18,218,098	\$23,673,799	\$5,455,701	29.9%	\$38,419,569	\$40,880,035	\$2,460,466	6.4%	\$56,637,667	\$64,553,834	\$7,916,167	14.0%
Surplus (Deficit)	\$153,013	\$1,091,714	\$938,701	613.5%	\$110,747	\$822,084	\$711,337	642.3%	\$263,760	\$1,913,798	\$1,650,038	625.6%

UNT SYSTEM SUMMARY

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2015 Proposed Budget	\$ Change (FY15 Bud-FY14 Bud)	% Change	FY15 Variance Reference
REVENUE								
State Appropriations - General Revenue	\$3,165,276	\$6,003,702	\$7,676,165	\$8,509,267	\$9,197,868	\$688,601	8.1%	
Tuition and Fees	\$301,705	\$0	\$0	\$0	\$1,664,245	\$1,664,245		
Contracts and Grants	\$3,360,791	\$0	\$0	\$0	\$0	\$0		
Financial Aid Programs	\$0	\$0	\$0	\$0	\$0	\$0		
HEAF	\$0	\$0	\$0	\$0	\$0	\$0		
Gift Income	\$0	\$0	\$0	\$0	\$0	\$0		
Net Sales and Services of Educational Activities	\$0	\$0	\$0	\$0	\$0	\$0		
Net Sales and Services of Medical Activities	\$0	\$0	\$0	\$0	\$0	\$0		
Net Auxiliary Enterprises	\$1,889,182	\$2,132,812	\$2,161,220	\$2,119,952	\$2,405,074	\$285,122	13.4%	1
Net Inter-collegiate Athletics	\$0	\$0	\$0	\$0	\$0	\$0		
Net Investment/Interest Income	\$4,277	\$86,426	\$384,939	\$250,000	\$250,000	\$0	0.0%	
Other Operating Income	\$6,420,961	\$852,791	\$1,699,368	\$2,435,309	\$1,852,350	(\$582,959)	(23.9%)	2
Reserve Draw	\$0	\$0	\$657,026	\$2,415,781	\$3,254,011	\$838,230	34.7%	3
Transfers	\$4,178,590	\$27,042,152	\$35,580,678	\$41,171,118	\$47,844,085	\$6,672,967	16.2%	4
Total Revenue	\$19,320,782	\$36,117,883	\$48,159,396	\$56,901,427	\$66,467,632	\$9,566,205	16.8%	
EXPENDITURES								
Faculty Salaries	\$0	\$0	\$0	\$82,500	\$757,833	\$675,333	818.6%	5
Staff Salaries	\$6,581,634	\$21,062,552	\$24,171,803	\$29,080,925	\$32,364,863	\$3,283,938	11.3%	6
Wages	\$161,584	\$967,047	\$1,171,187	\$1,017,205	\$1,066,303	\$49,098	4.8%	
Benefits	\$1,383,518	\$4,661,160	\$5,985,620	\$7,885,418	\$8,809,767	\$924,349	11.7%	7
Scholarships & Financial Aid (net of discounts)	\$0	\$0	\$0	\$0	\$0	\$0		
Maintenance & Operations	\$3,771,647	\$3,922,498	\$12,717,578	\$15,491,281	\$18,820,193	\$3,328,911	21.5%	8
Travel		\$0	\$0	\$0	\$247,847	\$247,847		
Utilities	\$246,728	\$212,228	\$264,270	\$260,600	\$325,691	\$65,091	25.0%	9
Capital Outlay	\$0	\$0	\$0	\$600,000	\$450,000	(\$150,000)	(25.0%)	10
Debt Service	\$1,101,338	\$1,102,738	\$1,103,538	\$2,219,738	\$1,711,338	(\$508,400)	(22.9%)	11
Total Expenditures	\$13,246,449	\$31,928,223	\$45,413,996	\$56,637,667	\$64,553,834	\$7,916,167	14.0%	
Surplus (Deficit)	\$6,074,333	\$4,189,660	\$2,745,400	\$263,760	\$1,913,798	\$1,650,038	625.6%	
FTE's - Faculty and Staff								
Faculty				1.83	7.00			
Administrative and Professional	17.00	31.00	50.00	57.92	69.00			
Classified	51.00	181.60	391.23	392.15	398.25			
Other								
Total Approved FTE's	68.00	212.60	441.23	451.90	474.25			

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NOTES - FY2015 VARIANCES

Explanations of FY2015 Variances		
#	Item	Notes
1	Net Auxiliary Enterprises	Rental income for 1900 Elm Lofts is expected to increase on newly signed Lease Agreements as well as Oven & Cellar Restaurant due to start paying rent.
2	Other Operating Income	Construction Management Fees are reduced for FY15 due to lower construction planning activity.
3	Reserve Draw	Reserve draws are increasing to fund operations for Law School, Facilities, System Building, 1900 Elm Lofts as well as debt service for the System Building.
4	Transfers	Transfers are increasing for FY15 due to ITSS campus transfers as well as transfers associated with Financial Transformation Project and audit activity.
5	Faculty Salaries	Faculty salaries are increasing as Law School welcomes its first class on August 11, 2014.
6	Staff Salaries	Majority of the increased staff salary expense is associated with the opening of the Law School. Staff salaries have also increased over FY14 due to various executive hirings, as well as promotions/increases in various departments. Additional FTE are expected to staff the new Controller department.
7	Benefits	Benefit increases are due to faculty and staff increases mentioned in numbers 5 and 6 above.
8	Maintenance & Operations	M&O increase is attributed mostly to the Law School, Financial Transformation Project and audit expenses.
9	Utilities	Utilities are expected to increase due to larger square footage of System Building after construction, along with higher occupancy of the building from the Law School.
10	Capital Outlay	Capital Outlay is expected to decrease as a result of lower than originally anticipated Law School textbook and subscription costs.
11	Debt Service	Debt Service was budgeted in FY14 with assumption that we would be in long-term bonds for both the System Building and 1900 Elm Lofts acquisition as well as the System Building at 1901 Main Street. For FY15, the budget includes six months of Commercial Paper interest and the assumption that long-term bonds will be issued in March 2015.

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REVENUE ANALYSIS

Method of Financing	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2015 Proposed Budget	\$ Change (FY15 Bud-FY14 Bud)	% Change
State Appropriations - General Revenue							
State Appropriations - Basic State Funding	\$2,019,209	\$3,366,113	\$3,366,113	\$3,366,113	\$3,366,113	\$0	0.0%
State Appropriations - State Paid Benefits	\$1,204,199	\$2,637,589	\$4,310,052	\$5,143,154	\$5,831,755	\$688,601	13.4%
State Appropriations - Reductions	(\$58,132)	\$0	\$0	\$0	\$0	\$0	-
Subtotal, State Appropriations - General Revenue	\$3,165,276	\$6,003,702	\$7,676,165	\$8,509,267	\$9,197,868	\$688,601	8.1%
Tuition and Fees							
Tuition - Statutory	\$0	\$0	\$0	\$0	\$352,600	\$352,600	
Tuition - Designated	\$0	\$0	\$0	\$0	\$1,268,245	\$1,268,245	
Discounts and Allowances - Tuition	\$0	\$0	\$0	\$0	\$0	\$0	
Fees	\$301,705	\$0	\$0	\$0	\$43,400	\$43,400	
Discounts and Allowances - Fees		\$0	\$0	\$0	\$0	\$0	-
Subtotal, Tuition and Fees	\$301,705	\$0	\$0	\$0	\$1,664,245	\$1,664,245	
Contracts and Grants							
Federal	\$3,418,992	\$0	\$0	\$0	\$0	\$0	
State	(\$58,202)	\$0	\$0	\$0	\$0	\$0	
Private	\$0	\$0	\$0	\$0	\$0	\$0	-
Subtotal, Contracts and Grants	\$3,360,791	\$0	\$0	\$0	\$0	\$0	
Financial Aid Programs	\$0	\$0	\$0	\$0	\$0	\$0	
HEAF	\$0	\$0	\$0	\$0	\$0	\$0	
Gift Income	\$0	\$0	\$0	\$0	\$0	\$0	
Net Sales and Services of Educational Activities	\$0	\$0	\$0	\$0	\$0	\$0	
Net Sales and Services of Medical Activities	\$0	\$0	\$0	\$0	\$0	\$0	
Net Auxiliary Enterprises	\$1,889,182	\$2,132,812	\$2,161,220	\$2,119,952	\$2,405,074	\$285,122	13.4%
Net Inter-collegiate Athletics	\$0	\$0	\$0	\$0	\$0	\$0	
Net Investment/Interest Income	\$4,277	\$86,426	\$384,939	\$250,000	\$250,000	\$0	0.0%
Other Operating Income	\$6,420,961	\$852,791	\$1,699,368	\$2,435,309	\$1,852,350	(\$582,959)	(23.9%)
Reserve Draw	\$0	\$0	\$657,026	\$2,415,781	\$3,254,011	\$838,230	34.7%
Transfers							
Intrasystem Transfers In/(Out)	\$4,178,626	\$27,042,152	\$36,925,227	\$41,171,118	\$47,844,085	\$6,672,967	16.2%
Transfer to Plant Funds for Capital Projects	(\$36)		(\$1,344,549)	\$0	\$0	\$0	
Subtotal, Transfers	\$4,178,590	\$27,042,152	\$35,580,678	\$41,171,118	\$47,844,085	\$6,672,967	16.2%
Total Revenue	\$19,320,782	\$36,117,883	\$48,159,396	\$56,901,427	\$66,467,632	\$9,566,205	16.8%

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EXPENDITURE ANALYSIS

Expenditures	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2015 Proposed Budget	\$ Change (FY15 Bud-FY14 Bud)	% Change
Faculty Salaries	\$0	\$0	\$82,500	757,833	(\$675,333)	(818.6%)
Staff Salaries	\$21,062,552	\$24,171,803	\$29,080,925	32,364,863	(\$3,283,938)	(11.3%)
Wages	\$967,047	\$1,171,187	\$1,017,205	1,066,303	(\$49,098)	(4.8%)
Benefits	\$4,661,160	\$5,985,620	\$7,885,418	8,809,767	(\$924,349)	(11.7%)
Scholarships & Financial Aid (net of discounts)	\$0	\$0	\$0	\$0	\$0	
Maintenance & Operations	\$3,922,498	\$12,717,578	\$15,491,281	18,820,193	(\$3,328,911)	(21.5%)
Travel	\$0	\$0	\$0	247,847	\$247,847	
Utilities	\$212,228	\$264,270	\$260,600	325,691	(\$65,091)	(25.0%)
Capital Outlay	\$0	\$0	\$600,000	450,000	\$150,000	25.0%
Debt Service	\$1,102,738	\$1,103,538	\$2,219,738	1,711,338	\$508,400	22.9%
Total Expenditures	\$31,928,223	\$45,413,996	\$56,637,667	64,553,834	(\$7,420,474)	(13.1%)

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FY 2015 Proposed Budget by Funding Source

	Educational and General	Designated	Auxiliary Enterprises	Restricted	Total
Revenues - Estimated Income					
State Appropriations - General Revenue	\$9,197,868				\$9,197,868
Tuition and Fees		\$1,664,245			\$1,664,245
Contracts and Grants					\$0
Financial Aid Program					\$0
HEAF					\$0
Gift Income					\$0
Net Sales and Services of Educational Activities					\$0
Net Sales and Services of Medical Activities					\$0
Net Auxiliary Enterprises			\$2,405,074		\$2,405,074
Net Inter-collegiate Athletics					\$0
Net Investment/Interest Income		\$250,000			\$250,000
Other Operating Income		\$1,852,350			\$1,852,350
Reserve Draw	\$1,831,447	\$1,422,564			\$3,254,011
Total Revenue	<u>\$11,029,315</u>	<u>\$5,189,159</u>	<u>\$2,405,074</u>	<u>\$0</u>	<u>\$18,623,547</u>
Transfers					
Intrasystem Transfers In/(Out)	\$19,525,920	\$28,318,165			\$47,844,085
Interfund Transfers In/(Out)		(\$916,087)	\$916,087		\$0
Transfer to Plant Funds for Capital Projects					\$0
Total Tranfers	<u>\$19,525,920</u>	<u>\$27,402,078</u>	<u>\$916,087</u>	<u>\$0</u>	<u>\$47,844,085</u>
Total Funding Available	<u>\$30,555,235</u>	<u>\$32,591,236</u>	<u>\$3,321,161</u>	<u>\$0</u>	<u>\$66,467,632</u>
Expenses					
Faculty Salaries	757,833.30				\$757,833
Staff Salaries	23,819,068.20	\$8,448,907	\$96,888		\$32,364,863
Wages	\$453,920	\$610,703	\$1,680		\$1,066,303
Benefits	\$5,524,413	\$3,285,354			\$8,809,767
Scholarships and Financial Aid (net of discounts)					\$0
Maintenance and Operations		\$16,983,096	\$1,837,097		\$18,820,193
Travel		\$247,847			\$247,847
Utilities		\$43,532	\$282,158		\$325,691
Capital Outlay		\$450,000			\$450,000
Debt Service		\$608,000	\$1,103,338		\$1,711,338
Total Expenses	<u>\$30,555,235</u>	<u>\$30,677,439</u>	<u>\$3,321,161</u>	<u>\$0</u>	<u>\$64,553,834</u>
Estimated Net Change in Fund Balance	<u>\$0</u>	<u>\$1,913,797</u>	<u>\$0</u>	<u>\$0</u>	<u>\$1,913,798</u>

UNT SYSTEM

Expenditure Budget by Functional Area

Operating Expenditures	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2015 Proposed Budget	% of Budget	\$ Change (FY15 Bud-FY14 Bud)	% Change
Board of Regents	\$185,402	\$120,512	\$127,854	\$138,600	\$140,522	0.2%	\$1,922	1.4%
Chancellor	\$1,369,943	\$1,195,728	\$1,443,087	\$1,536,529	\$1,522,066	2.4%	(\$14,463)	(0.9%)
Vice Chancellor for Administration/Chief of Staff	\$0	\$0	\$306,013	\$449,532	\$0	0.0%	(\$449,532)	(100.0%)
Vice Chancellor for Academic Affairs	\$486,580	\$492,114	\$349,008	\$351,386	\$354,009	0.5%	\$2,623	0.7%
Vice Chancellor and General Counsel	\$1,383,498	\$1,697,923	\$1,880,701	\$1,575,722	\$1,768,114	2.7%	\$192,392	12.2%
Vice Chancellor for Governmental Relations	\$622,006	\$626,155	\$662,857	\$735,928	\$773,469	1.2%	\$37,541	5.1%
Vice Chancellor for Finance	\$540,357	\$492,279	\$394,179	\$577,691	\$1,629,627	2.5%	\$1,051,936	182.1%
Vice Chancellor for Facilities Planning & Construction	\$1,698,156	\$1,762,550	\$1,574,130	\$2,282,296	\$2,300,595	3.6%	\$18,299	0.8%
Vice Chancellor for Strategic Partnerships		\$234,025	\$0	\$0		0.0%	\$0	
Internal Audit	\$1,189,940	\$1,128,058	\$1,088,773	\$1,312,429	\$2,566,546	4.0%	\$1,254,117	95.6%
UNTD College of Law	\$3,682	\$7,011	\$413,248	\$2,326,964	\$4,136,772	6.4%	\$1,809,808	77.8%
UNT System Operations	\$108,652	\$90,591	\$37,780	\$99,521	\$99,521	0.2%	\$0	0.0%
Building Operations - 1901 Main St.	\$373,710	\$400,936	\$490,829	\$855,190	\$1,007,921	1.6%	\$152,731	17.9%
Building Operations - Majestic Lofts	\$1,141,867	\$1,342,924	\$1,326,624	\$1,350,000	\$1,785,000	2.8%	\$435,000	32.2%
Capital/1901 Main St. Acquisition (Debt Service)	\$1,101,338	\$1,102,738	\$1,103,538	\$1,103,738	\$1,103,338	1.7%	(\$400)	(0.0%)
Capital/1901 Main St. Construction (Debt Service)	\$0	\$0	\$0	\$1,116,000	\$608,000	0.9%	(\$508,000)	(45.5%)
Benefits Expense - Non-State	\$279,737	\$2,173,532	\$369,065	\$178,939	\$165,987	0.3%	(\$12,952)	(7.2%)
Benefits Expense - State Paid	\$1,204,199	\$2,637,589	\$4,310,052	\$5,143,154	\$5,524,413	8.6%	\$381,259	7.4%
Reserve for Compensation Adjustment	\$0		\$0	\$152,105	\$178,099	0.3%	\$25,994	17.1%
Information Technology Shared Services	\$0	\$9,211,295	\$20,750,457	\$24,674,680	\$25,580,208	39.6%	\$905,528	3.7%
Business Service Center Shared Services	\$116,997	\$6,866,384	\$5,957,049	\$5,963,680	\$6,548,583	10.1%	\$584,903	9.8%
Human Resources Shared Services	\$0	\$345,877	\$2,592,675	\$4,182,270	\$5,261,044	8.1%	\$1,078,774	25.8%
Strategic Initiatives	\$0	\$0	\$0	\$531,313	\$0	0.0%	(\$531,313)	(100.0%)
Financial Transformation Project					\$1,500,000	2.3%	\$1,500,000	
UNTD and HSC Presidential Search	\$0	\$0	\$236,077	\$0	\$0	0.0%	\$0	
Universities Center Dallas/Federation	\$1,110,106	\$0	\$0	\$0	\$0	0.0%	\$0	
Total	\$13,246,449	\$31,928,223	\$45,413,996	\$56,637,667	\$64,553,834	100.0%	\$7,916,167	14.0%

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Faculty and Staff FTE Analysis (Actuals)

Central and Shared Services

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6/1/2014
Faculty	0	0	0	0	0	0	0	0	0	3
Executive/Admin/Managerial	15	16	16	15	19	22	41	60	37	47
Professional Nonfaculty	16	26	26	30	31	33	76	200	237	242
Secreterial/Clerical	5	9	9	14	17	21	54	77	34	39
Technical/Paraprofessional	1	2	2	2	1	1	1	29	59	59
Skilled Crafts	0	0	0	0	0	0	0	0	0	0
Service Maintenance Workers	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL (Faculty+Staff)	37	53	53	61	68	77	172	366	367	390

UNT

HEALTHTM SCIENCE CENTER



Strategic Vision and FY 2015 Budget Highlights

July 28, 2014

Michael Williams, President

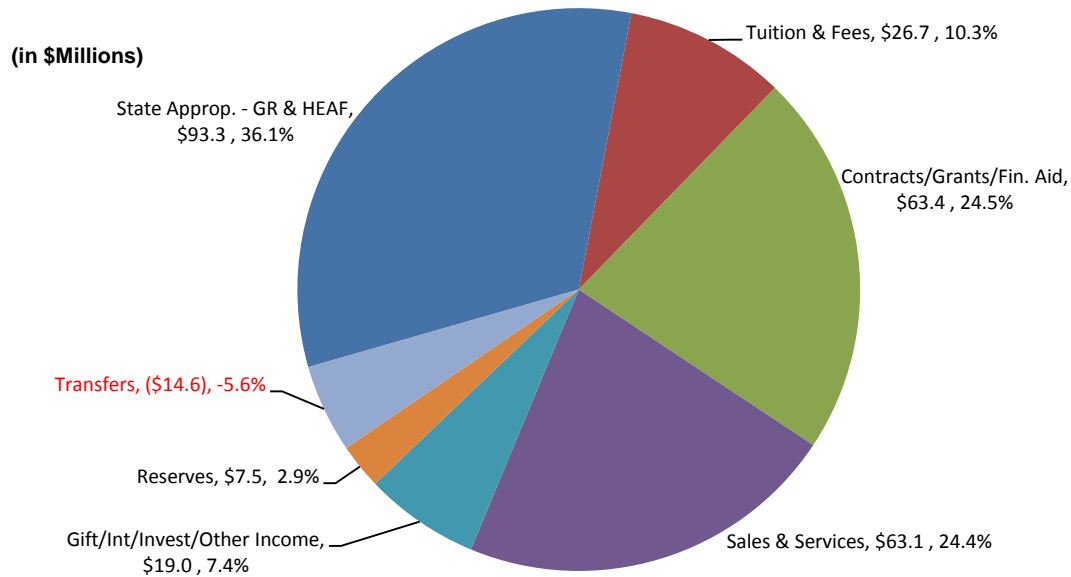
John Harman, SVP Finance & CFO

Budget Assumptions

- Operating Revenue Growth- \$4M (net of Foundation Gifts and Reserves)
- Moderate enrollment growth- Pharmacy Program
- State Appropriations- unchanged
- Tuition rates- unchanged
- Tuition revenue- moderate increase
- Contract revenues and grants- flat, but could decline
- Medicaid 1115 Waiver Program- meet milestones
- Gifts- Foundation “funds held for others”
- Clinical practice partnership- evolving model

Budgeted Revenues by Source

FY 2015 Revenue (\$258.3M)



Change from FY 2014 Budget (in \$Millions)			
		<u>\$ Change</u>	<u>% Change</u>
	State Approp. - GR & HEAF	\$1.3	1.4%
	Tuition & Fees	\$2.5	10.3%
	Contracts/Grants/Fin. Aid	\$0.2	0.4%
	Sales & Services	\$3.3	5.5%
	Gift/Int/Invest/Other Income	\$3.1	19.5%
	Reserves	\$6.0	-57.0%
	Transfers	(\$2.6)	-1.1%
	Total Revenue	\$13.8	5.7%

FY 2015 Strategic Investments

Strategic Investments:

➤ College of Pharmacy	\$ 1.3M
➤ Team Performance Pool	+ 1.0M
➤ Strategic Initiatives	+ 1.3M
➤ Pharmacy Bldg. Renovations	+ 0.6M
➤ Oncology Center Start-up	+ 1.6M
➤ System Level Projects/Upgrades	+ <u>2.0M</u>
Total Strategic Investments	\$ <u>7.8M</u>

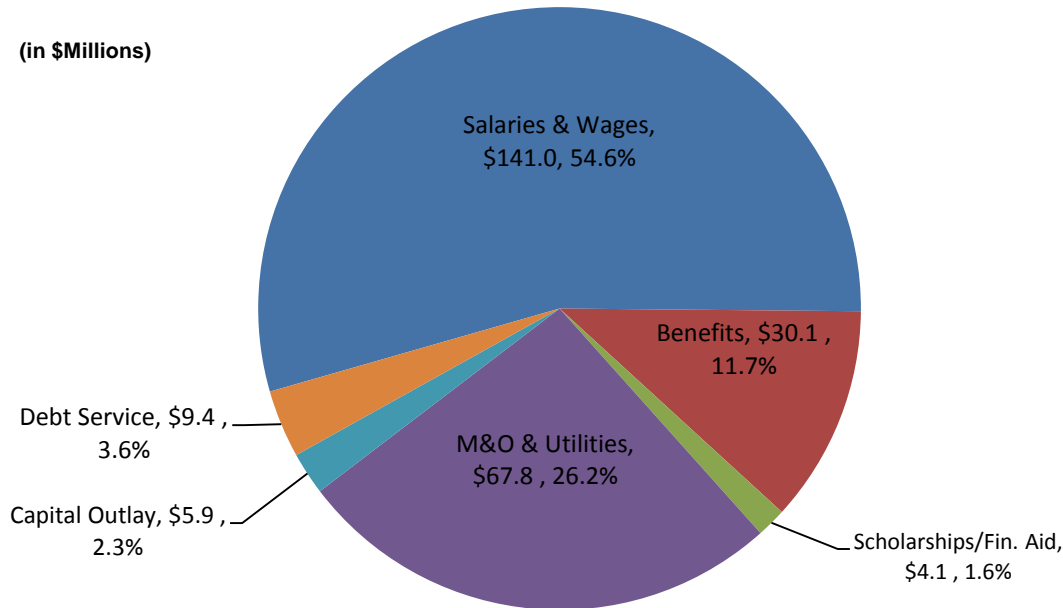
Method of Financing:

➤ Investment from Current Reserve	\$ 1.0M
➤ FY 2014 Roll-Forward/Repurpose Funds	+ <u>6.8M</u>
Total Method of Financing	\$ <u>7.8M</u>

Budgeted Expenditures by Type

FY 2015 Budgeted Expenditures (\$258.3M)

(in \$Millions)



Change from FY 2014 Budget (in \$Millions)		
	\$ Change	% Change
Salaries & Wages	+\$10.1	+7.7%
Benefits	+\$2.7	+9.9%
Scholarships/Fin. Aid	+\$1.3	+46.3%
M&O & Utilities	-\$0.8	-1.1%
Capital Outlay	+\$0.5	+9.8%
Debt Service	\$0.0	+0.5%
Total Expenditures	+\$13.8	+5.7%

Budgeted Expenses by Function

Operating Expenditures- VP/Dean	FY 2014 Budget	FY2015 Proposed Budget	% of Budget	\$ Change (FY15 Bud-FY14 Bud)	% Change
Texas College of Osteopathic Medicine	\$31,860,278	\$29,412,410	11.4%	(\$2,447,868)	(7.7%)
Graduate School of Biomedical Sciences	\$34,251,921	\$33,825,728	13.1%	(\$426,193)	(1.2%)
School of Public Health	\$10,973,274	\$13,222,910	5.1%	\$2,249,636	20.5%
School of Health Professions	\$3,344,222	\$3,592,852	1.4%	\$248,630	7.4%
College of Pharmacy	\$6,791,750	\$7,642,558	3.0%	\$850,808	12.5%
EVP Academic Affairs & Provost	\$22,721,846	\$15,055,318	5.8%	(\$7,666,528)	(33.7%)
Chief Information Officer	\$0	\$2,759,893	1.1%	\$2,759,893	
VP for Administration	\$2,026,209	\$3,954,258	1.5%	\$1,928,049	95.2%
VP for Finance, CFO	\$2,784,613	\$2,523,710	1.0%	(\$260,903)	(9.4%)
VP for Operations	\$6,527,404	\$6,912,603	2.7%	\$385,199	5.9%
EVP for Clinical Affairs, CEO UNT Health	\$82,693,229	\$90,933,542	35.2%	\$8,240,313	10.0%
VP for Research & Biotechnology	\$3,321,645	\$3,614,140	1.4%	\$292,495	8.8%
SVP for Community Engagement	\$3,774,612	\$7,534,067	2.9%	\$3,759,455	99.6%
VP for Strategy & Measurement	\$855,456	\$962,903	0.4%	\$107,447	12.6%
Financial Planning & Budget	\$31,632,685	\$36,085,209	14.0%	\$4,452,524	14.1%
UNTS Shared Services/AVC Government Relations	\$898,241	\$314,449	0.1%	(\$583,792)	(65.0%)
Total	\$244,457,385	\$258,346,551	100.0%	\$13,889,166	5.7%

UNT | HEALTHTM
SCIENCE CENTER



FY15 Preliminary Budget Proposal

SUMMARY
NOTES - FY2015 VARIANCES
REVENUE ANALYSIS
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UNT HEALTH
SCIENCE CENTER
SUMMARY

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2015 Proposed Budget	\$ Change (FY15 Bud-FY14 Bud)	% Change	FY15 Variance Reference
REVENUE								
State Appropriations - General Revenue	\$72,194,783	\$68,640,290	\$63,674,794	\$83,245,759	\$84,576,147	\$1,330,388	1.6%	
Tuition and Fees	\$16,538,694	\$21,385,346	\$23,424,121	\$24,193,420	\$26,677,154	\$2,483,734	10.3%	1
Contracts and Grants	\$61,536,250	\$66,583,653	\$72,349,264	\$62,700,665	\$62,897,979	\$197,314	0.3%	
Financial Aid Programs	\$448,683	\$488,509	\$499,586	\$435,892	\$460,435	\$24,543	5.6%	
HEAF	\$8,771,265	\$8,771,265	\$8,771,265	\$8,771,265	\$8,771,265	\$0	0.0%	
Gift Income	\$305,002	\$207,867	\$906,445	\$443,068	\$3,460,239	\$3,017,171	681.0%	2
Net Sales and Services of Educational Activities	\$8,017,975	\$2,428,553	\$1,675,694	\$1,803,003	\$1,629,299	(\$173,704)	(9.6%)	
Net Sales and Services of Medical Activities	\$55,123,833	\$52,608,052	\$50,317,832	\$57,643,866	\$61,003,501	\$3,359,635	5.8%	
Net Auxiliary Enterprises	\$407,145	\$443,260	\$427,710	\$376,184	\$460,236	\$84,052	22.3%	
Net Inter-collegiate Athletics	\$0	\$0	\$0	\$0	\$0	\$0		
Net Investment/Interest Income	\$2,812,966	\$2,875,060	\$3,544,892	\$4,523,941	\$3,664,026	(\$859,915)	(19.0%)	3
Other Operating Income	\$608,637	\$540,936	\$2,396,118	\$10,919,929	\$11,867,199	\$947,270	8.7%	
Reserves	\$1,000,000	\$8,300,229	\$8,815,672	\$1,418,715	\$7,464,305	\$6,045,590	426.1%	4
Transfers	(\$5,181,574)	(\$11,545,163)	(\$11,245,890)	(\$12,018,322)	(\$14,585,234)	(\$2,566,912)	21.4%	
Total Revenue	\$222,583,659	\$221,727,857	\$225,557,503	\$244,457,385	\$258,346,551	\$13,889,166	5.7%	
EXPENDITURES								
Faculty Salaries	\$58,016,846	\$57,895,864	\$60,909,846	\$64,258,231	\$70,226,832	\$5,968,601	9.3%	
Staff Salaries	\$48,566,004	\$48,223,485	\$50,121,193	\$52,968,371	\$58,229,090	\$5,260,719	9.9%	
Wages	\$9,151,178	\$11,693,946	\$11,683,800	\$13,710,281	\$12,562,756	(\$1,147,525)	(8.4%)	
Benefits	\$23,608,898	\$23,937,659	\$25,592,267	\$27,416,784	\$30,119,387	\$2,702,603	9.9%	
Scholarships & Financial Aid (net of discounts)	\$2,327,043	\$2,203,717	\$2,956,990	\$2,781,539	\$4,068,718	\$1,287,179	46.3%	5
Maintenance & Operations	\$49,682,043	\$52,703,139	\$54,467,817	\$66,539,326	\$65,609,392	(\$929,934)	(1.4%)	
Utilities	\$2,874,152	\$2,106,439	\$2,222,046	\$2,026,042	\$2,196,562	\$170,520	8.4%	
Capital Outlay	\$4,035,866	\$5,242,024	\$3,600,290	\$5,362,698	\$5,890,451	\$527,753	9.8%	
Debt Service	\$7,288,078	\$7,302,663	\$9,394,587	\$9,394,113	\$9,443,363	\$49,250	0.5%	
Total Expenditures	\$205,550,108	\$211,308,936	\$220,948,833	\$244,457,385	\$258,346,551	\$13,889,166	5.7%	
Surplus (Deficit)	\$17,033,551	\$10,418,921	\$4,608,670	\$0	\$0	\$0	0.0%	
Budgeted FTE's - Faculty and Staff								
Faculty	339.75	418.35	441.81	480.05	434.48			
Administrative and Professional	326.09	355.00	369.89	405.34	508.61			
Classified	782.37	833.73	782.08	826.25	637.10			
Other	2.00	2.00	2.00	0.25	1.28			
Total Approved Budgeted FTE's	1,450.21	1,609.08	1,595.78	1,711.89	1,581.47			

UNT | HEALTH
SCIENCE CENTER
NOTES - FY2015 VARIANCES

Explanations of FY2015 Variances		
#	Item	Notes
1-	Tuition and Fees	This variance is due to increased enrollment, which includes the newly-approved pharmacy program.
2-	Gift Income	Gifts to the Foundaiton are expected to increase at HSC while the Foundation is awaiting its Letter of Determination, specifying it is a tax-exempt organization. This is a result of the recent, external audit which recommended HSC Foundation seek its own tax ID number and corresponding tax-exempt status.
3-	Net Investment/Interest Income	The distributions from the Long Term Pool have been lower than was budgeted in FY 2014. As a result, HSC has had to reassess the FY 2015 distributions.
4-	Reserves	As a result of the HSC's position in obtaining debt financing, the institution has gone through a Strategic Planning process and will repurpose current operating funds to renovate facilites needed to gain Pharmacy accreditation, support Research and expand clinical operations, to meet increasing system-wide costs, and to fund the institution's own strategic initiatives.
5-	Scholarships & Financial Aid (net of discounts)	The distribution of student financial support is expected to increase due to new and continued growth of academic programs.

UNT HEALTH
SCIENCE CENTER
REVENUE ANALYSIS

Method of Financing	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2015 Proposed Budget	\$ Change (FY15 Bud-FY14 Bud)	% Change
State Appropriations - General Revenue							
State Appropriations - Basic State Funding	\$67,564,129	\$59,235,376	\$53,886,456	\$73,020,139	\$73,116,490	\$96,351	0.1%
State Appropriations - State Paid Benefits	\$9,588,242	\$9,404,914	\$9,788,338	\$10,225,620	\$11,459,657	\$1,234,037	12.1%
State Appropriations - Reductions	<u>(\$4,957,588)</u>	\$0			\$0	\$0	-
Subtotal, State Appropriations - General Revenue	\$72,194,783	\$68,640,290	\$63,674,794	\$83,245,759	\$84,576,147	\$1,330,388	1.6%
Tuition and Fees							
Tuition - Statutory	\$8,576,701	\$9,548,860	\$10,655,216	\$10,349,752	\$11,297,708	\$947,956	9.2%
Tuition - Designated	\$5,643,812	\$7,150,800	\$8,586,004	\$9,762,441	\$10,314,379	\$551,938	5.7%
Discounts and Allowances - Tuition	<u>(\$1,164,240)</u>	<u>(\$1,405,321)</u>	<u>(\$1,855,318)</u>	<u>(\$2,162,193)</u>	<u>(\$2,396,058)</u>	<u>(\$233,865)</u>	10.8%
Fees	\$3,571,439	\$6,205,610	\$6,096,788	\$6,348,860	\$7,610,347	\$1,261,487	19.9%
Discounts and Allowances - Fees	<u>(\$89,018)</u>	<u>(\$114,603)</u>	<u>(\$58,569)</u>	<u>(\$105,440)</u>	<u>(\$149,222)</u>	<u>(\$43,782)</u>	41.5%
Subtotal, Tuition and Fees	\$16,538,694	\$21,385,346	\$23,424,121	\$24,193,420	\$26,677,154	\$2,483,734	10.3%
Contracts and Grants							
Federal	\$48,478,551	\$47,222,331	\$50,880,302	\$44,191,992	\$42,762,000	<u>(\$1,429,992)</u>	<u>(3.2%)</u>
State	\$2,208,167	\$2,727,461	\$2,489,654	\$3,451,365	\$2,499,764	<u>(\$951,601)</u>	<u>(27.6%)</u>
Private	<u>\$10,849,532</u>	<u>\$16,633,861</u>	<u>\$18,979,308</u>	<u>\$15,057,308</u>	<u>\$17,636,215</u>	<u>\$2,578,907</u>	<u>17.1%</u>
Subtotal, Contracts and Grants	\$61,536,250	\$66,583,653	\$72,349,264	\$62,700,665	\$62,897,979	\$197,314	0.3%
Financial Aid Programs	\$448,683	\$488,509	\$499,586	\$435,892	\$460,435	\$24,543	5.6%
HEAF	\$8,771,265	\$8,771,265	\$8,771,265	\$8,771,265	\$8,771,265	\$0	0.0%
Gift Income	\$305,002	\$207,867	\$906,445	\$443,068	\$3,460,239	\$3,017,171	681.0%
Net Sales and Services of Educational Activities	\$8,017,975	\$2,428,553	\$1,675,694	\$1,803,003	\$1,629,299	<u>(\$173,704)</u>	<u>(9.6%)</u>
Net Sales and Services of Medical Activities	\$55,123,833	\$52,608,052	\$50,317,832	\$57,643,866	\$61,003,501	\$3,359,635	5.8%
Net Auxiliary Enterprises	\$407,145	\$443,260	\$427,710	\$376,184	\$460,236	\$84,052	22.3%
Net Inter-collegiate Athletics					\$0	\$0	
Net Investment/Interest Income	\$2,812,966	\$2,875,060	\$3,544,892	\$4,523,941	\$3,664,026	<u>(\$859,915)</u>	<u>(19.0%)</u>
Other Operating Income	\$608,637	\$540,936	\$2,396,118	\$10,919,929	\$11,867,199	\$947,270	8.7%
Reserves	\$1,000,000	\$8,300,229	\$8,815,672	\$1,418,715	\$7,464,305	\$6,045,590	426.1%
Transfers							
Intrasystem Transfers In/Out	<u>(\$1,508,155)</u>	<u>(\$5,393,171)</u>	<u>(\$7,743,848)</u>	<u>(\$7,938,722)</u>	<u>(\$7,963,234)</u>	<u>(\$24,512)</u>	0.3%
Transfer to Plant Funds for Capital Projects	<u>(\$3,673,419)</u>	<u>(\$6,151,992)</u>	<u>(\$3,502,042)</u>	<u>(\$4,079,600)</u>	<u>(\$6,622,000)</u>	<u>(\$2,542,400)</u>	62.3%
Subtotal, Transfers	<u>(\$5,181,574)</u>	<u>(\$11,545,163)</u>	<u>(\$11,245,890)</u>	<u>(\$12,018,322)</u>	<u>(\$14,585,234)</u>	<u>(\$2,566,912)</u>	21.4%
Total Revenue	\$222,583,659	\$221,727,857	\$225,557,503	\$244,457,385	\$258,346,551	\$13,889,166	5.7%

UNT HEALTH
SCIENCE CENTER
EXPENDITURE ANALYSIS

Expenditures	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2015 Proposed Budget	\$ Change (FY15 Bud-FY14 Bud)	% Change
Faculty Salaries	\$58,016,846	\$57,895,864	\$60,909,846	\$64,258,231	\$70,226,832	\$5,968,601	9.3%
Staff Salaries	\$48,566,004	\$48,223,485	\$50,121,193	\$52,968,371	\$58,229,090	\$5,260,719	9.9%
Wages	\$9,151,178	\$11,693,946	\$11,683,800	\$13,710,281	\$12,562,756	(\$1,147,525)	(8.4%)
Benefits	\$23,608,898	\$23,937,659	\$25,592,267	\$27,416,784	\$30,119,387	\$2,702,603	9.9%
Scholarships & Financial Aid (net of discounts)	\$2,327,043	\$2,203,717	\$2,956,990	\$2,781,539	\$4,068,718	\$1,287,179	46.3%
Maintenance & Operations	\$49,682,043	\$52,703,139	\$54,467,817	\$66,539,326	\$65,609,392	(\$929,934)	(1.4%)
Utilities	\$2,874,152	\$2,106,439	\$2,222,046	\$2,026,042	\$2,196,562	\$170,520	8.4%
Capital Outlay	\$4,035,866	\$5,242,024	\$3,600,290	\$5,362,698	\$5,890,451	\$527,753	9.8%
Debt Service	\$7,288,078	\$7,302,663	\$9,394,587	\$9,394,113	\$9,443,363	\$49,250	0.5%
Total Expenditures	\$205,550,108	\$211,308,936	\$220,948,833	\$244,457,385	\$258,346,551	\$13,889,166	5.7%



FY 2015 Proposed Budget by Funding Source

	Educational and General	Designated	Auxiliary Enterprises	Restricted	Total
Revenues - Estimated Income					
State Appropriations - General Revenue	\$84,576,147				\$84,576,147
Tuition and Fees	\$9,716,029	\$16,961,125			\$26,677,154
Contracts and Grants	\$1,097,064	\$30,625,100		\$31,175,815	\$62,897,979
Financial Aid Programs				\$460,435	\$460,435
HEAF	\$8,771,265				\$8,771,265
Gift Income				\$3,460,239	\$3,460,239
Net Sales and Services of Educational Activities		\$1,629,299			\$1,629,299
Net Sales and Services of Medical Activities		\$61,003,501			\$61,003,501
Net Auxiliary Enterprises			\$460,236		\$460,236
Net Inter-collegiate Athletics			\$0		\$0
Net Investment/Interest Income		\$3,664,026			\$3,664,026
Other Operating Income		\$11,867,199			\$11,867,199
Reserves		\$7,464,305			\$7,464,305
Total Revenue	<u>\$104,160,505</u>	<u>\$133,214,555</u>	<u>\$460,236</u>	<u>\$35,096,489</u>	<u>\$272,931,785</u>
Transfers					
Intrasystem Transfers In/(Out)	(\$2,700,000)	(\$5,263,234)			(\$7,963,234)
Interfund Transfers In/(Out)					\$0
Transfer to Plant Funds for Capital Projects	(\$1,097,020)	(\$5,524,980)			(\$6,622,000)
Total Transfers	<u>(\$3,797,020)</u>	<u>(\$10,788,214)</u>	<u>\$0</u>	<u>\$0</u>	<u>(\$14,585,234)</u>
Total Funding All Sources	<u>\$100,363,485</u>	<u>\$122,426,341</u>	<u>\$460,236</u>	<u>\$35,096,489</u>	<u>\$258,346,551</u>
Expenses					
Faculty Salaries	\$28,094,694	\$37,335,461		\$4,796,677	\$70,226,832
Staff Salaries	\$29,808,096	\$20,436,665	\$167,982	\$7,816,347	\$58,229,090
Wages	\$3,379,025	\$7,464,843	\$49,966	\$1,668,922	\$12,562,756
Benefits	\$12,909,194	\$13,896,509	\$60,428	\$3,253,256	\$30,119,387
Scholarships and Financial Aid (net of discounts)	\$516,029	\$2,225,322		\$1,327,367	\$4,068,718
Maintenance and Operations	\$12,058,480	\$37,478,270	\$181,860	\$15,890,782	\$65,609,392
Utilities		\$2,196,562			\$2,196,562
Capital Outlay	\$4,154,604	\$1,392,709		\$343,138	\$5,890,451
Debt Service	\$9,443,363				\$9,443,363
Total Expenses	<u>\$100,363,485</u>	<u>\$122,426,341</u>	<u>\$460,236</u>	<u>\$35,096,489</u>	<u>\$258,346,551</u>
Estimated Surplus/(Deficit)	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

UNT HEALTH
SCIENCE CENTER
Expenditure Budget by Functional Area

Operating Expenditures	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY2015 Proposed Budget	% of Budget	\$ Change (FY15 Bud-FY14 Bud)	% Change
Texas College of Osteopathic Medicine	\$22,556,726	\$25,008,552	\$25,897,744	\$31,860,278	\$29,412,410	11.4%	(\$2,447,868)	(7.7%)
Graduate School of Biomedical Sciences	\$32,250,708	\$33,471,914	\$31,946,184	\$34,251,921	\$33,825,728	13.1%	(\$426,193)	(1.2%)
School of Public Health	\$6,805,704	\$7,982,119	\$10,752,456	\$10,973,274	\$13,222,910	5.1%	\$2,249,636	20.5%
School of Health Professions	\$2,190,628	\$3,100,788	\$3,076,416	\$3,344,222	\$3,592,852	1.4%	\$248,630	7.4%
College of Pharmacy	\$0	\$673,629	\$2,638,471	\$6,791,750	\$7,642,558	3.0%	\$850,808	12.5%
EVP Academic Affairs & Provost	\$20,224,225	\$22,842,303	\$21,728,581	\$22,721,846	\$15,055,318	5.8%	(\$7,666,528)	(33.7%)
Chief Operating Officer	\$20,224,225	\$0	\$0	\$0	\$2,759,893	1.1%	\$2,759,893	
VP for Administration	\$2,946,399	\$2,733,214	\$1,875,451	\$2,026,209	\$3,954,258	1.5%	\$1,928,049	95.2%
VP for Finance, CFO	\$5,959,415	\$2,570,041	\$2,602,121	\$2,784,613	\$2,523,710	1.0%	(\$260,903)	(9.4%)
VP for Operations	\$5,206,030	\$5,694,976	\$6,879,555	\$6,527,404	\$6,912,603	2.7%	\$385,199	5.9%
EVP for Clinical Affairs, CEO UNT Health	\$78,115,615	\$77,847,958	\$78,817,211	\$82,693,229	\$90,933,542	35.2%	\$8,240,313	10.0%
VP for Research & Biotechnology	\$2,374,458	\$2,801,502	\$2,998,748	\$3,321,645	\$3,614,140	1.4%	\$292,495	8.8%
SVP for Community Engagement	\$3,054,617	\$2,726,754	\$3,296,485	\$3,774,612	\$7,534,067	2.9%	\$3,759,455	99.6%
VP for Strategy & Measurement	\$811,366	\$801,306	\$852,676	\$855,456	\$962,903	0.4%	\$107,447	12.6%
Financial Planning & Budget	\$22,424,661	\$22,273,083	\$26,045,761	\$31,632,685	\$36,085,209	14.0%	\$4,452,524	14.1%
UNTS Shared Services/AVC Government Relations	\$629,556	\$780,797	\$1,540,975	\$898,241	\$314,449	0.1%	(\$583,792)	(65.0%)
Total	\$225,774,333	\$211,308,936	\$220,948,833	\$244,457,385	\$258,346,551	100.0%	\$13,889,166	5.7%

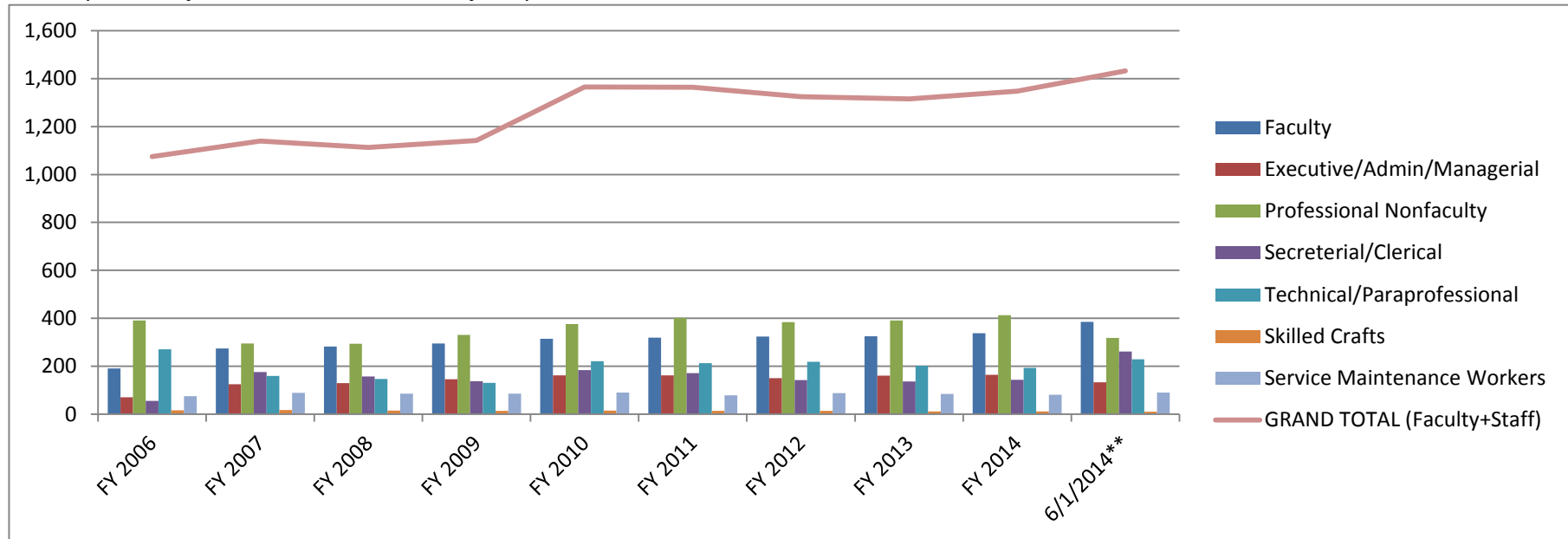
UNT HEALTH SCIENCE CENTER

Faculty and Staff FTE Analysis (Actuals)

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	6/1/2014**
Faculty	192	274	282	295	315	320	325	325	338	386
Executive/Admin/Managerial	71	125	130	146	163	163	151	161	165	133
Professional Nonfaculty	391	295	294	331	376	402	385	392	413	319
Secreterial/Clerical	56	177	158	138	184	172	143	137	144	262
Technical/Paraprofessional	271	160	147	131	221	214	219	203	193	230
Skilled Crafts	17	18	16	14	15	14	14	12	12	11
Service Maintenance Workers	76	90	86	86	91	80	88	85	82	91
GRAND TOTAL (Faculty+Staff)	1,074	1,139	1,113	1,142	1,365	1,363	1,324	1,315	1,348	1,432

*FTE data as of September 1st of each fiscal year.

**Faculty FTE data for 6/1/2014 does not include faculty on 9-month contracts.



University of North Texas FY 2015 Preliminary Working Budget

Presented By

Neal Smatresk, President

Bob Brown, VP for Finance and Administration

Budgetary Principles

- **Establish an expenditure budget that does not require 100% of available revenues**
- **Non-academic units cut by 3% of Education and General revenue**
- **Academic units cut by 2% of Education and General revenue**

Budgetary Principles (cont'd)

- **Cuts were not across the board**
- **Protect core enrollment components and academic infrastructure. No budget cuts for Admissions, Financial Aid, or Registrar.**

Budgetary Principles (cont'd)

- Revisit previous allocations of revenue from HEAF, fees, and auxiliary funding
 - Reassign tuition dollars formerly used for capital projects
 - Establish a tiered overhead charge to fee and auxiliary services, where allowable
 - True-up State benefits formula

FY2012 - FY 2015 Revenue and Expenditures Trend

	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected as of Q2	FY 2015 Proposed Budget	\$ Change (FY15 Bud-FY14 Proj)	% Change
REVENUE						
State Appropriations - General Revenue	\$123,769,550	\$118,928,750	\$125,419,336	\$115,440,366	(\$9,978,970)	(8.0%)
Tuition and Fees	\$205,566,562	\$213,079,441	\$233,852,077	\$249,076,236	\$15,224,159	7%
Contracts and Grants	\$44,224,581	\$43,661,269	\$39,217,447	\$33,000,000	(\$6,217,447)	(16%)
Financial Aid Programs	\$64,050,894	\$72,439,478	\$76,149,470	\$75,846,378	(\$303,092)	(0%)
HEAF	\$27,846,476	\$27,066,476	\$27,066,476	\$27,066,476	\$0	0%
Gift Income	\$15,998,604	\$7,135,443	\$7,169,146	\$7,441,000	\$271,854	4%
Net Sales and Services of Educational Activities	\$1,543,907	\$7,653,418	\$551,016	\$436,176	(\$114,839)	(21%)
Net Sales and Services of Medical Activities	\$0	\$0	\$0	\$0	\$0	
Net Auxiliary Enterprises	\$58,716,926	\$58,663,756	\$59,414,539	\$73,845,695	\$14,431,157	24%
Net Inter-collegiate Athletics	\$7,867,626	\$8,042,528	\$8,046,589	\$8,295,022	\$248,433	3%
Net Investment/Interest Income	\$940,369	\$6,805,922	\$513,352	\$2,295,000	\$1,781,648	347%
Other Operating Income	\$126,459	\$12,632,592	\$12,840,936	\$1,513,335	(\$11,327,601)	(88%)
Reserves	\$0	\$10,000,000	\$2,816,100	\$0	(\$2,816,100)	(100%)
Transfers	(\$40,121,091)	(\$47,294,773)	(\$51,002,398)	(\$48,454,031)	\$2,548,366	(5%)
Total Revenue	\$510,530,862	\$538,814,301	\$542,054,086	\$545,801,653	\$3,747,568	0.7%
EXPENDITURES						
Faculty Salaries	\$115,842,688	\$111,507,556	\$105,018,189	\$112,929,134	\$7,910,944	8%
Staff Salaries	\$112,722,364	\$124,875,102	\$117,723,016	\$109,595,766	(\$8,127,251)	(7%)
Wages	\$26,616,917	\$27,575,484	\$27,498,467	\$21,919,384	(\$5,579,083)	(20%)
Benefits	\$63,222,751	\$66,300,022	\$66,073,844	\$42,621,462	(\$23,452,382)	(35%)
Scholarships and Financial Aid (net of discounts)	\$54,984,048	\$67,108,324	\$72,020,896	\$75,288,072	\$3,267,176	5%
Maintenance and Operations	\$93,820,670	\$95,505,790	\$102,683,390	\$118,941,122	\$16,257,733	16%
Utilities	\$11,004,189	\$6,196,760	\$5,776,297	\$6,635,156	\$858,859	15%
Capital Outlay	\$17,318,157	\$16,800,727	\$16,448,069	\$17,328,682	\$880,613	5%
Debt Service	\$28,642,983	\$27,975,679	\$28,811,916	\$28,428,968	(\$382,948)	(1%)
Total Expenditures	\$524,174,767	\$543,845,445	\$542,054,086	\$533,687,746	(\$8,366,339)	(1.5%)
Surplus (Deficit)	(\$13,643,905)	(\$5,031,144)	\$0	\$12,113,907	\$12,113,907	

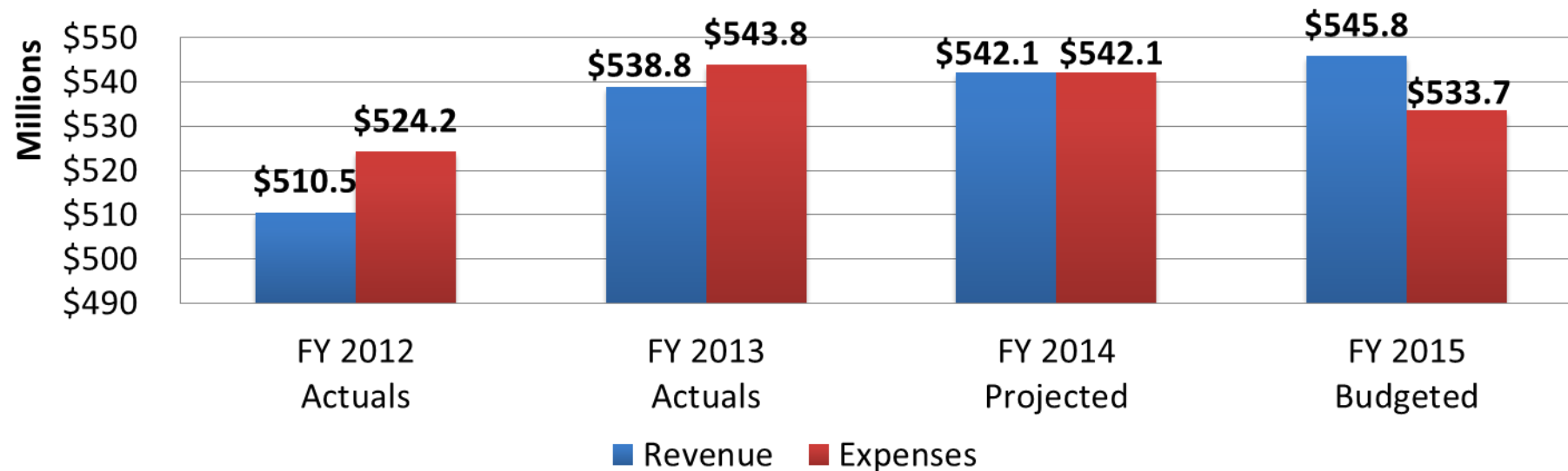
FY2012 - FY 2015 Revenue and Expenditures Trend (cont'd)

Budget to Budget Comparison

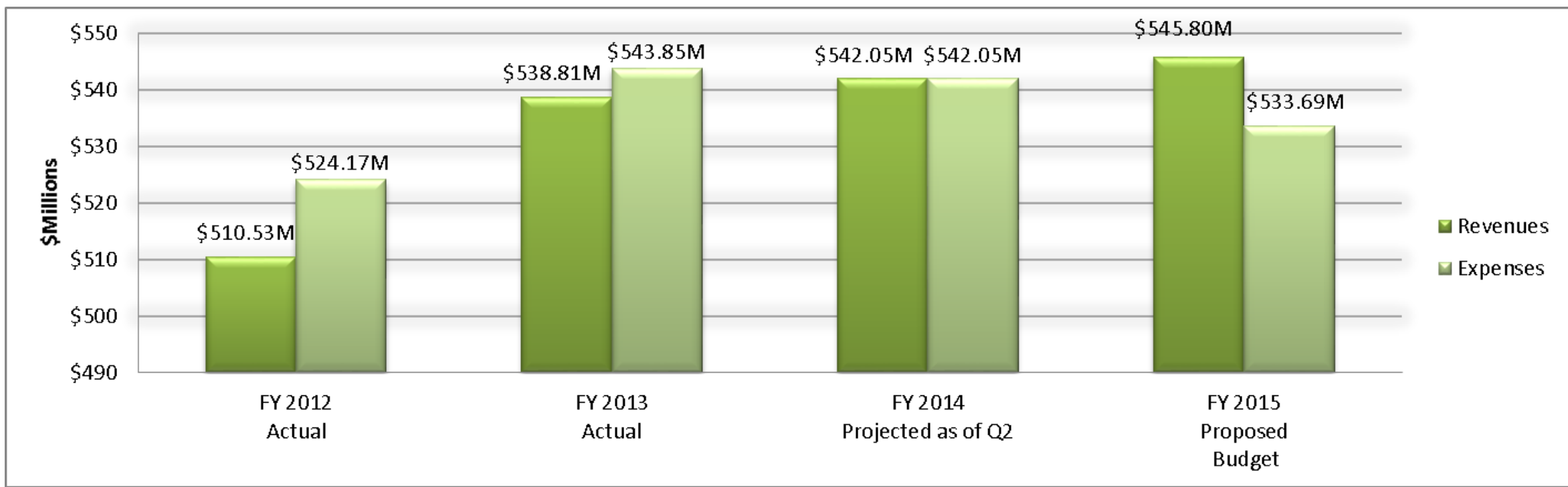
Description	FY 2014 Budget	FY 2015 Proposed	\$ Change FY14-FY15	% Change
Revenue	\$ 596,614,235	\$ 594,255,684	(\$ 2,358,551)	-0.40 %
Transfers	(\$ 51,131,627)	(\$ 48,454,031)	(\$ 2,677,596)	-5.24 %
Funding Available	\$ 545,482,608	\$ 545,801,653	\$ 319,045	0.06 %
Expenses	(\$ 545,482,608)	(\$533,687,746)	(\$11,794,862)	-2.16 %
Surplus (Deficit)	\$0	\$ 12,113,907	\$ 12,113,907	

FY 2012 - FY 2015 Revenue and Expenditures Trend (cont'd)

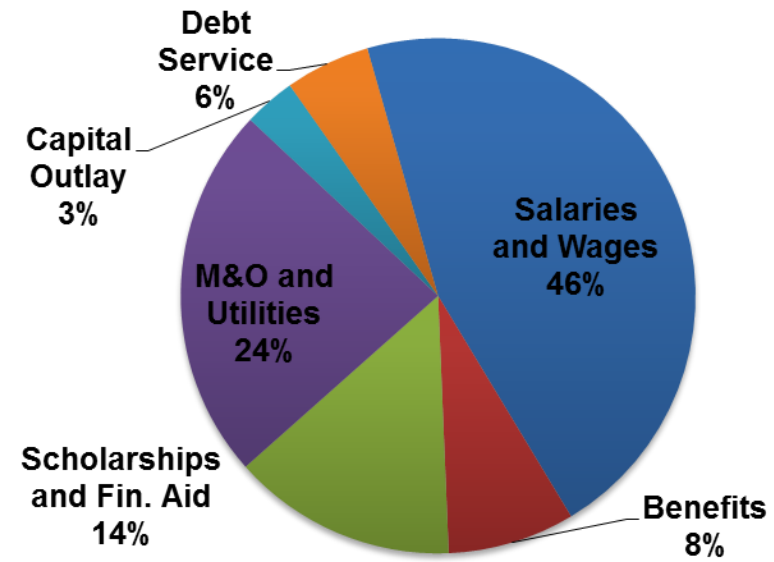
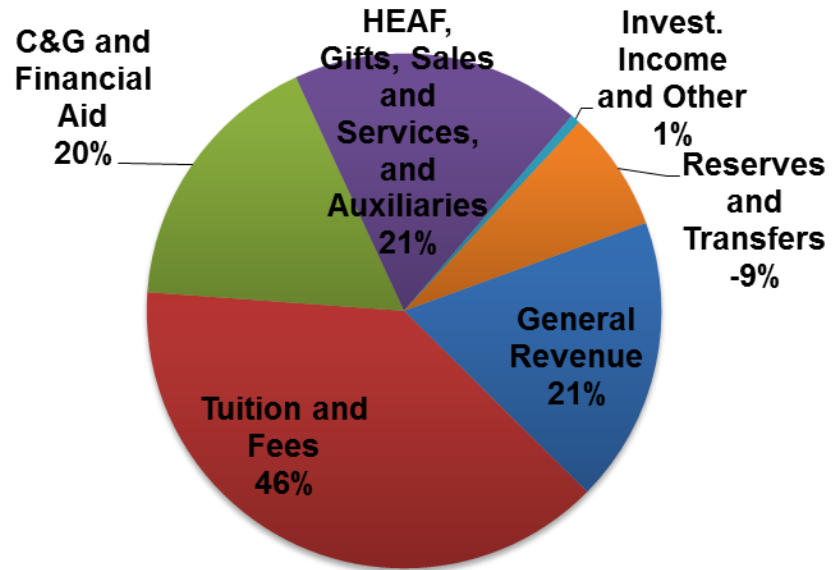
Description	FY 2012 Actuals	FY 2013 Actuals	FY 2014 Projected	FY 2015 Proposed	\$ Change FY14-FY15	% Change
Revenue	\$ 550,651,953	\$ 586,109,704	\$ 593,056,484	\$ 594,255,684	(\$ 2,358,551)	-0.40 %
Transfers	(\$ 40,121,091)	(\$ 47,294,773)	(\$ 51,002,398)	(\$ 48,454,031)	(\$ 2,677,596)	-5.24 %
Funding Available	\$ 510,530,862	\$ 538,814,301	\$ 542,054,086	\$ 545,801,653	\$ 319,045	0.06 %
Expenses	(\$ 524,174,767)	(\$ 543,845,445)	(\$ 542,054,086)	(\$ 533,687,746)	(\$11,794,862)	-2.16 %
Surplus (Deficit)	(\$ 13,643,905)	(\$ 5,031,144)	\$ 0	\$ 12,113,907	\$ 12,113,907	



FY 2012 - FY 2015 Revenue and Expenditures Trend (cont'd)



FY 2015 Budget Summary



Revenue		
General Revenue	\$ 115,440,366	21%
Tuition and Fees	\$ 249,076,236	46%
C&G and Financial Aid	\$ 108,846,378	20%
HEAF, Gifts, Sales and Services, and Auxiliaries	\$ 117,084,369	21%
Invest. Income and Other	\$ 3,808,335	1%
Reserves and Transfers	(\$ 48,454,031)	-9%
Total	\$ 545,801,653	100%

Expenditures		
Salaries and Wages	\$ 244,444,284	46%
Benefits	\$ 42,621,462	8%
Scholarships and Fin. Aid	\$ 75,288,072	14%
M&O and Utilities	\$ 125,576,278	23%
Capital Outlay	\$ 17,328,682	3%
Debt Service	\$ 28,428,968	6%
Total	\$ 533,687,746	100%

Summary of Budget Activities [Re-appropriations]

- **Salary Administration**
 - **1% for merit**
 - **Cabinet opted out**
 - **Executives: \$0 - \$500**
 - **Faculty & Staff: \$0 - \$1,000**
 - **Beginning November 1, 2014
(contingent upon achieving
revenue goals)**

**Summary of
Budget
Activities**
[Re-appropriations]
(cont'd)

- **Salary Administration (cont'd)**
 - **Establish a minimum salary for Tenure/Tenure Track faculty**
 - **Faculty lines realigned with enrollment trends**

Summary of Budget Activities

[Re-appropriations]
(cont'd)

- Establish funding for VP of Enrollment Management unit
- Establish permanent funding for VP for Community Engagement unit
- Provide one-time funding for graduate scholarship commitment

Summary of Budget Activities

[Re-appropriations]
(cont'd)

- **Establish a Presidential scholarship**
- **Allocate funds for SACS ten-year compliance certification**
- **Establish a call center for Eagle Express tuition program**

Questions?

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FY15 Preliminary Budget Proposal

SUMMARY
NOTES - FY2015 VARIANCES
REVENUE ANALYSIS
EXPENDITURE ANALYSIS
FY2015 PROPOSED BUDGET BY FUNDING SOURCE
EXPENDITURE BUDGET BY FUNCTIONAL AREA
FACULTY AND STAFF FTE ANALYSIS

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	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2015 Proposed Budget	\$ Change (FY15 Bud-FY14 Bud)	% Change	Note #2
REVENUE							
State Appropriations -General Revenue	\$123,769,550	\$118,928,750	\$139,369,597	\$115,440,366	(\$23,929,231)	(17.2%)	1
Tuition and Fees	\$205,566,562	\$213,079,441	\$238,588,002	\$249,076,236	\$10,488,235	4.4%	
Contracts and Grants	\$44,224,581	\$43,661,269	\$33,000,000	\$33,000,000	\$0	0.0%	
Financial Aid Programs	\$64,050,894	\$72,439,478	\$71,794,501	\$75,846,378	\$4,051,877	5.6%	
HEAF	\$27,846,476	\$27,066,476	\$27,066,476	\$27,066,476	\$0	0.0%	
Gift Income	\$15,998,604	\$7,135,443	\$7,532,000	\$7,441,000	(\$91,000)	(1.2%)	
Net Sales and Services of Educational Activities	\$1,543,907	\$7,653,418	\$562,521	\$436,176	(\$126,345)	(22.5%)	2
Net Sales and Services of Medical Activities	\$0	\$0	\$0	\$0	\$0		
Net Auxiliary Enterprises	\$58,716,926	\$58,663,756	\$62,502,219	\$73,845,695	\$11,343,476	18.1%	3
Net Inter-collegiate Athletics	\$7,867,626	\$8,042,528	\$9,314,969	\$8,295,022	(\$1,019,947)	(10.9%)	4
Net Investment/Interest Income	\$940,369	\$6,805,922	\$2,295,000	\$2,295,000	\$0	0.0%	
Other Operating Income	\$126,459	\$12,632,592	\$1,772,850	\$1,513,335	(\$259,515)	(14.6%)	5
Reserves	\$0	\$10,000,000	\$2,816,100	\$0	(\$2,816,100)	(100.0%)	6
Transfers	(\$40,121,091)	(\$47,294,773)	(\$51,131,627)	(\$48,454,031)	\$2,677,596	(5.2%)	
Total Revenue	\$510,530,862.38	\$538,814,301.13	\$545,482,607.96	\$545,801,653	\$319,045	0.1%	
EXPENDITURES							
Faculty Salaries	\$115,842,688	\$111,507,556	\$110,573,994	\$112,929,134	\$2,355,140	2.1%	
Staff Salaries	\$112,722,364	\$124,875,102	\$106,838,287	\$109,595,766	\$2,757,479	2.6%	
Wages	\$26,616,917	\$27,575,484	\$20,786,390	\$21,919,384	\$1,132,994	5.5%	
Benefits	\$63,222,751	\$66,300,022	\$61,225,711	\$42,621,462	(\$18,604,249)	(30.4%)	7
Scholarships and Financial Aid (net of discounts)	\$54,984,048	\$67,108,324	\$73,714,501	\$75,288,072	\$1,573,571	2.1%	
Maintenance and Operations	\$93,820,670	\$95,505,790	\$129,187,971	\$118,941,122	(\$10,246,848)	(7.9%)	
Utilities	\$11,004,189	\$6,196,760	\$6,765,156	\$6,635,156	(\$130,000)	(1.9%)	
Capital Outlay	\$17,318,157	\$16,800,727	\$7,578,682	\$17,328,682	\$9,750,000	128.7%	8
Debt Service	\$28,642,983	\$27,975,679	\$28,811,916	\$28,428,968	(\$382,948)	(1.3%)	
Total Expenditures	\$524,174,767.03	\$543,845,445.04	\$545,482,607.96	\$533,687,746	(\$11,794,862)	(2.2%)	
Surplus (Deficit)	(\$13,643,905)	(\$5,031,144)	\$0	\$12,113,907	\$12,113,907		
FTE's - Faculty and Staff							
Faculty	1,120.39	1,023.64	1,026.89	1,009.18			
Administrative and Professional	318.29	303.12	235.60	227.18			
Classified	2,020.49	1,898.20	2,027.00	2,146.53			
Other							
Total Approved FTE's	3,459.17	3,224.96	3,289.49	3,382.89			

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NOTES - FY 15 Budget

#	Item	Notes
1-	State Appropriations - General Revenue	Reduction in revenue estimate for state paid benefits
2-	Net Sales and Services of Educational Activities	Reduction in revenue estimate for copy center
3-	Net Auxiliary Enterprises	Additional revenue anticipated from increased union fee
4-	Net Intercollegiate Athletics	One time expenditures not budgeted again in FY15
5-	Other Operating Income	Increased revenue anticipated in academic and administrative services
6-	Reserves	No budgeted use of reserves for FY15
7-	Benefits	Change in expenditure source of some employees
8-	Capital Outlay	Increase in union fee will be expended in current year as capital outlay for union project

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REVENUE ANALYSIS

Method of Financing	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2015 Proposed Budget	\$ Change (FY15 Bud-FY14 Bud)	% Change
State Appropriations -General Revenue						
State Appropriations - Basic State Funding	\$95,956,315	\$95,317,804	\$102,347,161	\$95,440,366	(\$6,906,795)	(6.7%)
State Appropriations - State Paid Benefits	\$27,813,235	\$23,610,946	\$37,022,436	\$20,000,000	(\$17,022,436)	(46.0%)
State Appropriations - Reductions	\$0		\$0		\$0	
Subtotal, State Appropriations -General Revenue	\$123,769,550	\$118,928,750	\$139,369,597	\$115,440,366	(\$23,929,231)	(17.2%)
Tuition and Fees						
Tuition - Statutory	\$53,112,969	\$48,627,926	\$48,430,606	\$49,879,052	\$1,448,446	3.0%
Tuition - Designated	\$134,904,509	\$145,527,906	\$162,088,790	\$171,386,000	\$9,297,210	5.7%
Discounts and Allowances - Tuition	(\$43,689,349)	(\$51,520,747)	(\$48,918,087)	(\$51,520,747)	(\$2,602,660)	5.3%
Fees	\$79,775,826	\$92,929,047	\$100,291,217	\$101,816,622	\$1,525,405	1.5%
Discounts and Allowances - Fees	(\$18,537,393)	(\$22,484,691)	(\$23,304,525)	(\$22,484,691)	\$819,834	(3.5%)
Subtotal, Tuition and Fees	\$205,566,562	\$213,079,441	\$238,588,002	\$249,076,236	\$10,488,235	4.4%
Contracts and Grants						
Federal	\$29,124,867	\$30,922,498	\$23,000,000	\$23,000,000	\$0	0.0%
State	\$7,166,924	\$4,451,690	\$2,000,000	\$2,000,000	\$0	0.0%
Private	\$7,932,790	\$8,287,081	\$8,000,000	\$8,000,000	\$0	0.0%
Subtotal, Contracts and Grants	\$44,224,581	\$43,661,269	\$33,000,000	\$33,000,000	\$0	0.0%
Financial Aid Programs	\$64,050,894	\$72,439,478	\$71,794,501	\$75,846,378	\$4,051,877	5.6%
HEAF	\$27,846,476	\$27,066,476	\$27,066,476	\$27,066,476	\$0	0.0%
Gift Income	\$15,998,604	\$7,135,443	\$7,532,000	\$7,441,000	(\$91,000)	(1.2%)
Net Sales and Services of Educational Activities	\$1,543,907	\$7,653,418	\$562,521	\$436,176	(\$126,345)	(22.5%)
Net Sales and Services of Medical Activities						
Net Auxilliary Enterprises	\$58,716,926	\$58,663,756	\$62,502,219	\$73,845,695	\$11,343,476	18.1%
Net Inter-collegiate Athletics	\$7,867,626	\$8,042,528	\$9,314,969	\$8,295,022	(\$1,019,947)	(10.9%)
Net Investment/Interest Income	\$940,369	\$6,805,922	\$2,295,000	\$2,295,000	\$0	0.0%
Other Operating Revenues	\$126,459	\$12,632,592	\$1,772,850	\$1,513,335	(\$259,515)	(14.6%)
Reserves		\$10,000,000	\$2,816,100	\$0	(\$2,816,100)	(100.0%)
Transfers						
Intrasystem Transfers In/(Out)	(\$19,007,316)	(\$26,180,998)	(\$30,017,852)	(\$29,090,256)	\$927,596	(3.1%)
Transfer to Plant Funds for Capital Projects	(\$21,113,775)	(\$21,113,775)	(\$21,113,775)	(\$19,363,775)	\$1,750,000	(8.3%)
Subtotal, Transfers	(\$40,121,091)	(\$47,294,773)	(\$51,131,627)	(\$48,454,031)	\$2,677,596	(5.2%)
Total Revenue	\$510,530,862	\$538,814,301	\$545,482,608	\$545,801,653	\$319,045	0.1%

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EXPENDITURE ANALYSIS

Expenditures	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2015 Proposed Budget	\$ Change (FY15 Bud-FY14 Bud)	% Change
Faculty Salaries	\$115,842,688	\$111,507,556	\$110,573,994	\$112,929,134	\$2,355,140	2.1%
Staff Salaries	\$112,722,364	\$124,875,102	\$106,838,287	\$109,595,766	\$2,757,479	2.6%
Wages	\$26,616,917	\$27,575,484	\$20,786,390	\$21,919,384	\$1,132,994	5.5%
Benefits	\$63,222,751	\$66,300,022	\$61,225,711	\$42,621,462	(\$18,604,249)	(30.4%)
Scholarships and Financial Aid (net of discounts)	\$54,984,048	\$67,108,324	\$73,714,501	\$75,288,072	\$1,573,571	2.1%
Maintenance and Operations	\$93,820,670	\$95,505,790	\$129,187,971	\$118,941,122	(\$10,246,848)	(7.9%)
Utilities	\$11,004,189	\$6,196,760	\$6,765,156	\$6,635,156	(\$130,000)	(1.9%)
Capital Outlay	\$17,318,157	\$16,800,727	\$7,578,682	\$17,328,682	\$9,750,000	128.7%
Debt Service	\$28,642,983	\$27,975,679	\$28,811,916	\$28,428,968	(\$382,948)	(1.3%)
Total Expenditures	\$524,174,767	\$543,845,445	\$545,482,608	\$533,687,746	(\$11,794,862)	(2.2%)



FY 2015 Proposed Budget by Fund Group

Description	Educational and General	Designated	Auxiliary Enterprises	Restricted	Total
Revenues - Estimated Income					
State Appropriations - General Revenue	\$115,440,366				\$115,440,366
Tuition and Fees	\$43,029,147	\$206,047,089			\$249,076,236
Contracts and Grants				\$33,000,000	\$33,000,000
Financial Aid Programs	\$26,290,799			\$49,555,579	\$75,846,378
HEAF	\$27,066,476				\$27,066,476
Gift Income		\$6,550,000		\$891,000	\$7,441,000
Net Sales and Services of Educational Activities	\$436,176				\$436,176
Net Sales and Services of Medical Activities					\$0
Net Auxiliary Enterprises			\$73,845,695		\$73,845,695
Net Inter-collegiate Athletics		\$8,295,022			\$8,295,022
Net Investment/Interest Income	\$220,000	\$1,825,000		\$250,000	\$2,295,000
Other Operating Income	\$81,304	\$1,432,030			\$1,513,334
Reserve Draw					\$0
Total Revenue	\$212,564,268	\$224,149,141	\$73,845,695	\$83,696,579	\$594,255,684
Transfers					
Intrasystem Transfers In/(Out)	(\$12,440,000)	(\$16,650,256)			(\$29,090,256)
Interfund Transfers In/(Out)					\$0
Transfer to Plant Funds for Capital Projects	(\$19,363,775)				(\$19,363,775)
Total Transfers	(\$31,803,775)	(\$16,650,256)	\$0	\$0	(\$48,454,031)
Total Funding Available	\$180,760,493	\$207,498,885	\$73,845,695	\$83,696,579	\$545,801,652
Expenses					
Faculty Salaries	\$112,929,134				\$112,929,134
Staff Salaries	\$60,645,082	\$33,725,691	\$15,224,993		\$109,595,766
Wages	\$3,144,449	\$13,421,635	\$5,353,300		\$21,919,384
Benefits	\$40,800,000	\$1,821,462			\$42,621,462
Scholarships and Financial Aid (net of discounts)	\$20,100,079	\$5,632,414		\$49,555,579	\$75,288,072
Maintenance and Operations	(\$24,824,454)	\$79,371,717	\$30,252,859	\$34,141,000	\$118,941,122
Utilities		\$6,635,156			\$6,635,156
Capital Outlay		\$9,328,682	\$8,000,000		\$17,328,682
Debt Service	\$8,423,875	\$11,656,673	\$8,348,420		\$28,428,968
Total Expenses	\$221,218,165	\$161,593,431	\$67,179,572	\$83,696,579	\$533,687,746
Estimated Net Change in Fund Balance	(\$40,457,672)	\$45,905,454	\$6,666,124	\$0	\$12,113,906



Expenditure Budget by Functional Area

Operating Expenditures	FY 2012 Actual	FY2013 Actual	FY 2014 Budget	FY 2015 Proposed Budget	% of Budget	\$ Change (FY15 Bud-FY14 Bud)	% Change
Office of the President	\$2,655,671	\$2,582,742	\$1,891,443	\$2,319,964	0.4%	428,521	22.7%
Athletics	16,510,542	18,570,481	22,415,318	18,213,594	3.4%	(4,201,724)	(18.7%)
VP Equity & Diversity	1,060,311	1,154,559	1,056,818	1,047,212	0.2%	(9,606)	(0.9%)
VP University Communications & Marketing	7,791,330	8,864,493	3,312,577	8,819,566	1.7%	5,506,989	166.2%
VP Finance & Administration	95,680,969	97,331,550	94,258,445	77,601,736	14.5%	(16,656,709)	(17.7%)
Provost & VP Academic Affairs	36,000,083	37,038,440	41,812,068	37,219,759	7.0%	(4,592,309)	(11.0%)
Honors College	585,063	611,023	682,529	631,743	0.1%	(50,786)	(7.4%)
Graduate School	1,750,898	1,419,314	1,533,904	1,513,228	0.3%	(20,676)	(1.3%)
College of Arts & Sciences	65,210,672	67,943,747	55,589,353	55,641,287	10.4%	51,934	0.1%
College of Visual Arts & Design	8,120,981	8,192,278	6,917,179	6,986,577	1.3%	69,398	1.0%
School of Journalism	3,234,558	3,406,300	3,364,322	3,255,943	0.6%	(108,379)	(3.2%)
College of Information	8,650,026	7,973,775	4,092,089	4,404,061	0.8%	311,972	7.6%
College of Business	21,240,116	21,055,477	18,544,610	18,446,493	3.5%	(98,117)	(0.5%)
College of Education	17,384,837	17,306,310	15,206,246	15,096,110	2.8%	(110,136)	(0.7%)
College of Merchandising, Hospitality, & Tourism	3,799,636	3,807,948	3,292,742	3,317,818	0.6%	25,076	0.8%
College of Music	15,894,774	15,712,449	13,274,102	12,906,141	2.4%	(367,961)	(2.8%)
College of Public Affairs & Communication	12,593,331	13,437,168	8,342,740	9,497,059	1.8%	1,154,319	13.8%
College of Engineering	15,298,811	18,116,369	13,463,462	13,355,709	2.5%	(107,753)	(0.8%)
VP Research & Economic Development	4,099,721	4,860,757	3,570,387	3,603,789	0.7%	33,402	0.9%
VP Development	4,564,164	4,553,225	4,401,069	4,839,086	0.9%	438,017	10.0%
VP Student Affairs	55,559,521	55,513,386	53,630,737	61,074,512	11.4%	7,443,776	13.9%
VP Info Tech/Chief Info Officer	11,563,958	7,907,489	3,787,583	5,046,697	0.9%	1,259,114	33.2%
Raise Pool & Operating Budget Reserves			4,582,157	2,000,000	0.4%	(2,582,157)	(56.4%)
Reserve for FY2013 raises/FY2014 PS Upgrade			2,816,100	-	0.0%	(2,816,100)	(100.0%)
UNT System Support			30,017,852	30,132,622	5.6%	114,770	0.4%
Scholarships & Financial Aid	54,984,048	67,108,324	71,794,501	75,288,072	14.1%	3,493,571	4.9%
Federal, State & Private Grants & Contracts	31,297,765	31,402,160	33,000,000	33,000,000	6.2%	0	0.0%
Capital Projects					0.0%	0	
Debt Service (not included above)	28,642,983	27,975,679	28,832,277	28,428,968	5.3%	(403,309)	(1.4%)
Total	\$524,174,767	\$543,845,445	\$545,482,608	\$533,687,746	100.0%	(11,794,862)	(2.2%)



Faculty and Staff FTE Analysis

*Amended****

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	3/1/2014	6/1/2014**
Faculty	847	844	884	901	956	991	969	997	986	984	825
Executive/Admin/Managerial	128	135	139	186	297	333	327	332	329	322	329
Professional Nonfaculty	798	835	848	916	912	935	968	881	861	862	1,006
Secreterial/Clerical	433	432	434	571	609	637	605	558	522	530	530
Technical/Paraprofessional	332	334	341	222	182	185	175	142	129	131	129
Skilled Crafts	127	127	133	106	110	111	112	117	111	113	113
Service Maintenance Workers	356	337	318	318	408	395	389	382	335	335	334
GRAND TOTAL (Faculty+Staff)	3,021	3,044	3,097	3,220	3,473	3,586	3,546	3,408	3,272	3,277	3,265

*FTE data as of September 1st of each fiscal year.

**Faculty FTE data for 6/1/2014 does not include faculty on 9-month contracts.

***The Q2 report indicated a faculty FTE number of 1,159 and after further review, it was discovered this included Adjunct Faculty which historically has not been included due to the variability of Adjunct Faculty.

