



MEETING OF THE BOARD OF GOVERNORS
Committee on Budget and Finance

September 15, 2021 at 9:30 a.m.
Via Videoconference and PBS North Carolina Live Stream
University of North Carolina System Office
Center for School Leadership Development, Board Room
Chapel Hill, North Carolina

AGENDA

- A-1. Approval of the July 21, 2021 MinutesJames L. Holmes, Jr.
- A-2. Task Force on Pricing, Flexibility, and Affordability UpdateWendy Floyd Murphy
- A-3. 2021-23 Authorization of Delegated Authority – Allocation of FundsJennifer Haygood
- A-4. FY 2023 All-Funds Budget UpdateJennifer Haygood
- A-5. 2022-23 Tuition and Fees InstructionsJennifer Haygood
- A-6. Briefing on Analysis of UNC System Workforce Trends – Part IIJennifer Haygood
- A-7. Revisions to the UNC System Fees PolicyJennifer Haygood
- A-8. Capital Project Reporting Requirement (G.S. 143C-8-14)..... Katherine Lynn
- A-9. Capital Improvement Projects Katherine Lynn
- A-10. Sale of Special Obligation Bonds – N.C. A&T State University.....Jennifer Haygood
- A-11. Sale of Special Obligation Bonds – UNC CharlotteJennifer Haygood
- A-12. 2020-21 Annual Report of the Committee on Budget and FinanceJennifer Haygood
- A-13. Other BusinessJames L. Holmes, Jr.
- A-14. Adjourn

Additional Information Available:

HEERF Awards and Expenditures through June 30, 2021
FY21 Year-End General Fund Update



DRAFT MINUTES

July 21, 2021

Via Videoconference and PBS North Carolina Live Stream
University of North Carolina System Office
Center for School Leadership Development, Board Room
Chapel Hill, North Carolina

This meeting of the Committee on Budget and Finance was presided over by Chair James L. Holmes, Jr. The following committee members, constituting a quorum, were present in person, by video, or phone: Jimmy Clark, J. Alex Mitchell, Wendy Floyd Murphy, and Lee Roberts. The following committee member was absent: Michael Williford.

Chancellors participating were Robin Cummings, Sheri Everts, and Randy Woodson. Staff members present included Jennifer Haygood, Lindsay McCollum Farling, Katherine Lynn, and others from the UNC System Office.

1. Call to Order and Approval of OPEN Session Minutes (Item A-1)

Chair James L. Holmes, Jr. called the meeting to order at 10:00 a.m., on July 21, 2021, and called for a motion to approve the open session minutes of May 26, 2021, for the joint meeting of the Committee on Budget and Finance and the Committee on Personnel and Tenure as well as for the regular meeting of the Committee on Budget and Finance.

MOTION: Resolved, that the Committee on Budget and Finance approve the open session minutes of May 26, 2021, for the joint meeting of the Committee on Budget and Finance and the Committee on Personnel and Tenure as well as for the regular meeting of the Committee on Budget and Finance, as distributed.

Motion: Lee Roberts

Motion: Carried

2. Revisions to the UNC System Tuition Policy (A-2)

Senior Vice President Jennifer Haygood presented the UNC System Tuition Policy revisions. It was recommended that the existing policy be updated and reorganized so that tuition, fees, and waivers and refunds are addressed in three separate sections of the policy manual. Ms. Haygood stated that the recommended changes will align with the current tuition-setting process. The updated tuition policy would supersede the existing Section 1000.1.1, Establishing Tuition and Fees, and repeal Sections 1000.1.2, 1000.1.3, 1000.1.5, and 1000.1.7, which were either obsolete or are addressed in the amended policy. Changes related to fees and waivers and refunds will be recommended in subsequent meetings.

MOTION: Resolved, that the Committee on Budget and Finance approve the revisions to the UNC System Tuition Policy and recommend them to the full Board of Governors for a vote through the consent agenda at its next meeting.

Motion: Jimmy Clark

Motion carried

3. Report on Need-Based Aid from Tuition 2021-22 (A-3)

Ms. Haygood reviewed the report on Need-Based Aid from Tuition for FY 2021-22. In October 2014, the Board's Working Group on Financial Aid and Tuition recommended several changes. These included the implementation of a limit on need-based aid funded by tuition to a 15 percent maximum of the institution's total base tuition revenue, along with a requirement that institutions report to the Committee on Budget and Finance on an annual basis regarding tuition used for need-based aid. The report confirmed that all institutions complied.

This item was for information only.

4. Capital Improvement Projects – University of North Carolina at Chapel Hill and University of North Carolina School of the Arts (A-4)

Senior Associate Vice President Katherine Lynn presented two new capital improvement project requests for the University of North Carolina at Chapel Hill, including the Neurosciences Research Building Lab Equipment Replacement and Modernization and Parking Deck/Lot and Camera Upgrades with a combined total request of \$3.7 million. In addition, the UNC School of the Arts requested an increased authorization for its Performance Place Renovations in the amount of \$400,000.

MOTION: Resolved, that the Committee on Budget and Finance approve the three capital improvement project requests from UNC-Chapel Hill and the UNC School of the Arts and recommend them to the full Board of Governors for a vote through the consent agenda.

Motion: Lee Roberts

Motion carried

5. Acquisition of Property by Deed and Disposition of Property by Demolition – UNC Pembroke (Item A-5)

Ms. Lynn gave an overview of the acquisition of property by deed and disposition by demolition requested by The University of North Carolina at Pembroke. The request for the authorization includes the acquisition by deed The Lodge at Pembroke and the demolition of the fire-damaged structure. The property consists of eight contiguous parcels totaling approximately 12.18 acres and is located adjacent to the campus. The total appraised value of the eight parcels was \$1,280,000. The negotiated purchase price was \$825,000. The properties would be purchased with \$550,000 from F&A funds and \$275,000 from other trust funds.

MOTION: Resolved, that the Committee on Budget and Finance approve UNC Pembroke’s request for acquisition of property by deed and disposition by demolition and recommend it to the full Board of Governors for a vote through the consent agenda.

Motion: J. Alex Mitchell

Motion carried

6. Sale of Special Obligation Bonds – Fayetteville State University (Item A-6)

Ms. Haygood presented Fayetteville State University’s request for authorization to issue special obligation bonds in a principal amount not to exceed \$21 million. The purpose of the request was for the (1) refunding of callable maturities of FSU’s General Revenue Bonds, Series 2013A, and (2) paying costs of issuance with respect to the 2023 Bonds. It was estimated that the campus could achieve approximately \$3.8 million in net present value savings by refunding the 2013A Bonds, or approximately 19 percent of the par amount refunded, which was based on a cost of funds of approximately 3.2 percent.

MOTION: Resolved, that the Committee on Budget and Finance approve Fayetteville State University’s request for sale of special obligation bonds and recommend it to the full Board of Governors for a vote through the consent agenda.

Motion: Jimmy Clark

Motion carried

7. Sale of Special Obligation Bonds – The University of North Carolina at Greensboro (Item A-7)

Ms. Haygood presented The University of North Carolina at Greensboro’s request for authorization to enter into a forward delivery agreement with Morgan Stanley & Co. LLC under which the Board would commit to issuing special obligation bonds in 2024 in an amount not to exceed \$92.385 million at Morgan Stanley’s option, to be purchased by Morgan Stanley to refund the General Revenue Bonds, Series 2014 maturing on and after April 1, 2025. UNC Greensboro could realize upfront savings of approximately \$11 million, or approximately 11.9 percent of the par amount of the refunded bonds from the forward delivery refunding.

In addition, UNC Greensboro would be authorized to use the proceeds from entering into the Agreement for the following purposes: (1) in the amount of \$10,330,306, plus up to 5 percent of such amount to pay issuance expenses and related costs, to fund The Arts Place at Tate and Gate authorized by S.L. 2021-74 plus any additional amount subsequently approved by the Board and authorized by the Director of the Budget to be used to fund the Special Obligation Project and (2) any remaining amount of the proceeds either to defease the 2014 Bonds maturing before April 1, 2025, or to downsize the 2024 Bonds.

MOTION: Resolved, that the Committee on Budget and Finance approve UNC Greensboro’s request for sale of special obligation bonds and recommend it to the full Board of Governors for a vote through the consent agenda.

Motion: Lee Roberts

Motion carried

8. Sale of Special Obligation Bonds — University of North Carolina Wilmington (Item A-8)

Ms. Haygood presented UNC Wilmington’s request for authorization to issue special obligation bonds in an aggregate principal amount not to exceed \$9.75 million, plus an additional amount not to exceed 5 percent of such principal amount, to finance the construction of the Walton Drive Student Village – Recreational Fields and Facilities on UNCW’s campus and pay costs incurred in connection with the issuance of the 2021 Bonds. The project will be funded from a portion of the existing student debt service fee, which was used to retire debt and will be redirected to the proposed project.

MOTION: Resolved, that the Committee on Budget and Finance approve UNC Wilmington’s request for sale of special obligation bonds and recommend it to the full Board of Governors for a vote through the consent agenda.

Motion: Lee Roberts

Motion carried

9. Sale of Special Obligation Bonds — Winston-Salem State University (Item A-9)

Ms. Haygood presented Winston-Salem State University’s request for authorization to issue special obligation bonds in a principal amount not to exceed \$27 million for the purpose of (1) refunding the callable maturities of WSSU’s General Revenue Bonds, Series 2013, and (2) paying costs of issuance with respect to the 2022 Bonds. Due to the favorable interest rate environment, WSSU estimated that it can achieve approximately \$6 million in net present value savings by refunding the 2013 Bonds, or approximately 24 percent of the par amount refunded, which was based on a cost of funds of approximately 2.5 percent.

MOTION: Resolved, that the Committee on Budget and Finance approve Winston-Salem State University’s request for sale of special obligation bonds and recommend it to the full Board of Governors for a vote through the consent agenda.

Motion: Lee Roberts

Motion carried

10. Other Business (A-10.)

Chair Holmes outlined six priorities for FY2022, four to be handled with the Budget and Finance Committee and two that will be assigned to the Pricing, Flexibility, Affordability Task Force (PFA). These priorities included completion of the All-Funds Budget, State Capital and Infrastructure Fund (SCIF) Projects, Short Session Legislative Budget Priorities, and developing a Millennial Campus policy. The committee will work with PFA on updating the Tuition and Fee policy as well as Cost of Attendance.

There being no further business and without objection, the meeting adjourned at 10:33 a.m.

Michael Williford, Secretary



AGENDA ITEM

A-2. Report from the Task Force on Pricing, Flexibility, and AffordabilityWendy Floyd Murphy

Situation: The committee will hear a report on the work of the Task Force on Pricing, Flexibility, and Affordability.

Background: As the policymaking body for the UNC System, it is important that the Board periodically step back and examine whether the existing approach to tuition and fees aligns with the System's goals for affordability, efficiency, and student success. To this end, the Task Force on Pricing, Flexibility, and Affordability was appointed to undertake a strategic review of tuition and fee policies and identify whether there are reforms that could improve our ability to better serve the interests of our students, taxpayers, and universities. The context for the review will be the Board's commitments to reducing student debt, providing access to a quality university education, and on-time degree completion, as reflected in the UNC System's 2017-2022 strategic plan.

Assessment: The report will provide an update on the Task Force's August meeting, which focused on the issue of total cost of attendance.

Action: This item is for information only.



AGENDA ITEM

A-3. 2021-23 Authorization of Delegated Authority – Allocation of Funds.....Jennifer Haygood

Situation: The 2021-23 State budget may be finalized before the next meeting of the Board of Governors.

Background: Each year when the State budget is finalized, the Committee on Budget and Finance recommends allocations of funds made available by the General Assembly to the Board of Governors.

Assessment: It is recommended that the Committee on Budget and Finance be delegated the authority to allocate funds made available by the General Assembly, if the State budget is ratified prior to the November Board meeting. There will be a special meeting for this purpose and the entire Board will be invited to participate, either in person or via Zoom.

Action: This item requires a vote by the committee and a vote by the full Board of Governors.



AGENDA ITEM

A-4. FY 2023 All-Funds Budget Update.....Jennifer Haygood

Situation: In order to further the financial management of the University of North Carolina System, all constituent institutions are required to develop a comprehensive, all-funds budget for Fiscal Year 2023 and annually thereafter.

Background: North Carolina has a long history of state support for public higher education, resulting in substantial state appropriations and low tuition. For the majority of the System's history, these two revenue sources were the primary revenues that supported System operations. Both of these revenues are considered state General Fund revenues that are governed by strong regulations for budgeting.

UNC System institutions' operations are also supported by various other fund sources, called Institutional Trust Funds in the General Statutes, which are comprised of revenues from auxiliary enterprises, federal grants and contracts, donor funds, and student fees. Historically, these revenues have not been subject to the same formal budgeting requirements. Over time, these Institutional Trust Funds have grown and now comprise half of UNC System revenues. The fact that the UNC System has not operated with a formal budgeting process is an enterprise risk that can and should be addressed.

Assessment: Budgeting is a common best practice for both private and public organizations. At its May 2021 meeting, the Board determined that a comprehensive, all-funds budget is needed to provide the necessary structural foundation for the execution of the University's strategic plan and to ensure the delivery of the System's mission in a financially sustainable manner.

The System Office has been working with campuses to develop a common template and standard budgeting conventions for the new all-funds budget requirement. At its May 2022 meeting, the Board will receive a compilation of the institutions' FY 2023 budgets and narratives describing how the budgets allocate resources to support progress towards strategic goals, improved efficiency, and financial sustainability.

Action: This item is for information only.

UNC SYSTEM FY 2023 ALL-FUNDS BUDGET STATUS UPDATE

***Board of Governors
Committee on Budget and Finance***

September 15, 2021

Why Develop an All-Funds Budget?

- Better align resources with strategic priorities
- Promote stewardship and financial sustainability
- Better understand the impact of discrete decisions on the broader financial picture
- Improve transparency and campus engagement
- Strengthen the fiduciary responsibility of the Boards of Trustees

G.S. 116-1(b) – “...In the fulfillment of this mission, the University shall seek an efficient use of available resources to ensure the highest quality in its service to the citizens of the State.”

All-Funds Budget – Current Status

- **Provided each campus with budget template populated with FY20 actual data**
- **Discussed various technical issues with internal working group comprised of budget and finance staff across the UNC System**
- **Developed standard budgeting conventions to promote consistency across campuses**

All-Funds Budget Guidance to Campuses

- **Budgeting process and campus involvement**
- **Policy priorities:**
 - **Alignment with strategic goals**
 - **Improved efficiency**
 - **Financial sustainability and enterprise risks**
- **Submission requirements:**
 - **Completed budget template**
 - **Budget narrative**
 - **Campus process checklist**



AGENDA ITEM

A-5. 2022-23 Tuition and Fees InstructionsJennifer Haygood

Situation: The annual process for establishing tuition and fees begins with the senior vice president for finance and administration issuing instructions to the institutions for submitting requests for consideration by the Board of Governors. These instructions communicate the parameters that campuses must stay within when developing their requests.

Background: G.S. 116-143 requires that the Board of Governors fix the tuition and fees, not inconsistent with the actions of the General Assembly, at the constituent institutions of the University of North Carolina System.

Assessment: The committee discussion will guide the instructions issued to the constituent institutions, ensuring alignment with committee.

Action: This item is for discussion only.

2022-23 TUITION AND FEES INSTRUCTIONS

**Board of Governors
Committee on Budget and Finance**

September 15, 2021

Constitutional Mandate

“The General Assembly shall provide that the benefits of the University of North Carolina and other public institutions of higher education, as far as practicable, be extended to the people of the State free of expense.”

– NC Constitution – Article IX, Section 9

Purpose of Tuition and Fees

- Tuition supports the general provision of education on a campus. Tuition revenues can be used for faculty and certain staff salaries, academic support, student services, libraries, and other critical needs.
- Fees support specific activities/services and funds generated by fees are restricted to that purpose. Fees differ from tuition in several important ways:
 - Fees are identical for resident and nonresident students.
 - The direct operational expenses of fee-supported activities are funded entirely from fee revenues without any direct state appropriations.

Student Fees Approved by the BOG

- **Mandatory Fees**
 - Athletics
 - Health Services
 - Student Activities
 - Educational and Technology
 - Campus Security
 - Debt Service
 - Association of Student Government (\$1)
- **Special Fees**
- **Application Fees**

Policy/Legislative Requirements for Setting Tuition and Fees

Category	Guidance/Policy/Legislative Requirement
Tuition	
Undergraduate Resident	Bottom quartile of an institution's public peers. Fixed tuition policy prohibits increases on continuously enrolled students. *
Undergraduate Nonresident	Higher than resident rate*, market driven*, and reflect the full cost of providing a quality education.
Graduate and Professional Schools	Consistent with each program's unique market and academic requirements.
Fees	
Mandatory and Debt Service	Maximum allowable percentage increase is capped at 3%. *
Special	Only applicable to students engaged in particular activities or courses of study; cannot be used to supplement general academic revenues.
Application	Board can set different fees according to program needs.

* Statutory requirement

2022-23 Tuition and Fees Instructions

Tuition	Increase Allowed?
Undergraduate Resident	No
Undergraduate Nonresident	Yes
Graduate Resident	No
Graduate Nonresident	Yes
Fees	
Fees	Increase Allowed?
Mandatory Fees (including debt service)	Any proposed increase must be offset by a commensurate decrease to another fee, unless it meets the criteria for an exception
Special Fees	New fees allowed only for new programs of study; increases allowed to existing fees only to cover increases in "pass-through charges"*
Application Fees	No

**Pass-through charges" are fees charged to cover costs levied by a third party (e.g., licensure exam fee).

The Board approved a \$60 campus security fee last year (\$30 increase) at all institutions, except those that would result in a total mandatory fee increase over three percent. The fee at those institutions will increase to \$60 in 2022-23.

Fee Increase Exceptions

- Limited exceptions may be considered for proposed fee increases that meet all the following criteria:
 - The fee was not increased in the last two years.
 - The fee increase will not support an increase in scope of services/activities.
 - Without the fee increase, the ending fund balance is projected to be less than four months of recurring expenses.



AGENDA ITEM

A-6. Briefing on Analysis of UNC System Workforce Trends – Part II.....Jennifer Haygood

Situation: As part of a planned review, the UNC System has been engaged in a multi-year analysis of trends in the size of the University’s workforce.

Background: At the February 2021 meeting of the Committee on Personnel and Tenure, a briefing was provided on the UNC System’s Job Category (JCAT) structure, which is used by our constituent institutions and the UNC System Office to identify and track positions by specific occupational category and function. In April, at a joint meeting of the Committee on Budget and Finance and the Committee on Personnel and Tenure, System Office staff provided an analysis of headcount change by job category in the UNC System over five fiscal years.

Part II of the trend analysis will address changes in the base salary of the University’s workforce. This study is intended to illustrate workforce trends in functional job categories between FY16 and FY20. Workforce analysis will continue as an ongoing reporting process each fiscal year for the president and Board of Governors.

Assessment: The latest analysis will be presented to the committee.

Action: This item is for information only.

***UNC SYSTEM WORKFORCE TRENDS
PART II
FISCAL YEAR 2015-16 TO 2019-20***

**Board of Governors
Committee on Budget and Finance**

September 15, 2021

Presentation Outline

- **Overview of UNC System Salary Base**
- **Salary Changes Over Time**
- **Factors Impacting Growth**

Overview of UNC System Salary Base

3

What is included in this analysis?

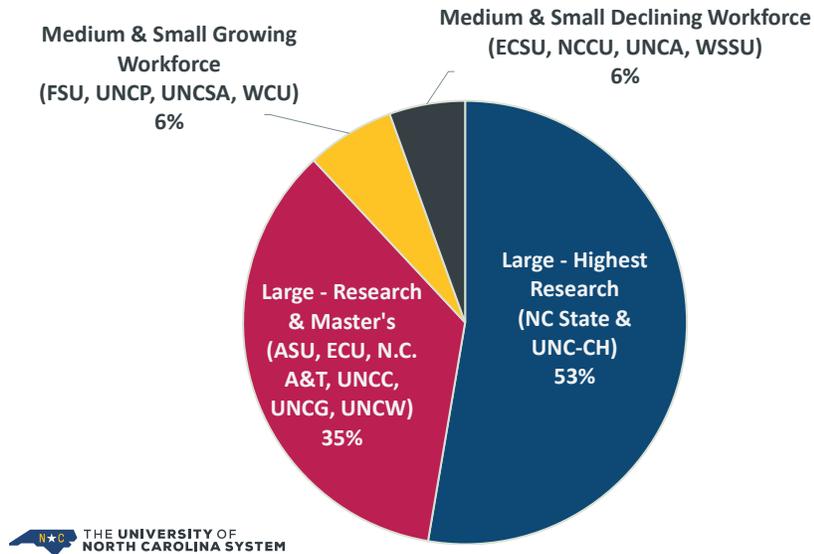
- Salary figures are the sum of the base salary, excluding benefits, that an individual would earn in one calendar year before any deductions or taxes are taken into consideration based on salary rates, effective as of October in the given year.
- This includes the permanent recurring salary of an individual, recurring supplemental salary, longevity, and other such one-time payments.
- Analysis only includes full-time FTE (>.75).

Why is this important?

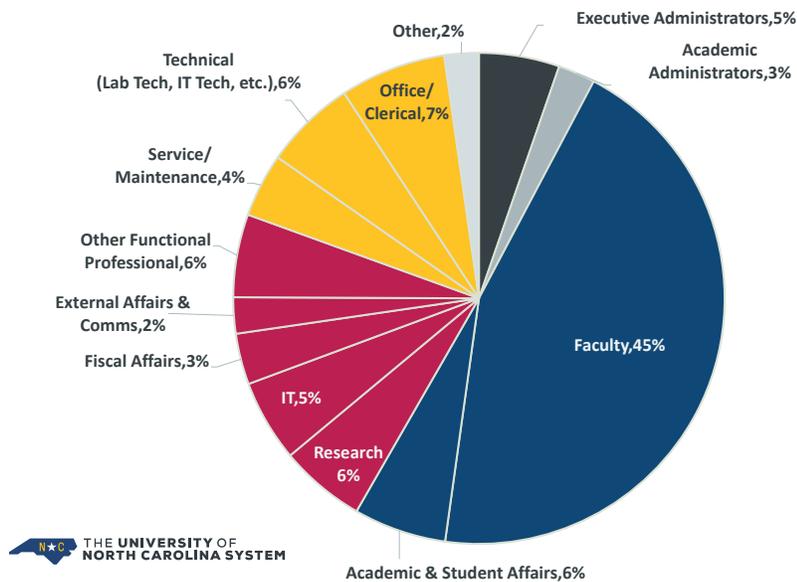
- Salaries are the largest category of expense in the UNC System and represents a key fixed cost.

4

FY 2020 Employee Salary Base: Research institutions make up a significant portion of the total



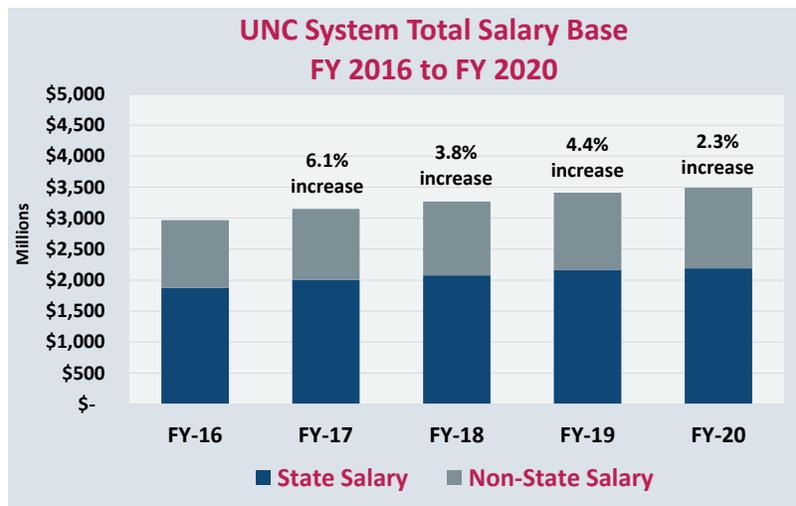
FY 2020 Employee Salary Base: Faculty is by far the largest portion of the base salary



Salary Changes Over Time

7

**Total salary base has grown
4.1% a year on average**

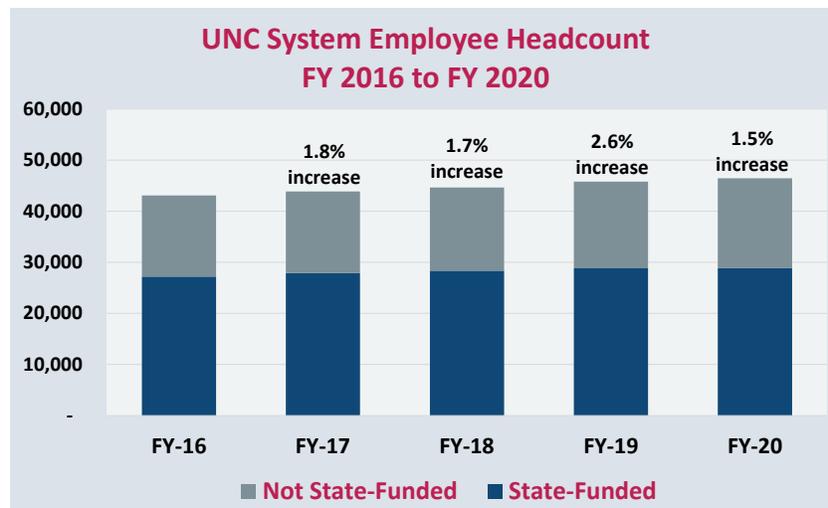


8

Two Primary Drivers of Growth in Salary Base

1. **Growth in Headcount** – when new employees are hired, even if they are hired at the same average salary as existing employees, this contributes to an increase in the total salary base.
2. **Change in average salary** – legislative increases and other retention, promotion, contractual, or merit-based increases contribute to growth in the total salary base.

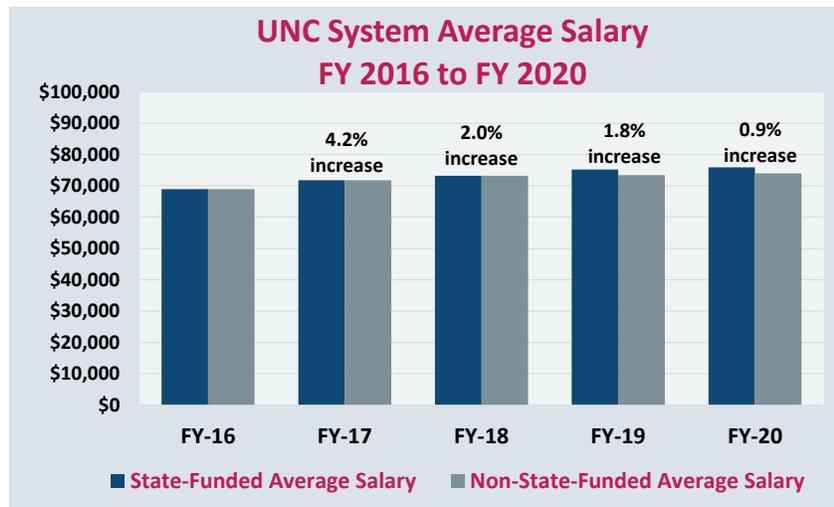
Employee headcount has grown 1.9% a year on average



Factors Impacting Growth in Headcount

- Growth drivers vary by institution type, but are primarily related to:
 - Increases in enrollment
 - Growth in sponsored research
 - Emphasis on student success
 - Expansion of physical footprint

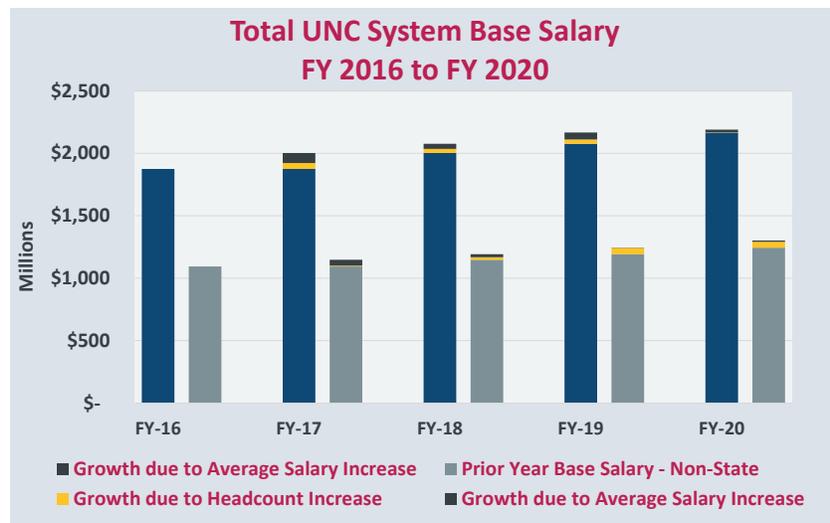
Average salary has grown 2.2% a year on average



Factors Impacting Growth in Average Salary

- **Legislative increases:**
 - FY 2016-17 – 1.5% increase and 1.5% bonus
 - FY 2017-18 – \$1,000 increase
 - FY 2018-19 – 2% increase for SHRA employees
- **Federal Fair Labor Standards Act (FLSA) increase to the salary minimum for exempt employees**
- **Increase in state minimum salary to \$31,200 in 2018**
- **Competition for talent, especially in high demand areas**
- **Competency growth, expanded job duties, equity, and market adjustments**

1.9% of the change in base salary is due to growth in headcount and 2.2% is due to growth in average salary



Compound Annual Growth Rate FY 2016 to FY 2020

Job Category	Headcount	Avg. Salary	Salary Base
Executive Administrators	1.4%	2.4%	3.8%
Academic Administrators	3.3%	1.8%	5.2%
Faculty	1.4%	2.0%	3.4%
Academic & Student Affairs	5.3%	2.1%	7.6%
Research	4.1%	1.9%	6.1%
Information Technology	2.7%	1.8%	4.5%
Fiscal Affairs	5.9%	1.3%	7.3%
Communications & Fundraising	7.3%	1.8%	9.2%
Other Functional Professional	2.2%	2.9%	5.2%
Service/Maintenance	1.0%	3.8%	4.9%
Technical (Lab Tech, IT Tech, etc.)	1.6%	1.9%	3.5%
Office/Clerical	-0.3%	2.3%	2.1%
Other	-1.2%	2.1%	0.9%
All Employees	1.9%	2.2%	4.1%

QUESTIONS?

**5-Year Change in UNC System Salary Base per Employee Headcount by Functional Area
FY 2015-16 to FY 2019-20**

		Executive Admin.	Academic Admin.	Faculty	Academic & Student Affairs	Research	IT	Fiscal Affairs	Comms. & Fundraising	Other Functional Prof.	Service/ Maint.	Technical	Office/ Clerical	Other	Total	
ASU	Salary Base (millions)	FY-16	\$8.3	\$2.2	\$68.6	\$10.5	\$2.1	\$8.0	\$2.6	\$2.6	\$10.2	\$10.9	\$5.4	\$13.6	\$5.2	\$150.2
		FY-20	\$10.0	\$3.3	\$78.9	\$13.7	\$3.7	\$9.7	\$3.8	\$4.1	\$12.7	\$12.5	\$5.3	\$16.5	\$6.2	\$180.2
		Change	\$1.7	\$1.0	\$10.3	\$3.2	\$1.6	\$1.6	\$1.1	\$1.5	\$2.4	\$1.7	-\$0.1	\$2.9	\$1.0	\$30.0
		% Change	21%	47%	15%	31%	77%	20%	42%	56%	24%	16%	-2%	21%	19%	20%
		CAGR	4.9%	10.1%	3.6%	7.0%	15.4%	4.7%	9.2%	11.8%	5.5%	3.7%	-0.4%	4.9%	4.4%	4.7%
	Headcount	FY-16	60	21	994	199	44	115	45	43	158	371	105	360	124	2,639
		FY-20	70	33	1,068	240	78	129	57	66	183	364	100	417	133	2,938
		Change	10	12	74	41	34	14	12	23	25	-7	-5	57	9	299
		% Change	17%	57%	7%	21%	77%	12%	27%	53%	16%	-2%	-5%	16%	7%	11%
		CAGR	3.9%	12.0%	1.8%	4.8%	15.4%	2.9%	6.1%	11.3%	3.7%	-0.5%	-1.2%	3.7%	1.8%	2.7%
	Avg. Sal/Emp	FY-16	\$137,734	\$106,672	\$69,042	\$52,540	\$47,283	\$69,906	\$58,660	\$61,322	\$64,707	\$29,263	\$51,238	\$37,701	\$41,838	\$56,917
		FY-20	\$142,978	\$99,579	\$73,894	\$57,000	\$47,244	\$75,009	\$65,853	\$62,393	\$69,191	\$34,470	\$52,885	\$39,482	\$46,332	\$61,351
		Change	\$5,244	-\$7,093	\$4,852	\$4,460	-\$40	\$5,103	\$7,192	\$1,072	\$4,484	\$5,207	\$1,647	\$1,781	\$4,494	\$4,434
		% Change	4%	-7%	7%	8%	0%	7%	12%	2%	7%	18%	3%	5%	11%	8%
		CAGR	0.9%	-1.7%	1.7%	2.1%	0.0%	1.8%	2.9%	0.4%	1.7%	4.2%	0.8%	1.2%	2.6%	1.9%
	Other Metrics	Enrollment					Degrees					Gross Square Feet				
		FY-16	17,932	Change	1,348	FY-16	4,526	Change	619	FY-16	2,723,361	Change	89,045			
		FY-20	19,280	% Change	7.5%	FY-20	5,145	% Change	13.7%	FY-20	2,812,406	% Change	3.3%			

		Executive Admin.	Academic Admin.	Faculty	Academic & Student Affairs	Research	IT	Fiscal Affairs	Comms. & Fundraising	Other Functional Prof.	Service/ Maint.	Technical	Office/ Clerical	Other	Total	
ECU	Salary Base (millions)	FY-16	\$14.5	\$10.4	\$180.6	\$14.9	\$3.5	\$11.4	\$8.4	\$3.4	\$16.9	\$12.0	\$18.4	\$28.5	\$6.0	\$329.0
		FY-20	\$15.0	\$12.4	\$206.1	\$21.2	\$4.8	\$14.6	\$10.4	\$3.9	\$18.8	\$14.3	\$20.6	\$29.7	\$6.3	\$378.2
		Change	\$0.5	\$2.0	\$25.5	\$6.3	\$1.3	\$3.1	\$2.0	\$0.4	\$1.9	\$2.3	\$2.3	\$1.3	\$0.3	\$49.2
		% Change	3%	19%	14%	42%	36%	27%	24%	13%	11%	20%	12%	4%	5%	15%
		CAGR	0.8%	4.5%	3.4%	9.2%	8.1%	6.2%	5.5%	3.0%	2.7%	4.6%	3.0%	1.1%	1.2%	3.5%
	Headcount	FY-16	88	95	1,681	285	60	150	125	57	224	395	413	789	154	4,516
		FY-20	84	99	1,748	380	77	181	148	59	236	407	446	763	147	4,775
		Change	-4	4	67	95	17	31	23	2	12	12	33	-26	-7	259
		% Change	-5%	4%	4%	33%	28%	21%	18%	4%	5%	3%	8%	-3%	-5%	6%
		CAGR	-1.2%	1.0%	1.0%	7.5%	6.4%	4.8%	4.3%	0.9%	1.3%	0.8%	1.9%	-0.8%	-1.2%	1.4%
	Avg. Sal/Emp	FY-16	\$165,103	\$109,736	\$107,409	\$52,376	\$58,154	\$76,122	\$67,373	\$60,284	\$75,576	\$30,373	\$44,460	\$36,080	\$39,004	\$72,844
		FY-20	\$178,366	\$125,563	\$117,909	\$55,811	\$61,831	\$80,391	\$70,491	\$65,584	\$79,827	\$35,233	\$46,298	\$38,965	\$42,861	\$79,204
		Change	\$13,263	\$15,827	\$10,500	\$3,434	\$3,677	\$4,269	\$3,118	\$5,299	\$4,251	\$4,860	\$1,838	\$2,885	\$3,857	\$6,360
		% Change	8%	14%	10%	7%	6%	6%	5%	9%	6%	16%	4%	8%	10%	9%
		CAGR	2.0%	3.4%	2.4%	1.6%	1.5%	1.4%	1.1%	2.1%	1.4%	3.8%	1.0%	1.9%	2.4%	2.1%
	Other Metrics	Enrollment					Degrees					Gross Square Feet				
		FY-16	28,289	Change	362	FY-16	5,991	Change	1,402	FY-16	4,207,408	Change	270,976			
		FY-20	28,651	% Change	1.3%	FY-20	7,393	% Change	23.4%	FY-20	4,478,384	% Change	6.4%			

**5-Year Change in UNC System Salary Base per Employee Headcount by Functional Area
FY 2015-16 to FY 2019-20**

		Executive Admin.	Academic Admin.	Faculty	Academic & Student Affairs	Research	IT	Fiscal Affairs	Comms. & Fundraising	Other Functional Prof.	Service/ Maint.	Technical	Office/ Clerical	Other	Total	
ECSU	Salary Base (millions)	FY-16	\$3.8	\$0.2	\$7.0	\$1.9	\$0.2	\$1.0	\$0.5	\$0.5	\$0.9	\$1.4	\$0.2	\$1.8	\$0.7	\$20.2
		FY-20	\$4.5	\$0.4	\$6.1	\$2.3	\$0.3	\$0.8	\$0.6	\$0.3	\$1.3	\$1.8	\$0.2	\$1.5	\$0.6	\$20.7
		Change	\$0.7	\$0.2	-\$0.8	\$0.4	\$0.1	-\$0.1	\$0.1	-\$0.2	\$0.4	\$0.3	\$0.0	-\$0.3	-\$0.1	\$0.5
		% Change	18%	74%	-12%	21%	33%	-14%	19%	-36%	41%	24%	-20%	-16%	-19%	3%
		CAGR	4.2%	14.9%	-3.2%	4.9%	7.3%	-3.8%	4.4%	-10.5%	8.9%	5.4%	-5.5%	-4.1%	-5.1%	0.6%
	Headcount	FY-16	43	4	103	40	6	18	9	10	18	48	6	49	17	371
		FY-20	47	7	88	46	7	15	11	6	20	50	4	39	13	353
		Change	4	3	-15	6	1	-3	2	-4	2	2	-2	-10	-4	-18
		% Change	9%	75%	-15%	15%	17%	-17%	22%	-40%	11%	4%	-33%	-20%	-24%	-5%
		CAGR	2.2%	15.0%	-3.9%	3.6%	3.9%	-4.5%	5.1%	-12.0%	2.7%	1.0%	-9.6%	-5.5%	-6.5%	-1.2%
	Avg. Sal/Emp	FY-16	\$87,846	\$60,702	\$67,871	\$46,735	\$39,992	\$54,527	\$55,640	\$48,041	\$49,518	\$30,131	\$34,121	\$36,885	\$42,297	\$54,317
		FY-20	\$94,770	\$60,371	\$69,813	\$49,209	\$45,422	\$56,013	\$54,167	\$51,387	\$62,708	\$35,763	\$40,779	\$39,125	\$44,879	\$58,530
		Change	\$6,924	-\$331	\$1,942	\$2,475	\$5,430	\$1,486	-\$1,473	\$3,346	\$13,190	\$5,632	\$6,658	\$2,240	\$2,582	\$4,213
		% Change	8%	-1%	3%	5%	14%	3%	-3%	7%	27%	19%	20%	6%	6%	8%
		CAGR	1.9%	-0.1%	0.7%	1.3%	3.2%	0.7%	-0.7%	1.7%	6.1%	4.4%	4.6%	1.5%	1.5%	1.9%
	Other Metrics	Enrollment					Degrees					Gross Square Feet				
		FY-16	1,585	Change	184	FY-16	327	Change	-90	FY-16	916,999	Change	-52,235			
		FY-20	1,769	% Change	11.6%	FY-20	237	% Change	-27.5%	FY-20	864,764	% Change	-5.7%			

		Executive Admin.	Academic Admin.	Faculty	Academic & Student Affairs	Research	IT	Fiscal Affairs	Comms. & Fundraising	Other Functional Prof.	Service/ Maint.	Technical	Office/ Clerical	Other	Total	
FSU	Salary Base (millions)	FY-16	\$5.0	\$0.5	\$19.3	\$4.4	\$0.1	\$1.8	\$0.7	\$0.6	\$1.7	\$2.7	\$1.4	\$4.3	\$0.9	\$43.4
		FY-20	\$5.4	\$1.2	\$22.0	\$4.9	\$0.1	\$2.1	\$0.6	\$0.8	\$1.7	\$2.9	\$1.8	\$4.5	\$1.1	\$49.0
		Change	\$0.5	\$0.6	\$2.7	\$0.5	\$0.0	\$0.3	-\$0.1	\$0.2	\$0.0	\$0.2	\$0.4	\$0.2	\$0.2	\$5.6
		% Change	9%	113%	14%	12%	-27%	14%	-8%	27%	2%	7%	29%	4%	17%	13%
		CAGR	2.2%	20.8%	3.3%	2.8%	-7.5%	3.4%	-2.0%	6.2%	0.6%	1.7%	6.5%	1.0%	4.1%	3.1%
	Headcount	FY-16	43	8	256	99	2	30	14	13	30	87	39	133	26	780
		FY-20	44	13	268	102	1	31	12	15	29	82	43	120	28	788
		Change	1	5	12	3	-1	1	-2	2	-1	-5	4	-13	2	8
		% Change	2%	63%	5%	3%	-50%	3%	-14%	15%	-3%	-6%	10%	-10%	8%	1%
		CAGR	0.6%	12.9%	1.2%	0.7%	-15.9%	0.8%	-3.8%	3.6%	-0.8%	-1.5%	2.5%	-2.5%	1.9%	0.3%
	Avg. Sal/Emp	FY-16	\$115,594	\$68,596	\$75,484	\$44,427	\$35,533	\$60,155	\$46,579	\$46,903	\$55,232	\$31,061	\$36,575	\$32,675	\$35,205	\$55,674
		FY-20	\$123,286	\$89,932	\$82,029	\$48,183	\$52,000	\$66,649	\$50,028	\$51,612	\$58,450	\$35,194	\$42,672	\$37,694	\$38,348	\$62,180
		Change	\$7,692	\$21,336	\$6,545	\$3,756	\$16,467	\$6,494	\$3,449	\$4,709	\$3,218	\$4,133	\$6,097	\$5,019	\$3,143	\$6,506
		% Change	7%	31%	9%	8%	46%	11%	7%	10%	6%	13%	17%	15%	9%	12%
		CAGR	1.6%	7.0%	2.1%	2.0%	10.0%	2.6%	1.8%	2.4%	1.4%	3.2%	3.9%	3.6%	2.2%	2.8%
	Other Metrics	Enrollment					Degrees					Gross Square Feet				
		FY-16	6,104	Change	447	FY-16	1,129	Change	140	FY-16	903,039	Change	16,600			
		FY-20	6,551	% Change	7.3%	FY-20	1,269	% Change	12.4%	FY-20	919,639	% Change	1.8%			

**5-Year Change in UNC System Salary Base per Employee Headcount by Functional Area
FY 2015-16 to FY 2019-20**

		Executive Admin.	Academic Admin.	Faculty	Academic & Student Affairs	Research	IT	Fiscal Affairs	Comms. & Fundraising	Other Functional Prof.	Service/ Maint.	Technical	Office/ Clerical	Other	Total	
N.C. A&T	Salary Base (millions)	FY-16	\$6.4	\$6.8	\$37.0	\$4.0	\$3.3	\$3.1	\$2.5	\$0.7	\$4.7	\$4.2	\$6.0	\$11.0	\$2.6	\$92.4
		FY-20	\$8.4	\$6.8	\$40.8	\$6.5	\$4.3	\$3.0	\$4.4	\$2.6	\$6.7	\$5.9	\$5.5	\$11.1	\$3.1	\$109.0
		Change	\$2.0	\$0.0	\$3.8	\$2.5	\$0.9	-\$0.1	\$1.9	\$2.0	\$2.0	\$1.7	-\$0.6	\$0.0	\$0.5	\$16.6
		% Change	31%	0%	10%	61%	28%	-4%	79%	297%	42%	42%	-10%	0%	20%	18%
		CAGR	7.0%	-0.1%	2.5%	12.6%	6.4%	-1.0%	15.7%	41.2%	9.2%	9.1%	-2.5%	0.1%	4.7%	4.2%
	Headcount	FY-16	43	78	453	74	66	44	42	11	73	140	136	312	61	1,533
		FY-20	54	71	474	121	72	41	70	37	96	167	119	287	68	1,677
		Change	11	-7	21	47	6	-3	28	26	23	27	-17	-25	7	144
		% Change	26%	-9%	5%	64%	9%	-7%	67%	236%	32%	19%	-13%	-8%	11%	9%
		CAGR	5.9%	-2.3%	1.1%	13.1%	2.2%	-1.7%	13.6%	35.4%	7.1%	4.5%	-3.3%	-2.1%	2.8%	2.3%
	Avg. Sal/Emp	FY-16	\$148,744	\$87,402	\$81,726	\$54,465	\$50,223	\$71,483	\$58,656	\$59,939	\$64,745	\$29,769	\$44,361	\$35,415	\$42,359	\$60,280
		FY-20	\$155,240	\$95,746	\$86,062	\$53,589	\$59,085	\$73,811	\$63,029	\$70,740	\$69,883	\$35,419	\$45,844	\$38,670	\$45,611	\$65,025
		Change	\$6,496	\$8,344	\$4,336	-\$876	\$8,862	\$2,328	\$4,373	\$10,801	\$5,138	\$5,650	\$1,483	\$3,254	\$3,252	\$4,745
		% Change	4%	10%	5%	-2%	18%	3%	7%	18%	8%	19%	3%	9%	8%	8%
		CAGR	1.1%	2.3%	1.3%	-0.4%	4.1%	0.8%	1.8%	4.2%	1.9%	4.4%	0.8%	2.2%	1.9%	1.9%
	Other Metrics	Enrollment				Degrees				Gross Square Feet						
		FY-16	10,852	Change	1,704	FY-16	1,987	Change	421	FY-16	2,230,671	Change	42,390			
		FY-20	12,556	% Change	15.7%	FY-20	2,408	% Change	21.2%	FY-20	2,273,061	% Change	1.9%			

		Executive Admin.	Academic Admin.	Faculty	Academic & Student Affairs	Research	IT	Fiscal Affairs	Comms. & Fundraising	Other Functional Prof.	Service/ Maint.	Technical	Office/ Clerical	Other	Total	
NCCU	Salary Base (millions)	FY-16	\$7.4	\$4.2	\$29.7	\$5.4	\$1.3	\$1.8	\$2.4	\$1.5	\$3.8	\$3.8	\$2.3	\$7.9	\$1.4	\$73.0
		FY-20	\$8.0	\$3.5	\$31.3	\$6.7	\$1.2	\$3.4	\$2.2	\$1.8	\$5.2	\$4.3	\$2.1	\$8.0	\$1.4	\$79.2
		Change	\$0.6	-\$0.7	\$1.6	\$1.4	-\$0.1	\$1.7	-\$0.2	\$0.3	\$1.4	\$0.5	-\$0.2	\$0.1	\$0.0	\$6.2
		% Change	8%	-16%	5%	25%	-10%	96%	-8%	21%	36%	13%	-8%	1%	-2%	9%
		CAGR	2.0%	-4.3%	1.3%	5.8%	-2.5%	18.3%	-2.2%	4.9%	8.0%	3.1%	-2.2%	0.2%	-0.4%	2.1%
	Headcount	FY-16	65	63	405	109	30	28	42	28	61	117	43	212	37	1,240
		FY-20	58	49	397	124	22	52	36	26	76	120	42	196	33	1,231
		Change	-7	-14	-8	15	-8	24	-6	-2	15	3	-1	-16	-4	-9
		% Change	-11%	-22%	-2%	14%	-27%	86%	-14%	-7%	25%	3%	-2%	-8%	-11%	-1%
		CAGR	-2.8%	-6.1%	-0.5%	3.3%	-7.5%	16.7%	-3.8%	-1.8%	5.7%	0.6%	-0.6%	-1.9%	-2.8%	-0.2%
	Avg. Sal/Emp	FY-16	\$114,081	\$67,207	\$73,320	\$49,203	\$43,949	\$62,539	\$56,892	\$54,396	\$62,209	\$32,553	\$54,202	\$37,204	\$39,041	\$58,835
		FY-20	\$138,211	\$72,417	\$78,765	\$54,156	\$54,220	\$65,932	\$60,744	\$71,018	\$68,009	\$35,793	\$50,868	\$40,598	\$43,014	\$64,323
		Change	\$24,130	\$5,210	\$5,444	\$4,953	\$10,270	\$3,393	\$3,852	\$16,622	\$5,800	\$3,240	-\$3,334	\$3,395	\$3,973	\$5,488
		% Change	21%	8%	7%	10%	23%	5%	7%	31%	9%	10%	-6%	9%	10%	9%
		CAGR	4.9%	1.9%	1.8%	2.4%	5.4%	1.3%	1.7%	6.9%	2.3%	2.4%	-1.6%	2.2%	2.5%	2.3%
	Other Metrics	Enrollment				Degrees				Gross Square Feet						
		FY-16	8,011	Change	0	FY-16	1,665	Change	85	FY-16	1,478,739	Change	-73,968			
		FY-20	8,011	% Change	0.0%	FY-20	1,750	% Change	5.1%	FY-20	1,404,771	% Change	-5.0%			

**5-Year Change in UNC System Salary Base per Employee Headcount by Functional Area
FY 2015-16 to FY 2019-20**

		Executive Admin.	Academic Admin.	Faculty	Academic & Student Affairs	Research	IT	Fiscal Affairs	Comms. & Fundraising	Other Functional Prof.	Service/ Maint.	Technical	Office/ Clerical	Other	Total	
NC State	Salary Base (millions)	FY-16	\$27.4	\$12.7	\$201.4	\$26.4	\$61.3	\$41.9	\$15.1	\$13.4	\$33.9	\$24.8	\$34.4	\$41.7	\$14.5	\$548.9
		FY-20	\$34.8	\$16.2	\$222.2	\$36.1	\$78.1	\$47.2	\$20.1	\$17.1	\$41.1	\$28.8	\$41.5	\$43.5	\$15.5	\$642.3
		Change	\$7.4	\$3.5	\$20.8	\$9.7	\$16.8	\$5.2	\$5.0	\$3.7	\$7.2	\$4.0	\$7.1	\$1.9	\$1.0	\$93.4
		% Change	27%	28%	10%	37%	27%	13%	33%	28%	21%	16%	21%	4%	7%	17%
		CAGR	6.2%	6.3%	2.5%	8.1%	6.2%	3.0%	7.4%	6.3%	4.9%	3.8%	4.8%	1.1%	1.7%	4.0%
	Headcount	FY-16	160	109	2,126	453	1,042	526	221	176	398	738	822	1,046	334	8,151
		FY-20	176	118	2,170	575	1,218	554	285	214	421	753	907	1,006	330	8,727
		Change	16	9	44	122	176	28	64	38	23	15	85	-40	-4	576
		% Change	10%	8%	2%	27%	17%	5%	29%	22%	6%	2%	10%	-4%	-1%	7%
		CAGR	2.4%	2.0%	0.5%	6.1%	4.0%	1.3%	6.6%	5.0%	1.4%	0.5%	2.5%	-1.0%	-0.3%	1.7%
	Avg. Sal/Emp	FY-16	\$171,316	\$116,379	\$94,711	\$58,279	\$58,870	\$79,729	\$68,414	\$76,003	\$85,202	\$33,613	\$41,835	\$39,839	\$43,316	\$67,338
		FY-20	\$197,924	\$137,376	\$102,383	\$62,783	\$64,151	\$85,172	\$70,682	\$79,941	\$97,676	\$38,197	\$45,740	\$43,277	\$46,860	\$73,595
		Change	\$26,608	\$20,997	\$7,672	\$4,503	\$5,281	\$5,443	\$2,268	\$3,937	\$12,474	\$4,583	\$3,906	\$3,438	\$3,543	\$6,256
		% Change	16%	18%	8%	8%	9%	7%	3%	5%	15%	14%	9%	9%	8%	9%
		CAGR	3.7%	4.2%	2.0%	1.9%	2.2%	1.7%	0.8%	1.3%	3.5%	3.2%	2.3%	2.1%	2.0%	2.2%
	Other Metrics	Enrollment					Sponsored Research Awards					Gross Square Feet				
		FY-16	34,015	Change	2,289	FY-16	\$338,945,151	Change	54,931,249	FY-16	9,598,096	Change	65,177			
		FY-20	36,304	% Change	6.7%	FY-20	\$393,876,400	% Change	16.2%	FY-20	9,663,273	% Change	0.7%			

		Executive Admin.	Academic Admin.	Faculty	Academic & Student Affairs	Research	IT	Fiscal Affairs	Comms. & Fundraising	Other Functional Prof.	Service/ Maint.	Technical	Office/ Clerical	Other	Total	
UNCA	Salary Base (millions)	FY-16	\$4.2	\$0.3	\$15.8	\$2.6	\$0.5	\$1.1	\$0.9	\$1.2	\$2.3	\$2.2	\$2.9	\$1.1	\$37.4	
		FY-20	\$4.3	\$0.5	\$17.2	\$2.9	\$0.7	\$1.1	\$0.9	\$1.4	\$2.6	\$2.5	\$3.0	\$2.7	\$1.3	\$41.1
		Change	\$0.0	\$0.1	\$1.4	\$0.3	\$0.2	-\$0.1	\$0.1	\$0.2	\$0.3	\$0.3	\$0.8	-\$0.2	\$0.1	\$3.7
		% Change	1%	45%	9%	11%	37%	-6%	7%	17%	14%	13%	35%	-6%	13%	10%
		CAGR	0.2%	9.8%	2.2%	2.6%	8.3%	-1.5%	1.7%	4.0%	3.3%	3.2%	7.9%	-1.5%	3.0%	2.4%
	Headcount	FY-16	41	4	221	58	8	18	16	25	46	74	60	89	33	693
		FY-20	37	5	223	56	11	16	15	25	46	73	73	75	34	689
		Change	-4	1	2	-2	3	-2	-1	0	0	-1	13	-14	1	-4
		% Change	-10%	25%	1%	-3%	38%	-11%	-6%	0%	0%	-1%	22%	-16%	3%	-1%
		CAGR	-2.5%	5.7%	0.2%	-0.9%	8.3%	-2.9%	-1.6%	0.0%	0.0%	-0.3%	5.0%	-4.2%	0.7%	-0.1%
	Avg. Sal/Emp	FY-16	\$103,643	\$78,864	\$71,299	\$44,822	\$61,664	\$62,695	\$53,206	\$47,270	\$50,332	\$30,065	\$37,087	\$32,844	\$34,554	\$53,976
		FY-20	\$115,943	\$91,724	\$77,156	\$51,463	\$61,650	\$66,462	\$60,700	\$55,305	\$57,273	\$34,518	\$41,247	\$36,645	\$37,802	\$59,608
		Change	\$12,300	\$12,860	\$5,858	\$6,640	-\$14	\$3,767	\$7,494	\$8,035	\$6,941	\$4,453	\$4,160	\$3,801	\$3,248	\$5,633
		% Change	12%	16%	8%	15%	0%	6%	14%	17%	14%	15%	11%	12%	9%	10%
		CAGR	2.8%	3.8%	2.0%	3.5%	0.0%	1.5%	3.3%	4.0%	3.3%	3.5%	2.7%	2.8%	2.3%	2.5%
	Other Metrics	Enrollment					Degrees					Gross Square Feet				
		FY-16	3,891	Change	-291	FY-16	782	Change	7	FY-16	891,657	Change	84,000			
		FY-20	3,600	% Change	-7.5%	FY-20	789	% Change	0.9%	FY-20	975,657	% Change	9.4%			

**5-Year Change in UNC System Salary Base per Employee Headcount by Functional Area
FY 2015-16 to FY 2019-20**

		Executive Admin.	Academic Admin.	Faculty	Academic & Student Affairs	Research	IT	Fiscal Affairs	Comms. & Fundraising	Other Functional Prof.	Service/ Maint.	Technical	Office/ Clerical	Other	Total	
UNC-CH	Salary Base (millions)	FY-16	\$21.0	\$13.5	\$527.5	\$40.7	\$68.6	\$52.7	\$33.0	\$22.3	\$44.4	\$21.8	\$86.8	\$55.6	\$24.8	\$1,012.7
		FY-20	\$24.1	\$16.9	\$609.1	\$53.1	\$85.3	\$61.4	\$44.7	\$33.4	\$55.5	\$25.8	\$101.7	\$62.5	\$22.9	\$1,196.3
		Change	\$3.0	\$3.4	\$81.6	\$12.4	\$16.8	\$8.6	\$11.7	\$11.1	\$11.1	\$4.0	\$14.9	\$6.9	-\$1.8	\$183.6
		% Change	14%	25%	15%	30%	24%	16%	35%	50%	25%	18%	17%	12%	-7%	18%
		CAGR	3.4%	5.7%	3.7%	6.9%	5.6%	3.9%	7.9%	10.6%	5.7%	4.3%	4.0%	3.0%	-1.9%	4.3%
	Headcount	FY-16	97	117	3,668	638	982	616	448	275	566	713	1,916	1,382	524	11,942
		FY-20	105	143	3,934	762	1,125	667	581	381	607	737	2,069	1,416	454	12,981
		Change	8	26	266	124	143	51	133	106	41	24	153	34	-70	1,039
		% Change	8%	22%	7%	19%	15%	8%	30%	39%	7%	3%	8%	2%	-13%	9%
		CAGR	2.0%	5.1%	1.8%	4.5%	3.5%	2.0%	6.7%	8.5%	1.8%	0.8%	1.9%	0.6%	-3.5%	2.1%
	Avg. Sal/Emp	FY-16	\$216,934	\$115,382	\$143,804	\$63,746	\$69,815	\$85,606	\$73,620	\$81,094	\$78,477	\$30,591	\$45,327	\$40,219	\$47,286	\$84,801
		FY-20	\$229,226	\$117,894	\$154,825	\$69,623	\$75,864	\$91,984	\$76,865	\$87,576	\$91,488	\$35,013	\$49,173	\$44,152	\$50,545	\$92,160
		Change	\$12,292	\$2,512	\$11,021	\$5,877	\$6,049	\$6,379	\$3,245	\$6,483	\$13,011	\$4,422	\$3,845	\$3,933	\$3,259	\$7,359
		% Change	6%	2%	8%	9%	9%	7%	4%	8%	17%	14%	8%	10%	7%	9%
		CAGR	1.4%	0.5%	1.9%	2.2%	2.1%	1.8%	1.1%	1.9%	3.9%	3.4%	2.1%	2.4%	1.7%	2.1%
	Other Metrics	Enrollment					Sponsored Research Awards					Gross Square Feet				
		FY-16	29,084	Change	793	FY-16	\$842,649,456	Change	189,364,086	FY-16	9,963,955	Change	-18,501			
		FY-20	29,877	% Change	2.7%	FY-20	\$1,032,013,542	% Change	22.5%	FY-20	9,945,454	% Change	-0.2%			

		Executive Admin.	Academic Admin.	Faculty	Academic & Student Affairs	Research	IT	Fiscal Affairs	Comms. & Fundraising	Other Functional Prof.	Service/ Maint.	Technical	Office/ Clerical	Other	Total	
UNCC	Salary Base (millions)	FY-16	\$18.8	\$5.8	\$84.0	\$12.9	\$5.0	\$12.5	\$6.5	\$4.1	\$12.5	\$11.0	\$6.4	\$19.7	\$6.9	\$206.2
		FY-20	\$21.7	\$7.7	\$101.5	\$18.2	\$6.1	\$16.1	\$8.7	\$6.2	\$16.1	\$15.0	\$7.1	\$23.4	\$7.4	\$255.2
		Change	\$2.9	\$1.9	\$17.5	\$5.3	\$1.1	\$3.6	\$2.2	\$2.1	\$3.5	\$4.0	\$0.7	\$3.7	\$0.5	\$49.0
		% Change	16%	34%	21%	41%	21%	29%	35%	52%	28%	36%	11%	19%	7%	24%
		CAGR	3.7%	7.5%	4.8%	8.9%	4.9%	6.5%	7.7%	11.0%	6.4%	8.0%	2.7%	4.3%	1.7%	5.5%
	Headcount	FY-16	133	49	1,048	239	73	162	102	60	181	371	142	543	169	3,272
		FY-20	136	69	1,135	307	93	186	129	94	204	422	147	573	155	3,650
		Change	3	20	87	68	20	24	27	34	23	51	5	30	-14	378
		% Change	2%	41%	8%	28%	27%	15%	26%	57%	13%	14%	4%	6%	-8%	12%
		CAGR	0.6%	8.9%	2.0%	6.5%	6.2%	3.5%	6.0%	11.9%	3.0%	3.3%	0.9%	1.4%	-2.1%	2.8%
	Avg. Sal/Emp	FY-16	\$141,189	\$117,729	\$80,192	\$54,120	\$68,444	\$77,293	\$63,533	\$68,082	\$69,307	\$29,599	\$45,021	\$36,302	\$41,071	\$63,013
		FY-20	\$159,525	\$111,775	\$89,461	\$59,253	\$65,057	\$86,669	\$67,578	\$65,974	\$78,784	\$35,453	\$48,416	\$40,774	\$47,815	\$69,905
		Change	\$18,336	-\$5,953	\$9,269	\$5,132	-\$3,387	\$9,376	\$4,045	-\$2,107	\$9,478	\$5,855	\$3,395	\$4,473	\$6,744	\$6,892
		% Change	13%	-5%	12%	9%	-5%	12%	6%	-3%	14%	20%	8%	12%	16%	11%
		CAGR	3.1%	-1.3%	2.8%	2.3%	-1.3%	2.9%	1.6%	-0.8%	3.3%	4.6%	1.8%	2.9%	3.9%	2.6%
	Other Metrics	Enrollment					Degrees					Gross Square Feet				
		FY-16	27,983	Change	1,632	FY-16	6,961	Change	739	FY-16	3,853,416	Change	161,355			
		FY-20	29,615	% Change	5.8%	FY-20	7,700	% Change	10.6%	FY-20	4,014,771	% Change	4.2%			

**5-Year Change in UNC System Salary Base per Employee Headcount by Functional Area
FY 2015-16 to FY 2019-20**

		Executive Admin.	Academic Admin.	Faculty	Academic & Student Affairs	Research	IT	Fiscal Affairs	Comms. & Fundraising	Other Functional Prof.	Service/ Maint.	Technical	Office/ Clerical	Other	Total	
UNCG	Salary Base (millions)	FY-16	\$11.8	\$4.0	\$56.6	\$12.4	\$6.9	\$11.2	\$8.5	\$3.2	\$6.8	\$7.8	\$4.0	\$8.8	\$3.5	\$145.5
		FY-20	\$15.2	\$5.7	\$70.2	\$16.8	\$8.8	\$13.8	\$10.2	\$4.7	\$8.1	\$9.9	\$4.4	\$8.9	\$3.8	\$180.5
		Change	\$3.4	\$1.6	\$13.6	\$4.4	\$1.9	\$2.5	\$1.8	\$1.5	\$1.3	\$2.1	\$0.4	\$0.1	\$0.3	\$35.0
		% Change	29%	41%	24%	36%	28%	22%	21%	46%	19%	27%	10%	1%	9%	24%
		CAGR	6.6%	9.0%	5.6%	7.9%	6.3%	5.2%	4.9%	9.9%	4.5%	6.1%	2.4%	0.3%	2.2%	5.5%
	Headcount	FY-16	84	38	756	258	137	167	149	57	114	253	100	239	85	2,437
		FY-20	104	58	871	319	160	183	172	74	125	271	99	222	87	2,745
		Change	20	20	115	61	23	16	23	17	11	18	-1	-17	2	308
		% Change	24%	53%	15%	24%	17%	10%	15%	30%	10%	7%	-1%	-7%	2%	13%
		CAGR	5.5%	11.2%	3.6%	5.4%	4.0%	2.3%	3.7%	6.7%	2.3%	1.7%	-0.3%	-1.8%	0.6%	3.0%
	Avg. Sal/Emp	FY-16	\$140,228	\$105,458	\$74,848	\$47,983	\$50,177	\$67,334	\$56,794	\$56,430	\$59,788	\$30,894	\$40,307	\$36,862	\$40,923	\$59,705
		FY-20	\$146,030	\$97,473	\$80,636	\$52,665	\$54,886	\$75,232	\$59,553	\$63,320	\$65,079	\$36,490	\$44,774	\$40,216	\$43,674	\$65,769
		Change	\$5,802	-\$7,986	\$5,788	\$4,682	\$4,710	\$7,898	\$2,759	\$6,890	\$5,291	\$5,597	\$4,467	\$3,354	\$2,751	\$6,065
		% Change	4%	-8%	8%	10%	9%	12%	5%	12%	9%	18%	11%	9%	7%	10%
		CAGR	1.0%	-1.9%	1.9%	2.4%	2.3%	2.8%	1.2%	2.9%	2.1%	4.3%	2.7%	2.2%	1.6%	2.4%
	Other Metrics	Enrollment					Degrees					Gross Square Feet				
		FY-16	19,393	Change	803	FY-16	3,955	Change	840	FY-16	3,047,817	Change	387,470			
		FY-20	20,196	% Change	4.1%	FY-20	4,795	% Change	21.2%	FY-20	3,435,287	% Change	12.7%			

		Executive Admin.	Academic Admin.	Faculty	Academic & Student Affairs	Research	IT	Fiscal Affairs	Comms. & Fundraising	Other Functional Prof.	Service/ Maint.	Technical	Office/ Clerical	Other	Total	
UNCP	Salary Base (millions)	FY-16	\$5.8	\$0.7	\$18.1	\$3.1	\$0.2	\$1.9	\$0.7	\$0.6	\$2.1	\$2.4	\$2.0	\$4.9	\$1.1	\$43.7
		FY-20	\$5.9	\$1.0	\$21.3	\$5.0	\$0.2	\$2.3	\$1.0	\$0.9	\$2.5	\$3.4	\$2.2	\$5.6	\$1.2	\$52.5
		Change	\$0.1	\$0.3	\$3.3	\$1.9	\$0.0	\$0.4	\$0.4	\$0.3	\$0.4	\$0.9	\$0.2	\$0.7	\$0.1	\$8.8
		% Change	1%	35%	18%	62%	-12%	21%	54%	47%	17%	39%	10%	14%	12%	20%
		CAGR	0.3%	7.7%	4.2%	12.9%	-3.1%	4.9%	11.4%	10.2%	4.1%	8.5%	2.3%	3.4%	2.8%	4.7%
	Headcount	FY-16	57	12	281	65	4	30	12	13	42	83	51	161	31	842
		FY-20	49	15	313	96	4	31	17	18	42	95	48	157	29	914
		Change	-8	3	32	31	0	1	5	5	0	12	-3	-4	-2	72
		% Change	-14%	25%	11%	48%	0%	3%	42%	38%	0%	14%	-6%	-2%	-6%	9%
		CAGR	-3.7%	5.7%	2.7%	10.2%	0.0%	0.8%	9.1%	8.5%	0.0%	3.4%	-1.5%	-0.6%	-1.7%	2.1%
	Avg. Sal/Emp	FY-16	\$102,238	\$60,213	\$64,316	\$47,226	\$57,403	\$63,756	\$56,181	\$48,245	\$49,930	\$29,216	\$38,913	\$30,660	\$35,454	\$51,874
		FY-20	\$120,268	\$64,882	\$68,168	\$51,865	\$50,644	\$74,652	\$60,997	\$51,355	\$58,593	\$35,385	\$45,317	\$35,908	\$42,358	\$57,466
		Change	\$18,030	\$4,669	\$3,852	\$4,639	-\$6,759	\$10,896	\$4,817	\$3,111	\$8,663	\$6,169	\$6,405	\$5,248	\$6,904	\$5,591
		% Change	18%	8%	6%	10%	-12%	17%	9%	6%	17%	21%	16%	17%	19%	11%
		CAGR	4.1%	1.9%	1.5%	2.4%	-3.1%	4.0%	2.1%	1.6%	4.1%	4.9%	3.9%	4.0%	4.5%	2.6%
	Other Metrics	Enrollment					Degrees					Gross Square Feet				
		FY-16	6,441	Change	1,257	FY-16	1,178	Change	239	FY-16	1,027,216	Change	181,966			
		FY-20	7,698	% Change	19.5%	FY-20	1,417	% Change	20.3%	FY-20	1,209,182	% Change	17.7%			

**5-Year Change in UNC System Salary Base per Employee Headcount by Functional Area
FY 2015-16 to FY 2019-20**

		Executive Admin.	Academic Admin.	Faculty	Academic & Student Affairs	Research	IT	Fiscal Affairs	Comms. & Fundraising	Other Functional Prof.	Service/ Maint.	Technical	Office/ Clerical	Other	Total	
UNCW	Salary Base (millions)	FY-16	\$6.8	\$2.8	\$46.8	\$8.7	\$1.1	\$3.6	\$3.4	\$1.9	\$6.5	\$5.5	\$8.2	\$9.6	\$2.9	\$107.7
		FY-20	\$7.9	\$4.5	\$54.3	\$12.7	\$2.2	\$5.3	\$4.6	\$3.0	\$8.2	\$6.8	\$8.4	\$11.5	\$3.1	\$132.5
		Change	\$1.1	\$1.7	\$7.5	\$4.0	\$1.1	\$1.7	\$1.2	\$1.2	\$1.7	\$1.3	\$0.2	\$1.9	\$0.2	\$24.8
		% Change	16%	62%	16%	46%	102%	48%	35%	62%	26%	24%	2%	20%	6%	23%
		CAGR	3.9%	12.8%	3.8%	10.0%	19.3%	10.3%	7.7%	12.9%	5.9%	5.6%	0.5%	4.6%	1.6%	5.3%
	Headcount	FY-16	49	29	636	176	17	49	53	33	103	182	186	276	75	1,864
		FY-20	51	42	688	226	39	72	69	53	122	187	175	294	72	2,090
		Change	2	13	52	50	22	23	16	20	19	5	-11	18	-3	226
		% Change	4%	45%	8%	28%	129%	47%	30%	61%	18%	3%	-6%	7%	-4%	12%
		CAGR	1.0%	9.7%	2.0%	6.5%	23.1%	10.1%	6.8%	12.6%	4.3%	0.7%	-1.5%	1.6%	-1.0%	2.9%
	Avg. Sal/Emp	FY-16	\$138,229	\$94,948	\$73,576	\$49,266	\$64,319	\$73,357	\$64,130	\$56,587	\$63,002	\$30,172	\$44,351	\$34,870	\$39,140	\$57,798
		FY-20	\$154,700	\$106,234	\$78,912	\$56,184	\$56,711	\$73,989	\$66,275	\$57,193	\$66,877	\$36,471	\$48,023	\$39,236	\$43,393	\$63,410
		Change	\$16,471	\$11,286	\$5,336	\$6,918	-\$7,608	\$632	\$2,145	\$606	\$3,875	\$6,299	\$3,672	\$4,366	\$4,252	\$5,612
		% Change	12%	12%	7%	14%	-12%	1%	3%	1%	6%	21%	8%	13%	11%	10%
		CAGR	2.9%	2.8%	1.8%	3.3%	-3.1%	0.2%	0.8%	0.3%	1.5%	4.9%	2.0%	3.0%	2.6%	2.3%
	Other Metrics	Enrollment					Degrees					Gross Square Feet				
		FY-16	14,918	Change	2,581	FY-16	3,763	Change	1,039	FY-16	2,273,762	Change	259,505			
		FY-20	17,499	% Change	17.3%	FY-20	4,802	% Change	27.6%	FY-20	2,533,267	% Change	11.4%			

		Executive Admin.	Academic Admin.	Faculty	Academic & Student Affairs	Research	IT	Fiscal Affairs	Comms. & Fundraising	Other Functional Prof.	Service/ Maint.	Technical	Office/ Clerical	Other	Total	
UNCSA	Salary Base (millions)	FY-16	\$4.7	\$0.7	\$8.7	\$2.1	\$0.0	\$0.9	\$0.3	\$0.3	\$0.7	\$2.0	\$0.6	\$2.6	\$0.8	\$24.3
		FY-20	\$5.1	\$1.2	\$10.6	\$2.2	\$0.0	\$1.2	\$1.2	\$0.6	\$0.9	\$2.3	\$0.7	\$2.3	\$0.9	\$29.3
		Change	\$0.4	\$0.5	\$2.0	\$0.0	\$0.0	\$0.3	\$0.9	\$0.3	\$0.3	\$0.3	\$0.2	-\$0.2	\$0.1	\$4.9
		% Change	9%	63%	23%	1%	0%	30%	331%	89%	42%	15%	28%	-9%	14%	20%
		CAGR	2.1%	13.0%	5.3%	0.3%	0.0%	6.7%	44.1%	17.2%	9.2%	3.6%	6.4%	-2.3%	3.2%	4.7%
	Headcount	FY-16	40	12	134	53	0	13	5	6	13	63	16	67	20	442
		FY-20	44	17	149	49	0	17	21	11	16	62	17	58	22	483
		Change	4	5	15	-4	0	4	16	5	3	-1	1	-9	2	41
		% Change	10%	42%	11%	-8%	0%	31%	320%	83%	23%	-2%	6%	-13%	10%	9%
		CAGR	2.4%	9.1%	2.7%	-1.9%	0.0%	6.9%	43.2%	16.4%	5.3%	-0.4%	1.5%	-3.5%	2.4%	2.2%
	Avg. Sal/Emp	FY-16	\$117,760	\$60,006	\$64,596	\$40,355	\$0	\$69,015	\$53,543	\$56,999	\$50,359	\$32,172	\$35,748	\$38,304	\$39,413	\$55,068
		FY-20	\$116,373	\$69,084	\$71,347	\$44,205	\$0	\$68,491	\$54,936	\$58,685	\$58,090	\$37,727	\$43,116	\$40,291	\$40,676	\$60,638
		Change	-\$1,388	\$9,078	\$6,751	\$3,850	\$0	-\$524	\$1,393	\$1,686	\$7,731	\$5,555	\$7,368	\$1,987	\$1,263	\$5,570
		% Change	-1%	15%	10%	10%	0%	-1%	3%	3%	15%	17%	21%	5%	3%	10%
		CAGR	-0.3%	3.6%	2.5%	2.3%	0.0%	-0.2%	0.6%	0.7%	3.6%	4.1%	4.8%	1.3%	0.8%	2.4%
	Other Metrics	Enrollment					Degrees					Gross Square Feet				
		FY-16	1,240	Change	98	FY-16	335	Change	55	FY-16	820,573	Change	-124			
		FY-20	1,338	% Change	7.9%	FY-20	390	% Change	16.4%	FY-20	820,449	% Change	0.0%			

**5-Year Change in UNC System Salary Base per Employee Headcount by Functional Area
FY 2015-16 to FY 2019-20**

		Executive Admin.	Academic Admin.	Faculty	Academic & Student Affairs	Research	IT	Fiscal Affairs	Comms. & Fundraising	Other Functional Prof.	Service/ Maint.	Technical	Office/ Clerical	Other	Total	
WCU	Salary Base (millions)	FY-16	\$8.5	\$1.9	\$34.2	\$5.8	\$0.7	\$2.7	\$2.2	\$1.2	\$5.2	\$5.8	\$4.0	\$6.3	\$3.3	\$81.8
		FY-20	\$9.2	\$1.9	\$39.2	\$7.5	\$0.6	\$4.0	\$2.8	\$1.1	\$5.9	\$6.7	\$4.5	\$6.4	\$3.7	\$93.5
		Change	\$0.7	\$0.1	\$5.0	\$1.7	-\$0.1	\$1.4	\$0.6	-\$0.1	\$0.7	\$1.0	\$0.5	\$0.0	\$0.4	\$11.8
		% Change	8%	4%	15%	29%	-15%	50%	26%	-12%	13%	17%	12%	1%	14%	14%
		CAGR	2.1%	0.9%	3.5%	6.6%	-4.0%	10.7%	5.9%	-3.0%	3.1%	4.0%	2.9%	0.1%	3.3%	3.4%
	Headcount	FY-16	72	19	504	130	12	34	42	23	87	197	85	195	85	1,485
		FY-20	77	27	549	155	11	49	46	21	90	198	88	175	87	1,573
		Change	5	8	45	25	-1	15	4	-2	3	1	3	-20	2	88
		% Change	7%	42%	9%	19%	-8%	44%	10%	-9%	3%	1%	4%	-10%	2%	6%
		CAGR	1.7%	9.2%	2.2%	4.5%	-2.2%	9.6%	2.3%	-2.2%	0.9%	0.1%	0.9%	-2.7%	0.6%	1.4%
	Avg. Sal/Emp	FY-16	\$117,473	\$98,756	\$67,863	\$44,911	\$58,612	\$79,089	\$52,032	\$54,003	\$59,824	\$29,189	\$46,930	\$32,527	\$38,509	\$55,054
		FY-20	\$119,178	\$71,979	\$71,358	\$48,608	\$54,348	\$82,498	\$59,848	\$52,314	\$65,336	\$34,004	\$50,891	\$36,432	\$42,789	\$59,448
		Change	\$1,705	-\$26,777	\$3,495	\$3,697	-\$4,264	\$3,410	\$7,817	-\$1,688	\$5,512	\$4,815	\$3,961	\$3,904	\$4,280	\$4,393
		% Change	1%	-27%	5%	8%	-7%	4%	15%	-3%	9%	16%	8%	12%	11%	8%
		CAGR	0.4%	-7.6%	1.3%	2.0%	-1.9%	1.1%	3.6%	-0.8%	2.2%	3.9%	2.0%	2.9%	2.7%	1.9%
	Other Metrics	Enrollment				Degrees				Gross Square Feet						
		FY-16	10,340	Change	1,827	FY-16	2,609	Change	287	FY-16	2,029,026	Change	175,931			
		FY-20	12,167	% Change	17.7%	FY-20	2,896	% Change	11.0%	FY-20	2,204,957	% Change	8.7%			

		Executive Admin.	Academic Admin.	Faculty	Academic & Student Affairs	Research	IT	Fiscal Affairs	Comms. & Fundraising	Other Functional Prof.	Service/ Maint.	Technical	Office/ Clerical	Other	Total	
WSSU	Salary Base (millions)	FY-16	\$5.0	\$2.9	\$24.6	\$3.4	\$0.5	\$1.9	\$1.1	\$0.7	\$3.3	\$2.9	\$0.6	\$5.4	\$0.4	\$52.9
		FY-20	\$5.5	\$2.3	\$21.1	\$3.4	\$0.5	\$2.2	\$1.4	\$1.0	\$3.5	\$3.6	\$1.0	\$5.6	\$0.5	\$51.6
		Change	\$0.5	-\$0.6	-\$3.5	\$0.0	\$0.0	\$0.3	\$0.3	\$0.3	\$0.2	\$0.7	\$0.4	\$0.1	\$0.0	-\$1.3
		% Change	10%	-21%	-14%	1%	11%	16%	24%	42%	5%	23%	68%	3%	5%	-2%
		CAGR	2.3%	-5.6%	-3.8%	0.2%	2.6%	3.8%	5.5%	9.1%	1.2%	5.3%	13.8%	0.7%	1.2%	-0.6%
	Headcount	FY-16	44	42	318	72	8	34	20	11	61	93	12	143	12	870
		FY-20	46	32	267	68	8	38	24	15	62	102	19	133	11	825
		Change	2	-10	-51	-4	0	4	4	4	1	9	7	-10	-1	-45
		% Change	5%	-24%	-16%	-6%	0%	12%	20%	36%	2%	10%	58%	-7%	-8%	-5%
		CAGR	1.1%	-6.6%	-4.3%	-1.4%	0.0%	2.8%	4.7%	8.1%	0.4%	2.3%	12.2%	-1.8%	-2.2%	-1.3%
	Avg. Sal/Emp	FY-16	\$113,616	\$69,824	\$77,501	\$47,465	\$58,261	\$55,666	\$56,716	\$66,047	\$54,419	\$31,219	\$47,631	\$37,836	\$37,289	\$60,766
		FY-20	\$119,246	\$72,649	\$79,151	\$50,673	\$64,483	\$57,919	\$58,489	\$68,594	\$56,174	\$34,957	\$50,450	\$41,762	\$42,719	\$62,509
		Change	\$5,630	\$2,824	\$1,650	\$3,208	\$6,222	\$2,253	\$1,773	\$2,547	\$1,755	\$3,738	\$2,819	\$3,926	\$5,430	\$1,742
		% Change	5%	4%	2%	7%	11%	4%	3%	4%	3%	12%	6%	10%	15%	3%
		CAGR	1.2%	1.0%	0.5%	1.6%	2.6%	1.0%	0.8%	1.0%	0.8%	2.9%	1.4%	2.5%	3.5%	0.7%
	Other Metrics	Enrollment				Degrees				Gross Square Feet						
		FY-16	5,107	Change	14	FY-16	1,277	Change	-67	FY-16	1,257,340	Change	16,214			
		FY-20	5,121	% Change	0.3%	FY-20	1,210	% Change	-5.2%	FY-20	1,273,554	% Change	1.3%			

**5-Year Change in UNC System Salary Base per Employee Headcount by Functional Area
FY 2015-16 to FY 2019-20**

		Executive Admin.	Academic Admin.	Faculty	Academic & Student Affairs	Research	IT	Fiscal Affairs	Comms. & Fundraising	Other Functional Prof.	Service/ Maint.	Technical	Office/ Clerical	Other	Total	
Total	Salary Base (millions)	FY-16	\$159.4	\$69.8	\$1,359.8	\$159.2	\$155.3	\$157.7	\$88.6	\$58.3	\$156.0	\$121.2	\$183.0	\$224.7	\$76.2	\$2,969.1
		FY-20	\$184.9	\$85.4	\$1,552.0	\$213.1	\$196.8	\$188.1	\$117.6	\$83.0	\$190.7	\$146.5	\$210.1	\$243.8	\$79.0	\$3,491.1
		Change	\$25.5	\$15.6	\$192.2	\$54.0	\$41.5	\$30.4	\$29.0	\$24.7	\$34.7	\$25.3	\$27.1	\$19.1	\$2.8	\$522.0
		% Change	16%	22%	14%	34%	27%	19%	33%	42%	22%	21%	15%	9%	4%	18%
		CAGR	3.8%	5.2%	3.4%	7.6%	6.1%	4.5%	7.3%	9.2%	5.2%	4.9%	3.5%	2.1%	0.9%	4.1%
	Headcount	FY-16	1,119	700	13,584	2,948	2,491	2,034	1,345	841	2,175	3,925	4,132	5,996	1,787	43,077
		FY-20	1,182	798	14,342	3,626	2,926	2,262	1,693	1,115	2,375	4,090	4,396	5,931	1,703	46,439
		Change	63	98	758	678	435	228	348	274	200	165	264	-65	-84	3,362
		% Change	6%	14%	6%	23%	17%	11%	26%	33%	9%	4%	6%	-1%	-5%	8%
		CAGR	1.4%	3.3%	1.4%	5.3%	4.1%	2.7%	5.9%	7.3%	2.2%	1.0%	1.6%	-0.3%	-1.2%	1.9%
	Avg. Sal/Emp	FY-16	\$142,431	\$99,699	\$100,103	\$53,990	\$62,333	\$77,528	\$65,891	\$69,336	\$71,720	\$30,883	\$44,285	\$37,477	\$42,645	\$68,926
		FY-20	\$156,439	\$107,051	\$108,215	\$58,774	\$67,254	\$83,169	\$69,448	\$74,445	\$80,310	\$35,826	\$47,785	\$41,112	\$46,382	\$75,176
		Change	\$14,007	\$7,351	\$8,112	\$4,783	\$4,921	\$5,641	\$3,557	\$5,110	\$8,590	\$4,943	\$3,499	\$3,636	\$3,737	\$6,250
		% Change	10%	7%	8%	9%	8%	7%	5%	7%	12%	16%	8%	10%	9%	9%
		CAGR	2.4%	1.8%	2.0%	2.1%	1.9%	1.8%	1.3%	1.8%	2.9%	3.8%	1.9%	2.3%	2.1%	2.2%
	Other Metrics	Enrollment				Degrees				Gross Square Feet						
		FY-16	224,915	Change	15,066	FY-16	53,661	Change	7,443	FY-16	47,223,075	Change	1,605,801			
		FY-20	239,981	% Change	6.7%	FY-20	61,104	% Change	13.9%	FY-20	48,828,876	% Change	3.4%			

AGENDA ITEM

A-7. Revisions to the UNC System Fees Policy.....Jennifer Haygood

Situation: Section 1000.1.1 of the UNC Policy Manual, *Establishing Tuition and Fees*, was last amended in 2007 and is outdated. Modifications to restructure and update the policy are necessary so that it reflects the current practices related to establishing tuition and fee rates and includes other statutory requirements related to tuition and fees.

Background: G.S. 116-11(7) directs the Board of Governors to set tuition and required fees at the institutions, not inconsistent with the actions of the General Assembly. As such, the UNC Policy Manual outlines policies and processes for setting tuition and fee rates. Over time, practices have been modified due to changes in Board priorities, statutory changes, and additional guidance related to establishing tuition and fees. However, the policy has not been regularly updated to adequately reflect these changes.

To allow for efficient review and discussion and to facilitate future changes, it is recommended that the existing policy be updated and reorganized so that tuition, fees, and waivers and refunds are addressed in three separate sections of the policy manual. Revisions to the tuition policy were addressed in the July committee meeting. This item addresses changes to the fee section only. Changes related to waivers and refunds will be recommended in a later meeting.

This item includes an updated fee policy that will be added as Section 1000.1.2 of the UNC Policy Manual, *Policy on Student Fees*. A repeal of the existing fee policy will be presented to the committee once the full Board adopts the restructuring of the updated tuition policy.

Assessment: Changes to the UNC Policy Manual are needed to align the student fee policy with the current fee-setting process. The recommended new policy reflects existing practice and restructures the policy for ease of understanding. There is no expectation that the recommended policy would substantially change the existing process to establish student fees.

Action: This item requires a vote by the committee, with a vote by the full Board of Governors through the consent agenda at the next meeting.

Policy on Student Fees

I. Purpose. The Board of Governors is responsible for establishing fees at the constituent institutions² of the UNC System consistent with the philosophy set forth in the North Carolina constitution.

II. General Policy. Fees will be charged only for limited, dedicated purposes and shall not be used to defray the costs of general academic and administrative operations of campuses, including academic programs and faculty and administrative salaries and benefits. The Board will make every effort to keep fees for students as low as possible while providing the revenues needed to support the purposes for which the fees are charged. The 2016 General Assembly enacted a special provision (G.S. 116-143.10) that caps mandatory student fee increases (including debt service fees) to three percent per year.

Each year, the Board establishes the fees listed below. All fees established shall be based upon the recommendation of the chancellor, the institutional board of trustees, and following his or her review, the president. Excluding the application fee charged to prospective students, all fees set by the Board are annual fees. Once an annual fee has been established, semester rates and summer school fees shall be established by the president and part-time rates shall be reported to the president. It is the policy of the Board to act no later than March of each year to establish fees for the following fall semester.

Although the General Assembly provides for most of the instructional costs of institutions through state appropriations, institutions traditionally rely entirely on student fees to finance a number of activities, services, and facilities. Institutional boards of trustees are required to weigh the benefits of the activity, facility, or service against the fee required to provide financial support. Orientation sessions for the boards of trustees will regularly include discussions of the process followed when establishing student fees.

A. Application Fee. An application fee shall be established for each institution. Specific programs within an institution may require an application fee different from the fee charged for most students and the Board may set different fees according to program needs.

B. General Fees. Fees generally applicable to all students shall be established by the Board of Governors. Six general fees are authorized: athletics, association of student government, health services, student activities, educational and technology, and campus security.

C. Fees Related to the Retirement of Debt Incurred for Capital Projects. Fees generally applicable to all students that provide revenues for the retirement of debt shall be fixed by the Board of Governors at the time of the borrowing. Indebtedness fees may not include components for operations and maintenance but shall reflect the cost of servicing the debt at the coverage levels required in Board resolutions and other documents authorizing the debt. Any subsequent changes in fees require Board approval. Indebtedness fees expire when the related debt is retired unless otherwise authorized by the Board of Governors.

D. Special Fees. Fees applicable only to students engaged in particular activities or courses of study shall be established by the Board of Governors when needed. These fees will not be used to provide general academic revenues that are provided from campus-initiated tuition increases.

Each chancellor is authorized to establish miscellaneous service charges for items such as transcripts, diplomas, caps and gowns, special examinations, late registrations, and replacement of I.D. cards. A schedule of such charges shall be filed with the president prior to the beginning of each school year.

III. Process for Establishing Fees. The process shall be initiated at the beginning of the fall semester and contain the following steps:

A. Instructions Issued. The senior vice president for finance and administration shall issue instructions to the chancellors calling for them to initiate a review of fees.

B. Fee Committee Review and Recommendations. Each chancellor shall establish a fee review committee with representatives of all aspects of campus life, including, but not limited to, representatives from business affairs, student affairs, the financial aid office, and the student body. The committee shall conduct a complete review of student fees from a zero-based budgeting perspective and shall make recommendations to the chancellor for establishing fees effective with the upcoming fall semester. The review will include an examination of alternative resources, including available institutional reserves, to determine if other funding is available to provide the services in lieu of establishing the fee. The review will include a reassessment of the existing operating methods to ensure that operations are performed in a cost-effective manner. If the committee determines that an increase in a fee is needed, the committee shall attempt to decrease another fee so that the total cost of education for students does not increase. In order to ensure that all students are able to meet the increased cost of education, the university's financial aid officer, working with the committee, shall determine that sufficient financial aid is available, from whatever sources are possible.

C. Chancellor Recommendations. The chancellor shall review the recommendations of the committee and present recommendations to the board of trustees for review and approval. Before a chancellor makes recommendations to the board of trustees, the recommendations of the fee review committee will be shared with student government leaders so that students may inform the chancellor of their perspectives on the proposed changes.

D. Board of Trustee Recommendations. The recommendations of the board of trustees will be forwarded to the president for review.

E. President Recommendations. When the review is completed, the president will present fee recommendations to the Committee on Budget and Finance for consideration by the Board of Governors.

Each step in the process shall be an iterative and comprehensive review of the previous step, resulting in changes to the fee recommendations as deemed appropriate.

IV. Distance Education Fees. Section 400.1.1[R](II)(b) of the UNC Policy Manual defines distance education and off-campus programs.

A. For fee-charging purposes, a distance education program is one designed to deliver 80 percent or more of the direct instruction through distance education or off-campus, as defined in

Section 400.1.1[R](II)(b). There may be a requirement for the student to attend the main campus for a portion of the program, but that requirement is minimal.

B. Effective fall 2022, students enrolled in distance education programs as defined above will be assessed certain mandatory fees, including the campus security, educational and technology, and association of student government fees, and will not have access to other services and activities supported by the other Board-approved mandatory fees unless they pay the appropriate additional mandatory fee.

C. Students not enrolled in distance education programs will be assessed all mandatory fees regardless of how their courses are delivered in a given semester.

V. Other Matters

A. Effective Date. The requirements of this policy shall be effective on the date of adoption by the Board of Governors.

B. Relation to State Laws. The foregoing policies as adopted by the Board of Governors are meant to supplement, and do not purport to supplant or modify, those statutory enactments which may govern the activities of public officials.

C. Regulations and Guidelines. These policies shall be implemented and applied in accordance with such regulations and guidelines as may be adopted from time to time by the president.

¹This new policy adopted by the Board of Governors replaces the original Section 1000.1.2, *Policy on Tuition with Respect to Student Exchange Programs with Institutional Abroad*, which was repealed in its entirety by the Board of Governors on September 16, 2021.

²Consistent with G.S. 116-143, no tuition or fees may be charged to students in the high school program at the North Carolina School of Science and Mathematics. However, the Board of Governors may approve, upon the recommendation of the Board of Trustees of NCSSM, the imposition of fees, not inconsistent with actions of the General Assembly for distance education services provided by NCSSM to nonresidents and for students participating in extracurricular enrichment programs sponsored by the School.



AGENDA ITEM

A-8. Capital Project Reporting Requirement (G.S. 143C-8-14) Katherine Lynn

Situation: S.L. 2021-80 codifies the requirement for reporting on the status of capital projects over \$10 million.

Background: The requirement to submit quarterly reports on the status and funding of capital projects funded in whole or in part with state funds has been included in session law for each budget bill. S.L. 2021-80 codifies the capital reporting requirement but raises the reporting threshold from \$100,000 to \$10 million. Capital project reports are required to be submitted to the Joint Legislative Oversight Committee on Capital Improvements and the Fiscal Research Division by October 1 and April 1 of each year. In addition, beginning January 1, the status of capital projects over \$10 million must be reported quarterly to the Office of State Budget and Management.

S.L. 2021-80 requires the reporting on the status of capital projects funded from the State Capital Infrastructure Fund, other state funds, and non-State funds and specifies the report contents.

Assessment: The sample format of the capital projects report to comply with the requirements of G.S. 143C-8-14 is provided for information.

Action: This item is for information only.

Capital Project Reporting Requirement (G.S. 143C-8-14)

ISSUE OVERVIEW

S.L. 2021-80 codifies the requirement for reporting on the status of capital projects over \$10 million that are funded from the State Capital Infrastructure Fund, other state funds, and non-state funds.

The requirement to submit quarterly reports on the status and funding of capital projects funded in whole or in part with state funds has been included in session law for each budget bill. S.L. 2021-80 codifies the capital reporting requirement but raises the reporting threshold from \$100,000 to \$10 million. Capital project reports are required to be submitted to the Joint Legislative Oversight Committee on Capital Improvements and the Fiscal Research Division by October 1 and April 1 of each year. In addition, beginning January 1, the status of capital projects over \$10 million must be reported quarterly to the Office of State Budget and Management.

S.L. 2021-80 includes specific information that must be included in the report and include the following:

- The current construction phase of the project
- The anticipated timeline from the current construction phase to project completion
- Information about expenditures that have been made in connection with the project, regardless of source of the funds expended
- Information about the adequacy of funding to complete the project, including estimate of how final expenditures will relate to initial estimate of expenditures, and whether or not scope reduction will be necessary in order to complete the project within its budget
- For capital projects authorized within the most recent fiscal year only, an estimate of the operating costs for the project for the first five fiscal years of its operation

The information for the capital projects report will be collected from several different sources, including the Interscope database managed by the State Construction Office, the state accounting database, and project information provided by the campuses.

The sample format of the capital projects report to comply with the requirements of G.S. 143C-8-14 is provided for information.

RECOMMENDATION

This item is for information only.

The University of North Carolina
Capital Project Reporting in Compliance with G.S. 143C-8-14
 [Report for October 1, 2021]

FY Auth	Institution	Project Title	Project Funding				Current Project Estimate	Committed Funds	Current Construction Status	Scope Reduced?	Funding Adequate?	Construction Contract Amount As of 9/1/2021	Estimated Contract Completion Date	Total Expenditures as of 6/30/2021	Estimated Operating Costs Years 1-5
			Authorized Funding Amount	Source											
				State Funds	Non-General Funds	Institutional Debt									
2018-19	Appalachian	Track Tennis and Softball Relocation - Old High School Property	\$11,799,998		\$11,799,998		\$11,800,000	\$6,001,720	Under Construction	No	Yes	\$4,815,000	5/11/2022	\$1,108,910	NA
2016-17	ECU	Mendenhall Comprehensive Renovation (Mendenhall Renovation - Phase 1)	\$17,653,625		\$17,653,625		\$20,000,000	\$6,768,496	Under Construction	No	Yes	\$5,528,238	12/16/2021	\$1,467,853	NA
2019-20	NC State	Electrical Distribution Upgrade	\$58,800,000		\$58,800,000		\$58,800,000	\$10,289,337	Under Construction	TBD	TBD	\$1,925,398	7/1/2025	\$918,587	NA
2018-19	NC State	Greek Village - Phase 4	\$47,500,000		\$47,500,000		\$48,000,000	\$42,246,246	Under Construction	No	Yes	\$36,172,799	6/30/2023	\$4,183,763	NA
2018-19	NC State	Outdoor Aquatics Facility	\$300,000		\$300,000		\$11,000,000	\$194,660	On Hold	--	--	--	--	\$194,660	NA
2020-21	NC State	STEM Building - Integrative Sciences Building	\$7,000,000	\$7,000,000			\$160,000,000	\$2,185,692	Under Design	--	--	--	--	\$601,154	NA
2019-20	UNC-CH	Avery Residence Hall Renovations	\$1,300,000		\$1,300,000		\$13,000,000	\$0	Not Started	--	--	--	--	\$0	NA
2021-22	UNC-CH	Bingham Hall Comprehensive Renovations	\$500,000		\$500,000		\$15,000,000	\$0	Not Started	--	--	--	--	\$0	NA
2020-21	UNC-CH	Nursing School Renovation (Carrington Hall Renewal)	\$2,500,000	\$2,500,000			\$45,000,000	\$400,000	Under Design	--	--	--	--	\$268,268	NA
2017-18	UNC-CH	School of Business Planning McColl Building - Addition & Renovation (for Kenan Flagler School of Business)	\$13,200,000	\$8,000,000	\$5,200,000		\$150,020,000	\$8,318,268	Under Design	--	--	--	--	\$3,638,553	NA
2018-19	UNC-CH	Emergency Declaration - Morehead Chemistry Building - HVAC Renovation	\$22,000,000			\$22,000,000	\$6,000,000	\$16,930,945	Under Construction	No	Yes	\$15,214,367	7/31/2021	\$15,490,709	NA
2017-18	UNC-CH	S1 Lot Parking Deck	\$15,743,516		\$8,961,000	\$6,782,516	\$14,443,516	\$10,727,503	Under Construction	No	Yes	\$8,266,320	7/23/2022	\$7,641,257	NA
2018-19	UNC-CH	School of Dentistry New Programs- Renovations	\$15,000,000		\$15,000,000		\$15,000,000	\$1,856,088	Under Design	--	--	--	--	\$1,459,069	NA
2018-19	UNC-CH	South Chiller Plant Retrofit	\$1,000,000		\$1,000,000		\$15,530,150	\$0	Not Started	--	--	--	--	\$0	NA
2016-17	UNC-CH	Translational Research Building	\$26,250,000		\$3,250,000	\$23,000,000	\$133,000,000	\$7,258,637	Under Construction	TBD	TBD	\$1,570,249	Complete	\$6,850,889	NA
2017-18	UNCC	Bioinformatics Building - 4th Floor Upfit	\$11,500,000		\$11,500,000		\$10,900,000	\$8,104,117	Under Construction	No	Yes	\$7,127,527	2/26/2022	\$727,869	NA
2018-19	UNCC	Cameron Hall - 2nd Floor Renovation	\$1,950,000		\$1,950,000		\$19,500,000	\$159,000	Under Design	--	--	--	--	\$159,000	NA
2018-19	UNCC	McEniry - HVAC and IT Infrastructure Upgrades	\$10,000,000		\$10,000,000		\$10,000,000	\$8,656,195	Under Construction	No	Yes	\$5,145,518	10/19/2021	\$5,167,183	NA
2019-20	UNCC	Popp Martin Student Union - Renovation	\$11,498,950		\$11,498,950		\$10,000,000	\$894,988	Under Construction	TBD	TBD	\$263,000	Complete	\$451,730	NA
2017-18	UNCC	Residence Hall - Phase 16	\$64,500,000		\$30,500,000	\$34,000,000	\$64,500,000	\$11,979,229	Under Design	--	--	--	--	\$9,784,874	NA
2018-19	UNCG	Moore Building Renovations	\$1,200,000		\$1,200,000		\$14,732,000	\$363,900	Under Design	--	--	--	--	\$287,225	NA
2018-19	UNCG	Oakland Parking Deck Expansion	\$17,406,000		\$17,406,000		\$17,406,000	\$100,720	Under Design	--	--	--	--	\$96,000	NA
2018-19	UNCW	Randall Library - Renovation and Expansion	\$5,500,000	\$5,500,000			\$61,830,658	\$5,835,022	Under Design	--	--	--	--	\$2,498,978	NA
2019-20	UNCW	Southeast Dining Facility	\$14,000,000			\$14,000,000	\$14,000,000	\$12,605,824	Under Construction	No	Yes	\$10,927,554	9/12/2021	\$8,491,416	NA
2019-20	UNCSSA	New Residence Hall	\$46,000,000			\$46,000,000	\$46,020,736	\$37,251,209	Under Construction	No	Yes	\$33,181,133	1/11/2022	\$17,631,047	NA
2016-17	WCU	Lower Campus Residence Hall	\$93,100,000		\$33,100,000	\$60,000,000	\$93,100,000	\$87,859,201	Under Construction	No	Yes	\$81,821,521	12/1/2022	\$28,653,494	NA
2017-18	WCU	Parking Deck	\$26,615,185			\$26,615,185	\$26,615,185	\$24,422,628	Under Construction	No	Yes	\$22,090,945	9/1/2021	\$19,813,124	NA
2018-19	WCU	Steam Plant Replacement -Energy Production Replacement Facility	\$35,550,000	\$35,550,000			\$33,750,000	\$30,240,111	Under Construction	No	Yes	\$28,410,628	8/30/2022	\$21,289,408	TBD
2012-13	WSSU	Restore the Core - Phase II (Hauser, Pegram, Physical Plant) - Hauser Hall for Music-Renovation & Addition	\$1,500,000		\$1,500,000		\$18,570,560	\$1,265,490	Under Design	--	--	--	--	\$1,134,133	NA
2019-20	NCSSM	Academic Commons Addition & Cafeteria Renovations	\$1,200,000		\$1,200,000		\$12,472,196	\$294,677	Under Design	--	--	--	--	\$0	NA
		TOTAL	\$582,067,274	\$58,550,000	\$291,119,573	\$232,397,701	\$1,169,991,001	\$343,209,902				\$262,460,197		\$160,009,153	

Definitions:

Authorized Funding Amount: Total amount of funds approved for the project by legislation or BOG approval.

State Funds: Appropriated funds and state debt.

Non-general Funds: Non-appropriated funds including donations, gifts, and other sources.

Institutional Debt: Debt issued by the university with legislative approval and repaid from non-appropriated sources (self-liquidating debt).

Committed Funds: Funds contractually obligated for design, construction, inspections, other services, and associated costs.

Construction Contract Current Amount: The total amount of current construction contracts, including contracts that are awarded in multiple phases or multiple contracts.

Estimated Contract Completion Date: The latest contract completion date of awarded contracts, including projects with multiple contracts, as reported in Interscope. Contract completion date is subject to change as additional contracts are awarded.



AGENDA ITEM

A-9. Capital Improvement Projects – NC State University, UNC-Chapel Hill, and
UNC Wilmington..... Katherine Lynn

Situation: North Carolina State University, University of North Carolina at Chapel Hill, and University of North Carolina Wilmington have requested authorizations for three new capital improvement projects.

Background: The Board of Governors may authorize capital construction projects at UNC System institutions using available funds.

Assessment: NC State, UNC-Chapel Hill, and UNC Wilmington are requesting projects that meet the statutory requirements, and it is recommended that the Board of Governors approve the projects and the method of funding. It is further recommended that these projects be reported to the NC Office of State Budget and Management as non-appropriated projects that do not require any additional debt or burden on state appropriations.

Action: This item requires a vote by the committee, with a vote by the full Board of Governors through the consent agenda.

Capital Improvement Projects – NC State University, UNC-Chapel Hill, and UNC Wilmington

ISSUE OVERVIEW

UNC System institutions are required to request authority from the Board of Governors to proceed with non-appropriated projects using available funds (non-general funds). Non-appropriated capital projects are funded by the institution and include the construction, repair, or renovation of facilities such as residence halls, dining facilities, research buildings, athletic facilities, and student health buildings.

Three UNC System institutions have requested three new projects.

I. NEW PROJECTS

Institution/Project Title	Total Project Cost (\$)	Previous Authorization (\$)	Requested Authorization (\$)	Funding Source
North Carolina State University				
1. Centennial Campus Plaza	\$2,000,000	\$0	\$2,000,000	Donations & Gifts
<i>NC State Subtotal</i>	<i>\$2,000,000</i>	<i>\$0</i>	<i>\$2,000,000</i>	
University of North Carolina at Chapel Hill				
2. Women’s Basketball Renovations – Phase 3	\$5,200,000	\$400,000	\$4,800,000	Athletic Receipts
<i>UNC-Chapel Hill Subtotal</i>	<i>\$5,200,000</i>	<i>\$400,000</i>	<i>\$4,800,000</i>	
University of North Carolina Wilmington				
3. Alderman Hall and King Hall Renovations	\$7,835,934	\$0	\$7,835,934	Carry-forward
<i>UNCW Subtotal</i>	<i>\$7,835,934</i>	<i>\$0</i>	<i>\$7,835,934</i>	
Grand Total	\$15,035,934	\$400,000	\$14,635,934	

RECOMMENDATION

All projects and associated funding sources are in compliance with G.S. 143C-8-12 (State Budget Act).

It is recommended that these projects be authorized and reported to the NC Office of State Budget and Management as non-appropriated projects that do not require any additional debt or burden on state appropriations.

II. REPORTING

There are no Chancellor-authorized Repairs and Renovations projects less than \$600,000 to report.



AGENDA ITEM

A-10. Sale of Special Obligation Bonds – North Carolina A&T State University Jennifer Haygood

Situation: North Carolina A&T State University (N.C. A&T) requests that the Board of Governors issue special obligation bonds in an aggregate principal amount not to exceed \$82 million (the “2021 Bonds”) to (1) advance refund the callable maturities of N.C. A&T’s General Revenue Bonds, Series 2015A (the “2015A Bonds”) and (2) pay costs of issuance of the 2021 Bonds.

Background: The Board is authorized to issue special obligation bonds for capital improvement projects that have been approved by the General Assembly. These projects have been previously approved by the Board and the General Assembly and have been approved for financing. This request is to refinance those previously issued bonds.

Assessment: Due to the favorable interest rate environment, N.C. A&T has the opportunity to refinance the 2015A Bonds for debt service savings. N.C. A&T estimates that it can achieve approximately \$6 million in net present value savings by refunding the 2015A Bonds, or approximately 8.5 percent of the par amount refunded, which is based on a cost of funds of approximately 2.5 percent. The refunding of N.C. A&T’s 2015A Bonds will be subject to final review by the System Office to verify savings based on the interest rate environment at the time of the sale of the 2021 Bonds.

N.C. A&T currently has an issuer credit rating of “A1” with a stable outlook by Moody’s Investors Service and an issuer credit rating of “AA-” with a stable outlook from Fitch Ratings. N.C. A&T is currently not rated by Standard & Poor’s. This transaction is expected to have no impact on N.C. A&T’s credit rating.

Action: This item requires a vote by the committee, with a vote by the full Board through the consent agenda.

Sale of Special Obligation Bonds – North Carolina A&T State University

ISSUE OVERVIEW

The Board of Governors is authorized to issue special obligation bonds for capital improvements projects that have been approved by the General Assembly. Although a specific source of funding is used by a campus when retiring these bonds, special obligation bonds are generally payable from all campus revenues excluding tuition, State appropriations, and restricted reserves.

North Carolina A&T State University (“N.C. A&T”) requests that the Board issue special obligation bonds in an amount not to exceed \$82 million (the “2021 Bonds”) for the purpose of refunding the callable maturities of N.C. A&T’s General Revenue Bonds, Series 2015A (the “2015A Bonds”). N.C. A&T estimates that it can achieve approximately \$6.0 million in net present value savings by refunding the 2015A Bonds, or approximately 8.5 percent of the par amount refunded, which is based on a cost of funds of approximately 2.5 percent. The refunding of N.C. A&T’s 2015A Bonds will be subject to final review by the System Office to verify savings based on the interest rate environment at the time of the sale of the 2021 Bonds.

The 2021 Bonds will be issued on a taxable basis and sold in the public market on a negotiated basis by Goldman Sachs & Co. LLC, which was selected through a competitive RFP process.

N.C. A&T currently has an issuer credit rating of “A1” with a stable outlook by Moody’s Investors Service and an issuer credit rating of “AA-” with a stable outlook from Fitch Ratings. N.C. A&T is currently not rated by Standard & Poor’s. This transaction is expected to have no impact on N.C. A&T’s credit rating.

Parker Poe Adams & Bernstein LLP is bond counsel, and First Tryon is the financial advisor.

RECOMMENDATION

It is recommended that the president of the University, or his designee, be authorized to sell the special obligation bonds through the attached resolution.

**RESOLUTION OF THE BOARD OF GOVERNORS OF THE UNIVERSITY OF NORTH
CAROLINA SYSTEM AUTHORIZING THE ISSUANCE OF
SPECIAL OBLIGATION BONDS TO REFINANCE SPECIAL OBLIGATION BOND PROJECTS
FOR NORTH CAROLINA AGRICULTURAL & TECHNICAL STATE UNIVERSITY**

WHEREAS, by Chapter 116 of the General Statutes of North Carolina, the Board of Governors (the “Board”) of the University of North Carolina System (the “UNC System”) is vested with general control and supervision of the constituent institutions of the UNC System; and

WHEREAS, the Board is authorized by Chapter 116D of the General Statutes of North Carolina (the “Act”) to issue, subject to the approval of the Director of the Budget, at one time or from time to time, (1) special obligation bonds of the Board for the purpose of paying all or any part of the cost of acquiring, constructing, or providing special obligation projects and (2) refunding bonds for the purpose of refunding any bonds by the Board under the Act or under any Article of Chapter 116 of the General Statutes of North Carolina, including the payment of any redemption premium on them and any interest accrued or to accrue to the date of redemption of the bonds refunded; and

WHEREAS, North Carolina Agricultural & Technical State University (“N.C. A&T”) and its financial advisor have advised the Board that it may be able to achieve debt service savings by refunding North Carolina Agricultural Technical State University General Revenue Bonds Series 2015A (the “2015A Bonds”), the proceeds of which were used to finance and refinance the costs of the construction equipping and furnishing of new student center on the campus of N.C. A&T and refund other prior obligations, the proceeds of which were used to finance and refinance projects at N.C. A&T;

WHEREAS, if debt service savings can be achieved, the Board has determined to issue North Carolina Agricultural & Technical State University Taxable General Revenue Refunding Bonds (with appropriate descriptions and series designations) (the “Bonds”) in an aggregate principal amount not to exceed \$82,000,000 to (1) refund all or a portion of the 2015A Bonds maturing on and after October 1, 2026 (the “Refunded Bonds”) and (2) pay the costs of issuing the Bonds; and

WHEREAS, the Board has determined to issue the Bonds under the General Trust Indenture dated as of December 1, 2012 (the “General Indenture”) between the Board and The Bank of New York Mellon Trust Company, N.A., (the “Trustee”), and a series indenture (the “Series Indenture”) between the Board and the Trustee; and

WHEREAS, the Bonds and other obligations issued under the General Indenture are payable solely from any funds of N.C. A&T or the Board held for N.C. A&T in each Fiscal Year, but excluding (1) appropriations by the General Assembly of the State from the State General Fund, (2) tuition payments by N.C. A&T students, (3) funds whose purpose has been restricted by the gift, grant or payee thereof, (4) revenues generated by Special Facilities (as defined in the General Indenture) and (5) funds restricted by law (the “Available Funds”);

WHEREAS, Goldman Sachs & Co. LLC (the “Underwriter”) will agree to purchase all of the Bonds pursuant to the terms of a bond purchase agreement (the “Purchase Agreement”) between the Board and the Underwriter; and

WHEREAS, there have been made available to the Board forms of the following documents (the “Board Documents”) which the Board proposes to approve, ratify, execute and deliver, as applicable, to effectuate the financing:

1. the General Indenture;
2. the Series Indenture;
3. the Purchase Agreement;
4. an Escrow Agreement between the Board and The Bank of New York Mellon Trust Company, N.A., as escrow agent, related to the refunding of the Refunded Bonds;
5. the Preliminary Official Statement (the “*Preliminary Official Statement*”) relating to the Bonds, which after the inclusion of certain pricing and other information will become the final Official Statement (the “*Official Statement*”) relating to the Bonds; and
6. the Bonds in the form set forth in the Series Indenture; and

WHEREAS, the issuance of the Bonds does not directly or indirectly or contingently obligate the State or any agency or political subdivision of the State to levy or to pledge any taxes to pay the cost, in whole or in part, of the Bonds in compliance with Section 116D-23 of the Act;

NOW, THEREFORE, BE IT RESOLVED by the Board as follows:

Section 1. **Authorization of Bonds.** That the Board hereby authorizes the issuance of the Bonds in an aggregate principal amount not to exceed \$82,000,000 under the General Indenture and the Series Indenture to pay the costs of refunding the Refunded Bonds and costs incurred in connection with the issuance of the Bonds. The Bonds may be issued in one or more series of bonds, as the Senior Vice President for Finance and Administration and CFO of the UNC System (the “*SVP-Finance*”) or her designee, in consultation with the appropriate officers at N.C. A&T, determine to be in N.C. A&T’s best interest to achieve debt service savings on the Refunded Bonds.

Section 2. **Sufficiency of Available Funds.** That the Board hereby finds that sufficient Available Funds are available to pay the principal of and interest on the Bonds and to provide for the maintenance and operation of the facilities at N.C. A&T to the extent required under the General Indenture.

Section 3. **Selection of Underwriters and other Financing Team Members.** That the Board authorizes the SVP-Finance and the Vice Chancellor for Business and Finance of N.C. A&T to select co-managing underwriters for the Bonds, if necessary or desirable, and any other professionals necessary to undertake the financing as contemplated in this Resolution.

Section 4. **Authorization of Board Documents.** That the form and content of the Board Documents be in all respects authorized, approved and confirmed, and the Chair of the Board, the President of the UNC System, the SVP-Finance, the Secretary and the Assistant Secretary of the Board and the Secretary of the UNC System, or anyone acting in an interim capacity, and their respective designees, individually and collectively (the “*Authorized Officers*”), be and they hereby are each authorized, empowered and

directed to execute and deliver the Board Documents for and on behalf of the Board, including necessary counterparts, in substantially the form and content presented to the Board, but with such changes, modifications, additions or deletions therein as to them seem necessary, desirable or appropriate, their execution thereof to constitute conclusive evidence of the Board's approval of any and all such changes, modifications, additions or deletions therein, and that from and after the execution and delivery of the Board Documents, the Authorized Officers are each hereby authorized, empowered and directed to do all such acts and things and to execute all such documents as may be necessary to carry out and comply with the provisions of the Board Documents as executed.

Section 5. **Authorization of Purchase Agreement.** That the Chair of the Board, the President of the UNC System and the SVP-Finance, individually or collectively, be and hereby are each authorized, empowered, and directed to execute and deliver the Purchase Agreement for and on behalf of the Board, including necessary counterparts, in a form and substance consistent with the terms of this Resolution and that from and after the execution and delivery of the Purchase Agreement, the Authorized Officers are each hereby empowered and directed to do all such acts and things and to execute all such documents as may be necessary to carry out and comply with the provisions of the Purchase Agreement as executed.

Section 6. **Authorization of Preliminary Official Statement and Official Statement.** That the form, terms, and content of the Preliminary Official Statement be and hereby are in all respects authorized, approved, and confirmed, and the use of the Preliminary Official Statement by the Underwriter in connection with the sale of the Bonds is hereby in all respects authorized, approved, ratified, and confirmed. The President of the UNC System and the SVP-Finance, or their respective designees, individually or collectively, be and they hereby are each authorized, empowered and directed to deliver the Official Statement for and on behalf of the Board in the form and content of the Preliminary Official Statement presented to the Board, but with such changes, modifications, additions or deletions therein as to them seem necessary, desirable, or appropriate, their execution of the Purchase Agreement to constitute conclusive evidence of the Board's approval of any and all such changes, modifications, additions or deletions therein, and the use of the Preliminary Official Statement and the Official Statement by the Underwriter in connection with the sale of the Bonds to investors is hereby authorized, approved, and confirmed.

Section 7. **General Authority.** From and after the execution and delivery of the documents hereinabove authorized, the Authorized Officers are each hereby authorized, empowered, and directed to do all such acts and things and to execute all such documents as may be necessary to carry out and comply with the provisions of said documents as executed, and are further authorized to take any and all further actions to execute and deliver any and all other documents as may be necessary to the issuance and on-going administration of the Bonds. Any provision in this Resolution that authorizes more than one Authorized Officer to take certain actions shall be read to permit such Authorized Officers to take the authorized actions either individually or collectively. The Chancellor and the Vice Chancellor for Business and Finance at N.C. A&T, or their respective designees, individually or collectively, are hereby authorized to execute and deliver all documents as may be necessary to the issuance and on-going administration of the Bonds on behalf of N.C. A&T.

Section 8. **Conflicting Provisions.** All resolutions or parts thereof of the Board in conflict with the provisions herein contained are, to the extent of such conflict, hereby superseded and repealed.

Section 9. ***Effective Date.*** This Resolution is effective immediately on the date of its adoption.

PASSED, ADOPTED, AND APPROVED this 16th day of September 2021.

STATE OF NORTH CAROLINA)
)
COUNTY OF ORANGE)

SECRETARY'S CERTIFICATE
OF AUTHENTICATION

SS:

I, Meredith R. McCullen, Assistant Vice President and Secretary of the University of North Carolina System, *DO HEREBY CERTIFY* that (1) the foregoing is a full, true and correct copy of the approving resolution adopted by the Board of Governors of the University of North Carolina System at its meeting on September 16, 2021 and appearing in the minutes of such meeting, (2) notice of the meeting of the Board of Governors of the University of North Carolina System held on September 16, 2021 was sent to each member of the Board, and (3) a quorum was present at the meeting on September 16, 2021 at which time the foregoing Resolution was adopted.

WITNESS, my hand and the seal of the University of North Carolina System this ____ day of _____, 2021.

[SEAL]

Assistant Vice President and Secretary of the University
of North Carolina System



AGENDA ITEM

A-11. Sale of Special Obligation Bonds – UNC CharlotteJennifer Haygood

Situation: The University of North Carolina at Charlotte (“UNC Charlotte”) requests that the Board of Governors issue special obligation bonds (the “2021B Bonds”) in an aggregate principal amount not to exceed \$147 million for the purpose of (1) advance refunding the callable maturities of UNC Charlotte’s Series 2013A Bonds (“2013A Bonds”), (2) advance refunding the callable maturities of Series 2015 Bonds (“2015 Bonds”), and (3) paying the costs of issuance of the 2021B Bonds.

Background: The Board is authorized to issue special obligation bonds for capital improvement projects that have been approved by the General Assembly. These projects have been previously approved by the Board of Governors and the General Assembly and have been approved for financing. This request is for refinancing the previously issued bonds.

Assessment: UNC Charlotte is seeking authority to refund the 2013A Bonds and the 2015 Bonds to take advantage of prevailing market conditions. UNC Charlotte estimates that it can achieve approximately \$10 million in total net present value savings by refunding the 2013A Bonds and the 2015 Bonds, representing approximately eight percent of the par amount refund, which is based on a cost of funds of approximately 2.5 percent. The refunding of UNC Charlotte’s 2013A and 2015 Bonds will be subject to final review by the System Office to verify savings based on the interest rate environment at the time of the sale of the 2021 Bonds.

UNC Charlotte currently has an issuer credit rating of “Aa3” with a stable outlook by Moody’s Investor Service, and an issuer credit rating of “A+” with a stable outlook by Standard & Poor’s. UNC Charlotte is currently not rated by Fitch Ratings. This transaction is expected to have no impact on UNC Charlotte’s credit rating.

Action: This item requires a vote by the committee, with a vote by the full Board of Governors through the consent agenda.

Sale of Special Obligation Bonds – University of North Carolina at Charlotte

ISSUE OVERVIEW

The Board of Governors is authorized to issue special obligation bonds for capital improvements projects that have been approved by the General Assembly. Although a specific source of funding is used by a campus when retiring these bonds, special obligation bonds are generally payable from all campus revenues, excluding tuition, state appropriations, and restricted reserves. This request is for refinancing previously issued bonds.

UNC Charlotte is requesting that the Board of Governors issue special obligation bonds (“2021B Bonds”), not to exceed \$147 million for the purpose of refunding the callable portion of the tax-exempt Series 2013A Bonds (“2013A Bonds”) and tax-exempt Series 2015 Bonds (“2015 Bonds”). The 2021B Bonds will be payable from all campus revenues excluding tuition, state appropriations, and restricted reserves.

UNC Charlotte has \$35,430,000 outstanding of the 2013A Bonds and \$107,920,000 outstanding of the 2015 Bonds. The 2021B Bonds will be used to refund the callable portions of the 2013A Bonds and 2015 Bonds, all of which were issued to finance capital projects previously approved by the UNC Charlotte Board of Trustees, the Board of Governors, and the General Assembly.

UNC Charlotte estimates that it can achieve approximately \$10 million in net present value savings by refunding the 2013A Bonds and 2015 Bonds, or approximately eight percent of the par amount refunded, which is based on a cost of funds of approximately 2.5 percent. The refunding of UNC Charlotte’s 2013A and 2015 Bonds will be subject to final review by the System Office to verify savings based on the interest rate environment at the time of the sale of the 2021 Bonds.

The 2021B Bonds will be issued on a taxable basis and sold in the public market on a negotiated basis by Wells Fargo Bank, N.A. and co-managers, which was selected through a competitive Request for Proposal (RFP) process.

UNC Charlotte currently has an issuer credit rating of “Aa3” with a stable outlook by Moody’s Investor Service, and an issuer credit rating of “A+” with a stable outlook by Standard & Poor’s. UNC Charlotte is currently not rated by Fitch Ratings. This transaction is expected to have no impact on UNC Charlotte’s credit rating.

Robinson, Bradshaw & Hinson is serving as bond counsel and disclosure counsel, and Hilltop Securities is serving as financial advisor for the transaction.

RECOMMENDATION

It is recommended that the Board of Governors authorize the sale and issuance of the revenue refunding bonds through the attached resolution.

**RESOLUTION OF THE BOARD OF GOVERNORS OF THE UNIVERSITY OF NORTH
CAROLINA SYSTEM AUTHORIZING THE ISSUANCE OF
SPECIAL OBLIGATION BONDS TO FINANCE AND REFINANCE SPECIAL OBLIGATION
BOND PROJECTS FOR THE UNIVERSITY OF NORTH CAROLINA AT CHARLOTTE**

WHEREAS, by Chapter 116 of the General Statutes of North Carolina, the Board of Governors (the “Board”) of the University of North Carolina System (the “UNC System”) is vested with general control and supervision of the constituent institutions of the UNC System; and

WHEREAS, the Board is authorized by Chapter 116D of the General Statutes of North Carolina (the “Act”) to issue, subject to the approval of the Director of the Budget, at one time or from time to time, (1) special obligation bonds of the Board for the purpose of paying all or any part of the cost of acquiring, constructing, or providing special obligation bond projects and (2) refunding bonds for the purpose of refunding any bonds by the Board under the Act or under any Article of Chapter 116 of the General Statutes of North Carolina, including the payment of any redemption premium on them and any interest accrued or to accrue to the date of redemption of the bonds refunded; and

WHEREAS, the University of North Carolina at Charlotte (“UNC Charlotte”) and its financial advisor have advised the Board that it may be able to achieve debt service savings by refunding the callable maturities of The University of North Carolina at Charlotte General Revenue Bonds, Series 2013A (the “2013A Bonds”) and The University of North Carolina at Charlotte General Revenue Bonds, Series 2015 (the “2015 Bonds”) previously issued by the Board on behalf of UNC Charlotte to finance and refinance various special obligation bond projects at UNC Charlotte; and

WHEREAS, to achieve the goals set forth above, the Board has determined to authorize the issuance of The University of North Carolina at Charlotte General Revenue Refunding Bonds (with appropriate descriptions and series designations) in one or more series (the “Bonds”) to (1) refund all or a portion of the callable maturities of the 2013A Bonds and the 2015 Bonds (together, the “Refunded Bonds”) and (2) pay the costs of issuing the Bonds; and

WHEREAS, the Board has determined to issue the Bonds under the General Trust Indenture dated as of July 1, 2006 (the “General Indenture”) between the Board and U.S. Bank National Association as trustee (the “Trustee”), and a Series Indenture, Number 14 (the “Series Indenture”) between the Board and the Trustee; and

WHEREAS, the Bonds and other obligations issued under the General Indenture are payable solely from any legally available funds of UNC Charlotte, or of the Board held for UNC Charlotte, in each Fiscal Year remaining after satisfying obligations of UNC Charlotte or the Board under a trust indenture, trust agreement or bond resolution providing for the issuance of debt of the Board with respect to UNC Charlotte existing prior to January 10, 2002, but excluding (1) appropriations by the General Assembly of the State of North Carolina from the State General Fund, (2) tuition payments by UNC Charlotte students, (3) funds whose purpose has been restricted by the gift, grant or payee thereof, and (4) revenues generated by Special Facilities, as defined in the General Indenture (the “Available Funds”); and

WHEREAS, Wells Fargo Bank, N.A. and co-managers (the “Underwriters”) will agree to purchase all of the Bonds pursuant to the terms of a bond purchase agreement (the “Purchase Agreement”) between the Board and the Underwriters; and

WHEREAS, there have been made available to the Board forms of the following documents (the “Board Documents”), which the Board proposes to approve, ratify, execute, and deliver, as applicable, to effectuate the financing:

1. the General Indenture;
2. the Series Indenture;
3. the Purchase Agreement;
4. the Preliminary Official Statement (the “*Preliminary Official Statement*”) relating to the Bonds, which after the inclusion of certain pricing and other information will become the final Official Statement (the “*Official Statement*”) relating to the Bonds; and
5. the Bonds in the form set forth in the Series Indenture; and

WHEREAS, the issuance of the Bonds does not directly or indirectly or contingently obligate the State or any agency or political subdivision of the State to levy or to pledge any taxes to pay the cost, in whole or in part, of the Bonds in compliance with Section 116D-23 of the Act;

NOW, THEREFORE, BE IT RESOLVED by the Board as follows:

Section 1. **Authorization of Bonds.** That the Board hereby authorizes the issuance of the Bonds under the General Indenture and the Series Indenture in an aggregate principal amount not to exceed \$147,000,000 to pay the costs of refunding the Refunded Bonds and the costs of issuance of the Bonds related thereto.

The Bonds may be issued in one or more series of taxable bonds for any or all of the purposes set forth herein, as the Senior Vice President for Finance and Administration and Chief Financial Officer of the UNC System (the “*SVP-Finance*”) or her designee, in consultation with the appropriate officers at UNC Charlotte, determine to be in UNC Charlotte’s best interest to achieve the goals set forth herein.

Section 2. **Sufficiency of Available Funds.** That the Board hereby finds that sufficient Available Funds are available to pay the principal of and interest on the Bonds and to provide for the maintenance and operation of the facilities at UNC Charlotte to the extent required under the General Indenture.

Section 3. **Selection of Financing Team Members.** That the Board authorizes the Vice Chancellor for Business Affairs of UNC Charlotte to select any professionals necessary to undertake the financing as contemplated in this Resolution.

Section 4. **Authorization of Board Documents.** That the form and content of the Board Documents be and are in all respects authorized, approved, and confirmed, and the Chairman of the Board, the President of the UNC System, the SVP-Finance, the Secretary and the Assistant Secretary of the Board and the Secretary of the UNC System, or anyone acting in an interim capacity, individually and collectively, (the “*Authorized Officers*”), be and they hereby are each authorized, empowered, and directed to execute and deliver the Board Documents for and on behalf of the Board, including necessary counterparts, in substantially the form and content presented to the Board, but with such changes, modifications,

additions or deletions therein as to them seem necessary, desirable or appropriate, their execution thereof to constitute conclusive evidence of the Board's approval of any and all such changes, modifications, additions or deletions therein, and that from and after the execution and delivery of the Board Documents, the Authorized Officers are each hereby authorized, empowered, and directed to do all such acts and things and to execute all such documents as may be necessary to carry out and comply with the provisions of the Board Documents as executed.

Section 5. **Authorization of Purchase Agreement.** That the Chairman of the Board, the President of the UNC System, and the SVP-Finance, individually or collectively, be and hereby are each authorized, empowered, and directed to execute and deliver the Purchase Agreement for and on behalf of the Board, including necessary counterparts, in a form and substance consistent with the terms of this Resolution and that from and after the execution and delivery of the Purchase Agreement, the Authorized Officers are each hereby authorized, empowered, and directed to do all such acts and things and to execute all such documents as may be necessary to carry out and comply with the provisions of the Purchase Agreement as executed.

Section 6. **Authorization of Preliminary Official Statement and Official Statement.** That the form, terms, and content of the Preliminary Official Statement be and the same hereby are in all respects authorized, approved, and confirmed, and the use of the Preliminary Official Statement by the Underwriters in connection with the sale of the Bonds is hereby in all respects authorized, approved, ratified, and confirmed. The President of the UNC System and the SVP-Finance, or their respective designees, individually or collectively, be and hereby are each authorized, empowered, and directed to deliver the Official Statement for and on behalf of the Board in substantially the form and content of the Preliminary Official Statement presented to the Board, but with such changes, modifications, additions or deletions therein as to them seem necessary, desirable or appropriate, their execution of the Purchase Agreement to constitute conclusive evidence of the Board's approval of any and all such changes, modifications, additions or deletions therein, and the use of the Preliminary Official Statement and the Official Statement by the Underwriters in connection with the sale of the Bonds to investors is hereby authorized, approved, and confirmed.

Section 9. **General Authority.** From and after the execution and delivery of the documents hereinabove authorized, the Authorized Officers are each hereby authorized, empowered, and directed to do all such acts and things and to execute all such documents as may be necessary to carry out and comply with the provisions of said documents as executed, and are further authorized to take any and all further actions to execute and deliver any and all other documents as may be necessary to the issuance and on-going administration of the Bonds and otherwise contemplated by this Resolution. Any provision in this Resolution that authorizes more than one Authorized Officer to take certain actions shall be read to permit such Authorized Officers to take the authorized actions either individually or collectively. The Chancellor and the Vice Chancellor for Finance and Operations at UNC Charlotte, or their respective designees, individually or collectively, are hereby authorized to execute and deliver all documents and take such actions as may be necessary to the issuance and on-going administration of the Bonds and otherwise contemplated by this Resolution on behalf of UNC Charlotte.

Section 10. **Conflicting Provisions.** All resolutions or parts thereof of the Board in conflict with the provisions herein contained are, to the extent of such conflict, hereby superseded and repealed.

Section 11. ***Effective Date.*** This Resolution is effective immediately on the date of its adoption.

PASSED, ADOPTED, AND APPROVED this 16th day of September 2021.

STATE OF NORTH CAROLINA)
)
COUNTY OF ORANGE)

SECRETARY'S CERTIFICATE
OF AUTHENTICATION

SS:

I, Meredith R. McCullen, Assistant Vice President and Secretary of the University of North Carolina System, *DO HEREBY CERTIFY* that (1) the foregoing is a full, true and correct copy of the approving resolution adopted by the Board of Governors of the University of North Carolina System at its meeting on September 16, 2021 and appearing in the minutes of such meeting, (2) notice of the meeting of the Board of Governors of the University of North Carolina System held on September 16, 2021 was sent to each member of the Board, and (3) a quorum was present at the meeting on September 16, 2021 at which time the foregoing Resolution was adopted.

WITNESS, my hand and the seal of the University of North Carolina System this ____ day of _____, 2021.

[SEAL]

Assistant Vice President and Secretary of the University
of North Carolina System



AGENDA ITEM

A-12. 2020-21 Annual Report of the Committee on Budget and Finance.....Jennifer Haygood

- Situation:** Each standing committee submits an annual report of its activities to the Board of Governors.
- Background:** Under the UNC Policy Manual, Section 302 E of *The Code*, “Each standing committee shall make a written report to the Board of Governors at least annually, reviewing the work of the committee during the preceding year.”
- Assessment:** The Annual Report on the activities of the Committee on Budget and Finance for fiscal year 2020-21 is ready for review and submission.
- Action:** This item requires a vote by the committee to accept the report for submission to the Board of Governors.

DUTIES AND MEMBERSHIP

The Committee on Budget and Finance advises and consults with the president and the chair of the UNC System Board of Governors concerning budget policy and preparation; considers the budget proposed by the president, recommends modifications and approves the budget for consideration by the Board; makes recommendations to the Board for allocation of funds appropriated by the General Assembly; works with the Committee on Educational Planning, Policies, and Programs to ensure the proper funding of strategic objectives; and submits recommendations to the Board with respect to capital improvement projects, institutional borrowings, and property transactions, as well as other budgetary and financial matters within the jurisdiction of the Board of Governors. This report summarizes the work of the committee from July 2020 through June 2021.

The Committee on Budget and Finance was comprised of the following members: Darrell T. Allison, James L. Holmes, Jr., W. Marty Kotis, III, J. Alexander Mitchell, Wendy Floyd Murphy, and Michael Williford. Mr. Holmes served as chair, Mr. Mitchell served as vice chair, and Mr. Williford served as secretary.

Mr. Allison resigned from the Board on September 23, 2020.

Chancellor Sheri Everts (Appalachian State University), Chancellor Kevin Guskiewicz (UNC-Chapel Hill), and Chancellor Randy Woodson (NC State University) were assigned to the committee.

ACTIONS

The Committee on Budget and Finance met 12 times between July 1, 2020, and June 30, 2021, including two special meetings, and two joint meetings with the Committee on Publics Affairs and the Committee on Personnel and Tenure. The committee also held a Tuition and Fees Workshop. The major actions of the committee are summarized as follows:

BUDGETS and ALLOCATIONS/TUITION and FEES

During the year, the committee made specific recommendations for consideration by the Board related to budget requests, allocations of funds, and adjustments of tuition and fee rates.

2020-21 Operating Budget Allocations:

The committee recommended the 2020-21 Operating Budget Allocations, including enrollment funding (\$29,392,231) and the NC Promise Tuition Buy-down Plan (\$6,638,523). The committee provided additional information about the 2020-21 budget and related bills.

2020-21 Enrollment Funding Allocation:

The committee recommended the enrollment funding for FY 2020-21 based on actual enrollment. The General Assembly fully funded the Board's enrollment change funding request by providing \$29,392,231 in nonrecurring funds for 2020-21. Recurring funds were requested in the 2021-23 Budget Priorities.

2020-21 NC Promise Tuition Buy-Down Plan:

The committee recommended allocation of \$6.6M to the NC Promise institutions to make up for the difference between the calculated buy down and final buy down allocation in FY 2019-20 since there were no funds appropriated in FY 2019-20 due to the budget impasse. Additional allocations were made in Fall 2020 and were adjusted after the 2021 spring census when actual spring enrollment figures were available. A total of approximately \$7.6 million in nonrecurring funds was allocated. Recurring funds were requested in the 2021-23 Budget Priorities.

Authorization of Tuition and Fees for 2021-22:

Due to the financial strain the COVID-19 pandemic placed on many students and families; no tuition increases were allowed for resident students. Only increases to the health services fee were initially allowed unless a proposed increase to a mandatory fee was offset by a commensurate decrease to another fee, resulting in no net increase in the total of all mandatory fees, excluding health services fees. At a special meeting of the Committee on Budget and Finance on February 9, 2021, a motion was approved to increase the current \$30 campus security fee to \$60, subject to any adjustments needed due to the three percent statutory cap on fee increases. The committee directed the System Office staff to incorporate the increase in the 2021-22 fee authorization item that was considered by the full Board at its next meeting. The Committee on Budget and Finance approved tuition and fee rates for the 2021-22 academic year on February 17, 2021.

2020 Additional COVID-19 Allocations:

During a special legislative session, the General Assembly appropriated additional funds in response to the COVID-19 crisis. House Bill 1105 (S.L. 2020-97) directed the distribution of federal emergency funding received from the Coronavirus Relief Fund created under the CARES Act. Included in the bill is funding for the Board of Governors to allocate to the UNC System institutions. The committee recommended approval of the following:

- \$13,000,000 to be allocated to the constituent institutions to be used to purchase personal protective equipment (PPE) in response to the COVID-19 pandemic. PPE purchased with these funds shall meet applicable federal standards and guidelines from the Centers for Disease Control and Prevention.
- \$5,000,000 to be allocated to the constituent institutions to effectively mitigate the spread of COVID-19 on the campuses through testing, tracing, enforcing required on-campus isolation and quarantine, and providing COVID-19-related health care services.
- \$1,000,000 for the New Teacher Support Program to provide, at no cost to the local school administrative units, mentoring and coaching support to beginning teachers who are employed in public schools most impacted by COVID-19.

It was recommended that the funding for personal protective equipment be allocated based on \$285 per student living on campus, with a \$400,000 minimum amount per institution for students, and \$20 per budgeted FTE employee as shown in the following table. Also, it was recommended that the president be authorized to make further allocations.

Institution	PPE	Testing/ Tracing	New Teacher Support Prog.
Appalachian State University	\$ 1,553,658		
East Carolina University	531,387		
Elizabeth City State University	408,568		
Fayetteville State University	419,066		
N.C. A&T State University	1,133,465		
North Carolina Central University	622,803		
North Carolina State University	835,269		
UNC Asheville	415,365		
UNC-Chapel Hill	699,842		
UNC Charlotte	1,137,813		
UNC Greensboro	1,198,009		
UNC Pembroke	532,751		
UNC Wilmington	1,097,192		
UNC School of the Arts	410,599		
Western Carolina University	949,328		
Winston Salem State University	635,621		
NC School of Science & Mathematics	404,916		
UNC System Office, Institutional Prog.	14,348	\$5,000,000	\$1,000,000
Total	\$13,000,000	\$5,000,000	\$1,000,000

In May 2020, the Board of Governors approved COVID-19 allocations appropriated by the General Assembly to the North Carolina State Education Assistance Authority (NCSEAA). In a special legislative session in September 2020, the General Assembly appropriated additional coronavirus relief funds to the Board to be allocated to NCSEAA as follows:

- \$5,000,000 to provide funds to each eligible, private postsecondary institution, as defined in G.S. 116-280(3). These funds are to be used to transition to online education for students and to provide funds for students and families impacted by COVID-19. The special provision required NCSEAA to provide funds to each eligible private postsecondary institution, by apportioning an amount equal to the following:
 - a. 75 percent of the institution’s relative share of full-time equivalent students who were enrolled as of March 13, 2020, who received need-based scholarships for the spring semester of the 2019-20 academic year.
 - b. 25 percent of the institution’s relative share of full-time equivalent students who were enrolled as of March 13, 2020, who had not received need-based scholarships for the spring semester of the 2019-20 academic year.

- \$5,000,000 to provide funds to each eligible, private postsecondary institution, as defined in G.S. 116-280(3). These funds are to be used to purchase personal protective equipment in response to COVID-19. PPE purchased with these funds shall meet applicable federal standards and guidelines from the Centers for Disease Control and Prevention. The special provision required NCSEAA to provide funds to each eligible, private postsecondary institution, by apportioning an amount equal to the following:
 - a. 75 percent of the institution’s relative share of full-time equivalent students who were enrolled as of March 13, 2020, who received need-based scholarships for the spring semester of the 2019-20 academic year.
 - b. 25 percent of the institution’s relative share of full-time equivalent students who were enrolled as of March 13, 2020, who had not received need-based scholarships for the spring semester of the 2019-20 academic year.
- \$6,500,000 to be used to provide scholarships as an alternative educational option for certain students with disabilities during the COVID-19 pandemic.
- \$250,000 to be allocated to nonpublic schools that enroll students who receive scholarship funds pursuant to the Opportunity Scholarship Grant Program for the purchase of personal protective equipment for use in schools. NCSEAA shall allocate to each eligible nonpublic school a pro rata amount based on the number of students enrolled in the school who receive scholarship funds as of September 15, 2020. PPE purchased with these funds shall meet applicable federal standards and guidelines from the Centers for Disease Control and Prevention.
- \$1,000,000 in nonrecurring funds (from the Department of Public Instruction School Bus Replacement Funds) to be allocated as grants to establish and administer the North Carolina Patriot Star Family Scholarship Program as follows:
 - a. \$500,000 to the Patriot Foundation
 - b. \$500,000 to the Marine Corps Scholarship Foundation, Inc.

It was recommended that these funds be allocated to Aid to Private Institutions

2021-23 Base Budget:

The base budget was established by S.L. 2014-100, which amended the State Budget Act and replaced the continuation budget. Beginning with the 2015-17 biennial budget process, a number of items, including enrollment funding and building reserves, were removed from the base budget and are now requested as part of the expansion budget. As a result of this change, the base budget now largely reflects the prior fiscal year’s authorized budget.

The committee approved the 2021-23 base budget, which reflected limited adjustments to the current year’s authorized budget as identified by UNC System institutions. The adjustments that impacted the appropriation were a \$16.8 million reversal of nonrecurring funds appropriated for enrollment funding and building reserves as well as increases to existing leases at five campuses, totaling just over \$232,000.

The sum of the 2021-23 base budget and the expansion budget priorities previously approved by the Board constitutes the University’s total request for General Fund appropriations for current operations. This request totaled approximately \$3.1 billion for each year of the biennium, excluding any additional appropriation for faculty and staff salaries.

2021-23 Budget Priorities:

The Committee on Budget and Finance approved the 2021-23 Budget Priorities at the November 2020 meeting with full details of the request provided in January 2021. Due to the pandemic and budget constraints, the budget priorities were limited to a few items that were regarded as core to the instructional mission of the University. The committee recommended approval of the following 2021-23 Budget Priorities:

**University of North Carolina
FY 2021-23 Operating Budget Priorities**

		FY 2021-22	FY 2022-23
2021-23 Base Budget <i>(Excludes Aid to Private Institutions)</i>		\$2,962,056,895	\$2,962,173,367
UNC System Enrollment Funding			
Despite the pandemic, the UNC System had the highest student enrollment in the System's history. Funding for enrollment growth will support high-quality education for new students across the state, including at the NCSM Morganton campus.	NR to R*	\$29,392,231	\$29,392,231
	FY 2021-23	40,176,497	83,998,971
		1,334,264 NR	347,412 NR
	Total	\$69,568,728	\$113,391,202
		\$1,334,264 NR	\$347,412 NR
NC Promise Program			
The NC Promise program has been a tremendous benefit to students at some of our most rural institutions, demonstrating North Carolina's unparalleled commitment to affordability. Enrollment at ECSU, UNCP, and WCU is expected to continue to grow.	NR to R*	\$15,000,000	\$15,000,000
	FY 2021-23	—	5,000,000
	Total	\$15,000,000	\$20,000,000
Building Reserves			
The Connect NC bond significantly increased the number of new appropriated capital projects in the UNC System. As these buildings begin to reach completion, there are substantial needs for maintenance and operation funding. The UNC System is also requesting \$3,985,459 NR in FY 2020-21 for buildings coming online this fiscal year.	NR to R*	\$15,143,629	\$15,143,629
	FY 2021-23	10,904,122	20,480,657
		2,804,782 NR	1,242,230 NR
	Total	\$26,047,751	\$35,624,286
		\$2,804,782 NR	\$1,242,230 NR
		\$110,616,479	\$169,015,488
		4,139,046 NR	1,589,642 NR
Total Requested Increase		\$114,755,525	\$170,605,130
Total Percent Change		3.87%	5.76%

* Total request includes the conversion of FY 2021 nonrecurring to recurring, as well as new funding for FY 2021-23.

Faculty and Staff Salaries	<i>UNC System requests equity with state</i>
UNC System faculty and staff have been working hard educating, promoting student success, and producing groundbreaking research. We have seen the results of these efforts in our steadily increasing graduation rates and nationally recognized research on treatment and prevention of COVID-19.	UNC System employees have not had a salary increase in two years and have not received an increase that was equivalent to that of other state agencies in three years.

Note: All items are recurring unless specified as nonrecurring.

Federal Stimulus Update:

The 2021 Consolidated Appropriations Act [H.R. 133] was signed into law on December 27, 2020. The act included federal aid in response to the COVID-19 crisis. This act provided \$22.7 billion in supplemental federal emergency funding for institutions of higher education in addition to the \$14 billion allocated in the CARES Act that was passed in March of 2020. The UNC System received over \$378 million in federal stimulus. In March 2021, the American Rescue Plan [H.R. 1319] was signed into law providing \$39.6 billion in additional support for institutions of higher education. The UNC System received over \$700 million in federal funding in the third tranche of relief funding to ensure learning could continue during the pandemic. Appropriated funds may be used to defray expenses associated with coronavirus, (including lost revenue), to carry out student support activities that address needs related to the coronavirus, and to provide financial aid grants to students.

2021-23 Capital Budget Priorities:

Every biennium, the University reviews its capital needs and prepares six-year capital improvement plans, which include prioritized plans for: 1) general fund capital improvement projects, 2) capital improvement projects supported by non-general fund sources such as housing, dining, parking, and other receipts, and 3) general fund repairs and renovations. Because of the University's significant backlog of deferred maintenance, campuses were directed to focus their 2021-27 Six-Year Capital Improvement Plans on extending the use of existing buildings through rehabilitation and renovation, rather than on new construction or expansion. These plans were used to develop recommended priorities for the 2021-23 biennium with a focus on caring for the University's existing space. The committee approved the 2021-23 capital budget priorities listed below:

1. Repair, Renovation, and Rehabilitation: \$491,175,000

The System's top priority is working through the significant backlog of critical maintenance needed to preserve our existing facilities. The committee reviewed a list of recommended projects (Attachment A) that focused on the following areas:

- Roof replacement, water intrusion mitigation, or building envelope repairs that allow buildings to remain in use and prevent further deterioration;
- System replacements (such as HVAC, electrical, fire alarms, elevators, etc.) of failing or obsolete systems that directly impact the continued occupancy of the building;
- Repair or replacement of critical plant operations or infrastructure that directly supports operation of critical core-mission buildings; this should not include the expansion or upgrade of any infrastructure to support new construction; and
- Demolition of vacant buildings.

An additional list of smaller maintenance R&R projects (Attachment B) was provided to the committee. R&R funds for these projects would be allocated using the formula approved by the Board of Governors on September 20, 2019.

2. Comprehensive Renovation and Facility Modernization: \$468,050,000

The committee reviewed a list of recommended priorities for comprehensive renovation and modernization projects (Attachment C) with a focus on extending the useful life of a building, improving space utilization, and aligning programmatic priorities.

3. Advanced Planning Funds for New Construction Projects Previously Authorized by the General Assembly: \$35,500,000

S.L. 2020-81 previously authorized two new construction projects and advanced planning funds for both projects was included in the budget request.

Institution	Project	Enacted Total Project Authorization	FY 2021-22	FY 2022-23
NCSU	STEM Building	\$160,000,000	\$7,000,000	Additional allocations pending non-state match
UNC-CH	Business School	\$150,000,000	\$7,000,000	

H.B. 966, which was passed by the General Assembly, but was never enacted, included two new construction projects for health sciences facilities. Advanced planning funds were requested for the two projects listed below:

Institution	Project	H.B. 966 Total Project Authorization	FY 2021-22	FY 2022-23
ECU	Brody School of Medicine	\$215,000,000	\$15,000,000	Additional allocations pending advanced planning
UNCP	Health Sciences Center	\$91,000,000	\$6,500,000	

In total, the committee recommended \$994,725,000 in the 2021-23 capital budget priorities.

CAPITAL IMPROVEMENT ALLOCATIONS

2020-21 Capital Budget Allocations:

Capital budget allocations for 2020-21 were passed in several bills enacted by the 2019 General Assembly and reported in the 2019-2020 annual report.

2020-21 Allocations from the Reserve for Repairs and Renovations:

A total of \$33,100,000 was allocated to the reserve for repairs and renovations for The University of North Carolina System. The Board allocated funds equally among the 17 universities at \$1,898,382 each, with \$827,506 allocated to the System Office for its buildings or other affiliates (NC Arboretum and PBS NC).

2020-21 Non-Appropriated Capital Improvement Projects:

Non-appropriated capital projects are financed by the University and include the construction, repair, or renovation of facilities such as residence halls, dining facilities, research buildings, athletic facilities, and student health buildings. Legislative approval is required for the issuance of debt for these “self-liquidating” capital projects. The legislature authorized debt issuance (S.L. 2021-74) for the following projects:

Institution	Project	Total (\$)	Debt (\$)	Other Funds	Source of Funds
UNCG	The Arts Place at Tate and Gate	\$10,330,306*	\$9,500,000	\$830,306	Bond Savings/ Private Funds
UNCW	Walton Drive Student Village Recreation Fields and Facilities	\$9,750,000	\$9,750,000		Debt Service Fees
	TOTAL	\$20,080,306	\$19,250,000	\$830,306	

*Debt authorization is for the total project amount.

CAPITAL IMPROVEMENT AUTHORIZATIONS

2020-21 Capital Improvement Projects Not Requiring Action by the General Assembly:

During the year, the committee recommended approval of capital improvement projects to be funded from non-appropriated funds. With Board approval, these projects are reported to Office of State Budget and Management (OSBM) as non-appropriated projects that do not require any additional debt or burden on state appropriations.

There are 10 UNC System institutions and affiliates that requested a total of 21 capital improvement projects: 10 new projects for authority, and 11 projects for increased authorization. The institutions requesting authority and a summary of the approved projects is listed below. A detailed list of approved capital projects is included in Attachment D.

2020-21 UNC Non-appropriated Capital Projects Authorized by the Board of Governors

Institution	Total # of Projects	New Project Authorization		Increased Authorization		Total Authorization Requested
		#	Amount	#	Amount	
Appalachian	0	0		0		\$0
ECU	1			1	\$665,000	\$665,000
ECSU	1	1	\$1,000,000			\$1,000,000
FSU	1			1	\$4,500,000	\$4,500,000
N.C. A&T	2			2	\$2,400,000	\$2,400,000
NCCU	2			2	\$8,100,000	\$8,100,000
NC State	8	4	\$50,800,000	4	\$8,668,948	\$59,468,948
UNCA	2	1	\$1,198,835	1	\$2,354,174	\$3,553,009
UNC-Chapel Hill	0	0		0		\$0
UNCC	1	1	\$1,800,000			\$1,800,000
UNCG	0	0		0		\$0
UNCP	0	0		0		\$0
UNCW	1	1	\$1,496,913			\$1,496,913
UNCSA	0	0		0		\$0
WCU	0	0		0		\$0
WSSU	0	0		0		\$0
NCSSM	2	2	\$4,195,000			\$4,195,000
NC Arb.	0	0		0		\$0
UNC-TV	0	0		0		\$0
TOTAL	21	10	\$60,490,748	11	\$26,688,122	\$87,178,870

Effective July 1, 2019, the Board of Governors delegated authority to university boards of trustees to authorize capital projects under \$750,000 in value at the institutional level and, with additional capital project delegation, up to \$1,000,000. For fiscal year 2020-21 under the \$750,000 delegation, 10 UNC System institutions and affiliates authorized a total of 39 capital improvement projects to be funded from non-appropriated funds, summarized in the table below. These projects are also reported to OSBM as non-appropriated projects that do not require any additional debt or burden on state appropriations. There were no institutions authorizing projects under the additional capital project delegation. A detailed list of approved delegated capital projects is included in Attachment D.

2020-21 UNC Non-appropriated Capital Projects Authorized Under Delegated Authority

Institution	Total # of Projects	New Project Authorization		Increased Authorization		Total Authorization Requested
		#	Amount	#	Amount	
Appalachian	4	4	\$2,341,842	0		\$2,341,842
ECU	1	1	\$400,000	0		\$400,000
ECSU	1	1	\$550,000	0		\$550,000
FSU	0	0		0		\$0
N.C. A&T	5	5	\$2,355,000	0		\$2,355,000
NCCU	1	1	\$360,000	0		\$360,000
NC State	9	8	\$3,693,000	1	\$80,000	\$3,773,000
UNCA	0	0		0		\$0
UNC-Chapel Hill	11	7	\$3,126,002	4	\$452,874	\$3,578,876
UNCC	1	1	\$500,000			\$500,000
UNCG	0	0		0		\$0
UNCP	2	2	\$1,476,554			\$1,476,554
UNCW	0	0		0		\$0
UNCSA	0	0		0		\$0
WCU	4	4	\$2,212,000	0		\$2,212,000
WSSU	0	0		0		\$0
TOTAL	39	34	\$17,014,398	5	\$532,874	\$17,547,272

Effective July 1, 2020, the General Assembly authorized chancellors to use available funds for projects less than \$600,000 in 13 allowable Repairs and Renovation categories. Two institutions authorized a total of three projects, as listed below.

2020-21 UNC Chancellors' R&R Projects

Institution	Project Title	Requested Authorization
N. C. A&T	Carver Hall Elevator Improvements	\$514,000
NCCU	Art Museum Roof Replacement	\$260,000
NCCU	Shepard Admin. Bldg. Comptroller's Office Renovation	\$402,077
	TOTAL	\$1,176,077

Effective May 27, 2021, the Board of Governors delegated authority to university Boards of Trustees to authorize advance planning of capital improvement projects where the advance planning effort is funded entirely with non-general fund sources. Two institutions authorized a total of three advance planning projects, as listed below.

2020-21 UNC Advance Planning Projects Authorized by Boards of Trustees

Institution	Project Title	Requested Authorization	Total Project Estimate	Source of Planning Funds
UNC-Chapel Hill	Marsico Hall 9.4T MRI	\$139,400	\$2,200,000	Trust Funds
UNCG	Taylor Theatre Infrastructure	\$61,244	\$5,012,000	Carry-forward
UNCG	The Arts Place at Tate and Gate	\$119,888	\$10,331,000	Trust Funds
	TOTAL	\$320,532	\$17,543,000	

The Board of Governors authorized a total of 21 projects for \$87,178,870. An additional 39 projects under the capital project delegated authority were authorized for \$17,547,272 and three projects under delegated advance planning authority were authorized for \$320,532. Three projects totaling \$1,176,077 were authorized under Chancellors’ R&R authority. For 2020-21, a total of 66 capital projects were authorized for \$106,222,751. The total number of capital projects requested declined 45 percent and the total dollar value decreased almost 70 percent from the previous year. Detailed lists of capital projects approved by the Board of Governors and under delegated authority are included at Attachment D.

2020-21 Capital Projects Approved under Emergency Procedures:

Chancellors informed the president of the need to invoke emergency procedures, as allowed by G.S. 143-129, to provide for new capital improvement projects. In accordance with emergency procedures, a copy of the emergency declarations was sent to the State Construction Office.

Institution	Project	Date Requested	Amount	Fund Source
ECSU	Gilchrist Complex	9/1/2020	\$80,000	General Fund Appropriation
NCCU	Repair of the Nursing Building Chiller System	6/15/2020	\$468,610	Non-general Funds
NCCU	Repair of Turner Law and Criminal Justice Heating Systems	6/15/2020	\$485,000	Facilities & Administrative Receipts
NCCU	Replacement of the Miller Morgan Building Elevator	6/15/2020	\$300,384	R&R Appropriations
NCCU	Replacement of the Albert N. Whiting Criminal Justice Building Elevator	6/15/2020	\$300,000	R&R Appropriations
NCCU	Chancellor’s Residence	3/24/2021	\$200,000	General Fund Appropriations
UNC-Chapel Hill	McGavran Greenberg – Renovation to Containment Space	7/20/2020	\$4,100,000	Grant, Foundation, Carry Forward
UNC-Chapel Hill	Goodmon Building Hot Water Line Replacement	1/19/2021	\$107,825	Trust Funds
		TOTAL	\$6,041,819	

PROPERTY TRANSACTIONS

All property transactions and leases of \$750,000 or more require approval of the Board and, therefore, action by the Committee on Budget and Finance unless approved under other authorized delegation. The following property transactions were recommended for approval.

2020-21 UNC Property Transactions Authorized by the Board of Governors

Institution	Transaction Type	Transaction Description	Terms
Appalachian	Acquisition by Deed	Purchase of 332-bed, 84,362 square-foot residence hall replacing Winkler Hall, a previous student residence hall which has been demolished.	\$28,845,000
Appalachian	Amendment to Ground Lease	Amendment to the existing ground lease and related agreements in connection with Phase III of the development of student housing facilities and related surface and structured parking facilities.	35-year ground lease term with Appalachian's housing corp., 30-year financing of approx. \$64M
Appalachian	Disposition by Demolition	Demolition of Coltrane and Gardner Residence Halls for Phase III housing development. Demolished 103,391 sf.	
N.C. A&T	Acquisition by Deed and Demolition	Acquisition of 19 properties covering approximately 2.5 acres from the N. C. A&T real estate foundation. Demolition for future campus expansion and construction of new student housing.	\$878,000
N.C. A&T	Acquisition by Deed	Acquisition of War Memorial Stadium complex from the City of Greensboro, totaling approximately 14 acres.	\$2,000,000
N.C. A&T	Acquisition by Deed and Demolition	Acquisition of three properties on Stedman and Arlee Streets from the N. C. A&T real estate foundation. Demolition for future campus expansion and construction of new student housing.	\$3,503,751
NC State	Disposition by Reallocation	Reallocation of approximately 4.736 acres on Ligon Street, West of I-440 (The Dearstyne Complex) for the Dept. of Transportation's I-440 Expansion Project.	\$1,850,000
NC State	Disposition by Reallocation	Reallocation of approximately 1.841 acres on Ligon Street, East of I-440 (The USDA and Greenhouse Complex) for the Department of Transportation's I-440 Expansion Project.	\$335,000
NC State	Disposition by Reallocation	Reallocation of approximately .664 acres on Hillsborough Street and Blue Ridge Road (Portion of the College of Veterinary Medicine Campus) for the Department of Transportation's I-440 Expansion Project.	\$310,000
NC State	Disposition by Reallocation	Reallocation of approximately 3.044 acres at Hillsborough Street I-440 (Portion of the College of Veterinary Medicine Campus property leased to NCSU Partnership Corporation) for the Dept. of Transportation's I-440 Expansion Project.	\$3,075,000
NC State	Disposition by Reallocation	Reallocation of approximately 5.325 acres at the NC State University Club for the Department of Transportation's I-440 Expansion Project.	\$3,150,000
NC State	Disposition by Ground Lease	Ground lease of approximately 12 acres with the US Department of Agriculture for construction of a new field research facility at the Lake Wheeler Field Lab.	20-year term with additional 20-year extension option
UNCC	Acquisition by Deed	Acquisition of the Greek Village pursuant to a ground lease with UNCC's associated entity, Facilities Development Corporation.	\$13,000,000

Transactions by Delegated Authority:

In 2012, G.S. 116-31.12 delegated to the Board of Governors of the University of North Carolina System the power to authorize the constituent institutions of the UNC System to acquire and dispose of real property by lease if the lease was for a term of not more than 10 years. The Board had further delegated that authority at two levels — general and additional delegated property authority. Effective July 1, 2019, authority levels were increased under both delegations. Institutions with general delegated property authority are permitted to authorize leases less than \$500,000 in value with terms of 10 years or less and property transactions (acquisitions in fee simple, dispositions, easements, licenses, demolitions) involving values less than \$500,000. Institutions with additional delegated property authority are permitted to authorize leases less than \$750,000 in value with terms of 10 years or less and property transactions (acquisitions in fee simple, dispositions, easements, licenses, demolitions) involving values less than \$1 million.

The summary table below, provides information on property activity within the UNC System under other authorized delegation. A detailed list of approved property transactions authorized under delegated property authority is included in Attachment E.

2020-21 UNC Property Transactions Authorized under General or Additional Delegated Authority*

Transaction Type	Number of Transactions	Acres	Square Feet
Acquisition by Deed	19	46.439	N/A
Acquisition by Lease (land or building space)	23	433.039	36,830
Disposition by Deed	2	10.339	N/A
Disposition by Easement	9	18.9639	N/A
Disposition by Lease (land or building space)	14	375	39,110
Demolition	9	N/A	33,747
TOTAL Acquisitions	42	479.4789	36,830
TOTAL Dispositions and Demolition	34	404.3029	72,857

**As reported by the institutions to the UNC System Office*

Transaction volumes for 2020-21 remained at nearly the same levels as 2019-20 for both Board approval and delegated property matters.

Millennial Campus Designations

G.S. 116 Article 21B authorized the Board of Governors to designate properties of constituent institutions' Millennial Campuses, based on a finding that creation of such a property enhances the institution's teaching, research, and service mission, as well as the economic development of the region the institution serves.

In 2020-21, the committee approved one expansion of an existing Millennial Campus at Appalachian State University and one new designation at UNC Asheville. The committee also approved East Carolina University's request to dispose of property in the Millennial Campus Warehouse District through an "estate for years" transaction.

Appalachian State University added approximately 317 acres, bringing their total designation to 583 acres. The expansion was proposed to permit additional public-private partnership developments in housing and parking and provide new opportunities for other operations such as New River Light and Power, convocation, theater, and visual arts centers.

The committee approved designation of a millennial campus at UNC Asheville of approximately 210.17 acres to provide development flexibility, community engagement, innovative partnerships, and core academic mission

support. The proposed properties have the potential for future development including a new performing arts center, a new OLLI facility, a new retail and mixed-use development, a conference center, improved athletic facilities, including related parking, affordable faculty housing, and other community connected and academic initiatives.

The committee approved ECU’s request for disposition of real property by ground lease for the purpose of developing additional properties in the Millennial Campus Warehouse District. The proposal will allow ECU to enter into a 25-year ground lease with two 25-year and one 24-year options-to-renew for up to 2.5 acres in Leasing Zone 1 of the Warehouse District. The length of this lease would be consistent with the 99-year “estate for years” transaction previously authorized for three adjacent properties in the historic warehouse district involving the same developer.

INSTITUTIONAL BORROWING

Special Obligation Bonds:

The Board of Governors is authorized to issue special obligation bonds for capital improvement projects approved by the General Assembly. Although a specific source of funding is used by an institution when retiring these bonds, special obligation bonds are generally payable from all campus revenues excluding tuition, state appropriations, and restricted reserves. The committee recommended that the president of the University, or his/her designee, be authorized to sell the following special obligation bonds.

Institution	Special Obligation Bonds	Type	Approved NTE Amount	Est. NPV Savings	% Savings (refunded par)
Appalachian	Refund General Revenue Refunding Bonds, Series 2012	Refinance	\$17,000,000	\$1,000,000	6.0%
ECU	Refund Taxable General Revenue Bonds (Build America Bonds), Series 2010B	Refinance	\$20,000,000	\$3,400,000	18.0%
ECU	Refund General Revenue Bonds, Series 2014A	Refinance	\$50,450,000	\$4,100,000	9.0%
NC A&T	Refund the UNC System Pool Revenue Bonds, Series 2011C, and the Series 2013 General Revenue Bonds	Refinance	\$11,000,000	\$865,000	8.0%
UNC-Chapel Hill	Refund Series 2009 Build America Bonds, General Revenue Bonds, Series 2002A (Commercial Paper), and finance the Morehead Chemistry Lab HVAC and campus-wide life safety improvements	Refinance and New Money	\$178,500,000	\$24,000,000	21.0%
UNCC	Refund UNCC’s Series 2013B and Series 2014 Bonds, and Limited Obligation Bonds, Series 2015	Refinance	\$98,000,000	\$5,700,000	6.5%
UNCG	Refund General Revenue and Revenue Refunding Bonds, Series 2011 and Series 2012A	Refinance	\$16,000,000	\$1,425,000	9.4%
UNC Hospitals	Refund taxable Series 2010B Build America Bonds	Refinance	\$28,280,000	\$3,500,000	12.0%
WCU	Refund UNC System Pool Revenue Bonds, Series 2011B, and finance the construction of three lower campus residence halls	Refinance and New Money	\$94,500,000	\$1,800,000	13.0%
TOTAL			\$513,730,000	\$45,790,000	16.0%

In aggregate, during FY21 the committee approved refinancing of a total of nine bonds, including two new-money transactions, resulting in an overall savings of approximately \$45.8 million (16 percent average savings of refunded par value) to the UNC System.

Other Debt Management Approvals:

The committee also approved various contractual agreements pertaining to administration and debt management for the constituent institutions or its affiliates. The committee approved: 1) a remarketing agreement of a special obligation bond; 2) substitution of a standby bond purchase agreement; and 3) amendment to a ground lease and amendments to two use agreements, which are further described below.

The committee approved a remarketing agreement related to UNC-Chapel Hill's General Revenue Refunding Bonds, Series 2019A and Series 2019B (collectively, the "2019 Bonds"). This approval was part of the administration of the 2019 Bonds financing and was based on renewal of the mandatory purchase date as specified in the Sixteenth Series Indenture.

The committee approved UNC Hospitals to enter into a replacement Standby Bond Purchase Agreement ("SBPA") with TD Bank, N.A. and to appoint TD Securities (USA) LLC, as successor Remarketing Agent. Both the replacement SBPA and change of remarketing agent did not change the bond series or create any additional indebtedness of UNC Hospitals.

The committee approved Appalachian State University's request to amend the ground lease with Beyond Boone, LLC, to provide for an alternate financing arrangement for Student Housing Village - Phase III. Under the amendment to the ground lease, the Appalachian Housing Corporation will fund Phase III through a private bank-placed loan. The alternate financing arrangement will significantly reduce the costs associated with Phase III and will not impact the previous bond financing or ground lease agreement provided by the P3 developer for Phases I and II.

The committee approved Fayetteville State University's request to amend a previously approved use agreement related to the financing of the Renaissance Hall student housing facility, which was financed through the Fayetteville State University Housing, LLC. The amendment will allow refunding of Series 2011, Limited Obligation Bonds in an aggregate principal amount not to exceed \$20 million, creating a NPV savings of approximately \$1.8 million, over 10 percent of the par amount refunded.

The committee approved the University of North Carolina School of the Arts' request to amend the use agreement related to the financing of the Center Stage student housing facility, which was financed through the University of North Carolina School of the Arts Housing Corporation. Refinancing the 2015 Certificate of Participation (COP) lowers UNCOSA's payment obligations. In exchange for locking in a lower rate (from 2.99 percent to 2 percent), Capital One requires a waiver to the call provision of June 1, 2023. This refinancing will create NPV savings of approximately \$141,700, about 4 percent of the par amount refunded.

The refinancing of bonds that are not special obligation bonds resulted in an overall savings of approximately \$2 million (10 percent average savings of refunded par value) to the UNC System.

OTHER ACTIONS

Board Reports: The committee recommended approval of the following reports:

- 1. 2019-20 Annual Report:** The Annual Report of the Committee on Budget and Finance to the Board of Governors of the University of North Carolina for July 1, 2019, through June 30, 2020, was recommended for approval.
- 2. 2019-20 UNC Consolidated Financial Report:** The UNC System Financial Report was prepared to provide additional information on the current financial status of the University. This report includes a consolidation of the UNC System constituent institutions' financial statements as a whole, a side-by-side comparison of institutional financial statements, selected disclosures, and other financially related information. In FY 2019-20, total UNC System revenue, excluding UNC Hospitals, was \$10.5 billion and total expenses were \$9.7 billion.
- 3. Report of Facilities and Administrative (F&A) Receipts, 2019-20:** The UNC System has depended heavily on obtaining competitive grants and contracts to support research efforts. In recognition that research carries costs above and beyond the direct costs of the projects, federal agencies have included overhead funds in research grants and contracts. This report detailed the total facilities and administrative (F&A) funds received as well as the use of the funds. In 2019-20, the UNC System earned a total of \$284.5 million in facilities and administrative receipts and expended a total of \$286.5 million. Of the total, \$46 million was expended to operate or maintain facilities constructed with or operated by general fund appropriations.
- 4. FY 2020 UNC System Debt Capacity Study:** The 2015 Appropriations Act required the UNC System to annually estimate the debt capacity of each of the UNC System institutions for the upcoming five fiscal years. The Study finds that all 16 institutions maintained or increased their debt capacity over the five-year study period. Seven institutions have increased their debt capacity compared to last year, and all 16 institutions have improved at least one of their primary financial ratios since the 2019 study.

The limited debt capacity for Elizabeth City State University, University of North Carolina at Asheville, University of North Carolina School of the Arts, and Fayetteville State University reflects recent or future financings that have already been approved by the Board and the General Assembly and are factored into the debt-related ratios for those institutions. It is anticipated those institutions will have limited additional borrowing needs in the next several years.

Additional Topics Discussed: The following topics were presented to the committee for information or approval:

- 1. 2020-21 NC Promise Tuition Plan Annual Report:** Session Law 2016-94 created the NC Promise Tuition Plan at Elizabeth City State University, UNC Pembroke, and Western Carolina University. The state promised to buy-down the difference in tuition receipts created by the lower tuition compared to the established tuition rate at the three NC Promise schools. The General Assembly appropriated \$66 million to offset the lower tuition receipts for FY 2020-21. To offset the decrease in tuition revenue, ECSU received \$6 million, UNCP \$17.1 million, and WCU \$35.6 million. The System Office made initial allocations to the institutions in the fall based upon fall census data and an average of fall-to-spring retention rates. Funds were reallocated in the spring after the spring census to match actual enrollment.

- 2. All-Funds Budget:** The University of North Carolina System has initiated a requirement that all institutions develop an all-funds budget to further the financial management of the UNC System and its constituent institutions. Budgeting requirements related to state General Funds do not previously exist for the System’s other fund sources. These other fund sources, called Institutional Trust Funds in the General Statutes, are comprised of revenues from auxiliary enterprises, federal grants and contracts, donor funds, and student fees. Over time, Institutional Trust Funds have grown and now comprise half of UNC System revenues. The first comprehensive all-funds budget will be completed by May 2022 for fiscal year 2022-23.
- 3. Analysis of UNC System Workforce Trends:** The UNC System has been engaged in a multi-year analysis of trends in the size of the University’s workforce. The System Office staff is completing a five-year analysis of changes in the size of the University workforce. This study is intended to illustrate workforce trends in functional job categories over five fiscal years (FY16 – FY20) and will continue as an ongoing reporting process each fiscal year for the president and Board of Governors. On average, employee headcount has grown 1.9% per year from FY 2015-16 to FY 2019-20.
- 4. Capital Construction Task Force:** Mr. Parrish presented to the committee the final report on the Capital Construction Task Force, which included its recommendations for changes to the capital project design and construction policies, procedures, and processes. The recommendations included the following six focus areas: modify the Board’s capital project approval policies and procedures, improve construction cost estimating, establish a baseline for R&R funding, develop appropriate life cycle standards based on building type, improve capital construction project delivery, and increase the project value, and efficient use of project funding. The task force recommends specific action items for each of the six focus areas. The proposed recommendations of the Capital Construction Task Force are included in Attachment F. The committee approved the final report and recommended to the full Board for approval. The committee later approved the following policy changes based on the Capital Construction Task Force recommendations:

 - **Amended UNC Policy 200.6 and 600.1.1 to delegate advanced planning authorization.**
 - Amended UNC Policy 200.6 - Policy on Delegation of Authority to the President to delegate to the president the authority to approve advance planning of capital improvement projects, where the advance planning effort is to be funded entirely with non-General Fund money.
 - Amended UNC Policy 600.1.1 Policy on Design, Construction, and Financing of Capital Improvement Projects to delegate to the president and boards of trustees the authority to approve advance planning of capital improvement projects, where the advance planning effort is to be funded entirely with non-General Fund money. The boards of trustees may not further delegate this authority.
 - **Amended UNC Policy 600.1.1 - Duties and Authorities of Boards of Trustees**
 - Amended UNC Policy 600.1.1. – Policy on Design, Construction, and Financing of Capital Improvement Projects, which delegates authority to the president to approve construction contract increases of up to 10 percent of the originally awarded construction contract amount for capital improvement projects.

5. Establishment of For-Profit Associated Entity – UNC-Chapel Hill: These funds provide MBA and BSBA students with hands-on experience in operating a private investment fund. KFBSF Real Estate Funds I, II, and III are fully invested, and KFBST Real Estate Fund IV is almost fully invested. Ms. Caroline O’Neill, former fund manager, spoke highly of the school’s program and endorsed the request to establish a new for-profit associated entity, KFBS Real Estate Fund V, to manage real estate investment funds. The committee approved the Establishment of the For-Profit Associated Entity.

6. Expenditures Benchmarks for the President and Special Responsibility Constituent Institutions: Expenditure Benchmark for the President and Special Responsibility Constituent Institutions approved for the transition of North Carolina A&T State University from Tier 2 to Tier 1, which will raise the university’s expenditure threshold from \$250,000 to \$500,000.

7. Repairs and Renovations Carryforward Resolution: The committee approved a resolution on the repairs and renovations carryforward funds that would allow each constituent institution to retain the full amount of the carryforward savings it generates, up to five percent, for its own use as permitted by state law.

8. System-wide STEM Study: The committee received the final System-wide STEM Study on behalf of the Board of Governors STEM Planning Task Force, created by S.L. 2018-5 to conduct a system-wide analysis of STEM capital needs. The System Office hired MGT Consulting Group to conduct the System-wide STEM Program Needs Assessment to address STEM job growth and projected STEM enrollment growth. JMZ Architects and Planners was hired to conduct the System-wide STEM Capital Planning Study. The capital planning study looked at the capacity, utilization, and condition of existing STEM space and projected the additional space needed to accommodate future STEM enrollment growth. The study emphasized renovating or repurposing existing space to accommodate future growth before constructing new space, and also indicated that existing STEM space will continue to deteriorate without additional investment. Both reports were accepted by the committee and were submitted to the legislature on behalf of the Board of Governors STEM Planning Task Force.

9. Task Force on Pricing, Flexibility, and Affordability: The Board of Governors appointed the Task Force on Pricing, Flexibility, and Affordability to undertake a strategic review of tuition and fee policy during fall 2020 and winter 2021 in order to:

- examine how tuition and fees are currently structured in our System;
- determine the strengths and weaknesses of that structure; and
- identify opportunities to change the structure to better serve the interests of our students, taxpayers, and universities.

The context for the review will be the Board’s commitments to reducing student debt, providing access to a quality university education, and on-time degree completion as reflected in the UNC System’s 2017-2022 strategic plan.

The Task Force on Pricing, Flexibility, and Affordability included seven members from the Board of Governors: Alex Mitchell (chair), Carolyn Coward, Isaiah Green, David Powers, Randy Ramsey, Dwight Stone, and Michael Williford. In October 2020, Board member Wendy Floyd Murphy was made chair and Board member Art Pope was added to the task force.

The task force was charged with making a set of concrete recommendations to the Committee on Budget and Finance. The following were recommendations approved by the committee:

- **Recommendation to Establish a Standard Per-Credit Method to Prorate Tuition:** The proposal would eliminate the difference in tuition for distance education and in-person instruction and move to a single, per-credit tuition pricing model that would be consistent across both modes of learning. The committee approved the recommendation and directed the UNC System Office staff to incorporate language implementing the policy change in the Authorization of Tuition for 2021-22.
- **Distance Education Definition for Fee-Charging Purposes:** As recommended by the Task Force on Pricing, Flexibility, and Affordability, a distance education program in this context is one designed to deliver 80 percent or more of the direct instruction through distance education or off-campus, as defined in UNC Policy 400.1.1. Distance education students are only required to pay campus security, educational and technology, and Association of Student Government fees, and will not have access to services and activities supported by the other Board-approved mandatory fees unless they pay the appropriate additional mandatory fee. The approved definition will be effective Fall 2022.

**University of North Carolina
FY 2021-23 Capital Improvement Priorities**

**Attachment A
Immediate Repair, Renovation, and Rehabilitation Needs**

University	Project	FY21-23
Appalachian State	Wey Hall Envelope and Roof Repair	\$5,000,000
Appalachian State	Wey Hall Partial Renovation - Building Systems	\$10,000,000
East Carolina	Brody High Rise Code Compliance - Phase 2	\$6,000,000
East Carolina	Main Campus - College Hill Drive Steam - Phase 3	\$2,500,000
East Carolina	Whichard Building Comprehensive Renovation	\$10,000,000
East Carolina	Speight Building Roof, Window, and Envelope Replacement	\$4,000,000
East Carolina	Chilled Water Extension to Whichard & Graham	\$6,475,000
East Carolina	Main Campus-Relocate Steam & Condensate - Phase 1	\$5,000,000
East Carolina	Health Science Building Envelope Infiltration Repairs	\$5,000,000
Elizabeth City State	Repair Campus Main Switch	\$700,000
Elizabeth City State	Repair Campus Pump Station	\$650,000
Elizabeth City State	Infrastructure Upgrades - Water & Electrical, Phase 1	\$12,000,000
Elizabeth City State	Emergency Generator Power - Operations	\$4,900,000
Elizabeth City State	Emergency Generator Power - Residence Halls	\$2,100,000
Elizabeth City State	Campus-wide Lockdown System	\$2,000,000
Elizabeth City State	Building Demolition - Four Buildings	\$1,500,000
Elizabeth City State	Butler Residence Hall Renovations	\$2,500,000
Fayetteville State	Lyons Science Renovation	\$1,500,000
Fayetteville State	Butler Renovation - HVAC, Bldg Envelope, Fire Alarm	\$3,450,000
Fayetteville State*	A.B. Rosenthal Building - Targeted Renovation	\$10,000,000
Fayetteville State	Campuswide Utility Infrastructure	\$9,950,000
NC A&T*	Carver Hall Comprehensive Modernization-Phase 1	\$9,700,000
NC A&T	Price Hall Renovation- Phase 1	\$8,000,000
NC A&T	Marteena Hall Renovation	\$9,100,000
NC Central*	Lee Biology Renovation	\$8,100,000
NC School of Science and Math	HVAC Campus Wide Renovations	\$2,000,000
NC School of Science and Math	Chiller Replacement	\$3,000,000
NC School of Science and Math	Building Envelope Repairs	\$5,850,000
NC State	Page Hall - Bldg Envelope Repairs & Plumbing Upgrades	\$4,000,000
NC State	Scott Hall - HVAC Renovation	\$5,000,000
NC State	Mann Hall - HVAC and Plumbing Renovation	\$10,000,000
NC State	Kilgore Hall - HVAC Renovation	\$10,000,000
NC State	Domestic Water Line Replacement-North and Central Campus	\$4,303,000
NC State	Fire Protection Systems - Poe Hall	\$3,500,000
NC State	HVAC Renovation - Thomas Hall	\$4,000,000
UNC Asheville	Campus Safety Improvements, Access Control, Cameras	\$2,300,000
UNC Asheville	Campus Roadway Repairs	\$4,400,000
UNC Chapel Hill	Wilson Library - Means of Egress	\$9,300,000
UNC Chapel Hill	Swain Hall - Targeted Renovation	\$5,800,000
UNC Chapel Hill	Phillips Hall - 1958 Central HVAC System	\$6,000,000
UNC Chapel Hill	Hamilton Hall - Central HVAC System	\$8,800,000

*Project included in H966, which was ratified, but not enacted into law.

University	Project	FY21-23
UNC Chapel Hill	Wilson Library - 1953 Central HVAC System AHU 1 & 2	\$7,000,000
UNC Chapel Hill	Wilson Library - 1953 Central HVAC System AHU 3	\$4,000,000
UNC Charlotte	Atkins Library Tower - ADA & Elev	\$10,000,000
UNC Charlotte	Smith Replace HVAC & Controls, Envelope, Replace Roof	\$5,950,000
UNC Charlotte	Atkins Library Tower - Fire and Smoke Systems	\$3,840,000
UNC Charlotte	Woodward Controls and Lab HVAC Modernization	\$2,700,000
UNC Charlotte	Friday HVAC, Controls, and Electrical Upgrade	\$9,700,000
UNC Greensboro	Coleman Fire Alarm Replacement	\$2,440,000
UNC Greensboro	Steam Distribution Replacement Phase IV -B	\$1,550,000
UNC Greensboro	Campus Chiller Water Infrastructure & Equip Improvemts	\$10,400,000
UNC Pembroke	Demolition of Jacobs Hall with Site Restoration	\$1,250,000
UNC Pembroke	Campus Roof Replacement - Various	\$1,500,000
UNC Pembroke	Campus Safety and Regional Emergency Response Center	\$4,480,000
UNC School of the Arts	Stevens Center - Roof, Water Intrusion, Bldg Envelope	\$4,800,000
UNC School of the Arts	Gray Building - Roof, Bldg Envelope, HVAC, Fire Suppression	\$3,350,000
UNC School of the Arts	Replace Roofs - Performance Place, Workplace, WPV	\$2,435,000
UNC Wilmington	Coastal Marine Studies - Plumbing, Mech, Elec Renovation	\$9,930,000
Western Carolina	Killian Building - HVAC Upgrades, Window Replacement	\$3,570,000
Western Carolina	Reid Building - Roof Replacement	\$2,520,000
Western Carolina	Moore Building - Abatement, Demo & Struct Improvmts	\$7,100,000
Western Carolina	Moore Building - Infrastructure and Accessibility	\$4,200,000
Winston Salem State*	Restore the Core - Hauser Hall Renovations	\$9,500,000
UNC-TV	Tower Lighting, FAA Markers, Tower Elev Repair	\$2,200,000
UNC-TV	Bryan Center - Replace HVAC Air Handler and Controls	\$2,707,000
UNC-TV	Bryan Center - Chiller and Cooling Tower Replacement	\$1,120,000
NC Arboretum	Infrastructure Restoration and Road Repairs	\$1,000,000
Systemwide	Maintenance R&R Projects: Smaller projects focused only on the repair and renovation of state facilities and related infrastructure as defined in G.S. 143C-4-3(b). Attachment B provides a detailed list identified priorities by campus.	\$143,555,000
Total		\$491,175,000

*Project included in H966, which was ratified, but not enacted into law.

**University of North Carolina
FY 2021-23 Capital Improvement Priorities**

**Attachment B
Maintenance Repair and Renovation Projects**

Institution	R&R Category	Project	Project Total
ASU	4	Walker Hall HVAC Repair and Upgrades	\$500,000
ASU	2	Walker Hall Envelope and Structural Repair	\$1,300,000
ASU	4	Campus Wide Electronic Door Access Installation	\$1,500,000
ASU	1	Chapell Wilson Gutter/Soffit/Roof Replacement	\$600,000
ASU	1	Smith Wright Hall Roof Repair and Replacement	\$1,000,000
ASU	4	Holmes Convocation Center Chiller	\$200,000
ASU	4	BB Dougherty Chiller Repair	\$100,000
ASU	2	Facilities Operations/Motorpool Wall Repairs	\$300,000
ASU	4	John E Thomas Chiller Compressor Upgrades	\$250,000
ASU	4	Anne Belk Hall Hot Water Piping Replacement	\$500,000
ASU	4	Edwin Duncan Hall HVAC and Lighting Improvements	\$800,000
ASU	2	John E Thomas Envelope	\$300,000
ASU	11	Howard Street Hall Road Opening	\$200,000
ASU	4	Holmes Convocation Center VAV Replacement	\$150,000
ASU	4	Peacock Elevator Upgrade	\$200,000
ASU	6	University Hall Sprinkler System	\$250,000
ECU	4	Brody Building Freight Elevators - Emergency Power	\$250,000
ECU	4	Science & Technology Replace Roof	\$400,000
ECU	11	Old Cafeteria Building Install Steam Manhole and Replace Piping	\$300,000
ECU	2	Health Science Campus Catwalks Central Utility Plant	\$225,000
ECU	1	Warren Life Sciences Replace Roof Section B	\$300,000
ECU	4	Health Science Campus Central Utility Plant Transformer 1 & Transformer 2	\$404,000
ECU	5	Bate Upgrade Elevators (2)	\$350,000
ECU	1	Rivers Replace Roof	\$300,000
ECU	1	Christenbury Replace Roof	\$410,000
ECU	2	Brody Building Envelope Infiltration Repairs Phase 1	\$1,500,000
ECU	11	Brody Chilled Water Loop Valve Replacement	\$100,000
ECU	2	Jenkins Art North Building Envelope Repairs	\$1,750,000
ECU	1	McGinnis Scene Shop Replace Roof	\$100,000
ECU	4	Brody - Inline Fan Replacement Phase 1	\$200,000
ECU	4	Jenkins Art Replace Distribution Sub Panels Westside Jenkins Art	\$225,000
ECU	5	Messick Upgrade/Replace Elevator	\$150,000
ECU	5	Building 127 Upgrade/Replace Elevator	\$150,000
ECU	2	Coastal Studies Annex Repair and Coat Siding and Roofing	\$100,000
ECU	4	School of Dental Medicine Community Service Learning Centers Upgrades (HVAC & Indoor Air Quality)	\$203,000
ECU	11	Main Campus Steam Plant - Install Steam Blanket for Boilers	\$100,000
ECU	5	McGinnis Auditorium Upgrade/Replace Elevator	\$300,000
ECU	4	Brewster HVAC Controls Optimization - D Wing	\$400,000
ECU	4	Greenville Centre HVAC Controls Upgrade (Specific Remote Terminal Unit Variable Air Volumes)	\$300,000
ECU	4	Plate and Frame Heat Exchanger for Science & Technology Central Chiller Plant w/ Controls Upgrade	\$300,000
ECU	4	Old Cafeteria Building Controls (Specific Direct Digital Control) Upgrade	\$300,000
ECU	4	Carol Belk Building HVAC system (Specific Variable Air Volume integration)	\$300,000
ECU	4	Rivers Building HVAC System (Specific Variable Air Volume) to Trane	\$300,000
ECU	4	Austin Building Air Handlers Replacement	\$1,500,000
ECU	6	Warren Life Sciences Extend Sprinkler System to Original Section	\$181,000
ECU	5	Building 43 Upgrade Freight Elevator Replace Shaft and Jack	\$230,000
ECU	4	Main Campus Replace Power Distribution System Steam Plant	\$250,000
ECU	4	Biotechnology Building Upgrade Laboratory Exhaust System	\$452,000
ECU	4	Biotechnology Building Replace Exhaust Fans	\$130,134
ECU	11	Repair and Repave Service Drive at West End Dining Behind White Residence Hall	\$150,000
ECU	6	Wright Building/Wright Auditorium Fire Alarm System Upgrade	\$300,000
ECU	1	Old Cafeteria and Ragsdale Annex Replace Roof	\$240,000
ECU	4	Brody School of Medicine Replace Computer Room Air Conditioning (CRAC) Units GE-99	\$200,000
ECU	6	Cotanche Data Center - Renovations to Improve Fire Protection System in Data Rooms (Specific FM 200)	\$210,000
ECSU	4	Underground Infrastructure - Replace all campus plumbing gate valves/infrastructure for fire pump	\$150,000
ECSU	4	Underground Infrastructure - Replace 6" with 8" line to improve water volume on campus north	\$300,000
ECSU	9	Jenkins Hall (Phase 2) - Renovation Laboratory and Classroom (Phase 1 starts in 2020-21 R&R Year)	\$400,000
ECSU	9	Vaughn Center - Repair student phys ed learning spaces (pool, flooring, ceilings & building envelope)	\$550,000
ECSU	1	Fine Arts - Roof Replacement	\$200,000
ECSU	9	Dixon Hall - Classroom and Laboratory Renovations	\$400,000
ECSU	4	ITC - Air Handler Replacement	\$300,000

**Attachment B
Maintenance Repair and Renovation Projects**

Institution	R&R Category	Project	Project Total
ECSU	9	Lester Hall - Demolition	\$495,000
FSU	1	Barber/Collins Admin Complex: roof replacement	\$200,000
FSU	4	Campuswide: exterior lighting retrofit	\$400,000
FSU	11	Campuswide: brick paver & concrete walk repairs	\$500,000
FSU	1	Telecom: roof replacement	\$150,000
FSU	1	Butler: roof replacement	\$650,000
FSU	4	Chesnutt: MEP (generator)	\$400,000
FSU	4	Telecom: MEP (central plant tie, AHU, BAS, MDP, generator)	\$750,000
FSU	4	University Advancement: MEP (AHU, Heat Pumps, BAS, MDP)	\$600,000
FSU	4	FM complex: MEP (HVAC, MDP, generator, restrooms)	\$450,000
FSU	2	Harris CBE: precast concrete structural repair	\$100,000
FSU	2	Cook: exterior stairs and patio repairs	\$100,000
FSU	1	J.Knuckles Science Annex: roof replacement	\$150,000
NC A&T	1	Roof Repairs (General Classroom B side)	\$1,241,107
NC A&T	4	Boiler Replacement	\$1,459,200
NC A&T	4	Hines Hall HVAC Modifications	\$300,000
NC A&T	9	Waterproofing Buildings	\$600,000
NC A&T	4	HVAC Repairs/Replacement(IRC Building)	\$705,274
NC A&T	4	HVAC Repairs/Controls Dudley	\$403,305
NC A&T	4	MCNair Hall HVAC Repairs	\$250,000
NC A&T	5	Elevator Repairs/Replacement	\$450,000
NC A&T	4	Steam Leaks Campus Wide	\$500,000
NC A&T	4	Building Steam system repairs	\$200,000
NC A&T	1	Roof Repairs (Moore Gym, Hodgkin Hall, Fraiser Hall)	\$1,000,000
NC A&T	9	Window Replacement (Price Hall, 1020 Wendover, Hodgkin Hall, Campbell Hall, C.H. Moore	\$200,000
NC A&T	8	Asbestos Abatement Campus Wide(1020 Wendover, Price, Corbett Sports Center, Campbell & Carver)	\$150,000
NC A&T	4	Back Flow preventors (Campus Wide)	\$300,000
NC A&T	4	Electrical Improvements(Beef Barn, Bull Barn, Calf Barn, Dairy Barn)	\$100,000
NCCU	11	BN Duke Steam to Natural Gas Conversion	\$350,000
NCCU	1	Art Museum Roof Replacement	\$250,000
NCCU	11	Campus-wide steam system repairs (steam traps, valves, leaks, piping & insulation replacement, MHs)	\$600,000
NCCU	2	Robinson Science Building - Repair & Restore Brick Façade	\$300,000
NCCU	9	Hubbard Totton Building - Elevator Replacement	\$350,000
NCCU	5	Campus-Wide ADA Compliance Upgrades -- Phase 2	\$100,000
NCCU	4	William Jones Building HVAC Upgrades	\$450,000
NCCU	9	Walker PE Complex - Elevator Replacement	\$350,000
NCCU	11	Sanitary Sewer System: locate/ assess terra-cotta pipes to stop significant inflow and infiltration	\$100,000
NCCU	1	Roof Gutters & Vent Repairs at multiple locations	\$310,000
NCCU	2	Taylor Building - Repair & Restore Brick Façade	\$161,000
NCCU	11	Water System: Re-route South and East sides for increased capacity	\$135,000
NCCU	1	Campus Wide Annual Flat Roof Diagnostics, Preventive Maintenance and Leak Repairs	\$300,000
NCCU	6	Fire Alarm Systems Upgrades & Repairs at multiple locations	\$250,000
NCCU	1	Steam Plant Roof Repair	\$40,000
NCCU	8	Asbestos/Mold remediation/Contaminants removal - Multiple locations	\$300,000
NCCU	4	Shepard Library ITS NOC HVAC Upgrades	\$230,000
NCCU	6	Fine Arts Building Fire Alarm System Replacement	\$495,000
NCCU	7	Miller Morgan Building VFDs Replacement	\$80,000
NCCU	2	BN Duke Auditorium - Repair & Restore Brick Façade	\$300,000
NCCU	2	Edmonds Building Brick Façade Repair & ADA Access Ease of Entry and Code Compliant Steps and Handrails & Repla	\$245,300
NCSSM	9	Cafeteria Renovation	\$2,500,000
NC State	4	Research Bldg III - HVAC Upgrades	\$900,000
NC State	11	Original Campus - Domestic Water Line repair under Railroad Tracks	\$270,000
NC State	9	Dabney - Renovation - Labs	\$1,500,000
NC State	2	Polk -2nd Floor Overhang structural repair	\$150,000
NC State	9	Scott Hall - Renovation - Labs	\$2,500,000
NC State	9	Brooks Hall - Renovation - Phase 1	\$1,500,000
NC State	4	Mann - Electrical Upgrades	\$950,000
NC State	9	Thomas Hall - Renovation - Labs	\$1,000,000
NC State	3	Polk - Fire Alarm Upgrade	\$600,000
NC State	4	CVM Equine AHU replacement	\$300,000
NC State	5	Mckimmon - ADA Improvements Restrooms	\$500,000
NC State	11	Morrill Drive Domestic Water Line Replacement	\$661,000
NC State	6	Fire Alarm Panel Replacement (Nelson, Park Alumni, Beef Education Unit, Schaub, CVM Research)	\$250,000
NC State	11	Campus - Domestic Water Line and Valve Replacement Ph 11	\$650,000

**Attachment B
Maintenance Repair and Renovation Projects**

Institution	R&R Category	Project	Project Total
NC State	4	BAS Controls Upgrade Phase 1(Don Ellis, Brooks)	\$100,000
NC State	9	Polk Hall - Renovation - Labs - Phase 1	\$1,500,000
NC State	8	Campus - Asbestos Removal Steam System	\$650,000
NC State	2	Caldwell Hall - Pointing & Caulking	\$100,000
NC State	4	Research Bldg #1 - AHU replacement	\$850,000
NC State	4	Research Bldg IV - HVAC Upgrades	\$1,100,000
NC State	11	Centennial Campus - Repair steam leaks	\$550,000
NC State	6	CVM Main - Fire Alarm Upgrade Phase 3 o f 3	\$400,000
NC State	6	Mann Hall - Fire Sprinkler System	\$500,000
NC State	11	Campus - Steam Leak Repair MH13	\$200,000
NC State	9	Gardner - Renovation - Labs	\$480,000
NC State	2	Textiles - COT Pod 2 South side - Foundation Waterproofing	\$350,000
NC State	11	Campus - Cooling Tower Refurbish at CBC	\$250,000
NC State	6	Polk Hall - Fire Alarm Upgrade	\$600,000
NC State	3	Biltmore - Code Deficiencies	\$2,000,000
NC State	11	Campus - Upgrade Campus Sanitary/Storm Water System Ph 1	\$844,000
NC State	11	Campus - Chilled Water System improvements	\$575,000
NC State	2	Kilgore - Foundation Waterproofing	\$350,000
NC State	2	Cox - Pointing & Caulking	\$300,000
NC State	2	Tompkins Hall - Above grade Waterproofing / Pointing	\$200,000
NC State	11	Yarborough - Chiller Controls Upgrade	\$146,000
NC State	11	Campus - Sewer Line replacement - Court of NC	\$175,000
UNCA	3	Campus Wide: Arc Flash Compliance - Phase II	\$150,000
UNCA	3	Replace and Upgrade Fueling Station w/ compliant storage tanks/system (FCAP #31053)	\$150,000
UNCA	5	Replace the existing pedestrian pathways to connect main quad to Owen Hall	\$250,000
UNCA	5	Replace walkways in Tennent Park to provide ADA accessible path to the main quadrangle/Carmichael Hall.	\$250,000
UNCA	11	Repair concrete at Carmichael Plaza & walk along Ramsey/Tennent Park	\$200,000
UNCA	7	Reuter Center: replace BAS, add VFD to AHU (FCAP #31131)	\$150,000
UNCA	1	Roof Replacements: Reuter Center (EPDM) & Riverside Warehouse (single-ply) (FCAP #14433)	\$475,000
UNCA	11	Rework intersection at Edgewood and University Heights	\$250,000
UNCA	11	Utility Location Survey and installation of underground utility markers	\$200,000
UNCA	4	Zageir Hall: Replace exist machineryin kind with new HE models, in-kind.(FCAP #31124)	\$225,000
UNCA	11	Underground Waterline Repairs: replace domestic waterline, valves, and associated work	\$506,000
UNCA	3	Campus Wide: Implement interoperable communications per 911 commission	\$250,000
UNCA	7	Campus Wide: Install sub metering in all buildings - gas, electric, domestic hot water, rain water systems, and heati	\$150,000
UNCA	5	Replace sidewalks at Zageir Hall	\$150,000
UNCA	1	Weizenblatt Hall: Replace low slope roof with new membrane roof.	\$175,000
UNCA	7	118 WT Weaver HVAC Replacement: Replace major HVAC System equipment, update controls	\$518,974
UNCA	5	Campus Wide: Replace deteriorated, rusted handrails with aluminum	\$250,000
UNC-CH	1	462 Art Studio Building Replace Roofing - Steel Roof	\$219,772
UNC-CH	1	12 Carroll Hall Replace Roofing - Built-Up Roof, Sector C	\$406,823
UNC-CH	1	209 First Dental Replace Roofing - Slate Roof	\$565,120
UNC-CH	1	166 General Storeroom Replace Roofing - Built-Up Roof - Sector 5	\$577,490
UNC-CH	1	625 ITS Building - Manning Replace Roofing - Built-Up Roof	\$672,719
UNC-CH	1	27 Memorial Hall Replace Barrel Roof	\$330,000
UNC-CH	1	226 Old Clinic Replace Built-Up Roof	\$283,355
UNC-CH	1	5 South Building Replace Roofing - Replace Metal Roof, Gutters and Install Fall Protection	\$927,239
UNC-CH	4	228 Brinkhous-Bullitt Building Electrical Service and Distribution - Replace Main/Sub Distribution	\$4,843,986
UNC-CH	4	12 Carroll Hall Repair and Renovate Elevator #1618	\$746,929
UNC-CH	4	12 Carroll Hall Repair and Renovate Elevator #6442	\$464,850
UNC-CH	4	41 Coastal Process Environmental Health Lab Building System Cumulative Deficiencies	\$675,000
UNC-CH	4	13 Davie Hall Replace Air Handling Unit 1A, 1st Floor 1967 Building	\$428,865
UNC-CH	4	13 Davie Hall Replace Air Handling Unit 1B, 1st Floor 1967 Building	\$169,045
UNC-CH	4	3 Ackland Art Museum Install Building Automation System	\$236,625
UNC-CH	4	13 Davie Hall Replace Air Handling Unit 1C, 1st Floor 1967 Building	\$225,461
UNC-CH	4	14 Dey Hall Repair and Renovate Elevator #4576	\$407,206
UNC-CH	4	369 Friday Center Replace Heating/Cooling Air Handling Units - AHU 01 - Office, 1st Floor	\$255,456
UNC-CH	4	369 Friday Center Replace Heating/Cooling Air Handling Units - AHU 02 - Mail/Book Room, 1st Floor	\$272,402
UNC-CH	6	462 Art Studio Building Install Fire Sprinkler System	\$326,540
UNC-CH	6	211 Brauer Hall Fire Alarm Systems - Replace Fire Alarm Initiating Devices and Control Panel	\$565,868
UNC-CH	6	13 Davie Hall Fire Alarm Systems - Replace Fire Alarm Control Panel	\$135,985
UNC-CH	6	498 Kenan Center Fire Alarm Systems - Replace initiating Devices and Control Panel	\$200,000
UNC-CH	4	3 Ackland Art Museum Air Handling Units, AHU 2, Rear Galleries, Admin, 1983 Building	\$419,748
UNC-CH	4	24 Wilson Library Replace AHU 7 HVAC System	\$5,086,299

**Attachment B
Maintenance Repair and Renovation Projects**

Institution	R&R Category	Project	Project Total
UNC-CH	2	3 Ackland Art Museum Replace Windows - Painted Wood Window	\$484,785
UNC-CH	1	328 Bingham Facility (Building 1) Replace Roofing - EPDM Roof	\$225,560
UNC-CH	1	228 Brinkhous-Bullitt Building Provide Roof Fall Protection	\$156,547
UNC-CH	1	229 Burnett-Womack Building Provide Roof Fall Protection	\$138,419
UNCC	1	Atkins Roof	\$911,250
UNCC	1	Reese Roof	\$226,100
UNCC	6	Reese Fire Systems	\$773,500
UNCC	6	Memorial Hall Fire Systems	\$327,250
UNCC	4	Duke HVAC & Controls	\$654,500
UNCC	1	Friday Roof	\$1,011,000
UNCC	4	RUP-2 HVAC & Controls	\$416,500
UNCC	6	King Fire Systems & Abatement	\$729,000
UNCC	4	Fretwell HVAC & Controls	\$1,574,009
UNCC	1	Memorial Hall Envelope	\$120,311
UNCC	1	Memorial Hall Roof	\$188,792
UNCC	1	Reese Envelope	\$995,269
UNCC	1	King Envelope	\$839,459
UNCC	4	Grigg HVAC & Controls	\$561,202
UNCC	6	Friday Fire Systems	\$631,072
UNCC	4	Rowe Elevators	\$156,334
UNCC	4	Rowe Electrical	\$154,042
UNCC	6	Fretwell Fire Systems	\$362,670
UNCG	2	Petty Bldg. Portico waterproofing	\$712,031
UNCG	6	MHRA Building. Fire Alarm System Replacement	\$985,327
UNCG	1	Mossman Bldg. Roof Replacement	\$773,128
UNCG	5	ADA compliance project. Campus wide. Restrooms, entrances, etc.	\$400,000
UNCG	2	UNCG State Building exterior envelope repairs	\$762,000
UNCG	4	Cone Art Bldg. Replace gallery lighting and lighting controls (Phase 2 & 3)	\$861,750
UNCG	8	Replace Generator Diesel Fuel tank	\$839,175
UNCG	12	Campus Wide. Replace property line fences, Replace underground piping for roof drainage	\$230,000
UNCG	4	Sullivan Science Bldg. Replace HVAC in Greenhouse	\$683,434
UNCG	12	Campus Wide. Pedestrian crosswalks repairs and upgrades for safety.	\$486,000
UNCG	3	Armfield-Preyer (Visitor's Center). Exterior renovation and water proofing.	\$435,000
UNCG	11	Campus wide, Walks and hardscape improvements	\$240,000
UNCG	8	Campus wide asbestos & Lead abatement	\$240,000
UNCG	6	Petty Bldg. Replace EST QuickStart fire alarm system	\$400,000
UNCG	11	Sink Bldg. Maintenance Compound - Asphalt Replacement.	\$140,000
UNCG	8	Coleman Bldg. VCT flooring abatement and replacement.	\$250,000
UNCG	6	Fire Alarm Upgrade. 996 Spring Garden, 1605 Spring Garden, 535 Tate Street, 2900 Oakland Ave.	\$250,000
UNCG	9	Cone Arts. Lecture Hall, room 103 seating, flooring, lighting, others upgrade	\$187,000
UNCP	11	Campus Gas line replacement	\$550,000
UNCP	4	Jones Pool HVAC replacement	\$1,300,000
UNCP	6	Livermore & Jones Generator	\$424,500
UNCP	9	Honors College renovation	\$250,000
UNCP	9	Jones auxiliary gym and Dance studio flooring and studio upgrades	\$625,000
UNCP	4	Education Boiler replacement	\$110,000
UNCP	4	Chavis Air Handlers	\$390,000
UNCP	4	Moore Hall & Chavis boiler replacement	\$190,000
UNCP	3	Lumbee Hall & Old Main Elevator replacement	\$465,000
UNCP	6	Jones, Livermore, Lumbee, Old Main FACP replacement	\$682,000
UNCP	9	Jones ceiling repaint	\$110,000
UNCSA	4	Gray Bldg New Electrical Service Main	\$256,000
UNCSA	6	Life Safety Code Correction - Design and Production, Workplace, Film Building 3	\$134,000
UNCSA	6	Install Exit/Egress Lighting - Admin, Aquarius, Facilities, D&P Storage, Workplace West V, Demille	\$115,000
UNCSA	9	Renovate Drama Studios - Workplace	\$448,000
UNCSA	12	Drainage and Landscape Improvements - Common Area at Moore and Sanford	\$397,000
UNCSA	9	Renovate Drama Administrative Offices - Workplace	\$323,000
UNCSA	3	Install Shop Exhaust and Heating System - Facilities Management	\$95,000
UNCSA	8	Gray Bldg Remove boilers	\$123,000
UNCSA	7	Repair/Replace Windows - Film School Buildings 1 and 2	\$202,000
UNCSA	4	Film Archives Building A/C and controls	\$485,000
UNCSA	4	Provide Heating and Cooling to Control Booth and Foley Booth - Performance Place, Film 2	\$87,000
UNCSA	7	Modifications to Heating, Ventilation and Air Conditioning System for Police - Gray	\$101,000
UNCSA	2	Paint Rooftop Components - Film School	\$81,000

**Attachment B
Maintenance Repair and Renovation Projects**

Institution	R&R Category	Project	Project Total
UNCSA	11	Resurface Drives and Vehicle Staging - Facilities Management	\$75,000
UNCSA	9	Renovate Administrative and Faculty Offices - Design and Production	\$162,000
UNCSA	7	Mechanical System Retrocommissioning - Design and Production	\$134,000
UNCSA	5	ADA Campus-Wide Misc. Improvements	\$39,000
UNCSA	1	Roof Replacement - Chapel St Buildings	\$34,000
UNCSA	2	Exterior Waterproofing and Repairs - 300 Waughtown	\$73,000
UNCSA	4	Film School Bldg 3, Theater dimmers	\$232,000
UNCSA	4	Hanes Student Commons motor control center	\$150,000
UNCSA	7	Upgrade Air Distribution and Controls - Commons Building	\$93,000
UNCSA	9	Partial Interior Renovation - Commons	\$75,000
UNCSA	11	Replace Floor Slabs, Sidewalks and Stairs – Residence Halls A–F	\$118,000
UNCW	4	West Side Energy Plant Modernization	\$3,926,440
UNCW	12	Wagoner, Hurst, Hamilton roadways - Storm Water Refurbishment	\$2,500,000
UNCW	6	Replace Fire Alarm System - Warehouse - Receiving	\$161,000
UNCW	6	Replace Fire Alarm System - Telecommunications	\$62,000
UNCW	6	Fire/Life safety Improvements - Kenan Auditorium	\$75,000
UNCW	6	Fire Sprinkler - Isaac Bear Bldg.	\$410,000
UNCW	2	Replace Windows - Alderman Hall	\$280,000
WCU	1	HFR Building - Roof Replacement	\$660,000
WCU	6	Campus Wide - Fire Alarm System Upgrades	\$300,000
WCU	8	Reid Building - Gym Floor Replacement	\$275,000
WCU	11	Undersized Water Mains Replacement, Non-Functioning Valves and Upgrade Lines	\$3,000,000
WCU	1	Facilities Management Building - Roof Replacement	\$193,000
WCU	2	Highlands Biological Station - Structural Repairs	\$250,000
WCU	5	Ramsey Activities Center - Elevator Replacement	\$250,000
WCU	4	HFR Building - Chiller Replacement	\$200,000
WCU	2	Old Student Union - Foundation and Exterior Repair	\$450,000
WCU	4	Hunter Library - Cooling Tower Replacement	\$175,000
WCU	6	Egress Lighting and Exit Light Replacement - Campus Wide	\$100,000
WSSU	1	Repair Roof - Computer Science	\$120,000
WSSU	1	Replace Roof - Gaines Complex	\$660,000
WSSU	2	Exterior Wall Repairs - Computer Science	\$110,000
WSSU	2	Exterior Wall Repairs - W. B. Atkinson	\$125,000
WSSU	4	Elva Jones Computer Science - HVAC Upgrades and BAS Controls Replacement	\$1,450,000
WSSU	4	Upgrade HVAC Make-up Air System - O'Kelly Library	\$375,000
WSSU	6	Add Fire Alarm System - 1600 Lowery St	\$125,000
WSSU	6	Fire Alarm System Upgrades - Campus-wide	\$750,000
WSSU	1	Replace Roof - R.J. Reynolds	\$205,000
WSSU	2	Ext. Wall Repairs, Door and Window Repl. - Coltrane Hall	\$275,000
WSSU	4	Upgrade Electrical System - O'Kelly Library	\$250,000
		Subtotal:	\$140,057,434
		UNC System R&R Projects	\$3,497,566
		Total for R&R Projects:	\$143,555,000

R&R Categories

- 1 - Roof repairs and replacements
- 2 - Structural repairs
- 3 - Repairs and renovations to meet federal and state standards
- 4 - Repairs to or installation of new electrical, plumbing, and heating, ventilating, and air-conditioning systems
- 5 - Improvements to meet the requirements of the Americans with Disabilities Act
- 6 - Improvements to meet fire safety needs
- 7 - Improvements to existing facilities for energy efficiency
- 8 - Improvements to remove asbestos, lead paint, and other contaminants, including the removal and replacement of underground storage tanks
- 9 - Improvements and renovations to improve use of existing space
- 10 - Historical restoration
- 11 - Improvements to roads, walks, drives, and utilities infrastructure
- 12 - Drainage and landscape improvements
- 13 - Building demolition

**University of North Carolina
FY 2021-23 Capital Improvement Priorities**

**Attachment C
Comprehensive Renovation and Modernization Projects**

University	Project	Total Project Authorization	Previously Appropriated	FY21-22	FY22-23	Total FY21-23 Request
Appalachian State	Duncan Hall Renovation	20,000,000		1,800,000	18,200,000	20,000,000
East Carolina	Howell Science Building South	30,000,000		3,000,000	27,000,000	30,000,000
Elizabeth City State	Infrastructure Upgrades - Water & Electrical, Phase 2	27,000,000		3,000,000	24,000,000	27,000,000
Fayetteville State ¹	H.T. Chick Targeted Renovation	9,500,000		9,500,000		9,500,000
NC A&T ¹	Carver Hall Comprehensive Modernization-Phase 2	10,400,000			10,400,000	10,400,000
NC A&T	Price Hall Renovation-Phase 2	8,500,000			8,500,000	8,500,000
NC Central	Taylor Education Building Renovation	13,750,000		1,250,000	12,500,000	13,750,000
NC School of Science and Math	Academic Commons and Dining Hall Renovation	12,400,000			12,400,000	12,400,000
NC State	Renovation - 111 Lampe Drive	42,000,000		17,000,000	25,000,000	42,000,000
UNC Asheville	Lipinsky Renovation	10,000,000		1,000,000	9,000,000	10,000,000
UNC Chapel Hill ²	Carrington Hall Renovation	45,000,000	2,500,000	22,500,000	20,000,000	42,500,000
UNC Charlotte ¹	Cameron Second Floor Renovation	19,100,000		19,100,000		19,100,000
UNC Charlotte ¹	Burson Renovation	25,900,000			25,900,000	25,900,000
UNC Greensboro ¹	Jackson Library Renovation/Addition	81,000,000		7,000,000	74,000,000	81,000,000
UNC Pembroke	Business Administration Renovation	12,500,000		1,000,000	11,500,000	12,500,000
UNC School of the Arts	Stevens Center Renovation-Phase 1	25,000,000		5,000,000	20,000,000	25,000,000
UNC Wilmington ³	Randall Library Renovation and Expansion	61,500,000	5,500,000	20,000,000	36,000,000	56,000,000
Western Carolina	Moore Building Renovation	15,000,000		15,000,000		15,000,000
Winston Salem State ¹	Hauser Hall Renovation - Phase 2	7,500,000		7,500,000		7,500,000
Total		\$476,050,000	\$8,000,000	\$133,650,000	\$334,400,000	\$468,050,000

¹Project included in H966, which was ratified, but not enacted into law

² S.L. 2020-81 included the total project authorization and appropriated \$2.5 million in advanced planning funds for the Carrington Hall Renovation at UNC-CH.

³ S.L. 2018-5 appropriated \$5.5 million in advanced planning funds for the Randall Library Renovation and Expansion at UNC Wilmington.

ATTACHMENT D.1

2020-21 BOG APPROVED CAPITAL PROJECTS						
Institution	Project Title	Authorization Type	Previous Authorization	Requested Authorization	Total Project Authorization	Source of Funds
ECU	Health Sciences Campus Heat Plant Deerator Tank (Aim 1507)	Increase	\$ 270,000	\$ 665,000	\$ 935,000	Carry-forward (71%)/ R&R (29%)
			\$ 270,000	\$ 665,000	\$ 935,000	
ECSU	Unmanned Aerial Systems (UAS) Drone Facility	New	\$ -	\$ 1,000,000	\$ 1,000,000	Donations and Gifts
			\$ -	\$ 1,000,000	\$ 1,000,000	
FSU	Lyons Science Comprehensive Renovation	Increase	\$ 12,000,000	\$ 4,500,000	\$ 16,500,000	R&R (39%)/Federal Grant (17%)/Coronavirus Relief Fund (44%)
			\$ 12,000,000	\$ 4,500,000	\$ 16,500,000	
N.C. A&T	Dudley Hall Renovation	Increase	\$ -	\$ 1,000,000	\$ 1,000,000	Federal Grant (50%)/Donations & Gifts (50%)
N.C. A&T	New Community and Urban Food Complex	Increase	\$ 5,600,000	\$ 1,400,000	\$ 7,000,000	Federal Grant
			\$ 5,600,000	\$ 2,400,000	\$ 8,000,000	
NCCU	New Student Center	Increase	\$ 47,279,332	\$ 3,100,000	\$ 50,379,332	Trust Funds
NCCU	New Student Center	Increase	\$ 50,379,332	\$ 5,000,000	\$ 55,379,332	Trust Funds
			\$ 97,658,664	\$ 8,100,000	\$ 105,758,664	
NC State	Dairy Facility at College of Veterinary Medicine	New	\$ 400,000	\$ 5,100,000	\$ 5,500,000	Trust Funds
NC State	Greek Village Phase 4 - Infrastructure, Townhomes, & Apartments	New	\$ 3,600,000	\$ 43,900,000	\$ 47,500,000	Trust Funds
NC State	Lake Wheeler Main Distribution Frame	New	\$ -	\$ 800,000	\$ 800,000	Trust Funds
NC State	Page Hall Partial Renovation	Increase	\$ 5,750,000	\$ 2,468,948	\$ 8,218,948	F&A (81%)/Carry Forward (19%)
NC State	Ricks Hall 2nd Floor Renovation	Increase	\$ 5,500,000	\$ 3,000,000	\$ 8,500,000	Department of Transportation Funds
NC State	Steam Repairs - Phase VIIIIC	Increase	\$ 1,761,428	\$ 200,000	\$ 1,961,428	Carry-forward
NC State	Structural Repairs Mann Hall	Increase	\$ 2,000,000	\$ 3,000,000	\$ 5,000,000	F&A
NC State	Swine Holding Facility - College of Veterinary Medicine	New	\$ -	\$ 1,000,000	\$ 1,000,000	Trust Funds
			\$ 19,011,428	\$ 59,468,948	\$ 78,480,376	
UNCA	Completion of Owen and Carmichael Halls Renovations	Increase	\$ 26,978,826	\$ 2,354,174	\$ 29,333,000	Donations & Gifts
UNCA	Ridges Parking Deck Emergency Repairs	New	\$ -	\$ 1,198,835	\$ 1,198,835	Trust Funds
			\$ 26,978,826	\$ 3,553,009	\$ 30,531,835	
UNCC	Remembrance Memorial	New	\$ 200,000	\$ 1,800,000	\$ 2,000,000	Campus Infrastructure Funds
			\$ 200,000	\$ 1,800,000	\$ 2,000,000	
UNCW	Veterans Hall – Cadaver Lab Up-Fit	New	\$ -	\$ 1,496,913	\$ 1,496,913	Donations and Gifts (50%)/Trust Funds (50%)
			\$ -	\$ 1,496,913	\$ 1,496,913	
NCSSM	Academic Commons and Cafeteria Renovations - Phase I	New	\$ 1,200,000	\$ 2,027,000	\$ 3,227,000	Donations and Gifts
NCSSM	Residence Hall Renovations - Hill Phase I	New	\$ 800,000	\$ 2,168,000	\$ 2,968,000	Donations and Gifts
			\$ 2,000,000	\$ 4,195,000	\$ 6,195,000	
TOTAL			\$ 163,718,918	\$ 87,178,870	\$ 250,897,788	

The following universities and affiliates did not submit any capital projects for BOG approval:

- Appalachian Western Carolina University
- UNC - Chapel Hill Winston-Salem State University
- UNC Greensboro NC Arboretum
- UNC Pembroke PBS - NC
- UNC School of the Arts

FUNDING BREAKDOWN - BOARD APPROVED PROJECTS		
Amount	Percentage	Fund Source
\$ 1,141,250	1.31%	Carry Forward
\$ 1,947,850	2.23%	R&R
\$ 4,999,848	5.74%	Receipts/Fees
\$ 72,309,922	82.94%	Trust Funds/Foundation/Gifts/Grants
\$ -	0.00%	Debt Service
\$ 6,780,000	7.78%	Other
\$ 87,178,870	100.00%	

ATTACHMENT D.2

2020-21 BOG DELEGATED AUTHORITY CAPITAL PROJECTS						
Institution	Project Title	Authorization Type	Previous Authorization	Requested Authorization	Total Project Authorization	Source of Funds
Appalachian	Campus Fire Monitoring System and Alarm Panel Replacement	BOGDA	\$ -	\$ 452,176	\$ 452,176	Carry-forward
Appalachian	New River Light and Power Laydown Yard Renovation	BOGDA	\$ -	\$ 490,000	\$ 490,000	Trust Funds
Appalachian	New River Light and Power Warehouse Renovation	BOGDA	\$ -	\$ 750,000	\$ 750,000	Trust Funds
Appalachian	NEZ 3' Floor Team Room	BOGDA	\$ -	\$ 649,666	\$ 649,666	Donations/Gifts
			\$ -	\$ 2,341,842	\$ 2,341,842	
ECU	MC Chiller Plants 1&2- Upgrade and Optimize Controls & Equipment and Retro-Commission	BOGDA	\$ -	\$ 400,000	\$ 400,000	Energy Carry-Forward
			\$ -	\$ 400,000	\$ 400,000	
ECSU	Renovation of Rosenwald School and Principal House	BOGDA	\$ -	\$ 550,000	\$ 550,000	Grant
			\$ -	\$ 550,000	\$ 550,000	
N.C. A&T	Carver Hall Classroom & Laboratory Improvements	BOGDA	\$ -	\$ 525,000	\$ 525,000	Trust Funds
N.C. A&T	Corbett Heating Ventilating and Air Conditioning Improvements	BOGDA	\$ -	\$ 425,000	\$ 425,000	Trust Funds
N.C. A&T	Renovation of Bluford Library LowerLevel	BOGDA	\$ -	\$ 550,000	\$ 550,000	Trust Funds
N.C. A&T	Renovation of Brown Hall	BOGDA	\$ -	\$ 475,000	\$ 475,000	Trust Funds
N.C. A&T	Surface Parking Lot Improvements	BOGDA	\$ -	\$ 380,000	\$ 380,000	Transportation and Parking Receipts
			\$ -	\$ 2,355,000	\$ 2,355,000	
NCCU	Student Health Building COVID-19 Lab	BOGDA	\$ -	\$ 360,000	\$ 360,000	CARES Act HEERF
			\$ -	\$ 360,000	\$ 360,000	
NC State	12" Water Main Replacement -Dunn to Yarbrough Dr.	BOGDA	\$ -	\$ 300,000	\$ 300,000	F&A
NC State	Battery Storage - Centennial Campus Infrastructure	BOGDA	\$ -	\$ 500,000	\$ 500,000	Energy Savings Carry-forward
NC State	Bragaw Electrical Distribution Replacement	BOGDA	\$ -	\$ 498,000	\$ 498,000	Housing Receipts
NC State	Culinary Lab Renovations - Schaub Hall	BOGDA Increase	\$ 380,000	\$ 80,000	\$ 460,000	F&A
NC State	Equine CT Room Renovation	BOGDA	\$ -	\$ 600,000	\$ 600,000	Donations and Gifts
NC State	HVAC Renovation - Jordan Hall	BOGDA	\$ -	\$ 700,000	\$ 700,000	F&A
NC State	Lab 2300 & 2350 Renovations - Partners II	BOGDA	\$ -	\$ 325,000	\$ 325,000	Trust Funds
NC State	Solar Photovoltaic Array - Fitts-Woolard Hall	BOGDA	\$ -	\$ 370,000	\$ 370,000	F&A (14%)/Student Fees (32%)/ Energy Savings Carry-forward (54%)
NC State	X-Ray Room 2361 Upgrade - Terry Medical Center	BOGDA	\$ -	\$ 400,000	\$ 400,000	Trust Funds
			\$ 380,000	\$ 3,773,000	\$ 4,153,000	
UNC-CH	Carolina Outdoor Education Center – Get Real & HeelClub House Renova	BOGDA	\$ -	\$ 450,000	\$ 450,000	Donations and Gifts
UNC-CH	Fetzer Racquet Sports Renovation	BOGDA Increase	\$ 490,000	\$ 100,000	\$ 590,000	Trust Funds
UNC-CH	FOBRL – North HVAC Upgrades	BOGDA	\$ -	\$ 452,290	\$ 452,290	F&A
UNC-CH	MBRB Cagewasher and McGavran Autoclave Replacements	BOGDA Increase	\$ 490,000	\$ 227,874	\$ 717,874	F&A
UNC-CH	P2P Lot Sinkhole	BOGDA	\$ -	\$ 430,000	\$ 430,000	Transportation Receipts/Trust Funds
UNC-CH	Peabody Hall Classroom Renovations Rooms 02 and 206	BOGDA	\$ -	\$ 493,974	\$ 493,974	Education and Technology Fee (ETSF)
UNC-CH	Peabody Hall Entry Renovation	BOGDA	\$ -	\$ 452,691	\$ 452,691	Donations/Gifts
UNC-CH	Taylor Hall BSL3 Autoclave Replacement	BOGDA	\$ -	\$ 497,047	\$ 497,047	F&A
UNC-CH	Thurston Bowles Patio Restoration	BOGDA	\$ -	\$ 350,000	\$ 350,000	F&A
UNC-CH	Thurston-Bowles Patio Restoration	BOGDA Increase	\$ 350,000	\$ 50,000	\$ 400,000	F&A
UNC-CH	Thurston-Bowles Patio Restoration	BOGDA Increase	\$ 400,000	\$ 75,000	\$ 475,000	F&A
			\$ 1,730,000	\$ 3,578,876	\$ 5,308,876	
UNCC	Kennedy Second Floor Renovation	BOGDA	\$ -	\$ 500,000	\$ 500,000	Carry-forward
			\$ -	\$ 500,000	\$ 500,000	
UNCP	American Indian Heritage Center Project	BOGDA	\$ -	\$ 743,166	\$ 743,166	Carry-forward/ Grant/Fundraising
UNCP	Mary Livermore Library - Special Collections Project	BOGDA	\$ -	\$ 733,388	\$ 733,388	Carry-forward/ Grant/Fundraising
			\$ -	\$ 1,476,554	\$ 1,476,554	
WCU	Episcopal House HHS Simulation Lab	BOGDA	\$ -	\$ 500,000	\$ 500,000	Education and Technology Fee (ETSF)
WCU	FOREST Research Facility Relocation	BOGDA	\$ -	\$ 500,000	\$ 500,000	Education and Technology Fee (ETSF)
WCU	H.F. Robinson Administration Building (HFR) - Suite 420 Renovation.	BOGDA	\$ -	\$ 470,000	\$ 470,000	Carry-forward
WCU	Ramsey Activities Center - Basketball Locker Room Renovation	BOGDA	\$ -	\$ 742,000	\$ 742,000	Athletics Auxiliary Trust Funds
			\$ -	\$ 2,212,000	\$ 2,212,000	

ATTACHMENT D.2

2020-21 BOG DELEGATED AUTHORITY CAPITAL PROJECTS						
Institution	Project Title	Authorization Type	Previous Authorization	Requested Authorization	Total Project Authorization	Source of Funds
TOTAL			\$ 2,110,000	\$ 17,547,272	\$ 19,657,272	

The following universities did not submit any capital projects for BOG approval:

Fayetteville State	UNC Wilmington
UNC Asheville	UNC School of the Arts
UNC Greensboro	Winston-Salem State University

FUNDING BREAKDOWN - BOARD DELEGATED AUTHORITY CAPITAL PROJECTS		
Amount	Percentage	Fund Source
\$ 2,098,066	11.96%	Carry Forward
\$ -	0.00%	R&R
\$ 6,116,385	34.86%	Receipts/Fees
\$ 7,873,021	44.87%	Trust Funds/Foundation/Gifts/Grants
\$ -	0.00%	Debt Service
\$ 1,459,800	8.32%	Other
\$ 17,547,272	100.00%	

ATTACHMENT E

2020-21 UNC SYSTEM PROPERTY BOG DELEGATED TRANSACTIONS

Institution	Transaction Type	Transaction Description	-Acres	+Acres	-SF	+SF
Appalachian	Lease Acquisition	Renewal of an existing lease for a communication tower and equipment building		0.489		
ECSU	Severance by Demolition	Demolition of Herrington Road structure in poor condition and no longer useful			2710	
ECU	Acquisition by Deed	Acquisition of 321 East 10th St. for future campus expansion		0.340		
ECU	Disposition by Lease	Office Space Lease, 209 E. Fifth Street, NC Biotechnology Center				
ECU	Disposition by Lease	Parking Lot Lease, 2300 Dickinson Avenue				
FSU	Disposition by Easement	Bus shelter area for bus transit customers, Murchison Rd. and W.T. Brown Drive	0.003			
N. C. A&T	Acquisition by Deed	Acquisition of 1202 Salem Street for future campus expansion		0.140		
N. C. A&T	Acquisition by Deed	Acquisition of 1206 Salem Street for future campus expansion		0.120		
N. C. A&T	Acquisition by Deed	Acquisition of 404 Banks Street for future campus expansion		0.120		
N. C. A&T	Acquisition by Deed	Acquisition of 412 Banks Street for future campus expansion		0.118		
N. C. A&T	Acquisition by Deed	Acquisition of 412 Boyd Street for future campus expansion		0.117		
N. C. A&T	Acquisition by Deed	Acquisition of 414 Banks Street for future campus expansion		0.120		
N. C. A&T	Acquisition by Deed	Acquisition of 422 Stewart Street for future campus expansion		0.059		
N. C. A&T	Acquisition by Deed	Acquisition of 504 Stewart Street for future campus expansion		0.147		
N. C. A&T	Acquisition by Deed	Acquisition of Arlee Street and Stedman Street properties for future campus expansion		4.720		
N. C. A&T	Acquisition by Lease	5,412 sq.ft. office space with parking at 114 Luther Street				5,412
NC State	Acquisition by Sublease	668 sq.ft., Mountain View Lodge, Swannanoa				668
NC State	Acquisition by Deed	Acquisition for Betsy-Jeff Penn 4-H		3.500		
NC State	Acquisition by Deed	Acquisition for inclusion in Lake Wheeler Field Lab, 3416 Lake Wheeler Road		9.630		
NC State	Acquisition by Lease	~1.25 acre lot, Hwy 24, Warsaw		1.250		
NC State	Acquisition by Lease	~427.07 acre lot, Hwy 705, Eagle Spring		427.070		
NC State	Acquisition by Lease	1060 sq.ft. office space, 1701 Sunset Ave., Rocky Mount				1,060
NC State	Acquisition by Lease	1884 sq.ft. laboratory space at David H Murdoc Core Lab Building, NCRC, Kannapolis				1,884
NC State	Acquisition by Lease	3 bedroom residential home, Cabo Rojo, Puerto Rico			NA	NA
NC State	Acquisition by Lease	405 sq.ft. office space, 112 Cox Ave.				405
NC State	Acquisition by Lease	5050 sq.ft. office space, 5 West Hargett Street				5,050
NC State	Acquisition by Lease	9275 sf office and lab space, 620-104 Hutton Street				9,275
NC State	Acquisition by Lease	Nussbaum Center for Entrepreneurship, Inc., S. Elm Eugene Street, Greensboro				
NC State	Acquisition by Lease	Residential dwelling on ~0.12 acre, Greenville		0.120		
NC State	Acquisition by Lease	~5654 sq.ft. office space, One Park Drive, RTP				5,654
NC State	Acquisition by Lease	1442 sq.ft. office space, 1033 Wade Avenue				1,442
NC State	Acquisition by Lease	1471 sq.ft. office space, 310 S. Harrington St and 16 W. Main St.				1,471
NC State	Acquisition by Lease	1644 sf office and classroom space, 3400 N. Wesleyan Blvd., Rocky Mount				1,644
NC State	Acquisition by Lease	800 sf office space, 845 Church Street, Concord				800
NC State	Disposition by Deed	Disposition for Department of Transportation I-440 expansion, Faculty Club, Linda Murphy Dr	3.099			
NC State	Disposition by Deed	Disposition for Department of Transportation I-440 expansion, Ligon St. and Blue Ridge Rd.	7.240			
NC State	Disposition by Easement	Utility easement is for electric vehicle charging stations at Carter Finley and PNC Arena	0.019			
NC State	Disposition by Lease	~385 sq.ft. office space, 909 Capability Drive			385	
NC State	Disposition by Lease	2065 sq.ft. building, 2010 Hillsborough Street			2,065	
NC State	Disposition by Lease	375 acre lot known as Anita Alta 4-H Camp	375.000			
NC State	Disposition by Lease	700 sq. ft. residential dwelling, 915 State Forest Rd., Bahama			700	
NC State	Disposition by Lease	Amend/combine two existing leases, 739 Chappell Drive, Tammie Lynn Center				

ATTACHMENT E

2020-21 UNC SYSTEM PROPERTY BOG DELEGATED TRANSACTIONS						
Institution	Transaction Type	Transaction Description	-Acres	+Acres	-SF	+SF
NC State	Disposition by Lease	Greek Life Student Housing, 1402 Varsity Drive				
NC State	Disposition by Lease	Suites 3570, 3580, 840 Main Campus Drive, lab/office space				
NC State	Disposition by Lease	1663 sq.ft. office space, 1017 Main Campus Drive			1,663	
NC State	Disposition by Lease	6332 SF office space, 1005 Capability Drive			6,332	
NC State	Disposition by Lease	Lease abatement amendment during COVID-19, 2065 sq.ft. retail space, 2010 Hillsborough St				
NC State	Facility Use Agreement	1386 sq.ft. temporary office space, 909 Capability Dr.			1,386	
NC State	Lease Termination	Termination of leased office space, 801 Park Rd., RTP				
NC State	Lease Termination	Termination for COVID-19 hardship, 2065 sq.ft. retail space, 2010 Hillsborough Street				2,065
NC State	Severance by Demolition	Demolition of structure in poor condition, 3920 Lake Wheeler Rd.				
NC State	Severance by Demolition	Demolition of structure in poor condition, 4901 Reedy Creek Road			1,071	
NC State	Severance by Demolition	Demolition of structures in poor condition at Anita-Alta 4-H Camp				
NC State	Severance by Demolition	Demolition of structures in poor condition required for Greek Village (1401-09 Varsity)				
NC State	Severance by Demolition	Demolition of structures in poor condition required for Greek Village Housing Project			6,807	
NC State	Severance by Demolition	Demolition of structures in poor condition, William Moore Drive				
NCCU	Acquisition by Deed	Acquisition to support the construction of a new School of Business, 808 Dupree Street		0.387		
NCCU	Acquisition by Deed	Acquisition to support the construction of a new School of Business, 904 Dupree Street		0.190		
NCCU	Acquisition by Deed	Acquisition to support the construction of a new School of Business, 920 Dupree Street		0.192		
NCCU	Acquisition by Deed	Acquisition to support the construction of a new School of Business, Dupree St. and Lawson St.		0.579		
NCSSM	Disposition by Easement	Easement to provide fiber optic network access, Morganton -517 W Fleming Drive, Morganton, NC	0.750			
PBSNC	Acquisition by Lease	Lease to continue maintaining a tower and building for operation of a television translator and related equipment, Bryson City		0.530		
PBSNC	Acquisition by Lease	Lease to provide public television service to Eastern Band of Cherokee Indians and surrounding area		1.000		
PBSNC	Acquisition by Lease	Lease to provide public television service to Granville County and the surrounding area				
PBSNC	Acquisition by Lease	Lease to provide television service to Marion and surrounding area		2.580		
UNCA	Acquisition by Deed	Acquisition for campus expansion and development of Millennial Campus, 90 Zillicoa St.		5.960		
UNCA	Disposition by Lease	Odyssey School, 90 Zillicoa St.			26,579	
UNCC	Disposition by Easement	Easement for installation of electrical line to serve cell antenna	0.003			
UNCC	Disposition by Easement	Easement for sewer line upgrades, Mallard Creek Church Road	2.770			
UNCC	Disposition by Easement	Easements for installation of water and sewer lines along Toby Creek	15.130			
UNC-CH	Acquisition by Deed	Acquisition for the UNC-CH Institute for Marine Sciences in Morehead, Phillips Island, Beaufort		17.000		
UNC-CH	Disposition by Easement	Easement for Town of Chapel Hill multi-use path construction, Homestead Road	0.009			
UNCP	Acquisition by Deed	Acquisition for the establishment of a new agricultural studies center		3.000		
UNCP	Severance by Demolition	Demolition of structure in poor condition, Alumni Lane			22,023	
UNCSA	Severance by Demolition	Demolition of structures in poor condition, 1800 Chapel Street			1,136	
UNCW	Disposition by Easement	Easement for electrical service and site lighting for a new university dining facility	0.150			
UNCW	Disposition by Easement	Easement installation/maintenance of electrical service/transformer at Film Studies building	0.130			
TOTAL			404.303	479.478	72,857	36,830

CAPITAL CONSTRUCTION TASK FORCE
Summary of Ideas for Discussion

Goal: To ensure capital resources are being used efficiently and that the value of the final project is equal to the expenditure

Concerns:

- **High Cost per SF** – Construction costs often are not comparable to private sector (significantly higher) or similar historical project costs.
- **Appropriate Project** – Project scope should be right-sized, and demand driven as opposed to adhering to a “bigger is better” sensibility.
- **Appropriate Building Standards** – The 50-year life cycle is not always compatible with fast-changing program needs.
- **Lack of Competition** – Too many bid openings have few or even a single bidder.

<u>Potential Actions:</u>	<u>Primary Party</u>	<u>Approve, Further Study, or Table?</u>
<p>1. Modify BOG capital project approval policies and procedures</p> <ul style="list-style-type: none"> • Delegate advanced planning authority to the campus level, further limited to design & development aspects only • Delay approval of new capital projects and OC-25 cost estimate until design development when project scope and initial project schedules/costs have been defined • Require professional cost estimates and funding verification prior to advertising for bids • Allow cost increases of up to 10% without requiring additional BOG approval; increases of more than 10% must be submitted to BOG for approval and must be justified 	BOG BOG BOG BOG	Approved
<p>2. Improve construction cost estimating</p> <ul style="list-style-type: none"> • Establish shared services agreement at UNC Sys Ofc for professional cost estimating consultants • Use historical data, cost information from State Construction Office, and cost estimating services to develop a cost reference database (updated annually) for use by universities 	UNC Sys Ofc UNC Sys Ofc	Approved
<p>3. Establish baseline for R&R funding</p> <ul style="list-style-type: none"> • Ensure predictable annual R&R funding at a level that will allow campuses to effectively plan projects; avoid constant use of R&R for overdue deferred maintenance • Establish sinking fund to support R&R needs • Establish building maintenance standards to prevent early building deterioration 	Legislature Legislature SCO	Approved

<p>4. Develop appropriate life cycle building standards based on building type</p> <ul style="list-style-type: none"> • Adjust building standards and life cycle to best fit the intended use of the building • Consider impact of lower construction standards on long-term maintenance and operations cost • Consider impact of lower construction standards on DOI insurance premiums 	<p>SCO UNC Sys Ofc UNC Sys Ofc</p>	<p>Approved</p>
<p>5. Improve capital construction project delivery</p> <ul style="list-style-type: none"> • Strategically manage construction market capacity; stagger bidding of major construction projects to avoid market saturation • Streamline prequalification process to maximize participation from qualified bidders • Award projects under a guaranteed maximum price (GMP); discourage use of preliminary GMP and phasing as a way to begin projects before final project costs are established • Review costs of project acceleration to ensure costs are reasonable and justified • Evaluate projects at completion for quality of work, timely completion, and delivery within budget and schedule to ensure quality and value 	<p>UNC Sys Ofc SCO SCO UNC Sys Ofc UNC Sys Ofc</p>	<p>Approved</p>
<p>6. Increase value of project and efficient use of project funding</p> <ul style="list-style-type: none"> • Develop alternative insurance programs, such as CCIP (Contractor Controlled Insurance Programs), OCIP (Owner Controlled Insurance Program), to reduce individual project insurance costs • Develop library of common building types and prototypical designs (such as housing) to minimize design time and cost • Review fees for design professionals and CMs to ensure fees are reasonable and comparable to surrounding states and peer institutions • Encourage better project management through peer-to-peer mentoring between universities and additional training opportunities 	<p>BOG UNC Sys Ofc SCO UNC Sys Ofc</p>	<p>Approved</p>

Summary UNC System HEERF Reporting - Through June 30, 2021

	Direct Institutional														
	Federal Allocation	Additional Emergency Fin. Aid Grants		Student Reimbursements		Campus Safety		Offsetting Lost Revenue		IT/Online Learning		Other		Total Spent through June 30, 2021	
	(\$)	(\$)	%	(\$)	%	(\$)	%	(\$)	%	(\$)	%	(\$)	%	(\$)	%
ASU	\$ 45,292,873	\$ 14,056	0%	\$ 7,963,966	18%	\$ 719,781	2%	\$ -	0%	\$ 1,018,910	2%	\$ 13,988,288	31%	\$ 23,705,001	52%
ECU	\$ 56,381,711	\$ -	0%	\$ 25,490,135	45%	\$ -	0%	\$ 4,854,218	9%	\$ -	0%	\$ 1,209,535	2%	\$ 31,553,889	56%
ECSU	\$ 6,804,750	\$ 924,552	14%	\$ 1,065,489	16%	\$ 4,573	0%	\$ 671,134	10%	\$ -	0%	\$ 3,983	0%	\$ 2,669,731	39%
FSU	\$ 16,700,931	\$ 5,084,687	30%	\$ 4,733,777	28%	\$ 77,807	0%	\$ 1,106,231	7%	\$ 401,764	2%	\$ 779,749	5%	\$ 12,184,015	73%
N.C. A&T	\$ 42,645,926	\$ -	0%	\$ 7,051,814	17%	\$ -	0%	\$ 7,898,578	19%	\$ -	0%	\$ -	0%	\$ 14,950,392	35%
NCCU	\$ 26,219,667	\$ 4,466,281	17%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ 4,466,281	17%
NC State	\$ 53,171,415	\$ -	0%	\$ -	0%	\$ 8,103,069	15%	\$ 8,008,920	15%	\$ -	0%	\$ 939,020	2%	\$ 17,051,009	32%
UNCA	\$ 10,200,954	\$ -	0%	\$ 1,679,746	16%	\$ -	0%	\$ -	0%	\$ 14,873	0%	\$ 2,910,265	29%	\$ 4,604,884	45%
UNC-CH	\$ 48,224,128	\$ 2,290,650	5%	\$ -	0%	\$ 9,549,025	20%	\$ -	0%	\$ 2,299,117	5%	\$ 706,975	1%	\$ 14,845,767	31%
UNCC	\$ 74,135,582	\$ -	0%	\$ 4,000,000	5%	\$ 6,080,150	8%	\$ 44,016,987	59%	\$ 953,210	1%	\$ 2,849,389	4%	\$ 57,899,736	78%
UNCG	\$ 55,656,493	\$ 45,264	0%	\$ 4,015,821	7%	\$ 1,064,572	2%	\$ 5,475,115	10%	\$ 477,965	1%	\$ -	0%	\$ 11,078,737	20%
UNCP	\$ 20,066,081	\$ 5,240	0%	\$ 3,137,355	16%	\$ 12,375	0%	\$ 2,985,515	15%	\$ -	0%	\$ 47,232	0%	\$ 6,187,717	31%
UNCW	\$ 31,489,133	\$ -	0%	\$ 5,283,026	17%	\$ -	0%	\$ 26,206,107	83%	\$ -	0%	\$ -	0%	\$ 31,489,133	100%
UNCSA	\$ 2,402,917	\$ -	0%	\$ 434,443	18%	\$ 102,756	4%	\$ -	0%	\$ -	0%	\$ -	0%	\$ 537,199	22%
WCU	\$ 27,136,479	\$ -	0%	\$ 4,546,703	17%	\$ -	0%	\$ -	0%	\$ -	0%	\$ 3,732,357	14%	\$ 8,279,060	31%
WSSU	\$ 19,230,987	\$ 1,533,179	8%	\$ 3,058,990	16%	\$ -	0%	\$ -	0%	\$ 105,762	1%	\$ 55,139	0%	\$ 4,753,070	25%
Total	\$ 535,760,027	\$ 14,363,909	3%	\$ 72,461,265	14%	\$ 25,714,108	5%	\$ 101,222,805	19%	\$ 5,271,602	1%	\$ 27,221,933	5%	\$ 246,255,622	46%

	HBCU/MSI/SIP Funding														
	Federal Allocation ¹	Additional Emergency Fin. Aid Grants		Student Reimbursements		Campus Safety		Offsetting Lost Revenue		IT Equipment		Other		Total Spent through June 30, 2021	
	(\$)	(\$)	%	(\$)	%	(\$)	%	(\$)	%	(\$)	%	(\$)	%	(\$)	%
ECSU	\$ 17,676,716	\$ -	0%	\$ -	0%	\$ 32,000	0%	\$ 3,326,798	19%	\$ 291,601	2%	\$ 1,284,934	7%	\$ 4,935,333	28%
FSU	\$ 48,165,747	\$ -	0%	\$ -	0%	\$ 382,204	1%	\$ 8,114,618	17%	\$ 98,499	0%	\$ 3,092,909	6%	\$ 11,688,231	24%
N.C. A&T	\$ 111,646,781	\$ 4,336,618	4%	\$ 1,661,502	1%	\$ 653,317	1%	\$ 24,431,929	22%	\$ 1,007,364	1%	\$ 2,181,487	2%	\$ 34,272,218	31%
NCCU	\$ 78,811,132	\$ 10,267,362	13%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ 1,299,666	2%	\$ 11,567,028	15%
UNCA	\$ 820,683	\$ -	0%	\$ -	0%	\$ -	0%	\$ 397,047	48%	\$ -	0%	\$ 100	0%	\$ 397,147	48%
UNCC	\$ 5,971,788	\$ -	0%	\$ -	0%	\$ 287,949	5%	\$ 1,684,933	28%	\$ 520,725	9%	\$ 376,616	6%	\$ 2,870,222	48%
UNCG	\$ 4,446,402	\$ 526,255	12%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ 79,545	2%	\$ 605,800	14%
UNCP	\$ 3,618,529	\$ -	0%	\$ -	0%	\$ -	0%	\$ 699,112	19%	\$ -	0%	\$ -	0%	\$ 699,112	19%
WCU	\$ 2,176,958	\$ -	0%	\$ 1,058,347	49%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ 1,058,347	49%
WSSU	\$ 46,534,242	\$ -	0%	\$ -	0%	\$ 603,224	1%	\$ 7,474,303	16%	\$ -	0%	\$ -	0%	\$ 8,077,527	17%
Total	\$ 319,868,978	\$ 15,130,235	5%	\$ 2,719,849	1%	\$ 1,958,694	1%	\$ 46,128,740	14%	\$ 1,918,189	1%	\$ 8,315,257	3%	\$ 76,170,965	24%

Note 1: For comprehensiveness, HEERF III HBCU/MSI/SIP allocations are included even though US DOE did not make some of these allocations until after June 30, 2021.

Summary UNC System COVID Student Aid Funds - Awards through June 30, 2021

	Higher Education Emergency Relief Fund (HEERF)							Governor's Emergency Education Relief Fund (GEERF)				
	Federal HEERF Allocation	Student Aid Allocation Amount Awarded	% Expended	Additional Aid Awards ¹	Total Aid Awards	# of Students Receiving Aid	Average	Federal GEERF Allocation	UNC Resilience Grants Amount Awarded ²	% Expended	# of Students Receiving Aid	Average
ASU	\$37,370,651	\$22,072,520	59%	\$14,056	\$22,086,576	21,406	\$1,032	\$454,929	\$0	0%		-
ECU	\$48,319,105	\$16,373,726	34%	\$0	\$16,373,726	15,283	\$1,071	\$597,507	\$597,507	100%	1,195	\$500
ECSU	\$5,355,824	\$3,490,381	65%	\$924,552	\$4,414,933	1,952	\$2,262	\$168,958	\$0	0%		-
FSU	\$13,855,542	\$5,076,296	37%	\$5,084,687	\$10,160,983	3,175	\$3,200	\$289,580	\$0	0%		-
NCAT	\$34,567,384	\$9,646,396	28%	\$4,336,618	\$13,983,014	9,968	\$1,403	\$519,175	\$0	0%		-
NCCU	\$22,096,176	\$7,498,205	34%	\$14,733,643	\$22,231,848	5,291	\$4,202	\$362,258	\$0	0%		-
NCSU	\$43,085,051	\$17,895,882	42%	\$0	\$17,895,882	15,099	\$1,185	\$483,875	\$0	0%		-
UNCA	\$8,184,150	\$3,427,242	42%	\$0	\$3,427,242	2,246	\$1,526	\$135,091	\$0	0%		-
UNCCH	\$40,023,978	\$14,014,251	35%	\$2,290,650	\$16,304,901	6,615	\$2,465	\$361,550	\$361,550	100%	1,807	\$200
UNCC	\$59,213,561	\$28,225,558	48%	\$0	\$28,225,558	12,396	\$2,277	\$727,808	\$0	0%		-
UNCG	\$46,188,050	\$17,918,322	39%	\$571,519	\$18,489,841	10,775	\$1,716	\$689,184	\$687,920	100%	597	\$1,152
UNCP	\$16,505,118	\$6,167,590	37%	\$5,240	\$6,172,830	6,665	\$926	\$287,429	\$214,462	75%	436	\$492
UNCW	\$26,121,373	\$18,765,760	72%	\$0	\$18,765,760	13,279	\$1,413	\$313,516	\$313,516	100%	891	\$352
UNCSA	\$1,979,579	\$865,965	44%	\$0	\$865,965	560	\$1,546	\$51,301	\$51,301	100%	46	\$1,115
WCU	\$22,318,649	\$12,427,067	56%	\$0	\$12,427,067	5,393	\$2,304	\$226,141	\$19,306	9%	24	\$804
WSSU	\$15,389,900	\$6,117,980	40%	\$1,533,179	\$7,651,159	1,781	\$4,296	\$331,699	\$0	0%		-
Total	\$440,574,092	\$189,983,141	43%	\$29,494,144	\$219,477,285	131,884	\$1,664	\$6,000,001	\$2,245,562	37%	4,996	\$659

- Notes:
- 1) Institutions used HEERF Institutional or HBCU/HMSI/SIP allocation to provide additional grants to students.
 - 2) Award amount based on cost reimbursement from the System Office not actual campus expenditures to date.

FY 2019-20 Total General Fund Expenditures Compared to FY 2020-21 Total General Fund Expenditures

Institution	FY 2019-20	FY 2020-21	\$ Change	% Change
System Total	\$4,711,438,208	\$4,868,654,493	\$157,216,286	3.3%
Personal Services	\$3,412,456,853	\$3,428,710,489	\$16,253,637	0%
Purchased Services	\$544,735,778	\$554,662,003	\$9,926,225	2%
Aid & Public Assistance	\$372,092,765	\$377,579,241	\$5,486,476	1%
Other	\$382,152,812	\$507,702,760	\$125,549,948	33%
16020 - UNCCH	\$1,021,691,693	\$1,075,220,537	\$53,528,844	5%
Personal Services	\$669,214,363	\$689,604,509	\$20,390,147	3%
Purchased Services	\$139,531,918	\$152,229,373	\$12,697,456	9%
Aid & Public Assistance	\$155,357,481	\$160,592,145	\$5,234,664	3%
Other	\$57,587,931	\$72,794,509	\$15,206,578	26%
16030 - NCSU	\$1,015,402,577	\$997,244,959	-\$18,157,618	-2%
Personal Services	\$711,836,716	\$714,952,485	\$3,115,770	0%
Purchased Services	\$116,828,632	\$104,495,975	-\$12,332,656	-11%
Aid & Public Assistance	\$82,086,478	\$79,912,732	-\$2,173,746	-3%
Other	\$104,650,752	\$97,883,767	-\$6,766,985	-6%
16040 - UNCG	\$294,026,701	\$292,745,573	-\$1,281,128	0%
Personal Services	\$230,303,529	\$221,726,148	-\$8,577,381	-4%
Purchased Services	\$26,482,576	\$24,967,460	-\$1,515,116	-6%
Aid & Public Assistance	\$15,061,264	\$14,894,699	-\$166,566	-1%
Other	\$22,179,332	\$31,157,266	\$8,977,935	40%
16050 - UNCC	\$432,446,529	\$446,462,419	\$14,015,890	3%
Personal Services	\$336,682,289	\$338,458,580	\$1,776,291	1%
Purchased Services	\$41,915,250	\$43,495,492	\$1,580,242	4%
Aid & Public Assistance	\$16,819,708	\$17,646,560	\$826,852	5%
Other	\$37,029,282	\$46,861,787	\$9,832,506	27%
16055 - UNCA	\$61,862,195	\$63,731,577	\$1,869,382	3%
Personal Services	\$49,327,614	\$47,919,669	-\$1,407,945	-3%
Purchased Services	\$5,850,313	\$7,166,645	\$1,316,333	23%
Aid & Public Assistance	\$3,422,030	\$3,362,939	-\$59,092	-2%
Other	\$3,262,238	\$5,282,324	\$2,020,086	62%
16060 - UNCW	\$254,326,609	\$269,535,881	\$15,209,272	6%
Personal Services	\$194,492,841	\$198,870,765	\$4,377,923	2%
Purchased Services	\$28,938,544	\$28,986,619	\$48,076	0%
Aid & Public Assistance	\$11,285,733	\$10,433,669	-\$852,064	-8%
Other	\$19,609,491	\$31,244,828	\$11,635,337	59%
16065 - ECU	\$503,362,704	\$517,088,897	\$13,726,193	3%
Personal Services	\$370,695,448	\$355,790,072	-\$14,905,375	-4%
Purchased Services	\$62,430,895	\$60,550,739	-\$1,880,156	-3%
Aid & Public Assistance	\$26,855,846	\$27,247,644	\$391,799	1%
Other	\$43,380,516	\$73,500,441	\$30,119,926	69%
16070 - NCAT	\$183,742,804	\$197,333,661	\$13,590,857	7%
Personal Services	\$135,051,972	\$140,500,590	\$5,448,618	4%
Purchased Services	\$22,792,124	\$24,358,783	\$1,566,659	7%
Aid & Public Assistance	\$12,643,217	\$12,999,702	\$356,485	3%
Other	\$13,255,491	\$19,474,586	\$6,219,094	47%

**FY 2019-20 Total General Fund Expenditures Compared to
FY 2020-21 Total General Fund Expenditures**

Institution	FY 2019-20	FY 2020-21	\$ Change	% Change
System Total	\$4,711,438,208	\$4,868,654,493	\$157,216,286	3.3%
16075 - WCU	\$166,078,502	\$174,853,233	\$8,774,731	5%
Personal Services	\$118,435,785	\$120,823,533	\$2,387,748	2%
Purchased Services	\$22,268,788	\$22,161,261	-\$107,527	0%
Aid & Public Assistance	\$6,301,716	\$6,310,909	\$9,193	0%
Other	\$19,072,214	\$25,557,530	\$6,485,317	34%
16080 - ASU	\$263,596,295	\$278,503,165	\$14,906,871	6%
Personal Services	\$213,828,716	\$216,875,514	\$3,046,798	1%
Purchased Services	\$19,499,074	\$19,436,687	-\$62,387	0%
Aid & Public Assistance	\$13,452,747	\$14,369,804	\$917,057	7%
Other	\$16,815,759	\$27,821,162	\$11,005,402	65%
16082 - UNCP	\$96,069,103	\$112,545,210	\$16,476,107	17%
Personal Services	\$72,056,743	\$71,041,329	-\$1,015,414	-1%
Purchased Services	\$10,804,617	\$17,146,731	\$6,342,114	59%
Aid & Public Assistance	\$2,797,528	\$3,256,455	\$458,927	16%
Other	\$10,410,216	\$21,100,695	\$10,690,479	103%
16084 - WSSU	\$86,507,736	\$91,864,726	\$5,356,991	6%
Personal Services	\$64,549,750	\$62,729,782	-\$1,819,968	-3%
Purchased Services	\$9,378,746	\$11,345,903	\$1,967,157	21%
Aid & Public Assistance	\$4,667,295	\$4,772,676	\$105,380	2%
Other	\$7,911,945	\$13,016,366	\$5,104,421	65%
16086 - ECSU	\$44,222,479	\$43,888,244	-\$334,235	-1%
Personal Services	\$26,363,609	\$28,135,364	\$1,771,755	7%
Purchased Services	\$6,241,327	\$6,478,408	\$237,081	4%
Aid & Public Assistance	\$3,912,154	\$3,861,893	-\$50,262	-1%
Other	\$7,705,389	\$5,412,579	-\$2,292,810	-30%
16088 - FSU	\$76,220,803	\$86,855,533	\$10,634,731	14%
Personal Services	\$62,635,788	\$62,371,841	-\$263,946	0%
Purchased Services	\$6,145,321	\$7,814,965	\$1,669,645	27%
Aid & Public Assistance	\$4,048,938	\$4,061,281	\$12,342	0%
Other	\$3,390,756	\$12,607,446	\$9,216,690	272%
16090 - NCCU	\$135,390,608	\$137,862,031	\$2,471,423	2%
Personal Services	\$99,839,342	\$100,835,545	\$996,204	1%
Purchased Services	\$15,813,553	\$13,917,458	-\$1,896,095	-12%
Aid & Public Assistance	\$9,452,032	\$9,795,639	\$343,607	4%
Other	\$10,285,681	\$13,313,388	\$3,027,707	29%
16092 - UNCSA	\$51,023,539	\$53,525,015	\$2,501,476	5%
Personal Services	\$36,555,341	\$36,815,018	\$259,678	1%
Purchased Services	\$5,898,226	\$6,554,612	\$656,386	11%
Aid & Public Assistance	\$3,915,177	\$4,058,817	\$143,639	4%
Other	\$4,654,796	\$6,096,569	\$1,441,773	31%
16094 - NCSSM	\$25,467,332	\$29,393,832	\$3,926,500	15%
Personal Services	\$20,587,012	\$21,259,746	\$672,734	3%
Purchased Services	\$3,915,878	\$3,554,891	-\$360,987	-9%
Aid & Public Assistance	\$13,420	\$1,680	-\$11,740	0%
Other	\$951,022	\$4,577,515	\$3,626,493	381%