

## Five-Year Fiscal Sustainability Plan Results

In **2014**, facing declining enrollment and limited state funding, UNC developed the Five-Year Fiscal Sustainability Plan, which set five multiyear targets to address these three areas:

1. Recruiting a broader mix of students
2. Improving persistence to graduation; and
3. Changing operational practices to be more effective and more efficient.

During the plan’s implementation—from fall 2013 to fall 2018—UNC grew enrollment by 6.4 percent (778 students), increased the proportion of graduate enrollment by 3.2 percentage points, and increased undergraduate persistence by 2.4 percentage points—significant accomplishments that reflect the hard work of many people across campus. However, because actual growth was far less than planned, we had to identify significantly more cost-savings than initially anticipated to address our \$10M structural deficit. The good news is that we have limited reserve spending to \$1.1M in our FY20 budget and by July 2020, will no longer be deficit spending.

Results for each of the plan’s five targets are below.

Target 1: Grow enrollment to over 15,000 students by Fall 2018.

	Fall 2013 FY14	Fall 2014 FY15	Fall 2015 FY16	Fall 2016 FY17	Fall 2017 FY18	Fall 2018 FY19
Fall Census Headcount	12,084	11,784	11,936	12,260	12,968	12,862

Target 2: Increase the proportion of graduate students in our total enrollment from 20 percent to 25 percent by Fall 2018.

	Fall 2013 FY14	Fall 2014 FY15	Fall 2015 FY16	Fall 2016 FY17	Fall 2017 FY18	Fall 2018 FY19
UG Headcount	9,710	9,424	9,394	9,503	9,976	9,876
GR Headcount	2,374	2,360	2,542	2,757	2,992	2,986
GR % of total	20%	20%	21.3%	22.5%	23.1%	23.2%

Target 3: Increase the average year-to-year undergraduate persistence rate by 2.8 percentage points by Fall 2018.

	Fall 2013 FY14	Fall 2014 FY15	Fall 2015 FY16	Fall 2016 FY17	Fall 2017 FY18	Fall 2018 FY19
UG Persistence	80.8%	82.1%	83.5%	83.2%	82.3%	83.2%

Target 4: Identify at least \$2.4 million in new sustainable cost savings by the end of fiscal year 2018.

UNC identified a total of \$10.3M in cost savings over the past two fiscal years, including \$3.9M in FY19. The FY20 budget reduces the structural deficit to less than \$4M and limits reserve spending to \$1.1M with temporary measures such as reducing capital expenditures and continuing the 60-day hold on vacant staff positions. We will be able to eliminate the deficit in FY21.

Target 5: Pursue funding to break ground on the Campus Commons in the summer of 2016, and complete the second of two construction phases by the end of 2018.

UNC received \$38M in state capital funding for the Campus Commons, completed construction early this year, and celebrated the grand opening in April.