



# THE 2022 OLIVER MAX GARDNER AWARD

**D**r. Yeoheung Yun is an esteemed professor at North Carolina Agricultural & Technical State University’s College of Engineering. He has spent the past decade making notable contributions to bioengineering education and Alzheimer’s research, improving human welfare locally and nationally.

His dedication to bioengineering education and his cutting-edge innovations have also advanced scientific understanding of the properties of toxic metals in the human body.

Dr. Yun became the first faculty member of N.C. A&T’s bioengineering program when it was established in 2010. N.C. A&T achieved accreditation for its degree program in bioengineering from the Accreditation Board for Engineering and Technology in 2016, becoming the first of America’s Historically Black Colleges and Universities to earn this distinction. Dr. Yun played a pivotal role in developing the curriculum for the degree program, providing a strong model for other HBCUs.

He helped establish two nationally renowned research centers on N.C. A&T’s campus. He is the graduate program director for the university’s bioengineering program and the director of the FIT BEST Laboratory (Fostering Innovation Through Biosystems for Enhanced Scientific Technologies). He previously served as a co-principal investigator for the university’s National Science Foundation Engineering Research Center for Revolutionizing Metallic Biomaterials.

In 2021, Dr. Yun was awarded \$1.43 million from the National Institutes of Health (NIH) to develop a functional mini-brain model by designing a “tissue construct platform” in the fight against Alzheimer’s disease (AD). According to the Alzheimer’s Association, AD affects more than six million Americans and is the most common cause of dementia. Dr. Yun is the principal investigator on the grant and his research team comprises clinician experts in brain disease, immunology, and induced pluripotent stem cells technology. Together, they will create a mini-brain model that replicates three key areas of entry for Alzheimer’s-combating drugs. Dr. Yun’s mini-brain technology, using patient-derived stem cells, will potentially replace animal use for many applications, and will advance personalized medicine.

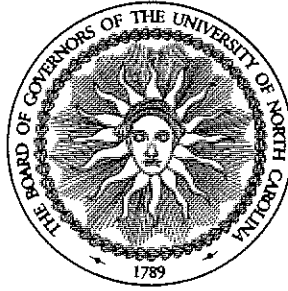
Dr. Yun has made other significant contributions to the field of bioengineering science and technology, including a brain chip to screen for nerve agent toxicity, biodegradable metallic implantable devices, and an immunotherapy using artificial antigen-presenting cells. All these contributions are supporting research that positively impacts public health and welfare.

Dr. Yun is a pioneer in nanotechnology. Prior to his arrival at N.C. A&T, he established a new mechanism of carbon nanotube array synthesis, growing the longest CNT array in the world at the time. He has extended this work at N.C. A&T under an Office of Naval Research contract, publishing his research and filing two patents. Dr. Yun has published more than 100 research papers in archival journals and an equal number in conference proceedings and has been cited more than 5,000 times in other publications. He also has edited a book and garnered four U.S. patents. In addition to his prolific publication record, his research has successfully transferred to industrial applications, including four Small Business Innovation Research projects, one licensing agreement, and one contract.

Overall, Dr. Yun’s group has averaged \$1 million per year in funding from federal and industry sources for use toward research that impacts the welfare of society.

In addition to his research contributions, Dr. Yun is a committed professor, teaching more than 30 graduate students and training four postdoctoral candidates over the past decade. Dr. Yun’s students are now employed in the federal government, at hospitals such as Yale New Haven Hospital and The Ohio State University Wexner Center, and at biomedical companies such as Medtronic, Procter & Gamble, HUMACYTE, Inc., and Lockheed Martin.

Dr. Yun received his undergraduate and graduate degrees from Chonbuk National University in South Korea and completed his doctoral and postdoctoral work at the University of Cincinnati.



## *RESOLUTION HONORING*

## **S. LYNNE SANDERS**

### *THE UNIVERSITY OF NORTH CAROLINA SYSTEM*

**WHEREAS**, Sylvia “Lynne” Sanders has served as a valuable and trusted leader of the University of North Carolina System since April 2010 serving as Associate Vice President for Finance, Associate Vice President for University Finance & Compliance Operations, and Vice President for Compliance and Audit Services and Chief Audit Officer; and

**WHEREAS**, she previously provided professional and dedicated service to the people of North Carolina in the Office of the State Auditor for 21 years, where she had responsibility for managing audits, researching complex accounting and auditing topics and advising audit staff and auditees, reviewing audit workpapers to ensure compliance with auditing and financial reporting standards, and providing training, leadership, and administrative direction to four audit teams; and

**WHEREAS**, she has functioned as an integral member of the UNC System Office leadership team for the past 12 years by providing strong leadership in the areas of internal audit, compliance, and enterprise risk management, including serving as the chief audit officer for the UNC System Office, the North Carolina School of Science and Mathematics, and the State Education Assistance Authority, leading the implementation of the business services compliance program, instituting enhanced internal audit and investigation procedures, establishing training programs for campus internal audit, business, and compliance professionals, guiding establishment of risk management programs across the UNC system, forging strong collaborations among campus constituencies such as chief audit officers, risk management officers, controllers, and Title IX coordinators, and providing guidance, counsel, and advice to her colleagues; and

**WHEREAS**, she has been a valued and trusted advisor to the Board of Governors, the Board’s Committee on Compliance, Audit, and Risk Management, and six University System presidents, including President *Emeritus* Bowles, President *Emeritus* Ross, Interim President Gonzales, President *Emerita* Spellings, Interim President Roper, and President Hans; and

**WHEREAS**, throughout her tenure, she has provided expert advice and guidance to not only the Board of Governors, the president, and the UNC System Office, but also to the 17

chancellors, chief audit officers, and other compliance professionals of the constituent institutions; and

**WHEREAS**, she was recognized by her peers in 2015 with the North Carolina Internal Auditor Award of Excellence issued by the North Carolina Council of Internal Audit; and

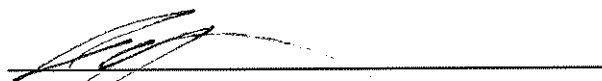
**WHEREAS**, during her tenure, she has mentored numerous audit, finance, business, and compliance professionals across the UNC System; and

**WHEREAS**, in the words of President Hans, Lynne Sanders “defines the word professional;” and

**WHEREAS**, she will conclude her service as vice president for compliance and audit services and chief audit officer for the University of North Carolina System on May 31, 2022;

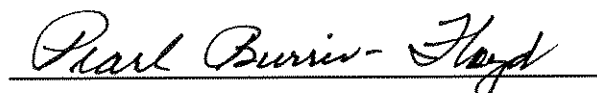
**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Governors of the University of North Carolina extends its deepest gratitude and appreciation to Lynne Sanders for her outstanding service, exemplary work, dedication, professionalism, and friendship, and wishes her all the best in her well-earned and richly deserved retirement.

This the 26<sup>th</sup> day of May 2022.



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Randall C. Ramsey  
*Chair, UNC Board of Governors*



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Pearl Burris-Floyd  
*Secretary, UNC Board of Governors*

**Policy on Military Student Success**

I. Purpose. The University of North Carolina System is committed to the success of military-affiliated students, which for the purpose of this policy includes students who are U.S. military service members (including National Guard and Reserve members), veterans, spouses of service members or veterans, or dependent family members of service members or veterans. This policy, and its associated regulation, provide a framework for the constituent institutions of the University of North Carolina System to develop and maintain a comprehensive network of services for military-affiliated students seeking to meet their educational goals. The president shall establish regulations to implement the requirements of these policies and to promote the general welfare of military-affiliated students.

II. Admission of Active Duty Service Members and Veterans

A. The University of North Carolina System and its constituent institutions are committed to equality of opportunity. Each constituent institution shall administer nondiscriminatory admissions policies by fairly evaluating the records of applicants.

B. For purposes of undergraduate admission to any constituent institution of the University of North Carolina, any individual having completed a minimum of three years of cumulative active duty service in the United States Armed Forces shall be exempt from minimum admissions requirements (MAR) and minimum course requirements (MCR) pursuant to UNC Policy, Section 700.1.1.2[R], although they may be considered first-time undergraduates (freshmen) for reporting and/or receipt of services. Applicants in this profile shall be required to submit a high school transcript or GED, college transcript(s) (if applicable), and a relevant military transcript for evaluation. The branch of service reporting the source of transferred credit hours earned through military training will function as the applicant's institution of transfer. If discharged from active duty, the veteran must have received an Administrative (non-punitive) Discharge. This policy shall not apply to veterans receiving a "Bad Conduct or Dishonorable Discharge."

C. Nothing in this policy guarantees admission for students. Constituent institutions retain sole authority for admissions determinations.

III. Data Collection and Reporting on Military-Affiliated Students. The president shall establish appropriate and uniform data collection procedures to enable the constituent institutions to identify and track the academic progress of military-affiliated students for the purposes of evaluating and reporting retention, graduation, and time to degree completion. Collecting, analyzing, and publishing this data supports the intent of Presidential Executive Order 13607 ("Establishing Principles of Excellence for Educational Institutions Serving Service Members, Veterans, Spouses, and Other Family Members," issued April 27, 2012), aligns with the recommendations contained in the *UNC SERVES April 2010 Report to the President*, and serves to track progress made towards the implementation of Session Law 2014-67. Constituent institutions must develop appropriate protocols to assure the security of all information related to the status of active-duty students and students eligible to be activated.



IV. Residency Status of Military-Affiliated Students. North Carolina created and maintains its public institutions of higher education primarily for the benefit of the residents of North Carolina, and its institutions are generously supported by the General Assembly and the public. Nonresident military-affiliated students may be eligible to receive the in-state tuition rate under the conditions established by state and federal law, and the guidelines promulgated by the Residency Determination System (RDS).

V. Campus Support Structures for Military-Affiliated Students. The constituent institutions shall develop and maintain campus-based support networks, as well as a comprehensive series of community, regional, and national referrals for military-affiliated students to assist in successful navigation of their educational goals. These services shall include, but not be limited to, admissions, financial aid, housing, disability services, career services, health services and counseling, and other student services and supports offered under student affairs and academic affairs.

VI. Military Credit Transferability. The University of North Carolina System recognizes the value of the education, training, and experience that military students bring to the university. The University and its constituent institutions shall establish a process by which this learning can be evaluated for possible course credit. Such military learning may include, but will not be limited to, recruit training, military occupational specialty (MOS) training and education, Defense Language Institute foreign language coursework and exams, Community College of the Air Force (CCAF) coursework, College-Level Examination Program (CLEP), and the DANTES Standardized Subject Test (DSST). The American Council on Education (ACE) credit equivalency recommendations shall serve as the standard reference work for recognizing learning acquired in the military.<sup>1</sup>

VII. Withdrawal Due to Call to Duty. The University of North Carolina System supports students called to active duty or training in the United States Armed Forces, including service in the National Guard or Reserve.<sup>2</sup> The policies of the constituent institutions shall assist, whenever possible, the student in withdrawing and re-entering the university without incurring financial or academic hardship. Such policies shall include but are not limited to:

- A. Military Withdrawal
- B. Refunds of Tuition, Fees, and Other Expenses
- C. Academic Credit
- D. Deferral of Enrollment
- E. Military Leave of Absence
- F. Re-admission into the University
- G. Scholarship Status

VIII. Other Matters

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

## APPENDIX C

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.

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<sup>1</sup>Nothing in this policy prevents constituent institutions from evaluating military learning independent of the ACE evaluation.

<sup>2</sup>Constituent institutions may choose whether to extend some or all of the benefits of these policies to the spouse or child of a person called to active duty. Institutions may also choose to include spouses and children of persons called to active duty under the extenuating circumstances regulation (Section 400.1.5[R] of the UNC Policy Manual).



**UNC System President Peter Hans  
Remarks to the UNC Board of Governors  
May 26, 2022**

Thank you, Mr. Chairman. As we all know, North Carolina is home to one of the largest populations of veterans and active military personnel in the nation. We want to make it as easy as possible for those dedicated Americans to build a life and a career in our state. Providing a world class education is the best way to do that, and I'm proud of the steps we are taking to connect military students with public universities.

We currently serve 21,000 veterans and active-duty personnel, but we have the potential to reach more. Through targeted outreach, we can make sure that military students get the most out of their educational benefits and have the resources they need to take the next step in their lives.

We have launched a campaign to do exactly that, and you can see more information on the chart behind us. "I don't know but I have been told, UNC schools are solid gold."

We have to do our part to make sure our credit policies are clear, fair, and consistent.

Our new policy on military credit will ensure that students get proper recognition for the training they have completed, and that credit is applied consistently across all of our institutions. This will help us reduce barriers to enrollment for service members and promote more efficient use of VA benefits. In the past, I think we have missed out on the chance to serve talented military students because our credit policies weren't easy to parse, or we weren't as generous as those of our peers.

Hundreds of faculty and administrators have worked to correct that problem, and I applaud their dedication, as well as board members.

As I officially sign the new rules into action — provided madam secretary will let me borrow her pen — I'll point out this isn't just a win for military students, but for the entire university. I hear from faculty all the time about how veterans and active-duty students contribute to the classroom, enriching discussion and bringing new perspectives to their peers.

Now, I'm pleased to be able to have Jasmine Coleman join us online. She is a US Army veteran who works with military students at UNC Pembroke and works on improving credit policies, while also studying online for a graduate degree from Appalachian State herself. She has some hard-won insight about the rewards and challenges of pursuing higher education. Listening to her will, no doubt, underscore why we want so badly the talent and the dedication of people like Jasmine to stay right here in North Carolina.



Jasmine, will you please share a few words with us?

***Coleman addresses the board***

Yes, thank you President Hans, members of the Board, and everyone in attendance there. I would have loved to join you in person, but I actually have to support a mentor and veteran during a time of loss for his family, so I have to leave here and go attend a memorial service.

But I wanted to be sure to join in and let everyone know that as a veteran, as a military spouse, military dependent, I used to think I might be kind of a unicorn, but that's not the case. About seven percent of our student veterans are married to other veterans, and so we have to look at how we assist veterans and how it will enable us to provide a holistic approach to military families.

Not every spouse is a woman. Not every spouse is just a spouse.

I had the joys of transitioning out before my husband and being treated as a spouse and as a veteran. I look at how we approach this community and realize that we need to do more in really gaining a sense of who this population is and what we can do to support them.

I've been blessed to work at two system schools and a North Carolina Community College. I always say I started at Fayetteville State where I learned that higher education is what I love. Then I moved to Fayetteville Technical Community College where I really learned the ins and outs of what goes into military transfer credit and how we can have dynamic and diverse programs to support our military students. And I was blessed with the opportunity to move on to UNC Pembroke where they gave me the chance to lead.

So, I take every opportunity to sound the horn, beat the drum, and let people know that military transfer credit is imperative to us being military friendly. We may have different surveys and different awards that say we are military friendly, and that can give us the verisimilitude that we are. But the reality is, what we do for students and what they say we do for them is what's really reflective of us being military friendly.

I actually did not go to a system school as a young soldier because the private school on Fort Bragg had more transfer credits that I was able to receive for my military service.

And that was something as I moved into the UNC System that I began to ask questions about, and I saw those of us who were on the campuses doing the work. I was able to be involved with the system-level projects and seeing all of these subject matter experts pull together and pool resources and implement technology to make it easier, especially for the smaller campuses to assess this credit, it really is a wonderful opportunity for us as a system to strengthen what we



are able to do in recruiting military students, and further, providing that holistic support for military families.

***President Hans***

Jasmine, thank you for your service and your leadership. As the Chair will attest and the secretary will attest, I have signed the rule into effect. We'll properly move forward with awarding prior credit for military service. So thank you all.

That concludes my report, Mr. Chairman.



**THE  
UNIVERSITY OF  
NORTH CAROLINA  
SYSTEM**

# **Report on FY 2021 UNC System Debt Capacity Study**

**May 25, 2022**

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## FY 2020-21 Debt Capacity Study

### Purpose of the Study

The Current Operations and Capital Improvements Appropriations Act of 2015, which was signed into law on September 18, 2015, added a new Article 5 to Chapter 116D of the General Statutes of North Carolina (the “**Act**”), requiring each constituent institution (collectively, the “**Institutions**”) of The University of North Carolina (the “**University**”) to provide the Board of Governors of the University (the “**Board**”) with an annual report on its current and anticipated debt levels. The Act requires that the University, in turn, submit to the Office of State Budget and Management, the Joint Legislative Commission on Governmental Operations, the State Treasurer, and The University of North Carolina System (the “**UNC System Office**”) an annual study incorporating each Institution Report.

This report (the “**Study**”) has been developed to address the Act’s mandate to advise stakeholders “on the estimated debt capacity of The University of North Carolina for the upcoming five fiscal years” and establish “guidelines for evaluating the University’s debt burden.”

The Act also requires the Board to submit a uniform report from each institution regarding its debt burden and anticipated debt levels, in addition to other data and information related to each institution’s fiscal management. Those Institution Reports are attached to the Study as **Appendix D**.

### Methodology Used

Since the Act defines “debt” for the purposes of the Study to exclude debt serviced with “funds appropriated from the General Fund of the State,” the Study primarily focuses on special obligation bonds issued under Article 3 of Chapter 116D (“**special obligation bonds**” or “**general revenue bonds**”), millennial campus bonds issued under Article 21B of Chapter 116, and other long-term debt issued on behalf of each institution to finance various capital facilities, including housing and other enterprise projects.

N.C. General Statute §116D-26(a) prohibits using the obligated resources of one institution to secure the debt of another institution, meaning the University has no debt capacity independent of its constituent institutions’ individual ability to issue debt. The Study does not, therefore, aggregate each institution’s individual debt levels and obligated resources to derive a system-wide debt capacity metric. Instead, the Study offers a comprehensive review of each institution’s debt capacity using the guidelines presented in the Act, which the UNC System Office has presented in detail in the Institution Reports included as part of **Appendix D**.

The Act expressly requires the University to establish guidelines for two ratios—**debt to obligated resources** and a **five-year payout ratio**. The Study also includes a ratio that is more widely used to measure a public university’s debt burden—**debt service to operating expenses**. For more details on the ratios, see the information under the caption “Description of Ratios” on the following page.

The Study is based on a financial model that has been developed to measure three ratios on a pro forma basis over the next five years (the “**Study Period**”). Recognizing the wide diversity in enrollment, funding sources, and missions across each institution, the UNC System has worked with each institution to establish tailored and meaningful target policies for its respective ratios.

While an institution’s ultimate debt capacity is affected by numerous quantitative and qualitative factors, for the purposes of the Study, “**estimated debt capacity**” is defined as the maximum amount of debt each institution could issue without exceeding its ceiling ratio for debt to obligated resources in any single year of the study period.



## Description of Ratios

The model considers the following three ratios:

### Statutory Ratios

Ratio	Explanation	Commentary
Debt to Obligated Resources	Compares each institution's outstanding debt to the funds legally available to service its debt	<ul style="list-style-type: none"> <li>Provides a general indication of an institution's ability to repay debt from wealth that can be accessed over time</li> <li>Tied to the statutory framework for institution debt, so ratio is not used outside the State</li> </ul>
Five-Year Payout	Measures the percentage of each institution's debt to be retired within the subsequent five year period	<ul style="list-style-type: none"> <li>Indicates how rapidly an institution's debt is amortizing and how much additional debt capacity may be created in the near term</li> <li>Five year horizon is not widely used</li> </ul>

### Supplementary Ratio

Ratio	Explanation	Commentary
Debt Service to Operations	Measures debt service burden as a percentage of each institution's total operating expenses	<ul style="list-style-type: none"> <li>Indicates an institution's operating flexibility to finance existing requirements and new initiatives</li> <li>Uses expenses rather than revenues because expenses tend to be more stable year-over-year</li> <li>Permits comparison to peers outside the State</li> </ul>

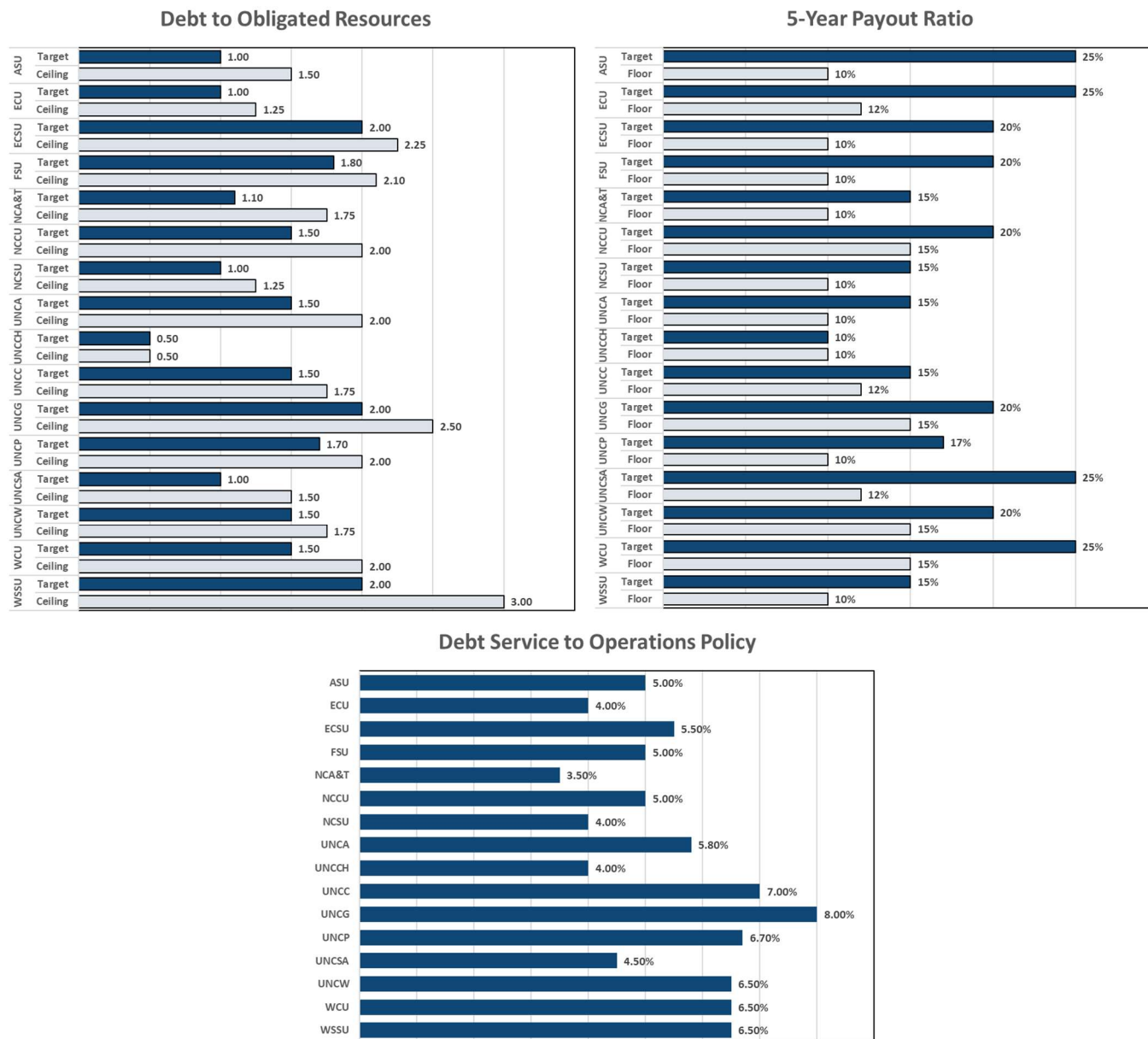
The first two ratios—**debt to obligated resources** and **five-year payout**—are mandated by the Act. While the ratios provide useful snapshots of each institution's debt profile and fiscal condition, the two ratios are not used outside of North Carolina. To provide additional data points and peer comparisons, the Study tracks an additional ratio—**debt service to operations**.

Note that the Study uses each institution's "Available Funds" as a proxy for its obligated resources. "Available Funds" is reported publicly by each institution with outstanding general revenue bond debt and reflects how Article 3's "obligated resources" concept has been translated into the bond documentation governing each institution's general revenue bonds. The two concepts are identical for most institutions, but to the extent there is any discrepancy, "Available Funds" will produce a lower, more conservative figure.

See **Appendix A** for more information on the ratios and the definitions for related terms.

## Overview of Target and Policy Ratios

For the two statutorily-required ratios—**debt to obligated resources** and the **five-year payout ratio**—each institution has set both a target ratio and a floor or ceiling policy, as applicable. The target and policy ratios are summarized below. See **Appendix C** for more information on the methodology each institution used in setting its target and policy ratios.

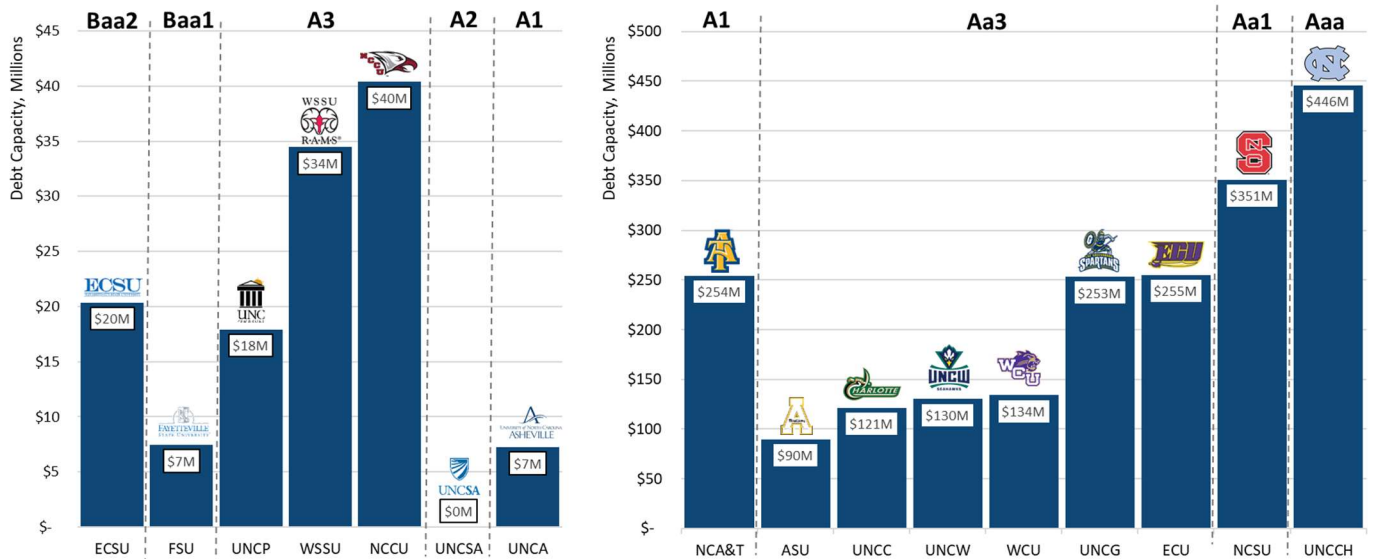


## Conclusions

The following table summarizes the **current debt capacity** of each institution as defined for the purposes of the Study. The numbers in the table reflect the **maximum amount of debt each institution could issue in fiscal year 2022** without exceeding its ceiling ratio for **debt to obligated resources** during any year of the Study Period, after

taking into account any approved future projects. The approved future projects for each institution, if any, are detailed in its report included as part of **Appendix D**.

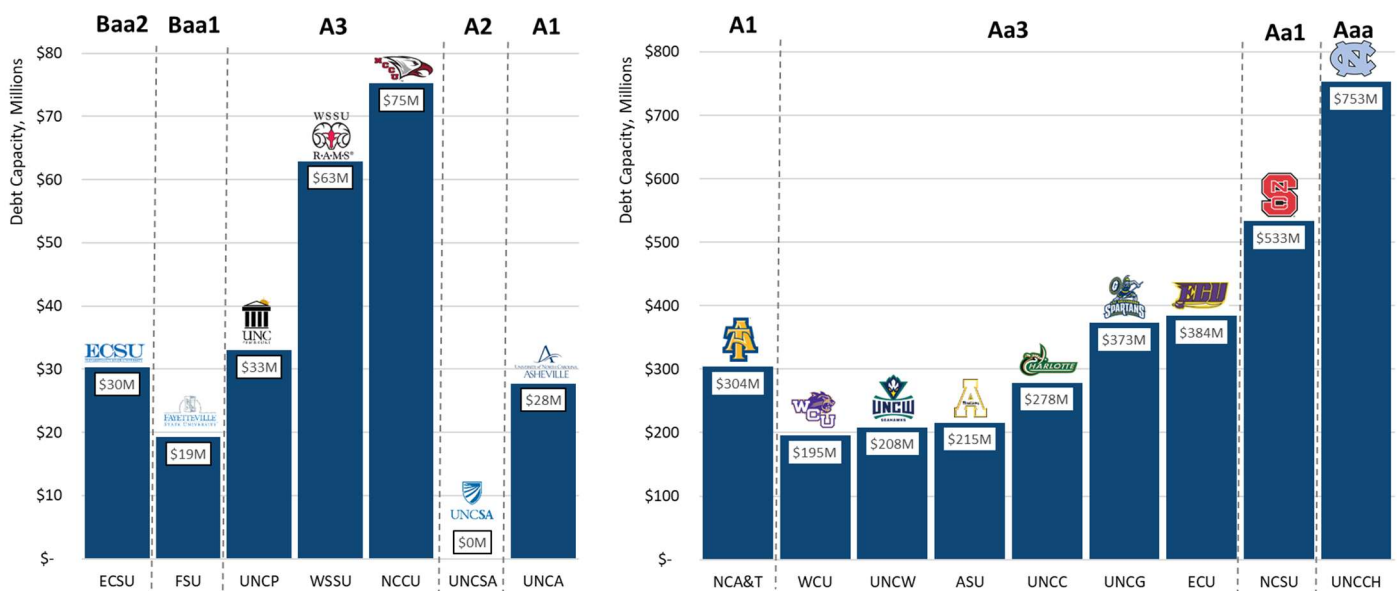
### Current Debt Capacity Across the System (2022)



Institutions showing no debt capacity have a debt to obligated resources ratio that is higher than the institution's target policy. FSU and UNCP are not currently rated by Moody's. FSU and UNCP have been grouped based on their corresponding ratings from Standard and Poor's.

Generally, debt capacity for each institution will grow over the course of the Study Period. The table below summarizes each institution's **projected debt capacity for fiscal year 2026**, assuming it issued no debt (other than debt to finance any approved future projects) until the last year of the Study Period.

### Projected Debt Capacity Across the System (2026)



Institutions showing no debt capacity have a debt to obligated resources ratio that is higher than the institution's target policy. FSU and UNCP are not currently rated by Moody's. FSU and UNCP have been grouped based on their corresponding ratings from Standard and Poor's.

The range of capacities reflects the diversity among the institutions, each with its own strengths, challenges, and mission. The Study reflects the general health and proactive management of each institution's balance sheet, much of which is attributable to the State's history of strong support for the University and its institutions. The general growth in capacity over the course of the Study Period indicates relatively rapid amortization rates for most institutions.

**The limited debt capacity shown for UNC School of the Arts reflect recent financings that have already been approved by the Board and the General Assembly and are already factored into the debt-related ratios for the institution.** It is anticipated the institution will have limited additional borrowing needs during the Study Period.

A small handful of institutions are facing significant headwinds in terms of enrollment and revenue growth, which is reflected in their debt capacity results. For those institutions, improving debt capacity alone may not be a priority; instead, their debt capacity will improve as they continue to work with the UNC System Office to implement new strategies and policies to meet their unique challenges. The study reflects normalized year-over-year growth rate for FY21-22 and future years. Due to the high inflationary impact this year, the growth rate is based on the five-year average of Consumer Price Index.

While the Study provides useful insight into the overall fiscal position and capital needs of each institution, policymakers and other stakeholders identify trends and challenges facing each institution and the University over time, the Study also underscores the unique nature of public higher education debt and the value of the UNC System's centralized support and oversight. **The Study's emphasis on aggregate debt and asset levels is valuable, but the current approval process, which is predicated on a collaborative, project-by-project analysis of tailored cost estimates and project-specific sources of repayment, should continue to drive decision-making with respect to any proposed project.**

## Recommendations

### Recommended Use of the Study

Since the Study is framed broadly to accommodate the complexity and diversity of each institution's mission, business model, size, and infrastructure needs, the Study should be used as a general assessment of each institution's overall fiscal position and to help institutions, policymakers, and other stakeholders identify trends and challenges facing each institution and the UNC System over time. Like any other management tool, the Study is not intended as a substitute for the considered judgment of institution leadership, the UNC System, the Board, or the General Assembly. An institution may be better served, for example, foregoing a project when it has significant debt capacity or pursuing a financing even if doing so would cause the institution to exceed one of its stated target ratios.

While the Study will help policymakers and stakeholders determine when additional scrutiny for a project may be warranted to ensure institutions are deploying debt prudently and strategically, institution debt policies and the University's debt approval process—which is predicated on a project-by-project analysis of tailored cost estimates and identified sources of repayment—should continue to drive decision-making with respect to any proposed financing.

The graphic below summarizes how the Study is intended to be integrated into a comprehensive debt management framework that includes each institution's debt policy and the University's debt approval process.

**Annual Debt Capacity Study**

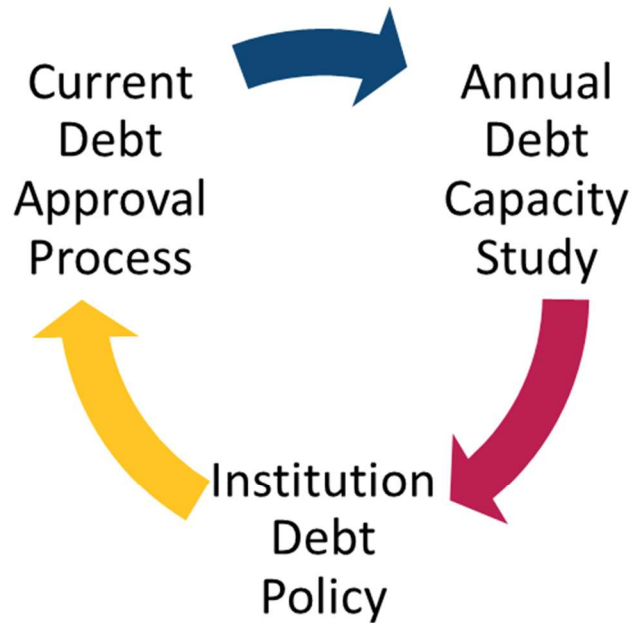
- Provides a snapshot of each institution's current estimated debt capacity
- May indicate when a proposed project requires heightened scrutiny
- Updated annually to reflect newly approved debt and the institution's latest financial results and projects

**Institution Debt Policy**

- Clarifies each institution's strategic approach to debt and its capital investment needs
- Establishes criteria for evaluating projects and approving debt, including benchmarks to measure prudent debt levels

**Current Debt Approval Process**

- Evaluates each proposed project's affordability based on identified sources of repayment and projected impact on student cost
- Uses estimated debt capacity results to assess strategic value of proposed projects in light of an institution's overall debt burden, mission, and needs



## Use and Impact of Project-Based Financing Structures

Project-based financing structures—i.e., debt obligations payable solely or primarily from the financed project's revenues (collectively, “**Project Financings**”)—have been used effectively throughout the State for many years. Institutions have structured their Project Financings using both their affiliate support organizations (collectively, “**Foundation Financings**”) and unaffiliated, tax-exempt organizations (collectively, “**Privatized Financings**”). Many Project Financings have been structured with the support of master lease arrangements with the institutions (collectively, “**University-Supported Project Financings**”), while others have been structured so that the institutions have no obligation to repay any associated debt (collectively, “**Nonrecourse Project Financings**”).

Since project revenues in Nonrecourse Project Financings accrue to the project owner and not the institution, Nonrecourse Project Financings are not payable from the obligated resources of an institution and have therefore been excluded from the Study's debt capacity calculations. Ratings agencies do consider these financings in their credit assessments, which can lead to a disconnect between the numbers in the study and those published by the ratings agencies. By contrast, State-Supported Project Financings, which are supported by the institution's obligated resources, are included in the Study's debt capacity calculations.

Over the past couple years, several institutions have entered into (or have obtained approval to enter into) large-scale Project Financings for new, on-campus housing facilities. Each of those transactions has been structured as Nonrecourse Project Financings, so those debt instruments are not included in the Study's debt capacity calculations. The rating agencies have made it clear recently, however, that they will be more likely to include Nonrecourse Project Financings in their institution leverage metrics for on-campus housing, even if the institution has no legal obligation to repay the debt. Thus, the use of Nonrecourse Project Financing structures may reduce the debt capacity of an institution in the eyes of the rating agencies.



The UNC System Office has developed guidelines for the prudent use of Project Financing structures and will continue to work with the institutions and other stakeholders in State government to ensure Project Financing structures are used strategically and in keeping with the UNC System's mandate to provide access to the benefits of the University at the lowest practicable cost.

### **CARES Act, Other Federal Relief Legislation, and COVID-19 Operational Impact**

The federal relief funds provided through the Coronavirus Aid, Relief, and Economic Security (CARES) Act, Coronavirus Response and Relief Supplemental Appropriations Act, and American Rescue Plan Act (ARPA) have provided significant financial relief to the constituent institutions. The federal legislation provided funds to the institutions for both direct aid to students and institutional funds to offset the costs of the pandemic. The universities have significant latitude in determining how to use their allotment of institutional funds. The federal relief funds will have a positive stabilizing effect on university finances for the next several years because the universities have 365 days from receiving the Grant Award Notification to spend their institutional funds and can request a one-time extension as well.

COVID-19 related costs and losses not offset by relief fund allocations are being addressed through operational budget reductions, expense restrictions, the implementation of hiring and salary freezes, the postponement of capital and renovation expenditures, with the remaining amounts absorbed by institutional fund reserve balances. Revenues from auxiliary operations were negatively impacted in the spring 2021 semester and for the 2021-22 academic year due to the cessation and disruption of auxiliary services and the de-densification of residence halls.

As a general matter, the continued spread of COVID-19 and new virus strains have impacted and will continue to impact global financial markets and national, state, and local economies. The UNC System Office cannot predict the duration and ultimate effects of the outbreak on the finances of the universities including, without limitation, enrollment, demand for housing, dining, and other auxiliary services, available funds, and the return on and value of a university's investments.

### **2022 Moody's Outlook from COVID-19 Impact**

Based on Moody's December 2021 report of the higher education sector, the 2022 outlook for higher education is stable as students return to campus in fall 2021. The rise of operating revenues are predicated on the rebound of auxiliary revenues after the sharp decline in fiscal years 2020 and 2021. However, for both public and private universities, operating margins may be strained in 2022 with higher inflation, labor shortages and higher expenses.

Federal coronavirus relief funding for universities continues to provide critical support to offset revenue losses and higher expenses caused by the pandemic. In 2022, the rise of international student enrollment from the ease of travel restrictions will provide improved operating performance. Additionally, building liquidity and wealth from endowments and locking in debt service savings from lower interest rates are prudent steps in the near future.

Since June 30, 2021, Moody's downgraded UNC Asheville's general revenue bonds from A1 to A2. During this same period, Moody's and S&P improved the outlook to stable for NC A&T and they improved the outlook to positive for Winston-Salem State University.

## Appendix A: Key Definitions

**Debt:** Debt incurred under Chapter 116D or Article 21B of Chapter 116 of the North Carolina General Statutes or any other debt that will be serviced with funds available to the institutions from gifts, grants, receipts, Medicare reimbursements for education costs, hospital receipts from patient care, or other funds, or any combination of these funds, but not including debt that will be serviced with funds from the General Fund of the State. “Debt” does not include project-based financing structures that are nonrecourse to the institutions.

**Obligated Resources:** Any sources of income or receipts of the Board of Governors or the institution at which a special obligation bond project is or will be located that are designated by the Board as the security and source of payment for bonds issued under this Article to finance a special obligation bond project, including, without limitation, any of the following:

- a. Rents, charges, or fees to be derived by the Board of Governors or the institution from any activities conducted at the institution.
- b. Earnings on the investment of the endowment fund of the institution at which a special obligation project will be located, to the extent that the use of the earnings will not violate any lawful condition placed by the donor upon the part of the endowment fund that generates the investment earnings.
- c. Funds to be received under a contract or a grant agreement, including "overhead costs reimbursement" under a grant agreement, entered into by the Board of Governors or the institution to the extent the use of the funds is not restricted by the terms of the contract or grant agreement or the use of the funds as provided in this Article does not violate the restriction.
- d. Funds appropriated from the General Fund to the Board of Governors on behalf of a constituent institution for utilities of the institution that constitute energy savings as that term is defined in G.S. 143-64.17.

Generally, obligated resources do not include funds appropriated to the Board of Governors or the institution from the General Fund by the General Assembly from funds derived from general tax and other revenues of the State, and obligated resources do not include tuition payment by students.

**5-Year Payout Ratio:** Percentage of each institution’s long-term debt scheduled to be retired during the succeeding five-year period.

**Debt Service to Operations:** Ratio that measures an institution’s debt service burden as a percentage of its total expenses. Ratio uses aggregate operating expenses as opposed to operating revenues since expenses are generally more stable. Operating Expenses also include an adjustment for any non-cash charge relating to the implementation of GASB 68 and 75.

Debt Service to Operations = (Annual Debt Service) / (Total Operating Expenses)

## Appendix B: Overview of UNC System Debt

Most debt within the scope of the Study is comprised of special obligation bonds issued by the Board on behalf of each institution in accordance with Article 3 of Chapter 116D of the General Statutes of North Carolina, as amended (“**Article 3**”). Institutions may use special obligation bonds (or “**general revenue bonds**,” as they are commonly called) to finance any capital facility located at the campus that supports the institution’s mission, but only if the Board has specifically designated the project as a “special obligation bond project” in accordance with Article 3.

Article 3 contains procedural safeguards to ensure the thoughtful use of special obligation bonds. For example, before any general revenue bonds are issued, Article 3 requires the approval of the institution’s Board of Trustees, the Board of Governors, the General Assembly, and the Director of the Budget (in consultation, if necessary with the Joint Legislative Commission on Governmental Operations).

As part of its approval, the Board of Governors must (1) designate the proposed project as a “special obligation bond project” and the obligated resources that will serve as the source of repayment for the proposed bonds and (2) establish that sufficient obligated resources are reasonably expected to be available to service the proposed bonds. In its report to the General Assembly seeking approval for a proposed Article 3 project, the Board must provide details regarding the project need, expected project costs, expected increases in operating costs following completion (including any contemplated impact on student costs), estimated debt service and the sources and amounts of obligated resources to be used to repay the debt.

Although Article 3 focuses on an institution’s obligated resources in the aggregate, as a practical matter, the plan of finance for each proposed project is evaluated on a standalone basis. **If an institution is unable to demonstrate that existing or future revenues associated with a project are sufficient to service the proposed debt, then the financing will generally not move forward unless the project is redesigned to a sustainable and appropriate scale.** Those project-specific revenues may take the form of enterprise system revenues (such as dormitory or dining system revenues) or other dedicated revenue sources (such as capital campaign donations or student fees). Institution debt issued under other legislative authority, including student housing revenue bonds under Article 19 of Chapter 116D, is also subject to procedural safeguards and are evaluated on a project-by-project basis.

This slight disconnect between the statutory framework for evaluating debt capacity—with its focus on **affordability relative to each institution’s aggregate obligated resources**—and the practical manner in which projects are evaluated and approved—with its focus on **an individual project’s affordability based on a specific source of repayment**—means that the Study presents an inherently conservative picture of each institution’s debt capacity. While the model’s inherent conservatism encourages prudent planning, the Study’s limitations in evaluating the affordability of any single campus project should be noted.

Unlike the State of North Carolina’s debt capacity study, for example, where future debt service is paid out of well-defined and relatively predictable revenue streams, campus projects may be financed through a variety of revenue sources, none of which is easily modeled on a pro forma basis at the aggregate obligated resources level. In addition, the Act establishes a target ratio that compares aggregate debt (which will increase immediately by the full amount of the debt once issued) to obligated resources (which will increase incrementally over time). This means that any new financing will generally reduce the institution’s debt capacity as reflected in the Study, even if the new project would be entirely supported by new revenues that would not exist but for the project.

None of the institution debt included in the Study affects the State of North Carolina’s debt capacity or credit rating. Such obligations are payable only from the applicable institution’s obligated resources (or other pledged revenues) and do not constitute a debt or liability of the State or a pledge of the State’s full faith and credit.



## Appendix C: Study Methodology and Background

### Overview of Strategic Debt Management and Credit Assessment

The prudent use of debt, in service of each institution's mission, provides several strategic benefits:

- **Achieving intergenerational equity** – Most capital projects will benefit students for decades. Financing a portion of each institution's planned capital investments enables each institution to better align the benefits and financial burdens across multiple generations.
- **Enhancing effectiveness** – An institution may use debt to invest in transformative projects on an accelerated schedule, permitting the institution to leverage its resources to better scale its programs, serve its stakeholders and meet its mandated mission.
- **Imposing discipline** – Debt can be used to clarify priorities and reduce other spending that may crowd-out investments necessary for the institution's long-term health.

Burdensome debt levels, however, can undermine an institution's effectiveness and viability. Debt may diminish the future operational flexibility of an institution and may limit its ability to adapt to developments and trends in the marketplace. In the worst instances, debt levels may hasten the decline of an institution, creating a downward spiral that exerts ever-increasing pressure on its balance sheet.

Each institution's credit rating (for those with rated debt) serves as a general barometer of how the rating agencies view the institution's financial strength and its debt management practices, which, in turn, informs the institution's reputation in the capital markets. In assessing a public university's creditworthiness, rating agencies generally consider broad categories of factors. In August 2021, Moody's Investors Service ("**Moody's**") updated its rating methodology and approach to assess credit risks of public and private universities. The table below summarizes the updated factors that Moody's considers as part of its "scorecard" which guides its credit profile analysis in the higher education sector:

Primary Factors					
Scale	Market Profile	Operating Performance	Financial Resources and Liquidity	Leverage and Coverage	Financial Policy
15%	20%	10%	25%	20%	10%
Sub-factors					
<i>Adjusted Operating Revenue</i> <b>15%</b>	<i>Brand and Strategic Positioning</i> <b>10%</b>  <i>Operating Environment</i> <b>10%</b>	<i>Earnings Before Interest, Depreciation, and Amortization (EBIDA) Margin</i> <b>10%</b>	<i>Total Cash and Investments</i> <b>10%</b>  <i>Total Cash and Investments / Operating Expenses</i> <b>15%</b>	<i>Total Cash and Investments / Total Adjusted Debt</i> <b>10%</b>  <i>Annual Debt Service Coverage</i> <b>10%</b>	N/A
+					
Other Considerations		Instrument Considerations		Cross-Sector Methodologies	
=					
Assigned Ratings					

The Study focuses on Moody's methodology, as it rates nearly all of the institutions.

As part of their criteria, the rating agencies give significant weight to various qualitative factors, such as the strength of the institution's leadership, the quality and responsiveness of its long-range planning and the role of any centralized oversight. In a rating report issued in February of 2016 in connection with an institution bond offering, for example, Moody's noted that the institution "**benefits from being part of the UNC System, which has a demonstrated history of strong oversight of member institutions**" and listed the institution's "**generous operating and capital support from the State of North Carolina**" as a primary credit strength.

For several reasons, the Study has not attempted to tie "debt capacity" to the predicted impact any new debt may have on an institution's credit rating. First, each institution's mission and strategic planning should drive its debt management decisions, not the rating agencies' outside assessment of the institution's credit profile. Managing an institution's operations solely to achieve a certain credit rating may distort strategic objectives and lead to unintended consequences. As Moody's states in its current Rating Methodology for Global Higher Education (dated November 23, 2015):

“Strategic positioning depends on effective short- and long-range planning, consistent self-assessment and benchmarking, and ongoing monitoring and accountability. ... Determining the appropriate level of investment is a significant challenge, as too little investment can result in a gradual loss of student demand, research funding, or philanthropy if donors feel that the university is in decline. Overinvesting can saddle a college with an unsustainable business model, with revenue unable to support high fixed costs, including debt service.”

Second, projecting the exact amount of debt an institution could issue during the Study Period without negatively impacting its credit rating is difficult. Any single financial ratio makes up only a fraction of the overall credit analysis, and weak ratios may be ignored or deemphasized in a particular situation based on multi-year trends, projections, and other qualitative factors. Further, while the financial performance of its institutions has no impact on the State’s credit rating, each institution’s credit rating has historically benefitted from the State’s strong support and overall financial health. As a result, many institutions “underperform” relative to the national median ratios for their rating category, making comparisons to median ratios challenging. Finally, because median ratios are not perfectly correlated to rating outcomes, a model that attempts to draw a linear relationship between any single ratio and a projected rating outcome would have limited predictive value.

In this context, **it is important to distinguish “debt capacity” from “debt affordability.”** Debt capacity provides a general indication of each institution’s ability to absorb debt on its balance sheet during the Study Period. Debt affordability, on the other hand, evaluates the merits of a specific financing (or a specific amount of debt), taking into account a number of quantitative and qualitative factors related to the projects under consideration, including project revenues and expenses, cost of funds, competing strategic priorities, and the “hidden” costs of foregoing the projects entirely.

### Development of the Financial Model

To support the Study, a financial model has been developed to analyze four financial ratios for each institution on a pro forma basis over the course of the Study Period. Since Article 3 does not permit the institutions to pool their obligated resources to form a common source of funds to support all institution project financings, the Study focuses on the individual institution data and does not attempt to aggregate each institution’s capacity to derive a University-wide measure of “debt capacity.” The other components of the model are designed to assist each institution in establishing guidelines for maintaining prudent debt levels and for evaluating capital investment priorities in light of fiscal constraints.

Each institution’s debt capacity reflects the amount of debt each institution could issue during the Study Period without exceeding its ceiling ratio for **debt to obligated resources**. Each institution has developed its own target policy for each ratio in consultation with the UNC System Office to ensure the ratio is tailored and meaningful for that institution’s size, mission, resources, and average age of plant.

### Methodology for Setting Target Ratios

Since there are differences in each institution’s mission, enrollment, resources, and capital needs, imposing a single set of target policies across all institutions would distort the information produced by the Study—either by generating too much capacity for the larger institutions or by holding smaller institutions to unrealistic benchmarks relative to their size and scale. To produce a more meaningful model for each institution, the Institutions, in consultation with the UNC System, have set their own target policies for the model ratios.

In setting its target policies, each institution considered many quantitative and qualitative factors, including comparisons to its designated peer institutions, its strategic initiatives, its historical results, its average age of plant, its recent and projected growth and any existing debt policies. As discussed above, the credit ratings of the institutions are bolstered by several favorable qualitative factors, including, most importantly, the State’s long history of support. Since the institutions benefit from those qualitative factors, it follows that many quantitative measures are weaker than the median ratios for their assigned rating category. Institutions were

not forced, therefore, to set their target ratios directly in line with those median ratios, as that approach would invite quantitative comparisons to larger, wealthier peers. Institutions used median ratios as an important benchmark in setting their policy ratios.

### Other Assumptions and Factors Affecting the Model

The financial model is based on each institution's financial results as of **June 30, 2021**—the most recent period for which audited financials are available. The model includes debt issued to finance new projects since June 30, 2021, but the model excludes any refinancing, redemption or other debt payments that have occurred during the current fiscal year, building an additional element of conservatism into the model.

The financial model also takes into account any legislatively approved project that an institution plans to finance during the Study Period. Interest rate assumptions for any pro forma debt are based on conservative, fixed rate projections and are adjusted to account for each institution's credit rating and the expected term of the financing.

The financial model adds back to each institution's unrestricted and restricted expendable net assets any noncash charge taken in connection with the implementation of GASB 68 and GASB 75 and will make similar adjustments for the implementation of related accounting policies in the future. While GASB 68 impacts an institution's unrestricted net assets and not restricted expendable net assets, GASB 75 impacts both figures. This is relevant as the calculation of Available Funds incorporates unrestricted net assets but not restricted expendable net assets, while the calculation of Expendable Financial Resources includes both figures. Therefore, the GASB 75 adjustment made to Available Funds and Expendable Financial Resources will not match. The Debt Capacity Study focuses on special obligation bonds and excludes liabilities or leases pursuant to GASB 87.

Finally, by default, the financial model assumes that each institution's Available Funds, expendable resources, and operating expenses will grow by an annual rate equal to the five-year average of Consumer Price Index (2.72%). Each institution was given the option, however, to adjust the growth factor for each of the model components based on its reasonable expectations for its performance over the Study Period. Any growth rate adjustment, along with the factors considered in making the adjustment, is described in the individual Institution Reports attached as **Appendix D**.

## Appendix D: Reports from Constituent Institutions

# The University of North Carolina System Debt Capacity Study – Fiscal Year 2021

Appalachian State University  
Institution Report

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## 1. Executive Summary

### Overview of the Institution Report

Pursuant to Article 5 of Chapter 116D of the North Carolina General Statutes (the “*Act*”), Appalachian State University (“*Appalachian*”) has submitted this report (this “*Institution Report*”) as part of the annual debt capacity study (the “*Study*”) undertaken by The University of North Carolina (the “*University*”) in accordance with the Act. Each capitalized term used but not defined in this Institution Report has the meaning given to such term in the Study.

This Institution Report details the historical and projected financial information incorporated into the financial model developed in connection with the Study. Appalachian has used the model to calculate and project the following three financial ratios:

- Debt to Obligated Resources
- Five-Year Payout Ratio
- Debt Service to Operating Expenses

See **Appendix A** to the Study for more information on the ratios and related definitions.

To produce a tailored, meaningful model, Appalachian, in consultation with the UNC System Office, has set its own policies for each model ratio. For the two statutorily-required ratios—**debt to obligated resources** and the **five-year payout ratio**—Appalachian has set both a target policy and a floor or ceiling policy, as applicable.

For the purposes of the Study, Appalachian’s debt capacity reflects the amount of debt Appalachian could issue during the Study Period without exceeding its ceiling ratio for **debt to obligated resources**, after taking into account debt the General Assembly has previously approved that Appalachian intends to issue during the Study Period. Details regarding each approved project are provided in Section 3.

This Institution Report also includes the following information required by the Act:

- Appalachian’s current debt profile, including project descriptions financed with, and the sources of repayment for, Appalachian’s outstanding debt;
- Appalachian’s current credit profile, along with recommendations for maintaining or improving Appalachian’s credit rating; and
- A copy of any Appalachian debt management policy currently in effect.

### Overview of Appalachian

For the fall 2021 semester, Appalachian had a headcount student population of approximately 20,641 including 18,555 undergraduate students and 2,086 graduate students. Over the past five years, Appalachian’s enrollment has increased approximately 9.7%.

Appalachian’s average age of plant is 14.92 years. Age of plant is a financial ratio calculated by dividing the accumulated depreciation by the annual depreciation expense. A low age of plant generally indicates the institution is taking a sustainable approach to its deferred maintenance and reinvestment programs.

Appalachian does not anticipate incurring any additional debt during the Study period. Appalachian has made no changes to the financial model’s growth assumptions.



## 2. Institution Data

### Notes

- Obligated Resources equals Available Funds plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Operating Expenses equals Operating Expenses plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Outstanding debt service is based on Appalachian's outstanding debt **as of June 30, 2021**, excluding state appropriated debt (such as energy savings contracts). Debt service is net of any interest subsidies owed to Appalachian by the federal government (discounted by an assumed 6.2% sequestration rate) and uses reasonable unhedged variable rate assumptions.
- New money debt issued **after June 30, 2021**, together with any legislatively approved debt Appalachian expects to issue during the Study Period, **are included** in the model as "proposed debt service" and are taken into account in the projected financial ratios shown in this Institution Report.
- Repayments, redemptions or refundings that have occurred **after June 30, 2021** are not included in the model, meaning the debt service schedules reflected below overstates Appalachian's current debt burden.

Obligated Resources						Outstanding Debt				
Fiscal Year	Available Funds (Before GASB Adjustment)	GASB 68 Adjustment	GASB 75 Adjustment	AF Growth	Available Funds (After GASB Adjustment)	Fiscal Year	Principal	Net Interest	Debt Service	Principal Balance
2017	205,017,229	19,229,751	-		224,246,980	2022	15,749,024	10,323,439	26,072,463	336,061,643
2018	(247,807,774)	23,248,893	456,629,959	3.49%	232,071,078	2023	19,367,830	10,525,564	29,893,394	316,693,813
2019	(227,971,336)	26,094,254	435,923,401	0.85%	234,046,319	2024	19,799,062	9,856,047	29,655,109	296,894,751
2020	(219,442,065)	39,020,569	415,847,211	0.59%	235,425,715	2025	18,602,379	9,149,044	27,751,423	278,292,372
2021	(207,766,026)	48,493,455	435,733,204	17.43%	276,460,633	2026	19,377,783	8,448,678	27,826,461	258,914,589
2022	283,980,362	-	-	2.72%	283,980,362	2027	17,971,438	7,768,732	25,740,170	240,943,151
2023	291,704,628	-	-	2.72%	291,704,628	2028	17,553,151	7,171,781	24,724,932	223,390,000
2024	299,638,994	-	-	2.72%	299,638,994	2029	14,670,000	6,595,265	21,265,265	208,720,000
2025	307,789,175	-	-	2.72%	307,789,175	2030	15,245,000	6,102,747	21,347,747	193,475,000
2026	316,161,040	-	-	2.72%	316,161,040	2031	70,245,000	5,583,507	75,828,507	123,230,000
						2032	12,085,000	4,513,786	16,598,786	111,145,000
						2033	11,090,000	3,560,771	14,650,771	100,055,000
						2034	11,530,000	3,229,394	14,759,394	88,525,000
						2035	9,900,000	2,913,367	12,813,367	78,625,000
						2036	9,350,000	2,606,969	11,956,969	69,275,000
						2037	8,730,000	2,321,774	11,051,774	60,545,000
						2038	5,230,000	2,120,221	7,350,221	55,315,000
						2039	5,490,000	1,970,193	7,460,193	49,825,000
						2040	5,765,000	1,810,300	7,575,300	44,060,000
						2041	5,060,000	1,640,319	6,700,319	39,000,000
						2042	4,270,000	1,478,941	5,748,941	34,730,000
						2043	4,565,000	1,305,481	5,870,481	30,165,000
						2044	4,875,000	1,119,188	5,994,188	25,290,000
						2045	5,210,000	919,328	6,129,328	20,080,000
						2046	5,535,000	727,822	6,262,822	14,545,000
						2047	5,880,000	519,025	6,399,025	8,665,000
						2048	4,200,000	329,200	4,529,200	4,465,000
						2049	4,465,000	160,500	4,625,500	-

### 3. Proposed Debt Financings

While ASU evaluates its capital investment needs on a regular basis, ASU currently has no legislatively approved projects that it anticipates financing during the Study Period.

## 4. Financial Ratios

### Debt to Obligated Resources

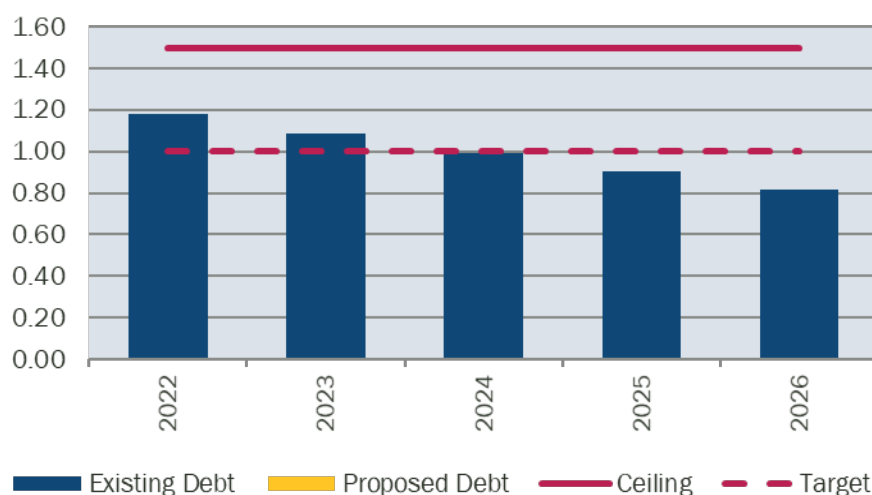
- **What does it measure?** Appalachian's aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt.
- **How is it calculated?** Aggregate debt divided by obligated resources\*
- Target Ratio: 1.00
- Ceiling Ratio: Not to exceed 1.50
- Projected 2022 Ratio: 1.18
- Highest Study Period Ratio: 1.18 (2022)

\*Available Funds, which is the concept commonly used to capture an institution's obligated resources in its loan and bond documentation, has been used in the model as a proxy for obligated resources. For most institutions, the two concepts are identical, though Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of an institution's obligated resources.

### Debt to Obligated Resources

Debt to Obligated Resources							
Fiscal Year	Obligated Resources	Growth	Existing Debt	Proposed Debt	Ratio - Existing	Ratio - Proposed	Ratio - Total
2022	283,980,362	2.72%	336,061,643	-	1.18	n/a	1.18
2023	291,704,628	2.72%	316,693,813	-	1.09	n/a	1.09
2024	299,638,994	2.72%	296,894,751	-	0.99	n/a	0.99
2025	307,789,175	2.72%	278,292,372	-	0.90	n/a	0.90
2026	316,161,040	2.72%	258,914,589	-	0.82	n/a	0.82

### Debt to Obligated Resources



Weaker  
↑  
↓  
Stronger

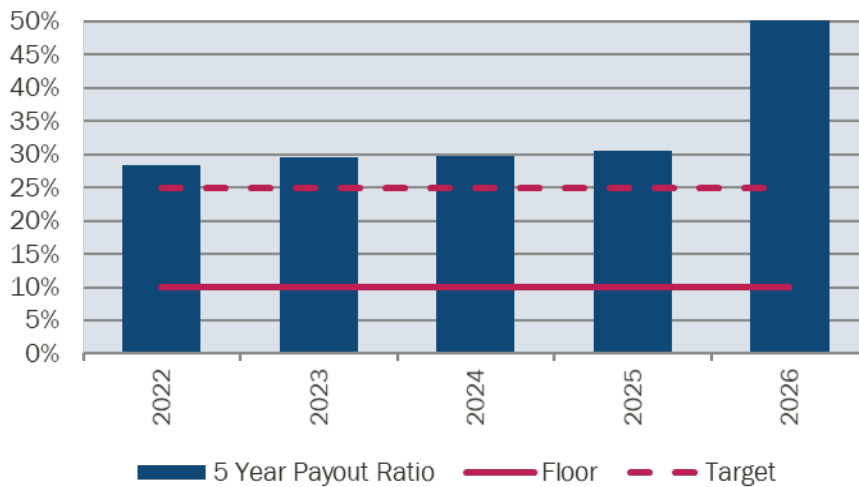
### 5-Year Payout Ratio Overview

- **What does it measure?** The percentage of Appalachian's debt scheduled to be retired in the next five years.
- **How is it calculated?** Aggregate principal to be paid in the next five years divided by aggregate debt
- Target Ratio: 25%
- Floor Ratio: Not less than 10%
- Projected 2022 Ratio: 28%
- Lowest Study Period Ratio: 28% (2021)

### 5-Year Payout Ratio

5 Year Payout Ratio		
Fiscal Year	Principal Balance	Ratio
2022	336,061,643	28%
2023	316,693,813	29%
2024	296,894,751	30%
2025	278,292,372	30%
2026	258,914,589	52%

### 5-Year Payout Ratio



Stronger  
↑  
↓  
Weaker

## Debt Service to Operating Expenses

- **What does it measure?** Appalachian's debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues.
- **How is it calculated?** Annual debt service divided by annual operating expenses (as adjusted to include interest expense of proposed debt)
- Policy Ratio: Not to exceed 5.00%
- Projected 2022 Ratio: 5.68%
- Highest Study Period Ratio: 6.34% (2023)

## Debt Service to Operating Expenses

Debt Service to Operating Expenses							
Fiscal Year	Operating Expenses	Growth	Existing Debt Service	Proposed Debt Service	Ratio - Existing	Ratio - Proposed	Ratio - Total
2022	458,896,341	2.72%	26,072,463	-	5.68%	n/a	5.68%
2023	471,378,321	2.72%	29,893,394	-	6.34%	n/a	6.34%
2024	484,199,812	2.72%	29,655,109	-	6.12%	n/a	6.12%
2025	497,370,046	2.72%	27,751,423	-	5.58%	n/a	5.58%
2026	510,898,512	2.72%	27,826,461	-	5.45%	n/a	5.45%

## Debt Service to Operating Expenses



Weaker  
↑  
↓  
Stronger

## 5. Debt Capacity Calculation

### Debt Capacity Calculation

- For the purposes of this Institution Report and the Study, Appalachian's debt capacity is based on the amount of debt Appalachian could issue during the Study Period (after taking into account any legislatively approved projects detailed in **Section 3** above) without exceeding its ceiling ratio for **debt to obligated resources**.
- As presented below, **the lowest constraint on Appalachian's debt capacity** in any single year during the Study Period occurs in 2022.
- Based solely on the **debt to obligated resources** ratio, Appalachian's current estimated debt capacity is **\$89,908,900**. After taking into account any legislatively approved projects detailed in **Section 3** above, if Appalachian issued no additional debt until the last year of the Study Period, then Appalachian's debt capacity for 2026 is projected to increase to **\$215,326,971**.

Debt Capacity Calculation			
Fiscal Year	Debt to Obligated Resources (Current Ratio)	Debt to Obligated Resources (Ceiling)	Debt Capacity Calculation
2022	1.18	1.50	89,908,900
2023	1.09	1.50	120,863,129
2024	0.99	1.50	152,563,740
2025	0.90	1.50	183,391,390
2026	0.82	1.50	215,326,971

### Limitations on Debt Capacity, Credit Rating Implications, and Comment from Appalachian

- The debt capacity calculation shown above provides a general indication of Appalachian's ability to absorb debt on its balance sheet during the Study Period and may help identify trends and issues over time.
- "Debt capacity" does not** necessarily equate to **"debt affordability,"** which takes into account a number of quantitative and qualitative factors, including project revenues and expenses, cost of funds and competing strategic priorities.
- If Appalachian were to use all of its calculated debt capacity during the Study Period, Appalachian's credit ratings may face significant downward pressure.**
- The debt capacity calculation shown above provides a general indication of Appalachian's ability to absorb debt on its balance sheet during the Study Period and may help identify trends and issues over time.
- "Debt capacity" does not** necessarily equate to **"debt affordability,"** which takes into account a number of quantitative and qualitative factors, including project revenues and expenses, cost of funds and competing strategic priorities.
- Projecting the exact amount Appalachian could issue during the Study Period without negatively impacting its credit rating is difficult for a number of reasons.
  - Use of Multiple Factors**
    - Any single financial ratio makes up only a fraction of the "scorecard" used by rating agencies to guide their credit analysis.

- Under Moody's approach, for example, the **financial leverage ratio** accounts for only **10%** of an issuer's overall score.
- **The State's Impact**
  - Historically, each Institution's credit rating has been bolstered by the State's strong support and overall financial health. As a result, many institutions "underperform" relative to the national median ratios for their rating category.
  - If "debt capacity" were linked to those national median ratios, many institutions would have limited debt capacity for an extended period of time.
- **Factor Interdependence**
  - The quantitative and qualitative factors interact with one another in ways that are difficult to predict.
  - For example, a university's "**strategic positioning**" score, which accounts for 10% of its overall score under Moody's criteria, could deteriorate if a university either (1) issued excessive debt or (2) failed to reinvest in its institution to address its deferred maintenance obligations.
- **Distortions Across Rating Categories**
  - Because quantitative ratios account for only a portion of an issuer's final rating, the national median for any single ratio is not perfectly correlated to rating outcomes, meaning the median ratio for a lower rating category may be more stringent than the median ratio for a higher rating category. For the highest and lowest rating categories, the correlation between any single ratio and rating outcomes becomes even weaker.
  - Tying capacity directly to ratings may also distort strategic objectives. For example, an institution may be penalized for improving its rating, as it may suddenly lose all of its debt capacity because it must now comply with a much more stringent ratio.
  - Tying capacity directly to ratings may also distort strategic objectives. For example, an institution may be penalized for improving its rating, as it may suddenly lose all of its debt capacity because it must now comply with a much more stringent ratio.

## 6. Debt Profile

Appalachian's detailed debt profile, including a brief description of each financed project and the source of repayment for each outstanding debt obligation, is reflected in the table on the following page.



Summary of Debt Outstanding as of FYE June 30, 2021						
Series	Dated Date	Outstanding Par Amount	Final Maturity	Type	Purpose	Source of Repayment
<b>APPALACHIAN STATE UNIVERSITY</b>		<b>342,237,125.00</b>				
2011 ASU	06/02/2011	2,015,000.00	10/01/2021	General Revenue	Residence Hall, W.H. Plemmons Student Union, Steam and Chilled Water Tunnel	Debt Service Fee; Housing Receipts; Utility Receipts
2011 ASU	12/22/2011	135,000.00	12/20/2021	Combined Utilities Revenue	Utility System	Utility Receipts
2012 ASU	05/17/2012	17,655,000.00	05/01/2028	General Revenue	Refunding 2002, 2003A and 2005	Debt Service Fee; Housing Receipts; Athletics Receipts
2012 Foundation	07/01/2013	2,386,618.00	01/15/2027	Note	Renovation of Schaefer Center	Foundation Funds
2014 A ASU	05/06/2014	17,975,000.00	07/15/2039	General Revenue	Anne Belk Hall, Belk Residence Hall and Hockey Field	Debt Service Fee; Housing Receipts; Athletics Receipts; Parking Receipts
2014 B ASU	05/06/2014	7,590,000.00	07/15/2025	General Revenue	Anne Belk Hall, Belk Residence Hall and Hockey Field	Debt Service Fee; Housing Receipts; Athletics Receipts; Parking Receipts
2014 C ASU	11/25/2014	16,175,000.00	10/01/2031	General Revenue	Refunding 2006A	Debt Service Fee; Housing Receipts
2016 A ASU	02/18/2016	21,550,000.00	10/01/2033	General Revenue	Refunding 2008A	Debt Service Fee; Housing Receipts; Athletics Receipts; Parking Receipts; Utility Receipts
2016 ASU	05/05/2016	1,825,000.00	05/05/2026	Combined Utilities Revenue	Utility System	Utility Receipts
2016 B ASU	07/05/2016	2,570,000.00	10/01/2026	General Revenue	Refunding 2006A	Debt Service Fee; Housing Receipts; Dining
2016 C ASU	11/16/2016	25,410,000.00	10/01/2046	General Revenue	Winkler Residence Hall	Housing Receipts
2016 D ASU	11/16/2016	10,390,000.00	10/01/2034	General Revenue	Refunding 2009B	Housing Receipts; Athletics Receipts
2017 B Foundation	09/28/2017	15,475,000.00	07/01/20240	Note	Former High School Property	Endowment Funds: Utility Receipts
2017 A Foundation	10/08/2017	895,507.00	09/08/2022	Note	Video Boards	Foundation Funds
2017 A ASU	12/13/2017	55,950,000.00	10/01/2036	General Revenue	Refunding 2010B-1 and 2011	Debt Service Fee; Housing Receipts; Athletics Receipts; Utility Receipts; Bookstore Receipts
2018 ASU	12/13/2018	39,090,000.00	05/01/2049	Millennial Revenue	End Zone Project	Athletic Receipts; Auxiliary Receipts
2018 ASU	10/01/2018	5,720,000.00	10/01/2023	General Revenue	Refunding 2008A	Housing Receipts; Athletics Receipts; Utility
2019 ASU	06/19/2019	15,960,000.00	10/01/2048	General Revenue	Sanford Hall	Debt Service Fee
2020 ASU	02/27/2020	2,315,000.00	05/01/2030	Millennial Revenue	Field Turf Project	Athletic Receipts
2020 ASU	12/10/2020	6,500,000.00	05/05/2040	Combined Utilities Revenue	Utility System	Utility Receipts
2020 ASU	02/27/2020	1,855,000.00	10/01/2025	General Revenue	Refunding 2010B	Debt Service Fee; Housing Receipts;
2020 App State Housing	12/01/2020	72,800,000.00	12/01/2030	Note	Student Housing	Housing Receipts

## 7. Credit Profile

The following page provides a snapshot of Appalachian's current credit ratings, along with (1) a summary of various credit factors identified in Appalachian's most recent rating report and (2) recommendations for maintaining and improving Appalachian's credit ratings in the future.



## Credit Profile of the University– (General Revenue)

### Overview

- Moody's maintains a Aa3 rating on Appalachian's general revenue bonds. The outlook is stable.
- In March 2021, Moody's affirmed Appalachian's Aa3 rating and revised the University's outlook from "negative" back to "stable."

### Key Information Noted in Rating Reports

#### Credit Strengths

- Healthy support for operations and capital projects from the Aaa -rated State of North Carolina
- Well-established market presence and strong regional brand name as a moderate-sized public university with increasing demand
- Enrollment growth approaching its total student headcount goal of 19,200, over 3% from the prior year

#### Credit Challenges

- Higher financial leverage and narrow liquidity relative to operating expenses is below the Aa3 median
- Operating margins have thinned by higher operating expenses
- Limited prospects to increase financial reserves given investments in capital and program growth
- Growth in spendable cash and investments to operating expenses unlikely to keep pace with peers or additional debt-financed capital plans

Moody's	S&P	Fitch
Aaa	AAA	AAA
Aa1	AA+	AA+
Aa2	AA	AA
<b>Aa3</b>	AA-	AA-
A1	A+	A+
A2	A	A
A3	A-	A-
Baa1	BBB+	BBB+
Baa2	BBB	BBB
Baa3	BBB-	BBB-
Non Investment Grade		

### Recommendations & Observations

- Pursue strategies, working within the existing statutory framework relating to reversions, to increase liquidity through growth in cash reserves.
- Strengthen debt to cash flow ratio to be more in line with median Aa3 peers.
- During COVID, continued assessment of operating cash flows and reserves can improve performance margins and debt affordability.

## 8. Peer Comparison

Moody's Key Credit Ratios	Appalachian State University	Most Recent Peer Institution Data				Moody's Public Higher Education Medians
Peer Institution	2021	Miami University	Western Michigan University	Bowling Green State University	Western Washington University	
Fiscal Year		2021	2021	2021	2021	
Most Senior Rating		Aa3	Aa3	A1	A2	
Total Long-Term Debt (\$, in millions)	352	629	401	275	162	637
Total Cash & Investments (\$, in millions)	351	1601	897	546	237	1607
Operating Revenue (\$, in millions)	443	626	523	378	285	1236
Operating Expenses (\$, in millions)	416	556	428	366	294	1202
Market Performance Ratios						
Annual Change in Operating Revenue (%)	5.7%	-5.6%	-1.4%	5.9%	-4.8%	1.9%
Operating Ratios						
Operating Cash Flow Margin (%)	14.1%	27.4%	26.5%	15.7%	5.9%	11.5%
Wealth & Liquidity Ratios						
Total Cash & Investments to Operating Expenses (x)	1.0	2.9	2.1	1.5	0.8	1.1
Total Debt to Operating Expenses (x)	0.8	1.1	0.9	0.8	0.6	0.5
Monthly Days Cash on Hand (x)	114	685	313	252	97	169
Leverage Ratios						
Total Cash & Investments to Total Debt (x)	1.0	0.9	1.4	0.6	0.7	2.3
Debt Service to Operating Expenses (%)	6.6%	3.7%	2.9%	4.6%	9.7%	4.0%
Total Debt-to-Cash Flow (x)	5.6	2.5	2.2	2.0	1.5	4.4

\*Note: Peers chosen from BOG approved peers if available in Moody's Municipal Financial Ratio Analysis (MFRA) Database. If approved peer data is unavailable, universities with similar credit ratings are used. Data is the most recent available in the MFRA database.

## 9. Debt Management Policies

Appalachian's current debt policy is included in the following pages.

## Debt Management Policy

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## 1. Introduction

Appalachian State University (“ASU”) views its debt capacity as a limited resource that should be used, when appropriate, to help fund the capital investments necessary for the successful implementation of ASU’s strategic vision to prepare its students to lead purposeful lives as engaged global citizens who understand their responsibilities in creating a sustainable future for all. ASU recognizes the important role that debt-related strategies may play as it makes the necessary investments in its infrastructure in order to become and remain the destination institution for dedicated students seeking challenging academic programs, engaged faculty and a vibrant campus culture.

This Policy has been developed to assist ASU’s efforts to manage its debt on a long-term, portfolio basis and in a manner consistent with ASU’s stated policies, objectives and core values. Like other limited resources, ASU’s debt capacity should be used and allocated strategically and equitably.

Specifically, the objective of this Policy is to provide a framework that will enable ASU’s Board of Trustees (the “Board”) and finance staff to:

- (i) Identify and prioritize projects eligible for debt financing;
- (ii) Limit and manage risk within ASU’s debt portfolio;
- (iii) Establish debt management guidelines and quantitative parameters for evaluating ASU’s financial health, debt affordability and debt capacity;
- (iv) Manage and protect ASU’s credit profile in order to maintain ASU’s credit rating at a strategically optimized level and maintain access to the capital markets; and
- (v) Ensure ASU remains in compliance with all of its post-issuance obligations and requirements.

This Policy is intended solely for ASU’s internal planning purposes. The Vice Chancellor for Business Affairs will review this Policy annually and, if necessary, recommend changes to ensure that it remains consistent with University’s strategic objectives and the evolving demands and accepted practices of the public higher education marketplace. Proposed changes to this Policy are subject to the Board’s approval.

## 2. Authorization and Oversight

ASU’s Vice Chancellor for Business Affairs is responsible for the day-to-day management of ASU’s financial affairs in accordance with the terms of this Policy and for all of ASU’s debt financing activities. Each University financing will conform to all applicable State and Federal laws.

The Board will consider for approval each proposed financing in accordance with the requirements of any applicable State law.

## 3. Process for Identifying and Prioritizing Capital Projects Requiring Debt

Only projects that directly or indirectly relate to the mission of ASU will be considered for debt financing.



- (i) Self-Liquidating Projects – A project that has a related revenue stream (self-liquidating project) will receive priority consideration. Each self-liquidating project financing must be supported by an achievable plan of finance that provides, or identifies sources of funds, sufficient to (1) service the debt associated with the project, (2) pay for any related infrastructure improvements, (3) cover any new or increased operating costs and (4) fund appropriate reserves for anticipated replacement and renovation costs.
- (ii) Energy Conservation Projects – Each energy conservation project financing must provide annual savings sufficient to service the applicable debt and all related monitoring costs.
- (iii) Other Projects – Other projects funded through budgetary savings, gifts and grants will be considered on a case-by-case basis. Any projects that will require gift financing or include a gift financing component must be jointly approved by the Vice Chancellor for University Advancement and the Vice Chancellor for Business Affairs before any project-restricted donations are solicited. The fundraising goal for any project to be financed primarily with donations should also include, when feasible, an appropriately-sized endowment for deferred maintenance and other ancillary ownership costs. In all cases, institutional strategy, and not donor capacity, must drive the decision to pursue any proposed project.

## 4. Benchmarks and Debt Ratios

### Overview

When evaluating its current financial health and any proposed plan of finance, ASU takes into account both its debt affordability and its debt capacity. Debt affordability focuses on ASU's cash flows and measures ASU's ability to service its debt through its operating budget and identified revenue streams. Debt capacity, on the other hand, focuses on the relationship between ASU's net assets and its total debt outstanding.

Debt capacity and affordability are impacted by a number of factors, including ASU's enrollment trends, reserve levels, operating performance, ability to generate additional revenues to support debt service, competing capital improvement or programmatic needs, and general market conditions. Because of the number of potential variables, ASU's debt capacity cannot be calculated based on any single ratio or even a small handful of ratios.

ASU believes, however, that it is important to consider and monitor objective metrics when evaluating ASU's financial health and its ability to incur additional debt. To that end, ASU has identified three key financial ratios that it will use to assess its ability to absorb additional debt based on its current and projected financial condition:

- (i) Debt to Obligated Resources
- (ii) Expendable Resources to Debt
- (iii) Debt Service to Operating Expenses

Note that the selected financial ratios are also monitored as part of the debt capacity study for The University of North Carolina delivered each year under Article 5 of Chapter 116D of the North Carolina General Statutes (the "UNC Debt Capacity Study"), which ASU believes will promote clarity and consistency in ASU's debt management and planning efforts.

ASU has established for each ratio a floor or ceiling target, as the case may be, with the expectation that ASU will operate within the parameters of those ratios most of the time. To the extent possible, the policy ratios established from time to time in this Policy should align with the ratios used in the report ASU submits each

year as part of the UNC Debt Capacity Study. The policy ratios have been established to help preserve ASU's financial health and operating flexibility and to ensure ASU is able to access the market to address capital needs or to take advantage of potential refinancing opportunities. Attaining or maintaining a specific credit rating is not an objective of this Policy.

ASU recognizes that the policy ratios, while helpful, have limitations and should not be viewed in isolation of ASU's strategic plan or other planning tools. In accordance with the recommendations set forth in the initial UNC Debt Capacity Study delivered April 1, 2016, ASU has developed as part of this Policy specific criteria for evaluating and, if warranted, approving critical infrastructure projects even when ASU has limited debt capacity as calculated by the UNC Debt Capacity Study or the benchmark ratios in this Policy. In such instances, the Board may approve the issuance of debt with respect to a proposed project based on one or more of the following findings:

- (i) The proposed project would generate additional revenues (including, if applicable, dedicated student fees or grants) sufficient to support the financing, which revenues are not currently captured in the benchmark ratios.
- (ii) The proposed project would be financed entirely with private donations based on pledges already in hand.
- (iii) The proposed project is essential to the implementation of one of the Board's strategic priorities.
- (iv) The proposed project addresses life and safety issues or addresses other critical infrastructure needs.
- (v) Foregoing or delaying the proposed project would result in significant additional costs to ASU or would negatively impact ASU's credit rating.

At no point, however, should ASU intentionally operate outside an established policy ratio without conscious and explicit planning.

### Ratio 1 – Debt to Obligated Resources

<b>What does it measure?</b>	ASU's aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt under the General Revenue Bond Statutes
<b>Why is it tracked?</b>	The ratio, which is based on the legal structure proscribed by the General Revenue Bond Statutes, provides a general indication of ASU's ability to absorb debt on its balance sheet and is the primary ratio used to calculate ASU's "debt capacity" under the methodology used in the UNC Debt Capacity Study
<b>How is it calculated?</b>	Aggregate debt divided by obligated resources*
<b>Policy Ratio:</b>	Not to exceed 1.50x (UNC Debt Capacity Study Target Ratio = 1.00x)

\*Available Funds, which is the concept commonly used to capture each UNC's campus's obligated resources in its loan and bond documentation, has been used as a proxy for obligated resources. The two concepts are generally identical, though Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of ASU's obligated resources.

**Ratio 2 – Expendable Resources to Debt**

<b>What does it measure?</b>	The number of times ASU's liquid and expendable net assets covers its aggregate debt
<b>Why is it tracked?</b>	The ratio, which is widely tracked by rating agencies and other capital market participants, is a basic measure of financial health and assesses ASU's ability to settle its debt obligations using only its available net assets as of a particular date
<b>How is it calculated?</b>	The sum of (1) Adjusted Unrestricted Net Assets and (2) Restricted Expendable Net Assets divided by aggregate debt
<b>Policy Ratio:</b>	Not less than 0.70x

**Ratio 3 – Debt Service to Operating Expenses**

<b>What does it measure?</b>	ASU's debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues
<b>Why is it tracked?</b>	The ratio, which is widely tracked by rating agencies and other capital market participants, evaluates ASU's relative cost of borrowing to its overall expenditures and provides a measure of ASU's budgetary flexibility
<b>How is it calculated?</b>	Annual debt service divided by annual operating expenses
<b>Policy Ratio:</b>	Not to exceed 5.00%

**Reporting**

The Vice Chancellor for Business Affairs will review each ratio in connection with the delivery of the University's audited financials and will provide an annual report to the Board substantially in the form of **Appendix A** detailing (1) the calculation of each ratio for that fiscal year and (2) an explanation for any ratio that falls outside the University's stated policy ratio, along with (a) any applicable recommendations, strategies and an expected timeframe for aligning such ratio with the University's stated policy or (b) the rationale for any recommended changes to any such stated policy ratio going forward (including any revisions necessitated by changes in accounting standards or rating agency methodologies).

## 5. Debt Portfolio Management and Transaction Structure Considerations

**Generally**

Numerous types of financing structures and funding sources are available, each with specific benefits, risks, and costs. Potential funding sources and structures will be reviewed and considered by the Vice Chancellor for Business Affairs within the context of this Policy and the overall portfolio to ensure that any financial product or structure is consistent with ASU's stated objectives. As part of effective debt management, ASU must also consider its investment and cash management strategies, which influence the desired structure of the debt portfolio.

### Method of Sale

ASU will consider various methods of sale on a transaction-by-transaction basis to determine which method of sale (i.e., competitive, negotiated or private placement) best serves ASU's strategic plan and financing objectives. In making that determination, ASU will consider, among other factors: (1) the size and complexity of the issue, (2) the current interest rate environment and other market factors (such as bank and investor appetite) that might affect ASU's cost of funds, and (3) possible risks associated with each method of sale (e.g., rollover risk associated with a financing that is privately placed with a bank for a committed term that is less than the term of the financing).

### Tax Treatment

When feasible and appropriate for the particular project, the use of tax-exempt debt is generally preferable to taxable debt. Issuing taxable debt may reduce ASU's overall debt affordability due to higher rates but may be appropriate for projects that do not qualify for tax-exemption, or that may require interim funding. For example, taxable debt may be justified if it sufficiently mitigates ASU's ongoing administrative and compliance risks. When used, taxable debt should be structured to provide maximum repayment flexibility and rapid principal amortization.

### Structure and Maturity

To the extent practicable, ASU should structure its debt to provide for level annual payments of debt service, though ASU may elect alternative structures when the Vice Chancellor for Business Affairs determines it to be in ASU's best interest. In addition, when financing projects that are expected to be self-supporting (such as a revenue-producing facility or a facility to be funded entirely through a dedicated fundraising campaign), the debt service may be structured to match future anticipated receipts.

ASU will use maturity structures that correspond with the life of the facilities financed, not to exceed 30 years. Equipment should be financed for a period not to exceed 120% of its useful life. Such determinations may be made on a blended basis, taking into account all assets financed as part of a single debt offering. As market dynamics change, maturity structures should be reevaluated. Call features should be structured to provide the highest degree of flexibility relative to cost.

### Variable Rate Debt

ASU recognizes that a degree of exposure to variable interest rates within ASU's debt portfolio may be desirable in order to (1) take advantage of repayment or restructuring flexibility, (2) benefit from historically lower average interest costs and (3) provide a "match" between debt service requirements and the projected cash flows from ASU's assets. ASU's debt portfolio should be managed to ensure that no more than 20% of ASU's total debt bears interest at an unhedged variable rate.

ASU's finance staff will monitor overall interest rate exposure and will analyze and quantify potential risks, including interest rate, liquidity and rollover risks. ASU may manage the liquidity risk of variable rate debt either through its own working capital/investment portfolio, the type of instrument used, or by using third party sources of liquidity. ASU may manage interest rate risk in its portfolio through specific budget and central bank management strategies or through the use of derivative instruments.

### Public Private Partnerships

To address ASU's anticipated capital needs as efficiently and prudently as possible, ASU may choose to explore and consider opportunities for alternative and non-traditional transaction structures (collectively, "P3 Arrangements"). Because rating agencies will generally treat a P3 Arrangement as University debt if the project is located on ASU's campus or if the facility is to be used for an essential University function, the

structure and terms of any P3 Arrangement for a university-related facility to be located on land owned by the State, ASU or a ASU affiliate must be reviewed in advance by the Vice Chancellor for Business Affairs.

P3 Arrangements may be pursued in accordance with applicable State law when (1) the Chancellor has determined that the P3 Arrangement serves a compelling strategic interest and (2) the Vice Chancellor for Business Affairs, in consultation with ASU's advisors, has determined that ASU has sufficient debt capacity to undertake its obligations under the P3 Arrangement after taking into account the P3 Arrangement's likely impact on ASU's debt-related metrics and credit profile.

### Refunding Considerations

ASU will actively monitor its outstanding debt portfolio for refunding or restructuring opportunities. Absent a compelling economic or strategic reason to the contrary, ASU should evaluate opportunities to issue bonds for the purpose of refunding existing debt obligations of ASU ("Refunding Bonds") using the following general guidelines:

- (i) The life of the Refunding Bonds should not exceed the remaining life of the bonds being refunded.
- (ii) Refunding Bonds issued to achieve debt service savings should have a target savings level measured on a present net value basis of at least 3% of the par amount refunded.
- (iii) Refunding Bonds that do not achieve debt service savings may be issued to restructure debt or provisions of bond documents if such refunding serves a compelling interest.
- (iv) Refunding Bonds may also be issued to relieve ASU of certain limitations, covenants, payment obligations or reserve requirements that reduce operational flexibility.

## 6. Derivative Products

ASU recognizes that derivative products may provide for more flexible management of the debt portfolio. In certain circumstances, interest rate swaps and other derivatives permit ASU to adjust its mix of fixed- and variable-rate debt and manage its interest rate exposures. Derivatives may also be an effective way to manage liquidity risks. ASU will use derivatives only to manage and mitigate risk; ASU will not use derivatives to create leverage or engage in speculative transactions.

As with underlying debt, ASU's finance staff will evaluate any derivative product comprehensively, taking into account its potential costs, benefits and risks, including, without limitation, any tax risk, interest rate risk, liquidity risk, credit risk, basis risk, rollover risk, termination risk, counterparty risk, and amortization risk. Before entering into any derivative product, the Vice Chancellor for Business Affairs must (1) conclude, based on the advice of a reputable swap advisor, that the terms of any swap transaction are fair and reasonable under current market conditions and (2) ensure that ASU's finance staff has a clear understanding of the proposed transaction's costs, cash flow impact and reporting treatment.

ASU will use derivatives only when the Vice Chancellor for Business Affairs determines, based on the foregoing analysis, that the instrument provides the most effective method for accomplishing ASU's strategic objectives without imposing inappropriate risks on ASU.

# The University of North Carolina System Debt Capacity Study – Fiscal Year 2021

East Carolina University  
Institution Report

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## 1. Executive Summary

### Institution Report

Pursuant to Article 5 of Chapter 116D of the North Carolina General Statutes (the “*Act*”), East Carolina University (“*ECU*”) has submitted this report (this “*Institution Report*”) as part of the annual debt capacity study (the “*Study*”) undertaken by The University of North Carolina (the “*University*”) in accordance with the Act. Each capitalized term used but not defined in this Institution Report has the meaning given to such term in the Study.

This Institution Report details the historical and projected financial information incorporated into the financial model developed in connection with the Study. ECU has used the model to calculate and project the following three financial ratios:

- Debt to Obligated Resources
- Five-Year Payout Ratio
- Debt Service to Operating Expenses

See **Appendix A** to the Study for more information on the ratios and related definitions.

To produce a tailored, meaningful model, ECU, in consultation with the UNC System Office, has set its own policies for each model ratio. For the two statutorily-required ratios—**debt to obligated resources** and the **five-year payout ratio**—ECU has set both a target policy and a floor or ceiling policy, as applicable.

For the purposes of the Study, ECU’s debt capacity reflects the amount of debt ECU could issue during the Study Period without exceeding its ceiling ratio for **debt to obligated resources**, after taking into account debt the General Assembly has previously approved that ECU intends to issue during the Study Period. Details regarding each approved project are provided in Section 3.

This Institution Report also includes the following information required by the Act:

- ECU’s current debt profile, including project descriptions financed with, and the sources of repayment for, ECU’s outstanding debt;
- ECU’s current credit profile, along with recommendations for maintaining or improving ECU’s credit rating; and
- A copy of any ECU debt management policy currently in effect.

### Overview of ECU

For the fall 2021 semester, ECU had a headcount student population of 28,021, including 22,463 undergraduate students and 5,558 graduate students. Over the past five years, ECU’s enrollment has decreased approximately 3.8%.

ECU’s average age of plant is 13.10 years. Age of plant is a financial ratio calculated by dividing the accumulated depreciation by the annual depreciation expense. A low age of plant generally indicates the institution is taking a sustainable approach to its deferred maintenance and reinvestment programs.

ECU anticipates incurring no additional debt during the Study period, as summarized in **Section 3** below. ECU has made no changes to the financial model’s standard growth assumptions.



## 2. Institution Data

### Notes

- Obligated Resources equals Available Funds plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Operating Expenses equals Operating Expenses plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Outstanding debt service is based on ECU's outstanding debt **as of June 30, 2021**, excluding state appropriated debt (such as energy savings contracts). Debt service is net of any interest subsidies owed to ECU by the federal government (discounted by an assumed 5.9% sequestration rate) and uses reasonable unhedged variable rate assumptions.
- New money debt issued **after June 30, 2021**, together with any legislatively approved debt ECU expects to issue during the Study Period, **are included** in the model as "proposed debt service" and are taken into account in the projected financial ratios shown in this Institution Report.
- Repayments, redemptions or refundings that have occurred **after June 30, 2021** are not included in the model, meaning the debt service schedules reflected below may overstate ECU's current debt burden.

#### Obligated Resources

Fiscal Year	Available Funds (Before GASB Adjustment)	GASB 68 Adjustment	GASB 75 Adjustment	AF Growth	Available Funds (After GASB Adjustment)
2017	536,354,777	45,890,059	-		582,244,836
2018	(552,661,813)	54,243,494	1,101,751,866	3.62%	603,333,547
2019	(554,898,565)	61,244,665	1,052,064,598	-7.45%	558,410,698
2020	(557,042,269)	85,613,917	1,000,055,689	-5.33%	528,627,337
2021	(559,377,156)	102,826,369	928,514,184	-10.72%	471,963,397
2022	484,800,801	-	-	2.72%	484,800,801
2023	497,987,383	-	-	2.72%	497,987,383
2024	511,532,640	-	-	2.72%	511,532,640
2025	525,446,328	-	-	2.72%	525,446,328
2026	539,738,468	-	-	2.72%	539,738,468

#### Operating Expenses

Fiscal Year	Operating Exp.	GASB 68 Adjustment	GASB 75 Adjustment	Growth	Operating Exp.
2017	883,542,900	(4,164,008)	-		879,378,892
2018	908,643,029	(8,352,415)	11,868,636	3.73%	912,159,250
2019	909,413,839	(7,001,171)	50,259,886	4.44%	952,672,554
2020	914,039,155	(24,369,252)	51,421,893	-1.22%	941,091,796
2021	864,622,705	(17,212,452)	71,007,851	-2.41%	918,418,104
2022	943,399,076	-	-	2.72%	943,399,076
2023	969,059,531	-	-	2.72%	969,059,531
2024	995,417,951	-	-	2.72%	995,417,951
2025	1,022,493,319	-	-	2.72%	1,022,493,319
2026	1,050,305,137	-	-	2.72%	1,050,305,137

#### Outstanding Debt

Fiscal Year	Principal	Net Interest	Debt Service	Principal Balance
2022	15,400,000	12,083,748	27,483,748	350,950,000
2023	14,745,000	11,767,747	26,512,747	336,205,000
2024	15,330,000	11,173,371	26,503,371	320,875,000
2025	14,800,000	10,572,246	25,372,246	306,075,000
2026	15,460,000	9,979,378	25,439,378	290,615,000
2027	14,840,000	9,434,615	24,274,615	275,775,000
2028	15,590,000	8,908,337	24,498,337	260,185,000
2029	16,130,000	8,349,326	24,479,326	244,055,000
2030	16,725,000	7,770,756	24,495,755	227,330,000
2031	15,275,000	7,188,992	22,463,992	212,055,000
2032	14,985,000	6,699,963	21,684,963	197,070,000
2033	15,410,000	6,263,928	21,673,928	181,660,000
2034	15,860,000	5,809,186	21,669,186	165,800,000
2035	14,360,000	5,364,163	19,724,163	151,440,000
2036	12,450,000	4,966,405	17,416,405	138,990,000
2037	11,995,000	4,591,527	16,586,527	126,995,000
2038	12,385,000	4,205,245	16,590,245	114,610,000
2039	12,790,000	3,803,543	16,593,543	101,820,000
2040	13,225,000	3,378,013	16,603,013	88,595,000
2041	13,665,000	2,925,350	16,590,350	74,930,000
2042	13,940,000	2,446,299	16,386,299	60,990,000
2043	14,430,000	1,950,215	16,380,215	46,560,000
2044	14,940,000	1,443,377	16,383,377	31,620,000
2045	12,330,000	948,325	13,278,325	19,290,000
2046	11,085,000	499,150	11,584,150	8,205,000
2047	4,030,000	216,650	4,246,650	4,175,000
2048	4,175,000	73,063	4,248,063	-

### 3. Proposed Debt Financings

While ECU evaluates its capital investment needs on a regular basis, ECU currently has no legislatively approved projects that it anticipates financing during the Study Period. ECU is planning to refinance \$10.9M in debt for the 2013 Series A Bond in the 2022 calendar year.

## 4. Financial Ratios

### Debt to Obligated Resources

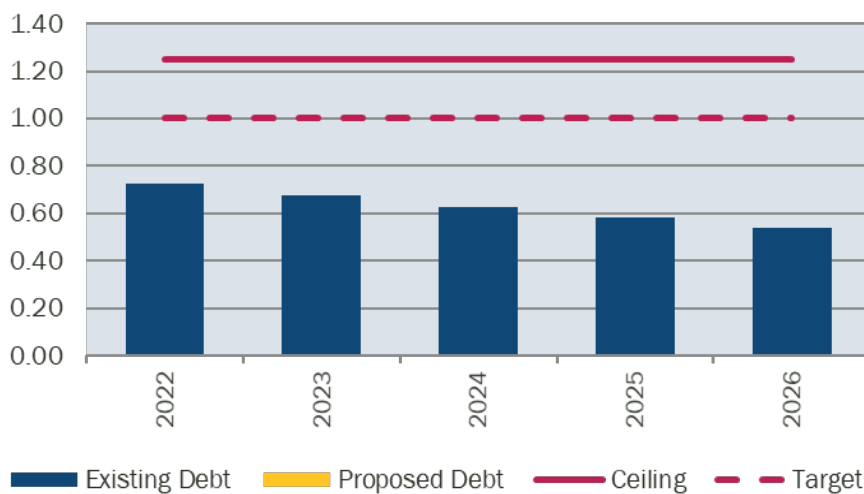
- **What does it measure?** ECU's aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt.
- **How is it calculated?** Aggregate debt divided by obligated resources\*
- Target Ratio: 1.00
- Ceiling Ratio: Not to exceed 1.25
- Projected 2022 Ratio: 0.72
- Highest Study Period Ratio: 0.72 (2022)

\*Available Funds, which is the concept commonly used to capture an institution's obligated resources in its loan and bond documentation, has been used in the model as a proxy for obligated resources. For most institutions, the two concepts are identical, though Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of an institution's obligated resources.

### Debt to Obligated Resources

Debt to Obligated Resources							
Fiscal Year	Obligated Resources	Growth	Existing Debt	Proposed Debt	Ratio - Existing	Ratio - Proposed	Ratio - Total
2022	484,800,801	2.72%	350,950,000	-	0.72	n/a	0.72
2023	497,987,383	2.72%	336,205,000	-	0.68	n/a	0.68
2024	511,532,640	2.72%	320,875,000	-	0.63	n/a	0.63
2025	525,446,328	2.72%	306,075,000	-	0.58	n/a	0.58
2026	539,738,468	2.72%	290,615,000	-	0.54	n/a	0.54

### Debt to Obligated Resources



Weaker  
↑  
↓  
Stronger

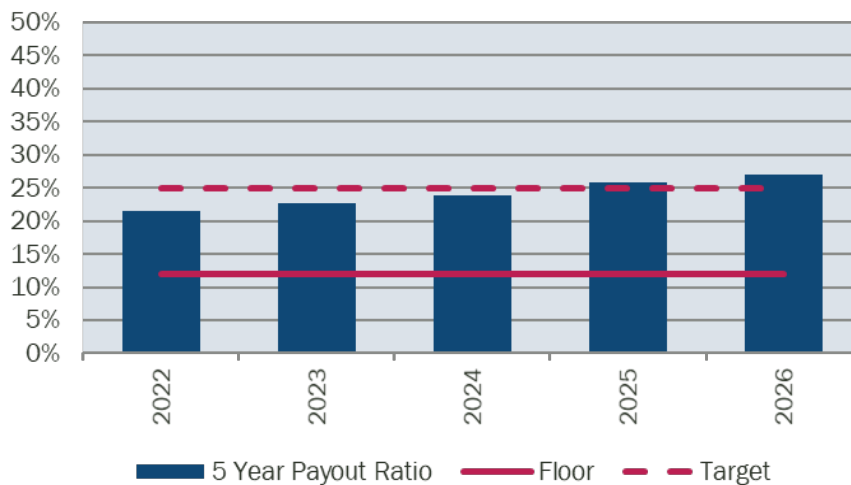
### 5-Year Payout Ratio Overview

- **What does it measure?** The percentage of ECU's debt scheduled to be retired in the next five years.
- **How is it calculated?** Aggregate principal to be paid in the next five years divided by aggregate debt
- Target Ratio: 25%
- Floor Ratio: Not less than 12%
- Projected 2022 Ratio: 21%
- Lowest Study Period Ratio: 21% (2022)

### 5-Year Payout Ratio

5 Year Payout Ratio		
Fiscal Year	Principal Balance	Ratio
2022	350,950,000	21%
2023	336,205,000	23%
2024	320,875,000	24%
2025	306,075,000	26%
2026	290,615,000	27%

### 5-Year Payout Ratio



Stronger  
↑  
↓  
Weaker

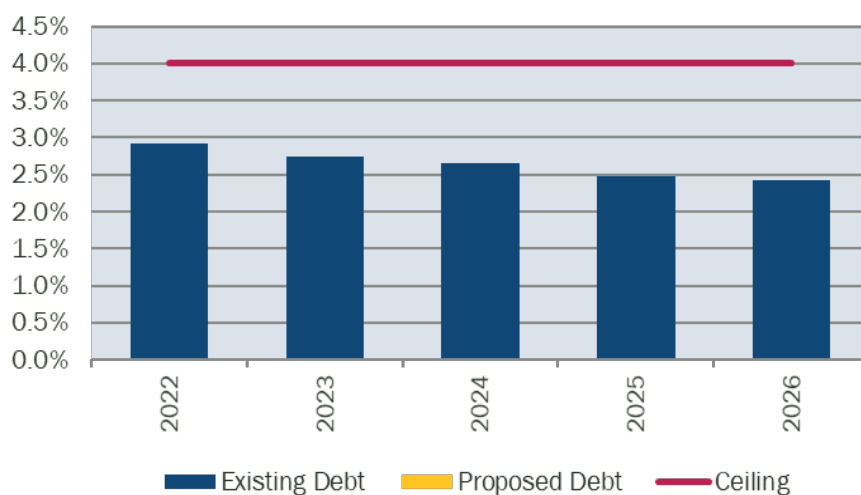
## Debt Service to Operating Expenses

- **What does it measure?** ECU's debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues.
- **How is it calculated?** Annual debt service divided by annual operating expenses (as adjusted to include interest expense of proposed debt)
- Policy Ratio: Not to exceed 4.00%
- Projected 2022 Ratio: 2.91%
- Highest Study Period Ratio: 2.91% (2022)

## Debt Service to Operating Expenses

Debt Service to Operating Expenses							
Fiscal Year	Operating Expenses	Growth	Existing Debt Service	Proposed Debt Service	Ratio - Existing	Ratio - Proposed	Ratio - Total
2022	943,399,076	2.72%	27,483,748	-	2.91%	n/a	2.91%
2023	969,059,531	2.72%	26,512,747	-	2.74%	n/a	2.74%
2024	995,417,951	2.72%	26,503,371	-	2.66%	n/a	2.66%
2025	1,022,493,319	2.72%	25,372,246	-	2.48%	n/a	2.48%
2026	1,050,305,137	2.72%	25,439,378	-	2.42%	n/a	2.42%

## Debt Service to Operating Expenses



Weaker  
↑  
↓  
Stronger

## 5. Debt Capacity Calculation

### Debt Capacity Calculation

- For the purposes of this Institution Report and the Study, ECU's debt capacity is based on the amount of debt ECU could issue during the Study Period (after taking into account any legislatively approved projects detailed in **Section 3** above) without exceeding its ceiling ratio for **debt to obligated resources**.
- As presented below, ECU's current debt capacity equals **the lowest constraint on its debt capacity** in any single year during the Study Period.
- Based solely on the **debt to obligated resources** ratio, ECU's current estimated debt capacity is **\$255,051,002**. After taking into account any legislatively approved projects detailed in **Section 3** above, if ECU issued no additional debt until the last year of the Study Period, then ECU's debt capacity for 2026 is projected to increase to **\$384,058,085**.

Debt Capacity Calculation			
Fiscal Year	Debt to Obligated Resources	Debt to Obligated Resources	Debt Capacity Calculation
	(Current Ratio)	(Ceiling)	
2022	0.72	1.25	255,051,002
2023	0.68	1.25	286,279,229
2024	0.63	1.25	318,540,800
2025	0.58	1.25	350,732,910
2026	0.54	1.25	384,058,085

### Limitations on Debt Capacity and Credit Rating Implications

- The debt capacity calculation shown above provides a general indication of ECU's ability to absorb debt on its balance sheet during the Study Period and may help identify trends and issues over time.
- "Debt capacity" does not** necessarily equate to **"debt affordability,"** which takes into account a number of quantitative and qualitative factors, including project revenues and expenses, cost of funds and competing strategic priorities.
- If ECU were to use all of its calculated debt capacity during the Study Period, ECU's credit ratings may face significant downward pressure.**
- Projecting the exact amount ECU could issue during the Study Period without negatively impacting its credit rating is difficult for a number of reasons.
  - Use of Multiple Factors**
    - Any single financial ratio makes up only a fraction of the "scorecard" used by rating agencies to guide their credit analysis.
    - Under Moody's approach, for example, the **financial leverage ratio** accounts for only **10%** of an issuer's overall score.
  - The State's Impact**
    - Historically, each Institution's credit rating has been bolstered by the State's strong support and overall financial health. As a result, many institutions "underperform" relative to the national median ratios for their rating category.

- If “debt capacity” were linked to those national median ratios, many institutions would have limited debt capacity for an extended period of time.
- **Factor Interdependence**
  - The quantitative and qualitative factors interact with one another in ways that are difficult to predict.
  - For example, a university’s “**strategic positioning**” score, which accounts for 10% of its overall score under Moody’s criteria, could deteriorate if a university either (1) issued excessive debt or (2) failed to reinvest in its institution to address its deferred maintenance obligations.
- **Distortions Across Rating Categories**
  - Because quantitative ratios account for only a portion of an issuer’s final rating, the national median for any single ratio is not perfectly correlated to rating outcomes, meaning the median ratio for a lower rating category may be more stringent than the median ratio for a higher rating category. For the highest and lowest rating categories, the correlation between any single ratio and rating outcomes becomes even weaker.
  - Tying capacity directly to ratings may also distort strategic objectives. For example, an institution may be penalized for improving its rating, as it may suddenly lose all of its debt capacity because it must now comply with a much more stringent ratio.

## 6. Debt Profile

ECU's detailed debt profile, including a brief description of each financed project and the source of repayment for each outstanding debt obligation, is reflected in the table on the following page.



Summary of Debt Outstanding as of FYE June 30, 2021						
Series	Dated Date	Outstanding Par Amount	Final Maturity	Type	Purpose	Source of Repayment
<b>EAST CAROLINA UNIVERSITY</b>		<b>366,350,000.00</b>				
2010 A ECU	03/01/2010	960,000.00	10/01/2021	Pool Revenue	Dowdy-Ficklen Stadium and Refunding 2004C	Housing Receipts
2011 A ECU	12/07/2011	1,000,000.00	05/01/2023	Pool Revenue	Refunding 2001C, 2003A and 2004C	Housing Receipts
2013 A ECU	02/07/2013	10,905,000.00	10/01/2033	General Revenue	Refunding 2004C	Housing Receipts
2014 A ECU	02/13/2014	3,755,000.00	10/01/2023	General Revenue	Residence Hall Removal and New	Housing Receipts
2015 A ECU	07/23/2015	59,740,000.00	10/01/2044	General Revenue	Student Service Building, Refunding 2006A, Refunding 2009A	Student Fees; Housing Receipts; Dining Receipts
2015 B ECU	07/23/2015	1,000,000.00	10/01/2021	General Revenue	Refunding 2006A	Housing Receipts; Dining Receipts
2016 A ECU	01/27/2016	129,415,000.00	10/01/2045	General Revenue	East Union, Parking, Dining, Residence Hall Renovations	Student Fees; Housing Receipts; Dining Receipts; Parking Receipts
2017 A ECU	10/12/2017	11,095,000.00	10/01/2029	Direct Placement	Refunding 2010A	Athletic Receipts
2017 B ECU	10/12/2017	7,880,000.00	10/01/2026	Direct Placement	Refunding 2012	Housing Receipts; Dining Receipts
2018 A ECU	04/24/2018	73,660,000.00	10/01/2047	General Revenue	Dowdy-Ficklen Stadium & Greene Residence Hall	Housing Receipts; Athletic Receipts
2020 ECU	10/14/2020	16,840,000.00	10/01/2035	General Revenue	Refunding 2010B	Student Fees; Housing Receipts
2021 ECU	06/17/2021	50,100,000.00	10/01/2043	General Revenue	Refunding 2014A	Housing Receipts

## 7. Credit Profile

The following page provides a snapshot of ECU's current credit ratings, along with (1) a summary of various credit factors identified in ECU's most recent rating report and (2) recommendations for maintaining and improving ECU's credit ratings in the future.



## Credit Profile of the University – (General Revenue)

### Overview

- In January 2020, Moody's downgraded ECU to Aa3 on its general revenue bonds. The outlook is stable. Moody's affirm the Aa3 rating and outlook in May 2021.
- Standard and Poor's maintains an AA- rating on ECU's general revenue bonds. The outlook is negative.

### Key Information Noted in Rating Reports

#### Credit Strengths

- Healthy support from the Aaa-rated State
- Scale is large with over \$916MM of revenues and over 25,000 FTE students
- Revenue diversity, including patient care revenue, student charges, and state support, helps insulate ECU from pressure on any one revenue source
- During COVID, operating costs and auxiliary staffing have been reduced

#### Credit Challenges

- Thin operating performance and weak liquidity contributes to weaker debt affordability
- Debt to cash flow is significantly higher than Aa3 median peers
- Modest wealth compared to relative Aa3-rated peers
- Debt has increased faster than cash flow from operations or balance sheet reserve growth over the past 5 years

Moody's	S&P	Fitch
Aaa	AAA	AAA
Aa1	AA+	AA+
Aa2	AA	AA
<b>Aa3</b>	<b>AA-</b>	AA-
A1	A+	A+
A2	A	A
A3	A-	A-
Baa1	BBB+	BBB+
Baa2	BBB	BBB
Baa3	BBB-	BBB-
----- Non Investment Grade		

### Recommendations & Observations

- Pursue strategies, working within the existing statutory framework relating to reversions, to increase liquidity through growth in cash reserves.
- Seek strategies to strengthen operating performance and limit new debt in the near term while addressing critical infrastructure needs, in accordance ECU's existing debt policy and in service of ECU's other strategic initiatives.
- During COVID, continued assessment of operating cash flows and reserves can improve performance margins and debt affordability.

## 8. Peer Comparison

Moody's Key Credit Ratios	East Carolina University	Most Recent Peer Institution Data				Moody's Public Higher Education Medians
Peer Institution		Western Michigan University	Central Michigan University	Ohio University	Washington State University	
Fiscal Year	2021	2021	2021	2021	2020	2021
Most Senior Rating	Aa3	Aa3	A1	Aa3	Aa3	Aa
Total Long-Term Debt (\$, in millions)	369	401	139	640	571	637
Total Cash & Investments (\$, in millions)	631	897	525	1378	1439	1607
Operating Revenue (\$, in millions)	919	523	418	681	1135	1236
Operating Expenses (\$, in millions)	876	428	407	653	1116	1202
Market Performance Ratios						
Annual Change in Operating Revenue (%)	0.3%	-1.4%	0.2%	-4.0%	1.6%	1.9%
Operating Ratios						
Operating Cash Flow Margin (%)	10.1%	26.5%	10.7%	16.7%	12.8%	11.5%
Wealth & Liquidity Ratios						
Total Cash & Investments to Operating Expenses (x)	1.7	2.1	1.3	2.1	1.3	1.1
Total Debt to Operating Expenses (x)	0.4	0.9	0.3	1.0	0.5	0.5
Monthly Days Cash on Hand (x)	123	313	346	331	138	169
Leverage Ratios						
Total Cash & Investments to Total Debt (x)	1.7	1.4	1.2	0.7	1.4	2.3
Debt Service to Operating Expenses (%)	3.2%	2.9%	3.1%	5.6%	3.9%	4.0%
Total Debt-to-Cash Flow (x)	4.0	2.2	3.8	2.2	2.5	4.4

\*Note: Peers chosen from BOG approved peers if available in Moody's Municipal Financial Ratio Analysis (MFRA) Database. If approved peer data is unavailable, universities with similar credit ratings are used. Data is the most recent available in the MFRA database.

## 9. Debt Management Policies

ECU's current debt policy is included in the following pages.

# **East Carolina University**

## **Debt Management Guidelines**



Last Revised: 3-31-2011

**East Carolina University**

East Fifth St  
Greenville, NC 27858-4353  
252.328.6131



# East Carolina University

## Debt Management Guidelines

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# **East Carolina University**

## **Debt Management Guidelines**

### **I. Introduction**

#### **Purpose**

To fulfill its mission, East Carolina University will need to make ongoing strategic capital investments for additional academic, student life, medical, athletic, and other plant facilities using an appropriate mix of funding sources including State bonds and appropriations, University bonds, internal reserves, and private giving.

The purpose of this debt policy is to ensure the appropriate mix of funding sources is used and to provide guidance on the strategic use of debt as a funding source. Debt is a valuable source of capital project financing and its use should be limited to projects that relate to the mission and strategic objectives of the University. The amount of debt incurred affects the financial health of the University and its credit rating. Debt provides a limited low cost source of funding for capital projects and, together with other limited resources, should be used and allocated appropriately and strategically.

This policy provides a discipline and framework that will be used by management to evaluate the appropriate use of debt in capital financing plans.

#### **Objectives of the Debt Policy**

The objectives stated below provide the framework by which decisions will be made regarding the use and management of debt. The debt policy and objectives are subject to re-evaluation and change over time.

This Debt Policy is set forth to:

1. Outline a process for identifying and prioritizing capital projects considered eligible for debt financing and assuring that debt-financed projects have a feasible plan of repayment. Projects that relate to the core mission and that have associated revenues will generally be given higher priority for debt financing.
2. Define the quantitative tests that will be used to evaluate the University's overall financial health and present and future debt capacity.
3. Define project specific quantitative tests, as appropriate, that will be used to determine the financial feasibility of an individual project.
4. Manage the University's debt to maintain an acceptable credit rating. The University, consistent with the capital objectives, will limit its overall debt to a level that will maintain an acceptable credit rating with bond rating agencies. Maintaining an acceptable credit rating will permit the University to continue to issue debt and finance capital



projects at favorable interest rates, although the attainment or maintenance of a specific rating is not an objective of this policy.

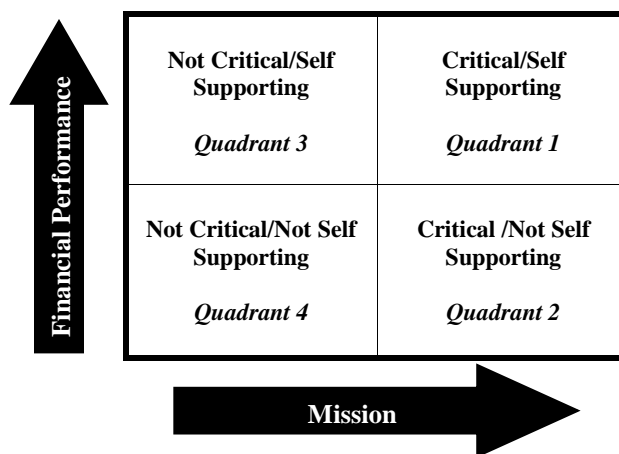
5. Establish guidelines to limit the risk of the University's debt portfolio. The University will manage debt on a portfolio basis, rather than on a transactional or project specific basis, and will use an appropriate mix of fixed and variable rate debt to achieve the lowest cost of capital while limiting exposure to market interest rate shifts. Various types of debt structures and instruments will be considered, monitored, and managed within the framework established in this policy and according to internal management procedures. Debt instruments covered by this policy include not only bonds, but obligations of the university, such as special obligations, lease purchases, installment purchases, commercial paper, limited obligations, notes, etc.
6. Assign responsibilities for the implementation and management of the University's Debt Policy.

## **II. Process for Identifying and Prioritizing Capital Projects Requiring Debt**

At the current credit rating the University has adequate but limited debt capacity. Additionally, the State of North Carolina adheres to limits on debt issuance provided in its adopted debt affordability policy and the University must compete with all other state agencies for capital projects bonding authority. Therefore it is essential that the University appropriately prioritize capital projects requiring debt.

Management will allocate the use of debt financing within the University to include prioritization of debt resources among all uses, including academic and student life projects, plant and equipment financing, and projects with University-wide impact.

The debt allocation matrix below depicts an approach to prioritizing capital projects requiring debt.



**Figure 1 Debt Allocation Matrix**

## Explanation of debt allocation matrix

### Quadrant 1:

Project is critical to the core missions of research, service or instruction **and** has its own funding source (i.e., non-general fund supported).

### Quadrant 2

Project is critical to the core missions of research, service or instruction **but does not** have its own funding source (i.e., will require-general fund support).

### Quadrant 3

Project is not critical to the core missions of research, service or instruction **but** has its own funding source (i.e., non-general fund supported).

### Quadrant 4

Project is not critical to the core missions of research, service or instruction **and does not have** its own funding source (i.e., will require general fund support).

Note that approval of projects in Quadrant 3 and 4 will reduce the ability to issue debt for the mission critical projects identified in Quadrants 1 and 2.

## Guidelines for Prioritizing Capital Projects Requiring Debt

Management will use the following guidelines when prioritizing capital projects and making decisions about financing options and use of debt:

1. Only projects related to the mission of the University, directly or indirectly, will be eligible for debt financing.
2. State funding and philanthropy are expected to remain major sources of financing for the University's capital projects. In assessing the possible use of debt, all other financing and revenue sources will be considered. State appropriations and bonds, philanthropy, project-generating revenues, research facilities and administration cost reimbursement, expendable reserves, and other sources are expected to finance a portion of the cost of a project. Debt is to be used conservatively and strategically.
3. The University will consider other funding opportunities (e.g., joint ventures, real estate development, etc.) when appropriate and advantageous to the University. Opportunities and financing sources will be evaluated within the context of the Debt Policy.
4. Federal research projects will receive priority consideration for debt financing due to partial reimbursement of operating expenses (including the interest component of applicable debt service) of research facilities.

5. Every project considered for financing must have a defined, supportable plan of costs (construction and incremental operating) approved by management. A project that has a related revenue stream or can create budgetary savings will receive priority consideration. However, projects may not receive a higher priority simply because they are self-supporting. For example, a project that mitigates life safety issues may be given preferences over a self supporting project.

### **III. Debt Ratios**

The University will establish guidelines for overall debt management using a select number of ratios that are specific to the ability to issue debt and are key determinants used by the rating agencies in rating the University's bonds. The Moody's Investors Service annual Public University Median Report will be used as a guide and the University will review and contrast performance measures that are viewed with more emphasis, including but not limited to: unrestricted resources to debt, expendable resources to debt, and debt burden. The ratios will be calculated and reported annually and when new debt is issued, and revised periodically to reflect any changes in accounting standards. A goal is to measure the total amount of outstanding debt compared to University balance-sheet resources and the annual operating budget. These ratios can be derived from the financial statements and are based on current GAAP requirements, including the GASB 34/35 reporting format and are consistent with ratios used in the higher education industry to permit benchmarking. Furthermore, in light of GASB implemented changes to GAAP accounting rules, any changes made by the rating analysts to ratio methodology will be incorporated accordingly.

### **IV. Project Specific Quantitative Tests**

Consideration of the performance ratios will determine the ability and/or advisability of issuing additional debt from a University-wide perspective. Determination of the prioritization of individual projects to be allocated a portion of available debt capacity is a separate, internal decision that must be made before a project is initiated.

Many factors will influence this internal decision process. First and foremost will be how the project is prioritized with regard to mission criticality as described by the debt allocation matrix (four quadrant model) above. Although debt will be structured to meet the University's comprehensive long-term objectives, each project being financed will be required to provide a sound business plan, including the source of repayment for the debt and appropriate and realistic repayment terms. Among other things, the repayment terms will require that the loan term is no greater than the expected useful life of the asset financed. Additionally, every project considered for debt financing must have a management approved plan of project costs, including incremental operating expenses and revenues. Incremental revenues include revenue increases directly associated with the project (e.g., usage fees) that can only be realized if the project is undertaken. Similarly, incremental expenses include any increase in expected operating costs associated with the project. Revenues and cost savings should be estimated conservatively, especially for high-risk projects.

## **V. General Debt Management Guidelines**

### ***Methods of Sale***

The University will use the method of sale that will achieve the lowest cost of capital considering the complexity of the transaction. This can be achieved by using either a competitive or negotiated sale method for the placement of bond offerings. For transactions using new or non-traditional pledges of University revenues, or those involving greater complexity, a negotiated method of sale will be considered, and legislative approval requested, on an individual transaction basis. Bonds may also be sold through a private or limited placement, but only if it is determined that a public offering through either a competitive or negotiated sale is not in the best interests of the university.

### ***Selection of Financial Advisors, Underwriters and Bond Counsel***

The University will use a request for proposal process to select Financial Advisors, Underwriters and Bond Counsel. Firms providing financial advisory and bond counsel services are generally selected for a specific period of time rather than for individual transactions. Underwriting firms will be selected on individual transactions and will be selected based upon expertise related to the specific transaction. Additionally, the University may use the Financial Advisors, Underwriters and Bond Counsel selected by General Administration through its own similar competitive process.

### ***Structure and Maturity***

Generally, debt should be structured on a level debt basis, i.e., so that the annual debt service repayments will, as nearly as practicable, be the same in each year. A deviation from these preferences is permissible if it can be demonstrated to be in the university's best interest, such as restructuring debt to avoid a default. On projects that are designed to be self sufficient, the debt service may be structured to match future anticipated receipts.

The University will issue bonds to finance capital projects under the provisions of trust indentures approved by the Board of Trustees.

Debt in the form of capitalized lease obligations will be approved by the Board of Trustees and issued on behalf of the University by the ECU Real Estate Foundation, and other financing entities.

The University will employ maturity structures that correspond with the life of the facilities financed, generally not to exceed 30 years. Equipment will be financed for a period up to 120% of its useful life. As market dynamics change, maturity structures should be reevaluated. Call features should be structured to provide the highest degree of flexibility relative to cost.

### ***Variable Rate Debt***

A degree of exposure to variable interest rates within the University's debt portfolio may be desirable in order to:

- (i) take advantage of repayment/restructuring flexibility; and

- (ii) benefit from historically lower average interest costs; and
- (iii) diversify the debt portfolio; and,
- (iv) provide a hedge to short-term working capital balances.

Management will monitor overall interest rate exposure, analyze and quantify potential risks, and coordinate appropriate fixed/variable allocation strategies.

Recognizing the desire to manage interest rate risk, the amount of variable rate debt outstanding shall not exceed 20% of the University's outstanding debt. This limit is based on (i) the University's desire to limit annual variances in its debt portfolio, (ii) provide sufficient structuring flexibility to management, (iii) keep the University's variable rate allocation within acceptable external parameters, and (iv) use variable rate debt (and/or swaps) to optimize debt portfolio allocation and minimize costs.

$$\frac{\text{VARIABLE RATE AND LIQUIDITY EXPOSURE}}{\text{TOTAL LONG-TERM DEBT OUTSTANDING}} < 20\%$$

***Budgetary controls for variable rate debt:*** To avoid a situation in which debt service on variable rate bonds exceeds the annual amount budgeted; the following guidelines should be followed in establishing a variable rate debt service budget:

- i) A principal amortization schedule should be established, with provision made for payment of amortization installments in each respective annual budget;
- ii) Provide for payment of interest for each budget year using an assumed budgetary interest rate that allows for fluctuations in interest rates on the bonds without exceeding the amount budgeted. The budgetary interest rate may be established by:
  - (1) using an artificially high interest rate given current market conditions; or (2) setting the rate based on the last 12 months actual rates of an appropriate index plus a 200 basis point cushion or spread to anticipate interest rate fluctuations during the budget year. The spread should be determined by considering the historical volatility of short-term interest rates, the dollar effect on the budget and current economic conditions and forecasts; or,
  - (3) any other reasonable method determined by the university
- iii) The amount of debt service incurred in each budget year should be monitored monthly by the university to detect any significant deviations from the annual budgeted debt service. Any deviations in interest rates that might lead to a budgetary problem should be addressed immediately; and
- iv) As part of the effort to monitor actual variable rate debt service in relation to the budgeted amounts and external benchmarks, the university should establish a system to

monitor the performance of any service provider whose role it is to periodically reset the interest rates on the debt, i.e., the remarketing agent or auction agent.

**Liquidity:** One of the features typical of variable rate debt instruments is the bondholder's right to require the issuer to repurchase the debt at various times and under certain conditions. This, in theory, could force the issuer to repurchase large amounts of its variable rate debt on short notice, requiring access to large amounts of liquid assets. Issuers that do not have large amounts of liquid assets may establish a liquidity facility with a financial institution that will provide the money needed to satisfy the repurchase. The liquidity provider should have a rating of A1/P1 or higher. The liquidity agreement does not typically run for the life of long-term debt. Accordingly, there is a risk that the provider will not renew the agreement or that it could be renewed only at substantially higher cost. Similar issues may arise if the liquidity provider encounters credit problems or an event occurs that results in early termination of the liquidity arrangement; in either case the issuer must arrange for a replacement liquidity facility.

**Swaps:** Should the University participate in the use of Swaps, it must do so in agreement with the Board of Governors of the University of North Carolina "Swap Policy for Constituent Institutions", as shown in Appendix A.

#### **Taxable Debt (without Federal subsidies)**

While all the University's capital projects may not qualify for tax-exempt debt, taxable debt should be used only in appropriate cases as it generally represents a more expensive source of capital relative to tax-exempt issuance. Issuing taxable debt reduces the University's overall debt affordability due to higher associated interest expense. When utilized, taxable debt will be structured to provide maximum repayment flexibility and rapid principal amortization.

#### **Capitalized Interest**

Capitalized interest from bond proceeds is used to pay debt service until a revenue producing project is completed or to manage cash flows for debt service in special circumstances. Because the use of capitalized interest increases the cost of the financing, it should only be used when necessary for the financial feasibility of the project. In revenue-producing transactions, the University will attempt to structure debt service payments to match the revenue structure in order to minimize the use of capitalized interest.

#### **Credit Ratings**

The University will maintain ongoing communication and interaction with bond rating agencies, striving to educate the agencies about the general credit structure and financial performance of the University in order to attain the highest credit rating possible.

#### **Refunding Targets**

Generally, refunding bonds are issued to achieve debt service savings by redeeming high interest rate debt with lower interest rate debt. Refunding bonds may also be issued to restructure debt or modify covenants contained in the bond documents. Current tax law limits to one time the issuance of tax-exempt advance refunding bonds to refinance bonds issued after 1986. There is

no similar limitation for tax-exempt current refunding bonds. The University will continuously monitor its outstanding tax-exempt debt portfolio for refunding and/or restructuring opportunities. The following guidelines should apply to the issuance of refunding bonds, unless circumstances warrant a deviation there from:

- a) Refunding bonds should generally be structured to achieve level annual debt service savings.
- b) The life of the refunding bonds should not exceed the remaining life of the bonds being refunded.
- c) Advance refunding bonds issued to achieve debt service savings should have a minimum target savings level measured on a present value basis equal to 2-3% of the par amount of the bonds being advance refunded. The 2-3% minimum target savings level for advance refundings should be used as a general guide to guard against prematurely using the one advance refunding opportunity for post-1986 bond issues. However, because of the numerous considerations involved in the sale of advance refunding bonds, the target should not prohibit advance refundings when the circumstances justify a deviation from the guideline.
- d) Refunding bonds that do not achieve debt service savings may be issued to restructure debt or provisions of bond documents if such refunding serves a compelling university interest.

For current refundings, the University will consider transactions that, in general, produce present value savings (based on refunded bonds). A refunding will also be considered if it relieves the University of certain limitations, covenants, payment obligations or reserve requirements that reduce flexibility. The University will also consider refinancing certain obligations within a new money offering even if savings levels are minimal in order to consolidate debt into a general revenue pledge, and/or reduce the administrative burden and cost of managing many small outstanding obligations.

## **VI. Disclosure**

### **Primary Disclosure**

The University shall use best practices in preparing disclosure documents in connection with the public offer and sale of debt so that accurate and complete financial and operating information needed by the markets to assess the credit quality and risks of each particular debt issue is provided.

The disclosure recommendations of the Government Finance Officers Association's "Disclosure for State and Local Governments Securities," and the National Federation of Municipal Analysts' "Recommended Best Practices in Disclosure for Private Colleges and Universities" should be followed to the extent practicable, specifically including the recommendation that



financial statements be prepared and presented according to generally accepted accounting principles.

### **Secondary Disclosure**

The University will continue to meet its ongoing disclosure requirements as required under Rule 15c2-12 of the Securities and Exchange Commission. The University will submit financial reports, statistical data, and any other material events as required under outstanding bond indentures.

## **VII. Tax-Exempt Debt - Post Issuance Considerations**

### **Bond Proceeds Investment**

The University will invest bond-funded construction funds, capitalized interest funds, and costs of issuance funds appropriately to achieve the highest return available under arbitrage limitations. When sizing bond transactions, the University will consider funding on either a net or gross basis.

### **Arbitrage**

The University will comply with federal arbitrage requirements on invested tax-exempt bond proceeds, causing arbitrage rebate calculations to be performed annually and rebate payments to be remitted to the IRS periodically as required.

### **Private Use and Gifts**

The University will monitor all arrangements with third parties to use bond-financed property, including the federal government and other colleges and universities, in order to ensure the tax-exempt status of the related debt. The University will monitor any sales of bond-financed property, and any lease management contracts, research arrangements and naming rights agreements to the extent such arrangements impact bond-financed property, and will work closely with bond counsel in determining events/actions that may cause a bond issue to become taxable. The University will also work with the bond counsel to train University personnel in these matters. In order to track arrangements that could potentially result in a loss of tax-exempt status of University debt, a record of financed facilities, including facilities financed by the State will be maintained.

The University will track gifts which are restricted to facilities financed, or to be financed with tax-exempt debt and will work with bond counsel to ensure that such gifts are used in a manner that complies with federal tax law limitations.

## **VIII. Responsibility**

### **Assignment of Responsibilities**

The Vice Chancellor for Administration and Finance is directly responsible for overseeing capital debt management and adhering to advice and guidelines adopted by the Board of Trustees.



### ***Facilities Planning and Facilities Management***

The Associate Vice Chancellor for Campus Operations will take the lead role in estimating and defining project costs and in maintaining a list of projects that are being considered. The Associate Vice Chancellor for Campus Operations will take the lead role in developing capital planning documents for the current year, current biennium and the capital plan.

### ***Treasury Management***

The Financial Director will maintain a schedule of current and forecasted debt and associated payment of principal, interest and fees. The Associate Vice Chancellor for Financial Services is responsible for the administration of all aspects of debt financing, including accounting, and contracting with financial advisors, underwriters and bond counsel to issue new debt or refinance existing debt.

### ***Management***

A Debt/Capital Committee will be established by the Vice Chancellor of Administration and Finance. The committee will consist of no more than 12 individuals from various areas of the University including, but not necessarily limited to: Financial Services, Campus Operations, Academic Affairs, Health Sciences, Research and Graduate Studies, Student Life, and Athletics. The Debt/Capital Committee will meet on a regular basis to review projects being considered and the various financing options available. They will make recommendations to the Vice Chancellor for Administration and Finance who will present the recommendations of this group to the Executive Council and the Chancellor, for further discussion and prioritization.

### ***Board of Trustees***

The Board of Trustees will consider for approval each special obligation project of the University, in accordance with State law. The Board of Trustees will consider and approve this Debt Policy and any proposed changes to it.

### **Review of Debt Policy/Oversight**

This debt policy is a living document. The Executive Council will review this policy at least annually and change as needed to reflect changing conditions and practices. However, it is noted that consistent application of the University's debt policy provides evidence of debt management discipline over the long term. This review process is necessary to ensure that the policy remains consistent with the University's objectives/debt philosophy and responsive to evolving practices. In addition, the Debt/Capital Committee will hold periodic meetings in order to review short and intermediate term financing needs, market opportunities, and financial performance. This periodic review will help the University determine appropriate financial decisions as well as review capital investments and the timing of financing plans responsive to market conditions.

## **Glossary**

**Annual debt service** – the principal and interest due on long-term debt in a fiscal year.

**Bridge financing** – any type of financing used to “bridge” a period of time. For universities, it generally refers to financings that provide funding in advance of a long-term bond issue or the receipt of gift funding.

**Capital project** – physical facilities or equipment or software that may be capitalized.

**GAAP** – Generally Accepted Accounting Principles.

**GASB 34/35** – Government Accounting Standards Board Statement Nos. 34 and 35.

**Leverage** – long-term debt as a component of the total assets of the University. “High leverage” indicates an institution that has a considerable portion of its assets that are debt financed.

**Competitive sale** – A sale of municipal securities by an issuer in which underwriters or syndicates of underwriters submit sealed bids to purchase the securities. The securities are won and purchased by the underwriter or syndicate of underwriters who submit the best bid according to guidelines in the notice of sale.

**Negotiated sale** – In a negotiated underwriting the sale of bonds is by negotiation and agreement with an underwriter or underwriting syndicate selected by the issuer before the moment of sale. This is in contrast to a competitive or an advertised sale.

**Advance refunding** – A financing structure under which new bonds are issued to repay an outstanding bond issue more than ninety (90) days from the date of issuance of the new issue. Generally, the proceeds of the new issue are invested in government securities, which are placed in escrow. The interest and principal repayments on these securities are then used to repay the old issue, usually on the first call date. Advance refundings are done to save interest, extend the maturity of the debt or change existing restrictive covenants.

**Current refunding** – Sale of a new issue, the proceeds of which are to be used, within ninety (90) days, to retire an outstanding issue by, essentially, replacing the outstanding issues with the new issue. Current refundings are done to save interest cost, extend the maturity of the debt, or change existing restrictive covenants.

**Primary disclosure** – SEC Rule 15c2-12 obligates underwriters participating in primary (new) offerings of municipal securities (of \$1,000,000 or more; are sold to more than 35 people; and have a maturity greater than 9 months) to obtain, review, and distribute to investors copies of the issuer’s official statement. While previously exempt, as of December 1, 2010, all new Variable Rate Demand Obligations will also be subject to Rule 15c2-12.

**Secondary disclosure** - At the time bonds are offered, the issuer must outline the type of Annual Financial Information it will provide annually and the terms of its continuing disclosure agreement. Issuers are also required to provide notice of certain events to each NRMSIR or Municipal Securities Rulemaking Board within 10 business days after the occurrence of the event. Certain events require an events notice to be filed, ***regardless of materiality*** as follows:

1. Failure to pay principal and interest;
2. Unscheduled draws on debt service reserves;
3. Unscheduled draws on credit enhancement;
4. Substitution of credit or liquidity providers, or their failure to perform;
5. Adverse tax opinions or events affecting the tax-exempt status of the security;
6. Defeasances;
7. Rating changes;
8. Issuance by IRS of proposed or final determination of taxability, Notices of Proposed Issue (IRS Form 5701-TEB) or other material notices or determinations with respect to the tax status of the securities;
9. Tender offers; and,
10. Bankruptcy, insolvency, receivership or similar proceeding.

For other events, an events notice only needs to be filed if ***deemed material***.

1. Non-payment related defaults;
2. Modifications to rights of security holders;
3. Bond calls;
4. Release, substitution, or sale of property securing repayment of the securities;
5. Mergers, consolidations, acquisitions the sale of all or substantially all of the assets of the obligated person or their termination; and,
6. Appointment of a successor or additional trustee or the change of the name of a trustee.

## East Carolina University

### Financing Schedule Example

<u>Date</u> <u>[Actual Dates to Be Inserted]</u>	<u>Event</u>	<u>Responsibility</u>
Month 1	Develop/Review financial projections for available revenues to repay debt service	ECU/FA
Month 1	Schedule conference call with UNC-GA staff to discuss the proposed financing and schedule	ECU/FA
Month 1	Select underwriting team	ECU/FA
Month 2	Organizational conference call with the working group to review the plan of finance and the financing schedule	WG
Month 2	Board of Trustees approval	ECU
Month 2	Underwriters Counsel and Bond Counsel receive disclosure/due diligence information from ECU	ECU
Month 2	Distribute Preliminary Official Statement and legal documents to working group	BC/UC
Month 3	Document review meeting/conference call	WG
Month 3	Distribute 2 <sup>nd</sup> draft of legal documents and POS	BC/UC
Month 3	Board of Governors resolution to General Administration	BC
Month 3	Conference call to review 2 <sup>nd</sup> draft of documents	WG
Month 3	Distribute information package to Rating Agencies/ Bond Insurers	FA; U
Month 4	Board of Governors Finance Committee approval	S
Month 4	Board of Governors approval	S
Month 4	Rating Agency/Insurer visits or conference calls	ECU, FA; U
Month 4	Receive Bond Insurance bids and select Bond Insurer	ECU, FA, U
Month 5	Receive Ratings	ECU, FA, U
Month 5	Distribute Preliminary Official Statement	UC
Month 5	Bond Sale	ECU, FA, U
Month 5	Sign Bond Purchase Agreement	U, ECU
Month 5	Distribute Final Official Statement	U; UC
Month 5	Pre-closing	WG
Month 5	Closing	WG

Key	Working Group Participants
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ECU	University staff
WG	Working Group
FA	Financial Advisor
BC	Bond Counsel
S	UNC System
U	Underwriter
UC	Underwriter Counsel
WG	Working Group

APPENDIX E  
**Appendix A**

**BOARD OF GOVERNORS OF THE UNIVERSITY OF NORTH CAROLINA**  
**SWAP POLICY FOR CONSTITUENT INSTITUTIONS**

This policy will govern the use by the constituent institutions of the University of North Carolina System of Swap Agreements.

**DEFINITIONS**

*“Chief Financial Officer”* means the person from time to time serving as the responsible financial person for a Constituent Institution.

*“Constituent Institution”* means one of the constituent institutions of the University of North Carolina System listed in Section 116-4 of the North Carolina General Statutes, as amended.

*“Swap Agreement”* mean a written contract entered into in connection with the debt issued or to be issued by or on behalf of a Constituent Institution in the form of a rate swap agreement, basis swap agreement, forward rate agreement, interest rate option agreement, rate cap agreement, rate floor agreement, rate collar agreement, or other similar agreement, including any option to enter into or terminate any of the foregoing or any combination of such agreements.

**THE CONDITIONS UNDER WHICH SWAP AGREEMENTS MAY BE ENTERED INTO**

***Purposes***

A Constituent Institution may use a Swap Agreement for the following purposes only:

- (a) To achieve significant savings as compared to a product available in the debt market.
- (b) To enhance investment returns within prudent risk guidelines.
- (c) To prudently hedge risk in the context of a particular financing or the overall asset/liability management of the Constituent Institution.
- (d) To incur variable rate exposure, such as selling interest rate caps or entering into a swap in which the Constituent Institution’s payment obligation is floating rate.
- (e) To achieve more flexibility in meeting the Constituent Institution’s overall financial objectives than can be achieved in conventional markets.

***Legality.*** The Board must receive an opinion acceptable to the market from a nationally recognized bond counsel law firm acceptable to the Chief Financial Officer of the Constituent Institution that the Swap Agreement is a legal, valid and binding obligation of the Board and entering into the transaction complies with applicable law.

**SPECULATION**

A Constituent Institution may not use a Swap Agreement for speculative purposes. Associated risks will be prudent risks that are appropriate for the Constituent Institution to take.

**ASPECTS OF RISK EXPOSURE ASSOCIATED WITH A SWAP AGREEMENT**

Before entering into a Swap Agreement, the Constituent Institution shall evaluate all the risks inherent in the transaction. These risks to be evaluated could include counterparty risk, termination risk, rollover risk, basis risk, tax event risk and amortization risk.

The Constituent Institution shall endeavor to diversify its exposure to counterparties. To that end, before entering into a transaction, it should determine its exposure to the relevant counterparty or counterparties and determine how the proposed transaction would affect the exposure. The exposure should not be measured solely in terms of notional amount, but rather how changes in interest rates would affect the Constituent Institution's exposure.

**COUNTERPARTY SELECTION CRITERIA**

The Constituent Institution may enter into a Swap Agreement if the counterparty has at least two long term unsecured credit ratings in the double A category from Fitch Ratings, Moody's, or S&P and the counterparty has demonstrated experience in successfully executing a Swap Agreement. The Constituent Institution may enter into a Swap Agreement if the counterparty has at least two long term unsecured credit ratings in the single A category or better from Fitch Ratings, Moody's, or S&P only if (a) the counterparty either provides a guarantor or assigns the agreement to a party meeting the rating criteria in the preceding sentence or (b) the counterparty (or guarantor) collateralizes the Swap Agreement in accordance with the criteria set forth in this Policy and the transaction documents.

If the rating of the counterparty, or if secured, the entity unconditionally guaranteeing its payment obligations not satisfy the requirements of the Counterparty Selection Criteria, then the obligations of the counterparty must be fully and continuously collateralized by direct obligations of, or obligations the principal and interest on which are guaranteed by, the United States of America and such collateral must be deposited with financial institution serving as a custodial agent for the Constituent Institution.

**METHODS BY WHICH A SWAP AGREEMENT IS TO BE PROCURED**

***Negotiated Method.*** A Constituent Institution may procure a Swap Agreement by a negotiated method under any of the following conditions:

(a) (1) If the Chief Financial Officer of the Constituent Institution makes a determination that, due to the size or complexity of a particular swap, a negotiated transaction would result in the most favorable pricing and terms; or

(2) If a derivative embedded within a refunding issue is proposed and meets the Constituent Institution's savings target; and

(b) If the Constituent Institution receives a certification from an independent financial institution or financial advisor that the terms and conditions of the Swap Agreement provides the Constituent Institution a fair

## APPENDIX E

market value as of the date of its execution in light of the facts and circumstances.

***Competitive Method.*** A Constituent Institution may also procure a Swap Agreement by competitive bidding. The competitive bid can limit the number of firms solicited to no fewer than three. The Constituent Institution may determine which parties it will allow to participate in a competitive transaction. In situations in which the Constituent Institution would like to achieve diversification of counterparty exposure, the Constituent Institution may allow a firm or firms not submitting the bid that produces the lowest cost to match the lowest bid. The parameters for the bid must be disclosed in writing to all potential bidders.

## LONG-TERM IMPLICATIONS

In evaluating a particular transaction involving the use of Swap Agreement, the Constituent Institution shall review long-term implications associated with entering into the Swap Agreement, including costs of borrowing, historical interest rate trends, variable rate capacity, credit enhancement capacity, opportunities to refund related debt obligations and other similar considerations.

# The University of North Carolina System Debt Capacity Study – Fiscal Year 2021

Elizabeth City State University  
Institution Report



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## 1. Executive Summary

### Overview of the Institution Report

Pursuant to Article 5 of Chapter 116D of the North Carolina General Statutes (the “*Act*”), Elizabeth City State University (“*ECSU*”) has submitted this report (this “*Institution Report*”) as part of the annual debt capacity study (the “*Study*”) undertaken by The University of North Carolina (the “*University*”) in accordance with the Act. Each capitalized term used but not defined in this Institution Report has the meaning given to such term in the Study.

This Institution Report details the historical and projected financial information incorporated into the financial model developed in connection with the Study. ECSU has used the model to calculate and project the following three financial ratios:

- Debt to Obligated Resources
- Five-Year Payout Ratio
- Debt Service to Operating Expenses

See **Appendix A** to the Study for more information on the ratios and related definitions.

To produce a tailored, meaningful model, ECSU, in consultation with the UNC System Office, has set its own policies for each model ratio. For the two statutorily-required ratios—**debt to obligated resources** and the **five-year payout ratio**—ECSU has set both a target policy and a floor or ceiling policy, as applicable.

For the purposes of the Study, ECSU’s debt capacity reflects the amount of debt ECSU could issue during the Study Period without exceeding its ceiling ratio for **debt to obligated resources**, after taking into account debt the General Assembly has previously approved that ECSU intends to issue during the Study Period. Details regarding each approved project are provided in Section 3.

This Institution Report also includes the following information required by the Act:

- ECSU’s current debt profile, including project descriptions financed with, and the sources of repayment for, ECSU’s outstanding debt;
- ECSU’s current credit profile, along with recommendations for maintaining or improving ECSU’s credit rating; and
- A copy of any ECSU debt management policy currently in effect.

### Overview of ECSU

For the fall 2021 semester, ECSU had a headcount student population of approximately 1,769, including 1,692 undergraduate students and 77 graduate students. ECSU’s enrollment has increased 46% over the previous five years.

ECSU’s average age of plant is 17.94 years. Age of plant is a financial ratio calculated by dividing the accumulated depreciation by the annual depreciation expense. A low age of plant generally indicates the institution is taking a sustainable approach to its deferred maintenance and reinvestment programs.

ECSU does not anticipate incurring any additional debt during the Study period.

ECSU has made no changes to the financial model’s standard growth assumptions.

## 2. Institution Data

### Notes

- Obligated Resources equals Available Funds plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Operating Expenses equals Operating Expenses plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Outstanding debt service is based on ECSU's outstanding debt **as of June 30, 2021**, excluding state appropriated debt (such as energy savings contracts). Debt service is net of any interest subsidies owed to ECSU by the federal government (discounted by an assumed 6.2% sequestration rate) and uses reasonable unhedged variable rate assumptions.
- New money debt issued **after June 30, 2021**, together with any legislatively approved debt ECSU expects to issue during the Study Period, **are included** in the model as "proposed debt service" and are taken into account in the projected financial ratios shown in this Institution Report.
- Repayments, redemptions or refundings that have occurred **after June 30, 2021** are not included in the model, meaning the debt service schedules reflected below may overstate ECSU's current debt burden.

Obligated Resources						Outstanding Debt				
Fiscal Year	Available Funds (Before GASB Adjustment)	GASB 68 Adjustment	GASB 75 Adjustment	AF Growth	Available Funds (After GASB Adjustment)	Fiscal Year	Principal	Net Interest	Debt Service	Principal Balance
2017	6,113,968	5,179,254	-		11,293,222	2022	452,029	1,099,925	1,551,954	33,642,971
2018	(48,531,378)	4,843,755	53,437,332	-13.67%	9,749,709	2023	525,512	1,087,317	1,612,829	33,117,459
2019	(45,810,694)	4,428,382	50,606,572	-5.39%	9,224,260	2024	1,038,016	1,073,613	2,111,629	32,079,443
2020	(50,772,602)	5,988,226	47,809,640	-67.20%	3,025,264	2025	1,083,029	1,030,925	2,113,954	30,996,414
2021	(27,542,139)	6,951,194	43,947,330	672.04%	23,356,385	2026	1,127,097	987,407	2,114,504	29,869,317
2022	23,991,679	-	-	2.72%	23,991,679	2027	1,166,369	941,910	2,108,279	28,702,948
2023	24,644,253	-	-	2.72%	24,644,253	2028	1,104,780	895,749	2,000,529	27,598,167
2024	25,314,576	-	-	2.72%	25,314,576	2029	1,155,520	851,259	2,006,779	26,442,647
2025	26,003,133	-	-	2.72%	26,003,133	2030	1,195,432	805,597	2,001,029	25,247,215
2026	26,710,418	-	-	2.72%	26,710,418	2031	1,245,567	758,212	2,003,779	24,001,649
						2032	1,274,969	726,241	2,001,210	22,726,679
						2033	1,306,504	690,557	1,997,060	21,420,176
						2034	1,342,338	653,941	1,996,279	20,077,838
						2035	1,383,415	615,239	1,998,654	18,694,423
						2036	1,433,902	560,752	1,994,654	17,260,521
						2037	1,491,305	502,349	1,993,654	15,769,216
						2038	1,548,147	442,257	1,990,404	14,221,070
						2039	1,610,255	379,649	1,989,904	12,610,815
						2040	1,671,927	314,977	1,986,904	10,938,888
						2041	575,279	246,125	821,404	10,363,609
						2042	588,223	233,181	821,404	9,775,386
						2043	601,458	119,946	721,404	9,173,928
						2044	614,425	206,979	821,404	8,559,503
						2045	628,815	192,589	821,404	7,930,688
						2046	642,964	178,440	821,404	7,287,725
						2047	657,430	163,974	821,404	6,630,294
						2048	671,814	149,590	821,404	5,958,481
						2049	687,338	134,066	821,404	5,271,143
						2050	702,803	118,601	821,404	4,568,339
						2051	718,616	102,788	821,404	3,849,723
						2052	734,548	86,856	821,404	3,115,175
						2053	751,313	70,091	821,404	2,363,863
						2054	768,217	53,187	821,404	1,595,645
						2055	785,502	35,902	821,404	810,143
						2056	810,143	18,436	828,580	-

### 3. Proposed Debt Financings

ECSU does not anticipate incurring any additional debt during the Study Period.

## 4. Financial Ratios

### Debt to Obligated Resources

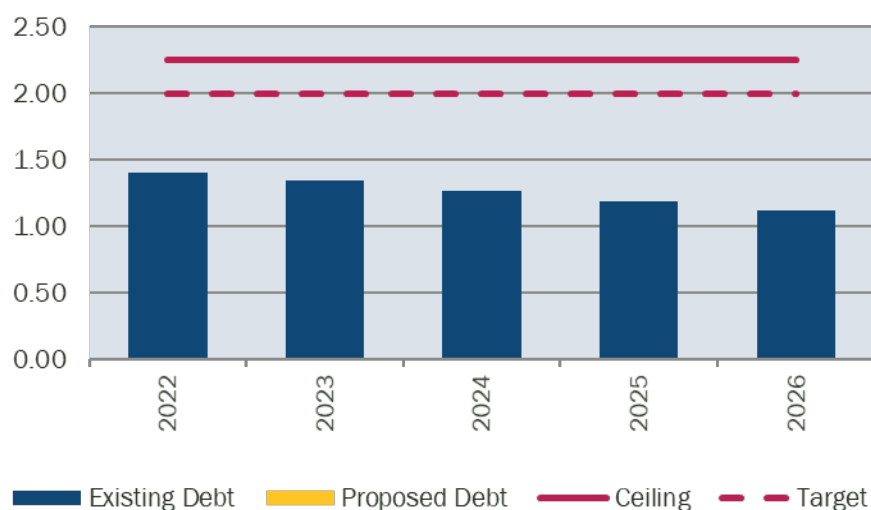
- **What does it measure?** ECSU's aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt.
- **How is it calculated?** Aggregate debt divided by obligated resources\*
- Target Ratio: 2.00
- Ceiling Ratio: Not to exceed 2.25
- Projected 2022 Ratio: 1.40
- Highest Study Period Ratio: 1.40 (2022)

\*Available Funds, which is the concept commonly used to capture an institution's obligated resources in its loan and bond documentation, has been used in the model as a proxy for obligated resources. For most institutions, the two concepts are identical, though Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of an institution's obligated resources.

### Debt to Obligated Resources

Debt to Obligated Resources							
Fiscal Year	Obligated Resources	Growth	Existing Debt	Proposed Debt	Ratio - Existing	Ratio - Proposed	Ratio - Total
2022	23,991,679	2.72%	33,642,971	-	1.40	n/a	1.40
2023	24,644,253	2.72%	33,117,459	-	1.34	n/a	1.34
2024	25,314,576	2.72%	32,079,443	-	1.27	n/a	1.27
2025	26,003,133	2.72%	30,996,414	-	1.19	n/a	1.19
2026	26,710,418	2.72%	29,869,317	-	1.12	n/a	1.12

### Debt to Obligated Resources



Weaker  
↑  
↓  
Stronger

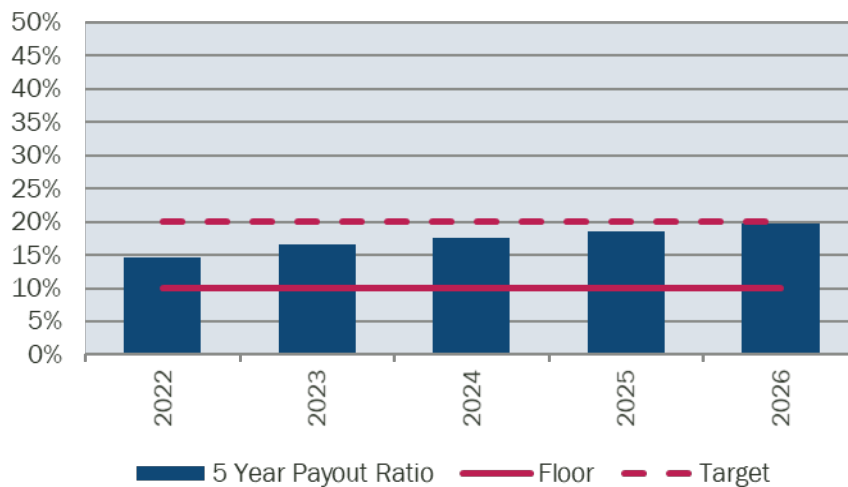
### 5-Year Payout Ratio Overview

- **What does it measure?** The percentage of ECSU's debt scheduled to be retired in the next five years.
- **How is it calculated?** Aggregate principal to be paid in the next five years divided by aggregate debt
- Target Ratio: 20%
- Floor Ratio: Not less than 10%
- Projected 2022 Ratio: 15%
- Lowest Study Period Ratio: 15% (2022)

### 5-Year Payout Ratio

5 Year Payout Ratio		
Fiscal Year	Principal Balance	Ratio
2022	33,642,971	15%
2023	33,117,459	17%
2024	32,079,443	18%
2025	30,996,414	19%
2026	29,869,317	20%

### 5-Year Payout Ratio



Stronger  
↑  
↓  
Weaker

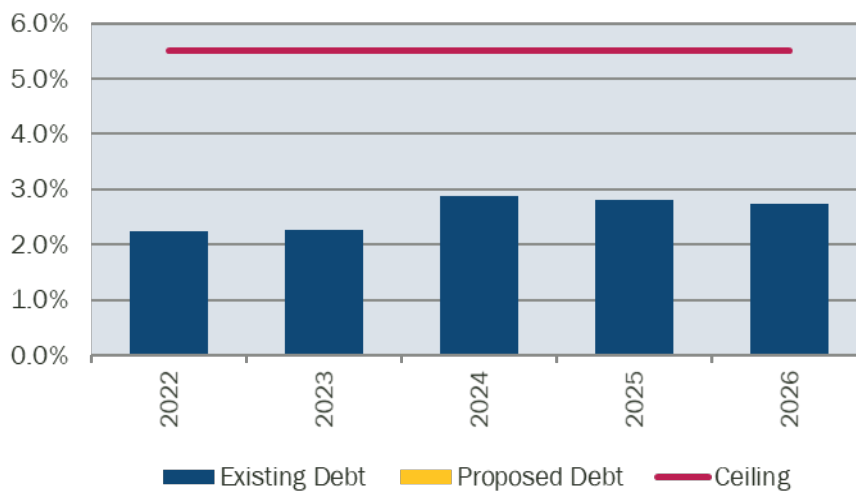
## Debt Service to Operating Expenses

- **What does it measure?** ECSU's debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues.
- **How is it calculated?** Annual debt service divided by annual operating expenses (as adjusted to include interest expense of proposed debt)
- Policy Ratio: Not to exceed 5.50%
- Projected 2022 Ratio: 2.24%
- Highest Study Period Ratio: 2.89% (2024)

## Debt Service to Operating Expenses

Debt Service to Operating Expenses							
Fiscal Year	Operating Expenses	Growth	Existing Debt Service	Proposed Debt Service	Ratio - Existing	Ratio - Proposed	Ratio - Total
2022	69,333,762	2.72%	1,551,954	-	2.24%	n/a	2.24%
2023	71,219,640	2.72%	1,612,829	-	2.26%	n/a	2.26%
2024	73,156,814	2.72%	2,111,629	-	2.89%	n/a	2.89%
2025	75,146,680	2.72%	2,113,954	-	2.81%	n/a	2.81%
2026	77,190,669	2.72%	2,114,504	-	2.74%	n/a	2.74%

## Debt Service to Operating Expenses



Weaker  
↑  
↓  
Stronger

## 5. Debt Capacity Calculation

### Debt Capacity Calculation

- For the purposes of this Institution Report and the Study, ECSU's debt capacity is based on the amount of debt ECSU could issue during the Study Period (after taking into account any legislatively approved projects detailed in **Section 3** above) without exceeding its ceiling ratio for **debt to obligated resources**.
- As presented below, ECSU's current debt capacity equals **the lowest constraint on its debt capacity** in any single year during the Study Period.
- Based solely on the **debt to obligated resources** ratio, ECSU's current estimated debt capacity is **\$20,338,307**. After taking into account any legislatively approved projects detailed in **Section 3** above, if ECSU issued no additional debt until the last year of the Study Period, then ECSU's debt capacity for 2026 is projected to increase to **\$30,229,124**.

Debt Capacity Calculation			
Fiscal Year	Debt to Obligated Resources	Debt to Obligated Resources	Debt Capacity Calculation
	(Current Ratio)	(Ceiling)	
2022	1.40	2.25	20,338,307
2023	1.34	2.25	22,332,110
2024	1.27	2.25	24,878,354
2025	1.19	2.25	27,510,635
2026	1.12	2.25	30,229,124

### Limitations on Debt Capacity, Credit Rating Implications, and Comment from ECSU

- The debt capacity calculation shown above provides a general indication of ECSU's ability to absorb debt on its balance sheet during the Study Period and may help identify trends and issues over time.
- "Debt capacity"** does not necessarily equate to **"debt affordability,"** which takes into account a number of quantitative and qualitative factors, including project revenues and expenses, cost of funds and competing strategic priorities.
- Projecting the exact amount ECSU could issue during the Study Period without negatively impacting its credit rating is difficult for a number of reasons.
  - Use of Multiple Factors**
    - Any single financial ratio makes up only a fraction of the "scorecard" used by rating agencies to guide their credit analysis.
    - Under Moody's approach, for example, the **financial leverage ratio** accounts for only **10%** of an issuer's overall score.
  - The State's Impact**
    - Historically, each Institution's credit rating has been bolstered by the State's strong support and overall financial health. As a result, many institutions "underperform" relative to the national median ratios for their rating category.
    - If "debt capacity" were linked to those national median ratios, many institutions would have limited debt capacity for an extended period of time.



- **Factor Interdependence**
  - The quantitative and qualitative factors interact with one another in ways that are difficult to predict.
  - For example, a university's "**strategic positioning**" score, which accounts for 10% of its overall score under Moody's criteria, could deteriorate if a university either (1) issued excessive debt or (2) failed to reinvest in its campus to address its deferred maintenance obligations.
- **Distortions Across Rating Categories**
  - Because quantitative ratios account for only a portion of an issuer's final rating, the national median for any single ratio is not perfectly correlated to rating outcomes, meaning the median ratio for a lower rating category may be more stringent than the median ratio for a higher rating category. For the highest and lowest rating categories, the correlation between any single ratio and rating outcomes becomes even weaker.
  - Tying capacity directly to ratings may also distort strategic objectives. For example, an institution may be penalized for improving its rating, as it may suddenly lose all of its debt capacity because it must now comply with a much more stringent ratio.

## 6. Debt Profile

ECSU's detailed debt profile, including a brief description of each financed project and the source of repayment for each outstanding debt obligation, is reflected in the table on the following page.

Summary of Debt Outstanding as of FYE June 30, 2021						
Series	Dated Date	Outstanding Par Amount	Final Maturity	Type	Purpose	Source of Repayment
<b>ELIZABETH CITY STATE UNIVERSITY</b>		<b>37,643,315.00</b>				
2010 A ECSU	12/29/2010	525,000.00	04/01/2027	General Revenue	Refunding 2002B	Housing Receipts
2012 AB ECSU	06/30/2012	3,548,315.00	09/20/2029	Conservation Improvement (Note)	Energy Conservation	Housing Receipts
2019 ECSU	05/22/2019	13,820,000.00	04/01/2040	General Revenue	Refunding 2010B	Housing Receipts
2021 97-01 ECSU	05/10/2021	9,765,000.00	05/10/2056	USDA Loan	Refi. Viking Village Bonds; Bias Hall Renovations; Campus Master Plan 97-01	Housing Receipts
2021 97-02 ECSU	05/10/2021	9,985,000.00	05/10/2056	USDA Loan	Refi. Viking Village Bonds; Bias Hall Renovations; Campus Master Plan 97-02	Housing Receipts

## 7. Credit Profile

The following page provides a snapshot of ECSU's current credit ratings, along with (1) a summary of various credit factors identified in ECSU's most recent rating report and (2) recommendations for maintaining and improving ECSU's credit ratings in the future.



## Credit Profile of the University– (General Revenue)

### Overview

- Moody's maintains a Baa2 rating on ECSU's general revenue bonds. The outlook is stable.

### Key Information Noted in Rating Reports

#### Credit Strengths

- Very strong financial support from the Aaa-rated state
- Significant enrollment increases will provide increased operating appropriations from the state and more auxiliary revenue
- Since launch of NC Promise Program in Fall 2017, trend of enrollment growth has been improving

#### Credit Challenges

- High dependence on state appropriations which account for 63% of revenues (FY2019)
- Given limited financial resources, reliance on COVID financial aid support is an essential to stabilize impacts to the virus
- Operating performance remains weak and improvements in FY2020 will be dependent on easing of lockdown measures
- High dependence on availability of federal financial aid, serving a high proportion of Pell -eligible students

Moody's	S&P	Fitch
Aaa	AAA	AAA
Aa1	AA+	AA+
Aa2	AA	AA
Aa3	AA-	AA-
A1	A+	A+
A2	A	A
A3	A-	A-
Baa1	BBB+	BBB+
<b>Baa2</b>	BBB	BBB
Baa3	BBB-	BBB-
----- Non Investment Grade		

### Recommendations & Observations

- Develop a formal debt policy to prioritize capital improvement needs in light of limited resources, including specific criteria for approving new debt financings when key financial ratios may indicate limited debt capacity.
- As enrollment continues to grow, concentrated efforts to improve liquidity, monthly days cash on hand and other cash flow metrics will help improve the credit profile.
- During COVID, continued assessment of operating cash flows and reserves can improve performance margins and debt affordability.

## 8. Peer Comparison

Moody's Key Credit Ratios	Elizabeth City State University	Most Recent Peer Institution Data				Moody's Public Higher Education Medians
Peer Institution		Lincoln University	Alabama State University	Illinois State University	New Jersey City University	
Fiscal Year	2020	2020	2020	2019	2020	
Most Senior Rating	Baa2	N/A	Baa3	Baa2	Baa3	
Total Long-Term Debt (\$, in millions)	29	36	202	152	199	82
Total Cash & Investments (\$, in millions)	35	80	118	473	39	56
Operating Revenue (\$, in millions)	61	61	136	506	139	67
Operating Expenses (\$, in millions)	63	75	127	480	165	68
Market Performance Ratios						
Annual Change in Operating Revenue (%)	1.3%	-9.1%	8.5%	-17.2%	-6.1%	2.1%
Operating Ratios						
Operating Cash Flow Margin (%)	5.7%	5.7%	20.9%	11.6%	-5.9%	11.7%
Wealth & Liquidity Ratios						
Total Cash & Investments to Operating Expenses (x)	1.2	1.1	0.9	1.0	0.2	0.9
Total Debt to Operating Expenses (x)	0.5	0.5	1.6	0.3	1.2	1.2
Monthly Days Cash on Hand (x)	38	125	50	239	29	89
Leverage Ratios						
Total Cash & Investments to Total Debt (x)	1.2	2.2	0.3	3.0	0.1	0.9
Debt Service to Operating Expenses (%)	2.5%	10.5%	7.1%	2.6%	-24.1%	5.0%
Total Debt-to-Cash Flow (x)	8.3	2.2	0.6	3.1	0.2	4.4

\*Note: Peers chosen from BOG approved peers if available in Moody's Municipal Financial Ratio Analysis (MFRA) Database. If approved peer data is unavailable, universities with similar credit ratings are used. Data is most recent data available in the MFRA database.

## 9. Debt Management Policies

ECSU's debt management policy is included in the following pages.

# Debt Management Manual



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## 1. Introduction

Elizabeth City State University (“ECSU”) views its debt capacity as a limited resource that should be used, when appropriate, to help fund the capital investments necessary for the successful implementation of ECSU’s strategic vision to attract and retain a diverse and highly qualified faculty that will educate and lead our students to become productive members of a global and increasingly interdependent society. ECSU will continue to be a leading partner in enhancing educational and cultural opportunities and improving the economic strength in the region. ECSU recognizes the important role that debt-related strategies may play as it makes the necessary investments in its infrastructure in order to become and by maintaining a rigorous focus on academic excellence for dedicated students within their academic programs, engaged faculty and a nurturing campus environment.

This Manual has been developed to assist ECSU’s efforts to manage its debt on a long-term, portfolio basis and in a manner consistent with ECSU’s stated policies, objectives and core values. Like other limited resources, ECSU’s debt capacity should be used and allocated strategically and equitably.

Specifically, the objective of this Manual is to provide a framework that will enable ECSU’s Board of Trustees (the “Board”) and finance staff to:

- (i) Identify and prioritize projects eligible for debt financing;
- (ii) Limit and manage risk within ECSU’s debt portfolio;
- (iii) Establish debt management guidelines and quantitative parameters for evaluating ECSU’s financial health, debt affordability and debt capacity;
- (iv) Manage and protect ECSU’s credit profile in order to improve and maintain ECSU’s credit rating at a strategically optimized level and maintain access to the capital markets; and
- (v) Ensure ECSU remains in compliance with all of its post-issuance obligations and requirements.

This Manual is intended solely for ECSU’s internal planning purposes. The Vice Chancellor for Business and Finance and/or the Controller will review this Manual annually and, if necessary, recommend changes to ensure that it remains consistent with University’s strategic objectives and the evolving demands and accepted practices of the public higher education marketplace. Proposed changes to this Manual are subject to the Chancellor’s approval.

## 2. Authorization and Oversight

ECSU’s Vice Chancellor for Business and Finance is responsible for the day-to-day management of ECSU’s financial affairs in accordance with the terms of this Manual and for all of ECSU’s debt financing activities. Each University financing will conform to all applicable State and Federal laws.

The Board will consider for approval each proposed financing in accordance with the requirements of any applicable State law.

### 3. Process for Identifying and Prioritizing Capital Projects Requiring Debt

Only projects that directly or indirectly relate to the mission of ECSU will be considered for debt financing.

- (i) Self-Liquidating Projects – A project that has a related revenue stream (self-liquidating project) will receive priority consideration. Each self-liquidating project financing must be supported by an achievable plan of finance that provides, or identifies sources of funds, sufficient to (1) service the debt associated with the project, (2) pay for any related infrastructure improvements, (3) cover any new or increased operating costs and (4) fund appropriate reserves for anticipated replacement and renovation costs.
- (ii) Energy Conservation Projects – Each energy conservation project financing must provide annual savings sufficient to service the applicable debt and all related monitoring costs.
- (iii) Other Projects – Other projects funded through budgetary savings, gifts and grants will be considered on a case-by-case basis. Any projects that will require gift financing or include a gift financing component must be approved by the Vice Chancellor for Business and Finance before any project-restricted donations are solicited. The fundraising goal for any project to be financed primarily with donations should also include, when feasible, an appropriately sized endowment for deferred maintenance and other ancillary ownership costs. In all cases, institutional strategy, and not donor capacity, must drive the decision to pursue any proposed project.

### 4. Benchmarks and Debt Ratios

#### Overview

When evaluating its current financial health and any proposed plan of finance, ECSU considers both its debt affordability and its debt capacity. Debt affordability focuses on ECSU's cash flows and measures ECSU's ability to service its debt through its operating budget and identified revenue streams. Debt capacity, on the other hand, focuses on the relationship between ECSU's net assets and its total debt outstanding.

Debt capacity and affordability are impacted by several factors, including ECSU's enrollment trends, reserve levels, operating performance, ability to generate additional revenues to support debt service, competing capital improvement or programmatic needs, and general market conditions. Because of the number of potential variables, ECSU's debt capacity cannot be calculated based on any single ratio or even a small handful of ratios.

ECSU believes, however, that it is important to consider and monitor objective metrics when evaluating ECSU's financial health and its ability to incur additional debt. To that end, ECSU has identified three key financial ratios that it will use to assess its ability to absorb additional debt based on its current and projected financial condition:

- (i) Debt to Obligated Resources
- (ii) Expendable Resources to Debt
- (iii) Debt Service to Operating Expenses

Note that the selected financial ratios are also monitored as part of the debt capacity study for The University of North Carolina delivered each year under Article 5 of Chapter 116D of the North Carolina General Statutes

(the “UNC Debt Capacity Study”), which ECSU believes will promote clarity and consistency in ECSU’s debt management and planning efforts.

ECSU has established for each ratio a floor or ceiling target, as the case may be, with the expectation that ECSU will operate within the parameters of those ratios most of the time. To the extent possible, the policy ratios established from time to time in this Manual should align with the ratios used in the report ECSU submits each year as part of the UNC Debt Capacity Study. The policy ratios have been established to help preserve ECSU’s financial health and operating flexibility and to ensure ECSU is able to access the market to address capital needs or to take advantage of potential refinancing opportunities. Attaining or maintaining a specific credit rating is not an objective of this Manual.

ECSU recognizes that the policy ratios, while helpful, have limitations and should not be viewed in isolation of ECSU’s strategic plan or other planning tools. In accordance with the recommendations set forth in the initial UNC Debt Capacity Study, ECSU has developed as part of this Manual specific criteria for evaluating and, if warranted, approving critical infrastructure projects even when ECSU has limited debt capacity as calculated by the UNC Debt Capacity Study or the benchmark ratios in this Manual. In such instances, the Board may approve the issuance of debt with respect to a proposed project based on one or more of the following findings:

- (i) The proposed project would generate additional revenues (including, if applicable, dedicated student fees or grants) sufficient to support the financing, which revenues are not currently captured in the benchmark ratios.
- (ii) The proposed project would be financed entirely with private donations based on pledges already in hand.
- (iii) The proposed project is essential to the implementation of one of the Board’s strategic priorities.
- (iv) The proposed project addresses life and safety issues or addresses other critical infrastructure needs.
- (v) Foregoing or delaying the proposed project would result in significant additional costs to ECSU or would negatively impact ECSU’s credit rating.

At no point, however, should ECSU intentionally operate outside an established policy ratio without conscious and explicit planning.

### Ratio 1 – Debt to Obligated Resources

<b>What does it measure?</b>	ECSU’s aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt under the General Revenue Bond Statutes
<b>Why is it tracked?</b>	The ratio, which is based on the legal structure proscribed by the General Revenue Bond Statutes, provides a general indication of ECSU’s ability to absorb debt on its balance sheet and is the primary ratio used to calculate ECSU’s “debt capacity” under the methodology used in the UNC Debt Capacity Study
<b>How is it calculated?</b>	Aggregate debt divided by obligated resources*
<b>Policy Ratio:</b>	Not to exceed 2.25x (UNC Debt Capacity Study Target Ratio = 2.00x)

\*Available Funds, which is the concept commonly used to capture each UNC’s campus’s obligated resources in its loan and bond documentation, has been used as a proxy for obligated resources. The two concepts are generally identical, though

*Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of ECSU's obligated resources.*

## Ratio 2 – Expendable Resources to Debt

<b>What does it measure?</b>	The number of times ECSU's liquid and expendable net assets covers its aggregate debt
<b>Why is it tracked?</b>	The ratio, which is widely tracked by rating agencies and other capital market participants, is a basic measure of financial health and assesses ECSU's ability to settle its debt obligations using only its available net assets as of a particular date
<b>How is it calculated?</b>	The sum of (1) Adjusted Unrestricted Net Assets and (2) Restricted Expendable Net Assets divided by aggregate debt
<b>Policy Ratio:</b>	0.50x

## Ratio 3 – Debt Service to Operating Expenses

<b>What does it measure?</b>	ECSU's debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues
<b>Why is it tracked?</b>	The ratio, which is widely tracked by rating agencies and other capital market participants, evaluates ECSU's relative cost of borrowing to its overall expenditures and provides a measure of ECSU's budgetary flexibility
<b>How is it calculated?</b>	Annual debt service divided by annual operating expenses
<b>Policy Ratio:</b>	Not to exceed 5.50%

## Reporting

The Vice Chancellor for Business and Finance will review each ratio in connection with the delivery of the University's audited financials and will provide an annual report to the Board substantially in the form of **Appendix B** detailing (1) the calculation of each ratio for that fiscal year and (2) an explanation for any ratio that falls outside the University's stated policy ratio, along with (a) any applicable recommendations, strategies and an expected timeframe for aligning such ratio with the University's stated policy or (b) the rationale for any recommended changes to any such stated policy ratio going forward (including any revisions necessitated by changes in accounting standards or rating agency methodologies).

# 5. Debt Portfolio Management and Transaction Structure Considerations

## Generally

Numerous types of financing structures and funding sources are available, each with specific benefits, risks, and costs. Potential funding sources and structures will be reviewed and considered by the Vice Chancellor for Business and Finance within the context of this Manual and the overall portfolio to ensure that any financial product or structure is consistent with ECSU's stated objectives. As part of effective debt management, ECSU must also consider its investment and cash management strategies, which influence the desired structure of the debt portfolio.

### Method of Sale

ECSU will consider various methods of sale on a transaction-by-transaction basis to determine which method of sale (i.e., competitive, negotiated or private placement) best serves ECSU's strategic plan and financing objectives. In making that determination, ECSU will consider, among other factors: (1) the size and complexity of the issue, (2) the current interest rate environment and other market factors (such as bank and investor appetite) that might affect ECSU's cost of funds, and (3) possible risks associated with each method of sale (e.g., rollover risk associated with a financing that is privately placed with a bank for a committed term that is less than the term of the financing).

### Tax Treatment

When feasible and appropriate for the particular project, the use of tax-exempt debt is generally preferable to taxable debt. Issuing taxable debt may reduce ECSU's overall debt affordability due to higher rates but may be appropriate for projects that do not qualify for tax-exemption, or that may require interim funding. For example, taxable debt may be justified if it sufficiently mitigates ECSU's ongoing administrative and compliance risks. When used, taxable debt should be structured to provide maximum repayment flexibility and rapid principal amortization.

### Structure and Maturity

To the extent practicable, ECSU should structure its debt to provide for level annual payments of debt service, though ECSU may elect alternative structures when the Vice Chancellor for Business and Finance determines it to be in ECSU's best interest. In addition, when financing projects that are expected to be self-supporting (such as a revenue-producing facility or a facility to be funded entirely through a dedicated fundraising campaign), the debt service may be structured to match future anticipated receipts.

ECSU will use maturity structures that correspond with the life of the facilities financed, not to exceed [30] years. Equipment should be financed for a period not to exceed [120]% of its useful life. Such determinations may be made on a blended basis, taking into account all assets financed as part of a single debt offering. As market dynamics change, maturity structures should be reevaluated. Call features should be structured to provide the highest degree of flexibility relative to cost.

### Variable Rate Debt

ECSU recognizes that a degree of exposure to variable interest rates within ECSU's debt portfolio may be desirable in order to (1) take advantage of repayment or restructuring flexibility, (2) benefit from historically lower average interest costs and (3) provide a "match" between debt service requirements and the projected cash flows from ECSU's assets. ECSU's debt portfolio should be managed to ensure that no more than [20%] of ECSU's total debt bears interest at an unhedged variable rate.

ECSU's finance staff will monitor overall interest rate exposure and will analyze and quantify potential risks, including interest rate, liquidity and rollover risks. ECSU may manage the liquidity risk of variable rate debt either through its own working capital/investment portfolio, the type of instrument used, or by using third party sources of liquidity. ECSU may manage interest rate risk in its portfolio through specific budget and central bank management strategies or through the use of derivative instruments.

### [Public Private Partnerships]

*To address ECSU's anticipated capital needs as efficiently and prudently as possible, ECSU may choose to explore and consider opportunities for alternative and non-traditional transaction structures (collectively, "P3 Arrangements").*

*Due to their higher perceived risk and increased complexity, and because the cash flows for the project must satisfy the private partner's expected risk-adjusted rate of return, the financing and initial transaction costs for projects acquired through P3 Arrangements are generally higher than projects financed with proceeds of traditional debt instruments. P3 Arrangements should therefore be pursued only when ECSU has determined that (1) a traditional financing alternative is not feasible, (2) a P3 Arrangement will likely produce construction or overall operating results that are superior, faster or more efficient than a traditional delivery model or (3) a P3 Arrangement serves one of the Board's broader strategic objectives (e.g., a decision that operating a particular auxiliary function is no longer consistent with ECSU's core mission).*

*Absent a compelling strategic reason to the contrary, P3 Arrangements should not be considered if the Vice Chancellor for business and Finance determines, in consultation with ECSU's advisors, that the P3 Arrangement will be viewed as "on-credit" (i.e., treated as University debt) by ECSU's auditors or outside rating agencies. When evaluating whether the P3 Arrangement should be viewed as "on-credit," rating agencies consider ECSU's economic interest in the project and the level of control it exerts over the project. Further, rating agencies will generally treat a P3 Arrangement as University debt if the project is located on ECSU's campus or if the facility is to be used for an essential University function. For this reason, any P3 Arrangement for a university-related facility to be located on land owned by the State, ECSU or a ECSU affiliate must be approved in advance by the Chancellor.*

### Refunding Considerations

ECSU will actively monitor its outstanding debt portfolio for refunding or restructuring opportunities. Absent a compelling economic or strategic reason to the contrary, ECSU should evaluate opportunities to issue bonds for the purpose of refunding existing debt obligations of ECSU ("Refunding Bonds") using the following general guidelines:

- (i) The life of the Refunding Bonds should not exceed the remaining life of the bonds being refunded.
- (ii) Refunding Bonds issued to achieve debt service savings should have a target savings level measured on a present net value basis of at least [3]% of the par amount refunded.
- (iii) Refunding Bonds that do not achieve debt service savings may be issued to restructure debt or provisions of bond documents if such refunding serves a compelling interest.
- (iv) Refunding Bonds may also be issued to relieve ECSU of certain limitations, covenants, payment obligations or reserve requirements that reduce operational flexibility.

## 6. Derivative Products

ECSU recognizes that derivative products may provide for more flexible management of the debt portfolio. In certain circumstances, interest rate swaps and other derivatives permit ECSU to adjust its mix of fixed- and variable-rate debt and manage its interest rate exposures. Derivatives may also be an effective way to manage liquidity risks. ECSU will use derivatives only to manage and mitigate risk; ECSU will not use derivatives to create leverage or engage in speculative transactions.

As with underlying debt, ECSU's finance staff will evaluate any derivative product comprehensively, taking into account its potential costs, benefits and risks, including, without limitation, any tax risk, interest rate risk, liquidity risk, credit risk, basis risk, rollover risk, termination risk, counterparty risk, and amortization risk. Before entering into any derivative product, the Vice Chancellor for Business and Finance must (1) conclude, based on the advice of a reputable swap advisor, that the terms of any swap transaction are fair and reasonable under current market conditions and (2) ensure that ECSU's finance staff has a clear understanding of the proposed transaction's costs, cash flow impact and reporting treatment.



ECSU will use derivatives only when the Vice Chancellor for Business and Finance determines, based on the foregoing analysis, that the instrument provides the most effective method for accomplishing ECSU's strategic objectives without imposing inappropriate risks on ECSU.

## 7. Post-Issuance Compliance Matters

On their adoption, the Vice Chancellor for Business and Finance will attach as **Appendix A** to this Strategy any policies relating to post-issuance compliance.



# The University of North Carolina System Debt Capacity Study – Fiscal Year 2021

Fayetteville State University  
Institution Report

[Type here]

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## 1. Executive Summary

### Overview of the Institution Report

Pursuant to Article 5 of Chapter 116D of the North Carolina General Statutes (the “*Act*”), Fayetteville State University (“*FSU*”) has submitted this report (this “*Institution Report*”) as part of the annual debt capacity study (the “*Study*”) undertaken by The University of North Carolina (the “*University*”) in accordance with the Act. Each capitalized term used but not defined in this Institution Report has the meaning given to such term in the Study.

This Institution Report details the historical and projected financial information incorporated into the financial model developed in connection with the Study. FSU has used the model to calculate and project the following three financial ratios:

- Debt to Obligated Resources
- Five-Year Payout Ratio
- Debt Service to Operating Expenses

See **Appendix A** to the Study for more information on the ratios and related definitions.

To produce a tailored, meaningful model, FSU, in consultation with the UNC System Office, has set its own policies for each model ratio. For the two statutorily-required ratios—**debt to obligated resources** and the **five-year payout ratio**—FSU has set both a target policy and a floor or ceiling policy, as applicable.

For the purposes of the Study, FSU’s debt capacity reflects the amount of debt FSU could issue during the Study Period without exceeding its ceiling ratio for **debt to obligated resources**, after taking into account debt the General Assembly has previously approved that FSU intends to issue during the Study Period. Details regarding each approved project are provided in Section 3.

This Institution Report also includes the following information required by the Act:

- FSU’s current debt profile, including project descriptions financed with, and the sources of repayment for, FSU’s outstanding debt;
- FSU’s current credit profile, along with recommendations for maintaining or improving FSU’s credit rating; and
- A copy of any FSU debt management policy currently in effect.

### Overview of FSU

For the fall 2021 semester, FSU had a headcount student population of approximately 6,754, including 5,563 undergraduate students and 1,191 graduate students. Over the past five years, FSU’s enrollment has increased 8.5%.

FSU’s average age of plant is 15.60 years. Age of plant is a financial ratio calculated by dividing the accumulated depreciation by the annual depreciation expense. A low age of plant generally indicates the institution is taking a sustainable approach to its deferred maintenance and reinvestment programs.

FSU does not anticipate significant additional borrowings during the Study period.

FSU has made no changes to the financial model’s standard growth assumptions.

## 2. Institution Data

### Notes

- Obligated Resources equals Available Funds plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Operating Expenses equals Operating Expenses plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Outstanding debt service is based on FSU's outstanding debt **as of June 30, 2021**, excluding state appropriated debt (such as energy savings contracts). Debt service is net of any interest subsidies owed to FSU by the federal government (discounted by an assumed 6.2% sequestration rate) and uses reasonable unhedged variable rate assumptions.
- New money debt issued **after June 30, 2021**, together with any legislatively approved debt FSU expects to issue during the Study Period, **are included** in the model as "proposed debt service" and are taken into account in the projected financial ratios shown in this Institution Report.
- Repayments, redemptions or refundings that have occurred **after June 30, 2021** are not included in the model, meaning the debt service schedules reflected below may overstate FSU's current debt burden.

Obligated Resources						Outstanding Debt				
Fiscal Year	Available Funds (Before GASB Adjustment)	GASB 68 Adjustment	GASB 75 Adjustment	AF Growth	Available Funds (After GASB Adjustment)	Fiscal Year	Principal	Net Interest	Debt Service	Principal Balance
2017	22,679,002	6,308,260	-		28,987,262	2022	1,721,000	1,908,904	3,629,904	42,787,000
2018	(96,161,998)	7,522,665	119,850,968	7.67%	31,211,635	2023	1,563,000	1,959,974	3,522,974	41,224,000
2019	(102,038,811)	8,621,417	115,635,037	-28.82%	22,217,643	2024	1,431,000	1,901,721	3,332,721	39,793,000
2020	(108,071,516)	12,533,723	111,658,047	-27.44%	16,120,253	2025	1,508,000	1,845,612	3,353,612	38,285,000
2021	(95,654,586)	14,798,692	104,135,645	44.41%	23,279,751	2026	1,595,000	1,786,330	3,381,330	36,690,000
2022	23,912,960	-	-	2.72%	23,912,960	2027	1,678,000	1,723,385	3,401,385	35,012,000
2023	24,563,393	-	-	2.72%	24,563,393	2028	1,766,000	1,655,955	3,421,955	33,246,000
2024	25,231,517	-	-	2.72%	25,231,517	2029	1,855,000	1,581,088	3,436,088	31,391,000
2025	25,917,814	-	-	2.72%	25,917,814	2030	1,954,000	1,501,719	3,455,719	29,437,000
2026	26,622,779	-	-	2.72%	26,622,779	2031	2,069,000	1,417,725	3,486,725	27,368,000
Operating Expenses						2032	2,180,000	1,328,432	3,508,432	25,188,000
Fiscal Year	Operating Exp.	GASB 68 Adjustment	GASB 75 Adjustment	Growth	Operating Exp.	2033	2,301,000	1,233,725	3,534,725	22,887,000
2017	114,019,260	242,346	-		114,261,606	2034	2,427,000	1,133,455	3,560,455	20,460,000
2018	118,979,737	(907,886)	668,689	3.92%	118,740,540	2035	1,750,000	1,038,563	2,788,563	18,710,000
2019	119,814,058	(1,095,127)	4,216,602	3.53%	122,935,533	2036	1,870,000	949,781	2,819,781	16,840,000
2020	119,110,192	(3,912,306)	3,907,543	-3.12%	119,105,429	2037	1,995,000	854,894	2,849,894	14,845,000
2021	125,792,799	(2,264,969)	6,181,088	8.90%	129,708,918	2038	2,115,000	753,656	2,868,656	12,730,000
2022	133,237,001	-	-	2.72%	133,237,001	2039	2,250,000	646,313	2,896,313	10,480,000
2023	136,861,047	-	-	2.72%	136,861,047	2040	2,395,000	532,106	2,927,106	8,085,000
2024	140,583,667	-	-	2.72%	140,583,667	2041	2,540,000	410,525	2,950,525	5,545,000
2025	144,407,543	-	-	2.72%	144,407,543	2042	2,690,000	281,569	2,971,569	2,855,000
2026	148,335,428	-	-	2.72%	148,335,428	2043	2,855,000	144,981	2,999,981	-
						2044			-	-
						2045			-	-

### 3. Proposed Debt Financings

While FSU evaluates its capital investment needs on a regular basis, FSU currently has no legislatively approved projects that it anticipates financing during the Study Period.

## 4. Financial Ratios

### Debt to Obligated Resources

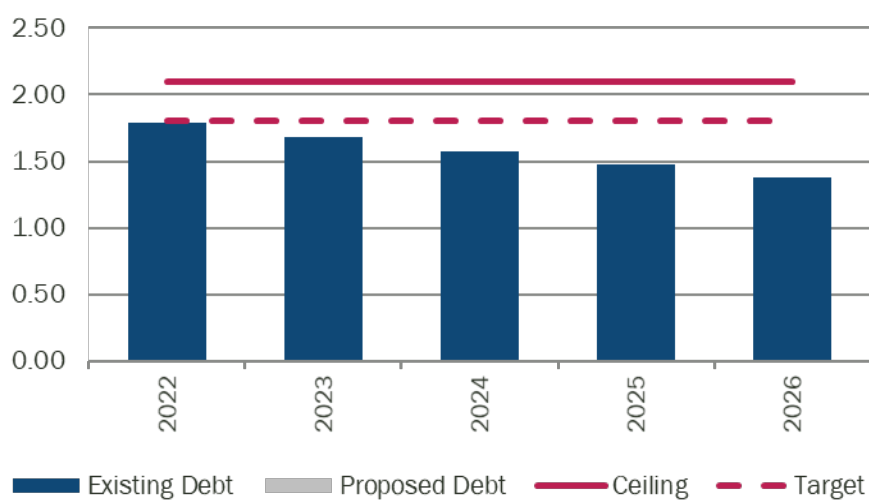
- **What does it measure?** FSU's aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt.
- **How is it calculated?** Aggregate debt divided by obligated resources\*
- Target Ratio: 1.80
- Ceiling Ratio: Not to exceed 2.10
- Projected 2022 Ratio: 1.79
- Highest Study Period Ratio: 1.79 (2022)

\*Available Funds, which is the concept commonly used to capture an institution's obligated resources in its loan and bond documentation, has been used in the model as a proxy for obligated resources. For most institutions, the two concepts are identical, though Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of an institution's obligated resources.

### Debt to Obligated Resources

Debt to Obligated Resources							
Fiscal Year	Obligated Resources	Growth	Existing Debt	Proposed Debt	Ratio - Existing	Ratio - Proposed	Ratio - Total
2022	23,912,960	2.72%	42,787,000	-	1.79	n/a	1.79
2023	24,563,393	2.72%	41,224,000	-	1.68	n/a	1.68
2024	25,231,517	2.72%	39,793,000	-	1.58	n/a	1.58
2025	25,917,814	2.72%	38,285,000	-	1.48	n/a	1.48
2026	26,622,779	2.72%	36,690,000	-	1.38	n/a	1.38

### Debt to Obligated Resources



Weaker  
↑  
Stronger

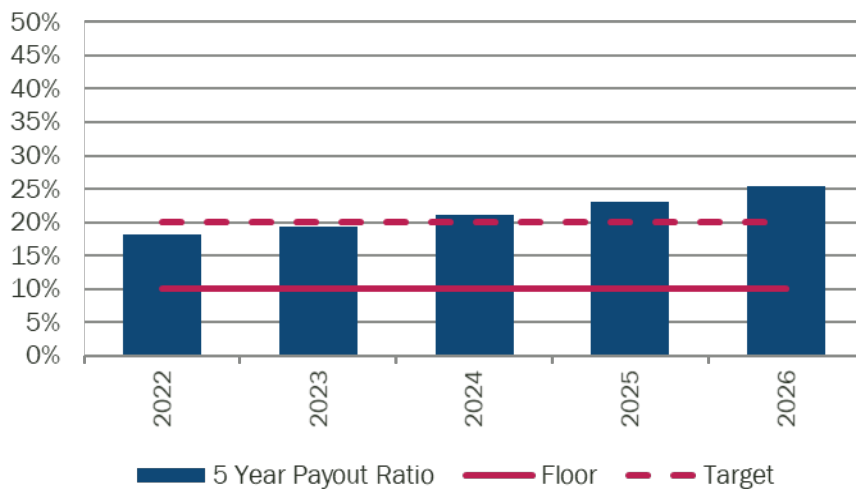
### 5-Year Payout Ratio Overview

- **What does it measure?** The percentage of FSU's debt scheduled to be retired in the next five years.
- **How is it calculated?** Aggregate principal to be paid in the next five years divided by aggregate debt
- Target Ratio: 20%
- Floor Ratio: Not less than 10%
- Projected 2022 Ratio: 18%
- Lowest Study Period Ratio: 18% (2022)

### 5-Year Payout Ratio

5 Year Payout Ratio		
Fiscal Year	Principal Balance	Ratio
2022	42,787,000	18%
2023	41,224,000	19%
2024	39,793,000	21%
2025	38,285,000	23%
2026	36,690,000	25%

### 5-Year Payout Ratio



Stronger  
↑  
↓  
Weaker

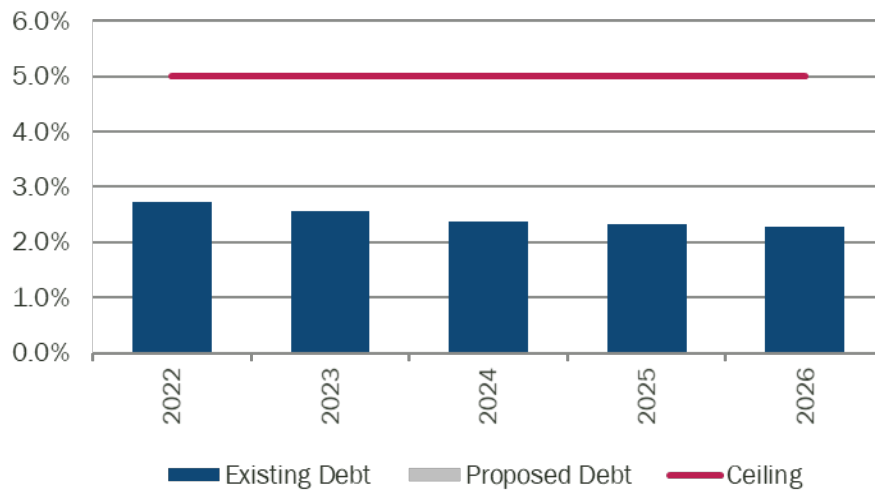
## Debt Service to Operating Expenses

- **What does it measure?** FSU's debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues.
- **How is it calculated?** Annual debt service divided by annual operating expenses (as adjusted to include interest expense of proposed debt)
- Policy Ratio: Not to exceed 5.00%
- Projected 2022 Ratio: 2.72%
- Highest Study Period Ratio: 2.72% (2022)

## Debt Service to Operating Expenses

Debt Service to Operating Expenses							
Fiscal Year	Operating Expenses	Growth	Existing DS	Proposed DS	Ratio - Existing	Ratio - Proposed	Ratio - Total
2022	133,237,001	2.72%	3,629,904	-	2.72%	n/a	2.72%
2023	136,861,047	2.72%	3,522,974	-	2.57%	n/a	2.57%
2024	140,583,667	2.72%	3,332,721	-	2.37%	n/a	2.37%
2025	144,407,543	2.72%	3,353,612	-	2.32%	n/a	2.32%
2026	148,335,428	2.72%	3,381,330	-	2.28%	n/a	2.28%

## Debt Service to Operating Expenses



Weaker  
↑  
↓  
Stronger



## 5. Debt Capacity Calculation

### Debt Capacity Calculation

- For the purposes of this Institution Report and the Study, FSU's debt capacity is based on the amount of debt FSU could issue during the Study Period (after taking into account any legislatively approved projects detailed in **Section 3** above) without exceeding its ceiling ratio for **debt to obligated resources**.
- As presented below, FSU's current debt capacity equals **the lowest constraint on its debt capacity** in any single year during the Study Period.
- Based solely on the **debt to obligated resources** ratio, FSU's current estimated debt capacity is **\$7,430,216**. After taking into account any legislatively approved projects detailed in **Section 3** above, if FSU issued no additional debt until the last year of the Study Period, then FSU's debt capacity for 2026 is projected to increase to **\$19,217,836**.

Debt Capacity Calculation			
Fiscal Year	Debt to Obligated Resources (Current Ratio)	Debt to Obligated Resources (Ceiling)	Debt Capacity Calculation
2022	1.79	2.10	7,430,216
2023	1.68	2.10	10,359,125
2024	1.58	2.10	13,193,186
2025	1.48	2.10	16,142,410
2026	1.38	2.10	19,217,836

### Limitations on Debt Capacity, Credit Rating Implications, and Comment from FSU

- The debt capacity calculation shown above provides a general indication of FSU's ability to absorb debt on its balance sheet during the Study Period and may help identify trends and issues over time.
- "Debt capacity" does not** necessarily equate to **"debt affordability,"** which takes into account a number of quantitative and qualitative factors, including project revenues and expenses, cost of funds and competing strategic priorities.
- If FSU were to use all of its calculated debt capacity during the Study Period, FSU's credit ratings may face significant downward pressure.**
- Projecting the exact amount FSU could issue during the Study Period without negatively impacting its credit rating is difficult for a number of reasons.
  - Use of Multiple Factors**
    - Any single financial ratio makes up only a fraction of the "scorecard" used by rating agencies to guide their credit analysis.
    - Under Moody's approach, for example, the **financial leverage ratio** accounts for only **10%** of an issuer's overall score.
  - The State's Impact**
    - In assessing each institution's credit rating, rating agencies also consider the State's credit rating and demographic trends, the health of its pension system, the level of support it has historically provided to the institution, and any legislation or policies affecting campus operations.

- Historically, each institution's credit rating has been bolstered by the State's strong support and overall financial health. As a result, many institutions "underperform" relative to the national median ratios for their rating category.
- If "debt capacity" were linked to those national median ratios, many institutions would have limited debt capacity for an extended period of time.
- **Factor Interdependence**
  - The quantitative and qualitative factors interact with one another in ways that are difficult to predict.
  - For example, a university's "**strategic positioning**" score, which accounts for 10% of its overall score under Moody's criteria, could deteriorate if a university either (1) issued excessive debt or (2) failed to reinvest in its campus to address its deferred maintenance obligations.
- **Distortions Across Rating Categories**
  - Because quantitative ratios account for only a portion of an issuer's final rating, the national median for any single ratio is not perfectly correlated to rating outcomes, meaning the median ratio for a lower rating category may be more stringent than the median ratio for a higher rating category. For the highest and lowest rating categories, the correlation between any single ratio and rating outcomes becomes even weaker.
  - Tying capacity directly to ratings may also distort strategic objectives. For example, an institution may be penalized for improving its rating, as it may suddenly lose all of its debt capacity because it must now comply with a much more stringent ratio.

## 6. Debt Profile

FSU's detailed debt profile, including a brief description of each financed project and the source of repayment for each outstanding debt obligation, is reflected in the table on the following page.

Summary of Debt Outstanding as of FYE June 30, 2021						
Series	Dated Date	Outstanding Par Amount	Final Maturity	Type	Purpose	Source of Repayment
<b>FAYETTEVILLE STATE UNIVERSITY</b>		<b>44,508,000.00</b>				
2013 A FSU	09/12/2013	20,550,000.00	04/01/2043	General Revenue	Student Center Renovation	Debt Service Fee
2015 FSU	06/30/2015	405,000.00	04/01/2023	General Revenue	Refinance 2005	Meal Plan Fee
2017 FSU	02/15/2017	8,578,000.00	11/01/2033	Housing Revenue	Restructure 2001 Bonds	Housing Revenue
2021 FSU	05/27/2021	14,975,000.00	04/01/2043	Limited Obligation	Refunding 2011	Housing Revenue

## 7. Credit Profile

The following page provides a snapshot of FSU's current credit ratings, along with (1) a summary of various credit factors identified in FSU's most recent rating report and (2) recommendations for maintaining and improving FSU's credit ratings in the future.



## Credit Profile of the University– (General Revenue)

### Overview

- Standard and Poor's rating on FSU's rating is BBB+ with a stable outlook.
- Fitch's rating on FSU's general revenue bonds is A with a stable outlook.

### Key Information Noted in Rating Reports

#### Credit Strengths

- Substantial operating and capital support from the state of North Carolina
- Despite COVID, stabilized full-time enrollment given the success of the strategic initiatives and slight growth in headcount

#### Credit Challenges

- Off-campus competition for housing, with three alternatives in close proximity to campus
- Slim financial reserves and cash flow margins make debt affordability more difficult
- Declining pledged revenues including student union fees put greater reliance on fund reserve balances and housing/dining to meet debt service

Moody's	S&P	Fitch
Aaa	AAA	AAA
Aa1	AA+	AA+
Aa2	AA	AA
Aa3	AA-	AA-
A1	A+	A+
A2	A	A
A3	A-	A-
Baa1	BBB+	BBB+
Baa2	BBB	BBB
Baa3	BBB-	BBB-
Non Investment Grade		

### Recommendations & Observations

- Continue to develop and implement strategies and policies to meet FSU's unique challenges, including strategies to stabilize and improve enrollment, operating revenue and financial reserves.
- Differential between the student union fee and debt service will improve as enrollment grows and this fee gets applied to broader number of students.
- Failure to generate growing available funds which are pledged to FSU's debt will continue to put pressure on FSU's credit outlook.

## 8. Peer Comparison

Standard and Poor's Key Credit Ratios	Fayetteville State University	Most Recent Peer Institution Data			Standard and Poor's Public Higher Education Average
Peer Institution		Alabama State University	Western Kentucky University	Lake Superior State University	
Fiscal Year	2021	2021	2021	2021	2021
Most Senior Rating	BBB+	BBB-	BBB+	BBB+	BBB+
Outstanding Debt (\$, in millions)	58	63	141	39	75
Total Cash & Investments (\$, in millions)	41	44	104	27	46
Operating Revenue (\$, in millions)	135	166	381	53	150
Operating Expenses (\$, in millions)	136	156	381	58	152
Operating Ratios					
Net Operating Income to Operating Expenses (%)	-0.71%	6.51%	2.47%	-7.60%	-3.47%
Wealth & Liquidity Ratios					
Total Cash & Investments to Operating Expenses (x)	0.30	0.28	0.27	0.47	0.30
Total Debt to Operating Expenses (x)	0.43	0.40	0.37	0.67	0.49
Leverage Ratios					
Total Cash & Investments to Total Debt (x)	0.71	0.70	0.74	0.69	0.61
Debt Service to Operating Expenses (%)	3.8%	8.8%	7.2%	5.2%	4.5%

\*Note: Peers chosen from BOG approved peers if rated by Standard and Poor's. If approved peer data is unavailable, universities with similar credit ratings are used.

## 9. Debt Management Policies

FSU's current debt policy is included in the following pages.



## Debt Management Policy

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## 1. Introduction

Fayetteville State University (“FSU”) views its debt capacity as a limited resource that should be used, when appropriate, to help fund the capital investments necessary for the successful implementation of FSU’s strategic vision to be a leading institution of opportunity and diversity committed to developing learned and responsible global citizens. FSU recognizes the important role that debt-related strategies may play as it makes the necessary investments in its infrastructure in order to become and remain the destination institution for dedicated students seeking challenging academic programs, engaged faculty and a vibrant campus culture.

This Policy has been developed to assist FSU’s efforts to manage its debt on a long-term, portfolio basis and in a manner consistent with FSU’s stated policies, objectives and core values. Like other limited resources, FSU’s debt capacity should be used and allocated strategically and equitably.

Specifically, the objective of this Policy is to provide a framework that will enable FSU’s Board of Trustees (the “Board”) and finance staff to:

- (i) Identify and prioritize projects eligible for debt financing;
- (ii) Limit and manage risk within FSU’s debt portfolio;
- (iii) Establish debt management guidelines and quantitative parameters for evaluating FSU’s financial health, debt affordability and debt capacity;
- (iv) Manage and protect FSU’s credit profile in order to maintain FSU’s credit rating at a strategically optimized level and maintain access to the capital markets; and
- (v) Ensure FSU remains in compliance with all of its post-issuance obligations and requirements.

This Policy is intended solely for FSU’s internal planning purposes. The Vice Chancellor for Business and Finance will review this Policy annually and, if necessary, recommend changes to ensure that it remains consistent with University’s strategic objectives and the evolving demands and accepted practices of the public higher education marketplace. Proposed changes to this Policy are subject to the Board’s approval.

## 2. Authorization and Oversight

FSU’s Vice Chancellor for Business and Finance is responsible for the day-to-day management of FSU’s financial affairs in accordance with the terms of this Policy and for all of FSU’s debt financing activities. Each University financing will conform to all applicable State and Federal laws.

The Board will consider for approval each proposed financing in accordance with the requirements of any applicable State law.

## 3. Process for Identifying and Prioritizing Capital Projects Requiring Debt

Only projects that directly or indirectly relate to the mission of FSU will be considered for debt financing.

- (i) Self-Liquidating Projects – A project that has a related revenue stream (self-liquidating project) will receive priority consideration. Each self-liquidating project financing must be supported by an achievable plan of finance that provides, or identifies sources of funds, sufficient to (1) service the debt associated with the project, (2) pay for any related infrastructure improvements, (3) cover any new or increased operating costs and (4) fund appropriate reserves for anticipated replacement and renovation costs.
- (ii) Energy Conservation Projects – Each energy conservation project financing must provide annual savings sufficient to service the applicable debt and all related monitoring costs.
- (iii) Other Projects – Other projects funded through budgetary savings, gifts and grants will be considered on a case-by-case basis. Any projects that will require gift financing or include a gift financing component must be jointly approved by the Vice Chancellor for Business and Finance and the Foundation Assistant before any project-restricted donations are solicited. The fundraising goal for any project to be financed primarily with donations should also include, when feasible, an appropriately-sized endowment for deferred maintenance and other ancillary ownership costs. In all cases, institutional strategy, and not donor capacity, must drive the decision to pursue any proposed project.

## 4. Benchmarks and Debt Ratios

### Overview

When evaluating its current financial health and any proposed plan of finance, FSU takes into account both its debt affordability and its debt capacity. Debt affordability focuses on FSU's cash flows and measures FSU's ability to service its debt through its operating budget and identified revenue streams. Debt capacity, on the other hand, focuses on the relationship between FSU's net assets and its total debt outstanding.

Debt capacity and affordability are impacted by a number of factors, including FSU's enrollment trends, reserve levels, operating performance, ability to generate additional revenues to support debt service, competing capital improvement or programmatic needs, and general market conditions. Because of the number of potential variables, FSU's debt capacity cannot be calculated based on any single ratio or even a small handful of ratios.

FSU believes, however, that it is important to consider and monitor objective metrics when evaluating FSU's financial health and its ability to incur additional debt. To that end, FSU has identified three key financial ratios that it will use to assess its ability to absorb additional debt based on its current and projected financial condition:

- (i) Debt to Obligated Resources
- (ii) Expendable Resources to Debt
- (iii) Debt Service to Operating Expenses

Note that the selected financial ratios are also monitored as part of the debt capacity study for The University of North Carolina delivered each year under Article 5 of Chapter 116D of the North Carolina General Statutes (the "UNC Debt Capacity Study"), which FSU believes will promote clarity and consistency in FSU's debt management and planning efforts.

FSU has established for each ratio a floor or ceiling target, as the case may be, with the expectation that FSU will operate within the parameters of those ratios most of the time. To the extent possible, the policy ratios established from time to time in this Policy should align with the ratios used in the report FSU submits each year as part of the UNC Debt Capacity Study. The policy ratios have been established to help preserve FSU's financial health and operating flexibility and to ensure FSU is able to access the market to address capital needs or to take advantage of potential refinancing opportunities. Attaining or maintaining a specific credit rating is not an objective of this Policy.

FSU recognizes that the policy ratios, while helpful, have limitations and should not be viewed in isolation of FSU's strategic plan or other planning tools. In accordance with the recommendations set forth in the initial UNC Debt Capacity Study delivered April 1, 2016, FSU has developed as part of this Policy specific criteria for evaluating and, if warranted, approving critical infrastructure projects even when FSU has limited debt capacity as calculated by the UNC Debt Capacity Study or the benchmark ratios in this Policy. In such instances, the Board may approve the issuance of debt with respect to a proposed project based on one or more of the following findings:

- (i) The proposed project would generate additional revenues (including, if applicable, dedicated student fees or grants) sufficient to support the financing, which revenues are not currently captured in the benchmark ratios.
- (ii) The proposed project would be financed entirely with private donations based on pledges already in hand.
- (iii) The proposed project is essential to the implementation of one of the Board's strategic priorities.
- (iv) The proposed project addresses life and safety issues or addresses other critical infrastructure needs.
- (v) Foregoing or delaying the proposed project would result in significant additional costs to FSU or would negatively impact FSU's credit rating.

At no point, however, should FSU intentionally operate outside an established policy ratio without conscious and explicit planning.

### Ratio 1 – Debt to Obligated Resources

<b>What does it measure?</b>	FSU's aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt under the General Revenue Bond Statutes
<b>Why is it tracked?</b>	The ratio, which is based on the legal structure proscribed by the General Revenue Bond Statutes, provides a general indication of FSU's ability to absorb debt on its balance sheet and is the primary ratio used to calculate FSU's "debt capacity" under the methodology used in the UNC Debt Capacity Study
<b>How is it calculated?</b>	Aggregate debt divided by obligated resources*
<b>Policy Ratio:</b>	Not to exceed 2.10x (UNC Debt Capacity Study Target Ratio = 1.80x)

\*Available Funds, which is the concept commonly used to capture each UNC's campus's obligated resources in its loan and bond documentation, has been used as a proxy for obligated resources. The two concepts are generally identical, though

Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of FSU's obligated resources.

### Ratio 2 – Expendable Resources to Debt

<b>What does it measure?</b>	The number of times FSU's liquid and expendable net assets covers its aggregate debt
<b>Why is it tracked?</b>	The ratio, which is widely tracked by rating agencies and other capital market participants, is a basic measure of financial health and assesses FSU's ability to settle its debt obligations using only its available net assets as of a particular date
<b>How is it calculated?</b>	The sum of (1) Adjusted Unrestricted Net Assets and (2) Restricted Expendable Net Assets divided by aggregate debt
<b>Policy Ratio:</b>	Not less than 0.35x

### Ratio 3 – Debt Service to Operating Expenses

<b>What does it measure?</b>	FSU's debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues
<b>Why is it tracked?</b>	The ratio, which is widely tracked by rating agencies and other capital market participants, evaluates FSU's relative cost of borrowing to its overall expenditures and provides a measure of FSU's budgetary flexibility
<b>How is it calculated?</b>	Annual debt service divided by annual operating expenses
<b>Policy Ratio:</b>	Not to exceed 5.00%

### Reporting

The Vice Chancellor for Business and Finance will review each ratio in connection with the delivery of the University's audited financials and will provide an annual report to the Board substantially in the form of **Appendix A** detailing (1) the calculation of each ratio for that fiscal year and (2) an explanation for any ratio that falls outside the University's stated policy ratio, along with (a) any applicable recommendations, strategies and an expected timeframe for aligning such ratio with the University's stated policy or (b) the rationale for any recommended changes to any such stated policy ratio going forward (including any revisions necessitated by changes in accounting standards or rating agency methodologies).

## 5. Debt Portfolio Management and Transaction Structure Considerations

### Generally

Numerous types of financing structures and funding sources are available, each with specific benefits, risks, and costs. Potential funding sources and structures will be reviewed and considered by the Vice Chancellor for Business and Finance within the context of this Policy and the overall portfolio to ensure that any financial product or structure is consistent with FSU's stated objectives. As part of effective debt management, FSU must

also consider its investment and cash management strategies, which influence the desired structure of the debt portfolio.

### Method of Sale

FSU will consider various methods of sale on a transaction-by-transaction basis to determine which method of sale (i.e., competitive, negotiated or private placement) best serves FSU's strategic plan and financing objectives. In making that determination, FSU will consider, among other factors: (1) the size and complexity of the issue, (2) the current interest rate environment and other market factors (such as bank and investor appetite) that might affect FSU's cost of funds, and (3) possible risks associated with each method of sale (e.g., rollover risk associated with a financing that is privately placed with a bank for a committed term that is less than the term of the financing).

### Tax Treatment

When feasible and appropriate for the particular project, the use of tax-exempt debt is generally preferable to taxable debt. Issuing taxable debt may reduce FSU's overall debt affordability due to higher rates but may be appropriate for projects that do not qualify for tax-exemption, or that may require interim funding. For example, taxable debt may be justified if it sufficiently mitigates FSU's ongoing administrative and compliance risks. When used, taxable debt should be structured to provide maximum repayment flexibility and rapid principal amortization.

### Structure and Maturity

To the extent practicable, FSU should structure its debt to provide for level annual payments of debt service, though FSU may elect alternative structures when the Vice Chancellor for Business and Finance determines it to be in FSU's best interest. In addition, when financing projects that are expected to be self-supporting (such as a revenue-producing facility or a facility to be funded entirely through a dedicated fundraising campaign), the debt service may be structured to match future anticipated receipts.

FSU will use maturity structures that correspond with the life of the facilities financed, not to exceed 30 years. Equipment should be financed for a period not to exceed 120% of its useful life. Such determinations may be made on a blended basis, taking into account all assets financed as part of a single debt offering. As market dynamics change, maturity structures should be reevaluated. Call features should be structured to provide the highest degree of flexibility relative to cost.

### Variable Rate Debt

FSU recognizes that a degree of exposure to variable interest rates within FSU's debt portfolio may be desirable in order to (1) take advantage of repayment or restructuring flexibility, (2) benefit from historically lower average interest costs and (3) provide a "match" between debt service requirements and the projected cash flows from FSU's assets. FSU's debt portfolio should be managed to ensure that no more than 20% of FSU's total debt bears interest at an unhedged variable rate.

FSU's finance staff will monitor overall interest rate exposure and will analyze and quantify potential risks, including interest rate, liquidity and rollover risks. FSU may manage the liquidity risk of variable rate debt either through its own working capital/investment portfolio, the type of instrument used, or by using third party sources of liquidity. FSU may manage interest rate risk in its portfolio through specific budget and central bank management strategies or through the use of derivative instruments.

### Refunding Considerations

FSU will actively monitor its outstanding debt portfolio for refunding or restructuring opportunities. Absent a compelling economic or strategic reason to the contrary, FSU should evaluate opportunities to issue bonds for the purpose of refunding existing debt obligations of FSU ("Refunding Bonds") using the following general guidelines:

- (i) The life of the Refunding Bonds should not exceed the remaining life of the bonds being refunded.
- (ii) Refunding Bonds issued to achieve debt service savings should have a target savings level measured on a present net value basis of at least 3% of the par amount refunded.
- (iii) Refunding Bonds that do not achieve debt service savings may be issued to restructure debt or provisions of bond documents if such refunding serves a compelling interest.
- (iv) Refunding Bonds may also be issued to relieve FSU of certain limitations, covenants, payment obligations or reserve requirements that reduce operational flexibility.

## 6. Derivative Products

FSU recognizes that derivative products may provide for more flexible management of the debt portfolio. In certain circumstances, interest rate swaps and other derivatives permit FSU to adjust its mix of fixed- and variable-rate debt and manage its interest rate exposures. Derivatives may also be an effective way to manage liquidity risks. FSU will use derivatives only to manage and mitigate risk; FSU will not use derivatives to create leverage or engage in speculative transactions.

As with underlying debt, FSU's finance staff will evaluate any derivative product comprehensively, taking into account its potential costs, benefits and risks, including, without limitation, any tax risk, interest rate risk, liquidity risk, credit risk, basis risk, rollover risk, termination risk, counterparty risk, and amortization risk. Before entering into any derivative product, the Vice Chancellor for Business and Finance must (1) conclude, based on the advice of a reputable swap advisor, that the terms of any swap transaction are fair and reasonable under current market conditions and (2) ensure that FSU's finance staff has a clear understanding of the proposed transaction's costs, cash flow impact and reporting treatment.

FSU will use derivatives only when the Vice Chancellor for Business and Finance determines, based on the foregoing analysis, that the instrument provides the most effective method for accomplishing FSU's strategic objectives without imposing inappropriate risks on FSU.



# The University of North Carolina System Debt Capacity Study – Fiscal Year 2021

North Carolina A&T State University  
Institution Report

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## 1. Executive Summary

### Overview of the Institution Report

Pursuant to Article 5 of Chapter 116D of the North Carolina General Statutes (the “*Act*”), North Carolina A&T State University (“*N.C. A&T*”) has submitted this report (this “*Institution Report*”) as part of the annual debt capacity study (the “*Study*”) undertaken by The University of North Carolina (the “*University*”) in accordance with the Act. Each capitalized term used but not defined in this Institution Report has the meaning given to such term in the Study.

This Institution Report details the historical and projected financial information incorporated into the financial model developed in connection with the Study. N.C. A&T has used the model to calculate and project the following three financial ratios:

- Debt to Obligated Resources
- Five-Year Payout Ratio
- Debt Service to Operating Expenses

See **Appendix A** to the Study for more information on the ratios and related definitions.

To produce a tailored, meaningful model, N.C. A&T, in consultation with the UNC System Office, has set its own policies for each model ratio. For the two statutorily-required ratios—**debt to obligated resources** and the **five-year payout ratio**—N.C. A&T has set both a target policy and a floor or ceiling policy, as applicable.

For the purposes of the Study, N.C. A&T’s debt capacity reflects the amount of debt N.C. A&T could issue during the Study Period without exceeding its ceiling ratio for **debt to obligated resources**, after taking into account debt the General Assembly has previously approved that N.C. A&T intends to issue during the Study Period. Details regarding each approved project are provided in Section 3.

This Institution Report also includes the following information required by the Act:

- N.C. A&T’s current debt profile, including project descriptions financed with, and the sources of repayment for, N.C. A&T’s outstanding debt;
- N.C. A&T’s current credit profile, along with recommendations for maintaining or improving N.C. A&T’s credit rating; and
- A copy of any N.C. A&T debt management policy currently in effect.

### Overview of N.C. A&T

For the fall 2021 semester, N.C. A&T had a headcount student population of 13,322, including 11,596 undergraduate students and 1,726 graduate students. Over the past five years, N.C. A&T’s enrollment has increased approximately 12%.

N.C. A&T’s average age of plant is 14.82 years. Age of plant is a financial ratio calculated by dividing the accumulated depreciation by the annual depreciation expense. A low age of plant generally indicates the institution is taking a sustainable approach to its deferred maintenance and reinvestment programs.

N.C. A&T does not anticipate significant additional borrowings during the Study period. N.C. A&T has made no changes to the financial model’s standard growth assumptions.

## 2. Institution Data

### Notes

- Obligated Resources equals Available Funds plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Operating Expenses equals Operating Expenses plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Outstanding debt service is based on N.C. A&T's outstanding debt **as of June 30, 2021**, excluding state appropriated debt (such as energy savings contracts). Debt service is net of any interest subsidies owed to N.C. A&T by the federal government (discounted by an assumed 6.2% sequestration rate) and uses reasonable unhedged variable rate assumptions.
- New money debt issued **after June 30, 2021**, together with any legislatively approved debt N.C. A&T expects to issue during the Study Period, **are included** in the model as "proposed debt service" and are taken into account in the projected financial ratios shown in this Institution Report.
- Repayments, redemptions or refundings that have occurred **after June 30, 2021** are not included in the model, meaning the debt service schedules reflected below may overstate N.C. A&T's current debt burden.

Obligated Resources						Outstanding Debt				
Fiscal Year	Available Funds (Before GASB Adjustment)	GASB 68 Adjustment	GASB 75 Adjustment	AF Growth	Available Funds (After GASB Adjustment)	Fiscal Year	Principal	Net Interest	Debt Service	Principal Balance
2017	71,816,337	12,649,799	-		84,466,136	2022	2,520,000	3,605,761	6,125,761	87,680,000
2018	(179,880,407)	14,329,939	261,855,241	14.02%	96,304,773	2023	2,595,000	3,535,763	6,130,763	85,085,000
2019	(163,988,895)	16,138,225	249,520,134	5.57%	101,669,464	2024	2,665,000	3,460,026	6,125,026	82,420,000
2020	(135,052,538)	23,726,054	236,896,849	23.51%	125,570,365	2025	2,775,000	3,360,657	6,135,657	79,645,000
2021	(58,628,913)	29,052,910	219,703,421	51.41%	190,127,418	2026	2,880,000	3,245,231	6,125,231	76,765,000
2022	195,298,884	-	-	2.72%	195,298,884	2027	3,000,000	3,122,957	6,122,957	73,765,000
2023	200,611,013	-	-	2.72%	200,611,013	2028	3,285,000	2,989,392	6,274,392	70,480,000
2024	206,067,633	-	-	2.72%	206,067,633	2029	3,405,000	2,871,767	6,276,767	67,075,000
2025	211,672,673	-	-	2.72%	211,672,673	2030	3,495,000	2,774,166	6,269,166	63,580,000
2026	217,430,169	-	-	2.72%	217,430,169	2031	3,600,000	2,669,428	6,269,428	59,980,000
Operating Expenses						2032	3,740,000	2,532,283	6,272,283	56,240,000
Fiscal Year	Operating Exp.	GASB 68 Adjustment	GASB 75 Adjustment	Growth	Operating Exp.	2033	3,695,000	2,364,456	6,059,456	52,545,000
2017	268,914,553	(725,974)	-		268,188,579	2034	3,840,000	2,215,570	6,055,570	48,705,000
2018	283,882,359	(1,659,280)	3,210,079	6.43%	285,433,158	2035	3,500,000	2,071,265	5,571,265	45,205,000
2019	292,782,302	(1,793,901)	12,477,212	6.32%	303,465,613	2036	3,665,000	1,906,633	5,571,633	41,540,000
2020	305,148,378	(7,587,829)	12,485,997	2.17%	310,046,546	2037	3,835,000	1,733,999	5,568,999	37,705,000
2021	302,192,252	(5,326,856)	14,251,726	0.35%	311,117,122	2038	4,025,000	1,552,800	5,577,800	33,680,000
2022	319,579,508	-	-	2.72%	319,579,508	2039	3,570,000	1,370,700	4,940,700	30,110,000
2023	328,272,070	-	-	2.72%	328,272,070	2040	3,755,000	1,187,575	4,942,575	26,355,000
2024	337,201,071	-	-	2.72%	337,201,071	2041	3,950,000	994,950	4,944,950	22,405,000
2025	346,372,940	-	-	2.72%	346,372,940	2042	4,130,000	813,600	4,943,600	18,275,000
2026	355,794,284	-	-	2.72%	355,794,284	2043	4,300,000	645,000	4,945,000	13,975,000
						2044	4,475,000	469,500	4,944,500	9,500,000
						2045	4,655,000	286,900	4,941,900	4,845,000
						2046	4,845,000	96,900	4,941,900	-

### 3. Proposed Debt Financings

While N.C. A&T evaluates its capital investment needs on a regular basis, N.C. A&T currently has no legislatively approved projects that it anticipates financing during the Study period.

## 4. Financial Ratios

### Debt to Obligated Resources

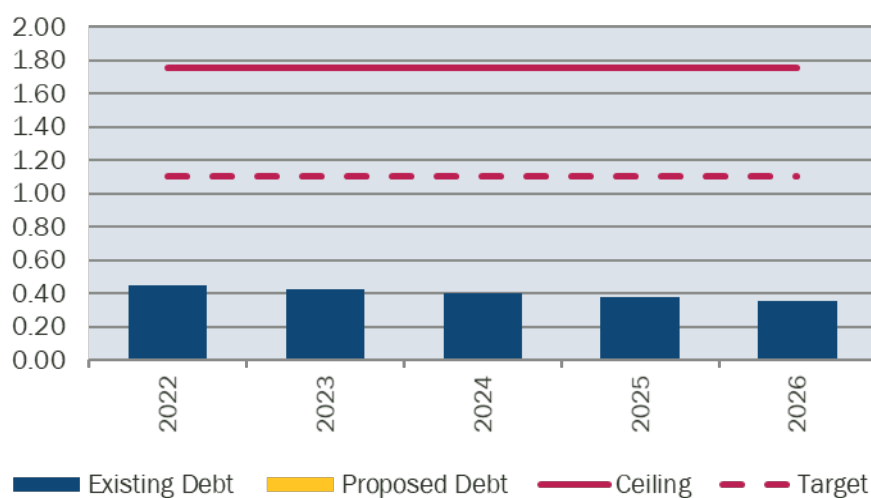
- **What does it measure?** N.C. A&T's aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt.
- **How is it calculated?** Aggregate debt divided by obligated resources\*
- Target Ratio: 1.10
- Ceiling Ratio: Not to exceed 1.75
- Projected 2022 Ratio: 0.45
- Highest Study Period Ratio: 0.45 (2022)

\*Available Funds, which is the concept commonly used to capture an institution's obligated resources in its loan and bond documentation, has been used in the model as a proxy for obligated resources. For most institutions, the two concepts are identical, though Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of an institution's obligated resources.

### Debt to Obligated Resources

Debt to Obligated Resources							
Fiscal Year	Obligated Resources	Growth	Existing Debt	Proposed Debt	Ratio - Existing	Ratio - Proposed	Ratio - Total
2022	195,298,884	2.72%	87,680,000	-	0.45	n/a	0.45
2023	200,611,013	2.72%	85,085,000	-	0.42	n/a	0.42
2024	206,067,633	2.72%	82,420,000	-	0.40	n/a	0.40
2025	211,672,673	2.72%	79,645,000	-	0.38	n/a	0.38
2026	217,430,169	2.72%	76,765,000	-	0.35	n/a	0.35

### Debt to Obligated Resources



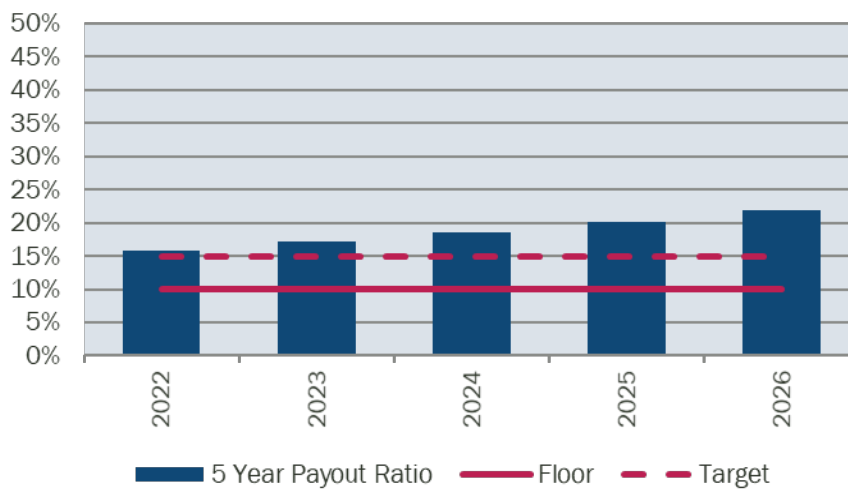
### 5-Year Payout Ratio Overview

- **What does it measure?** The percentage of N.C. A&T's debt scheduled to be retired in the next five years.
- **How is it calculated?** Aggregate principal to be paid in the next five years divided by aggregate debt
- Target Ratio: 15%
- Floor Ratio: Not less than 10%
- Projected 2022 Ratio: 16%
- Lowest Study Period Ratio: 16% (2022)

### 5-Year Payout Ratio

5 Year Payout Ratio		
Fiscal Year	Principal Balance	Ratio
2022	87,680,000	16%
2023	85,085,000	17%
2024	82,420,000	19%
2025	79,645,000	20%
2026	76,765,000	22%

### 5-Year Payout Ratio



Stronger  
↑  
↓  
Weaker

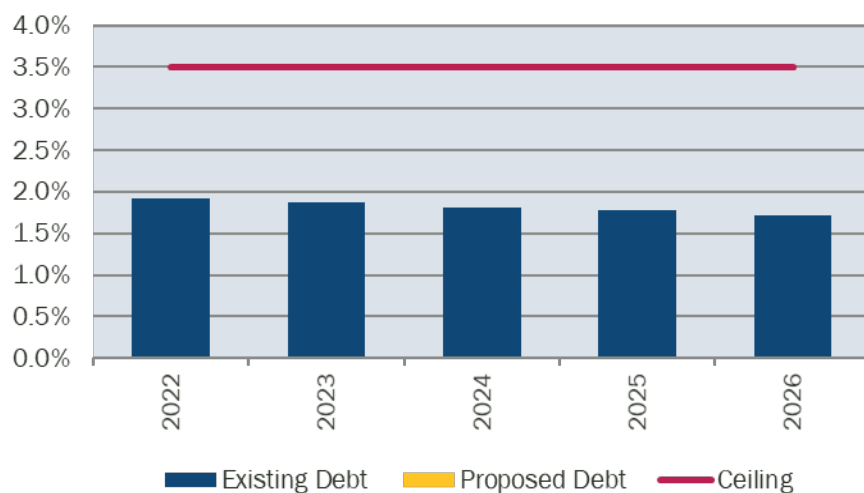
## Debt Service to Operating Expenses

- **What does it measure?** N.C. A&T's debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues.
- **How is it calculated?** Annual debt service divided by annual operating expenses (as adjusted to include interest expense of proposed debt)
- Policy Ratio: Not to exceed 3.50%
- Projected 2022 Ratio: 1.92%
- Highest Study Period Ratio: 1.92% (2022)

### Debt Service to Operating Expenses

Debt Service to Operating Expenses							
Fiscal Year	Operating Expenses	Growth	Existing Debt Service	Proposed Debt Service	Ratio - Existing	Ratio - Proposed	Ratio - Total
2022	319,579,508	2.72%	6,125,761	-	1.92%	n/a	1.92%
2023	328,272,070	2.72%	6,130,763	-	1.87%	n/a	1.87%
2024	337,201,071	2.72%	6,125,026	-	1.82%	n/a	1.82%
2025	346,372,940	2.72%	6,135,657	-	1.77%	n/a	1.77%
2026	355,794,284	2.72%	6,125,231	-	1.72%	n/a	1.72%

### Debt Service to Operating Expenses



Weaker  
↑  
↓  
Stronger



## 5. Debt Capacity Calculation

### Debt Capacity Calculation

- For the purposes of this Institution Report and the Study, NCAT's debt capacity is based on the amount of debt NCAT could issue during the Study Period (after taking into account any legislatively approved projects detailed in **Section 3** above) without exceeding its ceiling ratio for **debt to obligated resources**.
- As presented below, NCAT's current debt capacity equals **the lowest constraint on its debt capacity** in any single year during the Study Period.
- Based solely on the **debt to obligated resources** ratio, NCAT's current estimated debt capacity is **\$254,093,047**. After taking into account any legislatively approved projects detailed in **Section 3** above, if NCAT issued no additional debt until the last year of the Study Period, then NCAT's debt capacity for 2026 is projected to increase to **\$303,737,796**.

Debt Capacity Calculation			
Fiscal Year	Debt to Obligated	Debt to Obligated	Debt Capacity Calculation
	Resources (Current Ratio)	Resources (Ceiling)	
2022	0.45	1.75	254,093,047
2023	0.42	1.75	265,984,273
2024	0.40	1.75	278,198,358
2025	0.38	1.75	290,782,177
2026	0.35	1.75	303,737,796

### Limitations on Debt Capacity and Credit Rating Implications

- The debt capacity calculation shown above provides a general indication of NCAT's ability to absorb debt on its balance sheet during the Study Period and may help identify trends and issues over time.
- "**Debt capacity**" does not necessarily equate to "**debt affordability**," which takes into account a number of quantitative and qualitative factors, including project revenues and expenses, cost of funds and competing strategic priorities.
- Projecting the exact amount NCAT could issue during the Study Period without negatively impacting its credit rating is difficult for a number of reasons.
  - Use of Multiple Factors**
    - Any single financial ratio makes up only a fraction of the "scorecard" used by rating agencies to guide their credit analysis.
    - Under Moody's approach, for example, the **financial leverage ratio** accounts for only **10%** of an issuer's overall score.
  - The State's Impact**
    - In assessing each institutions' credit rating, rating agencies also consider the State's credit rating and demographic trends, the health of its pension system, the level of support it has historically provided to the institution, and any legislation or policies affecting campus operations.

- Historically, each institution's credit rating has been bolstered by the State's strong support and overall financial health. As a result, many institutions "underperform" relative to the national median ratios for their rating category.
- If "debt capacity" were linked to those national median ratios, many institutions would have limited debt capacity for an extended period of time.
- **Factor Interdependence**
  - The quantitative and qualitative factors interact with one another in ways that are difficult to predict.
  - For example, a university's "**strategic positioning**" score, which accounts for 10% of its overall score under Moody's criteria, could deteriorate if a university either (1) issued excessive debt or (2) failed to reinvest in its campus to address its deferred maintenance obligations.
- **Distortions Across Rating Categories**
  - Because quantitative ratios account for only a portion of an issuer's final rating, the national median for any single ratio is not perfectly correlated to rating outcomes, meaning the median ratio for a lower rating category may be more stringent than the median ratio for a higher rating category. For the highest and lowest rating categories, the correlation between any single ratio and rating outcomes becomes even weaker.
  - Tying capacity directly to ratings may also distort strategic objectives. For example, an institution may be penalized for improving its rating, as it may suddenly lose all of its debt capacity because it must now comply with a much more stringent ratio.

## 6. Debt Profile

N.C. A&T's detailed debt profile, including a brief description of each financed project and the source of repayment for each outstanding debt obligation, is reflected in the table on the following page.

## APPENDIX E

Summary of Debt Outstanding as of FYE June 30, 2021						
Series	Dated Date	Outstanding Par Amount	Final Maturity	Type	Purpose	Source of Repayment
<b>NORTH CAROLINA AGRICULTURAL AND TECHNICAL STATE UNIVERSITY</b>		<b>90,200,000.00</b>				
2011 C NC A&T	12/07/2011	150,000.00	10/01/2021	Pool Revenue	Stadium Press Box	Auxiliary Revenues; Athletics Revenues; Gifts, Investment Revenues
2013 NC A&T	01/08/2013	335,000.00	10/01/2021	General Revenue	Student Health Care Center	Auxiliary Revenues; Athletics Revenues; Gifts, Investment Revenues
2015 A NC A&T	11/24/2015	76,375,000.00	10/01/2045	General Revenue	Student Center	Auxiliary Revenues; Athletics Revenues; Gifts, Investment Revenues
2015 B NC A&T	11/24/2015	2,770,000.00	10/01/2022	General Revenue	Student Center	Auxiliary Revenues; Athletics Revenues; Gifts, Investment Revenues
2020 NC A&T	08/27/2020	10,570,000.00	10/01/2037	General Revenue	Refunding 2011C and 2013	Auxiliary Revenues; Athletics Revenues; Gifts, Investment Revenues

## 7. Credit Profile

The following page provides a snapshot of N.C. A&T's current credit ratings, along with (1) a summary of various credit factors identified in N.C. A&T's most recent rating report and (2) recommendations for maintaining and improving N.C. A&T's credit ratings in the future.



NORTH CAROLINA AGRICULTURAL  
AND TECHNICAL STATE UNIVERSITY

## Credit Profile of the University – (General Revenue)

### Overview

- Rating opinions from Moody's and Fitch reflect recent the credit review as of January 2022.
- Moody's maintains an A1 rating on N.C. A&T's general revenue bonds. The outlook is stable.
- Fitch upgraded N.C. A&T's rating to AA-. The outlook is stable.

### Key Information Noted in Rating Reports

#### Credit Strengths

- Market niche as a STEM focused HBCU (Historically black colleges and universities) attracting students from many states
- Since 2017, enrollment has grown by approximately 12% which indicate strengthening student demand
- Improved financial position from increases in total wealth and liquidity from unrestricted donor support and from federal funds received related to COVID

#### Credit Challenges

- Competitive student market environment may limit revenue growth expectations
- Near-term debt plans will add to N.C. A&T's leverage
- Operating appropriations from the state have remained relatively flat despite enrollment growth over the past five years

Moody's	S&P	Fitch
Aaa	AAA	AAA
Aa1	AA+	AA+
Aa2	AA	AA
Aa3	AA-	AA-
<b>A1</b>	A+	A+
A2	A	A
A3	A-	A-
Baa1	BBB+	BBB+
Baa2	BBB	BBB
Baa3	BBB-	BBB-
Non Investment Grade		

### Recommendations & Observations

- Pursue strategies, working within the existing statutory framework relating to reversions, to further increase liquidity through growth in cash reserves.
- COVID financial aid and state appropriations has been a stabilizing element during the pandemic. During COVID, managing operating expenses, growing enrollment and maintaining auxiliary revenues will be key considerations for the credit outlook.

## 8. Peer Comparison

Moody's Key Credit Ratios	N.C. Agricultural & Technical State University	Most Recent Peer Institution Data				Moody's Public Higher Education Medians
Peer Institution		North Dakota State University	Wichita State University	Montana State University	New Mexico State University	
Fiscal Year	2021	2020	2020	2020	2020	
Most Senior Rating	A1	A1	Aa3	Aa3	A1	
Total Long-Term Debt (\$, in millions)	204	137	122	198	124	111
Total Cash & Investments (\$, in millions)	348	517	419	551	425	163
Operating Revenue (\$, in millions)	359	400	373	599	505	178
Operating Expenses (\$, in millions)	280	408	358	583	519	178
Market Performance Ratios						
Annual Change in Operating Revenue (%)	22.8%	-0.6%	10.4%	4.4%	5.1%	1.1%
Operating Ratios						
Operating Cash Flow Margin (%)	27.0%	5.9%	9.9%	10.0%	5.0%	13.4%
Wealth & Liquidity Ratios						
Total Cash & Investments to Operating Expenses (x)	1.2	1.3	1.2	0.9	0.8	0.6
Total Debt to Operating Expenses (x)	0.7	0.3	0.3	0.3	0.2	0.6
Monthly Days Cash on Hand (x)	233	142	64	139	125	177
Leverage Ratios						
Total Cash & Investments to Total Debt (x)	1.7	2.1	2.0	1.2	0.3	1.6
Debt Service to Operating Expenses (%)	2.4%	5.8%	3.3%	3.3%	4.9%	5.3%
Total Debt-to-Cash Flow (x)	2.1	3.8	3.4	2.8	3.4	4.7

\*Note: Peers chosen from BOG approved peers if available in Moody's Municipal Financial Ratio Analysis (MFRA) Database. If approved peer data is unavailable, universities with similar credit ratings are used. Data is the most recent available in the MFRA database.

## 9. Debt Management Policies

A copy of N.C. A&T's Strategic Debt Management Policy is included on the following pages.



NEW POLICY: Sets out the general limitations under which A&T will issue debt.



## **NORTH CAROLINA AGRICULTURAL AND TECHNICAL STATE UNIVERSITY**

SEC. VI —FINANCE 1.0

### **Debt Management**

#### **UNIVERSITY POLICY**

#### **I. INTRODUCTION**

North Carolina Agricultural and Technical State University (“A&T”) views its debt capacity as a limited resource that should be used, when appropriate, to help fund the capital investments necessary for the successful implementation of A&T’s strategic vision to provide its students a quality environment of exemplary teaching and learning, scholarly and creative research, and effective community engagement and public service within a diverse and inclusive community, while preserving the operational flexibility and resources necessary to support A&T’s current and future programming. A&T recognizes the important role that the responsible stewardship of its financial resources will play as A&T seeks to invest in its campus and related infrastructure in a manner that is economically, socially, and environmentally sustainable.

This Policy has been developed to assist A&T’s efforts to manage its debt on a long-term, portfolio basis and in a manner consistent with A&T’s capital improvement plan, stated policies, objectives and core values. Like other limited resources, A&T’s debt capacity should be used and allocated strategically and equitably, taking into account the benefits and burdens for both current and future students.

Specifically, the objective of this Policy is to provide a framework that will enable A&T’s Board of Trustees (the “Board”) and finance staff to:

- Identify and prioritize projects eligible for debt financing;
- Limit and manage risk within A&T's debt portfolio;
- Establish debt management guidelines and quantitative parameters for evaluating A&T's financial health, debt affordability and debt capacity;
- Manage and protect A&T's credit profile in order to maintain A&T's credit rating at a strategically optimized level and maintain access to the capital markets; and
- Ensure A&T remains in compliance with all of its post-issuance obligations and requirements.

This Policy is intended solely for A&T's internal planning purposes. The Vice Chancellor for Business and Finance, in consultation with the Chancellor, will review this Policy annually and, if necessary, recommend changes to ensure that it remains consistent with University's strategic objectives and the evolving demands and accepted practices of the public higher education marketplace. Proposed changes to this Policy are subject to the Board's approval.

## **II. Authorization and Oversight**

A&T's Vice Chancellor for Business and Finance, in consultation with the Chancellor, is responsible for all of A&T's debt financing activities. A&T's Vice Chancellor for Business and Finance is responsible for the day-to-day management of A&T's financial affairs in accordance with the terms of this Policy. Each University financing will conform to all applicable State and Federal laws.

The Board will consider for approval each proposed financing in accordance with the requirements of any applicable State law.

### **A. Process for Identifying and Prioritizing Capital Projects Requiring Debt**

Only projects that directly or indirectly relate to the mission of A&T will be considered for debt financing.

1. **Self-Liquidating Projects**— A project that has a related revenue stream (self-liquidating project) will receive priority consideration. Each self-liquidating project financing must be supported by an achievable plan of finance that provides, or identifies sources of funds, sufficient to (1) service the debt associated with the project, (2) pay for any related infrastructure improvements, (3) cover any new or increased operating costs and (4) fund appropriate reserves for anticipated replacement and renovation costs.
2. **Energy Conservation Projects**— Each energy conservation

project financing must provide annual savings sufficient to service the applicable debt and all related monitoring costs.

3. Other Projects – Other projects funded through budgetary savings, gifts and grants will be considered on a case-by-case basis. Any projects that will require gift financing or include a gift financing component must be jointly approved by the Vice Chancellor for University Advancement and the Vice Chancellor for Business and Finance before any project-restricted donations are solicited. The fundraising goal for any project to be financed primarily with donations should also include, when feasible, an appropriately-sized endowment for deferred maintenance and other ancillary ownership costs. In all cases, institutional strategy, and not donor capacity, must drive the decision to pursue any proposed project.

## B. Benchmarks and Debt Ratios

### Overview

When evaluating its current financial health and any proposed plan of finance, A&T takes into account both its debt affordability and its debt capacity. Debt affordability focuses on A&T's cash flows and measures A&T's ability to service its debt through its operating budget and identified revenue streams. Debt capacity, on the other hand, focuses on the relationship between A&T's net assets and its total debt outstanding.

Debt capacity and affordability are impacted by a number of factors, including A&T's enrollment trends, reserve levels, operating performance, ability to generate additional revenues to support debt service, competing capital improvement or programmatic needs, and general market conditions. Because of the number of potential variables, A&T's debt capacity cannot be calculated based on any single ratio or even a small handful of ratios.

A&T believes, however, that it is important to consider and monitor objective metrics when evaluating A&T's financial health and its ability to incur additional debt. To that end, A&T has identified four key financial ratios that it will use to assess its ability to absorb additional debt based on its current and projected financial condition:

- Debt to Obligated Resources
- Five-Year Payout Ratio
- Expendable Resources to Debt
- Debt Service to Operating Expenses

Note that the selected financial ratios are the same benchmarks monitored as part of the debt capacity study for The University of North Carolina delivered each year under

Article 5 of Chapter 116D of the North Carolina General Statutes (the “UNC Debt Capacity Study”), which A&T believes will promote clarity and consistency in A&T’s debt management and planning efforts.

A&T has established for each ratio a floor or ceiling target, as the case may be, with the expectation that A&T will operate within the parameters of those ratios most of the time. To the extent possible, the policy ratios established from time to time in this policy should align with the ratios used in the report A&T submits each year as part of the UNC Debt Capacity Study. The policy ratios have been established to help preserve A&T’s financial health and operating flexibility and to ensure A&T is able to access the market to address capital needs or to take advantage of potential refinancing opportunities. Attaining or maintaining a specific credit rating is not an objective of this policy.

A&T recognizes that the policy ratios, while helpful, have limitations and should not be viewed in isolation of A&T’s strategic plan or other planning tools. In accordance with the recommendations set forth in the initial UNC Debt Capacity Study delivered April 1, 2016, A&T has developed as part of this policy specific criteria for evaluating and, if warranted, approving critical infrastructure projects even when A&T has limited debt capacity as calculated by the UNC Debt Capacity Study or the benchmark ratios in this policy. In such instances, the Board may approve the issuance of debt with respect to a proposed project based on one or more of the following findings:

- The proposed project would generate additional revenues (including, if applicable, dedicated student fees or grants) sufficient to support the financing, which revenues are not currently captured in the benchmark ratios.
- The proposed project would be financed entirely with private donations based on pledges already in hand.
- The proposed project is essential to the implementation of one of the Board’s strategic priorities.
- The proposed project addresses life and safety issues or addresses other critical infrastructure needs.
- Foregoing or delaying the proposed project would result in significant additional costs to A&T or would negatively impact A&T’s credit rating.

At no point, however, should A&T intentionally operate outside an established policy ratio without conscious and explicit planning.

### **Ratio 1 – Debt to Obligated Resources**

What does it measure?	A&T’s aggregate outstanding debt as compared to its obligated resources—the funds legally available to service
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its debt under the General Revenue Bond Statutes

Why is it tracked?	The ratio, which is based on the legal structure proscribed by the General Revenue Bond Statutes, provides a general indication of A&T's ability to absorb debt on its balance sheet and is the primary ratio used to calculate A&T's "debt capacity" under the methodology used in the UNC Debt Capacity Study
How is it calculated?	Aggregate debt* divided by obligated resources**
Policy Ratio:	Not to exceed 1.75x (UNC Debt Capacity Study Target Ratio = 1.50x)

\* As used throughout this Policy, "aggregate debt" includes A&T's energy savings contracts, which, in accordance with State law, are excluded from the UNC Debt Capacity Study.

\*\* "Available Funds," which is the concept commonly used to capture each UNC's campus's obligated resources in its loan and bond documentation, has been used as a proxy for "obligated resources." The two concepts are generally identical, though Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of A&T's obligated resources.

## **Ratio 2 – Five-Year Payout Ratio Overview**

What does it measure?	The percentage of A&T's debt scheduled to be retired in the next five years
Why is it tracked?	The ratio measures how aggressively A&T is amortizing its debt and is a ratio that is monitored in the UNC Debt Capacity
How is it calculated?	Aggregate principal to be paid in the next five years divided by aggregate debt
Policy Ratio:	Not less than 10% (UNC Debt Capacity Study Target Ratio = 15%)

## **Ratio 3 – Expendable Resources to Debt**

What does it measure?	The number of times A&T's liquid and expendable net assets covers its aggregate debt
Why is it tracked?	The ratio, which is widely tracked by rating agencies and other capital market participants, is a basic measure of financial health and assesses A&T's ability to settle its debt obligations using only its available net assets as of a particular date

How is it calculated?	The sum of (1) Adjusted Unrestricted Net Assets and (2) Restricted Expendable Net Assets divided by aggregate debt
Policy Ratio:	Not less than 0.70x

#### **Ratio 4 – Debt Service to Operating Expenses**

What does it measure?	A&T's debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues
Why is it tracked?	The ratio, which is widely tracked by rating agencies and other capital market participants, evaluates A&T's relative cost of borrowing to its overall expenditures and provides a measure of A&T's budgetary flexibility
How is it calculated?	Annual debt service divided by annual operating expenses
Policy Ratio:	Not to exceed 3.50%

The Vice Chancellor for Business and Finance will review each ratio in connection with the delivery of the University's audited financials and will provide an annual report to the Board detailing (1) the calculation of each ratio for that fiscal year and (2) an explanation for any ratio that falls outside the University's stated policy ratio, along with (a) any applicable recommendations, strategies and an expected timeframe for aligning such ratio with the University's stated policy or (b) the rationale for any recommended changes to any such stated policy ratio going forward (including any revisions necessitated by changes in accounting standards or rating agency methodologies).

#### **C. Debt Portfolio Management and Transaction Structure Considerations**

##### **Generally**

Numerous types of financing structures and funding sources are available, each with specific benefits, risks, and costs. Potential funding sources and structures will be reviewed and considered by the Vice Chancellor for Business and Finance, in conjunction with the Chancellor, within the context of this Policy and the overall portfolio to ensure that any financial product or structure is consistent with A&T's stated objectives. As part of effective debt management, A&T must also consider its investment and cash management strategies, which influence the desired structure of the debt portfolio.

##### **Method of Sale**

A&T will consider various methods of sale on a transaction-by-transaction basis to determine which method of sale (i.e., competitive, negotiated or private placement) best serves A&T's strategic plan and financing objectives. In making that determination, A&T will consider, among other factors: (1) the size and complexity of the issue, (2) the current interest rate environment and other market factors (such as bank and investor appetite) that might affect A&T's cost of funds, and (3) possible risks associated with each method of sale (e.g., rollover risk associated with a financing that is privately placed with a bank for a committed term that is less than the term of the financing).

#### Tax Treatment

When feasible and appropriate for the particular project, the use of tax-exempt debt is generally preferable to taxable debt. Issuing taxable debt may reduce A&T's overall debt affordability due to higher rates but may be appropriate for projects that do not qualify for tax-exemption, or that may require interim funding. For example, taxable debt may be justified if it sufficiently mitigates A&T's ongoing administrative and compliance risks. When used, taxable debt should be structured to provide maximum repayment flexibility and rapid principal amortization.

#### Structure and Maturity

To the extent practicable, A&T should structure its debt to provide for level annual payments of debt service, though A&T may elect alternative structures when the Vice Chancellor for Business and Finance, in consultation with the Chancellor, determine it to be in A&T's best interest. In addition, when financing projects that are expected to be self-supporting (such as a revenue-producing facility or a facility to be funded entirely through a dedicated fundraising campaign), the debt service may be structured to match future anticipated receipts.

A&T will use maturity structures that correspond with the life of the facilities financed, not to exceed the maximum term authorized under applicable State law (currently 30 years). Equipment should be financed for a period not to exceed 120% of its useful life. Such determinations may be made on a blended basis, taking into account all assets financed as part of a single debt offering. As market dynamics change, maturity structures should be reevaluated. Call features should be structured to provide the highest degree of flexibility relative to cost.

#### Variable Rate Debt

A&T recognizes that a degree of exposure to variable interest rates within A&T's debt portfolio may be desirable in order to (1) take advantage of repayment or restructuring flexibility, (2) benefit from historically lower average interest costs and (3) provide a "match" between debt service requirements and the projected cash flows from A&T's assets. A&T's debt portfolio should be managed to ensure that no more than 20% of A&T's total debt bears interest at an unhedged variable rate.



A&T's finance staff will monitor overall interest rate exposure and will analyze and quantify potential risks, including interest rate, liquidity and rollover risks. A&T may manage the liquidity risk of variable rate debt either through its own working capital/investment portfolio, the type of instrument used, or by using third party sources of liquidity. A&T may manage interest rate risk in its portfolio through specific budget and central bank management strategies or through the use of derivative instruments.

#### Debt Related to Public Private Partnerships

To address A&T's anticipated capital needs as efficiently and prudently as possible, A&T may choose to explore and consider opportunities for alternative and non-traditional transaction structures (collectively, "P3 Arrangements").

A&T will pursue P3 Arrangements only when A&T has determined that (1) a traditional financing alternative is not feasible, (2) a P3 Arrangement will likely produce construction or overall operating results that are superior, faster or more efficient than a traditional delivery model or (3) a P3 Arrangement serves one of the Board's broader strategic objectives (e.g., a decision that operating a particular auxiliary function is no longer consistent with A&T's core mission).

P3 Arrangements will receive increased scrutiny if the Vice Chancellor for Business and Finance determines, in consultation with A&T's advisors, that the P3 Arrangement will be viewed as "on-credit" (i.e., treated as University debt) by A&T's auditors or outside rating agencies. When evaluating whether the P3 Arrangement should be viewed as "on-credit," rating agencies consider A&T's economic interest in the project and the level of control it exerts over the project. Further, rating agencies will generally treat a P3 Arrangement as University debt if the project is located on A&T's campus or if the facility is to be used for an essential University function. For this reason, any P3 Arrangement for a university-related facility to be located on land owned by the State, A&T or an A&T affiliate must be approved in advance by the Vice Chancellor for Business and Finance, in consultation with the Chancellor.

#### Refunding Considerations

A&T will actively monitor its outstanding debt portfolio for refunding or restructuring opportunities. Absent a compelling economic or strategic reason to the contrary, A&T should evaluate opportunities to issue bonds for the purpose of refunding existing debt obligations of A&T ("Refunding Bonds") using the following general guidelines:

- (i) The life of the Refunding Bonds should not exceed the remaining life of the bonds being refunded.
- (ii) Refunding Bonds issued to achieve debt service savings should have a target savings level measured on a present net value basis of at least 3% of the par amount refunded.
- (iii) Refunding Bonds that do not achieve debt service savings may be issued to restructure debt or provisions of bond documents if such refunding serves a compelling interest.



- (iv) Refunding Bonds may also be issued to relieve A&T of certain limitations, covenants, payment obligations or reserve requirements that reduce operational flexibility.

#### Financing Team Professionals

A&T will generally select its financial advisors, underwriters, lenders and bond counsel through a request for proposal process. Firms providing financial advisory and bond counsel services are generally selected for a specific period of time rather than for individual transactions, while underwriters and lenders will be selected on a transaction-by-transaction basis. Additionally, A&T may use the financial advisors, underwriters and bond counsel selected by General Administration through its own similar competitive process.

#### D. Derivative Products

A&T recognizes that derivative products may provide for more flexible management of the debt portfolio. In certain circumstances, interest rate swaps and other derivatives permit A&T to adjust its mix of fixed- and variable-rate debt and manage its interest rate exposures. Derivatives may also be an effective way to manage liquidity risks. A&T will use derivatives only to manage and mitigate risk; A&T will not use derivatives to create leverage or engage in speculative transactions.

As with underlying debt, A&T's finance staff will evaluate any derivative product comprehensively, taking into account its potential costs, benefits and risks, including, without limitation, any tax risk, interest rate risk, liquidity risk, credit risk, basis risk, rollover risk, termination risk, counterparty risk, and amortization risk. Before entering into any derivative product, the Vice Chancellor for Business and Finance must (1) conclude, based on the advice of a reputable swap advisor, that the terms of any swap transaction are fair and reasonable under current market conditions and (2) ensure that A&T's finance staff has a clear understanding of the proposed transaction's costs, cash flow impact and reporting treatment.

A&T will use derivatives only when the Vice Chancellor for Business and Finance, in consultation with the Chancellor, determine based on the foregoing analysis, that the instrument provides the most effective method for accomplishing A&T's strategic objectives without imposing inappropriate risks on A&T.

#### E. Post-Issuance Compliance Matters

To the extent A&T adopts any formal policies relating to post-issuance compliance matters after the effective date of this Policy, the Vice Chancellor for Business and Business & Finance will attach each such policy as Appendix A to this Policy.

## Appendix A – Post-Issuance Compliance Policies

TBD

Approved by the Board of Trustees  
First approved: February 16, 2018  
Revised:

\_\_\_\_\_  
Harold L. Martin, Sr.  
Chancellor

\_\_\_\_\_  
date signed for final posting

\_\_\_\_\_  
Robert Pompey, Jr.  
Vice Chancellor for Business and Finance

\_\_\_\_\_  
date signed for final posting

# The University of North Carolina System Debt Capacity Study – Fiscal Year 2021

North Carolina Central University  
Institution Report

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## 1. Executive Summary

### Overview of the Institution Report

Pursuant to Article 5 of Chapter 116D of the North Carolina General Statutes (the “**Act**”), North Carolina Central University (“**NCCU**”) has submitted this report (this “**Institution Report**”) as part of the annual debt capacity study (the “**Study**”) undertaken by The University of North Carolina (the “**University**”) in accordance with the Act. Each capitalized term used but not defined in this Institution Report has the meaning given to such term in the Study.

This Institution Report details the historical and projected financial information incorporated into the financial model developed in connection with the Study. NCCU has used the model to calculate and project the following three financial ratios:

- Debt to Obligated Resources
- Five-Year Payout Ratio
- Debt Service to Operating Expenses

See **Appendix A** to the Study for more information on the ratios and related definitions.

To produce a tailored, meaningful model, NCCU, in consultation with the UNC System Office, agreed to certain ceilings and floors for each model ratio. For the two statutorily-required ratios—**debt to obligated resources** and the **five-year payout ratio**—NCCU has set both a target policy and a floor or ceiling policy, as applicable.

For the purposes of the Study, NCCU’s debt capacity reflects the amount of debt NCCU could issue during the Study Period without exceeding its ceiling ratio for **debt to obligated resources**, after taking into account debt the General Assembly has previously approved that NCCU intends to issue during the Study Period. Details regarding each approved project are provided in Section 3.

This Institution Report also includes the following information required by the Act:

- NCCU’s current debt profile, including project descriptions financed with, and the sources of repayment for, NCCU’s outstanding debt;
- NCCU’s current credit profile, along with recommendations for maintaining or improving NCCU’s credit rating; and
- A copy of any NCCU debt management policy currently in effect.

### Overview of NCCU

For the fall 2021 semester, NCCU had a headcount student population of approximately 7,953, including 5,892 undergraduate students and 2,061 graduate students. Over the past five years, NCCU’s enrollment has decreased by 1.8%.

NCCU’s average age of plant is 16.95 years. Age of plant is a financial ratio calculated by dividing the accumulated depreciation by the annual depreciation expense. A low age of plant generally indicates the institution is taking a sustainable approach to its deferred maintenance and reinvestment programs.

NCCU anticipates incurring no additional debt during the Study period, as summarized in **Section 3** below. NCCU has made no changes to the financial model’s standard growth assumptions.

## 2. Institution Data

### Notes

- Obligated Resources equals Available Funds plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Operating Expenses equals Operating Expenses plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Outstanding debt service is based on NCCU's outstanding debt **as of June 30, 2021**, excluding state appropriated debt (such as energy savings contracts). Debt service is net of any interest subsidies owed to NCCU by the federal government (discounted by an assumed 6.2% sequestration rate) and uses reasonable unhedged variable rate assumptions.
- New money debt issued **after June 30, 2021**, together with any legislatively approved debt NCCU expects to issue during the Study Period, **are included** in the model as "proposed debt service" and are taken into account in the projected financial ratios shown in this Institution Report.
- Repayments, redemptions or refundings that have occurred **after June 30, 2021** are not included in the model, meaning the debt service schedules reflected below may overstate NCCU's current debt burden.

Obligated Resources						Outstanding Debt				
Fiscal Year	Available Funds (Before GASB Adjustment)	GASB 68 Adjustment	GASB 75 Adjustment	AF Growth	Available Funds (After GASB Adjustment)	Fiscal Year	Principal	Net Interest	Debt Service	Principal Balance
2017	40,141,912	12,196,575	-		52,338,487	2022	4,639,000	4,175,619	8,814,619	99,215,200
2018	(163,755,715)	-	207,700,625	-16.04%	43,944,910	2023	4,867,000	3,973,170	8,840,170	94,348,200
2019	(161,833,614)	15,171,277	197,609,592	15.93%	50,947,255	2024	4,470,000	3,760,771	8,230,771	89,878,200
2020	(163,068,927)	19,786,874	185,848,251	-16.45%	42,566,198	2025	4,710,000	3,527,846	8,237,846	85,168,200
2021	(126,499,143)	23,488,411	170,963,664	59.64%	67,952,932	2026	4,945,000	3,305,681	8,250,681	80,223,200
2022	69,801,252	-	-	2.72%	69,801,252	2027	5,210,000	3,097,681	8,307,681	75,013,200
2023	71,699,846	-	-	2.72%	71,699,846	2028	5,480,000	2,853,291	8,333,291	69,533,200
2024	73,650,082	-	-	2.72%	73,650,082	2029	5,570,000	2,618,884	8,188,884	63,963,200
2025	75,653,364	-	-	2.72%	75,653,364	2030	5,820,000	2,395,866	8,215,866	58,143,200
2026	77,711,135	-	-	2.72%	77,711,135	2031	6,065,000	2,182,371	8,247,371	52,078,200
						2032	6,295,000	1,979,514	8,274,514	45,783,200
						2033	6,540,000	1,768,701	8,308,701	39,243,200
						2034	6,743,200	1,550,091	8,293,291	32,500,000
						2035	5,645,000	1,341,800	6,986,800	26,855,000
						2036	1,395,000	1,210,750	2,605,750	25,460,000
						2037	1,460,000	1,141,000	2,601,000	24,000,000
						2038	1,535,000	1,068,000	2,603,000	22,465,000
						2039	1,610,000	991,250	2,601,250	20,855,000
						2040	1,675,000	926,850	2,601,850	19,180,000
						2041	1,760,000	843,100	2,603,100	17,420,000
						2042	1,850,000	755,100	2,605,100	15,570,000
						2043	1,940,000	662,600	2,602,600	13,630,000
						2044	2,040,000	565,600	2,605,600	11,590,000
						2045	2,140,000	463,600	2,603,600	9,450,000
						2046	2,225,000	378,000	2,603,000	7,225,000
						2047	2,315,000	289,000	2,604,000	4,910,000
						2048	2,405,000	196,400	2,601,400	2,505,000
						2049	2,505,000	100,200	2,605,200	-

### 3. Proposed Debt Financings

While NCCU evaluates its capital investment needs on a regular basis, NCCU has no legislatively approved projects that it anticipates financing during the study period.

## 4. Financial Ratios

### Debt to Obligated Resources

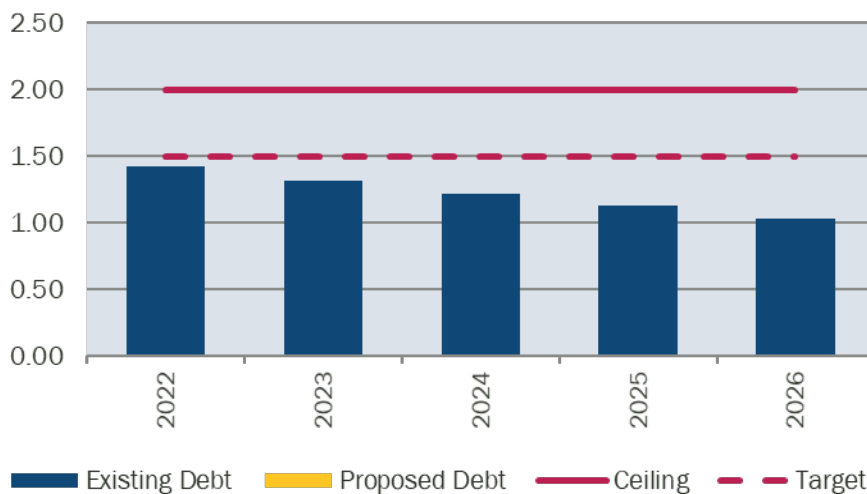
- **What does it measure?** NCCU's aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt.
- **How is it calculated?** Aggregate debt divided by obligated resources\*
- Target Ratio: 1.50
- Ceiling Ratio: Not to exceed 2.00
- Projected 2022 Ratio: 1.42
- Highest Study Period Ratio: 1.42 (2022)

\*Available Funds, which is the concept commonly used to capture an institution's obligated resources in its loan and bond documentation, has been used in the model as a proxy for obligated resources. For most institutions, the two concepts are identical, though Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of an institution's obligated resources.

### Debt to Obligated Resources

Debt to Obligated Resources							
Fiscal Year	Obligated Resources	Growth	Existing Debt	Proposed Debt	Ratio - Existing	Ratio - Proposed	Ratio - Total
2022	69,801,252	2.72%	99,215,200	-	1.42	n/a	1.42
2023	71,699,846	2.72%	94,348,200	-	1.32	n/a	1.32
2024	73,650,082	2.72%	89,878,200	-	1.22	n/a	1.22
2025	75,653,364	2.72%	85,168,200	-	1.13	n/a	1.13
2026	77,711,135	2.72%	80,223,200	-	1.03	n/a	1.03

### Debt to Obligated Resources



Weaker  
↑  
↓  
Stronger



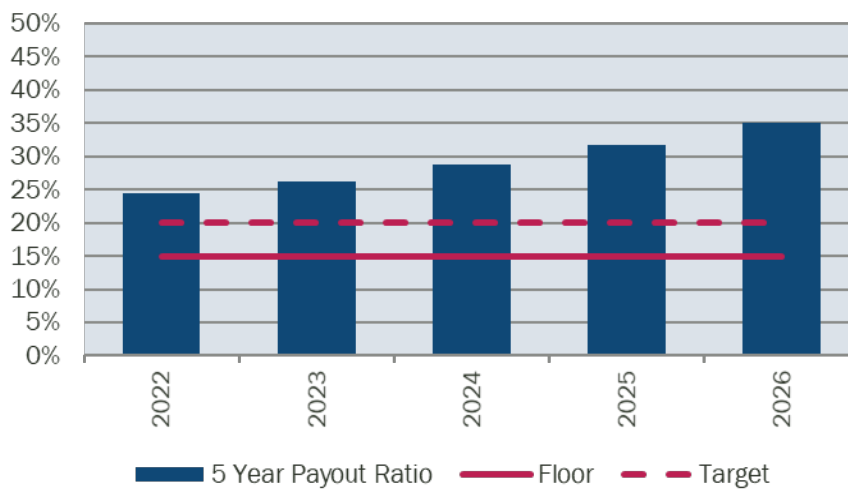
### 5-Year Payout Ratio Overview

- **What does it measure?** The percentage of NCCU's debt scheduled to be retired in the next five years.
- **How is it calculated?** Aggregate principal to be paid in the next five years divided by aggregate debt
- Target Ratio: 20%
- Floor Ratio: Not less than 15%
- Projected 2022 Ratio: 24%
- Lowest Study Period Ratio: 24% (2022)

### 5-Year Payout Ratio

5 Year Payout Ratio		
Fiscal Year	Principal Balance	Ratio
2022	99,215,200	24%
2023	94,348,200	26%
2024	89,878,200	29%
2025	85,168,200	32%
2026	80,223,200	35%

### 5-Year Payout Ratio



Stronger  
↑  
↓  
Weaker

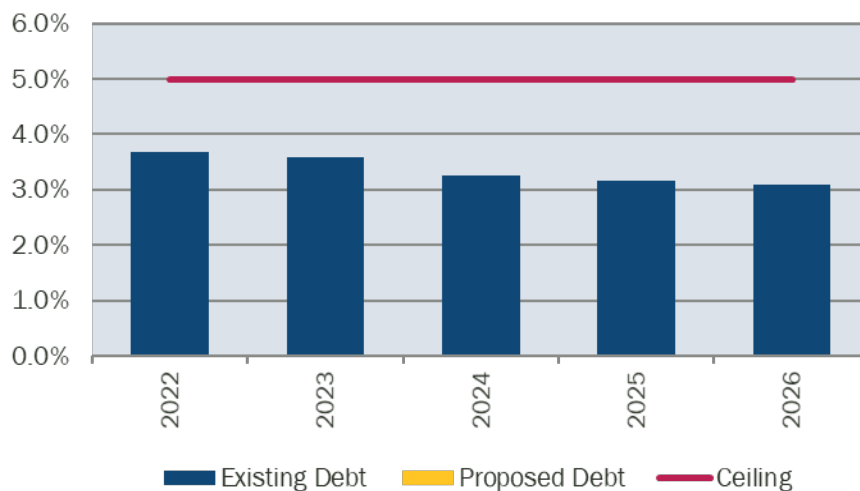
## Debt Service to Operating Expenses

- **What does it measure?** NCCU's debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues.
- **How is it calculated?** Annual debt service divided by annual operating expenses (as adjusted to include interest expense of proposed debt)
- Policy Ratio: Not to exceed 5.00%
- Projected 2022 Ratio: 3.68%
- Highest Study Period Ratio: 3.68% (2022)

### Debt Service to Operating Expenses

Debt Service to Operating Expenses							
Fiscal Year	Operating Expenses	Growth	Existing Debt Service	Proposed Debt Service	Ratio - Existing	Ratio - Proposed	Ratio - Total
2022	239,647,339	2.72%	8,814,619	-	3.68%	n/a	3.68%
2023	246,165,746	2.72%	8,840,170	-	3.59%	n/a	3.59%
2024	252,861,455	2.72%	8,230,771	-	3.26%	n/a	3.26%
2025	259,739,286	2.72%	8,237,846	-	3.17%	n/a	3.17%
2026	266,804,195	2.72%	8,250,681	-	3.09%	n/a	3.09%

### Debt Service to Operating Expenses



Weaker  
↑  
↓  
Stronger

## 5. Debt Capacity Calculation

### Debt Capacity Calculation

- For the purposes of this Institution Report and the Study, NCCU's debt capacity is based on the amount of debt NCCU could issue during the Study Period (after taking into account any legislatively approved projects detailed in **Section 3** above) without exceeding its ceiling ratio for **debt to obligated resources**.
- As presented below, NCCU's current debt capacity equals **the lowest constraint on its debt capacity** in any single year during the Study Period.
- Based solely on the **debt to obligated resources** ratio, NCCU does not have any estimated debt capacity during the study period.
- Based solely on the **debt to obligated resources** ratio, NCCU's current estimated debt capacity is **\$40,387,304**. After taking into account any legislatively approved projects detailed in **Section 3** above, if NCCU issued no additional debt until the last year of the Study Period, then NCCU's debt capacity for 2026 is projected to increase to **\$75,199,071**.

Debt Capacity Calculation			
Fiscal Year	Debt to Obligated Resources (Current Ratio)	Debt to Obligated Resources (Ceiling)	Debt Capacity Calculation
2022	1.42	2.00	40,387,304
2023	1.32	2.00	49,051,492
2024	1.22	2.00	57,421,963
2025	1.13	2.00	66,138,528
2026	1.03	2.00	75,199,071

### Limitations on Debt Capacity, Credit Rating Implications, and Comment from NCCU

- The debt capacity calculation shown above provides a general indication of NCCU's ability to absorb debt on its balance sheet during the Study Period and may help identify trends and issues over time.
- "Debt capacity" does not** necessarily equate to **"debt affordability,"** which takes into account a number of quantitative and qualitative factors, including project revenues and expenses, cost of funds and competing strategic priorities.
- Projecting the exact amount NCCU could issue during the Study Period without negatively impacting its credit rating is difficult for a number of reasons.
  - Use of Multiple Factors**
    - Any single financial ratio makes up only a fraction of the "scorecard" used by rating agencies to guide their credit analysis.
    - Under Moody's approach, for example, the **financial leverage ratio** accounts for only **10%** of an issuer's overall score.
  - The State's Impact**
    - In assessing each Institution's credit rating, rating agencies also consider the State's credit rating and demographic trends, the health of its pension system, the level of support it

- has historically provided to the institution, and any legislation or policies affecting campus operations.
  - Historically, each institution's credit rating has been bolstered by the State's strong support and overall financial health. As a result, many institutions "underperform" relative to the national median ratios for their rating category.
  - If "debt capacity" were linked to those national median ratios, many institutions would have limited debt capacity for an extended period of time.
- **Factor Interdependence**
  - The quantitative and qualitative factors interact with one another in ways that are difficult to predict.
  - For example, a university's "**strategic positioning**" score, which accounts for 10% of its overall score under Moody's criteria, could deteriorate if a university either (1) issued excessive debt or (2) failed to reinvest in its campus to address its deferred maintenance obligations.
- **Distortions Across Rating Categories**
  - Because quantitative ratios account for only a portion of an issuer's final rating, the national median for any single ratio is not perfectly correlated to rating outcomes, meaning the median ratio for a lower rating category may be more stringent than the median ratio for a higher rating category. For the highest and lowest rating categories, the correlation between any single ratio and rating outcomes becomes even weaker.
  - Tying capacity directly to ratings may also distort strategic objectives. For example, an institution may be penalized for improving its rating, as it may suddenly lose all of its debt capacity because it must now comply with a much more stringent ratio.
- NCCU provided the following comment on their financial ratios outside of the target range.
  - "NCCU refinanced our debt issues (2009C refunded 2016 and 2003A refunded 2019) over the last few years for a lower interest rate or to secure a fixed rate without changing the payment period. Our principal payments have increased on the refinanced debt but the debt service has remained approximately the same. Our debt is due to be paid off in FY2035 except for the Student Union debt which is thirty year debt that was entered into in 2019. This is reflected in the 5 year pay-out ratio in that our ratio exceeds the target of 20% due to all except for the Student Union debt becoming due before FY2035 and that our debt service to operating expenses is well below 5%."

## 6. Debt Profile

NCCU's detailed debt profile, including a brief description of each financed project and the source of repayment for each outstanding debt obligation, is reflected in the table on the following page.

Summary of Debt Outstanding as of FYE June 30, 2021						
Series	Dated Date	Outstanding Par Amount	Final Maturity	Type	Purpose	Source of Repayment
<b>NORTH CAROLINA CENTRAL UNIVERSITY</b>		<b>103,854,200.00</b>				
2003 A NCCU	10/31/2019	12,813,200.00	10/01/2033	Housing Revenue	Eagle Landing	Housing Receipts
2014 NCCU	12/17/2014	1,196,000.00	04/01/2023	General Revenue	Refunding 2004B	Housing Receipts
2016 NCCU	06/01/2016	49,195,000.00	10/01/2034	General Revenue	Deferred Maintenance	Housing Receipts; Parking Receipts; Debt Service Fee
2019 NCCU	04/18/2019	40,650,000.00	04/01/2049	General Revenue	Student Center	Debt Service Fee

## 7. Credit Profile

The following page provides a snapshot of NCCU's current credit ratings, along with (1) a summary of various credit factors identified in NCCU's most recent rating report and (2) recommendations for maintaining and improving NCCU's credit ratings in the future.



## Credit Profile of the University– (General Revenue)

### Overview

- Moody's maintains an A3 rating on NCCU's general revenue bonds. The outlook is stable

### Key Information Noted in Rating Reports

#### Credit Strengths

- Strong funding from the Aaa -rated State of North Carolina which has increased 6% since FY 2014
- Wealth and liquidity have improved dramatically since FY 2014
- Enrollment growth that has supported growth in net tuition and fee revenue
- Enrollment, net tuition revenue, and state appropriations expected to continue increasing

#### Credit Challenges

- Debt will stress the university's financial leverage relative to peers
- Need to increase cash from operations to service the debt obligations
- Relative to A3 median peers, NCCU's ability to control expenses will be important to improve thin operating margins
- Competitive niche as one of five historically black colleges and universities (HBCUs) in the UNC system

Moody's	S&P	Fitch
Aaa	AAA	AAA
Aa1	AA+	AA+
Aa2	AA	AA
Aa3	AA-	AA-
A1	A+	A+
A2	A	A
A3	A-	A-
Baa1	BBB+	BBB+
Baa2	BBB	BBB
Baa3	BBB-	BBB-

Non Investment Grade

### Recommendations & Observations

- Continue to develop and implement strategies and policies to meet NCCU's unique challenges, including strategies to stabilize and improve enrollment and retention.
- During COVID, continued assessment of operating cash flows and reserves can improve performance margins and debt affordability.
- Credit outlook expectations assume continued enrollment growth, increases to operating revenues and controlling expenses to better service NCCU's debt obligations.



## 8. Peer Comparison

Moody's Key Credit Ratios	North Carolina Central University	Most Recent Peer Institution Data				Moody's Public Higher Education Medians
Peer Institution		New Jersey City University	Alabama State University	Morgan State University	University of North Florida	
Fiscal Year	2020	2020	2020	2020	2020	2021
Most Senior Rating	A3	Baa3	Baa3	A1	A2	A
Total Long-Term Debt (\$, in millions)	114	199	202	41	142	111
Total Cash & Investments (\$, in millions)	104	39	118	154	266	163
Operating Revenue (\$, in millions)	201	139	136	233	283	178
Operating Expenses (\$, in millions)	208	165	127	242	274	178
Market Performance Ratios						
Annual Change in Operating Revenue (%)	0.1%	-6.1%	8.5%	4.9%	5.5%	1.1%
Operating Ratios						
Operating Cash Flow Margin (%)	3.4%	-5.9%	20.9%	5.8%	12.8%	13.4%
Wealth & Liquidity Ratios						
Total Cash & Investments to Operating Expenses (x)	0.5	0.2	0.9	0.6	1.0	0.6
Total Debt to Operating Expenses (x)	0.5	1.2	1.6	0.2	0.5	0.6
Monthly Days Cash on Hand (x)	58	29	50	180	197	177
Leverage Ratios						
Total Cash & Investments to Total Debt (x)	0.9	0.1	0.3	0.5	0.7	1.6
Debt Service to Operating Expenses (%)	5.3%	-24.1%	7.1%	3.0%	3.9%	5.3%
Total Debt-to-Cash Flow (x)	16.7	0.2	0.6	3.8	1.9	4.7

\*Note: Peers chosen from BOG approved peers if available in Moody's Municipal Financial Ratio Analysis (MFRA) Database. If approved peer data is unavailable, universities with similar credit ratings are used. Data is the most recent available in the MFRA database.

## 9. Debt Management Policies

NCCU's current debt policy is included in the following pages.

North Carolina Central University  
Debt Policy

**Executive Summary:**

This Policy outlines the University philosophy on debt, establishes the framework for approving, managing, and reporting debt and provides debt management guidelines.

**I. Policy Statement**

The mission of North Carolina Central University (University) is supported by the development and implementation of the long-term strategic plan. The strategic plan establishes University-wide priorities and programmatic objectives. The University develops a master plan to support these priorities and objectives.

The University's use of debt must be appropriate in support of the master plan. The University will consider its financial resources, debt affordability and capacity, cost of capital, debt mix, and credit rating when determining the need for capital funding.

This Debt Policy is intended to be a fluid document that will evolve over time to meet the changing needs of the University.

**A. Scope**

This Debt Policy applies to the University and affiliated entities and covers all forms of debt including long-term, short-term, fixed-rate, and variable-rate debt. It also covers other forms of financing including both on-balance sheet and off-balance sheet structures, such as leases, and other structured products used with the intent of funding capital projects.

**B. Objectives**

The objectives of this policy are to:

- i. Guidelines for the User of Debt
- ii. Establish a control framework for approving and managing debt
- iii. Establish debt management guidelines
- iv. Approval Process

**i. Overall Guidelines for the Use of Debt**

Debt is a limited resource that must be managed strategically in order to best support University priorities. Under this policy, the University will manage its debt based on the following overall principles:

- a. The University will use debt to maximize the resources available to maintain and enhance the campus physical plant and infrastructure; and to invest in transformative capital improvement projects that advance the University's strategic mission.

- b. The University will target key financial ratios as mandated by Article 5 of Chapter 116D of the North Carolina General Statutes, as well as supplemental financial ratios that are widely used by rating agencies, to measure its debt burden and guide future debt issuance decisions.
- c. The University's decision to issue debt will be guided primarily by its ability to support all of the incremental costs (i.e., principal, interest payments, and annual operating costs of new or expanded space) within the University's operating budget. Generally, the University will not pursue the issuance of new debt without first identifying a new or increased fee to support incremental debt service cost.
- d. The University will maintain the highest acceptable credit worthiness in order to finance capital improvement projects at favorable cost of capital and borrowing terms. While the University's decision to issue additional debt will be primarily focused on the strategic importance of the new capital improvement project, the potential impact of a change in credit rating will be thoroughly reviewed.
- e. The University will manage its debt mix (i.e., short-term and long-term debt, fixed rate versus variable rate debt) to maintain an acceptable balance between interest rate risk and the long-term cost of capital.
- f. The University will manage the structure and maturity profile of its debt to meet liquidity objectives and make funds available to support future capital projects and strategic initiatives;
- g. The University will coordinate debt management decisions with asset management decisions to optimize overall funding and portfolio management strategies.

## **ii. Control Framework**

### **Roles and Responsibilities; Compliance**

The Office of the Vice Chancellor for Administration and Finance ("VCAF") is responsible for implementing this policy and for all debt financing activities. The policy and any subsequent, material changes to the policy must be approved by the Chancellor after consultation with the University's Board of Trustees ("BOT".) The approved policy provides the framework under which debt management decisions are made.

The exposure limits listed in the policy are monitored on a regular basis by the VCAF. The office of the VCAF reports regularly to the Chancellor and the BOT on the University's debt position and plans.

## Debt Affordability and Capacity

In assessing its current debt levels and planning for additional debt, the University takes into account both its debt affordability and debt capacity. Debt affordability focuses on the University's ability to service its debt through its operating budget and identified revenue streams and is driven by strength in income and cash flows. Debt capacity focuses on the University's financial leverage in terms of debt funding as a percentage of the University's total capital.

The University considers many factors in assessing its debt affordability and debt capacity including its strategic plan, market position, and alternative sources of funding. The University uses four key quantitative ratios to inform its assessments with respect to debt affordability and debt capacity.

The ratios described below are not intended to track a specific rating, but rather to help the University maintain a competitive financial profile and funding for facilities needs and reserves.

### 1. Debt Affordability Measures

#### *a. Debt Burden Percentage*

This ratio measures the University's debt service burden as a percentage of total university expenses. The target for this ratio is intended to maintain the University's long-term operating flexibility to finance existing requirements and new initiatives.

$$\frac{\text{ANNUAL DEBT SERVICE}}{\text{TOTAL OPERATING EXPENSES}} \leq 5.0\%$$

The measure is based on aggregate operating expenses as opposed to operating revenues because expenses typically are more stable (e.g. revenues may be subject to one-time operating gifts, investment return fluctuations, variability of State funding, etc.) and better reflect the operating base of the University. This ratio is adjusted to reflect any non-amortizing or non-traditional debt structures that could result in significant single year fluctuations including the effect of debt refundings.

#### *b. Debt to Obligated Resources Ratio*

This ratio measures the University's ability to cover debt with funds that are legally available to service debt. The target established is intended to ensure that debt does not become too unwieldy and over-consumes available resources.

$$\frac{\text{AGGREGATED DEBT}}{\text{OBLIGATED RESOURCES}} \leq 2.00\%$$

This ratio is adjusted to reflect any non-amortizing or non-traditional debt structures that could result in significant single year fluctuations including the effect of debt refundings.

## 2. Debt Capacity Measures

### a. Viability Ratio (*Expendable Resources to Debt*)

This ratio indicates one of the most basic determinants of financial health by measuring the availability of liquid and expendable net assets to the aggregate debt. The ratio measures the medium to long-term health of the University's balance sheet and debt capacity and is a critical consideration of universities with the highest credit quality.

Many factors influence the viability ratio, affecting both the assets (e.g., investment performance, philanthropy) and liabilities (e.g., timing of bond issues), and therefore the ratio is best examined in the context of changing market conditions so that it accurately reflects relative financial strength.

$$\frac{\text{ADJUSTED UNRESTRICTED NET ASSETS + RESTRICTED EXPENDABLE NET ASSETS}}{\text{AGGREGATE DEBT}} \geq .35x$$

### b. 5-Year Payout Ratio

This ratio measures the percentage of University's debt scheduled to be retired in the next five years. A more aggressive rate of payment is a better indication for debt capacity.

$$\frac{\text{AGGREGATE PRINCIPAL TO BE PAID IN THE NEXT FIVE YEARS}}{\text{AGGREGATE DEBT}} \geq 15.0\%$$

Both the Viability and Debt Capitalization Ratios should include any component unit (University-related foundation) balances as disclosed in the University's financial statements.

## Financing Sources

The University recognizes that there are numerous types of financing structures and funding sources available, each with specific benefits, risks, and costs. All potential funding sources are reviewed by management within the context of this Debt Policy and the overall portfolio to ensure that any financial product or structure is consistent with the University's objectives. Regardless of what financing structure(s) is (are) utilized, due-diligence review must be performed for each transaction, including (i) quantification of potential risks and benefits; and (ii) analysis of the impact on University creditworthiness and debt affordability and capacity.

### 1. Tax-Exempt Debt

The University recognizes that tax-exempt debt is a significant component of the University's capitalization due in part to its substantial cost benefits; therefore, tax-exempt debt is managed as a portfolio of obligations designed to meet long-term financial objectives rather than as a series of discrete financings tied to specific projects. The University manages the debt portfolio to maximize its utilization of tax-

exempt debt relative to taxable debt whenever possible. In all circumstances, however, individual projects continue to be identified and tracked to ensure compliance with all tax and reimbursement regulations.

For tax-exempt debt, the University considers maximizing the external maturity of any tax-exempt bond issue, subject to prevailing market conditions and opportunities and other considerations, including applicable regulations.

## **2. Taxable Debt**

In instances where certain of the University's capital projects do not qualify for tax-exempt debt, the use of taxable debt may be considered. The taxable debt market offers certain advantages in terms of liquidity and marketing efficiency; such advantages will be considered when evaluating the costs and benefits of a taxable debt issuance.

## **3. Commercial Paper**

Commercial paper provides the University with interim financing for projects in anticipation of philanthropy or planned issuance of long-term debt. The use of commercial paper also provides greater flexibility on the timing and structuring of individual bond transactions. This flexibility also makes commercial paper appropriate for financing equipment and short-term operating needs.

## **4. University-issued vs. State-Issued Debt**

In determining the most cost effective means of issuing debt, the University evaluates the merits of issuing debt directly vs. participating in debt pools through the UNC System Board of Governors. Periodically, the University performs a cost/benefit analysis between these two options and takes into consideration the comparative funding costs, flexibility in market timing, and bond ratings of each alternative. The University also takes into consideration the future administrative flexibility of each issue such as the ability to call and/or refund issues at a later date, as well as the administrative flexibility to structure and manage the debt in a manner that the University believes to be appropriate and in the University's best interest.

## **5. Other Financing Sources**

Given limited debt capacity and substantial capital needs, opportunities for alternative and non-traditional transaction structures may be considered. The University recognizes these types of transactions often can be more expensive than traditional University debt structures; therefore, the benefits of any potential transaction must outweigh any potential costs.

All structures may be considered only when the economic benefit and the likely impact on the University's debt capacity and credit have been determined. Specifically, for any third-party or developer-based financing, management ensures the full credit impact of the structure is evaluated and quantified.

### iii. Portfolio Management of Debt

The University considers its debt portfolio holistically to optimize the portfolio of debt for the entire University rather than on a project-by-project basis while taking into account the University's cash and investment portfolio. Therefore, management makes decisions regarding project prioritization, debt portfolio optimization, and financing structures within the context of the overall needs and circumstances of the University.

#### 1. Variable-Rate Debt

The University recognizes that a degree of exposure to variable interest rates within the University's debt portfolio might be desirable in order to:

- a. take advantage of repayment/restructuring flexibility;
- b. benefit from historically lower average interest costs;
- c. provide a "match" between debt service requirements and the projected cash flows from the University's assets; and
- d. diversify its pool of potential investors.

Management monitors overall interest rate exposure, analyzes and quantifies potential risks, including interest rate, liquidity and rollover risks, and coordinates appropriate fixed/variable allocation strategies. The portfolio allocation to variable-rate debt may be managed or adjusted through (i) the issuance or redemption of debt in the conventional debt market (e.g. new issues and refundings) and (ii) the use of interest rate derivative products including swaps.

The amount of variable-rate debt outstanding (adjusted for any derivatives) shall not exceed 25% of the University's outstanding debt. This limit is based on the University's desire to: (i) limit annual variances in its interest payments; (ii) provide sufficient structuring flexibility to management; (iii) keep the University's variable-rate allocation within acceptable external parameters; and (iv) utilize variable-rate debt (including derivatives) to optimize debt portfolio allocation and minimize costs.

$$\frac{\text{VARIABLE RATE DEBT}}{\text{AGGREGATE DEBT}} \leq 25.0\%$$

#### 2. Refinancing Outstanding Debt

The University monitors its debt portfolio on a continual basis to assure portfolio management objectives are being met and to identify opportunities to lower its cost of funding, primarily through refinancing outstanding debt. The University of North Carolina General Administration prefers a savings of 2% for refinancing current outstanding debt. Savings requirements in excess of 2% may be required from time to time by the Vice Chancellor for Administration and Finance.

The University monitors the prices and yields of its outstanding debt and attempts to identify potential refunding candidates by examining refunding rates and calculating



the net present value of any refunding savings after taking into account all transaction costs. The University may choose to pursue refundings for economic and/or legal reasons. The University reserves the right to not partially refund an issue.

### **3. Liquidity Requirements**

If the University's portfolio includes variable-rate debt and commercial paper, liquidity support is required in the event of the bonds or paper being put back to the University by investors. Generally, the University can purchase liquidity support externally from a bank in the form of a standby bond purchase agreement or line of credit. In addition, the University may consider using its own capital in lieu of or to supplement external liquidity facilities. Alternatively, it may utilize variable-rate structures that do not require liquidity support (e.g. auction-rate products.)

Just as the University manages its debt on a portfolio basis, it also manages its liquidity needs by considering its entire asset and debt portfolio, rather than managing liquidity solely on an issue-specific basis. This approach permits institution-wide evaluation of desired liquidity requirements and exposure, minimizes administrative burden, and reduces total liquidity costs.

A balanced approach may be used to provide liquidity support to enhance credit for variable-rate debt, through a combination of external bank liquidity, auction market or derivative structures. Using a variety of approaches limits dependence on an individual type or source of credit; it also allows for exposure to different types of investors. The University must balance liquidity requirements with its investment objectives and its cost and renewal risk of third-party liquidity providers.

Further, a portfolio-approach to liquidity can enhance investment flexibility, reduce administrative requirements, lower total interest costs, and reduce the need for external bank liquidity.

### **4. Overall Exposure**

The University recognizes that it may be exposed to interest rate, third-party credit, and other potential risks in areas other than direct University debt (e.g., counterparty exposure in the investment portfolio, etc.) and, therefore, exposures are considered on a comprehensive University-wide basis.

### **Debt Administration and Other Matters**

The issuance of tax-exempt debt generally requires the aid and assistance of several outside parties:

- Use of a financial advisor is recommended with a competitive selection process at least once every five years.
- Bond counsel appointments are competitively determined at least once every five years.

- The selection of underwriters is recommended for each debt issuance using a competitive process. Co-managers are recommended for issuances of \$30 million or more and will be selected from the same group of underwriters responding to the competitive bid process.

Debt issuance can be “sized” to include capitalized interest and borrowing costs up to 5% of the debt issuance.

Reimbursement resolutions will be prepared for each debt issuance.

#### **iv. Approval Process**

All debt issued is by the authority granted to the UNC System Board of Governors under [N.C.G.S. § 116D, Article 3](#). All debt issue is approved by the NCCU Board of Trustees and then by the UNC System Board of Governors.

When the University participates in bond programs that are administered by the State, including State tax-supported debt, such bonds are issued by the State Treasurer, who also possesses the authority to price such bonds.

Revision History:

**Initially Approved:**

**Authority:** Chancellor

**Responsible Office:** Administration and Finance

Related Resources:

- [N.C.G.S. § 116D, Article 3](#)

# The University of North Carolina System Debt Capacity Study – Fiscal Year 2021

North Carolina State University  
Institution Report

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## 1. Executive Summary

### Overview of the Institution Report

Pursuant to Article 5 of Chapter 116D of the North Carolina General Statutes (the “*Act*”), North Carolina State University (“*NC State*”) has submitted this report (this “*Institution Report*”) as part of the annual debt capacity study (the “*Study*”) undertaken by The University of North Carolina (the “*University*”) in accordance with the Act. Each capitalized term used but not defined in this Institution Report has the meaning given to such term in the Study.

This Institution Report details the historical and projected financial information incorporated into the financial model developed in connection with the Study. NC State has used the model to calculate and project the following three financial ratios:

- Debt to Obligated Resources
- Five-Year Payout Ratio
- Debt Service to Operating Expenses

See **Appendix A** to the Study for more information on the ratios and related definitions.

To produce a tailored, meaningful model, NC State, in consultation with the UNC System Office, has set its own policies for each model ratio. For the two statutorily-required ratios—**debt to obligated resources** and the **five-year payout ratio**—NC State has set both a target policy and a floor or ceiling policy, as applicable.

For the purposes of the Study, NC State’s debt capacity reflects the amount of debt NC State could issue during the Study Period without exceeding its ceiling ratio for **debt to obligated resources**, after taking into account debt the General Assembly has previously approved that NC State intends to issue during the Study Period. Details regarding each approved project are provided in Section 3.

This Institution Report also includes the following information required by the Act:

- NC State’s current debt profile, including project descriptions financed with, and the sources of repayment for, NC State’s outstanding debt;
- NC State’s current credit profile, along with recommendations for maintaining or improving NC State’s credit rating; and
- A copy of any NC State debt management policy currently in effect.

### Overview of NC State

For the fall 2021 semester, NC State had a headcount student population of approximately 36,831, including 26,505 undergraduate students and 10,326 graduate students. Over the past 5 years, NC State’s enrollment has increased approximately 7%.

NC State’s average age of plant is 11.66 year. Age of plant is a financial ratio calculated by dividing the accumulated depreciation by the annual depreciation expense. A low age of plant generally indicates the institution is taking a sustainable approach to its deferred maintenance and reinvestment programs.

NC State does not anticipate incurring any additional debt during the Study Period. NC State has made no changes to the financial model’s standard growth assumptions.

## 2. Institution Data

### Notes

- Obligated Resources equals Available Funds plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Operating Expenses equals Operating Expenses plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Outstanding debt service is based on NC State's outstanding debt **as of June 30, 2021**, excluding state appropriated debt (such as energy savings contracts). Debt service is net of any interest subsidies owed to NC State by the federal government (discounted by an assumed 6.2% sequestration rate) and uses reasonable unhedged variable rate assumptions.
- New money debt issued **after June 30, 2021**, together with any legislatively approved debt NC State expects to issue during the Study Period, **are included** in the model as "proposed debt service" and are taken into account in the projected financial ratios shown in this Institution Report.
- Repayments, redemptions or refundings that have occurred **after June 30, 2021** are not included in the model, meaning the debt service schedules reflected below may overstate NC State's current debt burden.

Obligated Resources						Outstanding Debt				
Fiscal Year	Available Funds (Before GASB Adjustment)	GASB 68 Adjustment	GASB 75 Adjustment	AF Growth	Available Funds (After GASB Adjustment)	Fiscal Year	Principal	Net Interest	Debt Service	Principal Balance
2017	715,431,524	72,917,024	-		788,348,548	2022	20,763,612	16,582,012	37,345,624	484,053,898
2018	(953,664,116)	86,679,123	1,677,153,656	2.77%	810,168,663	2023	21,173,840	15,802,923	36,976,763	462,880,058
2019	(947,107,122)	96,731,363	1,614,131,687	-5.73%	763,755,928	2024	21,719,012	14,985,124	36,704,136	441,161,046
2020	(888,254,099)	136,018,504	1,542,143,008	3.42%	789,907,413	2025	22,204,944	14,170,445	36,375,389	418,956,102
2021	(968,261,574)	166,579,062	1,451,920,631	-17.68%	650,238,119	2026	22,728,417	13,381,999	36,110,416	396,227,685
2022	667,924,596	-	-	2.72%	667,924,596	2027	23,222,845	12,572,465	35,795,310	373,004,840
2023	686,092,145	-	-	2.72%	686,092,145	2028	23,597,608	11,746,660	35,344,268	349,407,232
2024	704,753,851	-	-	2.72%	704,753,851	2029	32,754,065	10,924,241	43,678,306	316,653,167
2025	723,923,156	-	-	2.72%	723,923,156	2030	34,559,176	10,183,694	44,742,870	282,093,991
2026	743,613,866	-	-	2.72%	743,613,866	2031	31,603,912	9,115,202	40,719,114	250,490,079
						2032	17,250,079	8,134,243	25,384,322	233,240,000
						2033	17,055,000	7,595,617	24,650,617	216,185,000
						2034	17,625,000	7,019,124	24,644,124	198,560,000
						2035	18,245,000	6,398,278	24,643,278	180,315,000
						2036	18,905,000	5,739,617	24,644,617	161,410,000
						2037	19,530,000	5,103,373	24,633,373	141,880,000
						2038	20,165,000	4,459,168	24,624,168	121,715,000
						2039	20,840,000	3,778,897	24,618,897	100,875,000
						2040	21,585,000	3,026,755	24,611,755	79,290,000
						2041	22,405,000	2,205,799	24,610,799	56,885,000
						2042	23,255,000	1,357,761	24,612,761	33,630,000
						2043	24,025,000	576,884	24,601,884	9,605,000
						2044	4,745,000	171,772	4,916,772	4,860,000
						2045	4,860,000	57,713	4,917,713	-
									</	

### 3. Proposed Debt Financings

While NCSU evaluates its capital investment needs on a regular basis, NCSU currently has no legislatively approved projects that it anticipates financing during the Study Period.

## 4. Financial Ratios

### Debt to Obligated Resources

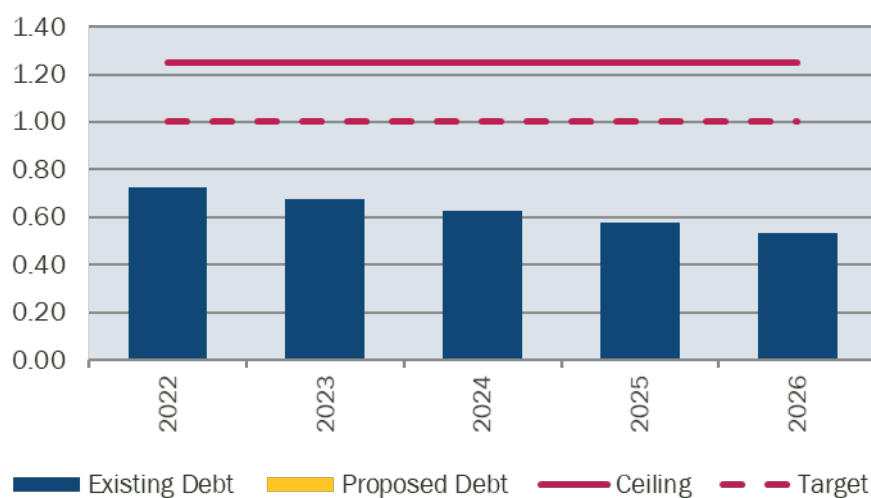
- **What does it measure?** NC State's aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt.
- **How is it calculated?** Aggregate debt divided by obligated resources\*
- Target Ratio: 1.00
- Ceiling Ratio: Not to exceed 1.25
- Projected 2022 Ratio: 0.72
- Highest Study Period Ratio: 0.72 (2022)

\*Available Funds, which is the concept commonly used to capture an institution's obligated resources in its loan and bond documentation, has been used in the model as a proxy for obligated resources. For most institutions, the two concepts are identical, though Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of an institution's obligated resources.

### Debt to Obligated Resources

Debt to Obligated Resources							
Fiscal Year	Obligated Resources	Growth	Existing Debt	Proposed Debt	Ratio - Existing	Ratio - Proposed	Ratio - Total
2022	667,924,596	2.72%	484,053,898	-	0.72	n/a	0.72
2023	686,092,145	2.72%	462,880,058	-	0.67	n/a	0.67
2024	704,753,851	2.72%	441,161,046	-	0.63	n/a	0.63
2025	723,923,156	2.72%	418,956,102	-	0.58	n/a	0.58
2026	743,613,866	2.72%	396,227,685	-	0.53	n/a	0.53

### Debt to Obligated Resources



Weaker  
↑  
↓  
Stronger



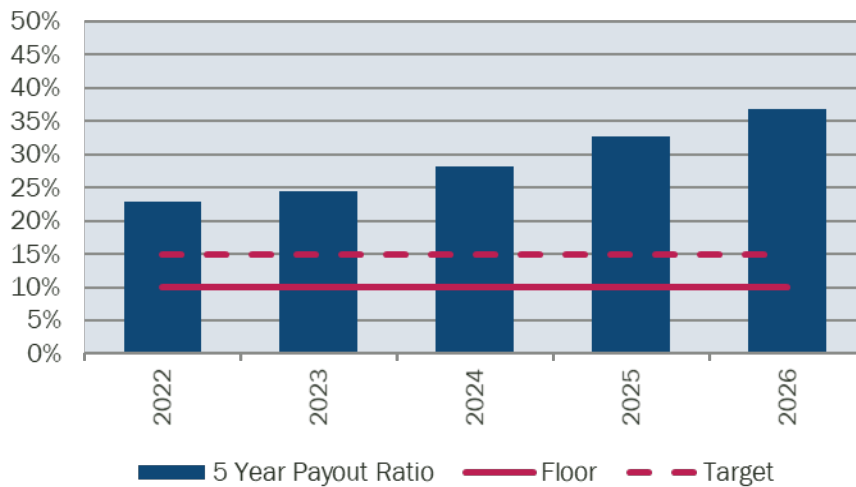
## 5-Year Payout Ratio Overview

- **What does it measure?** The percentage of NC State's debt scheduled to be retired in the next five years.
- **How is it calculated?** Aggregate principal to be paid in the next five years divided by aggregate debt
- Target Ratio: 15%
- Floor Ratio: Not less than 10%
- Projected 2022 Ratio: 23%
- Lowest Study Period Ratio: 23% (2022)

### 5-Year Payout Ratio

5 Year Payout Ratio		
Fiscal Year	Principal Balance	Ratio
2022	484,053,898	23%
2023	462,880,058	25%
2024	441,161,046	28%
2025	418,956,102	33%
2026	396,227,685	37%

### 5-Year Payout Ratio



Stronger  
↑  
↓  
Weaker

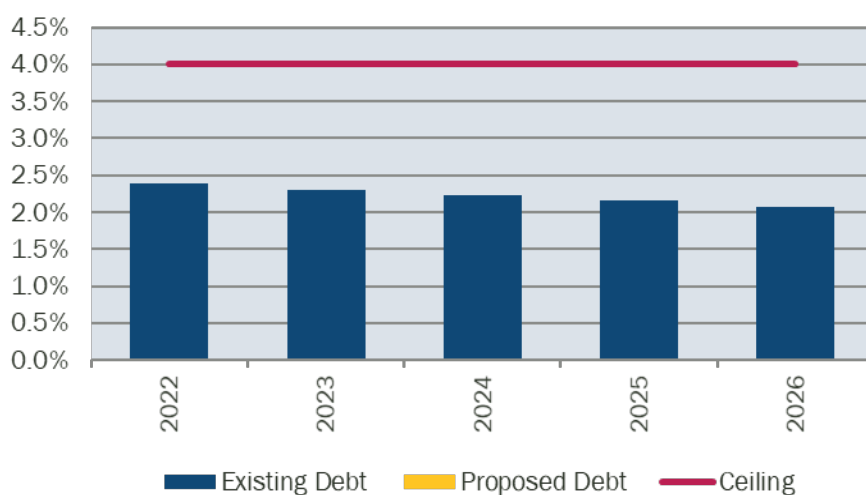
## Debt Service to Operating Expenses

- **What does it measure?** NC State's debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues.
- **How is it calculated?** Annual debt service divided by annual operating expenses (as adjusted to include interest expense of proposed debt)
- Policy Ratio: Not to exceed 4.00%
- Projected 2022 Ratio: 2.39%
- Highest Study Period Ratio: 2.39% (2022)

## Debt Service to Operating Expenses

Debt Service to Operating Expenses							
Fiscal Year	Operating Expenses	Growth	Existing Debt Service	Proposed Debt Service	Ratio - Existing	Ratio - Proposed	Ratio - Total
2022	1,559,833,467	2.72%	37,345,624	-	2.39%	n/a	2.39%
2023	1,602,260,938	2.72%	36,976,763	-	2.31%	n/a	2.31%
2024	1,645,842,435	2.72%	36,704,136	-	2.23%	n/a	2.23%
2025	1,690,609,350	2.72%	36,375,389	-	2.15%	n/a	2.15%
2026	1,736,593,924	2.72%	36,110,416	-	2.08%	n/a	2.08%

## Debt Service to Operating Expenses



Weaker  
↑  
↓  
Stronger

## 5. Debt Capacity Calculation

### Debt Capacity Calculation

- For the purposes of this Institution Report and the Study, NC State's debt capacity is based on the amount of debt NC State could issue during the Study Period (after taking into account any legislatively approved projects detailed in **Section 3** above) without exceeding its ceiling ratio for **debt to obligated resources**.
- As presented below, NC State's current debt capacity equals **the lowest constraint on its debt capacity** in any single year during the Study Period.
- Based solely on the **debt to obligated resources** ratio, NC State's current estimated debt capacity is **\$350,851,847**. After taking into account any legislatively approved projects detailed in **Section 3** above, if NC State issued no additional debt until the last year of the Study Period, then NC State's debt capacity for 2026 is projected to increase to **\$533,289,647**.

Debt Capacity Calculation			
Fiscal Year	Debt to Obligated Resources	Debt to Obligated Resources	Debt Capacity Calculation
	(Current Ratio)	(Ceiling)	
2022	0.72	1.25	350,851,847
2023	0.67	1.25	394,735,123
2024	0.63	1.25	439,781,268
2025	0.58	1.25	485,947,843
2026	0.53	1.25	533,289,647

### Limitations on Debt Capacity and Credit Rating Implications

- The debt capacity calculation shown above provides a general indication of NC State's ability to absorb debt on its balance sheet during the Study Period and may help identify trends and issues over time.
- "Debt capacity" does not** necessarily equate to **"debt affordability,"** which takes into account a number of quantitative and qualitative factors, including project revenues and expenses, cost of funds and competing strategic priorities.
- If NC State were to use all of its calculated debt capacity during the Study Period, NC State's credit ratings may face significant downward pressure.**
- Projecting the exact amount NC State could issue during the Study Period without negatively impacting its credit rating is difficult for a number of reasons.
  - Use of Multiple Factors**
    - Any single financial ratio makes up only a fraction of the "scorecard" used by rating agencies to guide their credit analysis.
    - Under Moody's approach, for example, the **financial leverage ratio** accounts for only **10%** of an issuer's overall score.
  - The State's Impact**
    - In assessing each institution's credit rating, rating agencies also consider the State's credit rating and demographic trends, the health of its pension system, the level of support it has

historically provided to the institution, and any legislation or policies affecting campus operations.

- Historically, each institution's credit rating has been bolstered by the State's strong support and overall financial health. As a result, many institutions "underperform" relative to the national median ratios for their rating category.
- If "debt capacity" were linked to those national median ratios, many institutions would have limited debt capacity for an extended period of time.
- **Factor Interdependence**
  - The quantitative and qualitative factors interact with one another in ways that are difficult to predict.
  - For example, a university's "**strategic positioning**" score, which accounts for 10% of its overall score under Moody's criteria, could deteriorate if a university either (1) issued excessive debt or (2) failed to reinvest in its campus to address its deferred maintenance obligations.
- **Distortions Across Rating Categories**
  - Because quantitative ratios account for only a portion of an issuer's final rating, the national median for any single ratio is not perfectly correlated to rating outcomes, meaning the median ratio for a lower rating category may be more stringent than the median ratio for a higher rating category. For the highest and lowest rating categories, the correlation between any single ratio and rating outcomes becomes even weaker.
  - Tying capacity directly to ratings may also distort strategic objectives. For example, an institution may be penalized for improving its rating, as it may suddenly lose all of its debt capacity because it must now comply with a much more stringent ratio.

## 6. Debt Profile

NC State's detailed debt profile, including a brief description of each financed project and the source of repayment for each outstanding debt obligation, is reflected in the table on the following page.

## APPENDIX E

Summary of Debt Outstanding as of FYE June 30, 2021						
Series	Dated Date	Outstanding Par Amount	Final Maturity	Type	Purpose	Source of Repayment
<b>NORTH CAROLINA STATE UNIVERSITY</b>		<b>504,817,510.00</b>				
2010 A NCSU	04/28/2010	3,030,000.00	10/01/2022	General Revenue	Student Health Center, West Lot Parking Deck, Carmichael Gym, Terry Veterinary Hospital, Dining and Athletic Facilities	Centennial Campus Revenues; Gifts; Student Fees; Transportation Revenues; Dining Revenues
2013 A NCSU	03/06/2013	7,315,000.00	10/01/2023	General Revenue	Centennial Campus Housing Complex	Housing Revenues
2013 B NCSU	03/06/2013	127,395,000.00	10/01/2041	General Revenue	Talley Student Center	Dining Revenues; Bookstore Revenues
2017 NCSU	03/14/2017	33,417,510.00	10/01/2031	General Revenue	Construction Project	Energy Savings; Student Fees; Gifts
2018 NCSU	06/28/2018	68,755,000.00	10/01/2028	General Revenue	Refunding 2003B and 2015	Housing Revenues; Athletics Revenues; Centennial Campus Revenues; Student Fees
2020 A NCSU	07/07/2020	82,335,000.00	10/01/2044	General Revenue	Refunding 2010B and 2013A	Student Fees; Gifts; Transportation Revenues; Dining Revenues
2020 B NCSU	07/07/2020	182,570,000.00	10/01/2042	General Revenue	Refunding 2010B and 2013A	Gifts; Housing Revenues

## 7. Credit Profile

The following page provides a snapshot of NC State's current credit ratings, along with (1) a summary of various credit factors identified in NC State's most recent rating report and (2) recommendations for maintaining and improving NC State's credit ratings in the future.



## Credit Profile of the University– (General Revenue)

### Overview

- Moody's maintains a Aa1 rating on NC State's general revenue bonds. The outlook is stable.
- Standard and Poor's maintains a AA rating on NC State's general revenue bonds. The outlook is stable

### Key Information Noted in Rating Reports

#### Credit Strengths

- Excellent student market position as land-grant university with diverse degree programs
- Solid support from Aaa -rated state for operations and capital
- Sizeable and growing financial reserves provide a resource cushion
- Federal aid from the CARES Act provided support to offset student refunds and other expenses
- Strong philanthropic support
- Manageable financial leverage
- Good financial management as evidenced by a history of strong operating performance

#### Credit Challenges

- Ongoing capital needs will lead to increased debt over time
- Political limits on pricing power for in - state undergraduate students restrain prospects for revenue growth
- Lower total gift revenue relative to similarly rated peers.
- Economic recovery could be challenged if COVID-related risks accelerate in the future

Moody's	S&P	Fitch
Aaa	AAA	AAA
<b>Aa1</b>	<b>AA+</b>	<b>AA+</b>
Aa2	<b>AA</b>	AA
Aa3	AA-	AA-
A1	A+	A+
A2	A	A
A3	A-	A-
Baa1	BBB+	BBB+
Baa2	BBB	BBB
Baa3	BBB-	BBB-
----- Non Investment Grade		

### Recommendations & Observations

- NC State sees strategic value in maintaining its current rating levels.
- NC State will continue to seek strategies to limit new debt in the near term while addressing the critical infrastructure needs of a growing campus, in accordance with NC State's existing debt policy and in service of NC State's other strategic initiatives.
- Ongoing fundraising program will further strengthen NCSU's financial reserves and debt affordability related to future capital funding.



## 8. Peer Comparison

Moody's Key Credit Ratios	North Carolina State University	Most Recent Peer Institution Data				Moody's Public Higher Education Medians
Peer Institution	2020	Michigan State University	Virginia Tech University	University of Arizona	Georgia Institute of Technology	
Fiscal Year		2021	2020	2021	2020	
Most Senior Rating		Aa2	Aa1	Aa2	Aa3	
Total Long-Term Debt (\$, in millions)	538	1734	742	1668	987	637
Total Cash & Investments (\$, in millions)	2289	5212	1904	2343	2553	1607
Operating Revenue (\$, in millions)	1614	2475	1606	2133	1925	1236
Operating Expenses (\$, in millions)	1579	2410	1538	2074	1860	1202
Market Performance Ratios						
Annual Change in Operating Revenue (%)	-1.5%	-2.0%	5.4%	1.6%	3.5%	1.9%
Operating Ratios						
Operating Cash Flow Margin (%)	10.1%	13.4%	12.0%	12.2%	10.3%	11.5%
Wealth & Liquidity Ratios						
Total Cash & Investments to Operating Expenses (x)	1.4	2.2	1.2	1.1	1.4	1.1
Total Debt to Operating Expenses (x)	0.3	0.7	0.5	0.8	0.5	0.5
Monthly Days Cash on Hand (x)	207	252	114	169	79	169
Leverage Ratios						
Total Cash & Investments to Total Debt (x)	4.3	3.0	1.0	0.6	0.9	2.3
Debt Service to Operating Expenses (%)	2.4%	5.2%	3.8%	6.4%	5.0%	4.0%
Total Debt-to-Cash Flow (x)	3.3	3.0	2.6	1.4	2.6	4.4

\*Note: Peers chosen from BOG approved peers if available in Moody's Municipal Financial Ratio Analysis (MFRA) Database. If approved peer data is unavailable, universities with similar credit ratings are used. Data is the most recent available in the MFRA database.

## Debt Management Policies

NC State's current debt policy is attached.

North Carolina State University  
Debt Management Guidelines  
Revised June 2018

Summary

Debt financing, especially tax-exempt debt, provides a low-cost source of capital for the University to fund capital investments to achieve its mission and strategic objectives. As the economic landscape continues to evolve and change, the use of debt will become an increasingly important tool that enables our institution to move its strategy forward. In this environment, appropriate financial leverage plays a key role and is considered a long-term component of the University's balance sheet. Given that the University has limited debt repayment resources, the allocation and management of debt is a limited resource. The guidelines provided in this document are the framework by which decisions will be made regarding the issuance of debt to finance particular capital improvements.

Authority

North Carolina General Statutes Chapter 116D Article 3 authorize the Board of Governors of the University of North Carolina (the Board) to issue special obligation bonds for improvements to the facilities of the University of North Carolina System.

Prior to a bond issue, the Board designates the capital improvements financed as "special obligation bond projects" and the University's Board of Trustees approves the issuance of special obligation bonds for those projects.

The State Energy Conservation Finance Act, Article 8 of Chapter 142 of the North Carolina General Statutes authorizes the Board to solicit and, through G.S. 143-64.17A , finance guaranteed energy conservation measures. These financing agreements must have the approval of the Office of State Budget and Management, the State Treasurer, and Counsel of State prior to closing.

Criteria

The University's debt capacity is a limited resource. Only projects that directly or indirectly relate to the mission of the University will be considered for debt financing. In general, projects that will be approved are broader in scope than college, or unit-based, projects. However, certain mission-critical school-based projects can also receive approval. Before beginning the planning-for-fundraising process for any project which might require debt financing, the approval of the Vice Chancellor for Finance and Administration and the Vice Chancellor for University Advancement is required.

Projects financed through a bonding program will have received approval through the NC State Legislature annual non-appropriated capital improvements bill and will have been designated as "special obligation projects" by the North Carolina Board of Governors. Energy conservation measures will have received state agency approval as required.

A project that has a related revenue stream (self-liquidating project) will receive priority consideration. All of these projects must be self-funding, and the use of debt must be supported by an achievable financial plan that includes servicing the debt(including

interest expense), financing related infrastructure and utilities, meeting any new or increased operating costs (including security applications), and providing for appropriate replacement and renovation costs. Any bonded project must have a minimum debt-coverage ratio of 1.25X cash flow-to-debt service (debt service being the annual sum of required minimum principal and interest payments). Energy conservation measures must show that savings will be adequate to service the debt and all annual monitoring costs. Other projects funded by budgetary savings, gifts, and grants will be considered on a case-by-case basis. Any projects that will require gift financing, or include a gift financing component, must be jointly approved by the Vice Chancellor for University Advancement and the Vice Chancellor for Finance and Administration before approaching any prospective donors about gifts to the project. Because of the ancillary costs of projects, the amount of gifts raised must also include an associated endowment for any projects that are to be 100% gift financed. In all cases, institutional strategy and not donor capacity must drive the decision to build a project.

### Maintenance of Credit Rating

Maintaining a high credit rating will permit the University to continue to issue debt and finance capital projects at favorable interest rates while meeting its strategic objectives. The University's decision to issue additional debt will be focused on both the strategic importance of the new capital improvement(s) and the change in the overall debt portfolio and any associated impact on the credit rating. The University recognizes that external economic, natural, or other unanticipated events may from time to time affect the creditworthiness of its debt. Nevertheless, the University is committed to ensuring that the overall debt portfolio is prudently managed and all stakeholder interests are balanced. Management will provide the rating agencies with full and timely access to required information.

### Methods of Sale

The standard methods of sale are competitive, negotiated, and private placement. University management will evaluate each method of sale and determine the best type for each bond issue.

### Financing Team Professionals

Selection of financing team professionals will be accomplished based on guidance from UNC General Administration. Bond Counsel, Financial Advisor, and Underwriter pool will be selected using the RFP (request for proposals) method.

### General Revenue Pledge

The University will utilize general revenue secured debt (available funds pledge) for all financing needs, unless for energy conservation measures or other certain projects where management desires to structure specific revenue pledges independent of general revenue projects. The general revenue pledge provides a strong, flexible security that captures the strengths of not only auxiliary and student related revenues, but also of the

University's research programs. General revenue bonds price better than corresponding auxiliary or facilities and administrative cost recovery bonds. Historically, general revenue debt has been subject to fewer operating or financial covenants and lower coverage levels imposed by the market and external constituents.

### Refunding

Refunding and/or restructuring opportunities will be evaluated on a regular basis. Costs incurred by the refunding activity will be taken into consideration with a general target of 3% present value savings, but other factors will also be considered, including the impact on the University's overall risk profile, credit ratings, and future debt capacity. The University will also consider refinancing for other strategic reasons including the elimination of certain limitations, covenants, payment obligations, or reserve requirements that reduce flexibility.

### Types of Instruments

**Tax-exempt debt** – The University recognizes the benefits associated with tax-exempt debt, and will manage the tax-exempt portfolio to maximize the use of it subject to changing market conditions and tax laws.

**Taxable debt** – The University will manage its debt portfolio to implement taxable strategies based primarily on private use considerations, and secondarily on tax laws and current market conditions. Taxable debt is likely to be a perpetual component of the University's liabilities, and will be utilized to fund projects ineligible for tax-exempt financing.

**Commercial paper** – The University recognizes that a commercial paper (CP) program can provide low-cost working capital and provide bridge financing for projects. However, as with other debt structures, the level of CP outstanding impacts the University's overall debt capacity. The University retains the right to reduce the amount of CP available in the event it needs to increase its tax-exempt and taxable debt capacity.

**Variable rate debt** – Variable rate debt is a desirable component of a debt portfolio in declining-rate environments, as it provides typically lower rates. The use of variable rate debt does expose the debt portfolio to interest rate fluctuations and often comes with liquidity needs. Therefore, the University will balance the mix of variable and fixed rate debt so that variable is between 0-30% of the total debt portfolio and will include variable interest rate instruments and products when advantageous.

**Derivatives** –The use of derivative products can be appropriate and advantageous for the purposes of limiting interest rate exposure and reducing debt-service costs. The use of swaps will be employed primarily to enhance the University's financial strategy by managing its variable-rate exposure. Derivative products can help the University lock-in a favorable cost of capital for a future project or to ensure a specific level of cash flow savings for a refinancing. The University's strategic objectives and outlook on the interest-rate environment would determine the appropriate approach.

The University will evaluate potential derivative instruments through evaluation of its variable rate allocation, market and interest rate conditions, and the compensation for undertaking counterparty exposure. The University will evaluate each transaction relative to counterparty, basis, and termination risk. No derivative transaction will be undertaken that is not fully understood by the University or that imposes inappropriate risk on the University.

Public Private Partnerships - Given limited debt capacity and substantial capital needs, opportunities for alternative and non-traditional transaction structures may be considered, including off- balance sheet financings. These transactions are generally more expensive than traditional debt structures because investors view them as inherently riskier transactions, and can come with a cost of capital and transaction and structuring costs that are higher than traditional University debt. Chief considerations in deciding whether to pursue a Public Private Partnership are whether a third party financing model can produce results that are: (1) faster; (2) better; or (3) cheaper. Non-traditional structures can be considered when the economic benefit and likely impact on the University's debt capacity and credit have been determined to be accretive to the mission, the benefits of the potential transaction outweigh the costs, or the transaction best aligns with the long-term vision and strategic plan of the University. If it is determined that the use of third party financing or public private partnerships is closer to University debt than predicted, or if it is perceived to be University debt by University auditors, we will endeavor to use traditional financing methods. For this reason, any public private partnership projects that occur on University-or Endowment-owned land must include the involvement of the University Treasurer. Our debt guidelines anticipate that rating agencies will consider any debt that is built on state-owned or university-owned land for purposes similar to that which is typically financed by special obligation debt to be virtually the same as debt of the University. Economic interest and control drive whether a project is considered to be debt of the University. If the university has an economic interest (i.e. gains the net operating income or participates in the income or losses) and control, then the project is considered by most financing professionals to be materially tied to the University. Ultimately, pursuing this type of financing is also a function of regulations—a project may be feasible but may not be allowed under existing regulations.

#### Maturity and Debt Service

The useful life of the capital project financed will be taken into consideration when determining the length of financing. No capital project will be financed more than 120% of its useful life. Call features should be structured to provide the highest degree of flexibility relative to cost. Structure of debt service will take into consideration existing debt and future capital plans. In addition, the University's amortization of debt service may be spread along the full yield curve depending on market conditions.

#### Disclosures and Compliance

The University will review compliance with covenants and requirements under outstanding bond indentures on an annual basis. The University will continue to meet its ongoing disclosure requirements in accordance with SEC rule 15c2-12. The University

will submit financial reports, statistical data, and any other material events as required under outstanding bond indentures. The University will comply with arbitrage requirements on invested bond funds. The University will comply with Internal Revenue Service rules related to private use and use of proceeds on tax-exempt debt.

### Use of Benchmarks and Debt Ratios

In order to maintain an understanding of the University's standing in comparison to other like institutions, analysis using standard ratios and benchmarks must be made comparing the University to others in its peer group. This analysis can be used as an ongoing tool in determining trends, weaknesses, and target strengths relating to the debt portfolio, its credit rating, and the health of the institution. On a regular basis, the University will review its ratios and compare them to published benchmarks from the rating agencies and others in its peer group.

The University uses the following key ratios to provide a quantitative assessment of debt affordability and debt capacity. ***Current guidelines, which will be updated annually per the Moody's updated report, establish internal covenant levels that are 15% above the Median level for Aa1 rated peers. A transaction or series of transactions that violate the covenant levels without returning to compliance within 2 years following the transaction will require additional approval and diligence within the long-term (10 year) University plan.***

1. **Financial Leverage (Spendable Cash & Investments to Total Debt)**: This ratio highlights the ability of the University to repay bondholders from wealth that can be accessed over time or for a specific purpose. **Internal covenant level = 1.9X.**

$$\frac{\text{Cash and Investments (University and Affiliated Foundations)} + \text{Funds Held in Trust by Others} + \text{Pledges Receivable Reported in Permanently Restricted Net Assets} - \text{Permanently Restricted Net Assets}}{\text{Total Debt}}$$

2. **Debt Affordability (Total Debt to Cash Flow)**: Measures the ability of the University to repay its debt from the profitability of its current operations, as opposed to financial reserves, and is a measure of debt affordability. **Internal covenant level = 3.8X**

$$\frac{\text{Total Debt}}{\text{Operating Income} + \text{Depreciation} + \text{Amortization} + \text{Interest} + \text{Other Non-Cash Expenses}}$$

3. **Total Debt to Operating Revenue**: Measures the University's debt load relative to the scope of its current operations, economies of scale, and brand recognition. **Internal covenant level = 0.45X.**

$$\frac{\text{Total Debt}}{\text{Operating Revenue}}$$

### Indirect Debt

The University understands that debt issued by affiliated foundations can have an effect on the University's bond rating. University management will take steps to be aware of and participate in debt discussions and new borrowings undertaken by those affiliated entities. As per Operating Guidelines for Associated Entities, all debt that exceeds \$500K for major associated entities and \$100K for minor associated entities must be approved by the Vice Chancellor for Finance and Administration.

### Centralized Lending and Blended Portfolio

The University has adopted a central loan program under which it provides funding for projects under the guidance of the Vice Chancellor for Finance and Administration and the University Treasurer. The benefits of this program include: (i) structuring of transactions on an aggregate basis, rather than by project; (ii) continual access to capital for borrowers; (iii) predictable financial terms for borrowers; (iv) minimizing interest rate volatility; (v) permitting prepayment of loans at any time without penalty; and (vi) equity for borrowers through a blended rate.

The University charges a blended rate to its borrowers based on its cost of funding. This interest rate may change periodically to reflect changes in the University's average aggregate expected long-term cost of borrowing. The blended rate may also include a reserve for interest rate stabilization or other purposes.

Each borrower is responsible for the repayment of all funds borrowed from the central loan program, plus interest, regardless of the internal or external source of funds. The University provides for flexible financing terms in order to accommodate individual entities as determined by the project scope and repayment source. The Director of Strategic Debt Management is the primary contact for divisional and auxiliary loans.



# The University of North Carolina System Debt Capacity Study – Fiscal Year 2021

University of North Carolina at Asheville  
Institution Report

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## 1. Executive Summary

### Overview of the Institution Report

Pursuant to Article 5 of Chapter 116D of the North Carolina General Statutes (the “*Act*”), University of North Carolina at Asheville (“*UNC Asheville*”) has submitted this report (this “*Institution Report*”) as part of the annual debt capacity study (the “*Study*”) undertaken by The University of North Carolina (the “*University*”) in accordance with the Act. Each capitalized term used but not defined in this Institution Report has the meaning given to such term in the Study.

This Institution Report details the historical and projected financial information incorporated into the financial model developed in connection with the Study. UNC Asheville has used the model to calculate and project the following three financial ratios:

- Debt to Obligated Resources
- Five-Year Payout Ratio
- Debt Service to Operating Expenses

See **Appendix A** to the Study for more information on the ratios and related definitions.

To produce a tailored, meaningful model, UNC Asheville, in consultation with the UNC System Office, has set its own policies for each model ratio. For the two statutorily-required ratios—**debt to obligated resources** and the **five-year payout ratio**—UNC Asheville has set both a target policy and a floor or ceiling policy, as applicable.

For the purposes of the Study, UNC Asheville’s debt capacity reflects the amount of debt UNC Asheville could issue during the Study Period without exceeding its ceiling ratio for **debt to obligated resources**, after taking into account debt the General Assembly has previously approved that UNC Asheville intends to issue during the Study Period. Details regarding each approved project are provided in Section 3.

This Institution Report also includes the following information required by the Act:

- UNC Asheville’s current debt profile, including project descriptions financed with, and the sources of repayment for, UNC Asheville’s outstanding debt;
- UNC Asheville’s current credit profile, along with recommendations for maintaining or improving UNC Asheville’s credit rating; and
- A copy of any UNC Asheville debt management policy currently in effect.

### Overview of UNC Asheville

For the fall 2021 semester, UNC Asheville had a headcount student population of approximately 3,233 undergraduate students. Over the past 5 years, UNC Asheville’s enrollment has declined by 16%.

UNC Asheville’s average age of plant is 16.76 years. Age of plant is a financial ratio calculated by dividing the accumulated depreciation by the annual depreciation expense. A low age of plant generally indicates the institution is taking a sustainable approach to its deferred maintenance and reinvestment programs.

UNC Asheville does not anticipate significant additional borrowings during the Study Period. UNC Asheville changed the financial model’s standard growth assumptions for operating expenses to better reflect their internal projections due to changes in state funding.

## 2. Institution Data

### Notes

- Obligated Resources equals Available Funds plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Operating Expenses equals Operating Expenses plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Outstanding debt service is based on UNC Asheville's outstanding debt **as of June 30, 2021**, excluding state appropriated debt (such as energy savings contracts). Debt service is net of any interest subsidies owed to UNC Asheville by the federal government (discounted by an assumed 6.2% sequestration rate) and uses reasonable unhedged variable rate assumptions.
- New money debt issued **after June 30, 2021**, together with any legislatively approved debt UNC Asheville expects to issue during the Study Period, **are included** in the model as "proposed debt service" and are taken into account in the projected financial ratios shown in this Institution Report.

Obligated Resources						Outstanding Debt				
Fiscal Year	Available Funds (Before GASB Adjustment)	GASB 68 Adjustment	GASB 75 Adjustment	AF Growth	Available Funds (After GASB Adjustment)	Fiscal Year	Principal	Net Interest	Debt Service	Principal Balance
2017	35,636,978	3,634,302	-		39,271,280	2022	2,257,500	3,147,204	5,404,704	72,103,400
2018	(74,574,924)	4,534,689	108,613,930	-1.78%	38,573,695	2023	2,385,700	3,069,565	5,455,265	69,717,700
2019	(69,981,912)	5,400,597	104,773,274	4.20%	40,191,959	2024	2,852,500	2,989,417	5,841,917	66,865,200
2020	(69,590,526)	7,335,361	100,424,226	-5.03%	38,169,061	2025	3,028,800	2,865,131	5,893,931	63,836,400
2021	(63,602,137)	8,608,363	93,606,162	1.16%	38,612,388	2026	3,234,600	2,740,537	5,975,137	60,601,800
2022	39,662,645	-	-	2.72%	39,662,645	2027	3,357,800	2,608,261	5,966,061	57,244,000
2023	40,741,469	-	-	2.72%	40,741,469	2028	2,763,000	2,470,441	5,233,441	54,481,000
2024	41,849,637	-	-	2.72%	41,849,637	2029	2,857,000	2,371,880	5,228,880	51,624,000
2025	42,987,947	-	-	2.72%	42,987,947	2030	2,879,000	2,266,012	5,145,012	48,745,000
2026	44,157,219	-	-	2.72%	44,157,219	2031	2,645,000	2,147,000	4,792,000	46,100,000
Operating Expenses						2032	2,760,000	2,030,450	4,790,450	43,340,000
Fiscal Year	Operating Exp.	GASB 68 Adjustment	GASB 75 Adjustment	Growth	Operating Exp.	2033	2,875,000	1,908,800	4,783,800	40,465,000
2017	93,853,144	(529,585)	-		93,323,559	2034	3,020,000	1,765,050	4,785,050	37,445,000
2018	95,203,105	(1,015,668)	(102,672)	0.82%	94,084,765	2035	3,170,000	1,614,050	4,784,050	34,275,000
2019	93,829,883	(909,519)	3,865,342	2.87%	96,785,706	2036	3,295,000	1,487,250	4,782,250	30,980,000
2020	96,046,868	(2,067,095)	4,226,475	1.47%	98,206,247	2037	3,425,000	1,355,450	4,780,450	27,555,000
2021	90,441,029	(1,358,817)	5,547,253	-3.64%	94,629,465	2038	3,555,000	1,218,450	4,773,450	24,000,000
2022	98,726,920	-	-	4.33%	98,726,920	2039	3,725,000	1,055,200	4,780,200	20,275,000
2023	106,723,801	-	-	8.10%	106,723,801	2040	3,885,000	884,100	4,769,100	16,390,000
2024	109,626,688	-	-	2.72%	109,626,688	2041	2,435,000	705,500	3,140,500	13,955,000
2025	112,608,534	-	-	2.72%	112,608,534	2042	2,555,000	583,750	3,138,750	11,400,000
2026	115,671,486	-	-	2.72%	115,671,486	2043	2,685,000	456,000	3,141,000	8,715,000
						2044	2,795,000	348,600	3,143,600	5,920,000
						2045	2,900,000	236,800	3,136,800	3,020,000
						2046	3,020,000	120,800	3,140,800	-

### 3. Proposed Debt Financings

While UNC Asheville evaluates its capital investment needs on a regular basis, UNC Asheville currently has no legislatively approved projects that it anticipates financing during the Study Period.

## 4. Financial Ratios

### Debt to Obligated Resources

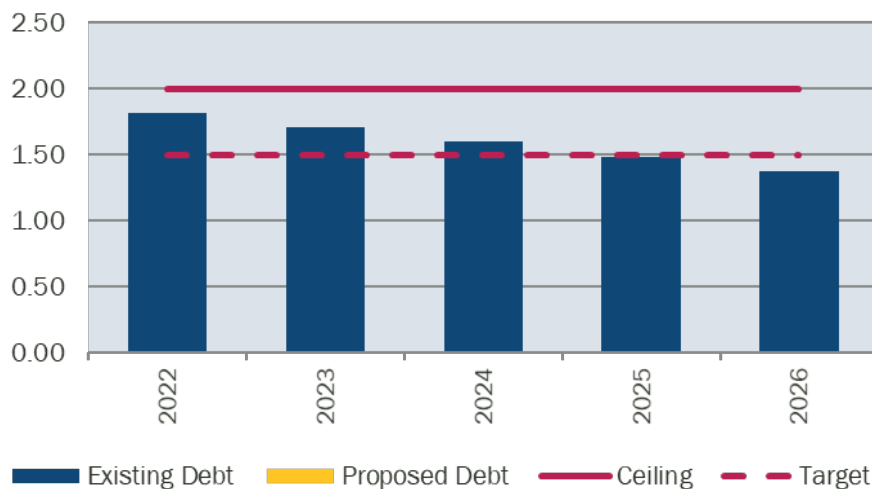
- **What does it measure?** UNC Asheville's aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt.
- **How is it calculated?** Aggregate debt divided by obligated resources\*
- Target Ratio: 1.50
- Ceiling Ratio: Not to exceed 2.00
- Projected 2022 Ratio: 1.82
- Highest Study Period Ratio: 1.82 (2022)

\*Available Funds, which is the concept commonly used to capture an institution's obligated resources in its loan and bond documentation, has been used in the model as a proxy for obligated resources. For most institutions, the two concepts are identical, though Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of an institution's obligated resources.

### Debt to Obligated Resources

Debt to Obligated Resources							
Fiscal Year	Obligated Resources	Growth	Existing Debt	Proposed Debt	Ratio - Existing	Ratio - Proposed	Ratio - Total
2022	39,662,645	2.72%	72,103,400	-	1.82	n/a	1.82
2023	40,741,469	2.72%	69,717,700	-	1.71	n/a	1.71
2024	41,849,637	2.72%	66,865,200	-	1.60	n/a	1.60
2025	42,987,947	2.72%	63,836,400	-	1.48	n/a	1.48
2026	44,157,219	2.72%	60,601,800	-	1.37	n/a	1.37

### Debt to Obligated Resources



Weaker  
↑  
↓  
Stronger

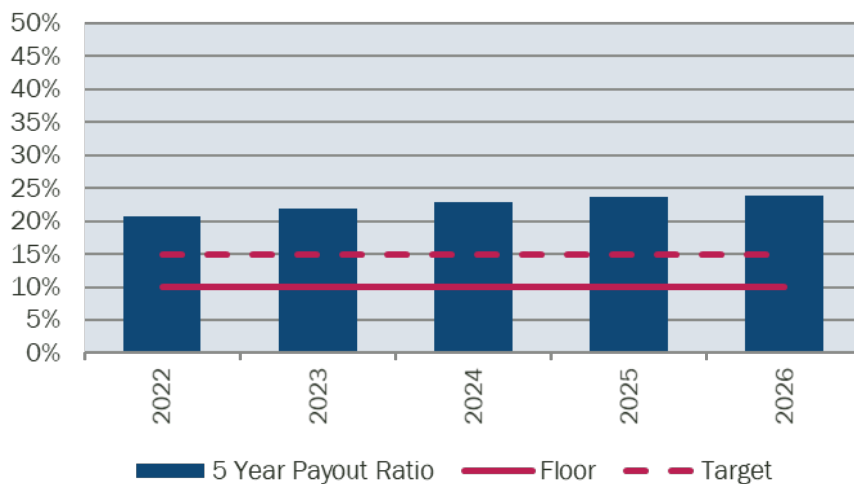
### 5-Year Payout Ratio Overview

- **What does it measure?** The percentage of UNC Asheville's debt scheduled to be retired in the next five years.
- **How is it calculated?** Aggregate principal to be paid in the next five years divided by aggregate debt
- Target Ratio: 15%
- Floor Ratio: Not less than 10%
- Projected 2022 Ratio: 21%
- Lowest Study Period Ratio: 21% (2022)

### 5-Year Payout Ratio

5 Year Payout Ratio		
Fiscal Year	Principal Balance	Ratio
2022	72,103,400	21%
2023	69,717,700	22%
2024	66,865,200	23%
2025	63,836,400	24%
2026	60,601,800	24%

### 5-Year Payout Ratio



Stronger  
↑  
↓  
Weaker

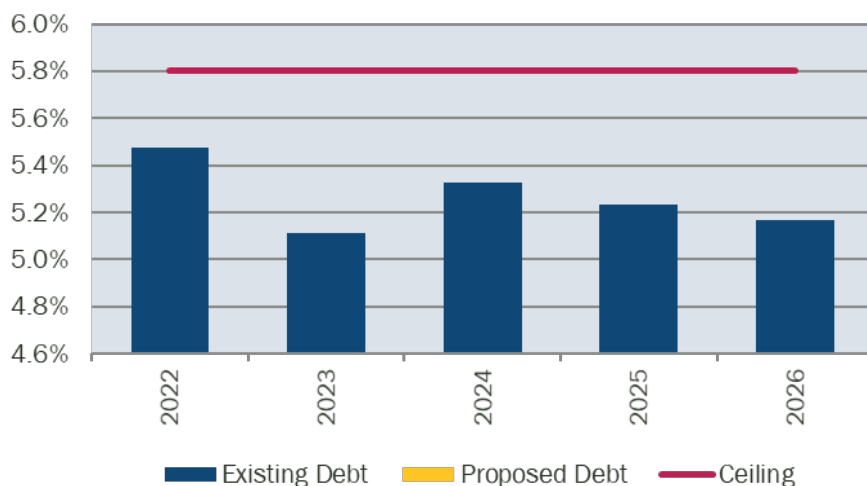
## Debt Service to Operating Expenses

- **What does it measure?** UNC Asheville's debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues.
- **How is it calculated?** Annual debt service divided by annual operating expenses (as adjusted to include interest expense of proposed debt)
- Policy Ratio: Not to exceed 5.80%
- Projected 2022 Ratio: 5.47%
- Highest Study Period Ratio: 5.47% (2022)

### Debt Service to Operating Expenses

Debt Service to Operating Expenses							
Fiscal Year	Operating Expenses	Growth	Existing Debt Service	Proposed Debt Service	Ratio - Existing	Ratio - Proposed	Ratio - Total
2022	98,726,920	4.33%	5,404,704	-	5.47%	n/a	5.47%
2023	106,723,801	8.10%	5,455,265	-	5.11%	n/a	5.11%
2024	109,626,688	2.72%	5,841,917	-	5.33%	n/a	5.33%
2025	112,608,534	2.72%	5,893,931	-	5.23%	n/a	5.23%
2026	115,671,486	2.72%	5,975,137	-	5.17%	n/a	5.17%

### Debt Service to Operating Expenses



Weaker  
↑  
↓  
Stronger



## 5. Debt Capacity Calculation

### Debt Capacity Calculation

- For the purposes of this Institution Report and the Study, UNC Asheville's debt capacity is based on the amount of debt UNC Asheville could issue during the Study Period (after taking into account any legislatively approved projects detailed in **Section 3** above) without exceeding its ceiling ratio for **debt to obligated resources**.
- As presented below, UNC Asheville's current debt capacity equals **the lowest constraint on its debt capacity** in any single year during the Study Period.<sup>1</sup>
- Based solely on the **debt to obligated resources** ratio, UNC Asheville estimated debt capacity for fiscal year 2021 is **\$7,221,890**. After taking into account any legislatively approved projects detailed in **Section 3** above, if UNC Asheville issued no additional debt until the last year of the Study Period, then UNC Asheville's debt capacity for 2026 is projected to increase to **\$27,712,638**.

Debt Capacity Calculation			
Fiscal Year	Debt to Obligated	Debt to Obligated	Debt Capacity Calculation
	Resources (Current Ratio)	Resources (Ceiling)	
2022	1.82	2.00	7,221,890
2023	1.71	2.00	11,765,238
2024	1.60	2.00	16,834,074
2025	1.48	2.00	22,139,494
2026	1.37	2.00	27,712,638

### Limitations on Debt Capacity and Credit Rating Implications

- The debt capacity calculation shown above provides a general indication of UNC Asheville's ability to absorb debt on its balance sheet during the Study Period and may help identify trends and issues over time.
- "**Debt capacity**" does not necessarily equate to "**debt affordability**," which takes into account a number of quantitative and qualitative factors, including project revenues and expenses, cost of funds and competing strategic priorities.
- If UNC Asheville were to use all of its calculated debt capacity during the Study Period, UNC Asheville's credit ratings may face significant downward pressure.**
- Projecting the exact amount UNC Asheville could issue during the Study Period without negatively impacting its credit rating is difficult for a number of reasons.
  - Use of Multiple Factors**
    - Any single financial ratio makes up only a fraction of the "scorecard" used by rating agencies to guide their credit analysis.
    - Under Moody's approach, for example, the **financial leverage ratio** accounts for only **10%** of an issuer's overall score.

- **The State's Impact**
  - In assessing each institution's credit rating, rating agencies also consider the State's credit rating and demographic trends, the health of its pension system, the level of support it has historically provided to the institution, and any legislation or policies affecting Campus operations.
  - Historically, each institution's credit rating has been bolstered by the State's strong support and overall financial health. As a result, many institutions "underperform" relative to the national median ratios for their rating category.
  - If "debt capacity" were linked to those national median ratios, many institutions would have limited debt capacity for an extended period of time.
- **Factor Interdependence**
  - The quantitative and qualitative factors interact with one another in ways that are difficult to predict.
  - For example, a university's "**strategic positioning**" score, which accounts for 10% of its overall score under Moody's criteria, could deteriorate if a university either (1) issued excessive debt or (2) failed to reinvest in its campus to address its deferred maintenance obligations.
- **Distortions Across Rating Categories**
  - Because quantitative ratios account for only a portion of an issuer's final rating, the national median for any single ratio is not perfectly correlated to rating outcomes, meaning the median ratio for a lower rating category may be more stringent than the median ratio for a higher rating category. For the highest and lowest rating categories, the correlation between any single ratio and rating outcomes becomes even weaker.
  - Tying capacity directly to ratings may also distort strategic objectives. For example, an institution may be penalized for improving its rating, as it may suddenly lose all of its debt capacity because it must now comply with a much more stringent ratio.

## 6. Debt Profile

UNC Asheville's detailed debt profile, including a brief description of each financed project and the source of repayment for each outstanding debt obligation, is reflected in the table on the following page.

## APPENDIX E

The University of North Carolina at Asheville

Summary of Debt Outstanding as of FYE June 30, 2021						
Series	Dated Date	Outstanding Par Amount	Final Maturity	Type	Purpose	Source of Repayment
<b>UNIVERSITY OF NORTH CAROLINA ASHEVILLE</b>		<b>74,360,900.00</b>				
2010 C UNCA	03/31/2010	1,540,000.00	10/01/2024	Pool Revenue	Refunding 2002A	Housing Receipts; Dining Receipts
2012 UNCA	04/18/2012	2,367,900.00	06/01/2027	General Revenue	Refunding 2002A	Housing Receipts; Dining Receipts
2013 A UNCA	05/28/2013	2,852,000.00	04/01/2030	General Revenue	Student Health, Counseling, Development Center	Health Services Student Fee; Overhead Receipts, Endowment Administrative Fees
2013 B UNCA	05/26/2013	1,037,000.00	04/01/2023	General Revenue	Refunding 2005A	Housing Receipts; Dining Receipts
2014 UNCA	09/18/2014	619,000.00	06/01/2029	General Revenue	Athletics and Student Recreation Center	Athletics Student Fee
2017 UNCA	03/22/2017	45,520,000.00	06/01/2046	General Revenue	Highsmith Student Ctr Renovation & New Campus Housing	Housing Receipts; Student Fees
2019 UNCA	10/31/2019	20,425,000.00	06/01/2040	General Revenue	Refunding 2010	Housing Receipts; Dining Receipts

## 7. Credit Profile

The following page provides a snapshot of UNC Asheville's current credit ratings, along with (1) a summary of various credit factors identified in UNC Asheville's most recent rating report and (2) recommendations for maintaining and improving UNC Asheville's credit ratings in the future.



## Credit Profile of the University – (General Revenue)

### Overview

- In January 2022, Moody's downgraded UNCA's rating from A1 to A2 on UNC Asheville's general revenue bonds. The outlook is revised from negative to stable. The change will be reflected in next year's study.
- Previously in 2020, Moody's had downgraded the Series 2010C bonds from Aa3 to A1 reflecting the shift in composition of the pool participants in 2020; UNCA is now the sole obligor to Series 2010C bonds.

### Key Information Noted in Rating Reports

#### Credit Strengths

- Strong financial support for operations and capital projects from the Aaa-rated state of North Carolina
- As UNCA works to implement its strategic enrollment initiatives, State funds will assist its operating performance
- Operating appropriations from the state have increased since FY 2014 and moderate increases are expected to continue

#### Credit Challenges

- Since 2017, enrollment has declined putting constraints on net tuition revenues
- Thin operating performance, lower cash and investments and liquidity reserves relative to A1 peers; Improved performance will be dependent on successful implementation of student market initiatives
- Limited prospects for significant improvement in unrestricted liquidity relative to expenses
- State-imposed tuition pricing constraints limit pricing flexibility and will likely suppress tuition revenue growth

Moody's	S&P	Fitch
Aaa	AAA	AAA
Aa1	AA+	AA+
Aa2	AA	AA
Aa3	AA-	AA-
<b>A1</b>	A+	A+
A2	A	A
A3	A-	A-
Baa1	BBB+	BBB+
Baa2	BBB	BBB
Baa3	BBB-	BBB-
----- Non Investment Grade		

### Recommendations & Observations

- Execute on UNCA's strategic plans to stabilize incoming first year student classes, strengthen undergraduate retention, and launch new graduate academic programs.
- Adopt proactive management of improving operating cash flow margin and liquidity reserves relative to A1 median peers.
- Continue to develop initiatives to highlight and strengthen UNC Asheville's distinctive market position.

## 8. Peer Comparison

Moody's Key Credit Ratios	University of North Carolina Asheville	Most Recent Peer Institution Data				Moody's Public Higher Education Medians
Peer Institution	2021	St. Mary's College of Maryland	Ramapo College	Bowling Green State University	Central Michigan University	
Fiscal Year		2021	2020	2021	2021	
Most Senior Rating		A2	A2	A1	A1	
Total Long-Term Debt (\$, in millions)	76	42	214	275	139	111
Total Cash & Investments (\$, in millions)	98	80	108	546	525	163
Operating Revenue (\$, in millions)	91	60	158	378	418	178
Operating Expenses (\$, in millions)	92	68	158	366	407	178
Market Performance Ratios						
Annual Change in Operating Revenue (%)	0.7%	-3.9%	-1.8%	5.9%	0.2%	1.1%
Operating Ratios						
Operating Cash Flow Margin (%)	10.2%	0.8%	16.0%	15.7%	10.7%	13.4%
Wealth & Liquidity Ratios						
Total Cash & Investments to Operating Expenses (x)	1.1	1.2	0.7	1.5	1.3	0.6
Total Debt to Operating Expenses (x)	0.8	0.6	1.4	0.8	0.3	0.6
Monthly Days Cash on Hand (x)	76	122	219	252	346	177
Leverage Ratios						
Total Cash & Investments to Total Debt (x)	1.3	0.9	0.3	0.6	1.2	1.6
Debt Service to Operating Expenses (%)	6.5%	89.4%	8.5%	4.6%	3.1%	5.3%
Total Debt-to-Cash Flow (x)	8.2	1.9	0.5	2.0	3.8	4.7

\*Note: Peers chosen from BOG approved peers if available in Moody's Municipal Financial Ratio Analysis (MFRA) Database. If approved peer data is unavailable, universities with similar credit ratings are used. Data is the most recent available in the MFRA database.

## Debt Management Policies

UNC Asheville's current debt policy is attached.



## Debt Management Policy

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## 1. Introduction

The University of North Carolina at Asheville (“UNCA”) views its debt capacity as a limited resource that should be used, when appropriate, to help fund the capital investments necessary for the successful implementation of UNCA’s strategic vision to provide its students the opportunity, within a diverse and inclusive community, to experience liberal arts education at its best, while preserving the operational flexibility and resources necessary to support UNCA’s current and future programming. UNCA recognizes the important role that the responsible stewardship of its financial resources will play as UNCA seeks to invest in its campus and related infrastructure in a manner that is economically, socially and environmentally sustainable.

This Policy has been developed to assist UNCA’s efforts to manage its debt on a long-term, portfolio basis and in a manner consistent with UNCA’s capital improvement plan, stated policies, objectives and core values. Like other limited resources, UNCA’s debt capacity should be used and allocated strategically and equitably, taking into account the benefits and burdens for both current and future students.

Specifically, the objective of this Policy is to provide a framework that will enable UNCA’s Board of Trustees (the “Board”) and finance staff to:

- (i) Identify and prioritize projects eligible for debt financing;
- (ii) Limit and manage risk within UNCA’s debt portfolio;
- (iii) Establish debt management guidelines and quantitative parameters for evaluating UNCA’s financial health, debt affordability and debt capacity;
- (iv) Manage and protect UNCA’s credit profile in order to maintain UNCA’s credit rating at a strategically optimized level and maintain access to the capital markets; and
- (v) Ensure UNCA remains in compliance with all of its post-issuance obligations and requirements.

This Policy is intended solely for UNCA’s internal planning purposes. The Vice Chancellor for Administration & Finance will review this Policy annually and, if necessary, recommend changes to ensure that it remains consistent with University’s strategic objectives and the evolving demands and accepted practices of the public higher education marketplace. Proposed changes to this Policy are subject to the Board’s approval.

## 2. Authorization and Oversight

UNCA’s Vice Chancellor for Administration & Finance is responsible for the day-to-day management of UNCA’s financial affairs in accordance with the terms of this Policy and for all of UNCA’s debt financing activities. Each University financing will conform to all applicable State and Federal laws.

The Board will consider for approval each proposed financing in accordance with the requirements of any applicable State law.

## 3. Process for Identifying and Prioritizing Capital Projects Requiring Debt

Only projects that directly or indirectly relate to the mission of UNCA will be considered for debt financing.

- (i) Self-Liquidating Projects – A project that has a related revenue stream (self-liquidating project) will receive priority consideration. Each self-liquidating project financing must be supported by an achievable plan of finance that provides, or identifies sources of funds, sufficient to (1) service the debt associated with the project, (2) pay for any related infrastructure improvements, (3) cover any new or increased operating costs and (4) fund appropriate reserves for anticipated replacement and renovation costs.
- (ii) Energy Conservation Projects – Each energy conservation project financing must provide annual savings sufficient to service the applicable debt and all related monitoring costs.
- (iii) Other Projects – Other projects funded through budgetary savings, gifts and grants will be considered on a case-by-case basis. Any projects that will require gift financing or include a gift financing component must be jointly approved by the Vice Chancellor for University of Advancement and the Vice Chancellor for Administration & Finance before any project-restricted donations are solicited. The fundraising goal for any project to be financed primarily with donations should also include, when feasible, an appropriately-sized endowment for deferred maintenance and other ancillary ownership costs. In all cases, institutional strategy, and not donor capacity, must drive the decision to pursue any proposed project.

## 4. Benchmarks and Debt Ratios

### Overview

When evaluating its current financial health and any proposed plan of finance, UNCA takes into account both its debt affordability and its debt capacity. Debt affordability focuses on UNCA's cash flows and measures UNCA's ability to service its debt through its operating budget and identified revenue streams. Debt capacity, on the other hand, focuses on the relationship between UNCA's net assets and its total debt outstanding.

Debt capacity and affordability are impacted by a number of factors, including UNCA's enrollment trends, reserve levels, operating performance, ability to generate additional revenues to support debt service, competing capital improvement or programmatic needs, and general market conditions. Because of the number of potential variables, UNCA's debt capacity cannot be calculated based on any single ratio or even a small handful of ratios.

UNCA believes, however, that it is important to consider and monitor objective metrics when evaluating UNCA's financial health and its ability to incur additional debt. To that end, UNCA has identified four key financial ratios that it will use to assess its ability to absorb additional debt based on its current and projected financial condition:

- (i) Debt to Obligated Resources
- (ii) Five-Year Payout Ratio
- (iii) Expendable Resources to Debt
- (iv) Debt Service to Operating Expenses

Note that the selected financial ratios are the same benchmarks monitored as part of the debt capacity study for The University of North Carolina delivered each year under Article 5 of Chapter 116D of the North Carolina General Statutes (the "UNC Debt Capacity Study"), which UNCA believes will promote clarity and consistency in UNCA's debt management and planning efforts.

UNCA has established for each ratio a floor or ceiling target, as the case may be, with the expectation that UNCA will operate within the parameters of those ratios most of the time. To the extent possible, the policy ratios established from time to time in this Policy should align with the ratios used in the report UNCA submits each year as part of the UNC Debt Capacity Study. The policy ratios have been established to help preserve UNCA's financial health and operating flexibility and to ensure UNCA is able to access the market to address capital needs or to take advantage of potential refinancing opportunities. Attaining or maintaining a specific credit rating is not an objective of this Policy.

UNCA recognizes that the policy ratios, while helpful, have limitations and should not be viewed in isolation of UNCA's strategic plan or other planning tools. In accordance with the recommendations set forth in the initial UNC Debt Capacity Study delivered April 1, 2016, UNCA has developed as part of this Policy specific criteria for evaluating and, if warranted, approving critical infrastructure projects even when UNCA has limited debt capacity as calculated by the UNC Debt Capacity Study or the benchmark ratios in this Policy. In such instances, the Board may approve the issuance of debt with respect to a proposed project based on one or more of the following findings:

- (i) The proposed project would generate additional revenues (including, if applicable, dedicated student fees or grants) sufficient to support the financing, which revenues are not currently captured in the benchmark ratios.
- (ii) The proposed project would be financed entirely with private donations based on pledges already in hand.
- (iii) The proposed project is essential to the implementation of one of the Board's strategic priorities.
- (iv) The proposed project addresses life and safety issues or addresses other critical infrastructure needs.
- (v) Foregoing or delaying the proposed project would result in significant additional costs to UNCA or would negatively impact UNCA's credit rating.

At no point, however, should UNCA intentionally operate outside an established policy ratio without conscious and explicit planning.

### Ratio 1 – Debt to Obligated Resources

<b>What does it measure?</b>	UNCA's aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt under the General Revenue Bond Statutes
<b>Why is it tracked?</b>	The ratio, which is based on the legal structure proscribed by the General Revenue Bond Statutes, provides a general indication of UNCA's ability to absorb debt on its balance sheet and is the primary ratio used to calculate UNCA's "debt capacity" under the methodology used in the UNC Debt Capacity Study
<b>How is it calculated?</b>	Aggregate debt* divided by obligated resources**
<b>Policy Ratio:</b>	Not to exceed 2.0x (UNC Debt Capacity Study Target Ratio = 1.50x)

\* As used throughout this Policy, "aggregate debt" includes UNCA's energy savings contracts, which, in accordance with State law, are excluded from the UNC Debt Capacity Study.

\*\* "Available Funds," which is the concept commonly used to capture each UNC's campus's obligated resources in its loan and bond documentation, has been used as a proxy for "obligated resources." The two concepts are generally identical, though Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of UNCA's obligated resources.

**Ratio 2 – Five-Year Payout Ratio Overview**

<b>What does it measure?</b>	The percentage of UNCA's debt scheduled to be retired in the next five years
<b>Why is it tracked?</b>	The ratio measures how aggressively UNCA is amortizing its debt and is a ratio that is monitored in the UNC Debt Capacity
<b>How is it calculated?</b>	Aggregate principal to be paid in the next five years divided by aggregate debt
<b>Policy Ratio:</b>	Not less than 10% (UNC Debt Capacity Study Target Ratio = 15%)

**Ratio 3 – Expendable Resources to Debt**

<b>What does it measure?</b>	The number of times UNCA's liquid and expendable net assets covers its aggregate debt
<b>Why is it tracked?</b>	The ratio, which is widely tracked by rating agencies and other capital market participants, is a basic measure of financial health and assesses UNCA's ability to settle its debt obligations using only its available net assets as of a particular date
<b>How is it calculated?</b>	The sum of (1) Adjusted Unrestricted Net Assets and (2) Restricted Expendable Net Assets divided by aggregate debt
<b>Policy Ratio:</b>	Not less than 0.45x

**Ratio 4 – Debt Service to Operating Expenses**

<b>What does it measure?</b>	UNCA's debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues
<b>Why is it tracked?</b>	The ratio, which is widely tracked by rating agencies and other capital market participants, evaluates UNCA's relative cost of borrowing to its overall expenditures and provides a measure of UNCA's budgetary flexibility
<b>How is it calculated?</b>	Annual debt service divided by annual operating expenses
<b>Policy Ratio:</b>	Not to exceed 5.80%

**Reporting**

The Vice Chancellor for Administration & Finance will review each ratio in connection with the delivery of the University's audited financials and will provide an annual report to the Board detailing (1) the calculation of each ratio for that fiscal year and (2) an explanation for any ratio that falls outside the University's stated policy ratio, along with (a) any applicable recommendations, strategies and an expected timeframe for aligning such ratio with the University's stated policy or (b) the rationale for any recommended changes to any such stated policy ratio going forward (including any revisions necessitated by changes in accounting standards or rating agency methodologies).

## 5. Debt Portfolio Management and Transaction Structure Considerations

### Generally

Numerous types of financing structures and funding sources are available, each with specific benefits, risks, and costs. Potential funding sources and structures will be reviewed and considered by the Vice Chancellor for Administration & Finance within the context of this Policy and the overall portfolio to ensure that any financial product or structure is consistent with UNCA's stated objectives. As part of effective debt management, UNCA must also consider its investment and cash management strategies, which influence the desired structure of the debt portfolio.

### Method of Sale

UNCA will consider various methods of sale on a transaction-by-transaction basis to determine which method of sale (i.e., competitive, negotiated or private placement) best serves UNCA's strategic plan and financing objectives. In making that determination, UNCA will consider, among other factors: (1) the size and complexity of the issue, (2) the current interest rate environment and other market factors (such as bank and investor appetite) that might affect UNCA's cost of funds, and (3) possible risks associated with each method of sale (e.g., rollover risk associated with a financing that is privately placed with a bank for a committed term that is less than the term of the financing).

### Tax Treatment

When feasible and appropriate for the particular project, the use of tax-exempt debt is generally preferable to taxable debt. Issuing taxable debt may reduce UNCA's overall debt affordability due to higher rates but may be appropriate for projects that do not qualify for tax-exemption, or that may require interim funding. For example, taxable debt may be justified if it sufficiently mitigates UNCA's ongoing administrative and compliance risks. When used, taxable debt should be structured to provide maximum repayment flexibility and rapid principal amortization.

### Structure and Maturity

To the extent practicable, UNCA should structure its debt to provide for level annual payments of debt service, though UNCA may elect alternative structures when the Vice Chancellor for Administration & Finance determines it to be in UNCA's best interest. In addition, when financing projects that are expected to be self-supporting (such as a revenue-producing facility or a facility to be funded entirely through a dedicated fundraising campaign), the debt service may be structured to match future anticipated receipts.

UNCA will use maturity structures that correspond with the life of the facilities financed, not to exceed the maximum term authorized under applicable State law (currently 30 years). Equipment should be financed for a period not to exceed 120% of its useful life. Such determinations may be made on a blended basis, taking into account all assets financed as part of a single debt offering. As market dynamics change, maturity structures should be reevaluated. Call features should be structured to provide the highest degree of flexibility relative to cost.

### Variable Rate Debt

UNCA recognizes that a degree of exposure to variable interest rates within UNCA's debt portfolio may be desirable in order to (1) take advantage of repayment or restructuring flexibility, (2) benefit from historically lower average interest costs and (3) provide a "match" between debt service requirements and the projected cash flows from UNCA's assets. UNCA's debt portfolio should be managed to ensure that no more than 20% of UNCA's total debt bears interest at an unhedged variable rate.

UNCA's finance staff will monitor overall interest rate exposure and will analyze and quantify potential risks, including interest rate, liquidity and rollover risks. UNCA may manage the liquidity risk of variable rate debt either through its own working capital/investment portfolio, the type of instrument used, or by using third party sources of liquidity. UNCA may manage interest rate risk in its portfolio through specific budget and central bank management strategies or through the use of derivative instruments.

#### Debt Related to Public Private Partnerships

To address UNCA's anticipated capital needs as efficiently and prudently as possible, UNCA may choose to explore and consider opportunities for alternative and non-traditional transaction structures (collectively, "P3 Arrangements").

UNCA will pursue P3 Arrangements only when UNCA has determined that (1) a traditional financing alternative is not feasible, (2) a P3 Arrangement will likely produce construction or overall operating results that are superior, faster or more efficient than a traditional delivery model or (3) a P3 Arrangement serves one of the Board's broader strategic objectives (e.g., a decision that operating a particular auxiliary function is no longer consistent with UNCA's core mission).

P3 Arrangements will receive increased scrutiny if the Vice Chancellor for Administration & Finance determines, in consultation with UNCA's advisors, that the P3 Arrangement will be viewed as "on-credit" (i.e., treated as University debt) by UNCA's auditors or outside rating agencies. When evaluating whether the P3 Arrangement should be viewed as "on-credit," rating agencies consider UNCA's economic interest in the project and the level of control it exerts over the project. Further, rating agencies will generally treat a P3 Arrangement as University debt if the project is located on UNCA's campus or if the facility is to be used for an essential University function. For this reason, any P3 Arrangement for a university-related facility to be located on land owned by the State, UNCA or a UNCA affiliate must be approved in advance by the Vice Chancellor for Administration & Finance.

#### Refunding Considerations

UNCA will actively monitor its outstanding debt portfolio for refunding or restructuring opportunities. Absent a compelling economic or strategic reason to the contrary, UNCA should evaluate opportunities to issue bonds for the purpose of refunding existing debt obligations of UNCA ("Refunding Bonds") using the following general guidelines:

- (i) The life of the Refunding Bonds should not exceed the remaining life of the bonds being refunded.
- (ii) Refunding Bonds issued to achieve debt service savings should have a target savings level measured on a present net value basis of at least 3% of the par amount refunded.
- (iii) Refunding Bonds that do not achieve debt service savings may be issued to restructure debt or provisions of bond documents if such refunding serves a compelling interest.
- (iv) Refunding Bonds may also be issued to relieve UNCA of certain limitations, covenants, payment obligations or reserve requirements that reduce operational flexibility.

#### Financing Team Professionals

UNCA will generally select its financial advisors, underwriters, lenders and bond counsel through a request for proposal process. Firms providing financial advisory and bond counsel services are generally selected for a specific period of time rather than for individual transactions, while underwriters and lenders will be selected



on a transaction-by-transaction basis. Additionally, UNCA may use the financial advisors, underwriters and bond counsel selected by General Administration through its own similar competitive process.

## 6. Derivative Products

UNCA recognizes that derivative products may provide for more flexible management of the debt portfolio. In certain circumstances, interest rate swaps and other derivatives permit UNCA to adjust its mix of fixed- and variable-rate debt and manage its interest rate exposures. Derivatives may also be an effective way to manage liquidity risks. UNCA will use derivatives only to manage and mitigate risk; UNCA will not use derivatives to create leverage or engage in speculative transactions.

As with underlying debt, UNCA's finance staff will evaluate any derivative product comprehensively, taking into account its potential costs, benefits and risks, including, without limitation, any tax risk, interest rate risk, liquidity risk, credit risk, basis risk, rollover risk, termination risk, counterparty risk, and amortization risk. Before entering into any derivative product, the Vice Chancellor for Administration & Finance must (1) conclude, based on the advice of a reputable swap advisor, that the terms of any swap transaction are fair and reasonable under current market conditions and (2) ensure that UNCA's finance staff has a clear understanding of the proposed transaction's costs, cash flow impact and reporting treatment.

UNCA will use derivatives only when the Vice Chancellor for Administration & Finance determines, based on the foregoing analysis, that the instrument provides the most effective method for accomplishing UNCA's strategic objectives without imposing inappropriate risks on UNCA.

## 7. Post-Issuance Compliance Matters

To the extent UNCA adopts any formal policies relating to post-issuance compliance matters after the effective date of this Policy, the Vice Chancellor for Administration & Finance will attach each such policy as **Appendix A** to this Policy.

# The University of North Carolina System Debt Capacity Study – Fiscal Year 2021

University of North Carolina at Chapel Hill  
Institution Report

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## 1. Executive Summary

### Overview of the Institution Report

Pursuant to Article 5 of Chapter 116D of the North Carolina General Statutes (the “*Act*”), University of North Carolina at Chapel Hill (“*UNC-Chapel Hill*”) has submitted this report (this “*Institution Report*”) as part of the annual debt capacity study (the “*Study*”) undertaken by The University of North Carolina (the “*University*”) in accordance with the Act. Each capitalized term used but not defined in this Institution Report has the meaning given to such term in the Study.

This Institution Report details the historical and projected financial information incorporated into the financial model developed in connection with the Study. UNC-Chapel Hill has used the model to calculate and project the following three financial ratios:

- Debt to Obligated Resources
- Five-Year Payout Ratio
- Debt Service to Operating Expenses

See **Appendix A** to the Study for more information on the ratios and related definitions.

To produce a tailored, meaningful model, UNC-Chapel Hill, in consultation with the UNC System Office, has set its own policies for each model ratio. For the two statutorily-required ratios—**debt to obligated resources** and the **five-year payout ratio**—UNC-Chapel Hill has set both a target policy and a floor or ceiling policy, as applicable.

For the purposes of the Study, UNC-Chapel Hill’s debt capacity reflects the amount of debt UNC-Chapel Hill could issue during the Study Period without exceeding its ceiling ratio for **debt to obligated resources**, after taking into account debt the General Assembly has previously approved that UNC-Chapel Hill intends to issue during the Study Period. Details regarding each approved project are provided in Section 3.

This Institution Report also includes the following information required by the Act:

- UNC-Chapel Hill’s current debt profile, including project descriptions financed with, and the sources of repayment for, UNC-Chapel Hill’s outstanding debt;
- UNC-Chapel Hill’s current credit profile, along with recommendations for maintaining or improving UNC-Chapel Hill’s credit rating; and
- A copy of any UNC-Chapel Hill debt management policy currently in effect.

### Overview of UNC-Chapel Hill

For the fall 2021 semester, UNC-Chapel Hill had a headcount student population of approximately 31,641, including 19,845 undergraduate students and 11,796 graduate students. Over the past 5 years, UNC-Chapel Hill’s enrollment has increased approximately 5.8%.

UNC-Chapel Hill’s average age of plant is 15.09 years. A lower age of plant generally indicates that UNC-Chapel Hill is taking a sustainable approach to its deferred maintenance and reinvestment programs.

UNC-Chapel Hill anticipates incurring approximately \$36.9 million in additional debt during the Study Period, as summarized in **Section 3** below.

UNC-Chapel Hill has made no changes to the financial model’s standard growth assumptions.

## 2. Institution Data

### Notes

- Obligated Resources equals Available Funds plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Operating Expenses equals Operating Expenses plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Outstanding debt service is based on UNC-Chapel Hill's outstanding debt **as of June 30, 2021**, excluding state appropriated debt (such as energy savings contracts). Debt service is net of any interest subsidies owed to UNC-Chapel Hill by the federal government (discounted by an assumed 6.2% sequestration rate) and uses reasonable unhedged variable rate assumptions.
- New money debt issued **after June 30, 2021**, together with any legislatively approved debt UNC-Chapel Hill expects to issue during the Study Period, **are included** in the model as "proposed debt service" and are taken into account in the projected financial ratios shown in this Institution Report.
- Repayments, redemptions or refundings that have occurred **after June 30, 2021** are not included in the model, meaning the debt service schedules reflected below overstate UNC-Chapel Hill's current debt burden.
- The five-year lens of future debt service within the study template does not capture the impact of the bullet maturities in the mid-2030s and 2042. UNCCH internally manages and plans for those future commitments by treating them as amortizing obligations and building reserves to cover those obligations.

Obligated Resources						Outstanding Debt				
Fiscal Year	Available Funds (Before GASB Adjustment)	GASB 68 Adjustment	GASB 75 Adjustment	AF Growth	Available Funds (After GASB Adjustment)	Fiscal Year	Principal	Net Interest	Debt Service	Principal Balance
2017	(810,781,778)	106,146,356	3,080,579,422		2,375,944,000	2022	26,985,000	43,748,004	70,733,004	1,269,885,000
2018	(1,059,270,280)	121,048,211	3,059,283,069	-10.73%	2,121,061,000	2023	35,235,000	43,374,312	78,609,312	1,234,650,000
2019	(576,328,721)	134,479,885	2,923,806,836	17.01%	2,481,958,000	2024	36,050,000	42,622,351	78,672,351	1,198,600,000
2020	(575,287,833)	190,135,330	2,787,915,503	-3.19%	2,402,763,000	2025	36,930,000	41,802,165	78,732,165	1,161,670,000
2021	516,796,005	227,474,652	2,596,654,343	39.05%	3,340,925,000	2026	39,780,000	40,878,279	80,658,279	1,121,890,000
2022	3,431,798,160	-	-	2.72%	3,431,798,160	2027	41,375,000	39,873,867	81,248,867	1,080,515,000
2023	3,525,143,070	-	-	2.72%	3,525,143,070	2028	42,470,000	38,777,972	81,247,972	1,038,045,000
2024	3,621,026,961	-	-	2.72%	3,621,026,961	2029	41,250,000	37,606,502	78,856,502	996,795,000
2025	3,719,518,895	-	-	2.72%	3,719,518,895	2030	42,670,000	36,261,955	78,931,955	954,125,000
2026	3,820,689,809	-	-	2.72%	3,820,689,809	2031	44,185,000	34,748,095	78,933,095	909,940,000
						2032	45,770,000	33,174,893	78,944,893	864,170,000
						2033	123,860,000	30,053,438	153,913,438	740,310,000
						2034	128,515,000	25,291,933	153,806,933	611,795,000
						2035	129,470,000	20,358,864	149,828,864	482,325,000
						2036	64,030,000	15,937,958	79,967,958	418,295,000
						2037	66,385,000	12,908,253	79,293,253	351,910,000
						2038	37,145,000	10,992,843	48,137,843	314,765,000
						2039	37,750,000	9,543,948	47,293,948	277,015,000
						2040	13,090,000	8,484,668	21,574,668	263,925,000
						2041	3,925,000	8,059,293	11,984,293	260,000,000
						2042	230,000,000	3,772,153	233,772,153	30,000,000
						2043	-	420,000	420,000	30,000,000
						2044	-	420,000	420,000	30,000,000
						2045	-	420,000	420,000	30,000,000
						2046	-	420,000	420,000	30,000,000
						2047	-	420,000	420,000	30,000,000
						2048	-	420,000	420,000	30,000,000
						2049	-	420,000	420,000	30,000,000
						2050	-	420,000	420,000	30,000,000
						2051	30,000,000	280,000	30,280,000	-

### 3. Proposed Debt Financings

The table below summarizes any legislatively approved projects that UNC-Chapel Hill expects to finance during the Study Period. Using the assumptions outlined in the table below, the model has developed a tailored, but conservative, debt service schedule for each proposed financing and incorporated each pro forma debt service schedule into its calculations of the financial ratios as detailed in **Section 4** below.

#### UNC-Chapel Hill Proposed Debt Financings

#	FY Issued	Description		Borrowing Amount	Term	Principal Deferral	Structure	Rate
1	2023	Translational Research Bldg	New CP Draws	14,250,000	30	2	Level D/S	1.65%
2	2023	Medical Education Bldg	New CP Draws	22,600,000	30	2	Level D/S	1.65%

## 4. Financial Ratios

### Debt to Obligated Resources

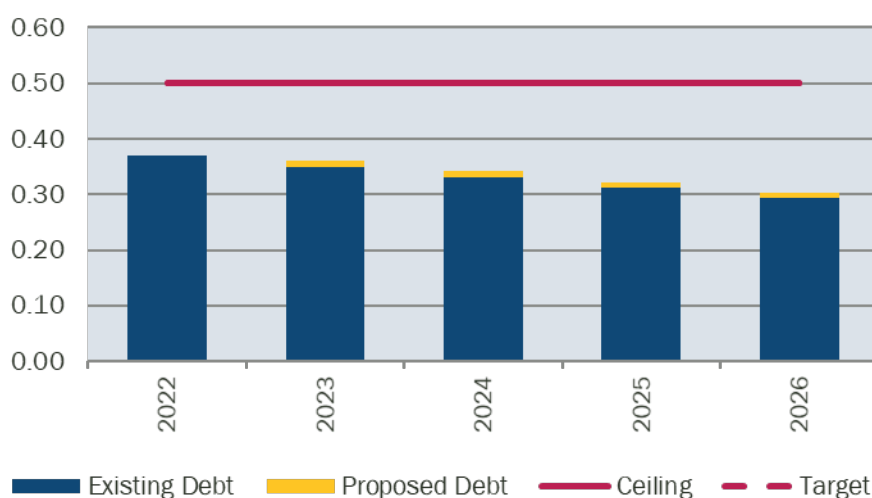
- **What does it measure?** UNC-Chapel Hill's aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt.
- **How is it calculated?** Aggregate debt divided by obligated resources\*
- Target Ratio: 0.50
- Ceiling Ratio: Not to exceed 0.50
- Projected 2022 Ratio: 0.37
- Highest Study Period Ratio: 0.37 (2021)

\*Available Funds, which is the concept commonly used to capture an institution's obligated resources in its loan and bond documentation, has been used in the model as a proxy for obligated resources. For most institutions, the two concepts are identical, though Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of an institution's obligated resources.

### Debt to Obligated Resources

Debt to Obligated Resources							
Fiscal Year	Obligated Resources	Growth	Existing Debt	Proposed Debt	Ratio - Existing	Ratio - Proposed	Ratio - Total
2022	3,431,798,160	2.72%	1,269,885,000	-	0.37	n/a	0.37
2023	3,525,143,070	2.72%	1,234,650,000	36,850,000	0.35	0.01	0.36
2024	3,621,026,961	2.72%	1,198,600,000	36,850,000	0.33	0.01	0.34
2025	3,719,518,895	2.72%	1,161,670,000	36,850,000	0.31	0.01	0.32
2026	3,820,689,809	2.72%	1,121,890,000	35,803,976	0.29	0.01	0.30

### Debt to Obligated Resources



↑ Weaker  
↓ Stronger

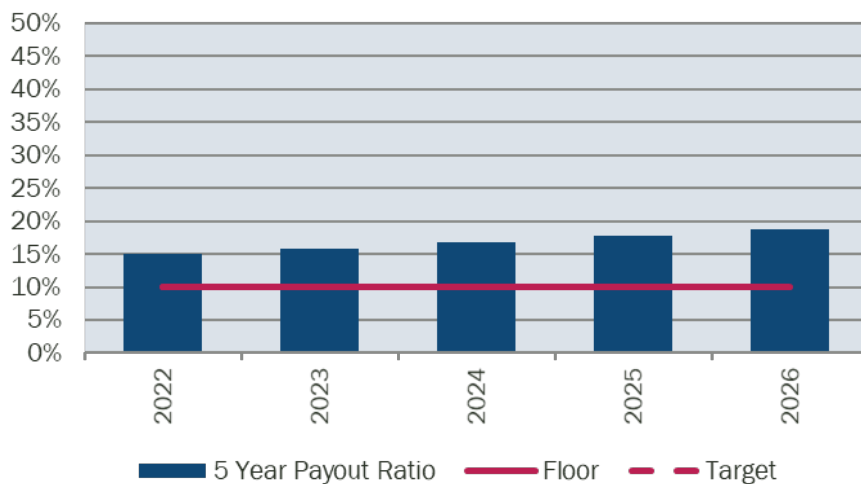
## 5-Year Payout Ratio Overview

- **What does it measure?** The percentage of UNC-Chapel Hill's debt scheduled to be retired in the next five years.
- **How is it calculated?** Aggregate principal to be paid in the next five years divided by aggregate debt
- Target Ratio: 10%
- Floor Ratio: Not less than 10%
- Projected 2022 Ratio: 15%
- Lowest Study Period Ratio: 15% (2022)

### 5-Year Payout Ratio

5 Year Payout Ratio		
Fiscal Year	Principal Balance	Ratio
2022	1,269,885,000	15%
2023	1,271,500,000	16%
2024	1,235,450,000	17%
2025	1,198,520,000	18%
2026	1,157,693,976	19%

### 5-Year Payout Ratio



Stronger  
↑  
↓  
Weaker



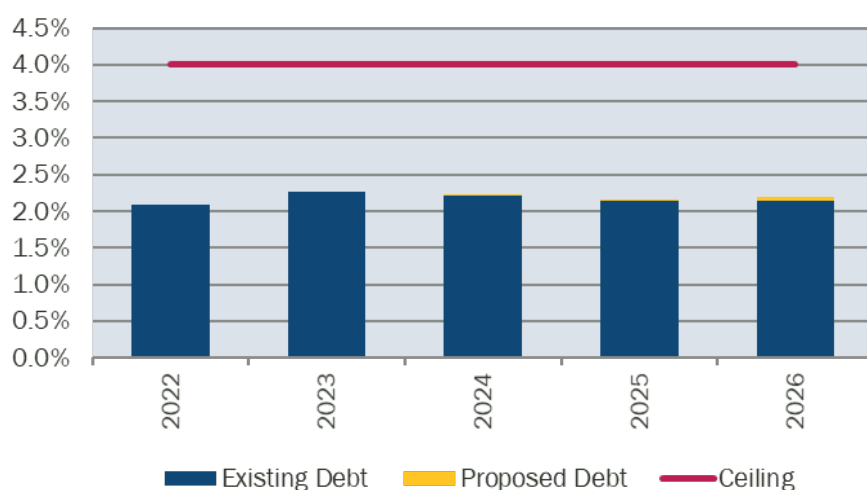
## Debt Service to Operating Expenses

- **What does it measure?** UNC-Chapel Hill's debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues.
- **How is it calculated?** Annual debt service divided by annual operating expenses (as adjusted to include interest expense of proposed debt)
- Policy Ratio: Not to exceed 4.00%
- Projected 2022 Ratio: 2.09%
- Highest Study Period Ratio: 2.26% (2023)

## Debt Service to Operating Expenses

Debt Service to Operating Expenses							
Fiscal Year	Operating Expenses	Growth	Existing Debt Service	Proposed Debt Service	Ratio - Existing	Ratio - Proposed	Ratio - Total
2022	3,379,559,306	2.72%	70,733,004	-	2.09%	n/a	2.09%
2023	3,471,483,319	2.72%	78,609,312	-	2.26%	n/a	2.26%
2024	3,566,515,691	2.72%	78,672,351	608,025	2.21%	0.02%	2.22%
2025	3,663,508,379	2.72%	78,732,165	608,025	2.15%	0.02%	2.17%
2026	3,763,139,269	2.72%	80,658,279	1,654,049	2.14%	0.04%	2.19%

## Debt Service to Operating Expenses



Weaker  
↑  
↓  
Stronger

## 5. Debt Capacity Calculation

### Debt Capacity Calculation

- For the purposes of this Institution Report and the Study, UNC-Chapel Hill's debt capacity is based on the amount of debt UNC-Chapel Hill could issue during the Study Period (after taking into account any legislatively approved projects detailed in **Section 3** above) without exceeding its ceiling ratio for **debt to obligated resources**.
- As presented below, UNC-Chapel Hill's current debt capacity equals **the lowest constraint on its debt capacity** in any single year during the Study Period.
- Based solely on the **debt to obligated resources** ratio, UNC-Chapel Hill's current estimated debt capacity is **\$446,014,080**. After taking into account any legislatively approved projects detailed in **Section 3** above, if UNC-Chapel Hill issued no additional debt until the last year of the Study Period, then UNC-Chapel Hill's debt capacity for 2026 is projected to increase to **\$752,650,928**.

Debt Capacity Calculation			
Fiscal Year	Debt to Obligated Resources (Current Ratio)	Debt to Obligated Resources (Ceiling)	Debt Capacity Calculation
2022	0.37	0.50	446,014,080
2023	0.36	0.50	491,071,535
2024	0.34	0.50	575,063,481
2025	0.32	0.50	661,239,447
2026	0.30	0.50	752,650,928

### Limitations on Debt Capacity and Credit Rating Implications

- The debt capacity calculation shown above provides a general indication of UNC-Chapel Hill's ability to absorb debt on its balance sheet during the Study Period and may help identify trends and issues over time.
- "Debt capacity"** does not necessarily equate to **"debt affordability,"** which takes into account a number of quantitative and qualitative factors, including project revenues and expenses, cost of funds and competing strategic priorities.
- Projecting the exact amount UNC-Chapel Hill could issue during the Study Period without negatively impacting its credit rating is difficult for a number of reasons.
  - Use of Multiple Factors**
    - Any single financial ratio makes up only a fraction of the "scorecard" used by rating agencies to guide their credit analysis.
    - Under Moody's approach, for example, the **financial leverage ratio** accounts for only **10%** of an issuer's overall score.

- **Factor Interdependence**
  - The quantitative and qualitative factors interact with one another in ways that are difficult to predict.
  - For example, a university's "**strategic positioning**" score, which accounts for 10% of its overall score under Moody's criteria, could deteriorate if a university either (1) issued excessive debt or (2) failed to reinvest in its campus to address its deferred maintenance obligations.
- **Distortions Across Rating Categories**
  - Because quantitative ratios account for only a portion of an issuer's final rating, the national median for any single ratio is not perfectly correlated to rating outcomes, meaning the median ratio for a lower rating category may be more stringent than the median ratio for a higher rating category. For the highest and lowest rating categories, the correlation between any single ratio and rating outcomes becomes even weaker.
  - Tying capacity directly to ratings may also distort strategic objectives. For example, an institution may be penalized for improving its rating, as it may suddenly lose all of its debt capacity because it must now comply with a much more stringent ratio.

## 6. Debt Profile

UNC-Chapel Hill's detailed debt profile, including a brief description of each financed project and the source of repayment for each outstanding debt obligation, is reflected in the table on the following page.

## APPENDIX E

Summary of Debt Outstanding as of FYE June 30, 2021						
Series	Dated Date	Outstanding Par Amount	Final Maturity	Type	Purpose	Source of Repayment
<b>UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL</b>		<b>1,296,870,000</b>				
2001 B UNCCH	02/07/2001	10,935,000	12/01/2025	General Revenue	Refunding 1990, 1998, 1994, 2005, 2006, 2000 and 1997C	Housing Receipts; Athletics Receipts; Parking Receipts; Dental Receipts; Carolina Inn Receipts; Faculty Practice Receipts
2001 C UNCCH	02/07/2001	10,935,000	12/01/2025	General Revenue	Refunding 1990, 1998, 1994, 2005, 2006, 2000 and 1997C	Housing Receipts; Athletics Receipts; Parking Receipts; Dental Receipts; Carolina Inn Receipts; Faculty Practice Receipts
2012 B UNCCH	07/18/2012	100,000,000	12/01/2041	General Revenue	Capital Projects	Facilities and Administrative (F&A) Receipts; Utilities Receipts; Parking Receipts; Athletics Receipts; Unrestricted Trust Funds; Dining Receipts; Fundraising; Student Debt Fee
2012 C UNCCH	07/10/2012	91,690,000	12/01/2033	General Revenue	Refunding 2001A and 2003	F&A Receipts, Dining Receipts; Carolina Inn Receipts; Housing Receipts; Unrestricted Trust Funds; Parking Receipts; Student Debt Fee; Utility Receipts
2012 D UNCCH	12/14/2012	30,000,000	06/01/2042	General Revenue	Kenan Stadium Improvements Phase II	Foundation/Fundraising
2014 UNCCH	10/09/2014	250,000,000	12/01/2034	General Revenue	Refunding	F&A Receipts, Dining Receipts; Carolina Inn Receipts; Housing Receipts; Unrestricted Trust Funds; Parking Receipts; Student Debt Fee; Utility Receipts
2016 C UNCCH	03/01/2016	379,865,000	12/01/2036	General Revenue	Refunding 2005A and 2007	F&A Receipts, Dining Receipts; Carolina Inn Receipts; Housing Receipts; Unrestricted Trust Funds; Parking Receipts; Student Debt Fee; Utility Receipts; Rizzo Center Operations; Student Stores Receipts
2017 UNCCH	09/21/2017	103,770,000	12/01/2038	General Revenue	Refunding 2009A and 2002A	F&A Receipts; Utilities Receipts; Housing Receipts; Athletics Receipts; Unrestricted Trust Funds; Dining Receipts; Fundraising; Student Debt Fee; Rizzo Center Operations
2019 A UNCCH	02/12/2019	100,000,000	12/01/2041	General Revenue	Refunding 2016A and 2016B	
2019 B UNCCH	02/12/2019	50,925,000	12/01/2034	General Revenue	Refunding 2016A and 2016B	F&A Receipts; Utilities Receipts; Parking Receipts; Housing Receipts; Dining Receipts; Student Debt Fee
2021 A UNCCH	03/01/2021	30,000,000	03/01/2051	General Revenue	Indoor Practice Facility and Fetzer Field	Athletics Receipts
2021 B UNCCH	06/17/2021	103,525,000	12/01/2040	General Revenue	Morehead Chemistry, Campus-Wide Safety Improvements, Refunding 2009B	Unrestricted Trust Funds; F&A Receipts; Athletics Receipts; Utilities Receipts
2021 C UNCCH	06/17/2021	35,225,000	12/01/2031	General Revenue	Media and Communications Studio, DLAM Renovations, Kenan Labs, Rizzo Center, Translational Research Building	Athletics Receipts; F&A Receipts; Rizzo Center Operations

## 7. Credit Profile

The following page provides a snapshot of UNC-Chapel Hill's current credit ratings, along with (1) a summary of various credit factors identified in UNC-Chapel Hill's most recent rating report and (2) recommendations for maintaining and improving UNC-Chapel Hill's credit ratings in the future.

## Credit Profile of the University – (General Revenue)



THE UNIVERSITY  
of NORTH CAROLINA  
at CHAPEL HILL

### Overview

- Moody's, Standard and Poor's, and Fitch all maintain triple-A ratings with stable outlooks on UNC-Chapel Hill's general revenue bonds.

### Key Information Noted in Rating Reports

#### Credit Strengths

- Excellent student demand and large sponsored research base
- Strong state support for operations and capital
- Superior financial flexibility through significant reserves of total cash and investments for university and related foundations
- Strong prospects for ongoing donor support boosts credit quality

#### Credit Challenges

- Political limits on tuition pricing and financial aid policies underscore the importance of strong state operating support for maintaining credit quality
- Exposure to more volatile patient care revenue through the university's faculty practice plan and related hospitals
- Need to control expenses and improve operating performance margins
- Monthly days cash on hand is low for the rating category

Moody's	S&P	Fitch
<b>Aaa</b>	<b>AAA</b>	<b>AAA</b>
Aa1	AA+	AA+
Aa2	AA	AA
Aa3	AA-	AA-
A1	A+	A+
A2	A	A
A3	A-	A-
Baa1	BBB+	BBB+
Baa2	BBB	BBB
Baa3	BBB-	BBB-
----- Non Investment Grade		

### Recommendations & Observations

- Continue to proactively manage capital investment program and debt portfolio in accordance with the University's existing debt policy and in service of UNC-Chapel Hill's broader strategic mission.
- Control of operational expenses and continued revenue growth will strengthen monthly days cash on hand and unrestricted liquidity reserves
- UNC-CH's excellent credit quality reflect strong internal liquidity, available lending capacity from bank facilities and strong treasury management.

## 8. Peer Comparison

Moody's Key Credit Ratios	University of North Carolina Chapel Hill	Most Recent Peer Institution Data				Moody's Public Higher Education Medians
Peer Institution	2021	University of Pittsburgh	University of Illinois	University of Virginia	University of Washington	
Fiscal Year		2020	2020	2020	2021	
Most Senior Rating		Aa1	Aa3	Aaa	Aaa	
Total Long-Term Debt (\$, in millions)	1367	1488	1458	2660	2428	2544
Total Cash & Investments (\$, in millions)	5875	4994	5822	11211	8453	9832
Operating Revenue (\$, in millions)	3429	2522	6375	3699	6836	5267
Operating Expenses (\$, in millions)	3217	2412	6196	3557	6394	4976
Market Performance Ratios						
Annual Change in Operating Revenue (%)	7.6%	5.4%	5.6%	3.9%	6.6%	4.4%
Operating Ratios						
Operating Cash Flow Margin (%)	12.3%	13.8%	7.7%	13.4%	13.3%	13.3%
Wealth & Liquidity Ratios						
Total Cash & Investments to Operating Expenses (x)	1.8	2.1	0.9	3.2	1.3	1.8
Total Debt to Operating Expenses (x)	0.4	0.6	0.2	0.7	0.4	0.5
Monthly Days Cash on Hand (x)	169	461	187	212	209	210
Leverage Ratios						
Total Cash & Investments to Total Debt (x)	4.3	2.7	3.7	2.6	1.1	4.2
Debt Service to Operating Expenses (%)	2.7%	4.3%	3.0%	5.4%	2.7%	3.0%
Total Debt-to-Cash Flow (x)	3.2	3.4	4.0	4.2	3.5	3.2

\*Note: Peers chosen from BOG approved peers if available in Moody's Municipal Financial Ratio Analysis (MFRA) Database. If approved peer data is unavailable, universities with similar credit ratings are used. Data is the most recent available in the MFRA database.



## 9. Debt Management Policies

UNC-Chapel Hill's current debt policy is included in the following pages.

## PREFACE

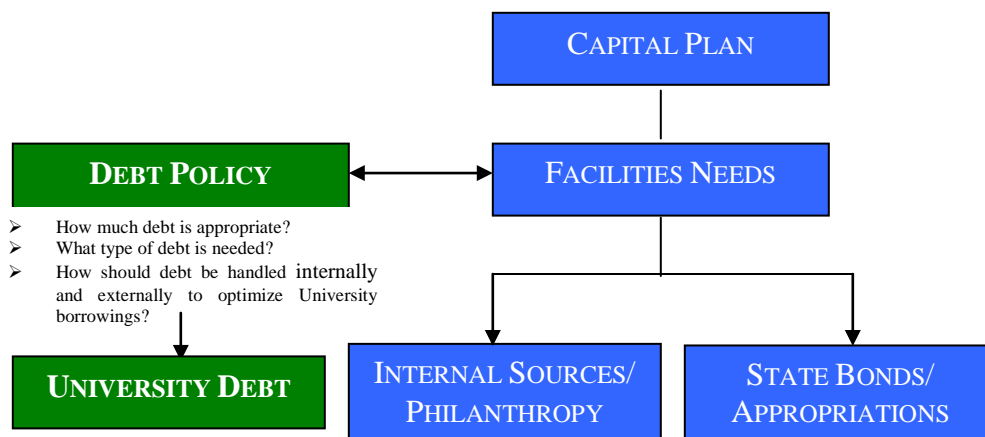
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### PURPOSE

The University of North Carolina at Chapel Hill's ("the University") strategic and capital planning is a long-term process that is continuously reevaluated. To support the funding of its capital plan, the University has and will utilize a mix of funding sources including State funds (bonds and appropriations), University bonds, internal reserves, and philanthropy.

To ensure the appropriate mix of funding sources is utilized, the University periodically reviews this debt policy. This policy is continuously used by management as a tool to evaluate the University's organizational and capital funding structure, the appropriate use of leverage, and internal lending mechanisms. Maintaining the debt policy is a long-term process.

FIGURE 1. DEBT POLICY FRAMEWORK



### CONTENTS

- I. INTRODUCTION
- II. DEBT STRATEGIES
  - 1. MISSION-BASED CAPITAL PLANNING
  - 2. CORE RATIOS
  - 3. DEBT INSTRUMENTS
  - 4. INTERNAL AND EXTERNAL DEBT REPAYMENT
- III. MANAGEMENT PRACTICES



## I. INTRODUCTION

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### APPROACH

To fulfill its mission, the University will need to make ongoing strategic capital investments, driving capital decisions that impact the University's credit. Appropriate financial leverage serves a useful role and should be considered a long-term component of the University's balance sheet. Just as investments represent an integral component of the University's assets, debt is viewed to be a continuing component of the University's liabilities. Debt, especially tax-exempt debt, provides a low cost source of capital for the University to fund capital investments in order to achieve its mission and strategic objectives.

### University Mission

*"To serve all the people of the State, and indeed the nation, as a center for scholarship and creative endeavor. The University exists to teach students at all levels in an environment of research, free inquiry, and personal responsibility; to expand the body of knowledge; to improve the condition of human life through service and publication; and to enrich our culture."*

The debt objectives below, combined with management judgment, provide the framework by which decisions will be made regarding the use and management of debt. The debt policy and objectives are subject to re-evaluation and change over time.

### OBJECTIVES

1. Identify projects eligible for debt financing. Using debt to fund mission critical projects will ensure that debt capacity is optimally utilized to fulfill the University's mission. Projects that relate to the core mission will be given priority for debt financing; projects with associated revenues will receive priority consideration as well.
2. Maintain the University's favorable access to capital. Management's determination of the timing of capital projects will not be compromised by the University's access to capital sources, including debt. Management will utilize and issue debt in order to ensure timely access to capital.
3. Limit risk of the University's debt portfolio. The University will manage debt on a portfolio, rather than a transactional or project-specific, basis. The University's continuing objective to achieve the lowest cost of capital will be balanced with the goal of limiting exposure to market shifts.
4. Manage the University's credit to maintain the highest acceptable credit rating. Maintaining the highest acceptable credit rating will permit the University to continue to issue debt and finance capital projects at favorable interest rates while meeting its strategic objectives. The University will limit its overall debt to a level that will maintain an acceptable credit with the bond rating agencies; however, the attainment or maintenance of a specific rating is not an objective of this policy.



## I. INTRODUCTION

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For the University to achieve the above objectives, it will adopt debt strategies and procedures relating to both the external and the internal management of debt and interest. It is intended for these strategies to be reviewed and reassessed periodically by management.

### *DEBT STRATEGIES*

1. **MISSION BASED CAPITAL PLANNING.** Provide framework with link to mission to evaluate and prioritize projects eligible for debt financing.
2. **CORE RATIOS.** Adopt a set of core financial ratios to guide capital planning and ensure central oversight of University-wide leverage levels.
3. **FINANCIAL INSTRUMENTS.** Provide the University with access to appropriate financing sources, including debt and liability management strategies debt based on borrowing and portfolio management needs.
4. **EXTERNAL AND INTERNAL DEBT REPAYMENT.** De-link external and internal debt repayment, including adoption of internal lending policies.

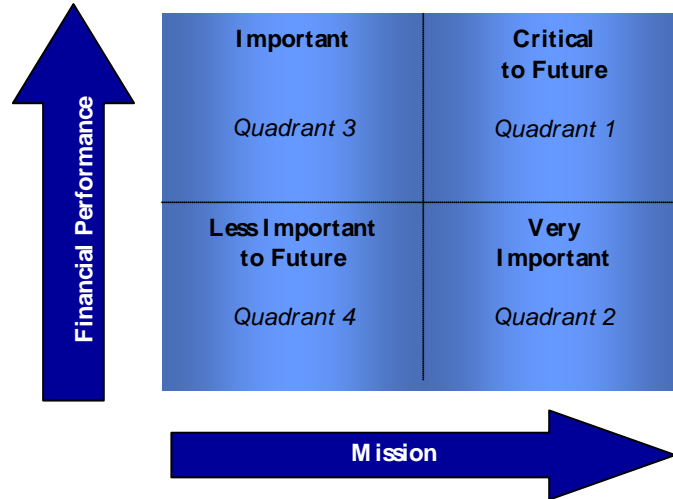
In addition to the debt strategies the University has adopted to support its objectives, the University will also incorporate debt management practices. These practices will be updated periodically and are intended to be resource for management in determining structuring, marketing, and administrative elements of the debt program.



## II. DEBT STRATEGIES – 1. MISSION BASED CAPITAL PLANNING

Generally, the following guidelines, although not intended to be all-inclusive, will be considered in the prioritization of the use of debt.

FIGURE 2. DEBT ALLOCATION MATRIX



1. Only projects that relate to the mission of the University, directly or indirectly, will be considered for debt financing.
2. A project that has a related revenue stream or can create budgetary savings will receive priority consideration. Every project considered for financing must have a defined, supportable plan of costs approved by management.
3. In assessing the possible use of debt, all funding sources will be considered. Some combination of State appropriations/bonds, philanthropy, project-generating revenues, research facilities and administrative cost reimbursements, expendable reserves, and other sources are expected to fund a portion of the cost of a project. Debt is to be used prudently and strategically.
4. The University will consider alternative funding opportunities (e.g., joint ventures, real estate development, etc.) when appropriate and advantageous to the University. Opportunities and financing sources will be evaluated within the context of the Debt Policy.
5. Federal research projects will receive priority consideration for external debt financing due to partial reimbursement of operating expenses (including the interest component of applicable debt service) of research facilities.



## II. DEBT STRATEGIES – 2. CORE RATIOS

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The University will establish guidelines for overall debt using a select number of financial ratios. These ratios will be derived from the financial statements, and should be consistent with some of the measures used by the marketplace. Following are the ratios and corresponding guidelines. They will be calculated and reported annually and when new debt is issued, and will be revised to reflect any changes in accounting standards.

### **BALANCE SHEET RATIO - EXPENDABLE RESOURCES TO DEBT (X COVERAGE)**

**POLICY LIMIT.** The Expendable Resources to Debt Ratio indicates one of the key determinants of near- to medium-term financial health by measuring the availability of intermediate-term funds to cover debt should the University be required to repay all its outstanding obligations. Although numerous balance sheet measures exist, this ratio is the most appropriate and utilized by the marketplace and credit analysts to evaluate leverage versus funds that could be expended by the University.

$$\frac{\text{UNRESTRICTED AND EXPENDABLE NET ASSETS}}{\text{TOTAL ADJUSTED UNIVERSITY DEBT}}^1$$

The target ratio is established to maintain the University's comparative debt coverage level among peer institutions and provide sufficient buffer against possible declines in coverage from decreases in quasi endowment and temporary investment pool balances. The ratio is also a key determinant of the University's credit rating. *The guideline for this ratio is to be no less than 1.5 times coverage.*

### **STATEMENT OF ACTIVITIES RATIO – DEBT TO OPERATIONS (%)**

**POLICY LIMIT.** This ratio measures the University's ability to repay debt service associated with all outstanding debt and the impact on the overall budget. The target for this ratio is intended to maintain the University's long-term operating flexibility to fund new initiatives.

$$\frac{\text{PRINCIPAL AND INTEREST ON NOTES AND BONDS}}{\text{TOTAL EXPENDITURES}}$$

The measure is based on aggregate expenses as opposed to revenues because expenses typically are more stable and better reflect the operating size of the University. Management recognizes that a growing expense base would make this ratio appear more attractive. *The guideline for this ratio is not to be greater than 4.0%. If more than 4.0% of the University's annual budget were committed to debt service expense, flexibility to devote resources to fund other objectives could be reduced.*

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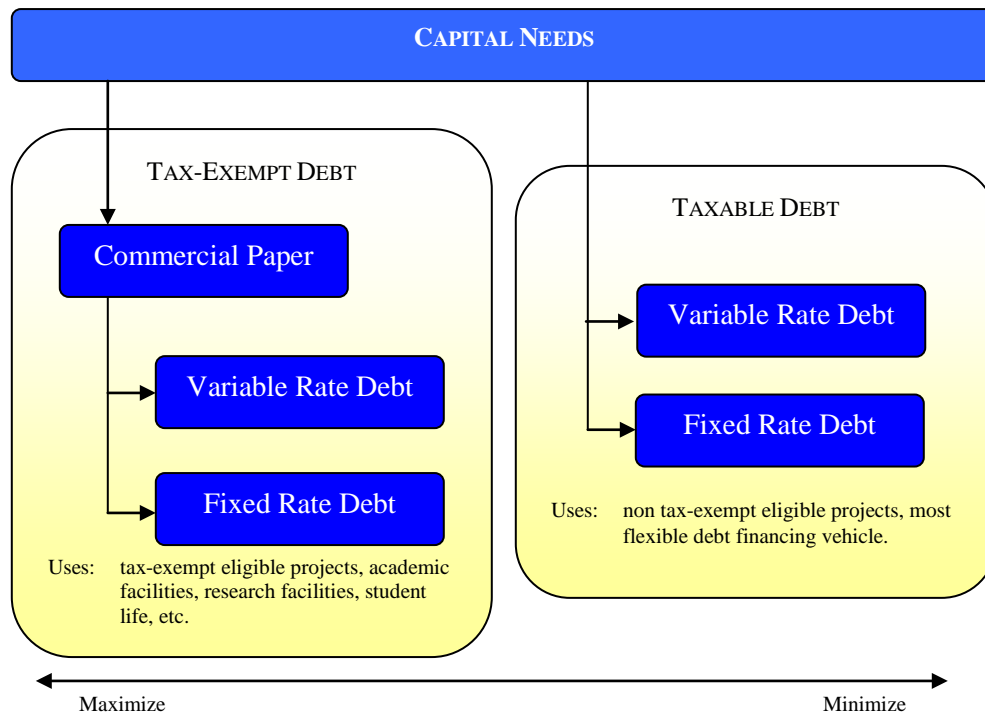
<sup>1</sup> Excludes EPA.



## II. DEBT STRATEGIES – 3. DEBT INSTRUMENTS

Under the guidance of Treasury and Risk Management Services, the University will pool debt and in doing so, manage debt on a portfolio basis to minimize cost and manage volatility.

FIGURE 3. TAX-EXEMPT AND TAXABLE DEBT



### TAX-EXEMPT DEBT

The University recognizes the benefits associated with tax-exempt debt, and therefore will manage the tax-exempt portfolio to maximize the portion of tax-exempt debt outstanding under the Debt Policy.

### COMMERCIAL PAPER

The University recognizes that a commercial paper (CP) program can provide low-cost working capital and provide bridge financing for projects; however, as with other debt structures, the level of CP outstanding impacts the University's overall debt capacity.

Commercial paper can provide the University with interim financing for projects before gifts are received or in anticipation of an external bond issue. Project-related CP provides the Central Bank (see Debt Strategies 4 – External and Internal Debt Repayment) with an easily accessible low-cost source of funding to manage its cash balances and provide continuous access to capital to the divisions, regardless of whether an external financing is imminent. Project-related CP will be treated as any other form of debt and subject to the Debt Policy guidelines.

### TAXABLE DEBT

The University will manage its debt portfolio to minimize its taxable component. Unlike tax-exempt debt, taxable debt will not be considered a perpetual component of the University's liabilities. Taxable debt will be utilized to fund projects ineligible for tax-exempt financing or for those projects for which the University wants to preserve maximum operating flexibility; however, the University will manage its overall debt portfolio and total financing sources in order to minimize (or eliminate) the need for taxable debt. Periodically and when any new



## **II. DEBT STRATEGIES – 3. DEBT INSTRUMENTS**

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debt is issued, the University will determine its aggregate taxable needs and manage the taxable debt portfolio, if any based on the aggregate need and desired flexibility.

### ***INTEREST RATE SWAPS***

The use of swaps will be employed primarily to manage the University's variable rate exposure. The University will utilize a framework to evaluate potential derivative instruments through evaluation of its variable rate allocation, market and interest rate conditions, and the compensation for undertaking counterparty exposure. In addition, the University will incorporate the cost/benefit of any derivative instrument. Under no circumstances will a derivative transaction be utilized that is not fully understood by the University or that imposes inappropriate risk on the University.

### ***FIXED VERSUS VARIABLE ALLOCATION***

Due to the financing flexibility and typically low interest cost associated with variable-rate debt, it is desirable to maintain a portion of the University's aggregate debt on a floating-rate basis. However, variable-rate debt introduces volatility to the University's debt service obligations and typically requires liquidity support. The University will utilize variable-rate debt on a prudent basis after careful consideration of the cost/benefits of this interest rate mode.





## II. DEBT STRATEGIES – 4. EXTERNAL AND INTERNAL DEBT REPAYMENT

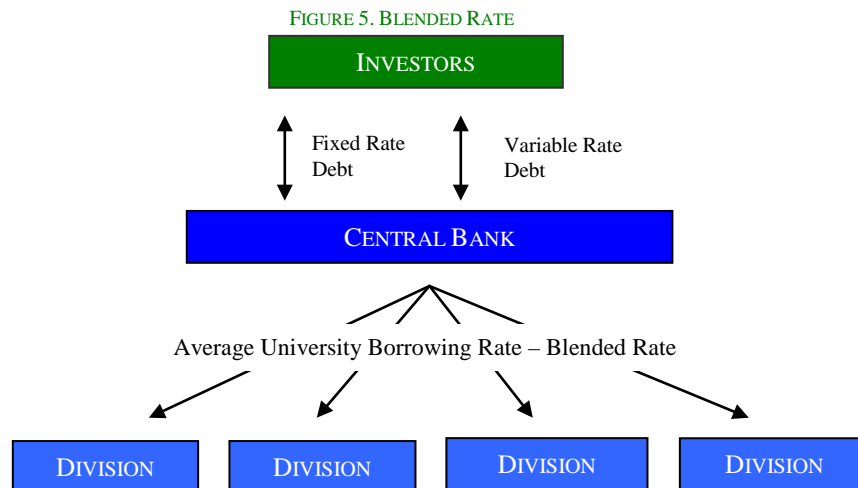
### *TREASURY AND RISK MANAGEMENT SERVICES (“TRMS”) AS A CENTRAL BANK*

Since it is acknowledged that debt will remain a perpetual component of the University’s capitalization, the Office of TRMS will execute transactions, provide funds and develop repayment schedules for individual units. In this regard, TRMS is viewed as a central bank for financing of projects for and across divisions. The University will pool all debt and act as a central source of funds that borrows from the markets and receives capital funds from other sources and makes funds available to the divisions to achieve their objectives.

As mentioned above, debt will remain a long-term component of the University’s balance sheet and division leaders will seek funding for projects from the central bank subject to the debt policy. Deans and Vice Chancellors are not concerned about the source of funds to finance their projects; they are interested in the access to capital, the project ranking criteria, the impact on the current budget, and the predictability of future payments. Therefore, it is desirable to decouple the source of financing (e.g., prevailing fixed or variable rates, synthetic debt, etc) from the use of funds to finance capital projects to the greatest extent possible. Project financing decisions will be made based on the Mission Based Capital Planning strategy continued in the Debt Policy, and not based on the timing of specific transactions.

### *SINGLE UNIVERSITY-WIDE INTEREST RATE – BLENDED RATE*

The University will charge a single interest rate for loaned proceeds regardless of use or source. The single University-wide rate will be adjusted periodically based on the University’s blended cost of capital on all external debt.



The blended interest rate will achieve the following objectives:

- Provide a consistent source of capital to divisions with a predictable and consistent cost of capital. A single interest rate for divisions will make year-to-year budgeting easier for the divisions, since the cost of capital is established at the beginning of the year and is somewhat insulated from changes in market interest rates.
- Align the interests of the University with the divisions. Since debt will be managed on a portfolio basis under debt policy guidelines, transactions will be structured to benefit the entire University, which will benefit the blended rate charged to all divisions.
- Timing of borrowing for projects will not impact the rate borne by the division. The University will time and pool debt issuance for multiple projects to achieve the most economic transactions.



## **II. DEBT STRATEGIES – 4. EXTERNAL AND INTERNAL DEBT REPAYMENT**

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The blended interest rate will be influenced by a number of factors:

- Any savings derived from refinancing of existing debt will lower the blended rate, benefiting all borrowers.
- For purposes of the University's variable rate debt, the blended rate will assume a variable rate based on a multi-year moving average of the University's external short-term borrowing cost.
- The University may elect to reserve funds collected in order to minimize year-to-year adjustments in the blended rate. The University's current blended rate is 5.03%.



### III. MANAGEMENT PRACTICES

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#### **GENERAL REVENUE PLEDGE**

The University will utilize general revenue secured debt for all financing needs, unless for certain projects management desires to structure specific revenue pledges independent of general revenue projects. The general revenue pledge provides a strong, flexible security which captures the strengths of not only auxiliary and student related revenues, but of the University's research programs. General revenue bonds price better than corresponding auxiliary or indirect cost recovery bonds. In addition, on general revenue debt the University is not subject to operating or financial covenants and coverage levels imposed by the market and external constituents.

The University will use revenue-specific bonds for those projects that are subsidized externally or not funded by unrestricted current funds of the University. These bonds (e.g. EPA bonds) will be structured to accommodate requirements of the pledged revenue stream or management desires to keep a project independent from other general revenue funded projects.

#### **STRUCTURE (MATURITY, ETC.)**

The University will employ maturity structures that correspond with the life of the facilities financed, subject to System and State limitations. As market dynamics change, maturity structures should be reevaluated. Call features should be structured to provide the highest degree of flexibility relative to cost.

#### **METHODS OF SALE**

The University will consider any method of sale. Negotiated and competitive bond offerings will be considered on an individual transaction basis. For those transactions that represent a new or non-traditional pledge of University revenues, the University generally will consider negotiated methods of sale over competitive sales.

#### **REFUNDING TARGETS**

The University will continuously monitor its outstanding tax-exempt debt portfolio for refunding and/or restructuring opportunities.

For a stand-alone refunding, the University will enter into a transaction that produces at least 3-5% present value savings (based on refunded bonds), with this threshold higher for those transactions with a long escrow.

The University also will consider a refinancing if it relieves the University of certain limitations, covenants, payment obligations or reserve requirements that reduce flexibility. The University will also consider refinancing certain obligations within a new money offering even if savings levels are minimal in order to consolidate debt into the general revenue pledge, and/or reduce the administrative burden and cost of managing many small outstanding obligations.

#### **DISCLOSURE**

The University will continue to meet its ongoing disclosure requirements in accordance to SEC rule 15c2-12. The University will submit financial reports, statistical data, and any other material events as required under outstanding bond indentures. The University will attempt to provide all relevant investor information on its website.



### III. MANAGEMENT PRACTICES

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#### *ARBITRAGE*

Annually, the University will comply with arbitrage requirements on invested bond funds. The implementation of tax-exempt CP will reduce the University's ongoing investment of earnings restricted bond funds.

#### *BOND PROCEED INVESTMENT*

The University will continue to invest bond-funded construction funds, capitalized interest funds, and costs of issuance funds appropriately to achieve the highest return available under arbitrage limitations. When sizing bond transactions, the University will consider funding on either a net or gross basis.

#### *LIQUIDITY*

The University will provide liquidity support for variable rate debt and commercial paper by purchasing external support from a third-party or parties or from internal liquid reserves. While providing internal liquidity support is most economic, the University should not be constrained from investing funds long-term in order to maintain liquidity requirements. The University regularly will review its liquidity requirements and sources make any adjustments as necessary or desired.



# The University of North Carolina System Debt Capacity Study – Fiscal Year 2021

University of North Carolina at Charlotte  
Institution Report

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## 1. Executive Summary

### Overview of the Institution Report

Pursuant to Article 5 of Chapter 116D of the North Carolina General Statutes (the “*Act*”), The University of North Carolina at Charlotte (“*UNC Charlotte*”) has submitted this report (this “*Institution Report*”) as part of the annual debt capacity study (the “*Study*”) undertaken by The University of North Carolina (the “*University*”) in accordance with the Act. Each capitalized term used but not defined in this Institution Report has the meaning given to such term in the Study.

This Institution Report details the historical and projected financial information incorporated into the financial model developed in connection with the Study. UNC Charlotte has used the model to calculate and project the following three financial ratios:

- Debt to Obligated Resources
- Five-Year Payout Ratio
- Debt Service to Operating Expenses

See **Appendix A** to the Study for more information on the ratios and related definitions.

To produce a tailored, meaningful model, UNC Charlotte, in consultation with the UNC System Office, has set its own policies for each model ratio. For the two statutorily-required ratios—**debt to obligated resources** and the **five-year payout ratio**—UNC Charlotte has set both a target policy and a floor or ceiling policy, as applicable.

For the purposes of the Study, UNC Charlotte’s debt capacity reflects the amount of debt UNC Charlotte could issue during the Study Period without exceeding its ceiling ratio for **debt to obligated resources**, after taking into account debt the General Assembly has previously approved that UNC Charlotte intends to issue during the Study Period. Details regarding each approved project are provided in Section 3.

This Institution Report also includes the following information required by the Act:

- UNC Charlotte’s current debt profile, including project descriptions financed with, and the sources of repayment for, UNC Charlotte’s outstanding debt;
- UNC Charlotte’s current credit profile, along with recommendations for maintaining or improving UNC Charlotte’s credit rating; and
- A copy of any UNC Charlotte debt management policy currently in effect.

### Overview of UNC Charlotte

For the fall 2021 semester, UNC Charlotte had a headcount student population of approximately 30,448, including 24,116 undergraduate students and 6,332 graduate students. Over the past 5 years, UNC Charlotte’s enrollment has increased approximately 3.9%.

UNC Charlotte’s average age of plant is 11.49 years. A lower age of plant generally indicates that UNC Charlotte is taking a sustainable approach to its deferred maintenance and reinvestment programs.

UNC Charlotte anticipates incurring no additional debt during the Study Period. UNC Charlotte has made no changes to the financial model’s standard growth assumptions.

## 2. Institution Data

### Notes

- Obligated Resources equals Available Funds plus an adjustment for any noncash charge relating to the implementation of GASB 68 AND 75.
- Operating Expenses equals Operating Expenses plus an adjustment for any noncash charge relating to the implementation of GASB 68 AND 75.
- Outstanding debt service is based on UNC Charlotte's outstanding debt **as of June 30, 2021**, excluding state appropriated debt (such as energy savings contracts). Debt service is net of any interest subsidies owed to UNC Charlotte by the federal government (discounted by an assumed 6.2% sequestration rate) and uses reasonable unhedged variable rate assumptions.
- New money debt issued **after June 30, 2021**, together with any legislatively approved debt UNC Charlotte expects to issue during the Study Period, **are included** in the model as "proposed debt service" and are taken into account in the projected financial ratios shown in this Institution Report.
- Repayments, redemptions or refundings that have occurred **after June 30, 2021** are not included in the model, meaning the debt service schedules reflected below may overstate UNC Charlotte's current debt burden.

Obligated Resources						Outstanding Debt				
Fiscal Year	Available Funds (Before GASB Adjustment)	GASB 68 Adjustment	GASB 75 Adjustment	AF Growth	Available Funds (After GASB Adjustment)	Fiscal Year	Principal	Net Interest	Debt Service	Principal Balance
2017	340,623,010	21,128,002	-		361,751,012	2022	20,175,119	21,885,774	42,060,893	523,288,380
2018	(276,161,445)	24,962,892	628,775,878	4.37%	377,577,325	2023	20,806,415	20,975,896	41,782,311	502,481,965
2019	(241,876,663)	28,006,850	605,555,612	3.74%	391,685,799	2024	21,335,767	20,193,074	41,528,841	481,146,198
2020	(217,840,187)	41,297,544	585,199,019	4.33%	408,656,376	2025	21,234,392	19,324,852	40,559,244	459,911,806
2021	(245,531,445)	51,521,868	552,713,174	-12.22%	358,703,597	2026	20,410,719	18,534,846	38,945,565	439,501,087
2022	368,460,335	-	-	2.72%	368,460,335	2027	21,345,229	17,729,084	39,074,313	418,155,858
2023	378,482,456	-	-	2.72%	378,482,456	2028	21,529,810	16,975,074	38,504,884	396,626,047
2024	388,777,179	-	-	2.72%	388,777,179	2029	21,886,047	16,085,827	37,971,875	374,740,000
2025	399,351,918	-	-	2.72%	399,351,918	2030	22,210,000	15,247,251	37,457,251	352,530,000
2026	410,214,290	-	-	2.72%	410,214,290	2031	23,050,000	14,372,183	37,422,183	329,480,000
						2032	23,935,000	13,453,162	37,388,162	305,545,000
						2033	24,960,000	12,382,147	37,342,147	280,585,000
						2034	25,935,000	11,373,997	37,308,997	254,650,000
						2035	26,945,000	10,330,832	37,275,832	227,705,000
						2036	26,975,000	9,270,508	36,245,508	200,730,000
						2037	27,360,000	8,222,893	35,582,893	173,370,000
						2038	25,025,000	7,145,526	32,170,526	148,345,000
						2039	26,045,000	6,090,506	32,135,506	122,300,000
						2040	24,030,000	5,041,312	29,071,312	98,270,000
						2041	22,630,000	4,015,067	26,645,067	75,640,000
						2042	15,455,000	3,231,136	18,686,136	60,185,000
						2043	16,095,000	2,583,920	18,678,920	44,090,000
						2044	12,690,000	1,908,748	14,598,748	31,400,000
						2045	9,785,000	1,343,450	11,128,450	21,615,000
						2046	5,765,000	862,350	6,627,350	15,850,000
						2047	6,045,000	582,475	6,627,475	9,805,000
						2048	6,335,000	289,000	6,624,000	3,470,000
						2049	1,700,000	104,800	1,804,800	1,770,000
						2050	1,770,000	35,400	1,805,400	-



### 3. Proposed Debt Financings

While UNC Charlotte evaluates its capital investment needs on a regular basis, UNC Charlotte currently has no legislatively approved projects that it anticipates financing during the Study Period.

## 4. Financial Ratios

### Debt to Obligated Resources

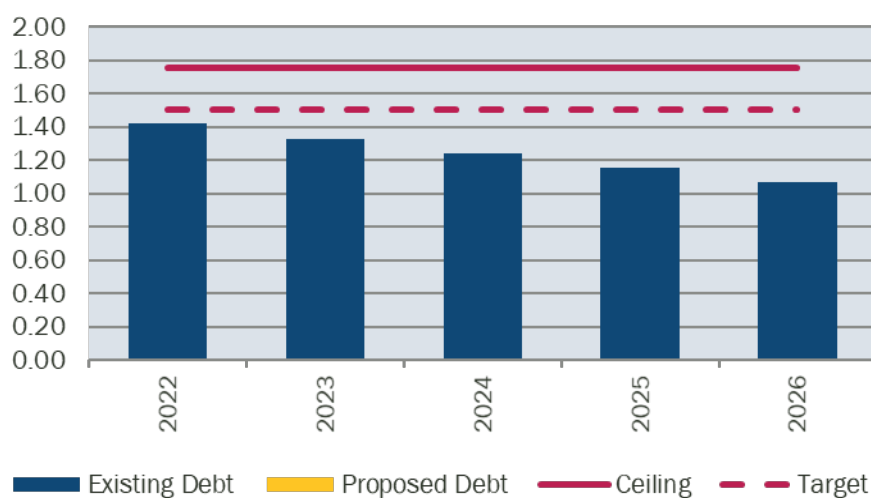
- **What does it measure?** UNC Charlotte's aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt.
- **How is it calculated?** Aggregate debt divided by obligated resources\*
- Target Ratio: 1.50
- Ceiling Ratio: Not to exceed 1.75
- Projected 2022 Ratio: 1.42
- Highest Study Period Ratio: 1.42 (2022)

\*Available Funds, which is the concept commonly used to capture an institution's obligated resources in its loan and bond documentation, has been used in the model as a proxy for obligated resources. For most institutions, the two concepts are identical, though Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of an institution's obligated resources.

### Debt to Obligated Resources

Debt to Obligated Resources							
Fiscal Year	Obligated Resources	Growth	Existing Debt	Proposed Debt	Ratio - Existing	Ratio - Proposed	Ratio - Total
2022	368,460,335	2.72%	523,288,380	-	1.42	n/a	1.42
2023	378,482,456	2.72%	502,481,965	-	1.33	n/a	1.33
2024	388,777,179	2.72%	481,146,198	-	1.24	n/a	1.24
2025	399,351,918	2.72%	459,911,806	-	1.15	n/a	1.15
2026	410,214,290	2.72%	439,501,087	-	1.07	n/a	1.07

### Debt to Obligated Resources



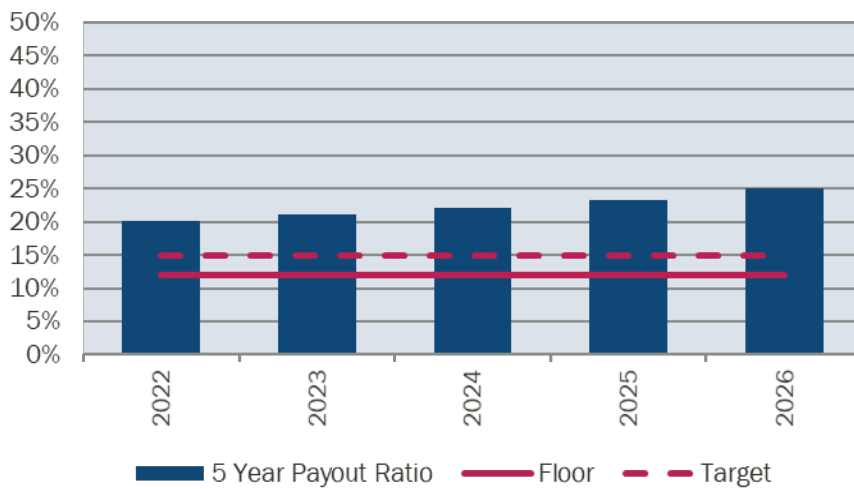
### 5-Year Payout Ratio Overview

- **What does it measure?** The percentage of UNC Charlotte's debt scheduled to be retired in the next five years.
- **How is it calculated?** Aggregate principal to be paid in the next five years divided by aggregate debt
- Target Ratio: 15%
- Floor Ratio: Not less than 12%
- Projected 2022 Ratio: 20%
- Lowest Study Period Ratio: 20% (2022)

### 5-Year Payout Ratio

5 Year Payout Ratio		
Fiscal Year	Principal Balance	Ratio
2022	523,288,380	20%
2023	502,481,965	21%
2024	481,146,198	22%
2025	459,911,806	23%
2026	439,501,087	25%

### 5-Year Payout Ratio



Stronger  
↑  
↓  
Weaker

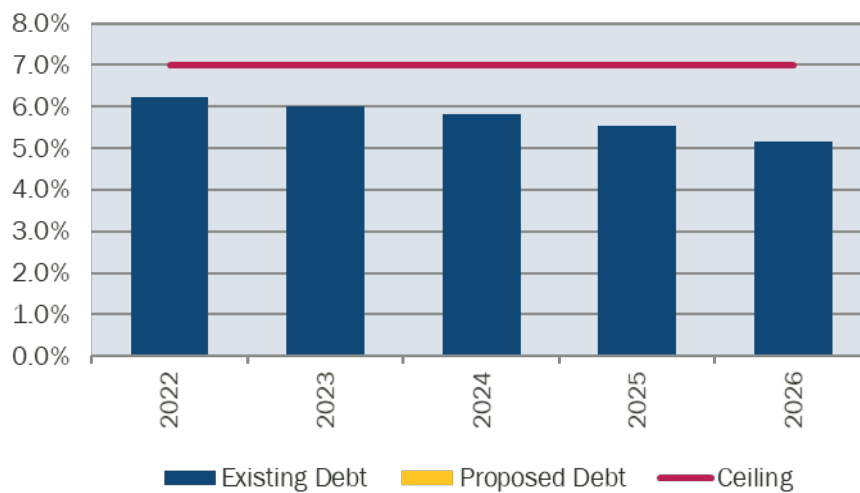
## Debt Service to Operating Expenses

- **What does it measure?** UNC Charlotte's debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues.
- **How is it calculated?** Annual debt service divided by annual operating expenses (adjusted to include interest expense of proposed debt)
- Policy Ratio: Not to exceed 7.00%
- Projected 2022 Ratio: 6.22%
- Highest Study Period Ratio: 6.22% (2022)

## Debt Service to Operating Expenses

Debt Service to Operating Expenses							
Fiscal Year	Operating Expenses	Growth	Existing Debt Service	Proposed Debt Service	Ratio - Existing	Ratio - Proposed	Ratio - Total
2022	676,694,589	2.72%	42,060,893	-	6.22%	n/a	6.22%
2023	695,100,682	2.72%	41,782,311	-	6.01%	n/a	6.01%
2024	714,007,420	2.72%	41,528,841	-	5.82%	n/a	5.82%
2025	733,428,422	2.72%	40,559,244	-	5.53%	n/a	5.53%
2026	753,377,675	2.72%	38,945,565	-	5.17%	n/a	5.17%

## Debt Service to Operating Expenses



Weaker  
↑  
↓  
Stronger

## 5. Debt Capacity Calculation

### Debt Capacity Calculation

- For the purposes of this Institution Report and the Study, UNC Charlotte's debt capacity is based on the amount of debt UNC Charlotte could issue during the Study Period (after taking into account any legislatively approved projects detailed in **Section 3** above) without exceeding its ceiling ratio for **debt to obligated resources**.
- As presented below, UNC Charlotte's current debt capacity equals **the lowest constraint on its debt capacity** in any single year during the Study Period.
- Based solely on the **debt to obligated resources** ratio, UNC Charlotte's current estimated debt capacity is **\$121,517,206**. After taking into account any legislatively approved projects detailed in **Section 3** above, if UNC Charlotte issued no additional debt until the last year of the Study Period, then UNC Charlotte's debt capacity for 2026 is projected to increase to **\$278,373,921**.

Debt Capacity Calculation			
Fiscal Year	Debt to Obligated Resources	Debt to Obligated Resources	Debt Capacity Calculation
	(Current Ratio)	(Ceiling)	
2022	1.42	1.75	121,517,206
2023	1.33	1.75	159,862,333
2024	1.24	1.75	199,213,865
2025	1.15	1.75	238,954,051
2026	1.07	1.75	278,373,921

### Limitations on Debt Capacity and Credit Rating Implications

- The debt capacity calculation shown above provides a general indication of UNC Charlotte's ability to absorb debt on its balance sheet during the Study Period and may help identify trends and issues over time.
- "Debt capacity" does not** necessarily equate to **"debt affordability,"** which takes into account a number of quantitative and qualitative factors, including project revenues and expenses, cost of funds and competing strategic priorities.
- If UNC Charlotte were to use all of its calculated debt capacity during the Study Period, UNC Charlotte's credit ratings may face significant downward pressure.**
- Projecting the exact amount UNC Charlotte could issue during the Study Period without negatively impacting its credit rating is difficult for a number of reasons.
  - Use of Multiple Factors**
    - Any single financial ratio makes up only a fraction of the "scorecard" used by rating agencies to guide their credit analysis.
    - Under Moody's approach, for example, the **financial leverage ratio** accounts for only **10%** of an issuer's overall score.
  - The State's Impact**
    - In assessing each institution's credit rating, rating agencies also consider the State's credit rating and demographic trends, the health of its pension system, the level of support it has

historically provided to the institution, and any legislation or policies affecting campus operations.

- Historically, each institution's credit rating has been bolstered by the State's strong support and overall financial health. As a result, many institutions "underperform" relative to the national median ratios for their rating category.
- If "debt capacity" were linked to those national median ratios, many institutions would have limited debt capacity for an extended period of time.
- **Factor Interdependence**
  - The quantitative and qualitative factors interact with one another in ways that are difficult to predict.
  - For example, a university's "**strategic positioning**" score, which accounts for 10% of its overall score under Moody's criteria, could deteriorate if a university either (1) issued excessive debt or (2) failed to reinvest in its campus to address its deferred maintenance obligations.
- **Distortions Across Rating Categories**
  - Because quantitative ratios account for only a portion of an issuer's final rating, the national median for any single ratio is not perfectly correlated to rating outcomes, meaning the median ratio for a lower rating category may be more stringent than the median ratio for a higher rating category. For the highest and lowest rating categories, the correlation between any single ratio and rating outcomes becomes even weaker.
  - Tying capacity directly to ratings may also distort strategic objectives. For example, an institution may be penalized for improving its rating, as it may suddenly lose all of its debt capacity because it must now comply with a much more stringent ratio.

## 6. Debt Profile

UNC Charlotte's detailed debt profile, including a brief description of each financed project and the source of repayment for each outstanding debt obligation, is reflected in the table on the following page

APPENDIX E

Summary of Debt Outstanding as of FYE June 30, 2021						
Series	Dated Date	Outstanding Par Amount	Final Maturity	Type	Purpose	Source of Repayment
<b>UNIVERSITY OF NORTH CAROLINA AT CHARLOTTE</b>		<b>537,510,000.00</b>				
2010 UNCC	12/02/2010	30,925,000.00	04/01/2040	General Revenue	Football Complex	Debt Fee
2012 A UNCC	02/23/2012	2,550,000.00	04/01/2022	General Revenue	Construction/Refinance SunTrust Loan/Refund 2002A	Overhead Receipts; Dining Revenues; Housing Revenues; Parking Revenues
2012 B UNCC	02/23/2012	1,065,000.00	04/01/2022	General Revenue	Construction/Refinance SunTrust	Overhead Receipts; Dining Revenues
2013 A UNCC	04/23/2013	35,430,000.00	04/01/2043	General Revenue	Residence Hall/Refund 2003A	Housing Revenues; Debt Fee
2013 B UNCC	04/23/2013	1,790,000.00	04/01/2023	General Revenue	Residence Hall/Refund 2003A	Debt Fee; Parking Revenues
2014 UNCC	04/01/2014	4,120,000.00	04/01/2024	General Revenue	Residence Hall	Housing Revenues
2015 UNCC	04/01/2015	107,920,000.00	04/01/2045	General Revenue	Residence Hall/Refund	Housing Revenues
2017 A UNCC	12/22/2017	77,210,000.00	10/01/2040	General Revenue	Refund Series 2012A	Overhead Receipts; Dining Revenues; Housing Revenues; Parking Revenues
2017 B UNCC	12/22/2017	18,055,000.00	10/01/2040	General Revenue	Refund Series 2012B, 2007A, and a portion of 2010B-1	Overhead Receipts; Dining Revenues; Debt Fee; Housing Revenues; Parking Revenues
2017 UNCC	10/12/2017	72,960,000.00	10/01/2047	General Revenue	Residence Hall Improvements/Health & Wellness	Student Fees; Housing Revenues
2020 A UNCC	01/28/2020	67,445,000.00	10/01/2049	General Revenue	Phase 16	Debt Fee
2020 B UNCC	01/28/2020	22,790,000.00	04/01/2041	General Revenue	Refunding 2012B	Housing Revenues
2021 UNCC	03/17/2021	95,250,000.00	04/01/2044	General Revenue	Refunding 2013B GO - Residence Hall, Refunding 2015 LOB, Refunding 2014 GO - Residence Hall	Housing Revenues
<i>Note: In December 2021, UNC Charlotte issued \$141,210,000 in Series 2021B refunding bonds to refinance \$32,885,000 of the Series 2013A bonds, to refinance \$94,565,000 of the Series 2015 bonds, and to pay the cost of issuance of the 2021B bonds.</i>						



## 7. Credit Profile

The following page provides a snapshot of UNC Charlotte's current credit ratings, along with (1) a summary of various credit factors identified in UNC Charlotte's most recent rating report and (2) recommendations for maintaining and improving UNC Charlotte's credit ratings in the future.



## Credit Profile of the University– (General Revenue)

### Overview

- Moody's maintains a Aa3 rating on UNC Charlotte's general revenue bonds. The outlook is stable.
- Standard and Poor's maintains an A+ rating on UNC Charlotte's general revenue bonds. The outlook is stable.

### Key Information Noted in Rating Reports

#### Credit Strengths

- Strong financial positions with favorable operations, healthy liquidity, and growing reserves
- Desirable urban location in economically vibrant city
- University has maintained steady enrollment and net tuition revenue growth
- Strong operating and capital support from the Aaa-rated State of North Carolina

#### Credit Challenges

- Moderately high financial leverage compared to similarly rated peers
- Tuition pricing constraints could reduce future budget predictability
- Concentrated market to geographic student base

Moody's	S&P	Fitch
Aaa	AAA	AAA
Aa1	AA+	AA+
Aa2	AA	AA
Aa3	AA-	AA-
A1	A+	A+
A2	A	A
A3	A-	A-
Baa1	BBB+	BBB+
Baa2	BBB	BBB
Baa3	BBB-	BBB-
Non Investment Grade		

### Recommendations & Observations

- Continue to develop initiatives to highlight and strengthen UNC Charlotte's distinctive market position.
- Strong operating reserves and liquidity provide UNCC financial flexibility and favorable debt affordability.
- Continue to seek strategies to limit new debt in the near term while addressing critical infrastructure needs, in accordance with UNC Charlotte's existing debt policy and in service of UNC Charlotte's other strategic initiatives.

## 8. Peer Comparison

Moody's Key Credit Ratios	University of North Carolina Charlotte	Most Recent Peer Institution Data				Moody's Public Higher Education Medians
Peer Institution		George Mason University	Northern Arizona University	Portland State University	Florida Atlantic University	
Fiscal Year	2021	2020	2021	2021	2020	2021
Most Senior Rating	Aa3	A1	A1	N/A	Aa3	Aa
Total Long-Term Debt (\$, in millions)	596	542	581	200	319	637
Total Cash & Investments (\$, in millions)	757	796	513	379	747	1607
Operating Revenue (\$, in millions)	669	974	549	468	582	1236
Operating Expenses (\$, in millions)	615	934	521	460	554	1202
Market Performance Ratios						
Annual Change in Operating Revenue (%)	0.4%	0.5%	-2.5%	-3.8%	2.7%	1.9%
Operating Ratios						
Operating Cash Flow Margin (%)	16.5%	12.7%	16.8%	9.7%	11.9%	11.5%
Wealth & Liquidity Ratios						
Total Cash & Investments to Operating Expenses (x)	1.3	0.9	1.0	0.8	1.3	1.1
Total Debt to Operating Expenses (x)	1.0	0.6	1.1	0.4	0.6	0.5
Monthly Days Cash on Hand (x)	202	211	173	191	206	169
Leverage Ratios						
Total Cash & Investments to Total Debt (x)	1.3	0.7	0.5	0.5	1.0	2.3
Debt Service to Operating Expenses (%)	6.7%	4.4%	6.3%	4.4%	4.6%	4.0%
Total Debt-to-Cash Flow (x)	5.4	1.5	0.9	1.9	2.3	4.4

\*Note: Peers chosen from BOG approved peers if available in Moody's Municipal Financial Ratio Analysis (MFRA) Database. If approved peer data is unavailable, universities with similar credit ratings are used. Data is the most recent available in the MFRA database.

## Debt Management Policies

UNC Charlotte's current debt policy is included in the following page

## **University Policy 601.18, Debt Policy**

### **Executive Summary:**

This Policy outlines the University philosophy on debt, establishes the framework for approving, managing, and reporting debt and provides debt management guidelines.

### **I. Policy Statement**

The mission of The University of North Carolina at Charlotte (University) is supported by the development and implementation of the long-term strategic plan. The strategic plan establishes University-wide priorities and programmatic objectives. The University develops a capital plan to support these priorities and objectives.

The University's use of debt plays a critical role in ensuring adequate and cost effective funding for the capital plan. By linking the objectives of its Debt Policy to its strategic objectives, the University ultimately increases the likelihood of achieving its mission.

This Debt Policy is intended to be a dynamic document that will evolve over time to meet the changing needs of the University.

### **A. Scope**

This Debt Policy applies to the University and affiliated entities and covers all forms of debt including long-term, short-term, fixed-rate, and variable-rate debt. It also covers other forms of financing including both on-balance sheet and off-balance sheet structures, such as leases, and other structured products used with the intent of funding capital projects.

The use of derivatives is not covered under this policy. When the use of derivatives is being considered a separate Interest Rate Risk Management policy will be drafted.

### **B. Objectives**

The objectives of this policy are to:

- (i) Outline the University's philosophy on debt
- (ii) Establish a control framework for approving and managing debt
- (iii) Define reporting guidelines
- (iv) Establish debt management guidelines

This Debt Policy formalizes the link between the University's Strategic Plan and the issuance of debt. Debt is a limited resource that must be managed strategically in order to best support University priorities.

The policy establishes a control framework to ensure that appropriate discipline is in place regarding capital rationing, reporting requirements, debt portfolio composition, debt servicing, and debt authorization. It establishes guidelines to ensure that existing and proposed debt

issues are consistent with financial resources to maintain an optimal amount of leverage, a strong financial profile, and a strategically optimal credit rating.

Under this policy, debt is being managed to achieve the following goals:

- (i) Maintaining access to financial markets: capital, money, and bank markets.
- (ii) Managing the University's credit rating to meet its strategic objectives while maintaining the highest acceptable creditworthiness and most favorable relative cost of capital and borrowing terms;
- (iii) Optimizing the University's debt mix (i.e., short-term and long-term, fixed-rate and floating-rate) for the University's debt portfolio;
- (iv) Managing the structure and maturity profile of debt to meet liquidity objectives and make funds available to support future capital projects and strategic initiatives;
- (v) Coordinating debt management decisions with asset management decisions to optimize overall funding and portfolio management strategies.

The University may use debt to accomplish critical priorities by more prudently using debt financing to accelerate the initiation or completion of certain projects, where appropriate. As part of its review of each project, the University evaluates all funding sources to determine the optimal funding structure to achieve the lowest cost of capital.

## **II. Roles and Responsibilities; Compliance**

The Office of the Vice Chancellor for Business Affairs ("VCBA") is responsible for implementing this policy and for all debt financing activities. The policy and any subsequent, material changes to the policy must be approved by the Chancellor after consultation with the University's Board of Trustees ("BOT".) The approved policy provides the framework under which debt management decisions are made.

The exposure limits listed in the policy are monitored on a regular basis by Treasury Services. The office of the VCBA reports regularly to the Chancellor and the BOT on the University's debt position and plans.

## **III. Procedures**

### **A. Debt Affordability and Capacity**

In assessing its current debt levels and when planning for additional debt, the University takes into account both its debt affordability and debt capacity. Debt affordability focuses on the University's ability to service its debt through its operating budget and identified revenue streams and is driven by strength in income and cash flows. Debt capacity focuses on the University's financial leverage in terms of debt funding as a percentage of the University's total capital.

The University considers many factors in assessing its debt affordability and debt capacity including its strategic plan, market position, and alternative sources of funding. The University

uses four key quantitative ratios to inform its assessments with respect to debt affordability and debt capacity.

The ratios described below are not intended to track a specific rating, but rather to help the University maintain a competitive financial profile and funding for facilities needs and reserves.

This Debt Policy is shared with external credit analysts and other parties to provide them with background on the University's philosophy on debt and management's assessment of debt capacity and affordability.

## 1. Debt Affordability Measures

### *a. Debt Burden Percentage*

This ratio measures the University's debt service burden as a percentage of total university expenses. The target for this ratio is intended to maintain the University's long-term operating flexibility to finance existing requirements and new initiatives.

$$\frac{\text{ANNUAL DEBT SERVICE}}{\text{TOTAL OPERATING EXPENSES}} \leq 6.0\%$$

The measure is based on aggregate operating expenses as opposed to operating revenues because expenses typically are more stable (e.g. revenues may be subject to one-time operating gifts, investment return fluctuations, variability of State funding, etc.) and better reflect the operating base of the University. This ratio is adjusted to reflect any non-amortizing or non-traditional debt structures that could result in significant single year fluctuations including the effect of debt refundings.

### *b. Average Debt Service Coverage Ratio*

This ratio measures the University's ability to cover debt service requirements from adjusted net operating income. This calculation is a three-year average of income compared to actual debt services on capital debt. The target established is intended to ensure that operating revenues are sufficient to meet debt service requirements and that debt service does not consume too large a portion of income.

$$\frac{\text{THREE YEARS ANNUAL OPERATING SURPLUS (DEFICIT) + NON-OPERATING REVENUE} + \text{DEPRECIATION}}{\text{THREE YEARS ANNUAL DEBT SERVICE}} > 2X$$

This ratio is adjusted to reflect any non-amortizing or non-traditional debt structures that could result in significant single year fluctuations including the effect of debt refundings.

## 2. Debt Capacity Measures

### *a. Average Viability Ratio*

## APPENDIX E

This ratio indicates one of the most basic determinants of financial health by measuring the three year average availability of liquid and expendable net assets to the three year average aggregate debt. The ratio measures the medium to long-term health of the University's balance sheet and debt capacity and is a critical consideration of universities with the highest credit quality.

Many factors influence the viability ratio, affecting both the assets (e.g., investment performance, philanthropy) and liabilities (e.g., timing of bond issues), and therefore the ratio is best examined in the context of changing market conditions so that it accurately reflects relative financial strength.

$$\frac{\text{THREE YEARS UNRESTRICTED NET ASSETS} + \text{RESTRICTED EXPENDABLE NET ASSETS}}{\text{THREE YEARS AGGREGATE DEBT}} \geq .6x$$

### *b. Debt Capitalization Ratio*

This ratio measures the percentage of University capital that comes from debt. A university that relies too heavily on debt capital may risk being over-leveraged and potentially reduce its access to capital markets. Conversely, a university that does not strategically utilize debt as a source of capital may not be optimizing its funding mix, thereby sacrificing access to low-cost funding to invest in mission objectives.

$$\frac{\text{AGGREGATE DEBT}}{\text{TOTAL NET ASSETS + AGGREGATE DEBT}} \leq 35\%$$

Both the Viability and Debt Capitalization Ratios include any component unit (University-related foundation) balances as disclosed in the University's financial statements.

## **B. Financing Sources**

The University recognizes that there are numerous types of financing structures and funding sources available, each with specific benefits, risks, and costs. All potential funding sources are reviewed by management within the context of this Debt Policy and the overall portfolio to ensure that any financial product or structure is consistent with the University's objectives. Regardless of what financing structure(s) are utilized, due-diligence review must be performed for each transaction, including (i) quantification of potential risks and benefits; and (ii) analysis of the impact on University creditworthiness and debt affordability and capacity.

### *1. Tax-Exempt Debt*

The University recognizes that tax-exempt debt is a significant component of the University's capitalization due in part to its substantial cost benefits; therefore, tax-exempt debt is managed as a portfolio of obligations designed to meet long-term financial objectives rather than as a series of discrete financings tied to specific projects. The University manages the debt portfolio to maximize its utilization of tax-exempt debt relative to taxable debt whenever possible. In all circumstances, however, individual projects continue to be identified and tracked to ensure compliance with all tax and reimbursement regulations.



For tax-exempt debt, the University considers maximizing the external maturity of any tax-exempt bond issue, subject to prevailing market conditions and opportunities and other considerations, including applicable regulations.

## *2. Taxable Debt*

---

In instances where certain of the University's capital projects do not qualify for tax-exempt debt, the use of taxable debt may be considered. The taxable debt market offers certain advantages in terms of liquidity and marketing efficiency; such advantages will be considered when evaluating the costs and benefits of a taxable debt issuance.

## *3. Commercial Paper*

---

Commercial paper provides the University with interim financing for projects in anticipation of philanthropy or planned issuance of long-term debt. The use of commercial paper also provides greater flexibility on the timing and structuring of individual bond transactions. This flexibility also makes commercial paper appropriate for financing equipment and short-term operating needs. The University recognizes that the amount of commercial paper is limited by this Debt Policy ratios, the University's variable-rate debt allocation limit, and the University's available liquidity support.

## *4. University-issued vs. State-Issued Debt*

---

In determining the most cost effective means of issuing debt, the University evaluates the merits of issuing debt directly vs. participating in debt pools through the UNC System Board of Governors. On a regular basis, the University performs a cost/benefit analysis between these two options and takes into consideration the comparative funding costs, flexibility in market timing, and bond ratings of each alternative. The University also takes into consideration the future administrative flexibility of each issue such as the ability to call and/or refund issues at a later date, as well as the administrative flexibility to structure and manage the debt in a manner that the University believes to be appropriate and in the University's best interest.

## *5. Other Financing Sources*

---

Given limited debt capacity and substantial capital needs, opportunities for alternative and non-traditional transaction structures may be considered. The University recognizes these types of transactions often can be more expensive than traditional University debt structures; therefore, the benefits of any potential transaction must outweigh any potential costs.

All structures may be considered only when the economic benefit and the likely impact on the University's debt capacity and credit have been determined. Specifically, for any third-party or developer-based financing, management ensures the full credit impact of the structure is evaluated and quantified.

# **C. Portfolio Management of Debt**

The University considers its debt portfolio holistically to optimize the portfolio of debt for the entire University rather than on a project-by-project basis while taking into account the University's cash and investment portfolio (see Appendix A). Therefore, management makes

decisions regarding project prioritization, debt portfolio optimization, and financing structures within the context of the overall needs and circumstances of the University.

### 1. Variable-Rate Debt

The University recognizes that a degree of exposure to variable interest rates within the University's debt portfolio might be desirable in order to:

- (i) take advantage of repayment/restructuring flexibility;
- (ii) benefit from historically lower average interest costs;
- (iii) provide a "match" between debt service requirements and the projected cash flows from the University's assets; and
- (iv) diversify its pool of potential investors.

Management monitors overall interest rate exposure, analyzes and quantifies potential risks, including interest rate, liquidity and rollover risks, and coordinates appropriate fixed/variable allocation strategies. The portfolio allocation to variable-rate debt may be managed or adjusted through (i) the issuance or redemption of debt in the conventional debt market (e.g. new issues and refundings) and (ii) the use of interest rate derivative products including swaps.

The amount of variable-rate debt outstanding (adjusted for any derivatives) shall not exceed 10% of the University's outstanding debt. This limit is based on the University's desire to: (i) limit annual variances in its interest payments; (ii) provide sufficient structuring flexibility to management; (iii) keep the University's variable-rate allocation within acceptable external parameters; and (iv) utilize variable-rate debt (including derivatives) to optimize debt portfolio allocation and minimize costs.

$$\frac{\text{VARIABLE-RATE DEBT (INCLUDING SYNTHETIC DEBT)}}{\text{TOTAL DEBT OUTSTANDING}} \leq 10\%$$

### 2. Refinancing Outstanding Debt

The University monitors its debt portfolio on a continual basis to assure portfolio management objectives are being met and to identify opportunities to lower its cost of funding, primarily through refinancing outstanding debt. The University of North Carolina General Administration prefers a savings of 2% for refinancing current outstanding debt. Savings requirements in excess of 2% may be required from time to time by the Vice Chancellor for Business Affairs.

The University monitors the prices and yields of its outstanding debt and attempts to identify potential refunding candidates by examining refunding rates and calculating the net present value of any refunding savings after taking into account all transaction costs. The University may choose to pursue refundings for economic and/or legal reasons. The University reserves the right to not partially refund an issue.

### 3. Liquidity Requirements

If the University's portfolio includes variable-rate debt and commercial paper, liquidity support is required in the event of the bonds or paper being put back to the University by investors. Generally, the University can purchase liquidity support externally from a

bank in the form of a standby bond purchase agreement or line of credit. In addition, the University may consider using its own capital in lieu of or to supplement external liquidity facilities. Alternatively, it may utilize variable-rate structures that do not require liquidity support (e.g. auction-rate products.)

Just as the University manages its debt on a portfolio basis, it also manages its liquidity needs by considering its entire asset and debt portfolio, rather than managing liquidity solely on an issue-specific basis. This approach permits institution-wide evaluation of desired liquidity requirements and exposure, minimizes administrative burden, and reduces total liquidity costs.

A balanced approach may be used to provide liquidity support to enhance credit for variable-rate debt, through a combination of external bank liquidity, auction market or derivative structures. Using a variety of approaches limits dependence on an individual type or source of credit; it also allows for exposure to different types of investors. The University must balance liquidity requirements with its investment objectives and its cost and renewal risk of third-party liquidity providers.

Further, a portfolio-approach to liquidity can enhance investment flexibility, reduce administrative requirements, lower total interest costs, and reduce the need for external bank liquidity.

#### *4. Overall Exposure*

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The University recognizes that it may be exposed to interest rate, third-party credit, and other potential risks in areas other than direct University debt (e.g., counterparty exposure in the investment portfolio, etc.) and, therefore, exposures are considered on a comprehensive University-wide basis.

### **D. Strategic Debt Allocation**

Recognizing that financial resources are not sufficient to fund all capital projects, management must allocate debt strategically, continuing to explore alternate sources of funding for projects. External support, philanthropy, and direct State investment remain critical to the University's facilities investment plan.

Management allocates the use of debt financing internally within the University to reflect the prioritization of debt resources among all uses, including plant and equipment financing, academic projects, and projects with institutional impact. Generally, the University favors debt financing for those projects critical to the attainment of its strategic goals and those projects with identified revenue streams for the repayment of debt service and incremental operating costs.

Each capital project is analyzed at its inception to ensure that capital is used in the most effective manner and in the best interests of the University. There is an initial institutional review of each project, prior to its inclusion in the capital plan, to determine if debt leveraging would be desirable even if not requested by the project sponsor.

As part of this initial institutional review, the University also will assess, based on the project's business plan, the sufficiency of revenues to support any internal loans. If the University determines that collateral is necessary, it may require the entity to segregate unrestricted funds for this purpose.

## **E. Debt Administration and Other Matters**

The issuance of tax-exempt debt generally requires the aid and assistance of several outside parties:

- Use of a financial advisor is recommended with a competitive selection process at least once every five years.
- Bond counsel appointments are competitively determined at least once every five years.
- The selection of underwriters is recommended for each debt issuance using a competitive process. Co-managers are recommended for issuances of \$30 million or more and will be selected from the same group of underwriters responding to the competitive bid process.

Debt issuance can be “sized” to include capitalized interest and borrowing costs up to 5% of the debt issuance.

Reimbursement resolutions will be prepared for each debt issuance.

## **F. Approval Process**

All debt issued is by the authority granted to the UNC System Board of Governors under [N.C.G.S. § 116D, Article 3](#). All debt issue is approved by the UNC Charlotte Board of Trustees and then by the UNC System Board of Governors.

When the University participates in bond programs that are administered by the State, including State tax supported debt, such bonds are issued by the State Treasurer, who also possesses the authority to price such bonds.

**Revision History:** Initially approved February 2, 2015

**Authority:** Chancellor

**Responsible Office:** Business Affairs

# The University of North Carolina System Debt Capacity Study - Fiscal Year 2021

The University of North Carolina at Greensboro  
Institution Report

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## 1. Executive Summary

### Overview of the Institution Report

Pursuant to Article 5 of Chapter 116D of the North Carolina General Statutes (the “*Act*”), University of North Carolina at Greensboro (“*UNC Greensboro*”) has submitted this report (this “*Institution Report*”) as part of the annual debt capacity study (the “*Study*”) undertaken by The University of North Carolina (the “*University*”) in accordance with the Act. Each capitalized term used but not defined in this Institution Report has the meaning given to such term in the Study.

This Institution Report details the historical and projected financial information incorporated into the financial model developed in connection with the Study. UNC Greensboro has used the model to calculate and project the following three financial ratios:

- Debt to Obligated Resources
- Five-Year Payout Ratio
- Debt Service to Operating Expenses

See **Appendix A** to the Study for more information on the ratios and related definitions.

To produce a tailored, meaningful model, UNC Greensboro, in consultation with the UNC System Office, has set its own policies for each model ratio. For the two statutorily-required ratios—**debt to obligated resources** and the **five-year payout ratio**—UNC Greensboro has set both a target policy and a floor or ceiling policy, as applicable.

For the purposes of the Study, UNC Greensboro’s debt capacity reflects the amount of debt UNC Greensboro could issue during the Study Period without exceeding its ceiling ratio for **debt to obligated resources**, after taking into account debt the General Assembly has previously approved that UNC Greensboro intends to issue during the Study Period. Details regarding each approved project are provided in Section 3.

This Institution Report also includes the following information required by the Act:

- UNC Greensboro’s current debt profile, including project descriptions financed with, and the sources of repayment for, UNC Greensboro’s outstanding debt;
- UNC Greensboro’s current credit profile, along with recommendations for maintaining or improving UNC Greensboro’s credit rating; and
- A copy of any UNC Greensboro debt management policy currently in effect.

### Overview of UNC Greensboro

For the fall 2021 semester, UNC Greensboro had a headcount student population of approximately 19,038, including 15,178 undergraduate students and 3,860 graduate students. Over the past 5 years, UNC Greensboro’s enrollment has decreased by 4.4%.

UNC Greensboro’s average age of plant is 13.02 years. Age of plant is a financial ratio calculated by dividing the accumulated depreciation by the annual depreciation expense. A low age of plant generally indicates the institution is taking a sustainable approach to its deferred maintenance and reinvestment programs.

UNC Greensboro does not anticipate significant additional borrowings during the Study Period. UNC Greensboro has made no changes to the financial model’s standard growth assumptions.

## 2. Institution Data

### Notes

- Obligated Resources equals Available Funds plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Operating Expenses equals Operating Expenses plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Outstanding debt service is based on UNC Greensboro's outstanding debt **as of June 30, 2021**, excluding state appropriated debt (such as energy savings contracts). Debt service is net of any interest subsidies owed to UNC Greensboro by the federal government (discounted by an assumed 6.2% sequestration rate) and uses reasonable unhedged variable rate assumptions.
- New money debt issued **after June 30, 2021**, together with any legislatively approved debt UNC Greensboro expects to issue during the Study Period, **are included** in the model as "proposed debt service" and are taken into account in the projected financial ratios shown in this Institution Report.
- Repayments, redemptions or refundings that have occurred **after June 30, 2021** are not included in the model, meaning the debt service schedules reflected below may overstate UNC Greensboro's current debt burden.

Obligated Resources						Outstanding Debt				
Fiscal Year	Available Funds (Before GASB Adjustment)	GASB 68 Adjustment	GASB 75 Adjustment	AF Growth	Available Funds (After GASB Adjustment)	Fiscal Year	Principal	Net Interest	Debt Service	Principal Balance
2017	171,993,830	17,318,421	-		189,312,251	2022	14,778,555	12,185,292	26,963,847	267,213,321
2018	(251,724,686)	18,690,763	425,862,995	1.86%	192,829,072	2023	15,328,879	11,563,938	26,892,817	251,884,442
2019	(237,093,720)	19,581,421	405,766,445	-2.37%	188,254,146	2024	14,469,672	10,957,647	25,427,319	237,414,770
2020	(220,162,163)	28,812,522	388,626,859	4.79%	197,277,218	2025	15,085,698	10,349,568	25,435,266	222,329,072
2021	(197,250,174)	35,646,088	364,275,326	2.73%	202,671,240	2026	15,698,720	9,712,864	25,411,584	206,630,352
2022	208,183,898	-	-	2.72%	208,183,898	2027	21,256,352	9,060,841	30,317,193	185,374,000
2023	213,846,500	-	-	2.72%	213,846,500	2028	14,287,000	8,227,034	22,514,034	171,087,000
2024	219,663,125	-	-	2.72%	219,663,125	2029	14,946,000	7,566,382	22,512,382	156,141,000
2025	225,637,962	-	-	2.72%	225,637,962	2030	14,483,000	6,853,476	21,336,476	141,658,000
2026	231,775,314	-	-	2.72%	231,775,314	2031	15,145,000	6,180,453	21,325,453	126,513,000
						2032	15,853,000	5,492,203	21,345,203	110,660,000
						2033	16,575,000	4,789,505	21,364,505	94,085,000
						2034	17,290,000	4,062,055	21,352,055	76,795,000
						2035	16,045,000	3,386,818	19,431,818	60,750,000
						2036	16,730,000	2,702,617	19,432,617	44,020,000
						2037	12,175,000	2,002,493	14,177,493	31,845,000
						2038	10,250,000	1,527,850	11,777,850	21,595,000
						2039	10,730,000	1,046,750	11,776,750	10,865,000
						2040	2,520,000	543,250	3,063,250	8,345,000
						2041	2,645,000	417,250	3,062,250	5,700,000
						2042	2,780,000	285,000	3,065,000	2,920,000
						2043	2,920,000	146,000	3,066,000	-
						2044			-	-
						2045			-	-

Operating Expenses					
Fiscal Year	Operating Exp.	GASB 68 Adjustment	GASB 75 Adjustment	Growth	Operating Exp.
2017	391,641,862	(129,813)	-		391,512,049
2018	413,394,628	(1,364,900)	4,437,708	6.37%	416,467,436
2019	427,326,795	(882,169)	20,096,686	7.22%	446,541,312
2020	455,515,453	(9,221,688)	17,140,117	3.78%	463,433,882
2021	434,752,757	(6,786,506)	19,515,334	-3.44%	447,481,585
2022	459,653,084	-	-	2.72%	459,653,084
2023	472,155,648	-	-	2.72%	472,155,648
2024	484,998,282	-	-	2.72%	484,998,282
2025	498,190,235	-	-	2.72%	498,190,235
2026	511,741,009	-	-	2.72%	511,741,009



### 3. Proposed Debt Financings

While UNC Greensboro evaluates its capital investment needs on a regular basis, UNC Greensboro currently has not legislatively approved projects that it anticipates financing during the study period.

## 4. Financial Ratios

### Debt to Obligated Resources

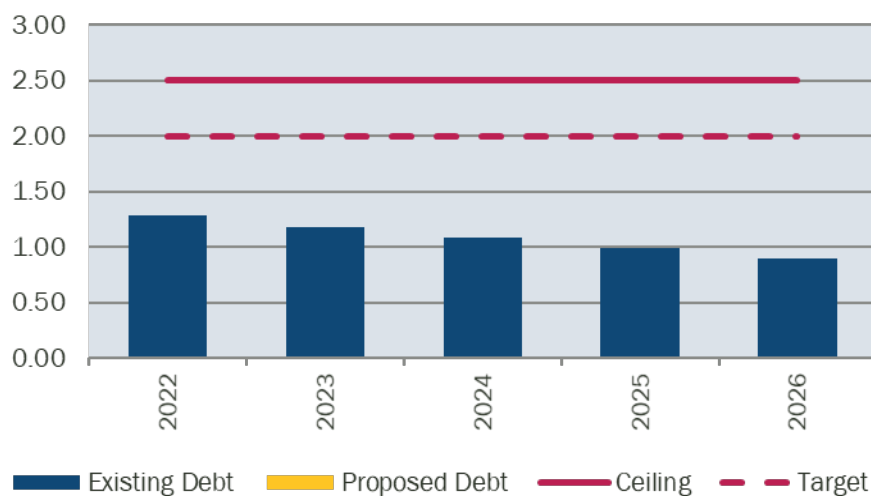
- **What does it measure?** UNC Greensboro's aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt.
- **How is it calculated?** Aggregate debt divided by obligated resources\*
- Target Ratio: 2.00
- Ceiling Ratio: Not to exceed 2.50
- Projected 2022 Ratio: 1.28
- Highest Study Period Ratio: 1.28 (2022)

\*Available Funds, which is the concept commonly used to capture an institution's obligated resources in its loan and bond documentation, has been used in the model as a proxy for obligated resources. For most institutions, the two concepts are identical, though Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of an institution's obligated resources.

### Debt to Obligated Resources

Debt to Obligated Resources							
Fiscal Year	Obligated Resources	Growth	Existing Debt	Proposed Debt	Ratio - Existing	Ratio - Proposed	Ratio - Total
2022	208,183,898	2.72%	267,213,321	-	1.28	n/a	1.28
2023	213,846,500	2.72%	251,884,442	-	1.18	n/a	1.18
2024	219,663,125	2.72%	237,414,770	-	1.08	n/a	1.08
2025	225,637,962	2.72%	222,329,072	-	0.99	n/a	0.99
2026	231,775,314	2.72%	206,630,352	-	0.89	n/a	0.89

### Debt to Obligated Resources



Weaker  
↑  
↓  
Stronger

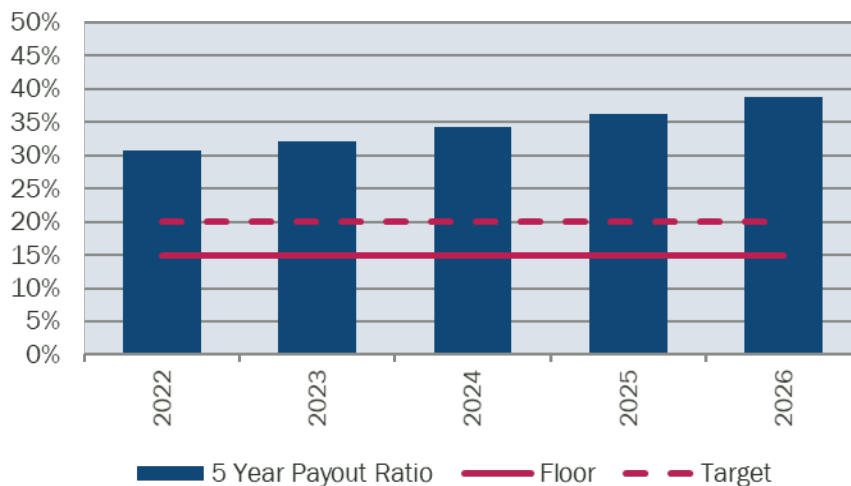
### 5-Year Payout Ratio Overview

- **What does it measure?** The percentage of UNC Greensboro's debt scheduled to be retired in the next five years.
- **How is it calculated?** Aggregate principal to be paid in the next five years divided by aggregate debt
- Target Ratio: 20%
- Floor Ratio: Not less than 15%
- Projected 2022 Ratio: 31%
- Lowest Study Period Ratio: 31% (2022)

### 5-Year Payout Ratio

5 Year Payout Ratio		
Fiscal Year	Principal Balance	Ratio
2022	267,213,321	31%
2023	251,884,442	32%
2024	237,414,770	34%
2025	222,329,072	36%
2026	206,630,352	39%

### 5-Year Payout Ratio



Stronger  
↑  
↓  
Weaker

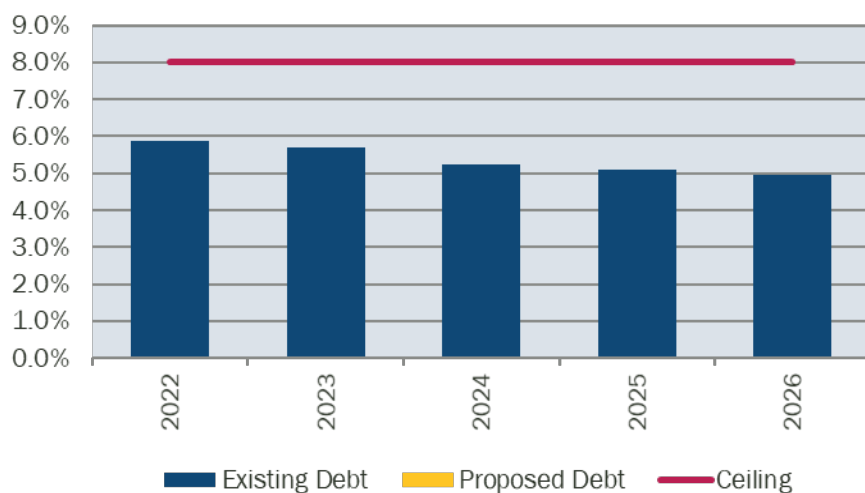
## Debt Service to Operating Expenses

- **What does it measure?** UNC Greensboro's debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues.
- **How is it calculated?** Annual debt service divided by annual operating expenses (as adjusted to include interest expense of proposed debt)
- Policy Ratio: Not to exceed 8.00%
- Projected 2022 Ratio: 5.87%
- Highest Study Period Ratio: 5.87% (2022)

### Debt Service to Operating Expenses

Debt Service to Operating Expenses							
Fiscal Year	Operating Expenses	Growth	Existing Debt Service	Proposed Debt Service	Ratio - Existing	Ratio - Proposed	Ratio - Total
2022	459,653,084	2.72%	26,963,847	-	5.87%	n/a	5.87%
2023	472,155,648	2.72%	26,892,817	-	5.70%	n/a	5.70%
2024	484,998,282	2.72%	25,427,319	-	5.24%	n/a	5.24%
2025	498,190,235	2.72%	25,435,266	-	5.11%	n/a	5.11%
2026	511,741,009	2.72%	25,411,584	-	4.97%	n/a	4.97%

### Debt Service to Operating Expenses



Weaker  
↑  
↓  
Stronger

## 5. Debt Capacity Calculation

### Debt Capacity Calculation

- For the purposes of this Institution Report and the Study, UNC Greensboro's debt capacity is based on the amount of debt UNC Greensboro could issue during the Study Period (after taking into account any legislatively approved projects detailed in **Section 3** above) without exceeding its ceiling ratio for **debt to obligated resources**.
- As presented below, UNC Greensboro's current debt capacity equals **the lowest constraint on its debt capacity** in any single year during the Study Period.
- Based solely on the **debt to obligated resources** ratio, UNC Greensboro's current estimated debt capacity is **\$253,246,423**. After taking into account any legislatively approved projects detailed in **Section 3** above, if UNC Greensboro issued no additional debt until the last year of the Study Period, then UNC Greensboro's debt capacity for 2026 is projected to increase to **\$372,807,933**.

Debt Capacity Calculation			
Fiscal Year	Debt to Obligated Resources (Current Ratio)	Debt to Obligated Resources (Ceiling)	Debt Capacity Calculation
2022	1.28	2.50	253,246,423
2023	1.18	2.50	282,731,807
2024	1.08	2.50	311,743,041
2025	0.99	2.50	341,765,832
2026	0.89	2.50	372,807,933

### Limitations on Debt Capacity and Credit Rating Implications

- The debt capacity calculation shown above provides a general indication of UNC Greensboro's ability to absorb debt on its balance sheet during the Study Period and may help identify trends and issues over time.
- "Debt capacity" does not** necessarily equate to **"debt affordability,"** which takes into account a number of quantitative and qualitative factors, including project revenues and expenses, cost of funds and competing strategic priorities.
- If UNC Greensboro were to use all of its calculated debt capacity during the Study Period, UNC Greensboro's credit ratings may face significant downward pressure.**
- Projecting the exact amount UNC Greensboro could issue during the Study Period without negatively impacting its credit rating is difficult for a number of reasons.
  - Use of Multiple Factors**
    - Any single financial ratio makes up only a fraction of the "scorecard" used by rating agencies to guide their credit analysis.
    - Under Moody's approach, for example, the **financial leverage ratio** accounts for only **10%** of an issuer's overall score.
  - The State's Impact**

- In assessing each institution's credit rating, rating agencies also consider the State's credit rating and demographic trends, the health of its pension system, the level of support it has historically provided to the institution, and any legislation or policies affecting campus operations.
- Historically, each institution's credit rating has been bolstered by the State's strong support and overall financial health. As a result, many institutions "underperform" relative to the national median ratios for their rating category.
- If "debt capacity" were linked to those national median ratios, many institutions would have limited debt capacity for an extended period of time.
- **Factor Interdependence**
  - The quantitative and qualitative factors interact with one another in ways that are difficult to predict.
  - For example, a university's "**strategic positioning**" score, which accounts for 10% of its overall score under Moody's criteria, could deteriorate if a university either (1) issued excessive debt or (2) failed to reinvest in its campus to address its deferred maintenance obligations.
- **Distortions Across Rating Categories**
  - Because quantitative ratios account for only a portion of an issuer's final rating, the national median for any single ratio is not perfectly correlated to rating outcomes, meaning the median ratio for a lower rating category may be more stringent than the median ratio for a higher rating category. For the highest and lowest rating categories, the correlation between any single ratio and rating outcomes becomes even weaker.
  - Tying capacity directly to ratings may also distort strategic objectives. For example, an institution may be penalized for improving its rating, as it may suddenly lose all of its debt capacity because it must now comply with a much more stringent ratio.

## 6. Debt Profile

UNC Greensboro's detailed debt profile, including a brief description of each financed project and the source of repayment for each outstanding debt obligation, is reflected in the table on the following page.

Summary of Debt Outstanding as of FYE June 30, 2021						
Series	Dated Date	Outstanding Par Amount	Final Maturity	Type	Purpose	Source of Repayment
<b>UNIVERSITY OF NORTH CAROLINA AT GREENSBORO</b>		<b>268,070,876.00</b>				
2012 A UNCG	07/12/2012	2,085,000.00	04/01/2022	General Revenue	Jefferson Suite and Campus Police Building	Student Facilities Fee; Housing Revenues; Dining Revenues; Auxiliary Revenues
2014 UNCG	06/19/2014	104,135,000.00	04/01/2039	General Revenue	Spartan Village and Student Recreation Center	Student Facilities Fee; Housing Revenues
2015 UNCG	04/29/2015	4,914,000.00	04/01/2026	General Revenue	Refunding 2005A and 2012B	Student Facilities Fee; Housing Revenues; Parking Revenues
2016 UNCG	04/04/2016	19,485,000.00	04/01/2034	General Revenue	Refunding 2009A	Housing Revenues; Parking Revenues
2017 UNCG	12/14/2017	77,175,000.00	04/01/2036	General Revenue	Refunding 2011 and 2012A	Student Facilities Fee; Housing Revenues; Dining Revenues; Auxiliary Revenues
2017 UNCG	05/19/2017	8,535,014.85	04/01/2027	CFF Lease	Advances to Fund Improvements	Appropriations; Auxiliary Revenue; Student Fees
2018 UNCG	06/06/2018	41,755,000.00	04/01/2043	General Revenue	Spartan Village - Phase II	Housing Revenues
2020 UNCG	04/01/2020	8,020,861.15	04/01/2026	General Revenue	Refunding	Student Facilities Fee; Parking Revenues; Dining Revenues
2021 A UNCG	05/21/2021	1,966,000.00	04/01/2027	General Revenue	Refunding 2011	Housing Revenues; Dining Revenues
<b>New debt to be issued in FY2022</b>						
Series	Dated Date	Outstanding Par Amount	Final Maturity	Type	Purpose	Source of Repayment
2022 UNCG	01/18/2022	13,921,000.00	10/01/2037	General Revenue	Refunding 2021B	Student Facilities Fee; Housing Revenues; Dining Revenues; Auxiliary Revenues



## 7. Credit Profile

The following page provides a snapshot of UNC Greensboro's current credit ratings, along with (1) a summary of various credit factors identified in UNC Greensboro's most recent rating report and (2) recommendations for maintaining and improving UNC Greensboro's credit ratings in the future.



## Credit Profile of the University– (General Revenue)

### Overview

- Moody's maintains a Aa3 rating on UNC Greensboro's general revenue bonds. The outlook is stable.
- Standard and Poor's maintains an A+ rating on UNC Greensboro's general revenue bonds. The outlook is stable.

### Key Information Noted in Rating Reports

#### Credit Strengths

- Healthy support for operations and capital projects from the Aaa -rated State of North Carolina
- Moderate sized public university with favorable student demand
- Future financial reserve growth will should outperform previous years as a period of extensive capital investment concludes
- Track record of solid financial management and planning supports continued favorable operating performance

#### Credit Challenges

- State-imposed tuition pricing constraints limit pricing flexibility and will likely suppress tuition revenue growth
- While debt metrics has improved, elevated financial leverage could limit the ability to issue more debt without additional revenue growth and spendable cash and investments

Moody's	S&P	Fitch
Aaa	AAA	AAA
Aa1	AA+	AA+
Aa2	AA	AA
Aa3	AA-	AA-
A1	A+	A+
A2	A	A
A3	A-	A-
Baa1	BBB+	BBB+
Baa2	BBB	BBB
Baa3	BBB-	BBB-

Non Investment Grade

### Recommendations & Observations

- Pursue strategies, working within the existing statutory framework relating to reversions, to increase liquidity through growth in cash reserves.
- Continue to seek strategies to limit new debt in the near term while addressing critical infrastructure needs, in accordance with UNC Greensboro's existing debt policy and in service of UNC Greensboro's other strategic initiatives.
- During the COVID pandemic, prudent financial management will stabilize performance margins and liquidity reserves.

## 8. Peer Comparison

Moody's Key Credit Ratios	University of North Carolina Greensboro	Most Recent Peer Institution Data				Moody's Public Higher Education Medians
Peer Institution		Northern Arizona University	Portland State University	Florida Atlantic University	Ball State University	
Fiscal Year	2021	2021	2021	2020	2020	2021
Most Senior Rating	Aa3	A1	N/A	Aa3	Aa3	Aa
Total Long-Term Debt (\$, in millions)	282	581	200	319	370	637
Total Cash & Investments (\$, in millions)	575	513	379	747	588	1607
Operating Revenue (\$, in millions)	437	549	468	582	505	1236
Operating Expenses (\$, in millions)	422	521	460	554	486	1202
Market Performance Ratios						
Annual Change in Operating Revenue (%)	-0.9%	-2.5%	-3.8%	2.7%	-0.8%	1.9%
Operating Ratios						
Operating Cash Flow Margin (%)	11.5%	16.8%	9.7%	11.9%	12.6%	11.5%
Wealth & Liquidity Ratios						
Total Cash & Investments to Operating Expenses (x)	1.4	1.0	0.8	1.3	1.2	1.1
Total Debt to Operating Expenses (x)	0.7	1.1	0.4	0.6	0.8	0.5
Monthly Days Cash on Hand (x)	120	173	191	206	251	169
Leverage Ratios						
Total Cash & Investments to Total Debt (x)	2.0	0.5	0.5	1.0	1.2	2.3
Debt Service to Operating Expenses (%)	5.8%	6.3%	4.4%	4.6%	5.8%	4.0%
Total Debt-to-Cash Flow (x)	5.6	0.9	1.9	2.3	1.6	4.4

\*Note: Peers chosen from BOG approved peers if available in Moody's Municipal Financial Ratio Analysis (MFRA) Database. If approved peer data is unavailable, universities with similar credit ratings are used. Data is the most recent available in the MFRA database.

## Debt Management Policies

UNC Greensboro's current debt policy is included in the following pages.

## Office of the Controller Policy 13 University Debt

The University of North Carolina at Greensboro

Approved by Paul Forte, Interim AVC for Finance, August 4, 2021

Revised August 4, 2021

### 1. Purpose

This Policy outlines the University's use of debt as a source of capital and provides debt management guidelines.

#### 1.1 Legal Authority

The financings of The University of North Carolina at Greensboro (UNCG or University) will conform to the authority granted by North Carolina and Federal laws. Only projects that directly or indirectly relate to the mission of the University will be considered for debt financing.

##### 1.1.1 General Revenue Bonds

The Board of Governors of the University of North Carolina is authorized under [Chapter 116 of the General Statutes of North Carolina](#) as amended, to issue, subject to the approval of the Board of Governors, at one time or from time to time, special obligation bonds of the Board, for the purpose of paying all or any part of the cost of acquiring, constructing or providing one or more capital facilities at UNCG or refunding any bonds issued under any provision of any Article of Chapter 116 for the benefit of UNCG.

##### 1.1.2 Energy Savings Performance Contracts

UNCG has the power, pursuant to [Chapter 142, Article 8 of the General Statutes of North Carolina](#), to enter into installment financing contracts to finance the purchase of personal property, including equipment for energy savings projects. For energy savings projects, approval is required by the Office of State Budget and Management, the State Treasurer, the State Energy Office, and the Council of State.

##### 1.1.3 Interest Rate Swaps

Interest rate swaps and other derivative products are authorized under [Chapter 159 of the General Statutes of North Carolina](#). In general, interest rate swaps are utilized to reduce the cost and/or risk of existing or planned University debt. By using swaps in a prudent manner, the University can take advantage of market opportunities to reduce

debt service cost and/or interest rate risk. The use of swaps must be tied directly to University debt instruments. Swaps may not be utilized for speculative purposes.

## **2. Scope**

The Debt Policy covers all forms of debt including long-term, short-term, fixed-rate, variable-rate, tax-exempt and taxable debt.

The objective of this policy is to provide a framework that will allow the Board of Trustees and University Finance Managers to:

Make prudent utilization of debt to provide a low-cost source of capital to fund capital projects and other strategic initiatives to achieve the University's mission and strategic objectives.

- a. Manage the University's overall debt level to provide appropriate access to capital and to maintain a credit rating deemed acceptable by the Board. The minimum acceptable underlying rating for a University issue is the single "A" category by the major rating agencies.
- b. Manage the University debt portfolio by balancing the goal of attaining the lowest cost of capital with the goal of minimizing interest rate risk.
- c. Manage outstanding debt over time to achieve a low cost of capital and to take advantage of interest rate cycles and refunding opportunities.
- d. Assure projects financed have a feasible plan of repayment; and
- e. Maintain compliance with all post-issuance obligations and requirements.

## **3. Definitions and Roles and Responsibilities**

### **3.1 Definitions**

**3.1.1 Board:** [Board of Governors](#) of the University of North Carolina

**3.1.2 Board of Trustees:** [Board of Trustees](#) for The University of North Carolina at Greensboro

### **3.2 Roles and Responsibilities**

**3.2.1** The University takes a comprehensive team approach relative to managing debt. The "Debt Management Team" consists of the Vice Chancellor for Finance and Administration (VC – Finance and Administration), the Associate Vice Chancellor for Finance (AVC – Finance), the Director of Financial Planning & Budgets (Budget Director), the University Controller (Controller), the Bond Legal Counsel (Bond Counsel), and the Financial Advisor.

- 3.2.2** The VC – Finance and Administration participates in the executive level capital planning for all University Facilities. For Self-liquidating Capital Projects, the VC – Finance and Administration coordinates, through the Associate Vice Chancellor for Facilities, the development and periodic updating of the self-liquidating capital projects multi-year plan, which is the basis for defining the debt needs.
- 3.2.3** The AVC for Finance works closely with the VC for Finance and Administration and the Budget Director in the selection of the primary advisors on debt. These primary advisors are the Bond Counsel and the Financial Advisor, who are engaged for a period of years, upon approval by the Vice President for Finance of the University of North Carolina. It is the AVC – Finance’s role to work with the Financial Advisor and assess debt capacity based on the current outstanding debt and any planned issues, including the multi-year Self-Liquidating Capital Projects plan. If it is determined that the University will reach its debt capacity from issuing debt on the proposed projects, then priorities and timing will be addressed with the VC – Finance and Administration and the project owners to best meet the overall needs of the University. During the year, the AVC – Finance meets periodically with the Financial Advisor and/or Bond Counsel and other members of the Management Team to discuss debt needs, opportunities and options, including any upcoming debt issues and/or refunding’s. If action is warranted, the entire team is pulled together to decide upon the merits and, if justified, to define a plan to accomplish the debt issuance, refunding, swap, liquidation, or other initiative.
- 3.2.4** It is the Budget Director’s primary role to assemble the project description and required financial and statistical information, review the official statements and to do the reporting required by the U.S. Securities and Exchange Commission (SEC) utilizing the Municipal Securities Rulemaking Board (MSRB) / Electronic Municipal Market Access (EMMA) website.
- 3.2.5** It is the role of the Financial Advisor and Bond Counsel to recommend the approach and financing instrument to best meet the needs of the University and to coordinate the RFP and selection of financial institutions and/or underwriters. The Bond Counsel secures the most favorable terms and covenants and coordinates the preparation of legal documents with input and review by the Debt Management Team. The Financial Advisor coordinates the preparation of the details of the financing and insurance or other credit enhancements. The Financial Advisor also coordinates review and rating by the appropriate rating agencies.
- 3.2.6** It is the Controller’s primary role to coordinate receipt and distribution of proceeds, payments to fiscal agents, allocations of debt service payments to project owners, arbitrage calculations and reporting, and financial reporting.

## **4. Policy**

### **4.1 Debt Management Strategies**

#### **4.1.1 Fixed versus variable rate allocation**

The University will assess prevailing market interest rates and the current debt mix to determine whether to issue fixed or variable rate debt. Variable rate debt can provide a lower cost of capital but introduces additional risks. To limit this risk, variable rate debt will be no more than 40% of the overall debt outstanding. Variable rate exposure may be achieved directly through debt issuance or indirectly by entering an interest rate swap contract.

#### **4.1.2 Methods of Sale**

The University will consider various methods of sale. Negotiated and competitive sales will be considered on an individual transaction basis. Issue size and complexity will be factors in determining which method of sale to pursue. A retail sales approach may be implemented if deemed appropriate for the particular transaction.

#### **4.1.3 Purchase of Insurance or Credit Enhancement**

The University will evaluate insurance and credit enhancement opportunities and utilize them if they are deemed cost effective.

#### **4.1.4 Refunding Targets**

The University along with the Financial Advisors will monitor the debt portfolio for refunding and/or restructuring opportunities. Refunding transactions must weigh the current opportunity against possible future refunding opportunities. In general, for a stand-alone refunding, the University will enter a transaction that produces net present value savings greater than 3% of the par amount refunded. The savings threshold can be less for refunding combined with new issues or other refunding, or for business reasons such as freeing up a reserve fund.

#### **4.1.5 Selection of Underwriters and Participants on the Selling Team**

The University will utilize a request for proposal process to select senior and co managing underwriters for University debt issuance. The University will reserve the right to utilize a competitive process for any debt issue.

#### **4.1.6 Efficiency of Issuance**

The University will combine capital projects within a reasonable time horizon into a single issuance to save costs, to the extent that it is feasible. For small issues even after combining, the University of North Carolina bond pool will be utilized if the timing meets UNCG's needs and it is cost effective and efficient for UNCG. For larger issues, the bond pool will be utilized if significant cost savings can be realized as well as being efficient and timely for UNCG. Stand-alone issues will be utilized when in the best



interest of UNCG upon approval of the Senior Vice President for Finance & Administration and CFO for the University of North Carolina System.

#### **4.1.7 Integrity of Revenue Streams**

The revenue system (housing & dining, or parking, or student fees, etc.) for each self liquidating capital project must stand on its own bottom line, supported by a revenue stream that can fully liquidate the debt over the amortization period in a fiscally sound manner. Debt service costs will be allocated to the capital project owners in proportion to the project's participation in the borrowing.

#### **4.1.8 Debt Service Leveling and Reserve for Variable Rate Debt Fluctuations**

The University will allocate debt service costs on capital projects funded with variable rate debt to the capital project owners on a fixed rate basis, effective at the time of issue, over the course of the amortization period. The differences between the allocation and the actual debt service will be placed in a reserve and returned to the project owners at the end of the amortization period if not needed to repay the debt. This is effectively an internal hedge to protect business operations from wide fluctuation in variable rates over the life of the debt with a leveling factor. Interest income will be allocated to the reserve.

#### **4.1.9 Public-Private Partnership**

Given limited debt capacity and substantial capital needs, opportunities for alternative and non-traditional transaction structures may be considered. All structures may be considered only when the economic benefit and the likely impact on the University's debt capacity and credit have been determined. Specifically, for any third-party or developer-based financing, management ensures the full credit impact of the structure is evaluated and quantified.

#### **4.1.10 Use of Benchmarks and Debt Ratios**

The Current Operations and Capital Improvements Appropriations Act of 2015, which was signed into law on September 18, 2015 added a new [Article 5 to Chapter 116D of the General Statutes of North Carolina \(the "Act"\)](#), requiring the University to provide to the UNC Board of Governors with an annual report on its current and anticipated debt levels. The Act expressly requires the University to report on two ratios – debt to obligated resources and a five-year payout ratio. The UNC Board of Governors has also required the University to provide two supplementary ratios to measure the University's debt burden – expendable resources to debt and debt service to operating expenses. In setting its target, the University considered several quantitative and qualitative factors, including comparisons to its designated peer institutions, its strategic initiatives, its historical results, its average age of plant and its recent and projected growth.

The **debt to obligated resources** compares outstanding debt to the funds legally available to service its debt. This provides a general indication of the University's ability to repay debt from wealth that can be accessed over time. This ratio is tied to the statutory framework for University debt. The target ratio for the University is 2.0 with a ceiling of 2.5.

The **five-year payout** measures the percentage of University debt to be retired within the subsequent five-year period. This ratio indicates how rapidly the University's debt is amortizing and how much additional debt capacity may be created in the near term. The target ratio for the University is 20% with a floor of 15.0%.

The **expendable resources to debt** measure the number of times the University's liquid and expendable net assets cover its aggregate debt. This ratio provides a general indication of the University's ability to repay debt from wealth that can be accessed over time. The target ratio for the University is 0.65.

The **debt service to operations** measures debt service burden as a percentage of University total operating expenses. This ratio indicates the University's operating flexibility to finance existing requirements and new initiatives. Expenses are used rather than revenues because expenses tend to be more stable year-over-year. The target ratio for the University is 8.0%.

## 5. Compliance and Enforcement/Debt Compliance and Reporting

5.1 The University recognizes the importance of complying with federal and institutional requirements regarding the issuance and ongoing management of its debt. Post issuance compliance is managed by the University Controller throughout the life of the bonds.

### 5.1.1 Use of Proceeds and of Property Compliance

The University will comply with Internal Revenue Service rules related to monitoring and tracking of private uses and private payments with respect to facilities financed with tax-exempt bonds.

### 5.1.2 Arbitrage Yield Restriction and Rebate Compliance

The University will comply with arbitrage requirements on invested tax-exempt bond proceeds. Arbitrage calculations will be performed as needed

### 5.1.3 Continuing Disclosure Compliance

The University will meet the ongoing disclosure requirements in accordance with [SEC Rule 15c2-12](#) (MSRB). The University will submit all reporting required with respect to outstanding bonds or certificates of participation to which such Rule is applicable.

- 5.1.4 The University also recognizes that in order to maintain cost-effective access to the capital markets, it needs to provide appropriate information to the rating agencies which maintain ratings on the University's debt as well as investors who purchase such debt. The University will provide necessary information to these parties on a timely basis.

## 6. Additional Information

### 6.1 Resources

[N.C.G.S. § 116D, Article 3](#)

[Chapter 116 of the General Statutes of North Carolina](#)

[Chapter 142, Article 8 of the General Statutes of North Carolina](#)

[Chapter 159 of the General Statutes of North Carolina](#)

[Board of Governors](#)

[Board of Trustees](#)

[Article 5 to Chapter 116D of the General Statutes of North Carolina \(the "Act"\)](#)

[SEC Rule 15c2-12](#)

### 6.2 Approval Authority

This policy will be approved by the Interim Associate Vice Chancellor for Finance.

### 6.3 Contact for Additional Information

- Responsible Executive: Paul Forte, Interim AVC for Finance, (336)334-5806, [\*\*pdforte@uncg.edu\*\*](mailto:pdforte@uncg.edu)
- Responsible Administrator: Mandy Nash, University Controller, (336)334-5180, [\*\*awnash@uncg.edu\*\*](mailto:awnash@uncg.edu)

# The University of North Carolina System Debt Capacity Study – Fiscal Year 2021

The University of North Carolina at Pembroke  
Institution Report

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## 1. Executive Summary

### Overview of the Institution Report

Pursuant to Article 5 of Chapter 116D of the North Carolina General Statutes (the “*Act*”), The University of North Carolina at Pembroke (“*UNCP*”) has submitted this report (this “*Institution Report*”) as part of the annual debt capacity study (the “*Study*”) undertaken by The University of North Carolina (the “*University*”) in accordance with the Act. Each capitalized term used but not defined in this Institution Report has the meaning given to such term in the Study.

This Institution Report details the historical and projected financial information incorporated into the financial model developed in connection with the Study. UNCP has used the model to calculate and project the following three financial ratios:

- Debt to Obligated Resources
- Five-Year Payout Ratio
- Debt Service to Operating Expenses

See **Appendix A** to the Study for more information on the ratios and related definitions.

To produce a tailored, meaningful model, UNCP, in consultation with the UNC System Office, has set its own policies for each model ratio. For the two statutorily-required ratios—**debt to obligated resources** and the **five-year payout ratio**—UNCP has set both a target policy and a floor or ceiling policy, as applicable.

For the purposes of the Study, UNCP’s debt capacity reflects the amount of debt UNCP could issue during the Study Period without exceeding its ceiling ratio for **debt to obligated resources**, after taking into account debt the General Assembly has previously approved that UNCP intends to issue during the Study Period. Details regarding each approved project are provided in Section 3.

This Institution Report also includes the following information required by the Act:

- UNCP’s current debt profile, including project descriptions financed with, and the sources of repayment for, UNCP’s outstanding debt;
- UNCP’s current credit profile, along with recommendations for maintaining or improving UNCP’s credit rating; and
- A copy of any UNCP debt management policy currently in effect.

### Overview of UNCP

For the fall 2021 semester, UNCP had a headcount student population of approximately 8,318, including 6,317 undergraduate students and 2,001 graduate students. Over the past 5 years, UNCP’s enrollment has increased approximately 33%.

UNCP’s average age of plant is 14.18 years. Age of plant is a financial ratio calculated by dividing the accumulated depreciation by the annual depreciation expense. A low age of plant generally indicates the institution is taking a sustainable approach to its deferred maintenance and reinvestment programs.

UNCP anticipates incurring approximately \$4.4 million in additional debt during the Study Period, as summarized in **Section 3** below. UNCP has made no changes to the financial model’s standard growth assumptions.

## 2. Institution Data

### Notes

- Obligated Resources equals Available Funds plus an adjustment for any noncash charge relating to the implementation of GASB 68 AND GASB 75.
- Operating Expenses equals Operating Expenses plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Outstanding debt service is based on UNCP's outstanding debt **as of June 30, 2021**, excluding state appropriated debt (such as energy savings contracts). Debt service is net of any interest subsidies owed to UNCP by the federal government (discounted by an assumed 6.2% sequestration rate) and uses reasonable unhedged variable rate assumptions.
- New money debt issued **after June 30, 2021**, together with any legislatively approved debt UNCP expects to issue during the Study Period, **are included** in the model as "proposed debt service" and are taken into account in the projected financial ratios shown in this Institution Report.
- Repayments, redemptions or refundings that have occurred **after June 30, 2021** are not included in the model, meaning the debt service schedules reflected below may overstate UNCP's current debt burden.

Obligated Resources						Outstanding Debt				
Fiscal Year	Available Funds (Before GASB Adjustment)	GASB 68 Adjustment	GASB 75 Adjustment	AF Growth	Available Funds (After GASB Adjustment)	Fiscal Year	Principal	Net Interest	Debt Service	Principal Balance
2017	33,813,637	5,641,926	-		39,455,563	2022	2,400,036	1,792,686	4,192,722	46,816,799
2018	(106,329,518)	6,799,196	139,750,749	1.94%	40,220,427	2023	2,541,668	1,702,671	4,244,339	44,275,131
2019	(105,387,130)	7,606,125	132,900,381	-12.68%	35,119,376	2024	2,666,809	1,607,080	4,273,889	41,608,322
2020	(100,588,891)	10,879,256	125,915,733	3.09%	36,206,098	2025	4,045,615	1,507,017	5,552,632	37,562,707
2021	(99,263,261)	13,754,537	117,020,967	-12.96%	31,512,243	2026	2,563,249	1,366,290	3,929,539	34,999,458
2022	32,369,376	-	-	2.72%	32,369,376	2027	2,709,882	1,266,779	3,976,661	32,289,576
2023	33,249,823	-	-	2.72%	33,249,823	2028	2,855,690	1,161,843	4,017,533	29,433,886
2024	34,154,218	-	-	2.72%	34,154,218	2029	3,020,858	1,051,205	4,072,063	26,413,028
2025	35,083,213	-	-	2.72%	35,083,213	2030	3,185,578	934,029	4,119,607	23,227,450
2026	36,037,476	-	-	2.72%	36,037,476	2031	3,360,050	810,340	4,170,390	19,867,400
						2032	3,544,481	680,107	4,224,588	16,322,919
						2033	3,634,087	542,855	4,176,942	12,688,832
						2034	3,449,095	417,657	3,866,752	9,239,737
						2035	3,484,737	302,941	3,787,678	5,755,000
						2036	1,095,000	185,819	1,280,819	4,660,000
						2037	875,000	151,450	1,026,450	3,785,000
						2038	905,000	123,013	1,028,013	2,880,000
						2039	930,000	93,600	1,023,600	1,950,000
						2040	960,000	63,375	1,023,375	990,000
						2041	990,000	32,175	1,022,175	-
						2042			-	-
						2043			-	-
						2044			-	-
						2045			-	-

Operating Expenses					
Fiscal Year	Operating Exp.	Adjustment	Adjustment	Growth	Operating Exp.
2017	122,942,369	(497,303)	-		122,445,066
2018	120,516,620	(1,155,085)	1,798,622	-1.05%	121,160,157
2019	127,983,293	(806,929)	6,921,090	10.68%	134,097,454
2020	139,923,743	(3,273,131)	6,984,647	7.11%	143,635,259
2021	149,816,479	(2,875,281)	7,395,732	7.45%	154,336,930
2022	158,534,894	-	-	2.72%	158,534,894
2023	162,847,044	-	-	2.72%	162,847,044
2024	167,276,483	-	-	2.72%	167,276,483
2025	171,826,404	-	-	2.72%	171,826,404
2026	176,500,082	-	-	2.72%	176,500,082

### 3. Proposed Debt Financings

The table below summarizes any legislatively approved projects that UNCP expects to finance during the Study Period. Using the assumptions outlined in the table below, the model has developed a tailored, but conservative, debt service schedule for each proposed financing and incorporated each pro forma debt service schedule into its calculations of the financial ratios as detailed in **Section 4** of this Institution Report.

#### UNCP Proposed Debt Financings

##### Capital Improvement Plan

#	FY Issued	Description	Borrowing Amount	Term	Principal Deferral	Structure	Rate
1	2023	Campus Rec/Baseball Softball Outdoor Complex	4,400,000	30		Level D/S	2.65%



## 4. Financial Ratios

### Debt to Obligated Resources

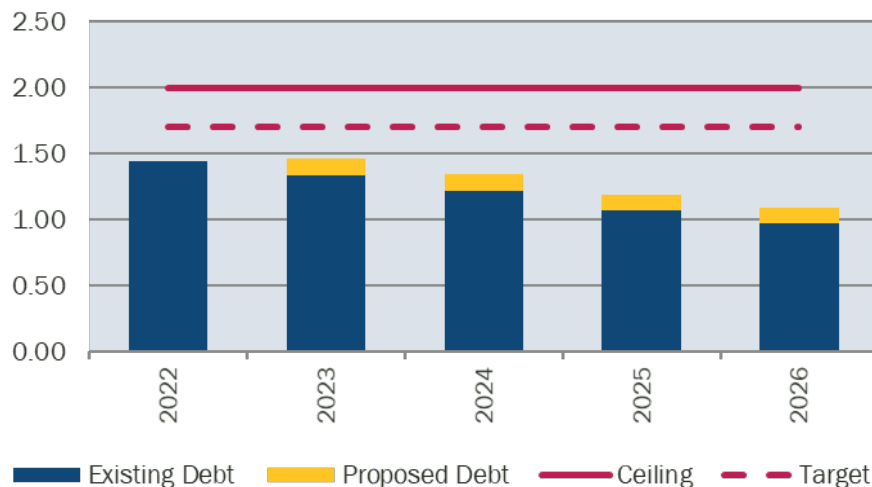
- **What does it measure?** UNCP's aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt.
- **How is it calculated?** Aggregate debt divided by obligated resources\*
- Target Ratio: 1.70
- Ceiling Ratio: Not to exceed 2.00
- Projected 2022 Ratio: 1.45
- Highest Study Period Ratio: 1.46 (2023)

\*Available Funds, which is the concept commonly used to capture an institution's obligated resources in its loan and bond documentation, has been used in the model as a proxy for obligated resources. For most institutions, the two concepts are identical, though Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of an institution's obligated resources.

### Debt to Obligated Resources

Debt to Obligated Resources							
Fiscal Year	Obligated Resources	Growth	Existing Debt	Proposed Debt	Ratio - Existing	Ratio - Proposed	Ratio - Total
2022	32,369,376	2.72%	46,816,799	-	1.45	n/a	1.45
2023	33,249,823	2.72%	44,275,131	4,400,000	1.33	0.13	1.46
2024	34,154,218	2.72%	41,608,322	4,302,151	1.22	0.13	1.34
2025	35,083,213	2.72%	37,562,707	4,201,710	1.07	0.12	1.19
2026	36,037,476	2.72%	34,999,458	4,098,607	0.97	0.11	1.08

### Debt to Obligated Resources



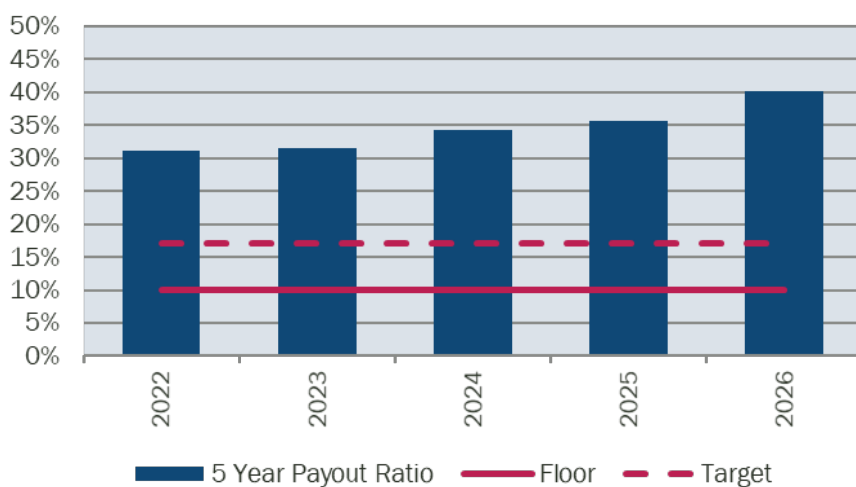
## 5-Year Payout Ratio Overview

- **What does it measure?** The percentage of UNCP's debt scheduled to be retired in the next five years.
- **How is it calculated?** Aggregate principal to be paid in the next five years divided by aggregate debt
- Target Ratio: 17%
- Floor Ratio: Not less than 10%
- Projected 2022 Ratio: 31%
- Lowest Study Period Ratio: 31% (2022)

### 5-Year Payout Ratio

5 Year Payout Ratio		
Fiscal Year	Principal Balance	Ratio
2022	46,816,799	31%
2023	48,675,131	32%
2024	45,910,473	34%
2025	41,764,417	36%
2026	39,098,065	40%

### 5-Year Payout Ratio



Stronger  
↑  
Weaker

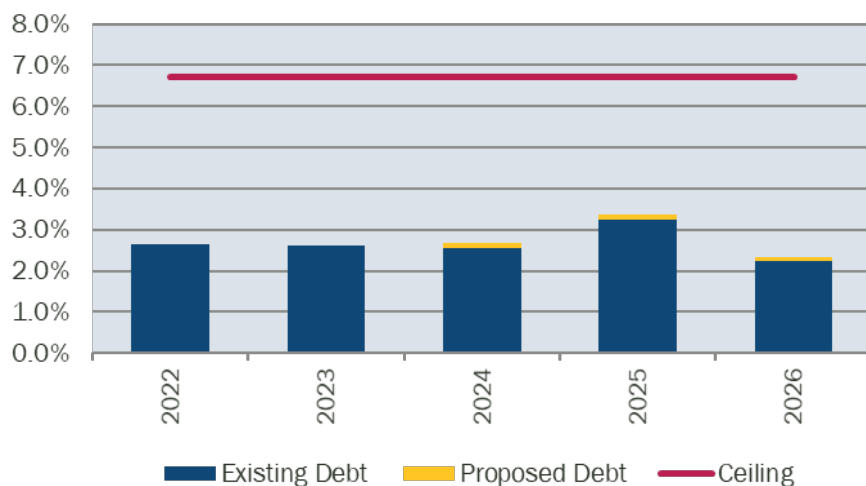
## Debt Service to Operating Expenses

- **What does it measure?** UNCP's debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues.
- **How is it calculated?** Annual debt service divided by annual operating expenses (as adjusted to include interest expense of proposed debt)
- Policy Ratio: Not to exceed 6.70%
- Projected 2022 Ratio: 2.64%
- Highest Study Period Ratio: 3.23% (2025)

### Debt Service to Operating Expenses

Debt Service to Operating Expenses							
Fiscal Year	Operating Expenses	Growth	Existing Debt Service	Proposed Debt Service	Ratio - Existing	Ratio - Proposed	Ratio - Total
2022	158,534,894	2.72%	4,192,722	-	2.64%	n/a	2.64%
2023	162,847,044	2.72%	4,244,339	-	2.61%	n/a	2.61%
2024	167,393,083	2.72%	4,273,889	214,449	2.55%	0.13%	2.68%
2025	171,940,411	2.72%	5,552,632	214,449	3.23%	0.12%	3.35%
2026	176,611,427	2.72%	3,929,539	214,449	2.22%	0.12%	2.35%

### Debt Service to Operating Expenses



Weaker  
↑  
↓  
Stronger

## 5. Debt Capacity Calculation

### Debt Capacity Calculation

- For the purposes of this Institution Report and the Study, UNCP's debt capacity is based on the amount of debt UNCP could issue during the Study Period (after taking into account any legislatively approved projects detailed in **Section 3** above) without exceeding its ceiling ratio for **debt to obligated resources**.
- As presented below, UNCP's current debt capacity equals **the lowest constraint on its debt capacity** in any single year during the Study Period.
- Based solely on the **debt to obligated resources** ratio, UNCP's current estimated debt capacity is **\$17,921,953**. After taking into account any legislatively approved projects detailed in **Section 3** above, if UNCP issued no additional debt until the last year of the Study Period, then UNCP's debt capacity for 2026 is projected to increase to **\$32,976,888**.

Debt Capacity Calculation			
Fiscal Year	Debt to Obligated Resources (Current Ratio)	Debt to Obligated Resources (Ceiling)	Debt Capacity Calculation
2022	1.45	2.00	17,921,953
2023	1.46	2.00	17,824,515
2024	1.34	2.00	22,397,963
2025	1.19	2.00	28,402,009
2026	1.08	2.00	32,976,888

### Limitations on Debt Capacity and Credit Rating Implications

- The debt capacity calculation shown above provides a general indication of UNCP's ability to absorb debt on its balance sheet during the Study Period and may help identify trends and issues over time.
- "Debt capacity" does not** necessarily equate to **"debt affordability,"** which takes into account a number of quantitative and qualitative factors, including project revenues and expenses, cost of funds and competing strategic priorities.
- If UNCP were to use all of its calculated debt capacity during the Study Period, UNCP's credit ratings may face significant downward pressure.**
- Projecting the exact amount UNCP could issue during the Study Period without negatively impacting its credit rating is difficult for a number of reasons.
  - Use of Multiple Factors**
    - Any single financial ratio makes up only a fraction of the "scorecard" used by rating agencies to guide their credit analysis.
    - Under Moody's approach, for example, the **financial leverage ratio** accounts for only **10%** of an issuer's overall score.
  - The State's Impact**
    - In assessing each institution's credit rating, rating agencies also consider the State's credit rating and demographic trends, the health of its pension system, the level of support it

has historically provided to the institution, and any legislation or policies affecting campus operations.

- Historically, each institution's credit rating has been bolstered by the State's strong support and overall financial health. As a result, many institutions "underperform" relative to the national median ratios for their rating category.
- If "debt capacity" were linked to those national median ratios, many institutions would have limited debt capacity for an extended period of time.

- **Factor Interdependence**

- The quantitative and qualitative factors interact with one another in ways that are difficult to predict.
- For example, a university's "**strategic positioning**" score, which accounts for 10% of its overall score under Moody's criteria, could deteriorate if a university either (1) issued excessive debt or (2) failed to reinvest in its campus to address its deferred maintenance obligations.

- **Distortions Across Rating Categories**

- Because quantitative ratios account for only a portion of an issuer's final rating, the national median for any single ratio is not perfectly correlated to rating outcomes, meaning the median ratio for a lower rating category may be more stringent than the median ratio for a higher rating category. For the highest and lowest rating categories, the correlation between any single ratio and rating outcomes becomes even weaker.
- Tying capacity directly to ratings may also distort strategic objectives. For example, an institution may be penalized for improving its rating, as it may suddenly lose all of its debt capacity because it must now comply with a much more stringent ratio.

## 6. Debt Profile

UNCP's detailed debt profile, including a brief description of each financed project and the source of repayment for each outstanding debt obligation, is reflected in the table on the following page.

Summary of Debt Outstanding as of FYE June 30, 2021						
Series	Dated Date	Outstanding Par Amount	Final Maturity	Type	Purpose	Source of Repayment
<b>UNIVERSITY OF NORTH CAROLINA AT PEMBROKE</b>		<b>49,216,834.88</b>				
2008 A UNCP	04/02/2008	1,350,000.00	10/01/2033	Pool Revenue	Loan Prepayment	Auxiliary Receipts
2015 UNCP	10/15/2015	2,720,000.00	04/01/2025	General Revenue	Student Health Center/Partial Refunding of 2003B	Auxiliary Receipts
2017 UNCP	03/31/2017	12,660,000.00	03/01/2036	Limited Obligation	Refunding 2004 and 2006	Housing Receipts
2019 A UNCP	05/23/2019	5,921,334.64	06/01/2031	Housing Revenue	Refunding 2001	Housing Receipts
2019 B UNCP	05/23/2019	12,090,500.24	06/01/2035	Housing Revenue	Fund New Courtyard Project	Housing Receipts
2019 UNCP	12/05/2019	14,475,000.00	03/01/2041	Limited Obligation	Refunding 2010B	Housing Receipts

## 7. Credit Profile

The following page provides a snapshot of UNCP's current credit ratings, along with (1) a summary of various credit factors identified in UNCP's most recent rating report and (2) recommendations for maintaining and improving UNCP's credit ratings in the future.





## Credit Profile of the University – (General Revenue)

### Overview

- Issuer credit rating for UNCP is based on the foregoing information and previous comments
- S&P no longer provides a credit rating of UNCP's general revenue bonds
- Rating agencies have not updated their issuer credit rating (ICR) for UNCP since 2014
- Prior to UNCP paying off its 2006B Pool Bonds in 2020, S&P maintained an "A-" rating on UNCP general revenue credit. Because S&P has not changed UNCP's limited obligation bond rating ("BBB") since this payoff, we continue to assume an A- implied rating.

### Key Information Noted in Reports

#### Credit Strengths

- Historically strong, albeit recently reduced, state operating and capital support from North Carolina
- Enrollment and demand likely to remain stable or grow modestly

#### Credit Challenges

- Small financial cushion and less flexibility at the current rating level
- Lost revenue streams as a result of the COVID-19 pandemic
- Heavy reliance on state appropriations
- Operating performance that is generally negative on a full-accrual basis, albeit positive on a cash basis.

Moody's	S&P	Fitch
Aaa	AAA	AAA
Aa1	AA+	AA+
Aa2	AA	AA
Aa3	AA-	AA-
A1	A+	A+
A2	A	A
A3	A-	A-
Baa1	BBB+	BBB+
Baa2	BBB	BBB
Baa3	BBB-	BBB-
Non Investment Grade		

### Recommendations & Observations

- Continue to develop and implement strategies and policies to meet UNCP's unique challenges, including strategies to stabilize and improve enrollment and revenue.
- Due to the COVID pandemic, S&P's negative outlook to a number of colleges, including UNCP, is based on a lack of financial cushion to absorb revenue reductions, thinner operating margins and lack of liquidity from worsening economic conditions.

## 8. Peer Comparison

Standard and Poor's Key Credit Ratios	University of North Carolina Pembroke	Most Recent Peer Institution Data			Standard and Poor's Public Higher Education Medians
Peer Institution		Illinois State University	Pittsburg State University	University of Northern Colorado	
Fiscal Year	2020	2021	2021	2021	
Most Senior Rating	A-	A-	A-	A-	
Outstanding Debt (\$, in millions)	63	143	44	145	
Total Cash & Investments (\$, in millions)	60	264	37	78	
Operating Revenue (\$, in millions)	134	640	117	254	244
Operating Expenses (\$, in millions)	134	631	114	251	354
Operating Ratios					751
Net Operating Income to Operating Expenses (x)	0.26%	1.43%	2.47%	1.13%	734
Wealth & Liquidity Ratios					3.77%
Total Cash & Investments to Operating Expenses (x)	0.45	0.4	0.3	0.3	0.5
Total Debt to Operating Expenses (x)	0.47	0.2	0.4	0.6	0.3
Leverage Ratios					1.5
Total Cash & Investments to Total Debt (x)	0.95	1.8	0.8	0.5	4.1%
Debt Service to Operating Expenses (%)	4.7%	4.5%	7.2%	4.0%	

\*Note: Peers chosen from BOG approved peers if rated by Standard and Poor's. If approved peer data is unavailable, universities with similar credit ratings are used. Data is the most recent available from Standard and Poor's Ratings360.

## Debt Management Policies

UNCP's current debt policy is included in the following pages.

POL 07.35.01  
Debt Management Policy

**Authority:** Board of Trustees

**History:**

- First Issued: 2017

**Related Policies:**

**Additional References:**

- [NCGS §116D-55 - Managing Debt Capacity](#)
- [NCGS §116D-56 - Debt affordability study required](#)

**Contact Information:** Vice Chancellor for Finance and Administration, 910-775-6209

## 1. INTRODUCTION

1.1 The University of North Carolina at Pembroke (“UNCP”) views its debt capacity as a limited resource that should be used, when appropriate, to help fund the capital investments necessary for the realization of UNCP’s mission and, consequently, the successful implementation of UNCP’s strategic vision to challenge students to embrace difference and adapt to change, think critically, communicate effectively, and become responsible citizens. UNCP recognizes the important role that debt-related strategies may play as it makes the necessary investments in its infrastructure in order to become and remain the destination institution for dedicated students seeking challenging academic programs, engaged faculty and a vibrant campus culture.

1.2 This Policy has been developed to assist UNCP’s efforts to manage its debt on a long-term, portfolio basis and in a manner consistent with UNCP’s stated policies, objectives and core values. Like other limited resources, UNCP’s debt capacity should be used and allocated strategically and equitably.

1.3 Specifically, the objective of this Policy is to provide a framework that will enable UNCP’s Board of Trustees (the “Board”) and finance staff to:

1.3.a. Identify and prioritize projects eligible for debt financing;

1.3.b. Limit and manage risk within UNCP’s debt portfolio;

1.3.c. Establish debt management guidelines and quantitative parameters for evaluating UNCP’s financial health, debt affordability and debt capacity;

1.3.d. Manage and protect UNCP’s credit profile in order to maintain UNCP’s credit rating at a strategically optimized level and maintain access to the capital markets; and

1.3.e. Ensure UNCP remains in compliance with all of its post-issuance obligations and requirements.

1.4 This Policy is intended solely for UNCP's internal planning purposes. The Vice Chancellor for Finance and Administration will review this Policy annually and, if necessary, recommend changes to ensure that it remains consistent with University's strategic objectives and the evolving demands and accepted practices of the public higher education marketplace. Proposed changes to this Policy are subject to the Board's approval. Attaining or maintaining a specific credit rating is not an objective of this Policy.

## **2. AUTHORIZATION AND OVERSIGHT**

2.1 UNCP's Vice Chancellor for Finance and Administration is responsible for the day-to-day management of UNCP's financial affairs in accordance with the terms of this Policy and for all of UNCP's debt financing activities. Each University financing will conform to all applicable State and Federal laws.

2.2 The Board will consider for approval each proposed financing in accordance with the requirements of any applicable State law.

## **3. PROCESS FOR IDENTIFYING AND PRIORITIZING CAPITAL PROJECTS REQUIRING DEBT**

3.1 Only projects that directly or indirectly relate to the mission and vision of UNCP will be considered for debt financing.

3.1.a. Self-Liquidating Projects – A project that has a related revenue stream (self-liquidating project) will receive priority consideration. Each self-liquidating project financing must be supported by an achievable plan of finance that provides, or identifies, sources of funds, sufficient to (1) service the debt associated with the project, (2) pay for any related infrastructure improvements, (3) cover any new or increased operating costs and (4) fund appropriate reserves for anticipated replacement and renovation costs.

3.1.b. Energy Conservation Projects – Each energy conservation project financing must provide annual savings sufficient to service the applicable debt and all related monitoring costs.

3.1.c. Other Projects – Other projects funded through budgetary savings, gifts and grants will be considered on a case-by-case basis. Any projects that will require gift financing or include a gift financing component must be jointly approved by the Vice Chancellor for Finance and Administration and the Vice Chancellor for Advancement before any project-restricted donations are solicited. The fundraising goal for any project to be financed primarily with donations should also include, when feasible, an appropriately-sized endowment for deferred maintenance and other ancillary ownership costs. In all cases, institutional strategy, and not donor capacity, must drive the decision to pursue any proposed project.

## 4. BENCHMARKS AND DEBT RATIOS

### 4.1 Overview

4.1.1 When evaluating its current financial health and any proposed plan of finance, UNCP takes into account both its debt affordability and its debt capacity. Debt affordability focuses on UNCP's cash flows and measures UNCP's ability to service its debt through its operating budget and identified revenue streams. Debt capacity, on the other hand, focuses on the relationship between UNCP's net assets and its total debt outstanding.

4.1.2 Debt capacity and affordability are impacted by a number of factors, including UNCP's enrollment trends, reserve levels, operating performance, ability to generate additional revenues to support debt service, competing capital improvement or programmatic needs, and general market conditions. Because of the number of potential variables, UNCP's debt capacity cannot be calculated based on any single ratio or even a small handful of ratios.

4.1.3 UNCP understands, however, that it is important to consider and monitor objective metrics when evaluating UNCP's financial health and its ability to incur additional debt. To that end, UNCP has identified three key financial ratios that it will use to assess its ability to absorb additional debt based on its current and projected financial condition:

4.1.3.a. Debt to Obligated Resources

4.1.3.b. Expendable Resources to Debt

4.1.3.c. Debt Service to Operating Expenses

4.1.4 Note that the selected financial ratios are also monitored as part of the debt capacity study for The University of North Carolina delivered each year under Article 5 of Chapter 116D of the North Carolina General Statutes (the "UNC Debt Capacity Study"), which UNCP believes will promote clarity and consistency in UNCP's debt management and planning efforts.

4.1.5 UNCP has established for each ratio a floor or ceiling target, as the case may be, with the expectation that UNCP will operate within the parameters of those ratios most of the time. To the extent possible, the policy ratios established from time to time in this Policy should align with the ratios used in the report UNCP submits each year as part of the UNC Debt Capacity Study. The policy ratios have been established to help preserve UNCP's financial health and operating flexibility and to ensure UNCP is able to access the market to address capital needs or to take advantage of potential refinancing opportunities.

4.1.6 UNCP recognizes that the policy ratios, while helpful, have limitations and should not be viewed in isolation of UNCP's strategic plan or other planning tools. In accordance with the recommendations set forth in the initial UNC Debt Capacity Study delivered April 1, 2016, UNCP has developed as part of this Policy specific criteria for evaluating and, if warranted, approving critical infrastructure projects even when UNCP has limited debt capacity as calculated by the UNC Debt Capacity Study or the benchmark ratios in this Policy. In such instances, the Board may approve the issuance of debt with respect to a proposed project based on one or more of the following findings:

4.1.6.a. The proposed project would generate additional revenues (including, if applicable, dedicated student fees or grants) sufficient to support the financing, which revenues are not currently captured in the benchmark ratios.

4.1.6.b. The proposed project would be financed entirely with private donations based on pledges already in hand.

4.1.6.c. The proposed project is essential to the implementation of one of the Board's strategic priorities.

4.1.6.d. The proposed project addresses life and safety issues or addresses other critical infrastructure needs.

4.1.6.e. Foregoing or delaying the proposed project would result in significant additional costs to UNCP or would negatively impact UNCP's credit rating.

At no point, however, should UNCP intentionally operate outside an established policy ratio without conscious and explicit planning.

#### 4.2 Ratio One – Debt to Obligated Resources

4.2.1 The ratio, which is based on the legal structure proscribed by the General Revenue Bond Statutes, provides a general indication of UNCP's ability to absorb debt on its balance sheet and is the primary ratio used to calculate UNCP's "debt capacity" under the methodology used in the UNC Debt Capacity Study

4.2.2 Policy Ratio: Not to exceed 2.00x (UNC Debt Capacity Study Target Ratio = 1.50x)

#### 4.3 Ratio Two – Expendable Resources to Debt

4.3.1 The ratio, which is widely tracked by rating agencies and other capital market participants, is a basic measure of financial health and assesses UNCP's ability to settle its debt obligations using only its available net assets as of a particular date

4.3.2 Policy Ratio: Not less than 0.39x

#### 4.4 Ratio Three – Debt Service to Operating Expenses

4.4.1 The ratio, which is widely tracked by rating agencies and other capital market participants, evaluates UNCP's relative cost of borrowing to its overall expenditures and provides a measure of UNCP's budgetary flexibility

4.4.2 Policy Ratio: Not to exceed 6.70%

#### 4.5 Reporting

4.5.1 The Vice Chancellor for Finance and Administration will review each ratio in connection with the delivery of the University's audited financials and will provide an annual report to the

Board detailing (1) the calculation of each ratio for that fiscal year and (2) an explanation for any ratio that falls outside the University's stated policy ratio, along with (a) any applicable recommendations, strategies and an expected timeframe for aligning such ratio with the University's stated policy or (b) the rationale for any recommended changes to any such stated policy ratio going forward (including any revisions necessitated by changes in accounting standards or rating agency methodologies).

## **5. DEBT PORTFOLIO MANAGEMENT AND TRANSACTION STRUCTURE CONSIDERATIONS**

### **5.1 Generally**

5.1.1 Numerous types of financing structures and funding sources are available, each with specific benefits, risks, and costs. Potential funding sources and structures will be reviewed and considered by the Vice Chancellor for Finance and Administration within the context of this Policy and the overall portfolio to ensure that any financial product or structure is consistent with UNCP's stated objectives. As part of effective debt management, UNCP must also consider its investment and cash management strategies, which influence the desired structure of the debt portfolio.

### **5.2 Method of Sale**

5.2.1 UNCP will consider various methods of sale on a transaction-by-transaction basis to determine which method of sale (i.e., competitive, negotiated or private placement) best serves UNCP's strategic plan and financing objectives. In making that determination, UNCP will consider, among other factors: (1) the size and complexity of the issue, (2) the current interest rate environment and other market factors (such as bank and investor appetite) that might affect UNCP's cost of funds, and (3) possible risks associated with each method of sale (e.g., rollover risk associated with a financing that is privately placed with a bank for a committed term that is less than the term of the financing).

### **5.3 Tax Treatment**

5.3.1 When feasible and appropriate for the particular project, the use of tax-exempt debt is generally preferable to taxable debt. Issuing taxable debt may reduce UNCP's overall debt affordability due to higher rates but may be appropriate for projects that do not qualify for tax-exemption, or that may require interim funding. For example, taxable debt may be justified if it sufficiently mitigates UNCP's ongoing administrative and compliance risks. When used, taxable debt should be structured to provide maximum repayment flexibility and rapid principal amortization.

### **5.4 Structure and Maturity**

5.4.1 To the extent practicable, UNCP should structure its debt to provide for level annual payments of debt service, though UNCP may elect alternative structures when the Vice Chancellor for Finance and Administration determines it to be in UNCP's best interest. In addition, when financing projects that are expected to be self-supporting (such as a revenue-



producing facility or a facility to be funded entirely through a dedicated fundraising campaign), the debt service may be structured to match future anticipated receipts.

5.4.2 UNCP will use maturity structures that correspond with the life of the facilities financed, not to exceed 30 years. Equipment should be financed for a period not to exceed 120% of its useful life. Such determinations may be made on a blended basis, taking into account all assets financed as part of a single debt offering. As market dynamics change, maturity structures should be reevaluated. Call features should be structured to provide the highest degree of flexibility relative to cost.

## 5.5 Variable Rate Debt

5.5.1 UNCP recognizes that a degree of exposure to variable interest rates within UNCP's debt portfolio may be desirable in order to (1) take advantage of repayment or restructuring flexibility, (2) benefit from historically lower average interest costs and (3) provide a "match" between debt service requirements and the projected cash flows from UNCP's assets. UNCP's debt portfolio should be managed to ensure that no more than 20% of UNCP's total debt bears interest at an unhedged variable rate.

5.5.2 UNCP's finance staff will monitor overall interest rate exposure and will analyze and quantify potential risks, including interest rate, liquidity and rollover risks. UNCP may manage the liquidity risk of variable rate debt either through its own working capital/investment portfolio, the type of instrument used, or by using third party sources of liquidity. UNCP may manage interest rate risk in its portfolio through specific budget and central bank management strategies or through the use of derivative instruments.

## 5.6 Public-Private Partnerships (P3)

5.6.1 To address UNCP's anticipated capital needs as efficiently and prudently as possible, UNCP may choose to explore and consider opportunities for alternative and non-traditional transaction structures (collectively, "P3 Arrangements").

5.6.2 Due to the higher perceived risk and increased complexity of P3 Arrangements, and because the cash flows for the project must satisfy the private partner's expected risk-adjusted rate of return, the financing and initial transaction costs for projects acquired through P3 Arrangements are generally higher than projects financed with proceeds of traditional debt instruments. P3 Arrangements should therefore be pursued only when UNCP has determined that (1) a traditional financing alternative is not feasible, (2) a P3 Arrangement will likely produce construction or overall operating results that are superior, faster or more efficient than a traditional delivery model or (3) a P3 Arrangement serves one of the Board's broader strategic objectives (e.g., a decision that operating a particular auxiliary function is no longer consistent with UNCP's core mission).

5.6.3 Absent a compelling strategic reason to the contrary, P3 Arrangements should not be considered if the Vice Chancellor for Finance and Administration determines, in consultation with UNCP's advisors, that the P3 Arrangement will be viewed as "on-credit" (i.e., treated as University debt) by UNCP's auditors or outside rating agencies. When evaluating whether the P3 Arrangement should be viewed as "on-credit," rating agencies consider UNCP's economic

interest in the project and the level of control it exerts over the project. Further, rating agencies will generally treat a P3 Arrangement as University debt if the project is located on UNCP's campus or if the facility is to be used for an essential University function. For this reason, any P3 Arrangement for a university-related facility to be located on land owned by the State, UNCP or a UNCP affiliate must be approved in advance by the Vice Chancellor for Finance and Administration.

## 5.7 Refunding Considerations

5.7.1 UNCP will actively monitor its outstanding debt portfolio for refunding or restructuring opportunities. Absent a compelling economic or strategic reason to the contrary, UNCP should evaluate opportunities to issue bonds for the purpose of refunding existing debt obligations of UNCP ("Refunding Bonds") using the following general guidelines:

5.7.1.a. The life of the Refunding Bonds should not exceed the remaining life of the bonds being refunded.

5.7.1.b. Refunding Bonds issued to achieve debt service savings should have a target savings level measured on a present net value basis of at least 3% of the par amount refunded.

5.7.1.c. Refunding Bonds that do not achieve debt service savings may be issued to restructure debt or provisions of bond documents if such refunding serves a compelling interest.

5.7.1.d. Refunding Bonds may also be issued to relieve UNCP of certain limitations, covenants, payment obligations or reserve requirements that reduce operational flexibility.

## 6. DERIVATIVE PRODUCTS

6.1 UNCP recognizes that derivative products may provide for more flexible management of the debt portfolio. In certain circumstances, interest rate swaps and other derivatives permit UNCP to adjust its mix of fixed- and variable-rate debt and manage its interest rate exposures. Derivatives may also be an effective way to manage liquidity risks. UNCP will use derivatives only to manage and mitigate risk; UNCP will not use derivatives to create leverage or engage in speculative transactions.

6.2 As with underlying debt, UNCP's finance staff will evaluate any derivative product comprehensively, taking into account its potential costs, benefits and risks, including, without limitation, any tax risk, interest rate risk, liquidity risk, credit risk, basis risk, rollover risk, termination risk, counterparty risk, and amortization risk. Before entering into any derivative product, the Vice Chancellor for Finance and Administration must (1) conclude, based on the advice of a reputable swap advisor, that the terms of any swap transaction are fair and reasonable under current market conditions and (2) ensure that UNCP's finance staff has a clear understanding of the proposed transaction's costs, cash flow impact and reporting treatment.

6.3 UNCP will use derivatives only when the Vice Chancellor for Finance and Administration determines, based on the foregoing analysis, that the instrument provides the most effective method for accomplishing UNCP's strategic objectives without imposing inappropriate risks on

UNCP.

## 7. DEFINITIONS

7.1 Debt to Obligated Resources - UNCP's aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt under the General Revenue Bond Statutes. It is calculated by taking Aggregate debt and dividing it by obligated resources<sup>1</sup>

7.2 Expendable Resources to Debt - The number of times UNCP's liquid and expendable net assets covers its aggregate debt. It is calculated as follows: The sum of (1) Adjusted Unrestricted Net Assets and (2) Restricted Expendable Net Assets divided by aggregate debt

7.3 Expendable Resources to Debt - UNCP's debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues.

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<sup>1</sup> Available Funds - a concept commonly used to capture each UNC campus's obligated resources in its loan and bond documentation, has been used as a proxy for obligated resources. The two concepts are generally identical, though Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of UNCP's obligated resources.

# The University of North Carolina System Debt Capacity Study – Fiscal Year 2021

University of North Carolina School of the Arts  
Institution Report

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## 1. Executive Summary

### Overview of the Institution Report

Pursuant to Article 5 of Chapter 116D of the North Carolina General Statutes (the “*Act*”), University of North Carolina School of the Arts (“*UNCSA*”) has submitted this report (this “*Institution Report*”) as part of the annual debt capacity study (the “*Study*”) undertaken by The University of North Carolina (the “*University*”) in accordance with the Act. Each capitalized term used but not defined in this Institution Report has the meaning given to such term in the Study.

This Institution Report details the historical and projected financial information incorporated into the financial model developed in connection with the Study. UNCSA has used the model to calculate and project the following three financial ratios:

- Debt to Obligated Resources
- Five-Year Payout Ratio
- Debt Service to Operating Expenses

See **Appendix A** to the Study for more information on the ratios and related definitions.

To produce a tailored, meaningful model, UNCSA, in consultation with the UNC System Office, has set its own policies for each model ratio. For the two statutorily-required ratios—**debt to obligated resources** and the **five-year payout ratio**—UNCSA has set both a target policy and a floor or ceiling policy, as applicable.

For the purposes of the Study, UNCSA’s debt capacity reflects the amount of debt UNCSA could issue during the Study Period without exceeding its ceiling ratio for **debt to obligated resources**, after taking into account debt the General Assembly has previously approved that UNCSA intends to issue during the Study Period. Details regarding each approved project are provided in Section 3.

This Institution Report also includes the following information required by the Act:

- UNCSA’s current debt profile, including project descriptions financed with, and the sources of repayment for, UNCSA’s outstanding debt;
- UNCSA’s current credit profile, along with recommendations for maintaining or improving UNCSA’s credit rating; and
- A copy of any UNCSA debt management policy currently in effect.

### Overview of UNCSA

For the fall 2021 semester, UNCSA had a headcount student population of 1,371, including 252 High school students, 938 undergraduate students and 181 graduate students. Over the past 5 years, UNCSA’s enrollment has increased approximately 8.1%.

UNCSA’s average age of plant is 17.13 years. Age of plant is a financial ratio calculated by dividing the accumulated depreciation by the annual depreciation expense. A low age of plant generally indicates the institution is taking a sustainable approach to its deferred maintenance and reinvestment programs.

UNCSA does not anticipate significant additional borrowings during the Study Period. UNCSA has made no changes to the financial model’s standard growth assumptions.

## 2. Institution Data

### Notes

- Obligated Resources equals Available Funds plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Operating Expenses equals Operating Expenses plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Outstanding debt service is based on UNCSCA's outstanding debt **as of June 30, 2021**, excluding state appropriated debt (such as energy savings contracts). Debt service is net of any interest subsidies owed to UNCSCA by the federal government (discounted by an assumed 6.2% sequestration rate) and uses reasonable unhedged variable rate assumptions.
- New money debt issued **after June 30, 2021**, together with any legislatively approved debt UNCSCA expects to issue during the Study Period, **are included** in the model as "proposed debt service" and are taken into account in the projected financial ratios shown in this Institution Report.
- Repayments, redemptions or refundings that have occurred **after June 30, 2021** are not included in the model, meaning the debt service schedules reflected below overstate UNCSCA's current debt burden.

Obligated Resources						Outstanding Debt				
Fiscal Year	Available Funds (Before GASB Adjustment)	GASB 68 Adjustment	GASB 75 Adjustment	AF Growth	Available Funds (After GASB Adjustment)	Fiscal Year	Principal	Net Interest	Debt Service	Principal Balance
2017	23,761,927	2,409,474	-		26,171,401	2022	346,000	105,188	451,188	45,657,000
2018	(33,430,796)	2,930,772	59,599,375	11.19%	29,099,351	2023	892,000	1,764,718	2,656,718	44,765,000
2019	(35,386,402)	3,314,017	60,033,470	-3.91%	27,961,085	2024	933,000	1,727,294	2,660,294	43,832,000
2020	(34,073,710)	4,919,099	56,113,501	-3.58%	26,958,890	2025	973,000	1,688,040	2,661,040	42,859,000
2021	(36,942,603)	6,184,543	53,440,541	-15.86%	22,682,481	2026	1,010,000	1,646,988	2,656,988	41,849,000
2022	23,299,444	-	-	2.72%	23,299,444	2027	1,056,000	1,604,327	2,660,327	40,793,000
2023	23,933,189	-	-	2.72%	23,933,189	2028	1,098,000	1,559,587	2,657,587	39,695,000
2024	24,584,172	-	-	2.72%	24,584,172	2029	1,146,000	1,512,989	2,658,989	38,549,000
2025	25,252,862	-	-	2.72%	25,252,862	2030	1,194,000	1,464,251	2,658,251	37,355,000
2026	25,939,739	-	-	2.72%	25,939,739	2031	1,225,000	1,436,025	2,661,025	36,130,000
						2032	1,285,000	1,374,775	2,659,775	34,845,000
						2033	1,350,000	1,310,525	2,660,525	33,495,000
						2034	1,415,000	1,243,025	2,658,025	32,080,000
						2035	1,485,000	1,172,275	2,657,275	30,595,000
						2036	1,560,000	1,098,025	2,658,025	29,035,000
						2037	1,640,000	1,020,025	2,660,025	27,395,000
						2038	1,690,000	970,825	2,660,825	25,705,000
						2039	1,740,000	920,125	2,660,125	23,965,000
						2040	1,790,000	867,925	2,657,925	22,175,000
						2041	1,860,000	796,325	2,656,325	20,315,000
						2042	1,935,000	721,925	2,656,925	18,380,000
						2043	2,015,000	644,525	2,659,525	16,365,000
						2044	2,095,000	563,925	2,658,925	14,270,000
						2045	2,180,000	480,125	2,660,125	12,090,000
						2046	2,265,000	392,925	2,657,925	9,825,000
						2047	2,340,000	319,313	2,659,313	7,485,000
						2048	2,415,000	243,263	2,658,263	5,070,000
						2049	2,495,000	164,775	2,659,775	2,575,000
						2050	2,575,000	83,688	2,658,688	-

### 3. Proposed Debt Financings

While UNCSA evaluates its capital investment needs on a regular basis, UNCSA currently has no legislatively approved projects that it anticipates financing during the Study Period



## 4. Financial Ratios

### Debt to Obligated Resources

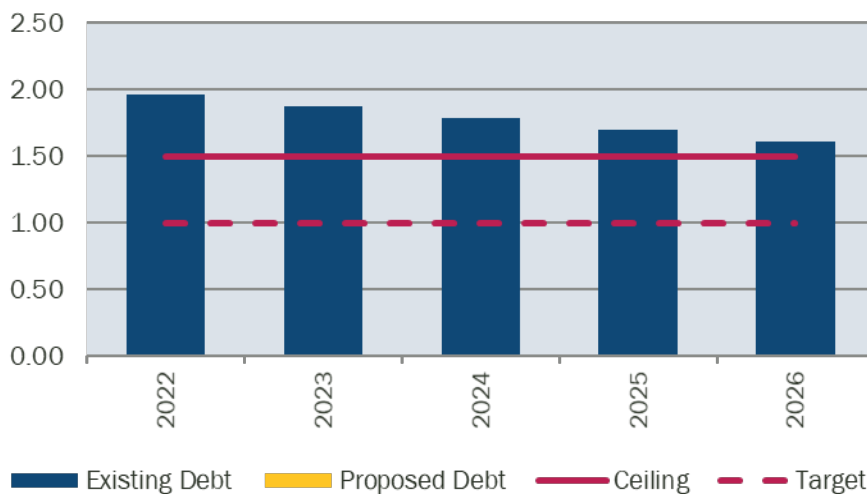
- **What does it measure?** UNCSA's aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt.
- **How is it calculated?** Aggregate debt divided by obligated resources\*
- Target Ratio: 1.00
- Ceiling Ratio: Not to exceed 1.50
- Projected 2022 Ratio: 1.96
- Highest Study Period Ratio: 1.96 (2022)

\*Available Funds, which is the concept commonly used to capture an institution's obligated resources in its loan and bond documentation, has been used in the model as a proxy for obligated resources. For most institutions, the two concepts are identical, though Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of an institution's obligated resources.

### Debt to Obligated Resources

Debt to Obligated Resources							
Fiscal Year	Obligated Resources	Growth	Existing Debt	Proposed Debt	Ratio - Existing	Ratio - Proposed	Ratio - Total
2022	23,299,444	2.72%	45,657,000	-	1.96	n/a	1.96
2023	23,933,189	2.72%	44,765,000	-	1.87	n/a	1.87
2024	24,584,172	2.72%	43,832,000	-	1.78	n/a	1.78
2025	25,252,862	2.72%	42,859,000	-	1.70	n/a	1.70
2026	25,939,739	2.72%	41,849,000	-	1.61	n/a	1.61

### Debt to Obligated Resources



Weaker  
↑  
↓  
Stronger

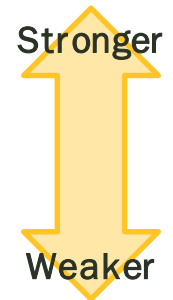
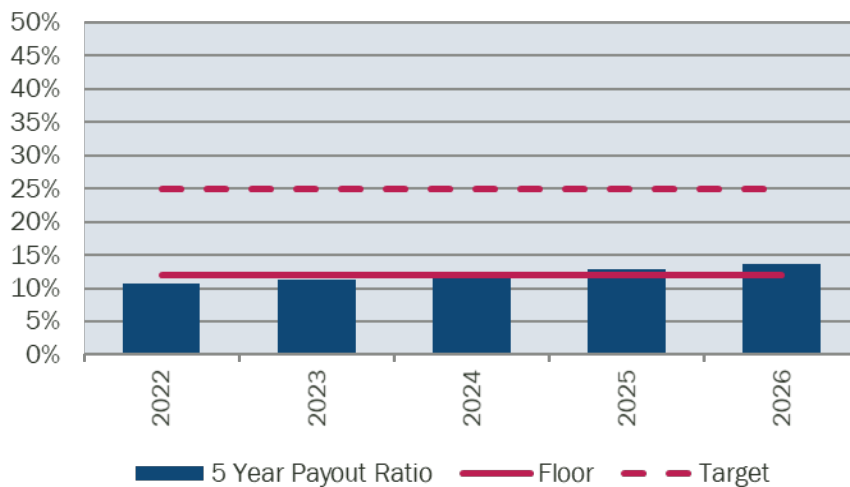
### 5-Year Payout Ratio Overview

- **What does it measure?** The percentage of UNCSA's debt scheduled to be retired in the next five years.
- **How is it calculated?** Aggregate principal to be paid in the next five years divided by aggregate debt
- Target Ratio: 25%
- Floor Ratio: Not less than 12%
- Projected 2022 Ratio: 11%
- Lowest Study Period Ratio: 11% (2022,2023)

### 5-Year Payout Ratio

5 Year Payout Ratio		
Fiscal Year	Principal Balance	Ratio
2022	45,657,000	11%
2023	44,765,000	11%
2024	43,832,000	12%
2025	42,859,000	13%
2026	41,849,000	14%

### 5-Year Payout Ratio



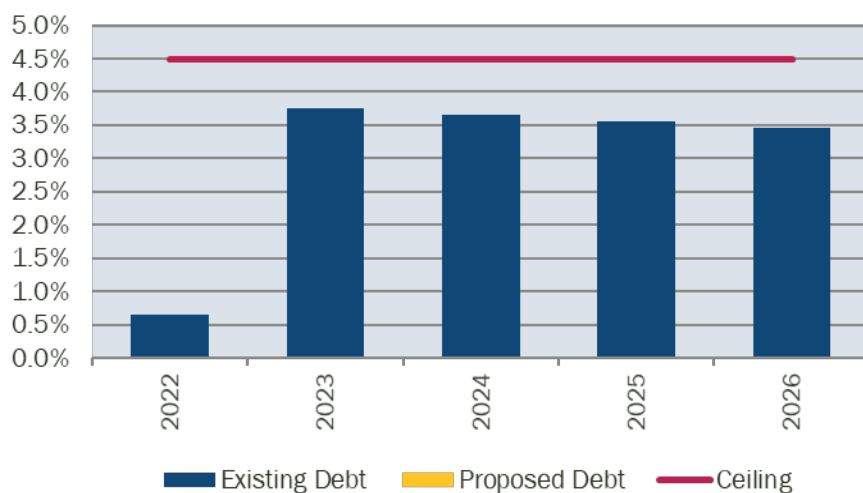
## Debt Service to Operating Expenses

- **What does it measure?** UNCSA's debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues.
- **How is it calculated?** Annual debt service divided by annual operating expenses (as adjusted to include interest expense of proposed debt)
- Policy Ratio: Not to exceed 4.50%
- Projected 2022 Ratio: .65%
- Highest Study Period Ratio: 3.75% (2023)

### Debt Service to Operating Expenses

Debt Service to Operating Expenses							
Fiscal Year	Operating Expenses	Growth	Existing Debt Service	Proposed Debt Service	Ratio - Existing	Ratio - Proposed	Ratio - Total
2022	69,025,789	2.72%	451,188	-	0.65%	n/a	0.65%
2023	70,903,290	2.72%	2,656,718	-	3.75%	n/a	3.75%
2024	72,831,860	2.72%	2,660,294	-	3.65%	n/a	3.65%
2025	74,812,886	2.72%	2,661,040	-	3.56%	n/a	3.56%
2026	76,847,797	2.72%	2,656,988	-	3.46%	n/a	3.46%

### Debt Service to Operating Expenses



Weaker  
↑  
↓  
Stronger

## 5. Debt Capacity Calculation

### Debt Capacity Calculation

- For the purposes of this Institution Report and the Study, UNCSA's debt capacity is based on the amount of debt UNCSA could issue during the Study Period (after taking into account any legislatively approved projects detailed in **Section 3** above) without exceeding its ceiling ratio for **debt to obligated resources**.
- As presented below, UNCSA's current debt capacity equals **the lowest constraint on its debt capacity** in any single year during the Study Period.
- Based solely on the **debt to obligated resources** ratio, UNCSA has no estimated debt capacity during the study period.

Debt Capacity Calculation			
Fiscal Year	Debt to Obligated Resources (Current Ratio)	Debt to Obligated Resources (Ceiling)	Debt Capacity Calculation
2022	1.96	1.50	(10,707,833)
2023	1.87	1.50	(8,865,216)
2024	1.78	1.50	(6,955,742)
2025	1.70	1.50	(4,979,708)
2026	1.61	1.50	(2,939,391)

### Limitations on Debt Capacity, Credit Rating Implications, and Comment from UNCSA

- The debt capacity calculation shown above provides a general indication of UNCSA's ability to absorb debt on its balance sheet during the Study Period and may help identify trends and issues over time.
- "Debt capacity" does not** necessarily equate to **"debt affordability,"** which takes into account a number of quantitative and qualitative factors, including project revenues and expenses, cost of funds and competing strategic priorities.
- If UNCSA were to use all of its calculated debt capacity during the Study Period, UNCSA's credit ratings may face significant downward pressure.**
- Projecting the exact amount UNCSA could issue during the Study Period without negatively impacting its credit rating is difficult for a number of reasons.
  - Use of Multiple Factors**
    - Any single financial ratio makes up only a fraction of the "scorecard" used by rating agencies to guide their credit analysis.
    - Under Moody's approach, for example, the **financial leverage ratio** accounts for only **10%** of an issuer's overall score.
  - The State's Impact**
    - In assessing each institution's credit rating, rating agencies also consider the State's credit rating and demographic trends, the health of its pension system, the level of support it has historically provided to the institution, and any legislation or policies affecting campus operations.

- Historically, each institution's credit rating has been bolstered by the State's strong support and overall financial health. As a result, many institutions "underperform" relative to the national median ratios for their rating category.
- If "debt capacity" were linked to those national median ratios, many institutions would have limited debt capacity for an extended period of time.
- **Factor Interdependence**
  - The quantitative and qualitative factors interact with one another in ways that are difficult to predict.
  - For example, a university's "**strategic positioning**" score, which accounts for 10% of its overall score under Moody's criteria, could deteriorate if a university either (1) issued excessive debt or (2) failed to reinvest in its campus to address its deferred maintenance obligations.
- **Distortions Across Rating Categories**
  - Because quantitative ratios account for only a portion of an issuer's final rating, the national median for any single ratio is not perfectly correlated to rating outcomes, meaning the median ratio for a lower rating category may be more stringent than the median ratio for a higher rating category. For the highest and lowest rating categories, the correlation between any single ratio and rating outcomes becomes even weaker.
  - Tying capacity directly to ratings may also distort strategic objectives. For example, an institution may be penalized for improving its rating, as it may suddenly lose all of its debt capacity because it must now comply with a much more stringent ratio.
- UNCOSA provided the following comment on the financial ratios that are outside of the target range.
  - "The limited debt capacity reflected in the financial ratios for UNC School of the Arts represents the recent issuance of 2020 nontaxable General Revenue Bonds, with a par amount of \$42.5 million, in which the bond proceeds will be used to finance a new residence hall. In addition, based upon NCDHHS and CDC guidance the University reduced Housing density in response to the coronavirus pandemic emergency, which resulted in decreased revenues."

## 6. Debt Profile

UNCSA's detailed debt profile, including a brief description of each financed project and the source of repayment for each outstanding debt obligation, is reflected in the table on the following page.

Summary of Debt Outstanding as of FYE June 30, 2021						
Series	Dated Date	Outstanding Par Amount	Final Maturity	Type	Purpose	Source of Repayment
<b>UNC SCHOOL OF THE ARTS</b>		<b>46,003,000.00</b>				
2020 UNCSA	06/10/2020	42,485,000.00	02/01/2050	General Revenue	New Dorm Construction	Housing Revenues
2021 UNCSA	05/11/2021	3,518,000.00	06/01/2030	Certificates of Participation	Refunding 2015	Student Fees

## 7. Credit Profile

The following page provides a snapshot of UNCSCA's historical key credit metrics, along with (1) a summary of various observations and (2) recommendations for maintaining and improving UNCSCA's credit profile in the future.





## Credit Profile of the University– (General Revenue)

### Overview

- Moody's assigned UNCSA's general revenue bonds an A2 rating. The outlook is stable.
- Credit rating remained unchanged with UNCSA's sale of General Revenue Bonds, Series 2020

### Key Information Noted in Reports

#### Credit Strengths

- Niche role, good enrollment diversification, and affordable tuition pricing support
- Favorable student demand and incremental enrollment growth
- Strong financial support from Aaa -rated North Carolina
- In fall 2019, 43% of out -of-state students which is not cap -constrained
- Manageable leverage and solid operating reserve

#### Credit Challenges

- Thin operating performance, small scope of operations, and tuition pricing limitations
- Cash flow margins are likely to remain weaker than similarly rated peers

Moody's	S&P	Fitch
Aaa	AAA	AAA
Aa1	AA+	AA+
Aa2	AA	AA
Aa3	AA-	AA-
A1	A+	A+
<b>A2</b>	A	A
A3	A-	A-
Baa1	BBB+	BBB+
Baa2	BBB	BBB
Baa3	BBB-	BBB-
----- Non Investment Grade		

### Recommendations & Observations

- Continue trend of strengthening of available funds and balance sheet metrics (Expendable Financial Resources, Total Financial Resources, Total Cash and Investments)
- Wealth and liquidity supported by donor support and fundraising efforts to help finance capital needs. Revenue growth and improved performance margins can improve debt affordability for capital projects.

## 8. Peer Comparison

Moody's Key Credit Ratios	University of North Carolina School of the Arts	Most Recent Peer Institution Data				Moody's Public Higher Education Medians
Peer Institution		The Juilliard School	Berklee College of Music	University of Cincinnati	Savannah College of Art and Design	
Fiscal Year	2020	2021	2021	2021	2021	2021
Most Senior Rating	A2	Aa2	A2	Aa3	A2	A
Total Long-Term Debt (\$, in millions)	47	190	225	1132	160	111
Total Cash & Investments (\$, in millions)	136	1437	549	2157	561	163
Operating Revenue (\$, in millions)	66	114	246	1307	301	178
Operating Expenses (\$, in millions)	69	114	246	1235	460	178
Market Performance Ratios						
Annual Change in Operating Revenue (%)	-0.4%	2.1%	-19.0%	4.5%	-7.6%	1.1%
Operating Ratios						
Operating Cash Flow Margin (%)	2.9%	15.9%	10.9%	19.4%	46.5%	13.4%
Wealth & Liquidity Ratios						
Total Cash & Investments to Operating Expenses (x)	2.0	12.6	2.2	1.7	1.9	0.6
Total Debt to Operating Expenses (x)	0.7	1.7	0.9	0.9	0.3	0.6
Monthly Days Cash on Hand (x)	125	1480	321	242	763	177
Leverage Ratios						
Total Cash & Investments to Total Debt (x)	2.9	7.4	1.8	0.6	3.1	1.6
Debt Service to Operating Expenses (%)	1.7%	10.5%	8.4%	4.5%	0.7%	5.3%
Total Debt-to-Cash Flow (x)	24.4	7.6	2.4	1.9	3.5	4.7

\*Note: Peers chosen from BOG approved peers if available in Moody's Municipal Financial Ratio Analysis (MFRA) Database. If approved peer data is unavailable, universities with similar credit ratings are used. Data is the most recent available in the MFRA database.

## Debt Management Policies

UNCSA's current debt policy is included in the following pages.

## Debt Management Manual

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## 1. Introduction

The University of North Carolina School of the Arts (“UNCSA”) views its debt capacity as a limited resource that should be used, when appropriate, to help fund the capital investments necessary for the successful implementation of UNCSA’s strategic vision to prepare its gifted emerging artists with the experience, knowledge, and skills needed to excel in their disciplines and in their lives, and it serves and enriches the cultural and economic prosperity of the people of North Carolina and the nation. UNCSA recognizes the important role that debt-related strategies may play as it makes the necessary investments in its infrastructure in order to become and remain the destination institution for dedicated students seeking challenging academic programs, engaged faculty and a vibrant campus culture.

This Manual has been developed to assist UNCSA’s efforts to manage its debt on a long-term, portfolio basis and in a manner consistent with UNCSA’s stated policies, objectives and core values. Like other limited resources, UNCSA’s debt capacity should be used and allocated strategically and equitably.

Specifically, the objective of this Manual is to provide a framework that will enable UNCSA’s Board of Trustees (the “Board”) and finance staff to:

- (i) Identify and prioritize projects eligible for debt financing;
- (ii) Limit and manage risk within UNCSA’s debt portfolio;
- (iii) Establish debt management guidelines and quantitative parameters for evaluating UNCSA’s financial health, debt affordability and debt capacity;
- (iv) Manage and protect UNCSA’s credit profile in order to maintain UNCSA’s credit rating at a strategically optimized level and maintain access to the capital markets; and
- (v) Ensure UNCSA remains in compliance with all of its post-issuance obligations and requirements.

This Manual is intended solely for UNCSA’s internal planning purposes. The Vice Chancellor for Business Affairs and/or the Associate Vice Chancellor for Finance and Controller will review this Manual annually and, if necessary, recommend changes to ensure that it remains consistent with University’s strategic objectives and the evolving demands and accepted practices of the public higher education marketplace. Proposed changes to this Manual are subject to the Chancellor’s approval.

## 2. Authorization and Oversight

UNCSA’s Associate Vice Chancellor for Finance and Controller is responsible for the day-to-day management of UNCSA’s financial affairs in accordance with the terms of this Manual and for all of UNCSA’s debt financing activities. Each University financing will conform to all applicable State and Federal laws.

The Board will consider for approval each proposed financing in accordance with the requirements of any applicable State law.

## 3. Process for Identifying and Prioritizing Capital Projects Requiring Debt

Only projects that directly or indirectly relate to the mission of UNCSA will be considered for debt financing.

- (i) Self-Liquidating Projects – A project that has a related revenue stream (self-liquidating project) will receive priority consideration. Each self-liquidating project financing must be supported by an achievable plan of finance that provides, or identifies sources of funds, sufficient to (1) service the debt associated with the project, (2) pay for any related infrastructure improvements, (3) cover any new or increased operating costs and (4) fund appropriate reserves for anticipated replacement and renovation costs.
- (ii) Energy Conservation Projects – Each energy conservation project financing must provide annual savings sufficient to service the applicable debt and all related monitoring costs.
- (iii) Other Projects – Other projects funded through budgetary savings, gifts and grants will be considered on a case-by-case basis. Any projects that will require gift financing or include a gift financing component must be approved by the Vice Chancellor for Business Affairs before any project-restricted donations are solicited. The fundraising goal for any project to be financed primarily with donations should also include, when feasible, an appropriately-sized endowment for deferred maintenance and other ancillary ownership costs. In all cases, institutional strategy, and not donor capacity, must drive the decision to pursue any proposed project.

## 4. Benchmarks and Debt Ratios

### Overview

When evaluating its current financial health and any proposed plan of finance, UNCSA takes into account both its debt affordability and its debt capacity. Debt affordability focuses on UNCSA's cash flows and measures UNCSA's ability to service its debt through its operating budget and identified revenue streams. Debt capacity, on the other hand, focuses on the relationship between UNCSA's net assets and its total debt outstanding.

Debt capacity and affordability are impacted by a number of factors, including UNCSA's enrollment trends, reserve levels, operating performance, ability to generate additional revenues to support debt service, competing capital improvement or programmatic needs, and general market conditions. Because of the number of potential variables, UNCSA's debt capacity cannot be calculated based on any single ratio or even a small handful of ratios.

UNCSA believes, however, that it is important to consider and monitor objective metrics when evaluating UNCSA's financial health and its ability to incur additional debt. To that end, UNCSA has identified three key financial ratios that it will use to assess its ability to absorb additional debt based on its current and projected financial condition:

- (i) Debt to Obligated Resources
- (ii) Expendable Resources to Debt
- (iii) Debt Service to Operating Expenses

Note that the selected financial ratios are also monitored as part of the debt capacity study for The University of North Carolina delivered each year under Article 5 of Chapter 116D of the North Carolina General Statutes (the "UNC Debt Capacity Study"), which UNCSA believes will promote clarity and consistency in UNCSA's debt management and planning efforts.

UNCSA has established for each ratio a floor or ceiling target, as the case may be, with the expectation that UNCSA will operate within the parameters of those ratios most of the time. To the extent possible, the policy ratios established from time to time in this Manual should align with the ratios used in the report UNCSA

submits each year as part of the UNC Debt Capacity Study. The policy ratios have been established to help preserve UNCSA's financial health and operating flexibility and to ensure UNCSA is able to access the market to address capital needs or to take advantage of potential refinancing opportunities. Attaining or maintaining a specific credit rating is not an objective of this Manual.

UNCSA recognizes that the policy ratios, while helpful, have limitations and should not be viewed in isolation of UNCSA's strategic plan or other planning tools. In accordance with the recommendations set forth in the initial UNC Debt Capacity Study delivered April 1, 2016, UNCSA has developed as part of this Manual specific criteria for evaluating and, if warranted, approving critical infrastructure projects even when UNCSA has limited debt capacity as calculated by the UNC Debt Capacity Study or the benchmark ratios in this Manual. In such instances, the Board may approve the issuance of debt with respect to a proposed project based on one or more of the following findings:

- (i) The proposed project would generate additional revenues (including, if applicable, dedicated student fees or grants) sufficient to support the financing, which revenues are not currently captured in the benchmark ratios.
- (ii) The proposed project would be financed entirely with private donations based on pledges already in hand.
- (iii) The proposed project is essential to the implementation of one of the Board's strategic priorities.
- (iv) The proposed project addresses life and safety issues or addresses other critical infrastructure needs.
- (v) Foregoing or delaying the proposed project would result in significant additional costs to UNCSA or would negatively impact UNCSA's credit rating.

At no point, however, should UNCSA intentionally operate outside an established policy ratio without conscious and explicit planning.

### Ratio 1 – Debt to Obligated Resources

<b>What does it measure?</b>	UNCSA's aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt under the General Revenue Bond Statutes
<b>Why is it tracked?</b>	The ratio, which is based on the legal structure proscribed by the General Revenue Bond Statutes, provides a general indication of UNCSA's ability to absorb debt on its balance sheet and is the primary ratio used to calculate UNCSA's "debt capacity" under the methodology used in the UNC Debt Capacity Study
<b>How is it calculated?</b>	Aggregate debt divided by obligated resources*
<b>Policy Ratio:</b>	Not to exceed 1.50x (UNC Debt Capacity Study Target Ratio = 1.50x)

\*Available Funds, which is the concept commonly used to capture each UNC's campus's obligated resources in its loan and bond documentation, has been used as a proxy for obligated resources. The two concepts are generally identical, though *Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of UNCSA's obligated resources.*



**Ratio 2 – Expendable Resources to Debt**

<b>What does it measure?</b>	The number of times UNCSCA's liquid and expendable net assets covers its aggregate debt
<b>Why is it tracked?</b>	The ratio, which is widely tracked by rating agencies and other capital market participants, is a basic measure of financial health and assesses UNCSCA's ability to settle its debt obligations using only its available net assets as of a particular date
<b>How is it calculated?</b>	The sum of (1) Adjusted Unrestricted Net Assets and (2) Restricted Expendable Net Assets divided by aggregate debt
<b>Policy Ratio:</b>	Not less than 1.25x

**Ratio 3 – Debt Service to Operating Expenses**

<b>What does it measure?</b>	UNCSCA's debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues
<b>Why is it tracked?</b>	The ratio, which is widely tracked by rating agencies and other capital market participants, evaluates UNCSCA's relative cost of borrowing to its overall expenditures and provides a measure of UNCSCA's budgetary flexibility
<b>How is it calculated?</b>	Annual debt service divided by annual operating expenses
<b>Policy Ratio:</b>	Not to exceed 3.00%

**Reporting**

The Vice Chancellor for Business Affairs and/or the Associate Vice Chancellor for Finance and Controller will review each ratio in connection with the delivery of the University's audited financials and will provide an annual report to the Board substantially in the form of **Appendix B** detailing (1) the calculation of each ratio for that fiscal year and (2) an explanation for any ratio that falls outside the University's stated policy ratio, along with (a) any applicable recommendations, strategies and an expected timeframe for aligning such ratio with the University's stated policy or (b) the rationale for any recommended changes to any such stated policy ratio going forward (including any revisions necessitated by changes in accounting standards or rating agency methodologies).

## 5. Debt Portfolio Management and Transaction Structure Considerations

**Generally**

Numerous types of financing structures and funding sources are available, each with specific benefits, risks, and costs. Potential funding sources and structures will be reviewed and considered by the Vice Chancellor for Business Affairs and/or Associate Vice Chancellor for Finance and Controller within the context of this Manual and the overall portfolio to ensure that any financial product or structure is consistent with UNCSCA's stated objectives. As part of effective debt management, UNCSCA must also consider its investment and cash management strategies, which influence the desired structure of the debt portfolio.

### Method of Sale

UNCSA will consider various methods of sale on a transaction-by-transaction basis to determine which method of sale (i.e., competitive, negotiated or private placement) best serves UNCSA's strategic plan and financing objectives. In making that determination, UNCSA will consider, among other factors: (1) the size and complexity of the issue, (2) the current interest rate environment and other market factors (such as bank and investor appetite) that might affect UNCSA's cost of funds, and (3) possible risks associated with each method of sale (e.g., rollover risk associated with a financing that is privately placed with a bank for a committed term that is less than the term of the financing).

### Tax Treatment

When feasible and appropriate for the particular project, the use of tax-exempt debt is generally preferable to taxable debt. Issuing taxable debt may reduce UNCSA's overall debt affordability due to higher rates but may be appropriate for projects that do not qualify for tax-exemption, or that may require interim funding. For example, taxable debt may be justified if it sufficiently mitigates UNCSA's ongoing administrative and compliance risks. When used, taxable debt should be structured to provide maximum repayment flexibility and rapid principal amortization.

### Structure and Maturity

To the extent practicable, UNCSA should structure its debt to provide for level annual payments of debt service, though UNCSA may elect alternative structures when the Vice Chancellor for Business Affairs determines it to be in UNCSA's best interest. In addition, when financing projects that are expected to be self-supporting (such as a revenue-producing facility or a facility to be funded entirely through a dedicated fundraising campaign), the debt service may be structured to match future anticipated receipts.

UNCSA will use maturity structures that correspond with the life of the facilities financed, not to exceed 30 years. Equipment should be financed for a period not to exceed 120% of its useful life. Such determinations may be made on a blended basis, taking into account all assets financed as part of a single debt offering. As market dynamics change, maturity structures should be reevaluated. Call features should be structured to provide the highest degree of flexibility relative to cost.

### Variable Rate Debt

UNCSA recognizes that a degree of exposure to variable interest rates within UNCSA's debt portfolio may be desirable in order to (1) take advantage of repayment or restructuring flexibility, (2) benefit from historically lower average interest costs and (3) provide a "match" between debt service requirements and the projected cash flows from UNCSA's assets. UNCSA's debt portfolio should be managed to ensure that no more than 20% of UNCSA's total debt bears interest at an unhedged variable rate.

UNCSA's finance staff will monitor overall interest rate exposure and will analyze and quantify potential risks, including interest rate, liquidity and rollover risks. UNCSA may manage the liquidity risk of variable rate debt either through its own working capital/investment portfolio, the type of instrument used, or by using third party sources of liquidity. UNCSA may manage interest rate risk in its portfolio through specific budget and central bank management strategies or through the use of derivative instruments.

### [Public Private Partnerships]

*To address UNCSA's anticipated capital needs as efficiently and prudently as possible, UNCSA may choose to explore and consider opportunities for alternative and non-traditional transaction structures (collectively, "P3 Arrangements").*

*Due to their higher perceived risk and increased complexity, and because the cash flows for the project must satisfy the private partner's expected risk-adjusted rate of return, the financing and initial transaction costs for projects acquired through P3 Arrangements are generally higher than projects financed with proceeds of traditional debt instruments. P3 Arrangements should therefore be pursued only when UNCOSA has determined that (1) a traditional financing alternative is not feasible, (2) a P3 Arrangement will likely produce construction or overall operating results that are superior, faster or more efficient than a traditional delivery model or (3) a P3 Arrangement serves one of the Board's broader strategic objectives (e.g., a decision that operating a particular auxiliary function is no longer consistent with UNCOSA's core mission).*

*Absent a compelling strategic reason to the contrary, P3 Arrangements should not be considered if the Vice Chancellor for Business Affairs determines, in consultation with UNCOSA's advisors, that the P3 Arrangement will be viewed as "on-credit" (i.e., treated as University debt) by UNCOSA's auditors or outside rating agencies. When evaluating whether the P3 Arrangement should be viewed as "on-credit," rating agencies consider UNCOSA's economic interest in the project and the level of control it exerts over the project. Further, rating agencies will generally treat a P3 Arrangement as University debt if the project is located on UNCOSA's campus or if the facility is to be used for an essential University function. For this reason, any P3 Arrangement for a university-related facility to be located on land owned by the State, UNCOSA or a UNCOSA affiliate must be approved in advance by the Chancellor.*

### Refunding Considerations

UNCOSA will actively monitor its outstanding debt portfolio for refunding or restructuring opportunities. Absent a compelling economic or strategic reason to the contrary, UNCOSA should evaluate opportunities to issue bonds for the purpose of refunding existing debt obligations of UNCOSA ("Refunding Bonds") using the following general guidelines:

- (i) The life of the Refunding Bonds should not exceed the remaining life of the bonds being refunded.
- (ii) Refunding Bonds issued to achieve debt service savings should have a target savings level measured on a present net value basis of at least 3% of the par amount refunded.
- (iii) Refunding Bonds that do not achieve debt service savings may be issued to restructure debt or provisions of bond documents if such refunding serves a compelling interest.
- (iv) Refunding Bonds may also be issued to relieve UNCOSA of certain limitations, covenants, payment obligations or reserve requirements that reduce operational flexibility.

## 6. Derivative Products

UNCOSA recognizes that derivative products may provide for more flexible management of the debt portfolio. In certain circumstances, interest rate swaps and other derivatives permit UNCOSA to adjust its mix of fixed- and variable-rate debt and manage its interest rate exposures. Derivatives may also be an effective way to manage liquidity risks. UNCOSA will use derivatives only to manage and mitigate risk; UNCOSA will not use derivatives to create leverage or engage in speculative transactions.

As with underlying debt, UNCOSA's finance staff will evaluate any derivative product comprehensively, taking into account its potential costs, benefits and risks, including, without limitation, any tax risk, interest rate risk, liquidity risk, credit risk, basis risk, rollover risk, termination risk, counterparty risk, and amortization risk. Before entering into any derivative product, the Vice Chancellor for Business Affairs and/or Associate Vice Chancellor for Finance and Controller must (1) conclude, based on the advice of a reputable swap advisor, that the terms of any swap transaction are fair and reasonable under current market conditions and (2)

ensure that UNCSA's finance staff has a clear understanding of the proposed transaction's costs, cash flow impact and reporting treatment.

UNCSA will use derivatives only when the Vice Chancellor for Business Affairs and/or Associate Vice Chancellor for Finance and Controller determines, based on the foregoing analysis, that the instrument provides the most effective method for accomplishing UNCSA's strategic objectives without imposing inappropriate risks on UNCSA.

## 7. Post-Issuance Compliance Matters

On their adoption, the Associate Vice Chancellor for Finance and Controller will attach as **Appendix A** to this Strategy any policies relating to post-issuance compliance.

# The University of North Carolina System Debt Capacity Study – Fiscal Year 2021

University of North Carolina Wilmington  
Institution Report

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## 1. Executive Summary

### Overview of the Institution Report

Pursuant to Article 5 of Chapter 116D of the North Carolina General Statutes (the “*Act*”), University of North Carolina Wilmington (“*UNCW*”) has submitted this report (this “*Institution Report*”) as part of the annual debt capacity study (the “*Study*”) undertaken by The University of North Carolina (the “*University*”) in accordance with the Act. Each capitalized term used but not defined in this Institution Report has the meaning given to such term in the Study.

This Institution Report details the historical and projected financial information incorporated into the financial model developed in connection with the Study. UNCW has used the model to calculate and project the following three financial ratios:

- Debt to Obligated Resources
- Five-Year Payout Ratio
- Debt Service to Operating Expenses

See **Appendix A** to the Study for more information on the ratios and related definitions.

To produce a tailored, meaningful model, UNCW, in consultation with the UNC System Office, has set its own policies for each model ratio. For the two statutorily-required ratios—**debt to obligated resources** and the **five-year payout ratio**—UNCW has set both a target policy and a floor or ceiling policy, as applicable.

For the purposes of the Study, UNCW’s debt capacity reflects the amount of debt UNCW could issue during the Study Period without exceeding its ceiling ratio for **debt to obligated resources**, after taking into account debt the General Assembly has previously approved that UNCW intends to issue during the Study Period. Details regarding each approved project are provided in Section 3.

This Institution Report also includes the following information required by the Act:

- UNCW’s current debt profile, including project descriptions financed with, and the sources of repayment for, UNCW’s outstanding debt;
- UNCW’s current credit profile, along with recommendations for maintaining or improving UNCW’s credit rating; and
- A copy of any UNCW debt management policy currently in effect.

### Overview of UNCW

For the fall 2021 semester, UNCW had a headcount student population of approximately 18,031, including approximately 14,489 undergraduate students and 3,542 graduate students. Over the past 5 years, UNCW’s enrollment has increased approximately 9.4%.

UNCW’s average age of plant is 15.05 years. Age of plant is a financial ratio calculated by dividing the accumulated depreciation by the annual depreciation expense. A low age of plant generally indicates the institution is taking a sustainable approach to its deferred maintenance and reinvestment programs.

UNCW anticipates incurring no additional debt during the Study Period. UNCW has made no changes to the financial model’s standard growth assumptions.

## 2. Institution Data

### Notes

- Obligated Resources equals Available Funds plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Operating Expenses equals Operating Expenses plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Outstanding debt service is based on UNCW's outstanding debt **as of June 30, 2021**, excluding state appropriated debt (such as energy savings contracts). Debt service is net of any interest subsidies owed to UNCW by the federal government (discounted by an assumed 6.2% sequestration rate) and uses reasonable unhedged variable rate assumptions.
- New money debt issued **after June 30, 2021**, together with any legislatively approved debt UNCW expects to issue during the Study Period, **are included** in the model as "proposed debt service" and are taken into account in the projected financial ratios shown in this Institution Report.
- Repayments, redemptions or refundings that have occurred **after June 30, 2021** are not included in the model, meaning the debt service schedules reflected below overstate UNCW's current debt burden.

Obligated Resources						Outstanding Debt				
Fiscal Year	Available Funds (Before GASB Adjustment)	GASB 68 Adjustment	GASB 75 Adjustment	AF Growth	Available Funds (After GASB Adjustment)	Fiscal Year	Principal	Net Interest	Debt Service	Principal Balance
2017	190,889,259	12,189,121	-		203,078,380	2022	9,838,888	7,909,055	17,747,943	199,349,667
2018	(135,795,746)	14,057,082	330,232,779	2.67%	208,494,115	2023	10,311,111	7,661,942	17,973,053	189,038,556
2019	(126,996,436)	15,000,984	314,686,525	-2.78%	202,691,073	2024	9,704,200	7,335,614	17,039,814	179,334,356
2020	(120,543,758)	22,963,235	304,443,579	2.06%	206,863,056	2025	10,156,004	6,941,694	17,097,698	169,178,353
2021	(131,785,799)	28,104,833	287,013,555	-11.37%	183,332,589	2026	10,531,772	6,555,269	17,087,041	158,646,580
2022	188,319,235	-	-	2.72%	188,319,235	2027	10,165,565	6,179,812	16,345,377	148,481,015
2023	193,441,519	-	-	2.72%	193,441,519	2028	10,735,330	5,805,108	16,540,438	137,745,685
2024	198,703,128	-	-	2.72%	198,703,128	2029	9,829,685	5,371,170	15,200,856	127,916,000
2025	204,107,853	-	-	2.72%	204,107,853	2030	9,658,000	4,936,518	14,594,518	118,258,000
2026	209,659,587	-	-	2.72%	209,659,587	2031	10,024,000	4,554,754	14,578,754	108,234,000
						2032	10,458,000	4,124,149	14,582,149	97,776,000
						2033	10,897,000	3,674,626	14,571,626	86,879,000
						2034	11,339,000	3,238,481	14,577,481	75,540,000
						2035	11,240,000	2,764,525	14,004,525	64,300,000
						2036	11,710,000	2,281,200	13,991,200	52,590,000
						2037	10,255,000	1,790,300	12,045,300	42,335,000
						2038	7,900,000	1,392,900	9,292,900	34,435,000
						2039	4,730,000	1,131,675	5,861,675	29,705,000
						2040	4,915,000	954,350	5,869,350	24,790,000
						2041	2,260,000	826,000	3,086,000	22,530,000
						2042	2,330,000	749,850	3,079,850	20,200,000
						2043	2,415,000	671,050	3,086,050	17,785,000
						2044	2,500,000	589,400	3,089,400	15,285,000
						2045	2,580,000	504,850	3,084,850	12,705,000
						2046	2,665,000	417,550	3,082,550	10,040,000
						2047	2,755,000	327,250	3,082,250	7,285,000
						2048	2,850,000	233,850	3,083,850	4,435,000
						2049	2,945,000	137,200	3,082,200	1,490,000
						2050	1,120,000	37,200	1,157,200	370,000
						2051	370,000	7,400	377,400	-



### 3. Proposed Debt Financings

While UNCW evaluates its capital investment needs on a regular basis, UNCW currently has no legislatively approved projects that it anticipates financing during the Study Period.

## 4. Financial Ratios

### Debt to Obligated Resources

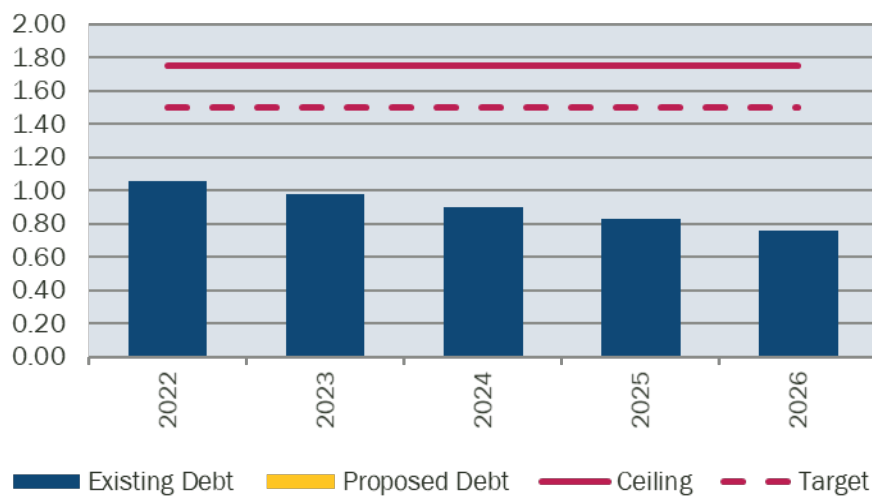
- **What does it measure?** UNCW's aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt.
- **How is it calculated?** Aggregate debt divided by obligated resources\*
- Target Ratio: 1.50
- Ceiling Ratio: Not to exceed 1.75
- Projected 2022 Ratio: 1.06
- Highest Study Period Ratio: 1.06 (2022)

\*Available Funds, which is the concept commonly used to capture an institution's obligated resources in its loan and bond documentation, has been used in the model as a proxy for obligated resources. For most institutions, the two concepts are identical, though Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of an institution's obligated resources.

### Debt to Obligated Resources

Debt to Obligated Resources							
Fiscal Year	Obligated Resources	Growth	Existing Debt	Proposed Debt	Ratio - Existing	Ratio - Proposed	Ratio - Total
2022	188,319,235	2.72%	199,349,667	-	1.06	n/a	1.06
2023	193,441,519	2.72%	189,038,556	-	0.98	n/a	0.98
2024	198,703,128	2.72%	179,334,356	-	0.90	n/a	0.90
2025	204,107,853	2.72%	169,178,353	-	0.83	n/a	0.83
2026	209,659,587	2.72%	158,646,580	-	0.76	n/a	0.76

### Debt to Obligated Resources



Weaker  
↑  
↓  
Stronger

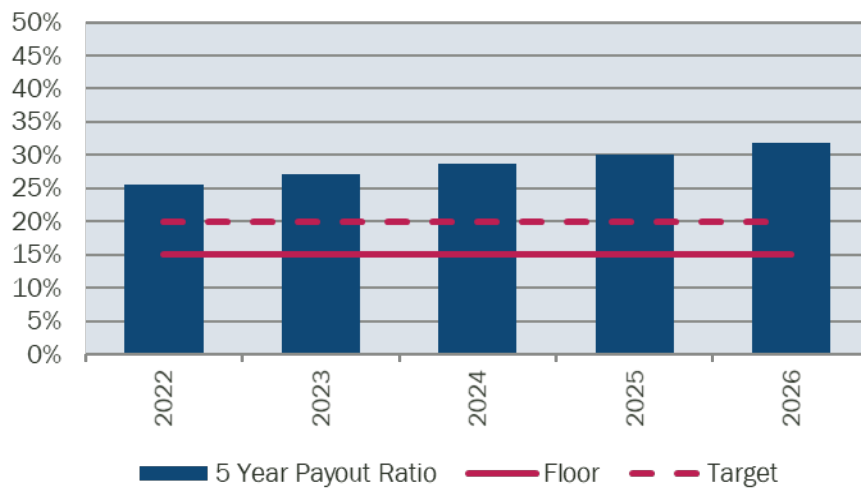
### 5-Year Payout Ratio Overview

- **What does it measure?** The percentage of UNCW's debt scheduled to be retired in the next five years.
- **How is it calculated?** Aggregate principal to be paid in the next five years divided by aggregate debt
- Target Ratio: 20%
- Floor Ratio: Not less than 15%
- Projected 2022 Ratio: 26%
- Lowest Study Period Ratio: 26% (2022)

### 5-Year Payout Ratio

5 Year Payout Ratio		
Fiscal Year	Principal Balance	Ratio
2022	199,349,667	26%
2023	189,038,556	27%
2024	179,334,356	29%
2025	169,178,353	30%
2026	158,646,580	32%

### 5-Year Payout Ratio



Stronger  
↑  
↓  
Weaker

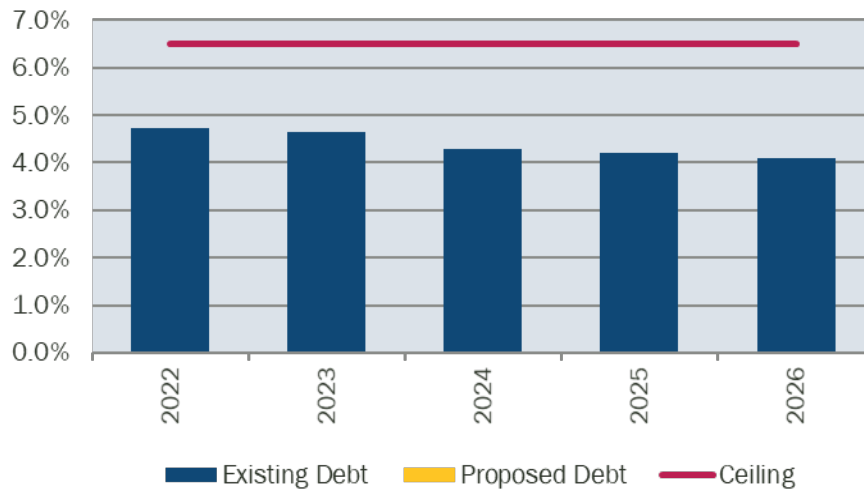
## Debt Service to Operating Expenses

- **What does it measure?** UNCW's debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues.
- **How is it calculated?** Annual debt service divided by annual operating expenses (as adjusted to include interest expense of proposed debt)
- Policy Ratio: Not to exceed 6.50%
- Projected 2022 Ratio: 4.72%
- Highest Study Period Ratio: 4.72% (2022)

## Debt Service to Operating Expenses

Debt Service to Operating Expenses							
Fiscal Year	Operating Expenses	Growth	Existing Debt Service	Proposed Debt Service	Ratio - Existing	Ratio - Proposed	Ratio - Total
2022	375,893,125	2.72%	17,747,943	-	4.72%	n/a	4.72%
2023	386,117,418	2.72%	17,973,053	-	4.65%	n/a	4.65%
2024	396,619,812	2.72%	17,039,814	-	4.30%	n/a	4.30%
2025	407,407,871	2.72%	17,097,698	-	4.20%	n/a	4.20%
2026	418,489,365	2.72%	17,087,041	-	4.08%	n/a	4.08%

## Debt Service to Operating Expenses



Weaker  
↑  
↓  
Stronger

## 5. Debt Capacity Calculation

### Debt Capacity Calculation

- For the purposes of this Institution Report and the Study, UNCW's debt capacity is based on the amount of debt UNCW could issue during the Study Period (after taking into account any legislatively approved projects detailed in **Section 3** above) without exceeding its ceiling ratio for **debt to obligated resources**.
- As presented below, UNCW's current debt capacity equals **the lowest constraint on its debt capacity** in any single year during the Study Period.
- Based solely on the **debt to obligated resources** ratio, UNCW's current estimated debt capacity is **\$130,208,995**. After taking into account any legislatively approved projects detailed in **Section 3** above, if UNCW issued no additional debt until the last year of the Study Period, then UNCW's debt capacity for 2026 is projected to increase to **\$208,257,697**.
- UNCW's debt capacity excludes the request of Board approval for General Assembly self-liquidating authorization to acquire a Public Private Partnership (PPP) capital project and associated financing.

Debt Capacity Calculation			
Fiscal Year	Debt to Obligated Resources (Current Ratio)	Debt to Obligated Resources (Ceiling)	Debt Capacity Calculation
2022	1.06	1.75	130,208,995
2023	0.98	1.75	149,484,101
2024	0.90	1.75	168,396,118
2025	0.83	1.75	188,010,390
2026	0.76	1.75	208,257,697

### Limitations on Debt Capacity and Credit Rating Implications

- The debt capacity calculation shown above provides a general indication of UNCW's ability to absorb debt on its balance sheet during the Study Period and may help identify trends and issues over time.
- "Debt capacity" does not** necessarily equate to **"debt affordability,"** which takes into account a number of quantitative and qualitative factors, including project revenues and expenses, cost of funds and competing strategic priorities.
- If UNCW were to use all of its calculated debt capacity during the Study Period, UNCW's credit ratings may face significant downward pressure.**
- Projecting the exact amount UNCW could issue during the Study Period without negatively impacting its credit rating is difficult for a number of reasons.
  - Use of Multiple Factors**
    - Any single financial ratio makes up only a fraction of the "scorecard" used by rating agencies to guide their credit analysis.
    - Under Moody's approach, for example, the **financial leverage ratio** accounts for only **10%** of an issuer's overall score.
  - The State's Impact**

- In assessing each institution's credit rating, rating agencies also consider the State's credit rating and demographic trends, the health of its pension system, the level of support it has historically provided to the institution, and any legislation or policies affecting campus operations.
- Historically, each institution's credit rating has been bolstered by the State's strong support and overall financial health. As a result, many institutions "underperform" relative to the national median ratios for their rating category.
- If "debt capacity" were linked to those national median ratios, many institutions would have limited debt capacity for an extended period of time.
- **Factor Interdependence**
  - The quantitative and qualitative factors interact with one another in ways that are difficult to predict.
  - For example, a university's "**strategic positioning**" score, which accounts for 10% of its overall score under Moody's criteria, could deteriorate if a university either (1) issued excessive debt or (2) failed to reinvest in its campus to address its deferred maintenance obligations.
- **Distortions Across Rating Categories**
  - Because quantitative ratios account for only a portion of an issuer's final rating, the national median for any single ratio is not perfectly correlated to rating outcomes, meaning the median ratio for a lower rating category may be more stringent than the median ratio for a higher rating category. For the highest and lowest rating categories, the correlation between any single ratio and rating outcomes becomes even weaker.
  - Tying capacity directly to ratings may also distort strategic objectives. For example, an institution may be penalized for improving its rating, as it may suddenly lose all of its debt capacity because it must now comply with a much more stringent ratio.

## 6. Debt Profile

UNCW's detailed debt profile, including a brief description of each financed project and the source of repayment for each outstanding debt obligation, is reflected in the table on the following page.

Summary of Debt Outstanding as of FYE June 30, 2021						
Series	Dated Date	Outstanding Par Amount	Final Maturity	Type	Purpose	Source of Repayment
<b>UNIVERSITY OF NORTH CAROLINA WILMINGTON</b>		<b>200,768,523.00</b>				
2011 UNCW	10/21/2011	217,596.00	11/05/2022	Note	Osher Life Long Learning Center	Dining Revenues
2015 UNCW	05/12/2015	51,025,000.00	06/01/2037	Limited Obligation	Refunding 2005 and 2006	Seahawk Projects Revenues; Housing Revenues; Dining Revenues; Parking Revenues
2016 UNCW	11/18/2016	7,840,000.00	10/01/2033	General Revenue	Refunding 2006A	Union Debt Fee; Parking Revenues; Dining Revenues; Housing Revenues
2016 UNCW	07/06/2016	55,340,000.00	06/01/2038	Limited Obligation	Refunding 2008	Seahawk Projects Revenues; Housing Revenues; Dining Revenues; Parking Revenues
2019 B UNCW	10/31/2019	41,065,000.00	10/01/2049	General Revenue	Dining Hall, Refunding 2010D, Refunding 2010	General Revenues; Student Debt Fee; Dining Revenues
2019 UNCW	04/11/2019	21,350,000.00	04/01/2049	General Revenue	Parking Deck	Parking Revenues
2019 UNCW	07/03/2019	779,927.00	06/10/2029	Note	Truist Hall	Unobligated Trust Funds
2020 A UNCW	01/07/2020	8,185,000.00	10/01/2026	General Revenue	Refunding 2010C	Student Debt Fee; Housing Revenues; Dining Revenues
2020 B UNCW	05/19/2020	14,966,000.00	01/01/2028	General Revenue	Refunding 2011 and 2012	Student Debt Fee; Housing Revenues; Dining Revenues
New debt to be issued in FY2022						
Series	Dated Date	Outstanding Par Amount	Final Maturity	Type	Purpose	Source of Repayment
2021 UNCW	08/17/2021	8,420,000.00	10/01/2050	General Revenue	Constuction of Recreational Fields and Facilities	Student Debt Fee

\*The 2015 and 2016 Limited Obligation Bonds are obligations of the UNCW Corporation, and the College Station note payable is an obligation of the UNCW Corporation II. Both corporations are associated entities of UNCW whose financials are blended into UNCW's statements.



## 7. Credit Profile

The following page provides a snapshot of UNCW's current credit ratings, along with (1) a summary of various credit factors identified in UNCW's most recent rating report and (2) recommendations for maintaining and improving UNCW's credit ratings in the future.



## Credit Profile of the University– (General Revenue)

### Overview

- Moody's maintains UNCW's general revenue bonds to an Aa3 rating. The outlook is stable.
- Credit rating remained unchanged with UNCW's sale of General Revenue Bonds, Series 2021

Moody's	S&P	Fitch
Aaa	AAA	AAA
Aa1	AA+	AA+
Aa2	AA	AA
<b>Aa3</b>	AA-	AA-
A1	A+	A+
A2	A	A
A3	A-	A-
Baa1	BBB+	BBB+
Baa2	BBB	BBB
Baa3	BBB-	BBB-

Non Investment Grade

### Key Information Noted in Rating Reports

#### Credit Strengths

- Favorable market profile with growing enrollment, competitive pricing, and comprehensive program offerings
- Strong financial support from Aaa -rated North Carolina for both operating and capital projects
- Favorable student demand and enrollment growth despite the COVID pandemic
- Effective financial management allowing the favorable operating performance and growing liquidity

#### Credit Challenges

- High debt burden relative to reserves, operating revenue, and cash flow
- Environmental risks due to coastal location
- State-imposed tuition pricing puts constraints to tuition revenue growth
- Geographic concentration of enrollment and undergraduate focus increase exposure to conditions within North Carolina

### Recommendations & Observations

- Continue to develop initiatives to highlight and strengthen UNCW's distinctive market position.
- During the COVID pandemic, continued assessment of operating cash flows and reserves can improve performance margins and debt affordability.

## 8. Peer Comparison

Moody's Key Credit Ratios	University of North Carolina Wilmington	Most Recent Peer Institution Data				Moody's Public Higher Education Medians
Peer Institution		Rowan University	University of Rhode Island	Ohio University	Western Washington University	
Fiscal Year	2021	2020	2020	2021	2021	2021
Most Senior Rating	Aa3	A2	Aa3	Aa3	A2	Aa
Total Long-Term Debt (\$, in millions)	210	671	291	640	162	637
Total Cash & Investments (\$, in millions)	327	484	359	1378	237	1607
Operating Revenue (\$, in millions)	363	582	525	681	285	1236
Operating Expenses (\$, in millions)	335	587	534	653	294	1202
Market Performance Ratios						
Annual Change in Operating Revenue (%)	4.5%	0.4%	-0.9%	-4.0%	-4.8%	1.9%
Operating Ratios						
Operating Cash Flow Margin (%)	14.5%	14.0%	7.8%	16.7%	5.9%	11.5%
Wealth & Liquidity Ratios						
Total Cash & Investments to Operating Expenses (x)	1.0	0.8	0.7	2.1	0.8	1.1
Total Debt to Operating Expenses (x)	0.6	1.1	0.5	1.0	0.6	0.5
Monthly Days Cash on Hand (x)	150	164	104	331	97	169
Leverage Ratios						
Total Cash & Investments to Total Debt (x)	1.6	0.4	0.7	0.7	0.7	2.3
Debt Service to Operating Expenses (%)	5.5%	8.3%	7.1%	5.6%	9.7%	4.0%
Total Debt-to-Cash Flow (x)	4.0	0.7	1.2	2.2	1.5	4.4

\*Note: Peers chosen from BOG approved peers if available in Moody's Municipal Financial Ratio Analysis (MFRA) Database. If approved peer data is unavailable, universities with similar credit ratings are used. Data is the most recent available in the MFRA database.

## Debt Management Policies

UNCW's current debt policy is attached.

**University of North Carolina Wilmington  
Debt Management Guidelines**

**1. Introduction**

University of North Carolina Wilmington (“UNCW”) views its debt capacity as a resource that should be used, when appropriate, to help fund the capital investments necessary to successfully implement UNCW’s strategic plans and to preserve the operational flexibility and resources necessary to support UNCW’s current and future programming. UNCW recognizes its important financial stewardship role to invest in campus infrastructure in order to meet anticipated demand. These Debt Management Guidelines (“Guidelines”) have been developed as a framework to assist UNCW’s efforts to manage its debt on a long-term, portfolio basis and in a manner consistent with UNCW’s stated policies, objectives, and core values.

These Guidelines are intended solely for UNCW’s internal planning purposes. The Vice Chancellor for Business Affairs will revisit these Guidelines as needed and recommend changes to ensure they remain consistent with the University’s strategic objectives and the evolving demands and accepted practices of the public higher education marketplace.

These Guidelines cover all forms of debt including long-term, short-term, fixed-rate, and variable-rate. They also cover other forms of financing including both on-balance sheet and off-balance sheet structures, such as leases, and other structured products used to fund capital projects.

The use of derivatives or public private partnerships is not covered under these Guidelines. If these options are considered, they will be managed under a separate guideline.

**2. Authorization and Oversight**

UNCW’s Vice Chancellor for Business Affairs is responsible for the day-to-day management of UNCW’s financial affairs and for all of UNCW’s debt financing activities. All financing arrangements will comply with all applicable state and federal laws. The Board of Trustees approves applicable financing activities in compliance with state law.

**3. Process for Identifying and Prioritizing Capital Projects Requiring Debt**

Projects that directly or indirectly relate to the mission of UNCW will be considered for debt financing.

**Self-Liquidating Projects** – A project that has a related revenue stream (self-liquidating project) will receive priority consideration. Each self-liquidating project must be supported by an achievable plan of finance that provides, or identifies sources of funds, sufficient to (1) service the debt associated with the project, (2) pay for any related infrastructure improvements, (3) cover any new or increased operating costs and (4) fund appropriate reserves for anticipated replacement and renovation costs.

**Energy Conservation Projects** – Each energy conservation project financing must provide annual savings sufficient to service the applicable debt and all related monitoring costs.

**Other Projects** – Other projects funded through budgetary savings, gifts and grants will be considered on a case-by-case basis.

#### 4. Target Debt Ratios

When evaluating its current financial health and any proposed plan of finance, UNCW takes into account both debt affordability and debt capacity. Debt affordability focuses on UNCW's cash flows and measures UNCW's ability to service debt through its operating budget and identified revenue streams. Debt capacity focuses on the relationship between UNCW's net assets and total debt outstanding.

Debt capacity and affordability are impacted by a number of factors, including UNCW's enrollment trends, reserve levels, operating performance, ability to generate additional revenues to support debt service, competing capital improvement or programmatic needs, and general market conditions. Because of the number of potential variables, UNCW's debt capacity cannot be calculated using any single ratio or even a small handful of ratios.

UNCW believes that it is important to consider and monitor objective metrics when evaluating UNCW's financial health and its ability to incur additional debt. To that end, UNCW will use three key financial ratios to assess its ability to absorb additional debt based on its current and projected financial condition:

- (i) Debt to Obligated Resources \*
- (ii) Annual Debt Service Coverage\*\*
- (iii) Debt Service to Operating Expenses \*

\* Monitored as part of the debt capacity study for The University of North Carolina delivered each year under Article 5 of Chapter 116D of the North Carolina General Statutes (the "UNC Debt Capacity Study").

\*\* Considered relevant indicators of Leverage and Debt Affordability by Moody's Investor Service ([Global Higher Education Rating Methodology, August 2021](#)).

Target ratios have been established to help preserve UNCW's financial health and operating flexibility and to ensure UNCW is able to access the market to address capital needs and to take advantage of potential refinancing opportunities.

UNCW recognizes that the target ratios, while helpful, have limitations and should be viewed together with UNCW's strategic plan or other planning tools. UNCW has developed specific criteria for evaluating and approving critical infrastructure projects even if UNCW reaches its debt capacity as calculated by the UNC Debt Capacity Study or the Guidelines' target ratios. In such instances, it may be appropriate to issue debt with respect to a proposed project based on one or more of the following findings:

- (i) The proposed project would generate additional revenues (including, if applicable, dedicated student fees, rents, or grants) sufficient to support the financing that are not currently captured in the benchmark ratios.
- (ii) The proposed project is essential to the implementation of one of the University's strategic priorities.
- (iii) The proposed project addresses life and safety issues or addresses other critical infrastructure needs.
- (iv) Foregoing or delaying the proposed project would result in significant additional costs to UNCW or would negatively impact UNCW's credit rating.

The University will review each ratio by March 1<sup>st</sup> of each year and will provide a report to the Vice Chancellor for Business Affairs detailing (1) the calculation of each ratio for that fiscal year and (2) an explanation for any ratio that falls outside the University's stated target ratio, along with (a) any applicable recommendations, strategies and an expected timeframe for aligning with the Guidelines or (b) the rationale for any recommended

changes to any such stated target ratio going forward (including any revisions necessitated by changes in accounting standards or rating agency methodologies).

#### Ratio 1 – Debt to Obligated Resources

**What does it measure?** Aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt under the General Revenue Bond Statutes. Each UNC constituent institution is required to report this target ratio under the provisions of the Debt Study). This ratio is not used outside the state and is only included due to the Debt Study.

**How is it calculated?** Aggregate debt divided by obligated resources. Obligated resources is defined as Available Funds plus an adjustment for non-cash expenses related to the implementation of GASB 68. Available funds is a concept commonly used to capture each UNC's campus's obligated resources in loan and bond documentation.

**Target Ceiling Ratio:** Not to exceed 1.75x

#### Ratio 2 – Annual Debt Service Coverage

**What does it measure?** This leverage ratio is an important indicator of the ability of the university to indicator of the university's ability to consistently generate sufficient cash flow to repay debt.

**How is it calculated?** EBIDA divided by annual debt service.

**Target Floor Ratio:** Not less than 1.0x

**Target Ratio:** Above 1.5x

#### Ratio 3 – Debt Service to Operating Expense

**What does it measure?** Debt service burden as a percentage of total expenses, which is used as the denominator because it is typically more stable than revenues

**How is it calculated?** Annual debt service divided by annual operating expenses

**Target Ceiling Ratio:** Not to exceed 6.5%

### **5. Debt Portfolio Management and Transaction Structure Considerations**

Numerous types of financing structures and funding sources are available, each with specific benefits, risks, and costs. Potential funding sources and structures will be reviewed and considered by the Vice Chancellor for Business Affairs within the context of these Guidelines and the overall portfolio to ensure that any financial product or structure is consistent with UNCW's stated objectives. As part of effective debt management, UNCW must also consider its investment and cash management strategies, which influence the desired structure of the debt portfolio.

### Method of Sale

UNCW will consider various methods of sale on a transaction-by-transaction basis to determine which method of sale (i.e., competitive, negotiated or private placement) best serves UNCW's strategic plan and financing objectives. In making that determination, UNCW will consider, among other factors: (1) the size and complexity of the issue, (2) the current interest rate environment and other market factors (such as bank and investor appetite) that might affect UNCW's cost of funds, and (3) possible risks associated with each method of sale (e.g., rollover risk associated with a financing that is privately placed with a bank for a committed term that is less than the term of the financing).

### Tax Treatment

When feasible and appropriate for the particular project, the use of tax-exempt debt is generally preferable to taxable debt. Issuing taxable debt may reduce UNCW's overall debt affordability due to higher rates but may be appropriate for projects that do not qualify for tax-exemption, or that may require interim funding. For example, taxable debt may be justified if it sufficiently mitigates UNCW's ongoing administrative and compliance risks. When used, taxable debt should be structured to provide maximum repayment flexibility and rapid principal amortization.

### Structure and Maturity

To the extent practicable, UNCW should structure its debt to provide for level annual payments of debt service, though UNCW may elect alternative structures when the Vice Chancellor for Business Affairs determines it to be in UNCW's best interest. In addition, when financing projects that are expected to be self-supporting (such as a revenue-producing facility or a facility to be funded entirely through a dedicated fundraising campaign), the debt service may be structured to match future anticipated receipts.

UNCW will use maturity structures that correspond with the life of the facilities financed, not to exceed 30 years. Such determinations may be made on a blended basis, taking into account all assets financed as part of a single debt offering. As market dynamics change, maturity structures should be reevaluated. Call features should be structured to provide the highest degree of flexibility relative to cost.

### General Revenue Pledge

UNCW will utilize general revenue secured debt for all financing needs, unless there is compelling reason to structure specific revenue pledges independent of general revenue projects. The general revenue pledge provides a strong, flexible security which captures the strengths of auxiliary and student related revenues as well as research programs. In addition, general revenue debt does not subject the University to operating or financial covenants and coverage levels imposed by the market or external constituents.

### Variable Rate Debt

While fixed rate debt is preferable, UNCW recognizes that a degree of exposure to variable interest rates within UNCW's debt portfolio may be desirable as part of a short-term bond anticipation note or in order to (1) take advantage of repayment or restructuring flexibility, (2) benefit from historically lower average interest costs or (3) provide a "match" between debt service requirements and the projected cash flows from UNCW's assets. UNCW's debt portfolio should be managed to ensure that no more than a minimum amount of UNCW's total long-term debt bears interest at an unhedged variable rate.



UNCW will monitor overall interest rate exposure. UNCW may manage the liquidity risk of variable rate debt either through its own working capital/investment portfolio, the type of instrument used, or by using third party sources of liquidity. UNCW may manage interest rate risk in its portfolio through specific budget and central bank management strategies or through the use of derivative instruments.

#### Refunding Considerations

UNCW will actively monitor its outstanding debt portfolio for refunding or restructuring opportunities. Absent a compelling economic or strategic reason to the contrary, UNCW should evaluate opportunities to issue bonds for the purpose of refunding existing debt obligations of UNCW ("Refunding Bonds") using the following general guidelines:

- (i) The life of the Refunding Bonds should not exceed thirty years beyond the original issue date.
- (ii) Refunding Bonds issued to achieve debt service savings should have a target savings level measured on a present net value basis of at least 2% of the par amount refunded.
- (iii) Refunding Bonds that do not achieve debt service savings may be issued to restructure debt or provisions of bond documents if such refunding serves a compelling interest.
- (iv) Refunding Bonds may also be issued to relieve UNCW of certain limitations, covenants, payment obligations or reserve requirements that reduce operational flexibility.

#### **6. Post-Issuance Compliance Matters**

UNCW will develop a separate guideline on post-issuance compliance matters.

# The University of North Carolina System Debt Capacity Study – Fiscal Year 2021

Western Carolina University  
Institution Report

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## 1. Executive Summary

### Overview of the Institution Report

Pursuant to Article 5 of Chapter 116D of the North Carolina General Statutes (the “*Act*”), Western Carolina University (“*WCU*”) has submitted this report (this “*Institution Report*”) as part of the annual debt capacity study (the “*Study*”) undertaken by The University of North Carolina (the “*University*”) in accordance with the Act. Each capitalized term used but not defined in this Institution Report has the meaning given to such term in the Study.

This Institution Report details the historical and projected financial information incorporated into the financial model developed in connection with the Study. WCU has used the model to calculate and project the following three financial ratios:

- Debt to Obligated Resources
- Five-Year Payout Ratio
- Debt Service to Operating Expenses

See **Appendix A** to the Study for more information on the ratios and related definitions.

To produce a tailored, meaningful model, WCU, in consultation with the UNC System Office, has set its own policies for each model ratio. For the two statutorily-required ratios—**debt to obligated resources** and the **five-year payout ratio**—WCU has set both a target policy and a floor or ceiling policy, as applicable.

For the purposes of the Study, WCU’s debt capacity reflects the amount of debt WCU could issue during the Study Period without exceeding its ceiling ratio for **debt to obligated resources**, after taking into account debt the General Assembly has previously approved that WCU intends to issue during the Study Period. Details regarding each approved project are provided in Section 3.

This Institution Report also includes the following information required by the Act:

- WCU’s current debt profile, including project descriptions financed with, and the sources of repayment for, WCU’s outstanding debt;
- WCU’s current credit profile, along with recommendations for maintaining or improving WCU’s credit rating; and
- A copy of any WCU debt management policy currently in effect.

### Overview of WCU

For the fall 2021 semester, WCU had a headcount student population of approximately 11,877, including 10,145 undergraduate students and 1,732 graduate students. Over the past 5 years, WCU’s enrollment has increased approximately 7.6%.

WCU’s average age of plant is 15.45 years. Age of plant is a financial ratio calculated by dividing the accumulated depreciation by the annual depreciation expense. A low age of plant generally indicates the institution is taking a sustainable approach to its deferred maintenance and reinvestment programs.

WCU does not anticipate any significant debt issuances during the study period. WCU has made no changes to the financial model’s standard growth assumptions.

## 2. Institution Data

### Notes

- Obligated Resources equals Available Funds plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Operating Expenses equals Operating Expenses plus an adjustment for any noncash charge relating to the implementation of GASB 68 and GASB 75.
- Outstanding debt service is based on WCU's outstanding debt **as of June 30, 2021**, excluding state appropriated debt (such as energy savings contracts). Debt service is net of any interest subsidies owed to WCU by the federal government (discounted by an assumed 6.2% sequestration rate) and uses reasonable unhedged variable rate assumptions.
- New money debt issued **after June 30, 2021**, together with any legislatively approved debt WCU expects to issue during the Study Period, **are included** in the model as "proposed debt service" and are taken into account in the projected financial ratios shown in this Institution Report.
- Repayments, redemptions or refundings that have occurred **after June 30, 2021** are not included in the model, meaning the debt service schedules reflected below may overstate WCU's current debt burden.

Obligated Resources						Outstanding Debt				
Fiscal Year	Available Funds (Before GASB Adjustment)	GASB 68 Adjustment	GASB 75 Adjustment	AF Growth	Available Funds (After GASB Adjustment)	Fiscal Year	Principal	Net Interest	Debt Service	Principal Balance
2017	122,276,065	9,231,867			131,507,932	2022	3,155,000	7,509,455	10,664,455	189,920,000
2018	(87,996,057)	11,238,050	241,072,371	24.95%	164,314,364	2023	6,780,000	7,375,552	14,155,552	183,140,000
2019	(97,785,259)	11,547,232	247,061,837	-2.12%	160,823,810	2024	5,505,000	7,201,826	12,706,826	177,635,000
2020	(84,726,621)	18,272,918	221,863,705	-3.37%	155,410,002	2025	5,685,000	7,021,899	12,706,899	171,950,000
2021	(72,268,375)	22,389,492	207,586,210	1.48%	157,707,327	2026	6,540,000	6,810,431	13,350,431	165,410,000
2022	(53,669,777)	15,978,217	199,688,526	2.72%	161,996,966	2027	6,420,000	6,572,347	12,992,347	158,990,000
2023	(39,944,065)	13,062,330	193,285,019	2.72%	166,403,284	2028	6,135,000	6,332,280	12,467,280	152,855,000
2024	(28,834,976)	11,606,681	188,157,748	2.72%	170,929,453	2029	5,585,000	6,122,944	11,707,944	147,270,000
2025	(20,951,820)	10,629,854	185,900,700	2.72%	175,578,734	2030	5,840,000	5,874,034	11,714,034	141,430,000
2026	(10,859,470)	10,352,998	180,860,948	2.72%	180,354,476	2031	6,110,000	5,604,000	11,714,000	135,320,000
						2032	6,395,000	5,320,413	11,715,413	128,925,000
						2033	6,680,000	5,032,272	11,712,272	122,245,000
						2034	6,985,000	4,732,509	11,717,509	115,260,000
						2035	5,850,000	4,441,275	10,291,275	109,410,000
						2036	6,070,000	4,218,425	10,288,425	103,340,000
						2037	6,300,000	3,986,650	10,286,650	97,040,000
						2038	6,545,000	3,745,500	10,290,500	90,495,000
						2039	6,770,000	3,519,063	10,289,063	83,725,000
						2040	7,000,000	3,283,888	10,283,888	76,725,000
						2041	7,255,000	3,030,906	10,285,906	69,470,000
						2042	7,525,000	2,763,300	10,288,300	61,945,000
						2043	7,860,000	2,426,450	10,286,450	54,085,000
						2044	8,210,000	2,074,250	10,284,250	45,875,000
						2045	8,565,000	1,724,238	10,289,238	37,310,000
						2046	8,915,000	1,377,166	10,292,166	28,395,000
						2047	8,125,000	1,044,425	9,169,425	20,270,000
						2048	8,445,000	727,109	9,172,109	11,825,000
						2049	5,795,000	451,300	6,246,300	6,030,000
						2050	6,030,000	218,600	6,248,600	-

### 3. Proposed Debt Financings

WCU does not anticipate any significant debt issuances during the study period.

## 4. Financial Ratios

### Debt to Obligated Resources

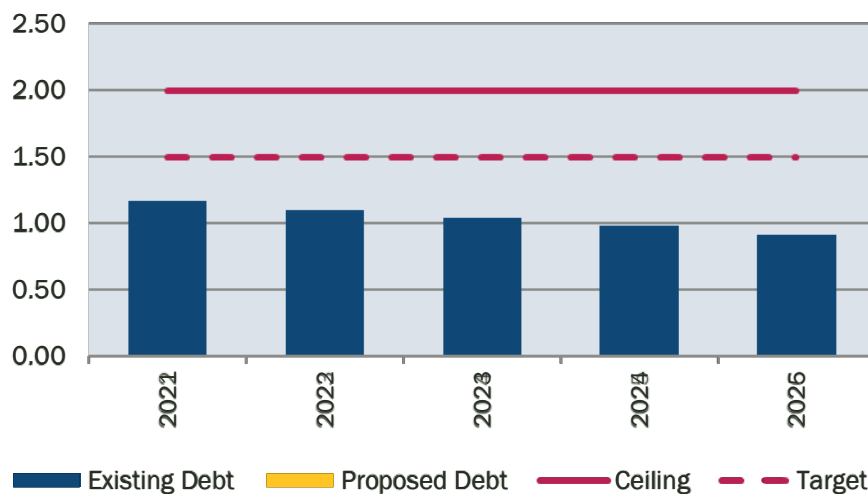
- **What does it measure?** WCU's aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt.
- **How is it calculated?** Aggregate debt divided by obligated resources\*
- Target Ratio: 1.50
- Ceiling Ratio: Not to exceed 2.00
- Projected 2022 Ratio: 1.17
- Highest Study Period Ratio: 1.17 (2022)

\*Available Funds, which is the concept commonly used to capture an institution's obligated resources in its loan and bond documentation, has been used in the model as a proxy for obligated resources. For most institutions, the two concepts are identical, though Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of an institution's obligated resources.

### Debt to Obligated Resources

Debt to Obligated Resources							
Fiscal Year	Obligated Resources	Growth	Existing Debt	Proposed Debt	Ratio - Existing	Ratio - Proposed	Ratio - Total
2022	161,996,966	2.72%	189,920,000	-	1.17	n/a	1.17
2023	166,403,284	2.72%	183,140,000	-	1.10	n/a	1.10
2024	170,929,453	2.72%	177,635,000	-	1.04	n/a	1.04
2025	175,578,734	2.72%	171,950,000	-	0.98	n/a	0.98
2026	180,354,476	2.72%	165,410,000	-	0.92	n/a	0.92

### Debt to Obligated Resources



Weaker  
↑  
↓  
Stronger

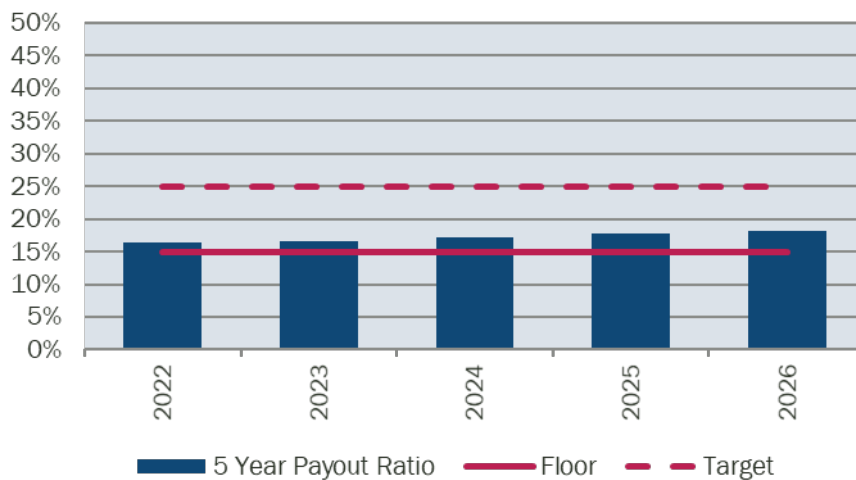
### 5-Year Payout Ratio Overview

- **What does it measure?** The percentage of WCU's debt scheduled to be retired in the next five years.
- **How is it calculated?** Aggregate principal to be paid in the next five years divided by aggregate debt
- Target Ratio: 25%
- Floor Ratio: Not less than 15%
- Projected 2022 Ratio: 16%
- Lowest Study Period Ratio: 16% (2022)

### 5-Year Payout Ratio

5 Year Payout Ratio		
Fiscal Year	Principal Balance	Ratio
2022	189,920,000	16%
2023	183,140,000	17%
2024	177,635,000	17%
2025	171,950,000	18%
2026	165,410,000	18%

### 5-Year Payout Ratio



Stronger  
↑  
↓  
Weaker



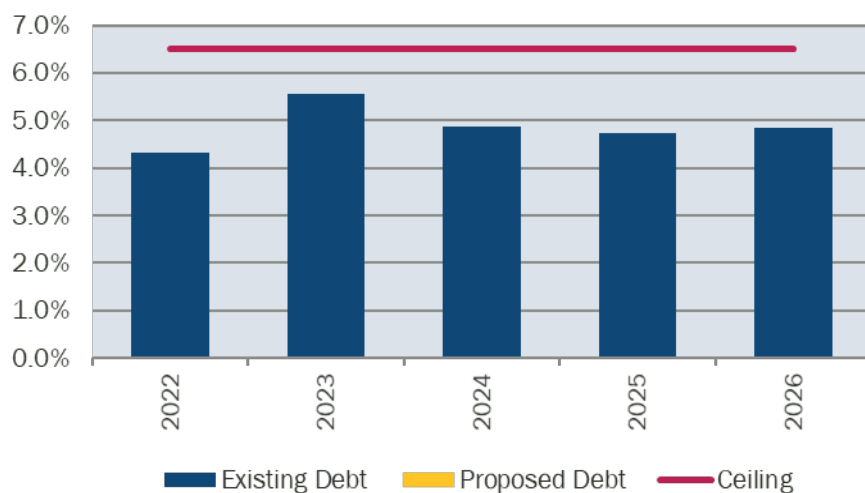
## Debt Service to Operating Expenses

- **What does it measure?** WCU's debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues.
- **How is it calculated?** Annual debt service divided by annual operating expenses (as adjusted to include interest expense of proposed debt)
- Policy Ratio: Not to exceed 6.50%
- Projected 2022 Ratio: 4.31%
- Highest Study Period Ratio: 5.57% (2023)

## Debt Service to Operating Expenses

Debt Service to Operating Expenses							
Fiscal Year	Operating Expenses	Growth	Existing Debt Service	Proposed Debt Service	Ratio - Existing	Ratio - Proposed	Ratio - Total
2022	247,430,351	2.72%	10,664,455	-	4.31%	n/a	4.31%
2023	254,160,457	2.72%	14,155,552	-	5.57%	n/a	5.57%
2024	261,073,621	2.72%	12,706,826	-	4.87%	n/a	4.87%
2025	268,174,823	2.72%	12,706,899	-	4.74%	n/a	4.74%
2026	275,469,179	2.72%	13,350,431	-	4.85%	n/a	4.85%

## Debt Service to Operating Expenses



Weaker  
↑  
↓  
Stronger

## 5. Debt Capacity Calculation

### Debt Capacity Calculation

- For the purposes of this Institution Report and the Study, WCU's debt capacity is based on the amount of debt WCU could issue during the Study Period (after taking into account any legislatively approved projects detailed in **Section 3** above) without exceeding its ceiling ratio for **debt to obligated resources**.
- As presented below, WCU's current debt capacity equals **the lowest constraint on its debt capacity** in any single year during the Study Period.
- Based solely on the **debt to obligated resources** ratio, WCU's current estimated debt capacity is **\$134,073,933**. After taking into account any legislatively approved projects detailed in **Section 3** above, if WCU issued no additional debt until the last year of the Study Period, then WCU's debt capacity for 2026 is projected to increase to **\$195,298,952**.
- WCU's debt capacity excludes the request of Board approval for General Assembly self-liquidating authorization to acquire a Public Private Partnership (PPP) capital project and associated financing.

Debt Capacity Calculation			
Fiscal Year	Debt to Obligated Resources (Current Ratio)	Debt to Obligated Resources (Ceiling)	Debt Capacity Calculation
2022	1.17	2.00	134,073,933
2023	1.10	2.00	149,666,568
2024	1.04	2.00	164,223,906
2025	0.98	2.00	179,207,468
2026	0.92	2.00	195,298,952

### Limitations on Debt Capacity, Credit Rating Implications, and Comment from WCU

- The debt capacity calculation shown above provides a general indication of WCU's ability to absorb debt on its balance sheet during the Study Period and may help identify trends and issues over time.
- "Debt capacity" does not** necessarily equate to **"debt affordability,"** which takes into account a number of quantitative and qualitative factors, including project revenues and expenses, cost of funds and competing strategic priorities.
- If WCU were to use all of its calculated debt capacity during the Study Period, WCU's credit ratings may face significant downward pressure.**
- Projecting the exact amount WCU could issue during the Study Period without negatively impacting its credit rating is difficult for a number of reasons.
  - Use of Multiple Factors**
    - Any single financial ratio makes up only a fraction of the "scorecard" used by rating agencies to guide their credit analysis.
    - Under Moody's approach, for example, the **financial leverage ratio** accounts for only **10%** of an issuer's overall score.
  - The State's Impact**

- In assessing each institution's credit rating, rating agencies also consider the State's credit rating and demographic trends, the health of its pension system, the level of support it has historically provided to the institution, and any legislation or policies affecting campus operations.
- Historically, each institution's credit rating has been bolstered by the State's strong support and overall financial health. As a result, many institutions "underperform" relative to the national median ratios for their rating category.
- If "debt capacity" were linked to those national median ratios, many institutions would have limited debt capacity for an extended period of time.
- **Factor Interdependence**
  - The quantitative and qualitative factors interact with one another in ways that are difficult to predict.
  - For example, a university's "**strategic positioning**" score, which accounts for 10% of its overall score under Moody's criteria, could deteriorate if a university either (1) issued excessive debt or (2) failed to reinvest in its campus to address its deferred maintenance obligations.
- **Distortions Across Rating Categories**
  - Because quantitative ratios account for only a portion of an issuer's final rating, the national median for any single ratio is not perfectly correlated to rating outcomes, meaning the median ratio for a lower rating category may be more stringent than the median ratio for a higher rating category. For the highest and lowest rating categories, the correlation between any single ratio and rating outcomes becomes even weaker.
  - Tying capacity directly to ratings may also distort strategic objectives. For example, an institution may be penalized for improving its rating, as it may suddenly lose all of its debt capacity because it must now comply with a much more stringent ratio.
- WCU provided the following comment on the financial ratios that are outside the target range.
  - **"For projected ratios that are out of range, the University's issuance of new debt for the construction of a residence hall project is impacting the ratios in the short-term. Two dormitories were demolished for the new construction, and thus, housing revenue will be down slightly until the replacement housing is brought online."**

## 6. Debt Profile

WCU's detailed debt profile, including a brief description of each financed project and the source of repayment for each outstanding debt obligation, is reflected in the table on the following page.

Summary of Debt Outstanding as of FYE June 30, 2021						
Series	Dated Date	Outstanding Par Amount	Final Maturity	Type	Purpose	Source of Repayment
<b>WESTERN CAROLINA UNIVERSITY</b>		<b>239,890,000.00</b>				
2013 WCU	04/11/2013	6,425,000.00	06/01/2033	Limited Obligation	Refunding 2003	Housing Revenue
2015 A WCU	11/19/2015	33,560,000.00	10/01/2045	General Revenue	Brown Renovation	Student Fees
2015 B WCU	11/19/2015	4,495,000.00	10/01/2026	General Revenue	Refunding 2006A	Student Fees
2015 WCU	04/30/2015	5,725,000.00	06/01/2032	Limited Obligation	Refunding 2005	Housing Revenue
2016 WCU	04/27/2016	34,665,000.00	06/01/2039	Limited Obligation	Refunding 2008	Housing Revenue
2018 WCU	04/05/2018	45,505,000.00	10/01/2047	General Revenue	Upper Campus New Residence Hall	Housing Revenue
2020 B WCU	09/30/2020	75,815,000.00	04/01/2050	General Revenue	Lower Campus Residence Hall	Housing Revenue
2020 C WCU	09/30/2020	14,175,000.00	04/01/2028	General Revenue	Refunding 2011B	Housing Revenue; Student Fees
2020 WCU	03/18/2020	19,525,000.00	10/01/2049	General Revenue	Parking Garage	Parking Revenue

## 7. Credit Profile

The following page provides a snapshot of WCU's current credit ratings, along with (1) a summary of various credit factors identified in WCU's most recent rating report and (2) recommendations for maintaining and improving WCU's credit ratings in the future.



## Credit Profile of the University– (General Revenue)

### Overview

- Moody's maintains a Aa3 rating on WCU's general revenue bonds. The outlook is stable
- Credit rating remained unchanged with WCU's sale of General Revenue Refunding Bonds, Series 2020B and Series 2020C

### Key Information Noted in Reports

#### Credit Strengths

- Steadily growing enrollment and close budget oversight
- Low-cost provider of higher education
- Consistently favorable operating performance and strong liquidity
- Solid financial support from the State of North Carolina (Aaa stable)
- Well-managed financial operations provide solid and consistent operating performance
- Financial reserves are increasing at a pace above other Aa3 -rated peers

#### Credit Challenges

- Heavy reliance on state funding with the reliance increasing due to NC Promise Tuition Plan
- State imposed pricing restrictions limits the university's ability to address unforeseen budget pressures
- Limited additional debt capacity without financial reserve growth

Moody's	S&P	Fitch
Aaa	AAA	AAA
Aa1	AA+	AA+
Aa2	AA	AA
<b>Aa3</b>	AA-	AA-
A1	A+	A+
A2	A	A
A3	A-	A-
Baa1	BBB+	BBB+
Baa2	BBB	BBB
Baa3	BBB-	BBB-
----- Non Investment Grade		

### Recommendations & Observations

- Continue to develop and implement strategies and policies to meet WCU's unique challenges, including strategies to growth wealth to provide a stronger cushion relative to debt and improve revenue diversity.
- During the COVID pandemic, continued assessment of operating cash flows and reserves can improve performance margins and debt affordability.

## 8. Peer Comparison

Moody's Key Credit Ratios	Western Carolina University	Most Recent Peer Institution Data				Moody's Public Higher Education Medians
Peer Institution		Indiana State University	Western Kentucky University	Ferris State University	Central Washington University	
Fiscal Year	2021	2020	2020	2020	2020	2021
Most Senior Rating	Aa3	A1	A2	A1	A2	Aa
Total Long-Term Debt (\$, in millions)	290	248	276	121	150	637
Total Cash & Investments (\$, in millions)	316	233	279	166	109	1607
Operating Revenue (\$, in millions)	252	236	288	229	245	1236
Operating Expenses (\$, in millions)	237	232	295	233	259	1202
Market Performance Ratios						
Annual Change in Operating Revenue (%)	-0.7%	-5.5%	-6.1%	-1.6%	0.6%	1.9%
Operating Ratios						
Operating Cash Flow Margin (%)	13.2%	13.4%	9.8%	5.5%	6.5%	11.5%
Wealth & Liquidity Ratios						
Total Cash & Investments to Operating Expenses (x)	1.3	1.0	0.9	0.7	0.4	1.1
Total Debt to Operating Expenses (x)	1.2	1.1	0.9	0.5	0.6	0.5
Monthly Days Cash on Hand (x)	227	257	142	207	93	169
Leverage Ratios						
Total Cash & Investments to Total Debt (x)	1.1	0.8	0.4	0.6	0.4	2.3
Debt Service to Operating Expenses (%)	6.4%	7.9%	9.8%	9.7%	9.4%	4.0%
Total Debt-to-Cash Flow (x)	8.8	0.9	1.0	1.4	0.7	4.4

\*Note: Peers chosen from BOG approved peers if available in Moody's Municipal Financial Ratio Analysis (MFRA) Database. If approved peer data is unavailable, universities with similar credit ratings are used. Data is the most recent available in the MFRA database.



## 9. Debt Management Policies

WCU's current debt policy is attached.

## Debt Management Strategy

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## 1. Introduction

Western Carolina University (“WCU”) views its debt capacity as a limited resource that should be used, when appropriate, to help fund the capital investments necessary for the successful implementation of WCU’s strategic vision to serve the people of North Carolina and beyond, while preserving the operational flexibility and resources necessary to support WCU’s current and future programming. WCU recognizes the important role that the responsible stewardship of its financial resources will play as WCU seeks to invest in its campus and related infrastructure in order to meet anticipated demand.

This Strategy has been developed to assist WCU’s efforts to manage its debt on a long-term, portfolio basis and in a manner consistent with WCU’s stated policies, objectives and core values. Like other limited resources, WCU’s debt capacity should be used and allocated strategically and equitably.

Specifically, the objective of this Strategy is to provide a framework that will enable WCU’s Board of Trustees (the “Board”) and finance staff to:

- (i) Identify and prioritize projects eligible for debt financing;
- (ii) Limit and manage risk within WCU’s debt portfolio;
- (iii) Establish debt management guidelines and quantitative parameters for evaluating WCU’s financial health, debt affordability and debt capacity;
- (iv) Manage and protect WCU’s credit profile in order to maintain WCU’s credit rating at a strategically optimized level and maintain access to the capital markets; and
- (v) Ensure WCU remains in compliance with all of its post-issuance obligations and requirements.

This Strategy is intended solely for WCU’s internal planning purposes. The Vice Chancellor for Administration & Finance will review this Strategy annually and, if necessary, recommend changes to ensure that it remains consistent with the University’s strategic objectives and the evolving demands and accepted practices of the public higher education marketplace. Proposed changes to this Strategy are subject to the Board’s approval.

## 2. Authorization and Oversight

WCU’s Vice Chancellor for Administration & Finance is responsible for the day-to-day management of WCU’s financial affairs in accordance with the terms of this Strategy and for all of WCU’s debt financing activities. Each University financing will conform to all applicable State and Federal laws.

The Board will consider for approval each proposed financing in accordance with the requirements of any applicable State law.

### 3. Process for Identifying and Prioritizing Capital Projects Requiring Debt

Only projects that directly or indirectly relate to the mission of WCU will be considered for debt financing.

- (i) Self-Liquidating Projects – A project that has a related revenue stream (self-liquidating project) will receive priority consideration. Each self-liquidating project financing must be supported by an achievable plan of finance that provides, or identifies sources of funds, sufficient to (1) service the debt associated with the project, (2) pay for any related infrastructure improvements, (3) cover any new or increased operating costs and (4) fund appropriate reserves for anticipated replacement and renovation costs.
- (ii) Energy Conservation Projects – Each energy conservation project financing must provide annual savings sufficient to service the applicable debt and all related monitoring costs.
- (iii) Other Projects – Other projects funded through budgetary savings, gifts and grants will be considered on a case-by-case basis. Any project requiring financing to be repaid primarily with gift receipts (a “Gift-Financed Project”) must be approved by the Chancellor with consultation from the Vice Chancellor for Development and Alumni Relations and the Vice Chancellor for Administration & Finance before any project-restricted donations are solicited. In all cases, institutional strategy, and not donor capacity, must drive the decision to pursue any proposed project.

The fundraising goal for any Gift-Financed Project should include, when feasible, an appropriately-sized endowment for deferred maintenance and other ancillary ownership costs. When such endowment is not feasible, the plan of finance for the Gift-Financed Project must identify other sources of funds sufficient to cover incremental increases in operating costs and to fund appropriate reserves for anticipated replacement and renovation costs relating to the Gift-Financed Project.

The University recognizes that it will begin to incur (1) significant soft costs for any Gift-Financed Project when an architect is selected and (2) significant hard costs for a project when construction actually begins. For any Gift-Financed Project, therefore, the University must have raised (1) at least 25% of the applicable fundraising goal in gifts and pledges before selecting an architect and (2) 100% of such fundraising goal in gifts before beginning construction. If less than 100% of the fundraising goal has been met, the University may still begin construction for a Gift-Financed Project if it has developed an achievable plan of finance that identifies sources of funds (other than gifts) sufficient to support a permanent financing for any difference between the applicable fundraising goal and the amount of gifts actually received to date. This Strategy recognizes that extraordinary circumstances may warrant strategic exceptions to the policies outlined in this paragraph, but any such exception must be approved by the Board of Trustees.

## 4. Benchmarks and Debt Ratios

### Overview

When evaluating its current financial health and any proposed plan of finance, WCU takes into account both its debt affordability and its debt capacity. Debt affordability focuses on WCU's cash flows and measures WCU's ability to service its debt through its operating budget and identified revenue streams. Debt capacity, on the other hand, focuses on the relationship between WCU's net assets and its total debt outstanding.

Debt capacity and affordability are impacted by a number of factors, including WCU's enrollment trends, reserve levels, operating performance, ability to generate additional revenues to support debt service, competing capital improvement or programmatic needs, and general market conditions. Because of the number of potential variables, WCU's debt capacity cannot be calculated based on any single ratio or even a small handful of ratios.

WCU believes, however, that it is important to consider and monitor objective metrics when evaluating WCU's financial health and its ability to incur additional debt. To that end, WCU has identified four key financial ratios that it will use to assess its ability to absorb additional debt based on its current and projected financial condition:

- (i) Debt to Obligated Resources
- (ii) Debt Service Coverage Ratio
- (iii) Expendable Resources to Debt
- (iv) Debt Service to Operating Expenses

Note that the selected financial ratios are the same benchmarks monitored as part of the debt capacity study for The University of North Carolina delivered each year under Article 5 of Chapter 116D of the North Carolina General Statutes (the "UNC Debt Capacity Study"), which WCU believes will promote clarity and consistency in WCU's debt management and planning efforts.

WCU has established for each ratio a floor or ceiling target, as the case may be, with the expectation that WCU will operate within the parameters of those ratios most of the time. To the extent possible, the policy ratios established from time to time in this Strategy should align with the ratios used in the report WCU submits each year as part of the UNC Debt Capacity Study. The policy ratios have been established to help preserve WCU's financial health and operating flexibility and to ensure WCU is able to access the market to address capital needs or to take advantage of potential refinancing opportunities. Attaining or maintaining a specific credit rating is not an objective of this Strategy.

WCU recognizes that the policy ratios, while helpful, have limitations and should not be viewed in isolation of WCU's strategic plan or other planning tools. In accordance with the recommendations set forth in the initial UNC Debt Capacity Study delivered April 1, 2016, WCU has developed as part of this Strategy specific criteria for evaluating and, if warranted, approving critical infrastructure projects even when WCU has limited debt capacity as calculated by the UNC Debt Capacity Study or the benchmark ratios in this Strategy. In such instances, the Board may approve the issuance of debt with respect to a proposed project based on one or more of the following findings:

- (i) The proposed project would generate additional revenues (including, if applicable, dedicated student fees or grants) sufficient to support the financing, which revenues are not currently captured in the benchmark ratios.

- (ii) The proposed project would be financed entirely with private donations based on pledges already in hand.
- (iii) The proposed project is essential to the implementation of one of the Board's strategic priorities.
- (iv) The proposed project addresses life and safety issues or addresses other critical infrastructure needs.
- (v) Foregoing or delaying the proposed project would result in significant additional costs to WCU or would negatively impact WCU's credit rating.

At no point, however, should WCU intentionally operate outside an established policy ratio without conscious and explicit planning.

### Ratio 1 – Debt to Obligated Resources

**What does it measure?** WCU's aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt under the General Revenue Bond Statutes

**How is it calculated?** Aggregate debt divided by obligated resources\*

**Policy Ratio:** Not to exceed 2.00x

\*Available Funds, which is the concept commonly used to capture each UNC's campus's obligated resources in its loan and bond documentation, has been used as a proxy for obligated resources. The two concepts are generally identical, though Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of WCU's obligated resources.

### Ratio 2 – Debt Service Coverage Ratio Overview

**What does it measure?** WCU's ability to service its annual debt service obligations from WCU's operating cash flows

**How is it calculated?** Operating cash flow divided by annual debt service

**Policy Ratio:** Not less than 2.00x

### Ratio 3 – Expendable Resources to Debt

**What does it measure?** The number of times WCU's liquid and expendable net assets covers its aggregate debt

**How is it calculated?** The sum of (1) Adjusted Unrestricted Net Assets and (2) Restricted Expendable Net Assets divided by aggregate debt

**Policy Ratio:** Not less than 0.45x

Ratio 4 – Debt Service to Operating Expenses

<b>What does it measure?</b>	WCU's debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues
<b>How is it calculated?</b>	Annual debt service divided by annual operating expenses
<b>Policy Ratio:</b>	Not to exceed 5.40%

Reporting

In an instance where the University falls outside a stated policy ratio, the Vice Chancellor for Administration & Finance will review each ratio in connection with the delivery of the University's audited financials and will provide a report to the Board detailing (1) the calculation of each ratio for that fiscal year and (2) an explanation for any ratio that falls outside the University's stated policy ratio, along with (a) any applicable recommendations, strategies and an expected timeframe for aligning such ratio with the University's stated policy or (b) the rationale for any recommended changes to any such stated policy ratio going forward (including any revisions necessitated by changes in accounting standards or rating agency methodologies).

## 5. Debt Portfolio Management and Transaction Structure Considerations

Generally

Numerous types of financing structures and funding sources are available, each with specific benefits, risks, and costs. Potential funding sources and structures will be reviewed and considered by the Vice Chancellor for Administration & Finance within the context of this Strategy and the overall portfolio to ensure that any financial product or structure is consistent with WCU's stated objectives. As part of effective debt management, WCU must also consider its investment and cash management strategies, which influence the desired structure of the debt portfolio.

Method of Sale

WCU will consider various methods of sale on a transaction-by-transaction basis to determine which method of sale (i.e., competitive, negotiated or private placement) best serves WCU's strategic plan and financing objectives. In making that determination, WCU will consider, among other factors: (1) the size and complexity of the issue, (2) the current interest rate environment and other market factors (such as bank and investor appetite) that might affect WCU's cost of funds, and (3) possible risks associated with each method of sale (e.g., rollover risk associated with a financing that is privately placed with a bank for a committed term that is less than the term of the financing).

Tax Treatment

When feasible and appropriate for the particular project, the use of tax-exempt debt is generally preferable to taxable debt. Issuing taxable debt may reduce WCU's overall debt affordability due to higher rates but may be appropriate for projects that do not qualify for tax-exemption, or that may require interim funding. For example, taxable debt may be justified if it sufficiently mitigates WCU's ongoing administrative and compliance risks.



When used, taxable debt should be structured to provide maximum repayment flexibility and rapid principal amortization.

### Structure and Maturity

To the extent practicable, WCU should structure its debt to provide for level annual payments of debt service, though WCU may elect alternative structures when the Vice Chancellor for Administration & Finance determines it to be in WCU's best interest. In addition, when financing projects that are expected to be self-supporting (such as a revenue-producing facility or a facility to be funded entirely through a dedicated fundraising campaign), the debt service may be structured to match future anticipated receipts.

WCU will use maturity structures that correspond with the life of the facilities financed, not to exceed 30 years. Equipment should be financed for a period not to exceed 120% of its useful life. Such determinations may be made on a blended basis, taking into account all assets financed as part of a single debt offering. As market dynamics change, maturity structures should be reevaluated. Call features should be structured to provide the highest degree of flexibility relative to cost.

### Variable Rate Debt

WCU recognizes that a degree of exposure to variable interest rates within WCU's debt portfolio may be desirable in order to (1) take advantage of repayment or restructuring flexibility, (2) benefit from historically lower average interest costs and (3) provide a "match" between debt service requirements and the projected cash flows from WCU's assets. WCU's debt portfolio should be managed to ensure that no more than 20% of WCU's total debt bears interest at an unhedged variable rate.

WCU's finance staff will monitor overall interest rate exposure and will analyze and quantify potential risks, including interest rate, liquidity and rollover risks. WCU may manage the liquidity risk of variable rate debt either through its own working capital/investment portfolio, the type of instrument used, or by using third party sources of liquidity. WCU may manage interest rate risk in its portfolio through specific budget and central bank management strategies or through the use of derivative instruments.

### Public Private Partnerships

To address WCU's anticipated capital needs as efficiently and prudently as possible, WCU may choose to explore and consider opportunities for alternative and non-traditional transaction structures (collectively, "P3 Arrangements").

Due to their higher perceived risk and increased complexity, and because the cash flows for the project must satisfy the private partner's expected risk-adjusted rate of return, the financing and initial transaction costs for projects acquired through P3 Arrangements are generally higher than projects financed with proceeds of traditional debt instruments. P3 Arrangements should therefore be pursued only when WCU has determined that (1) a traditional financing alternative is not feasible, (2) a P3 Arrangement will likely produce construction or overall operating results that are superior, faster or more efficient than a traditional delivery model or (3) a P3 Arrangement serves one of the Board's broader strategic objectives (e.g., a decision that operating a particular auxiliary function is no longer consistent with WCU's core mission).

Absent a compelling strategic reason to the contrary, P3 Arrangements should not be considered if the Vice Chancellor for Administration & Finance determines, in consultation with WCU's advisors, that the P3 Arrangement will be viewed as "on-credit" (i.e., treated as University debt) by WCU's auditors or outside rating agencies. When evaluating whether the P3 Arrangement should be viewed as "on-credit," rating agencies consider WCU's economic interest in the project and the level of control it exerts over the project. Further, rating

agencies will generally treat a P3 Arrangement as University debt if the project is located on WCU's campus or if the facility is to be used for an essential University function. For this reason, any P3 Arrangement for a university-related facility to be located on land owned by the State, WCU or a WCU affiliate must be approved in advance by the Vice Chancellor for Administration & Finance.

### Refunding Considerations

WCU will actively monitor its outstanding debt portfolio for refunding or restructuring opportunities. Absent a compelling economic or strategic reason to the contrary, WCU should evaluate opportunities to issue bonds for the purpose of refunding existing debt obligations of WCU ("Refunding Bonds") using the following general guidelines:

- (i) The life of the Refunding Bonds should not exceed the remaining life of the bonds being refunded.
- (ii) Refunding Bonds issued to achieve debt service savings should have a target savings level measured on a present net value basis of at least 3% of the par amount refunded.
- (iii) Refunding Bonds that do not achieve debt service savings may be issued to restructure debt or provisions of bond documents if such refunding serves a compelling interest.
- (iv) Refunding Bonds may also be issued to relieve WCU of certain limitations, covenants, payment obligations or reserve requirements that reduce operational flexibility.

## 6. Derivative Products

WCU recognizes that derivative products may provide for more flexible management of the debt portfolio. In certain circumstances, interest rate swaps and other derivatives permit WCU to adjust its mix of fixed- and variable-rate debt and manage its interest rate exposures. Derivatives may also be an effective way to manage liquidity risks. WCU will use derivatives only to manage and mitigate risk; WCU will not use derivatives to create leverage or engage in speculative transactions.

As with underlying debt, WCU's finance staff will evaluate any derivative product comprehensively, taking into account its potential costs, benefits and risks, including, without limitation, any tax risk, interest rate risk, liquidity risk, credit risk, basis risk, rollover risk, termination risk, counterparty risk, and amortization risk. Before entering into any derivative product, the Vice Chancellor for Administration & Finance must (1) conclude, based on the advice of a reputable swap advisor, that the terms of any swap transaction are fair and reasonable under current market conditions and (2) ensure that WCU's finance staff has a clear understanding of the proposed transaction's costs, cash flow impact and reporting treatment.

WCU will use derivatives only when the Vice Chancellor for Administration & Finance determines, based on the foregoing analysis, that the instrument provides the most effective method for accomplishing WCU's strategic objectives without imposing inappropriate risks on WCU.

## 7. Post-Issuance Compliance Matters

To the extent WCU adopts any formal policies relating to post-issuance compliance matters after the effective date of this Strategy, the Vice Chancellor for Administration & Finance will attach each such policy as **Appendix A** to this Strategy.

# The University of North Carolina System Debt Capacity Study – Fiscal Year 2021

Winston-Salem State University  
Institution Report

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## 1. Executive Summary

### Overview of the Institution Report

Pursuant to Article 5 of Chapter 116D of the North Carolina General Statutes (the “*Act*”), Winston-Salem State University (“*WSSU*”) has submitted this report (this “*Institution Report*”) as part of the annual debt capacity study (the “*Study*”) undertaken by The University of North Carolina (the “*University*”) in accordance with the Act. Each capitalized term used but not defined in this Institution Report has the meaning given to such term in the Study.

This Institution Report details the historical and projected financial information incorporated into the financial model developed in connection with the Study. WSSU has used the model to calculate and project the following three financial ratios:

- Debt to Obligated Resources
- Five-Year Payout Ratio
- Debt Service to Operating Expenses

See **Appendix A** to the Study for more information on the ratios and related definitions.

To produce a tailored, meaningful model, WSSU, in consultation with the UNC System Office, has set its own policies for each model ratio. For the two statutorily-required ratios—**debt to obligated resources** and the **five-year payout ratio**—WSSU has set both a target policy and a floor or ceiling policy, as applicable.

For the purposes of the Study, WSSU’s debt capacity reflects the amount of debt WSSU could issue during the Study Period without exceeding its ceiling ratio for **debt to obligated resources**, after taking into account debt the General Assembly has previously approved that WSSU intends to issue during the Study Period. Details regarding each approved project are provided in Section 3.

This Institution Report also includes the following information required by the Act:

- WSSU’s current debt profile, including project descriptions financed with, and the sources of repayment for, WSSU’s outstanding debt;
- WSSU’s current credit profile, along with recommendations for maintaining or improving WSSU’s credit rating; and
- A copy of any WSSU debt management policy currently in effect.

### Overview of WSSU

For the fall 2021 semester, WSSU had a headcount student population of approximately 5,226, including 4,726 undergraduate students and 500 graduate students. Over the past 5 years, WSSU’s enrollment has increased by 2.5%.

WSSU’s average age of plant is 13.62 years. Age of plant is a financial ratio calculated by dividing the accumulated depreciation by the annual depreciation expense. A low age of plant generally indicates the institution is taking a sustainable approach to its deferred maintenance and reinvestment programs.

WSSU anticipates incurring no additional debt during the Study Period. WSSU has made no changes to the financial model’s standard growth assumptions.

## 2. Institution Data

### Notes

- Obligated Resources equals Available Funds plus an adjustment for any noncash charge relating to the implementation of GASB 68 & 75.
- Operating Expenses equals Operating Expenses plus an adjustment for any noncash charge relating to the implementation of GASB 68 & 75.
- Outstanding debt service is based on WSSU's outstanding debt **as of June 31, 2020**, excluding state appropriated debt (such as energy savings contracts). Debt service is net of any interest subsidies owed to WSSU by the federal government (discounted by an assumed 6.2% sequestration rate) and uses reasonable unhedged variable rate assumptions.
- New money debt issued **after June 30, 2021**, together with any legislatively approved debt WSSU expects to issue during the Study Period, **are included** in the model as "proposed debt service" and are taken into account in the projected financial ratios shown in this Institution Report.
- Repayments, redemptions or refundings that have occurred **after June 30, 2021** are not included in the model, meaning the debt service schedules reflected below may overstate WSSU's current debt burden.

Obligated Resources						Outstanding Debt				
Fiscal Year	Available Funds (Before GASB Adjustment)	GASB 68 Adjustment	GASB 75 Adjustment	AF Growth	Available Funds (After GASB Adjustment)	Fiscal Year	Principal	Net Interest	Debt Service	Principal Balance
2017	33,966,030	7,964,039	-		41,930,069	2022	3,340,000	4,159,586	7,499,586	81,815,000
2018	(110,315,845)	8,823,189	142,615,754	-1.92%	41,123,098	2023	3,515,000	3,991,986	7,506,986	78,300,000
2019	(111,176,370)	9,753,940	136,256,377	-15.29%	34,833,947	2024	3,710,000	3,815,656	7,525,656	74,590,000
2020	(103,298,546)	12,914,807	128,641,318	9.83%	38,257,579	2025	3,905,000	3,640,110	7,545,110	70,685,000
2021	(94,379,314)	14,468,109	117,639,378	-1.38%	37,728,173	2026	4,115,000	3,444,183	7,559,183	66,570,000
2022	38,754,379	-	-	2.72%	38,754,379	2027	4,315,000	3,243,990	7,558,990	62,255,000
2023	39,808,498	-	-	2.72%	39,808,498	2028	4,550,000	3,041,717	7,591,717	57,705,000
2024	40,891,290	-	-	2.72%	40,891,290	2029	4,775,000	2,828,487	7,603,487	52,930,000
2025	42,003,533	-	-	2.72%	42,003,533	2030	5,005,000	2,589,002	7,594,002	47,925,000
2026	43,146,029	-	-	2.72%	43,146,029	2031	5,250,000	2,350,098	7,600,098	42,675,000
						2032	5,265,000	2,099,450	7,364,450	37,410,000
						2033	5,515,000	1,848,188	7,363,188	31,895,000
						2034	5,785,000	1,571,063	7,356,063	26,110,000
						2035	4,465,000	1,289,925	5,754,925	21,645,000
						2036	4,150,000	1,067,775	5,217,775	17,495,000
						2037	2,045,000	862,131	2,907,131	15,450,000
						2038	1,545,000	757,331	2,302,331	13,905,000
						2039	1,620,000	678,206	2,298,206	12,285,000
						2040	1,705,000	595,038	2,300,038	10,580,000
						2041	1,790,000	507,700	2,297,700	8,790,000
						2042	1,885,000	415,938	2,300,938	6,905,000
						2043	1,980,000	319,244	2,299,244	4,925,000
						2044	1,140,000	217,750	1,357,750	3,785,000
						2045	1,200,000	159,250	1,359,250	2,585,000
						2046	1,260,000	97,750	1,357,750	1,325,000
						2047	1,325,000	33,125	1,358,125	-

### 3. Proposed Debt Financings

While WSSU evaluates its capital investment needs on a regular basis, WSSU currently has no legislatively approved projects that it anticipates financing during the Study Period.

## 4. Financial Ratios

### Debt to Obligated Resources

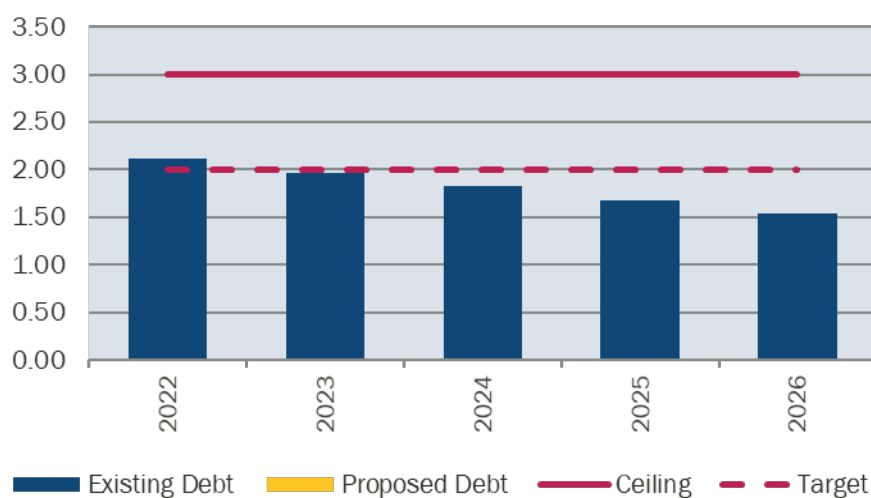
- **What does it measure?** WSSU's aggregate outstanding debt as compared to its obligated resources—the funds legally available to service its debt.
- **How is it calculated?** Aggregate debt divided by obligated resources\*
- Target Ratio: 2.00
- Ceiling Ratio: Not to exceed 3.00
- Projected 2022 Ratio: 2.11
- Highest Study Period Ratio: 2.11 (2022)

\*Available Funds, which is the concept commonly used to capture an institution's obligated resources in its loan and bond documentation, has been used in the model as a proxy for obligated resources. For most institutions, the two concepts are identical, though Available Funds may include additional deductions for certain specifically pledged revenues, making it a conservative measure of an institution's obligated resources.

### Debt to Obligated Resources

Debt to Obligated Resources							
Fiscal Year	Obligated Resources	Growth	Existing Debt	Proposed Debt	Ratio - Existing	Ratio - Proposed	Ratio - Total
2022	38,754,379	2.72%	81,815,000	-	2.11	n/a	2.11
2023	39,808,498	2.72%	78,300,000	-	1.97	n/a	1.97
2024	40,891,290	2.72%	74,590,000	-	1.82	n/a	1.82
2025	42,003,533	2.72%	70,685,000	-	1.68	n/a	1.68
2026	43,146,029	2.72%	66,570,000	-	1.54	n/a	1.54

### Debt to Obligated Resources



Weaker  
↑  
↓  
Stronger



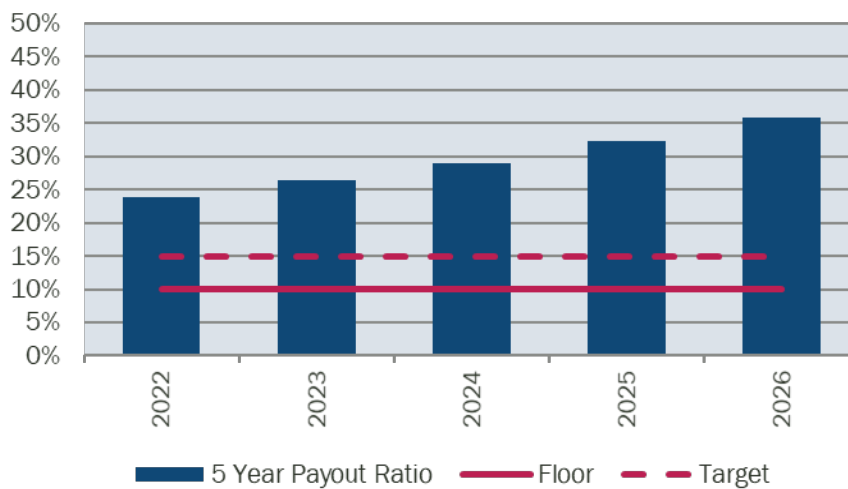
### 5-Year Payout Ratio Overview

- **What does it measure?** The percentage of WSSU's debt scheduled to be retired in the next five years.
- **How is it calculated?** Aggregate principal to be paid in the next five years divided by aggregate debt
- Target Ratio: 15%
- Floor Ratio: Not less than 10%
- Projected 2022 Ratio: 24%
- Lowest Study Period Ratio: 24% (2022)

### 5-Year Payout Ratio

5 Year Payout Ratio		
Fiscal Year	Principal Balance	Ratio
2022	81,815,000	24%
2023	78,300,000	26%
2024	74,590,000	29%
2025	70,685,000	32%
2026	66,570,000	36%

### 5-Year Payout Ratio



Stronger  
↑  
↓  
Weaker

## Debt Service to Operating Expenses

- **What does it measure?** WSSU's debt service burden as a percentage of its total expenses, which is used as the denominator because it is typically more stable than revenues.
- **How is it calculated?** Annual debt service divided by annual operating expenses (as adjusted to include interest expense of proposed debt)
- Policy Ratio: Not to exceed 6.50%
- Projected 2022 Ratio: 5.18%
- Highest Study Period Ratio: 5.18% (2022)

### Debt Service to Operating Expenses

Debt Service to Operating Expenses							
Fiscal Year	Operating Expenses	Growth	Existing Debt Service	Proposed Debt Service	Ratio - Existing	Ratio - Proposed	Ratio - Total
2022	144,786,056	2.72%	7,499,586	-	5.18%	n/a	5.18%
2023	148,724,236	2.72%	7,506,986	-	5.05%	n/a	5.05%
2024	152,769,536	2.72%	7,525,656	-	4.93%	n/a	4.93%
2025	156,924,867	2.72%	7,545,110	-	4.81%	n/a	4.81%
2026	161,193,223	2.72%	7,559,183	-	4.69%	n/a	4.69%

### Debt Service to Operating Expenses



Weaker  
↑  
↓  
Stronger

## 5. Debt Capacity Calculation

### Debt Capacity Calculation

- For the purposes of this Institution Report and the Study, WSSU's debt capacity is based on the amount of debt WSSU could issue during the Study Period (after taking into account any legislatively approved projects detailed in **Section 3** above) without exceeding its ceiling ratio for **debt to obligated resources**.
- As presented below, WSSU's 2021 debt capacity is the lowest in any single year during the Study Period.
- Based solely on the **debt to obligated resources** ratio, WSSU's current estimated debt capacity is **\$34,448,138**. After taking into account any legislatively approved projects detailed in **Section 3** above, if WSSU issued no additional debt until the last year of the Study Period, then WSSU's debt capacity for 2026 is projected to increase to **\$62,868,086**.

Debt Capacity Calculation			
Fiscal Year	Debt to Obligated Resources (Current Ratio)	Debt to Obligated Resources (Ceiling)	Debt Capacity Calculation
2022	2.11	3.00	34,448,138
2023	1.97	3.00	41,125,495
2024	1.82	3.00	48,083,869
2025	1.68	3.00	55,325,598
2026	1.54	3.00	62,868,086

### Limitations on Debt Capacity and Credit Rating Implications

- The debt capacity calculation shown above provides a general indication of WSSU's ability to absorb debt on its balance sheet during the Study Period and may help identify trends and issues over time.
- **"Debt capacity"** does not necessarily equate to **"debt affordability,"** which takes into account a number of quantitative and qualitative factors, including project revenues and expenses, cost of funds and competing strategic priorities.
- Projecting the exact amount WSSU could issue during the Study Period without negatively impacting its credit rating is difficult for a number of reasons.
  - **Use of Multiple Factors**
    - Any single financial ratio makes up only a fraction of the "scorecard" used by rating agencies to guide their credit analysis.
    - Under Moody's approach, for example, the **financial leverage ratio** accounts for only **10%** of an issuer's overall score.
  - **The State's Impact**
    - In assessing each institution's credit rating, rating agencies also consider the State's credit rating and demographic trends, the health of its pension system, the level of support it has historically provided to the institution, and any legislation or policies affecting campus operations.

- Historically, each institution's credit rating has been bolstered by the State's strong support and overall financial health. As a result, many institutions "underperform" relative to the national median ratios for their rating category.
- If "debt capacity" were linked to those national median ratios, many institutions would have limited debt capacity for an extended period of time.
- **Factor Interdependence**
  - The quantitative and qualitative factors interact with one another in ways that are difficult to predict.
  - For example, a university's "**strategic positioning**" score, which accounts for 10% of its overall score under Moody's criteria, could deteriorate if a university either (1) issued excessive debt or (2) failed to reinvest in its campus to address its deferred maintenance obligations.
- **Distortions Across Rating Categories**
  - Because quantitative ratios account for only a portion of an issuer's final rating, the national median for any single ratio is not perfectly correlated to rating outcomes, meaning the median ratio for a lower rating category may be more stringent than the median ratio for a higher rating category. For the highest and lowest rating categories, the correlation between any single ratio and rating outcomes becomes even weaker.
  - Tying capacity directly to ratings may also distort strategic objectives. For example, an institution may be penalized for improving its rating, as it may suddenly lose all of its debt capacity because it must now comply with a much more stringent ratio.

## 6. Debt Profile

WSSU's detailed debt profile, including a brief description of each financed project and the source of repayment for each outstanding debt obligation, is reflected in the table on the following page.

Summary of Debt Outstanding as of FYE June 30, 2021						
Series	Dated Date	Outstanding Par Amount	Final Maturity	Type	Purpose	Source of Repayment
<b>WINSTON-SALEM STATE UNIVERSITY</b>		<b>83,325,000.00</b>				
2013 WSSU	07/11/2013	26,960,000.00	04/01/2043	General Revenue	Student Success Center, North Campus and Reaves Student Activities Center	Housing Revenues; Debt Service Fee
2014 WSSU	08/12/2014	21,345,000.00	06/01/2036	Limited Obligation	Refunding 2004	Housing Revenues
2016 WSSU	09/08/2016	10,825,000.00	06/01/2036	Limited Obligation	Refunding 2006	Housing Revenues
2017 WSSU	04/05/2017	24,195,000.00	10/01/2046	General Revenue	Campus Residence Hall	Housing Revenues; Debt Service Fee

## 7. Credit Profile

The following page provides a snapshot of WSSU's current credit ratings, along with (1) a summary of various credit factors identified in WSSU's most recent rating report and (2) recommendations for maintaining and improving WSSU's credit ratings in the future.



## Credit Profile of the University – (General Revenue)

### Overview

- Moody's maintains an A3 rating on WSSU's general revenue bonds. Moody's revised the outlook from stable to positive.
- Standard and Poor's maintains an BBB+ rating on WSSU's general revenue bonds. S&P revised the outlook from negative to positive.

### Key Information Noted in Rating Reports

#### Credit Strengths

- Healthy operating and capital support from the State representing about 50% of total revenue which is strong relative to similarly rated peers
- Improved financial flexibility as a result of federal relief funding related to COVID and a large unrestricted gift
- Expected to maintain stable enrollment, liquidity and sufficient excess cash flow
- Receives comprehensive oversight and regular monitoring of operations and liquidity from the System Office

#### Credit Challenges

- University maintains relatively thin cash flow margins and low liquidity as compared to peers
- High geographic concentration, with over 90% of students in-state, creates exposure to shifting conditions within North Carolina
- WSSU's financial flexibility remain strong near-term with recent governmental funding and capital fundraising. Long-term operating performance will provide even greater flexibility to increasing debt service commitments

Moody's	S&P	Fitch
Aaa	AAA	AAA
Aa1	AA+	AA+
Aa2	AA	AA
Aa3	AA-	AA-
A1	A+	A+
A2	A	A
<b>A3</b>	<b>A-</b>	<b>A-</b>
Baa1	<b>BBB+</b>	BBB+
Baa2	BBB	BBB
Baa3	BBB-	BBB-
----- Non Investment Grade		

### Recommendations & Observations

- Continue to develop and implement strategies and policies to meet WSSU's unique challenges, including strategies to stabilize and improve enrollment and revenue.
- During the COVID pandemic, continued assessment of operating cash flows and reserves can improve performance margins and debt affordability.



## 8. Peer Comparison

Moody's Key Credit Ratios	Winston-Salem State University	Most Recent Peer Institution Data				Moody's Public Higher Education Medians
Peer Institution		Eastern Illinois University	Alabama State University	Ramapo College	Rowan University	
Fiscal Year	2019	2019	2019	2019	2020	
Most Senior Rating	A3	B1	Ba2	A2	A2	
Total Long-Term Debt (\$, in millions)	132	82	205	223	671	34
Total Cash & Investments (\$, in millions)	89	129	102	100	484	52
Operating Revenue (\$, in millions)	131	155	126	161	583	58
Operating Expenses (\$, in millions)	129	163	127	161	587	55
Market Performance Ratios						
Annual Change in Operating Revenue (%)	-0.6%	-26.2%	-2.7%	0.9%	0.5%	-2.4%
Operating Ratios						
Operating Cash Flow Margin (%)	10.5%	8.0%	14.7%	15.1%	14.1%	11.0%
Wealth & Liquidity Ratios						
Total Cash & Investments to Operating Expenses (x)	0.7	0.8	0.8	0.6	0.8	0.7
Total Debt to Operating Expenses (x)	1.0	0.5	1.6	1.4	1.1	0.6
Monthly Days Cash on Hand (x)	44	96	26	195	164	136
Leverage Ratios						
Total Cash & Investments to Total Debt (x)	0.7	1.6	0.5	0.5	0.7	1.5
Debt Service to Operating Expenses (%)	5.3%	6.0%	15.0%	10.8%	10.7%	5.1%
Total Debt-to-Cash Flow (x)	9.6	6.6	11.1	9.2	8.2	4.6

\*Note: Peers chosen from BOG approved peers if available in Moody's Municipal Financial Ratio Analysis (MFRA) Database. If approved peer data is unavailable, universities with similar credit ratings are used. Data is the most recent available in the MFRA database.

## Debt Management Policies

WSSU's current debt policy is attached.



# WINSTON-SALEM STATE UNIVERSITY

## DEBT CAPACITY POLICY

### I. SUMMARY

Debt financing, especially tax-exempt debt, provides a low cost source of capital for the Winston-Salem State University (University) to fund capital investments to achieve its mission and strategic objectives. Indeed, as the economic landscape continues to evolve and change, the use of debt will become an increasingly important tool that enables the University to move its strategy forward. In this environment, appropriate financial leverage plays a key role and is considered a long-term component of the University's balance sheet. Given that the University has limited debt repayment resources, the allocation of and management of debt is a limited resource. The guidelines provided in this document are the framework by which decisions will be made regarding the issuance of debt to finance particular capital improvements.

### II. AUTHORITY

North Carolina General Statutes Chapter J 160 Article 3 authorize the Board of Governors of the University of North Carolina (the Board) to issue special obligation bonds for improvements to the facilities of the University of North Carolina System.

Prior to a bond issue, the Board designates the capital improvements financed as "special obligation bond projects" and the University's Board of Trustees approves the issuance of special obligation bonds for those projects.

The State Energy Conservation Finance Act. Article 8 of Chapter 142 of the North Carolina General Statutes authorizes the Board to solicit and through G.S. 143-64.J 7A. finance guaranteed energy conservation measures. These financing agreements must have the approval of the Office of State Budget and Management, the State Treasurer, and Counsel of State prior to closing.

### III. CRITERIA

The University's debt capacity is a limited resource. Only projects that relate to the mission of the University, directly or indirectly, will be considered for debt financing. In general, projects that will be approved are broader in scope than college, or unit-based projects. However, certain mission-critical school-based projects can also receive approval.

State funding and philanthropy are expected to remain major sources of financing for the University's capital projects. In assessing the possible use of debt, all other financing and revenue sources will be considered. State appropriations and bonds, philanthropy, project-generating revenues, research facilities and administration cost reimbursement, expendable reserves, and

other sources are expected to finance a portion of the cost of a project. Debt is to be used conservatively and strategically.

Projects financed through a bonding program will have received approval through the NC State Legislature annual non-appropriated capital improvements bill and will have been designated as "special obligation projects" by the North Carolina Board of Governors. Energy conservation measures will have received state agency approval as required.

A project that has a related revenue stream (self-liquidating project) will receive priority consideration. For these projects, the use of debt must be supported by an achievable financial plan that includes servicing the debt, including interest expense, financing related infrastructure and utilities, meeting any new or increased operating costs (including security applications), and providing for appropriate replacement and renovation costs. Energy conservation measures must show that savings will be adequate to service the debt and an annual monitoring costs. Other projects funded by budgetary savings, gifts, and grants will be considered on a case by case basis. Any projects that will require gift financing, or include a gift financing component, must be jointly approved by the Vice Chancellor for University Advancement and the Vice Chancellor for Finance and Administration before approaching any prospective donors about gifts to the project. In all cases, institutional strategy and not donor capacity must drive the decision to build a project.

#### **IV. MAINTENANCE OF CREDIT RATING**

Maintaining a high credit rating will permit the University to continue to issue debt and finance capital projects at favorable interest rates while meeting its strategic objectives. While the University's decision to issue additional debt will be primarily focused on the strategic importance of the new capital improvements, the potential impact of a change in credit rating will also be reviewed. The University recognizes that external economic, natural, or other events may from time to time affect the creditworthiness of its debt. Nevertheless, the University is committed to ensuring that actions within its control are prudent. Management will provide the rating agencies with full and timely access to required information. The University currently receives credit ratings from Standard and Poor's Financial Services and Moody's Investor Services.

#### **V. METHODS OF SALE**

The standard methods of sale are competitive, negotiated and private placement. University management will evaluate each method of sale and determine the best type for each bond issue.

#### **VI. FINANCING TEAM PROFESSIONALS**

Selection of financing team professionals will be accomplished based on guidance from UNC General Administration, Bond Counsel, Financial Advisor (if needed) and Underwriter pool will be selected using appropriate contractual processes.

## **VII. REFUNDING**

Refunding and/or restructuring opportunities will be evaluated on a regular basis. Costs incurred by the refunding activity will be taken into consideration with a target of 3% present value savings. The University will also consider refinancing for other strategic reasons including the elimination of certain limitations, covenants, payment obligations or reserve requirements that reduce flexibility.

## **VIII. ARBITRAGE**

The University will comply with federal arbitrage requirements on invested tax-exempt bond proceeds, causing arbitrage rebate calculations to be performed annually and rebate payments to be remitted to the IRS periodically as required. The University currently uses Bingham Arbitrage Rebate Services (third party) to compute any arbitrage liability.

## **IX. TYPES OF INSTRUMENTS**

**Tax-exempt debt** - The University recognizes the benefits associated with tax- exempt debt, and therefore will manage the tax-exempt portfolio to maximize the use of tax-exempt debt subject to changing conditions and changes in tax law.

**Construction Bridge Loans** – Due to timing, the need to begin a project and receipt bond proceeds does not always coincide. Therefore, there may be a need for temporary financing (normally a note payable) until the bond proceeds are received. The University will solicit bids from financial institutions and will accept the bid that offers the lowest costs (interest, fees, etc.) that also provides the most flexibility in repayment.

## **X. MATURITY AND DEBT SERVICE**

The useful life of the capital project financed will be taken into consideration when determining the length of financing. No capital project will be financed for more than 120% of its useful life. Call features should be structured to provide the highest degree of flexibility relative to cost. Structure of debt service will take into consideration existing debt and future capital plans. In addition, the University's amortization of debt service may be spread along the full yield curve depending on market conditions.

## **XI. DISCLOSURES AND COMPLIANCE**

Annually, the University will review compliance with covenants and requirements under outstanding bond indentures. The University will continue to meet its ongoing disclosure requirements in accordance with SEC rule 15c2-12. The University will submit financial reports, statistical data, and any other material events as required under outstanding bond indentures. The University will comply with arbitrage requirements on invested bond funds. The University will comply with Internal Revenue Service rules related to private use and use of proceeds on tax-exempt debt.

## XII. USE OF BENCHMARKS AND DEBT RATIOS

The Current Operations and Capital Improvements Appropriations Act of 2015, which was signed into law on September 18, 2015 added a new Article 5 to Chapter 116D of the General Statutes of North Carolina (the “Act”), requiring the University to provide to the UNC Board of Governors with an annual report on its current and anticipated debt levels. The Act expressly requires the University to report on two ratios – **debt to obligated resources** and a **five-year payout ratio**. The UNC Board of Governors has also required the University to provide two supplementary ratios to measure the University’s debt burden – **expendable resources to debt** and **debt service to operating expenses**. In setting its target, the University considered a number of quantitative and qualitative factors, including comparisons to its designated peer institutions, its strategic initiatives, its historical results, its average age of plant and its recent and projected growth.

The **debt to obligated resources** compares outstanding debt to the funds legally available to service its debt. This provides a general indication of the University’s ability to repay debt from wealth that can be accessed over time. This ratio is tied to the statutory framework for University debt. *The target ratio for the University is 2.0 with a ceiling of 3.0.*

The **five-year payout** measures the percentage of University debt to be retired within the subsequent five year period. This ratio indicates how rapidly the University’s debt is amortizing and how much additional debt capacity may be created in the near term. *The target ratio for the University is 15% with a floor of 10.0%.*

The **debt service to operations** measures debt service burden as a percentage of University total operating expenses. This ratio indicates the University’s operating flexibility to finance existing requirements and new initiatives. Expenses are used rather than revenues because expenses tend to be more stable year-over-year. *The target ratio for the University is 6.5%.*

The **expendable resources to debt** measures the number of times the University’s liquid and expendable net assets covers its aggregate debt. This ratio provides a general indication of the University’s ability to repay debt from wealth that can be accessed over time. *The target ratio for the University is 0.25.*

**Effective Date:** This policy becomes effective upon adoption by the Board of Trustees.

**Adopted:** December 9, 2016



William U. Harris

Chairman, Board of Trustees

Winston-Salem State University



Scott F. Wierman

Secretary, Board of Trustees

Winston-Salem State University

## **Expansion of Millennial Campus – The University of North Carolina System**

### **ISSUE OVERVIEW**

G.S. 116-198.34 grants the Board of Governors authority to designate real property as a millennial campus when recommended by the president. It states that “designation shall be based on an express finding by the Board of Governors that the institution desiring to create a Millennial Campus has the administrative and fiscal capability to create and maintain such a campus and provided further, that the Board of Governors has found that the creation of the constituent institution’s Millennial Campus will enhance the institution’s research, teaching, and service missions as well as enhance the economic development of the region served by the institution.”

The University of North Carolina System Office (UNC System Office) is requesting an expansion of its millennial campus to include the Spangler Complex consisting of two parcels, totaling approximately eight acres, located at 910 Raleigh Road, Chapel Hill, NC. The property also includes two structures of approximately 80,640 gross square footage (GSF). The property has been vacant since November 2021 when the System Office staff was consolidated into one building at 140 Friday Center Drive. The UNC System Office has previously designated 150 acres as a millennial campus consisting of Gateway Research Park-North Campus in Brown Summit, NC and Gateway Research Park-South Campus in Greensboro, NC. The millennial campus is leased to Gateway Research Park, a 501(c)(3) non-profit corporation which is a joint venture between North Carolina A&T State University and The University of North Carolina Greensboro.

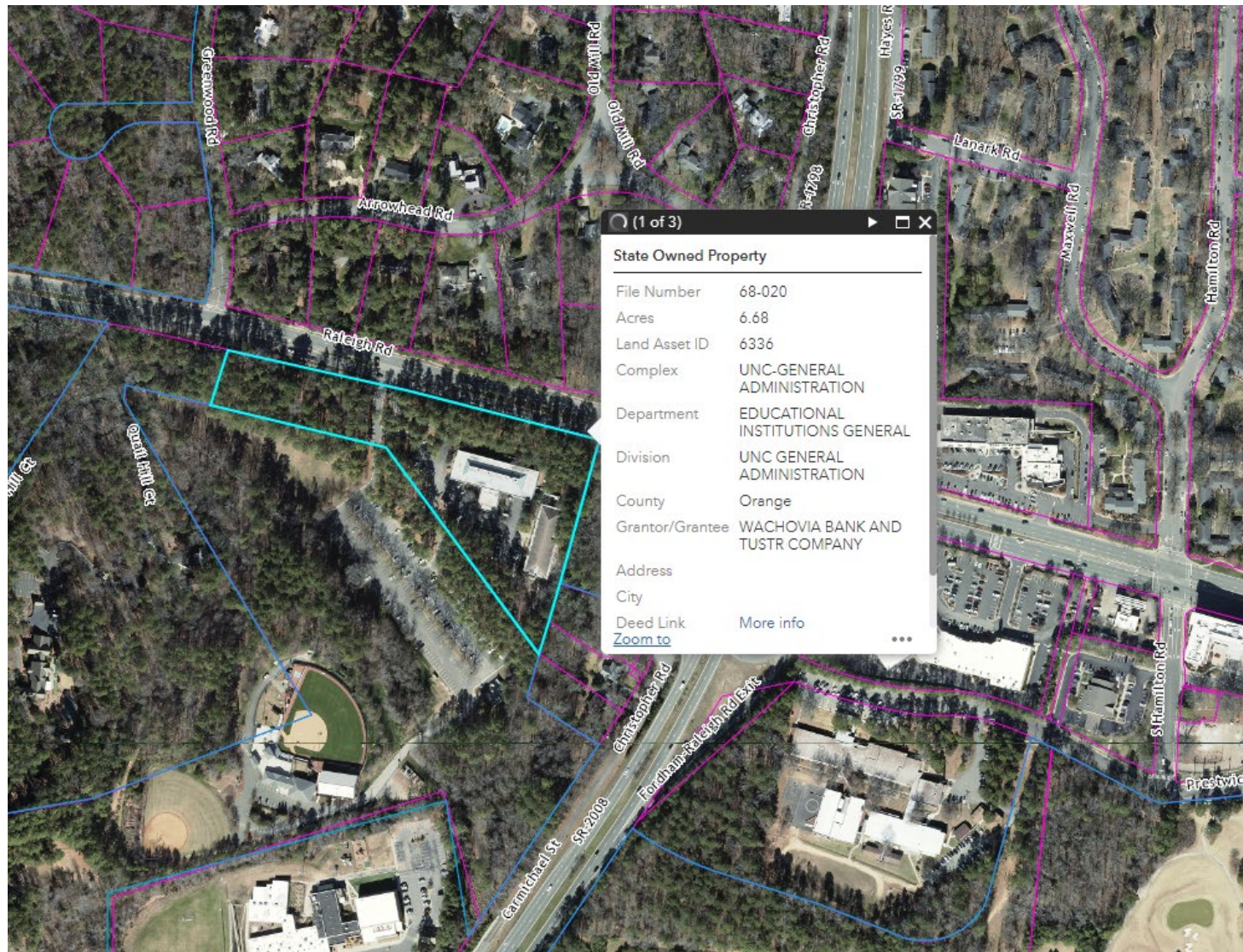
The millennial campus expansion will facilitate opportunities for the productive and efficient use of this property.

### **RECOMMENDATION**

It is recommended that the Board of Governors approve the Millennial Campus designation with the understanding that specific projects, leases, and other actions which materially alter the value or functionality of the Millennial Campus, including those on property owned by an associated entity, foundation, or endowment board, shall be subject to Board of Governors approval unless otherwise authorized by law or under delegated authority.



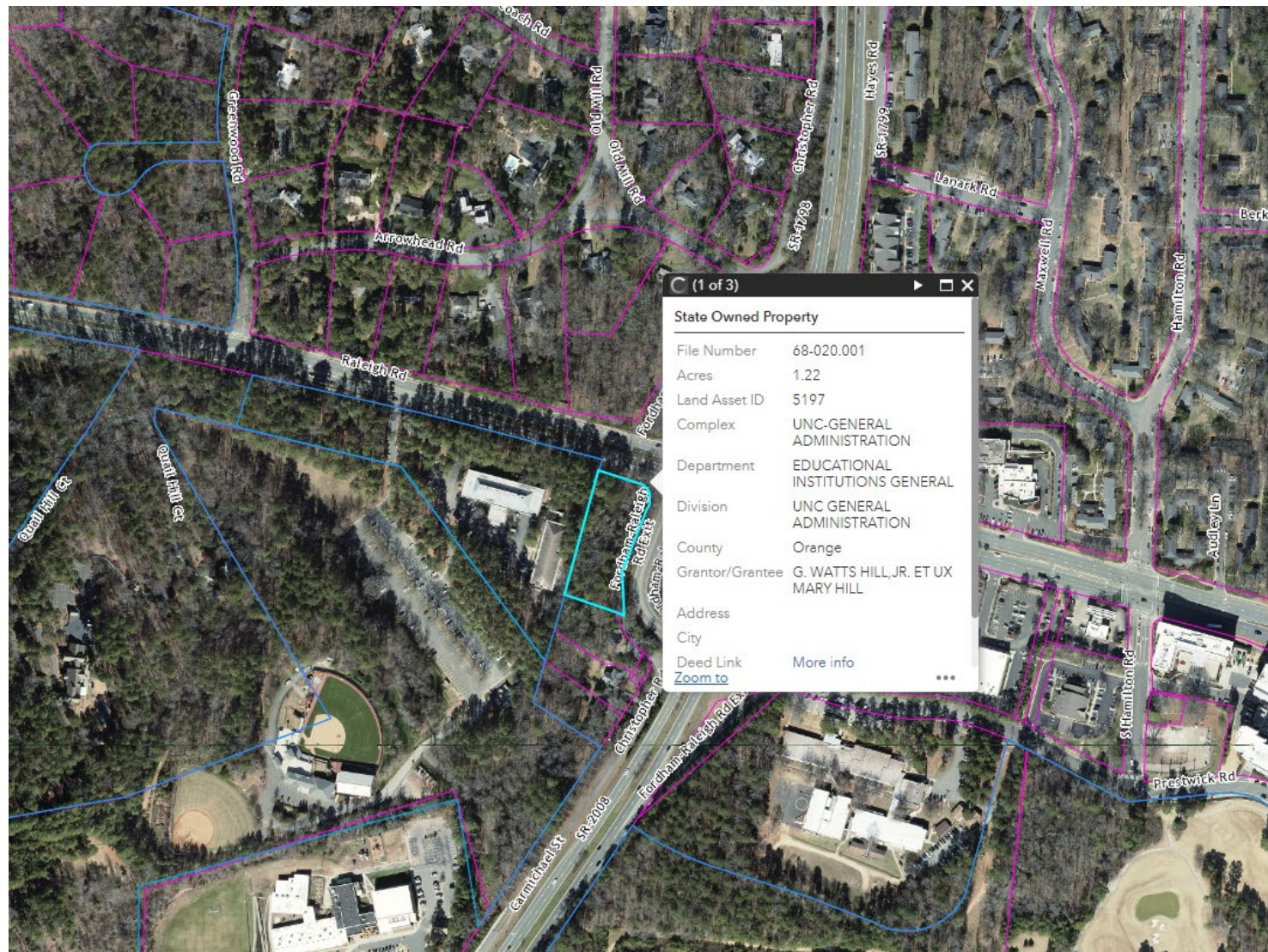
## APPENDIX F



**THE SPANGLER COMPLEX PROPERTY**  
(Source: State Property Office)



## APPENDIX F



**THE SPANGLER COMPLEX PROPERTY**  
(Source: State Property Office)

## **Disposition of Property by Ground Lease – The University of North Carolina System Office**

### **ISSUE OVERVIEW**

The University of North Carolina System Office (UNC System Office) is requesting approval to ground lease approximately eight acres, located at 910 Raleigh Road, Chapel Hill, NC to the University of North Carolina Foundation (UNC Foundation), or its subsidiary. The ground lease will be for a 99-year term at an annual lease rate of \$1.

The property consists of two parcels of approximately eight acres and includes two structures of approximately 80,640 gross square footage (GSF). The buildings have been vacant since November 2021 when the UNC System Office staff were consolidated into one building at 140 Friday Center Drive.

The disposition by ground lease to the UNC Foundation, or its subsidiary, will facilitate opportunities for the productive and efficient use of this property. Substantial Board of Governors safeguards would remain. Pursuant to recent updates to the UNC Policy Manual and regulation, the Board must approve any material change to state property, including property held by an associated entity, foundation, or endowment board.

### **RECOMMENDATION**

It is recommended that the Board of Governors approve this request.

## 2022-23 Additional Non-Appropriated Capital Improvement Projects

### ISSUE OVERVIEW

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; these “self-liquidating” capital projects are approved by the legislature after the passage of the Appropriations Act. These projects, if approved by the Board, are submitted for legislative action. Legislative approval is not required for non-appropriated capital projects that do not require debt issuance.

Project	Total	Cash/GO Bond/Other	Debt	Source of Funds
<b>North Carolina A&amp;T State University</b>				
Bluford Street Residence Hall	\$58,000,000	-	\$58,000,000	Housing receipts
<i>N.C. A&amp;T Subtotal</i>	<i>\$58,000,000</i>	-	<i>58,000,000</i>	
<b>University of North Carolina Wilmington</b>				
Finance P3 Housing Project	\$167,000,000	-	\$167,000,000	Housing receipts
<i>UNCW Subtotal</i>	<i>\$167,000,000</i>	-	<i>\$167,000,000</i>	
<b>Western Carolina University</b>				
Finance P3 Housing Project	\$28,500,000	-	\$28,500,000	Housing receipts
<i>WCU Subtotal</i>	<i>\$28,500,000</i>	-	<i>\$28,500,000</i>	
<b>Grand Total</b>	<b>\$253,500,000</b>	-	<b>\$253,500,000</b>	

### ADDITIONAL DETAIL

#### North Carolina A&T University

Project: Bluford Street Residence Hall

Total Cost: \$57,994,195

Debt Issuance: \$58,000,000

Description: This project includes the construction of a new 445-bed residence hall on Bluford Street to meet the increasing demand for on-campus housing.

Funding: The funding source for this project is housing receipts.

#### University of North Carolina Wilmington

Project: Acquisition of P3 Housing Project

Total Cost: N/A

Debt Issuance: \$167,000,000

Description: This project includes the acquisition of the 1800-bed student housing village constructed through a public-private partnership (P3). The project is currently supported through lease payments from housing receipts. The purchase of the P3 project would provide significant cost savings.

Funding: The funding source for this project is housing receipts.

#### Western Carolina University

Project: Acquisition of P3 Housing Project

Total Cost: N/A

Debt issuance: \$28,500,000

## APPENDIX H

Description: This project includes the acquisition of the P3 housing project (Noble Hall), which is currently supported through lease payments from housing receipts. The purchase of the P3 project would provide significant cost savings.

Funding: The funding source for this project is housing receipts.

### **RECOMMENDATION**

It is recommended that the Board of Governors approve the submittal of the additional non-appropriated capital projects for legislative approval of debt issuance.



## 2021-23 Engineering NC's Future Capital Improvement Projects

### ISSUE OVERVIEW

The 2021 Appropriations Act (S.L. 2021-180) authorized \$45 million for each fiscal year of the biennium specifically for the capital improvements to support key engineering programs at North Carolina Agricultural and Technical State University, North Carolina State University, and the University of North Carolina at Charlotte. The funds are to be equally divided between the three constituent institutions and are to be used for "capital improvements to existing buildings on that institution's campus that will allow for expanded offerings and enrollments related to that campus' engineering program." The priority and timing of the allocation of the funds will be determined by the Board of Governors.

The University of North Carolina System, pursuant to the request of the General Assembly, conducted a 2019 STEM program Needs Assessment which highlighted the importance of STEM programs as economic drivers for the State. Significant investments into health science programs have previously been authorized for the University of North Carolina at Chapel Hill, The University of North Carolina at Pembroke, and East Carolina University. The allocation of \$90 million for capital improvements at North Carolina A&T, NC State, and UNC Charlotte is a significant investment into engineering programs. The \$90 million for capital improvements is in addition to the \$35 million provided for curriculum improvements, research equipment, and administration.

N.C A&T, NC State, and UNC Charlotte were asked to identify the proposed capital projects and project costs for their Engineering NC's Future capital projects. The composite list of the specific capital projects for each campus is provided below:

Project	Total Estimated Project Cost	Total 2021-23 SCIF Allocation	Other Available Funding	Source of Additional Funds
<b>North Carolina A&amp;T State University</b>				
Renovate and Modernize Engineering Labs and Offices	\$20,000,000	\$20,000,000	-	N/A
Create Two New Interdisciplinary Engineering Labs	\$10,000,000	\$10,000,000	-	N/A
<i>N.C. A&amp;T Subtotal</i>	<i>\$30,000,000</i>	<i>\$30,000,000</i>	-	
<b>North Carolina State University</b>				
Renovate Research Buildings II and IV and Engineering Buildings I, II, and III	\$18,000,000	\$18,000,000	-	N/A
Renovate Mann Hall	\$12,000,000	\$12,000,000	-	N/A
<i>NC State Subtotal</i>	<i>\$30,000,000</i>	<i>\$30,000,000</i>	-	
<b>University of North Carolina at Charlotte</b>				
Burson Building Expansion	\$55,900,000	\$30,000,000	\$25,900,000	SCIF R&R
<i>UNC Charlotte Subtotal</i>	<i>\$55,900,000</i>	<i>\$30,000,000</i>	<i>\$25,900,000</i>	
<b>Grand Total</b>	<b>\$115,900,000</b>	<b>\$90,000,000</b>	<b>\$25,900,000</b>	

### ADDITIONAL DETAIL

#### North Carolina A&T University

Project: Renovate and Modernize Engineering Labs

Total Estimated Project Cost: \$20,000,000

## APPENDIX I

Additional Funding Available: \$0

Description: The project includes the upgrade and renovation of various engineering labs to provide more modern, updated facilities for all engineering disciplines. The lab renovation will include approximately 5,000 GSF in McNair Hall, Monroe Hall, Cherry Hall, and Webb Hall. Specific projects include the following:

Educational Lab Upgrades (Engineering and Applied Engineering)	\$ 7,000,000
Research Lab Modernizations (Engineering and Nanoengineering)	\$ 6,000,000
HVAC and Ventilation Renovations (Engineering)	\$ 2,000,000
Building and Office Renovations (Engineering and Nanoengineering)	\$ 3,000,000
High Tech Greenhouse Lab (Bioengineering)	<u>\$ 2,000,000</u>
TOTAL	\$20,000,000

Project: Create Two New Interdisciplinary Engineering Labs

Total Estimated Project Cost: \$10,000,000

Additional Funding Available: \$0

Description: The project includes creating two new interdisciplinary engineering labs of approximately 3,000 GSF, located in the Martin Building and the Fort Interdisciplinary Building. Specific projects include the following:

Metaverse Engineering Lab	\$ 2,000,000
Interdisciplinary Engineering Core Research Labs	<u>\$ 2,000,000</u>
TOTAL	\$10,000,000

Proposed Benefit: The projects will expand the capabilities of the university to prepare talented and highly competitive students in engineering, computer science, and related disciplines. The projects particularly emphasize expansion in the engineering and nanoscience joint school. The projects will also support NC A&T's goal of enhancing their standing as a research institution.

### North Carolina State University

Project: Renovate Research Buildings II and IV and Engineering Buildings I, II, and III

Total Estimated Project Cost: \$18,000,000

Additional Funding Available: \$0

Description: The project includes partial renovation of multiple buildings on Centennial Campus to provide growth in multiple engineering disciplines. The renovation of Research Buildings II and IV will include approximately 37,000 square footage (SF) and the renovation of Engineering Buildings I, II, and III will include approximately 5,000 SF. The renovations include relocating engineering and non-engineering units to address engineering programs' adjacency requirements.

Project: Renovate Mann Hall

Total Estimated Project Cost: \$12,000,000

Additional Funding Available: \$0

Description: The project includes the partial renovation of Mann Hall to accommodate COE student advising, first and second-year computer science, engineering science and computing engineering courses, faculty offices and associated research space. The project includes comprehensive renovation, including building systems, of about 18,000 SF of the 80,000

## APPENDIX I

SF building. The building is located on North Campus and was constructed in 1964.

**Proposed Benefit:** The College of Engineering (COE) will significantly increase the number of undergraduate and graduate students in engineering and computer science disciplines in a phased implementation over the next several years. The target is an increase of about 4,000 students and will require at least 100 new COE tenure/tenure track teaching/research faculty positions and associated staff. This initial growth phase will allow renovation of existing space in multiple buildings to provide new or upgraded instruction spaces (classrooms and teaching labs), research laboratories (computational and intensive), and office space.

### **University of North Carolina at Charlotte**

**Project:** Burson Building Expansion

**Total Estimated Project Cost:** \$30,000,000

**Additional Funding Available:** \$25,900,000 (SCIF R&R for comprehensive renovation)

**Description:** This project includes a 48,000 SF expansion of the original 1985 building to include experiential, project-based engineering labs, active learning classrooms, collaborative space for students, and specialized data visualization and simulation labs. The expansion will complement the planned comprehensive renovation of the existing building which will be funded from SCIF R&R funds. The expansion will provide additional space that presents a high-tech physical environment, by transforming the curriculum to integrate artificial intelligence into all engineering curricula, and by centralizing specialty engineering labs and classroom space. The University will also invest in faculty to drive top-tier research in artificial intelligence, visualization, and simulation.

**Proposed Benefit:** The building expansion will enable engineering and related disciplines to grow enrollment to a projected 9,400 students by 2026, a 33 percent increase over 2021, and increase degrees to a projected 3,007 by 2025, an increase of 50 percent from 2021.

### **RECOMMENDATION**

It is recommended that the Board of Governors approve the allocation of the Engineering NC's Future SCIF funds for FY 2021-23 to the three constituent institutions for these specific capital projects.



## 2022-23 State Capital and Infrastructure Fund (SCIF) Repairs and Renovations Allocations

### ISSUE OVERVIEW

The 2021 Appropriations Act (S.L. 2021-180) authorized \$250M for each fiscal year of the biennium specifically for the capital repairs and renovations (R&R) projects approved by the Board of Governors. The 2022-23 allocation of \$250M will be available July 1, 2022. Based on current project schedules, four projects will be ready to begin construction this calendar year. The initial allocation of 2022-23 SCIF R&R funding will provide the approval for the projects to begin construction when ready and will provide the initial cash allocation required for the current fiscal year.

It is recommended that the 2022-23 SCIF R&R funds be allocated to the constituent institutions and affiliated entities as indicated on Attachment A.

Authorization of initial construction funding for	
Major R&R/comprehensive renovation projects	\$39,433,596
Repairs and renovations for Dabney Hall (NC State University)	
as required by Section 40.1.(c2)	<u>\$30,000,000</u>
TOTAL	\$69,433,596

Major R&R/comprehensive renovation projects will require multiple years to complete design and construction. As such, it is recommended that the funding be allocated as needed in the appropriate fiscal year. The future SCIF R&R allocations required to complete each project in subsequent years is shown on the anticipated cash flow schedule (Attachment B) and is based on the projected bid dates and associated construction start dates, as well as the estimated duration of construction. Future SCIF R&R allocations will be considered the first priority obligation of additional SCIF R&R funding, but actual amounts may be adjusted based on modifications to the project schedule, delays, and the progress of construction. Attachment B also includes potential projects that may be funded this fiscal year depending on the projected construction start date.

The recommendation for the allocation of the 2022-23 SCIF R&R remaining balance of \$180,566,404, including the amount to be allocated for maintenance R&R projects, will be submitted at a future meeting.

### RECOMMENDATION

It is recommended that the Board of Governors approve the initial allocation of the 2022-23 R&R funds in the amount of \$69,433,596.

APPENDIX J

**Attachment A**  
**2022-2023 CAPITAL BUDGET R&R ALLOCATION**  
**MAJOR R&R/COMPREHENSIVE RENOVATION PROJECTS**

Proposed for BOG Approval - May 26, 2022

	<u>Proposed Project Cost</u>	<u>2021-2022 Allocation</u>	<u>Additional 2021-2022 Allocation</u>	<u>2022-2023 Allocation</u>
<b><u>Appalachian State University</u></b>				
Wey Hall Envelope & Roof Repair	\$5,000,000	\$500,000		\$1,072,059
Wey Hall Partial Renovation—Building Systems	\$10,000,000	\$1,000,000		\$2,176,604
Duncan Hall Renovation	\$20,000,000	\$2,000,000		
<b>Total</b>	<b>\$35,000,000</b>	<b>\$3,500,000</b>	<b>\$0</b>	<b>\$3,248,663</b>
<b><u>East Carolina University</u></b>				
Brody High-Rise Code Compliance, Phase 2	\$6,000,000	\$600,000	\$5,400,000	
Main Campus-College Hill Drive Steam, Phase 3	\$2,500,000	\$250,000	\$2,250,000	
Whichard Building Comprehensive Renovation	\$10,000,000	\$1,000,000		
Speight Building Roof, Window, & Envelope Replacement	\$4,000,000	\$400,000		
Chilled Water Extension to Whichard & Graham	\$6,475,000	\$647,500	\$5,827,500	
Main Campus-Relocate Steam & Condensate, Phase 1	\$5,000,000	\$500,000	\$4,500,000	
Health Science Building Envelope Infiltration Repairs	\$5,000,000	\$500,000	\$4,500,000	
Howell Science Building South	\$30,000,000	\$3,000,000		
<b>Total</b>	<b>\$68,975,000</b>	<b>\$6,897,500</b>	<b>\$22,477,500</b>	<b>\$0</b>
<b><u>Elizabeth City State University</u></b>				
Repair Campus Main Switch	\$700,000	\$70,000	\$630,000	
Repair Campus Pump Station	\$650,000	\$65,000	\$585,000	
Infrastructure Upgrades—Water & Electrical, Phase 1	\$12,000,000	\$1,200,000		
Emergency Generator Power—Operations	\$4,900,000	\$490,000	\$4,410,000	
Emergency Generator Power—Residence Halls	\$2,100,000	\$210,000	\$1,890,000	
Campus-Wide Lockdown System	\$2,000,000	\$200,000		
Building Demolition (4 Buildings)	\$1,500,000	\$150,000		
Butler Residence Hall Renovations	\$2,500,000	\$250,000		
Infrastructure Upgrades—Water & Electrical, Phase 2	\$27,000,000	\$2,700,000		
<b>Total</b>	<b>\$53,350,000</b>	<b>\$5,335,000</b>	<b>\$7,515,000</b>	<b>\$0</b>
<b><u>Fayetteville State University</u></b>				
Lyons Science Renovation	\$1,500,000	\$1,500,000		
Butler Renovation—(HVAC, Bldg. Envelope, Fire Alarm)	\$3,450,000	\$345,000	\$3,105,000	
A.B. Rosenthal Building—Targeted Renovation	\$10,000,000	\$1,000,000		
Campus-Wide Utility Infrastructure	\$9,950,000	\$995,000		
H.T. Chick—Targeted Renovation	\$9,500,000	\$950,000		
<b>Total</b>	<b>\$34,400,000</b>	<b>\$4,790,000</b>	<b>\$3,105,000</b>	<b>\$0</b>
<b><u>North Carolina Agricultural &amp; Technical State University</u></b>				
Carver Hall—Comprehensive Modernization, Phase 1	\$9,700,000	\$970,000		
Price Hall—Renovation, Phase 1	\$8,000,000	\$800,000		
Marteena Hall Renovation	\$9,100,000	\$910,000		
Carver Hall—Comprehensive Modernization, Phase 2	\$10,400,000	\$1,040,000		
Price Hall Renovation, Phase 2	\$8,500,000	\$850,000		
<b>Total</b>	<b>\$45,700,000</b>	<b>\$4,570,000</b>	<b>\$0</b>	<b>\$0</b>
<b><u>North Carolina Central University</u></b>				
Lee Biology Renovation	\$8,100,000	\$810,000		
Taylor Education Building Renovation	\$13,750,000	\$1,375,000		
<b>Total</b>	<b>\$21,850,000</b>	<b>\$2,185,000</b>	<b>\$0</b>	<b>\$0</b>
<b><u>North Carolina School of Science and Mathematics</u></b>				
Campus-Wide HVAC Renovations	\$2,000,000	\$200,000		
Chiller Replacement	\$3,000,000	\$300,000		
Building Envelope Repairs	\$5,850,000	\$585,000		
Academic Commons & Dining Hall Renovation	\$12,400,000	\$1,240,000		
<b>Total</b>	<b>\$23,250,000</b>	<b>\$2,325,000</b>	<b>\$0</b>	<b>\$0</b>
<b><u>North Carolina State University</u></b>				
Page Hall—Building Envelope Repairs & Plumbing Upgrades	\$4,000,000	\$400,000		\$3,600,000
Scott Hall—HVAC Renovation	\$5,000,000	\$500,000		
Mann Hall—HVAC & Plumbing Renovation	\$10,000,000	\$1,000,000		\$6,857,143

# APPENDIX J

	<u>Proposed Project Cost</u>	<u>2021-2022 Allocation</u>	<u>Additional 2021-2022 Allocation</u>	<u>2022-2023 Allocation</u>
Kilgore Hall–HVAC Renovation	\$10,000,000	\$1,000,000		
North & Central Campus–Domestic Water Line Replacement	\$4,303,000	\$430,300	\$3,872,700	
Poe Hall–Fire Protection Systems	\$3,500,000	\$350,000		
Thomas Hall–HVAC Renovation	\$4,000,000	\$400,000		
111 Lampe Drive Renovation*	\$42,000,000	-	\$4,200,000	
Dabney Hall*	\$60,000,000	\$30,000,000		\$30,000,000
Polk Hall*	\$10,000,000	\$10,000,000		
<b>Total</b>	<b>\$152,803,000</b>	<b>\$44,080,300</b>	<b>\$8,072,700</b>	<b>\$40,457,143</b>
<b><u>University of North Carolina at Asheville</u></b>				
Campus Safety Improvements, Access Control, Cameras	\$2,300,000	\$230,000	\$2,070,000	
Campus Roadway Repairs	\$4,400,000	\$440,000	\$3,960,000	
Lipinsky Renovation	\$10,000,000	\$1,000,000		
<b>Total</b>	<b>\$16,700,000</b>	<b>\$1,670,000</b>	<b>\$6,030,000</b>	<b>\$0</b>
<b><u>University of North Carolina at Chapel Hill</u></b>				
Wilson Library–Means of Egress	\$9,300,000	\$930,000		
Swain Hall–Targeted Renovation	\$5,800,000	\$580,000		
Phillips Hall–1958 Central HVAC System	\$6,000,000	\$600,000		
Hamilton Hall–Central HVAC System	\$8,800,000	\$880,000		
Wilson Library–1953 Central HVAC System AHU 1 & 2	\$7,000,000	\$700,000		
Wilson Library–1953 Central HVAC System AHU 3	\$4,000,000	\$400,000		
<b>Total</b>	<b>\$40,900,000</b>	<b>\$4,090,000</b>	<b>\$0</b>	<b>\$0</b>
<b><u>University of North Carolina at Charlotte</u></b>				
Atkins Library Tower–ADA & Elev.	\$10,000,000	\$1,000,000		
Smith–Replace HVAC & Controls, Envelope, Replace Roof	\$5,950,000	\$595,000		
Atkins Library Tower–Fire & Smoke Systems	\$3,840,000	\$384,000		
Woodward–Controls & Lab HVAC Modernization	\$2,700,000	\$270,000	\$2,430,000	
Friday–HVAC, Controls & Electrical Upgrade	\$9,700,000	\$970,000		
Cameron–Second Floor Renovation	\$19,100,000	\$1,910,000		
Burson–Renovation	\$25,900,000	\$2,590,000		
<b>Total</b>	<b>\$77,190,000</b>	<b>\$7,719,000</b>	<b>\$2,430,000</b>	<b>\$0</b>
<b><u>The University of North Carolina at Greensboro</u></b>				
Coleman–Fire Alarm Replacement	\$2,440,000	\$244,000	\$2,196,000	
Steam Distribution Replacement, Phase IV-B	\$1,550,000	\$155,000	\$1,395,000	
Campus Chiller Water Infrastructure & Equip. Improvements	\$10,400,000	\$1,040,000		
Jackson Library–Renovation/Addition	\$81,000,000	\$8,100,000		
<b>Total</b>	<b>\$95,390,000</b>	<b>\$9,539,000</b>	<b>\$3,591,000</b>	<b>\$0</b>
<b><u>The University of North Carolina at Pembroke</u></b>				
Jacobs Hall–Demolition/Site Restoration	\$1,250,000	\$125,000	\$1,125,000	
Campus Roof Replacements	\$1,500,000	\$150,000	\$1,350,000	
Campus Safety & Regional Emergency Response Center	\$4,480,000	\$448,000		
Business Administration Renovation	\$12,500,000	\$1,250,000		
<b>Total</b>	<b>\$19,730,000</b>	<b>\$1,973,000</b>	<b>\$2,475,000</b>	<b>\$0</b>
<b><u>UNC School of the Arts</u></b>				
Stevens Center–Roof, Water Intrusion, Bldg. Envelope	\$4,800,000	\$480,000		
Gray Building–Roof, Bldg. Envelope, HVAC, Fire Suppression	\$3,350,000	\$335,000	\$3,015,000	
Performance Place/Workplace/WPV–Roof Replacements	\$2,435,000	\$243,500	\$2,191,500	
Stevens Center Renovation, Phase 1	\$25,000,000	\$2,500,000		
<b>Total</b>	<b>\$35,585,000</b>	<b>\$3,558,500</b>	<b>\$5,206,500</b>	<b>\$0</b>
<b><u>University of North Carolina Wilmington</u></b>				
Coastal Marine Studies–Plumbing, Mech., Elec. Renovation	\$9,930,000	\$993,000		
Randall Library Renovation & Expansion	\$56,000,000	\$5,600,000	\$2,825,000	\$25,727,790
<b>Total</b>	<b>\$65,930,000</b>	<b>\$6,593,000</b>	<b>\$2,825,000</b>	<b>\$25,727,790</b>
<b><u>Western Carolina University</u></b>				
Killian Building–HVAC Upgrades/Window Replacement	\$3,570,000	\$357,000	\$3,213,000	
Reid Building–Roof Replacement	\$2,520,000	\$252,000	\$2,268,000	
Moore Building–Abatement, Demo. & Struct. Improvements	\$7,100,000	\$710,000		
Moore Building–Infrastructure & Accessibility	\$4,200,000	\$420,000		
Moore Building Renovation	\$15,000,000	\$1,500,000		

# APPENDIX J

	<u>Proposed Project Cost</u>	<u>2021-2022 Allocation</u>	<u>Additional 2021-2022 Allocation</u>	<u>2022-2023 Allocation</u>
<b>Total</b>	<b>\$32,390,000</b>	<b>\$3,239,000</b>	<b>\$5,481,000</b>	<b>\$0</b>
<b><u>Winston-Salem State University</u></b>				
Hauser Hall Renovations—Restore the Core	\$7,500,000	\$750,000		
Hauser Hall—Renovation, Phase 2	\$9,500,000	\$950,000		
<b>Total</b>	<b>\$17,000,000</b>	<b>\$1,700,000</b>	<b>\$0</b>	<b>\$0</b>
<b><u>PBS North Carolina</u></b>				
Tower Lighting/FAA Markers/Tower Elev. Repair	\$2,200,000	\$220,000	\$1,980,000	
Bryan Center—Replace HVAC Air Handler & Controls	\$2,707,000	\$270,700	\$2,436,300	
Bryan Center—Chiller & Cooling Tower Replacement	\$1,120,000	\$112,000	\$1,008,000	
<b>Total</b>	<b>\$6,027,000</b>	<b>\$602,700</b>	<b>\$5,424,300</b>	<b>\$0</b>
<b><u>North Carolina Arboretum</u></b>				
Infrastructure Restoration & Road Projects	\$1,000,000	\$100,000	\$900,000	
<b>Total</b>	<b>\$1,000,000</b>	<b>\$100,000</b>	<b>\$900,000</b>	<b>\$0</b>
<b><u>GRAND TOTAL</u></b>	<b><u>\$843,170,000</u></b>	<b><u>\$114,467,000</u></b>	<b><u>\$75,533,000</u></b>	<b><u>\$69,433,596</u></b>

\* Funds are allocated for the repairs and renovations at Dabney Hall and Polk Hall in accordance with Section 40.1.(c2).

Projects shown in blue are fully funded.

APPENDIX J  
Attachment B  
SCIF R&R CASH FLOW PROJECTIONS AND CONSTRUCTION PIPELINE

PROJECTS UNDER OR STARTING CONSTRUCTION							
Campus	Project Name	Total Project Budget	Est. Construction Duration (days)	Est. Construction	FY21-22	FY22-23	FY23-24*
				Start Date			
ASU	Wey Hall Envelope, Roof Repair, and Partial Renovation - Building Systems	\$15,000,000	570	23-Jan	\$1,500,000	\$3,248,663	\$10,251,337
NCSU	Mann Hall - HVAC and Plumbing	\$10,000,000	365	22-Nov	\$1,000,000	\$6,857,143	\$2,142,857
NCSU	Page Hall - Building Envelope Repairs & Plumbing Upgrades	\$4,000,000	365	22-Jun	\$400,000	\$3,600,000	
UNCW	Randall Library Renovation & Expansion	\$56,000,000	720	22-Jun	\$8,425,000	\$25,727,790	\$21,847,210
TOTAL		\$85,000,000			\$11,325,000	\$39,433,596	\$34,241,404

POTENTIAL FY2022-23 CONSTRUCTION PROJECTS							
Campus	Project Name	Total Project Budget	Est. Construction Duration (days)	Est. Construction	FY21-22	FY22-23	FY23-24*
				Start Date			
ASU	Duncan Hall Renovation	\$20,000,000	540	23-Jun	\$2,000,000		
NC A&T	Carver Hall - Comprehensive Modernization, Phases I and II	\$20,100,000	TBD	TBD	\$2,010,000		
NC A&T	Price Hall - Renovation, Phases I and II	\$16,500,000	TBD	TBD	\$1,650,000		
NC A&T	Marteena Hall Renovation	\$9,100,000	TBD	TBD	\$910,000		
NCCU	Lee Biology Renovation	\$8,100,000	TBD	TBD	\$810,000		
NCCU	Taylor Education Building Renovation	\$13,750,000	TBD	TBD	\$1,375,000		
NCSSM	Academic Commons & Dining Hall Renovations	\$12,400,000	TBD	TBD	\$1,240,000		
UNC-CH	Wilson Library-1953 Central HVAC (AHU 1, 2, & 3) and Means of Egress	\$20,300,000	TBD	TBD	\$2,030,000		
UNCC	Burson Renovation	\$25,900,000	TBD	TBD	\$2,590,000		
UNCC	Cameron-Second Floor Renovation	\$19,100,000	TBD	TBD	\$1,910,000		
UNCSA	Stevens Center-Roof, Water Intrusion, Building Envelope, Phase I Renovation	\$29,800,000	TBD	TBD	\$2,980,000		
WCU	Moore Building-Abatement, Demo, Struct. Improvements, Infrastructure, Accessibility, and Renovation	\$26,300,000	TBD	TBD	\$2,630,000		
TOTAL		\$221,350,000			\$22,135,000		

\* Amounts shown are illustrative of the estimated future allocations required to complete construction, but are subject to adjustment based on construction progress and actual expenditures.

## Capital Improvement Projects – Fayetteville State University, NC A&T State University, NC Central University, NC School of Science and Mathematics, UNC-Chapel Hill, UNC Charlotte, UNC Pembroke, and Winston-Salem State University

### 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.

Eight UNC System institutions have requested nineteen capital improvement projects: nine new projects and ten projects for increased authorization.

### I. NEW PROJECTS

Institution/Project Title		Total Project Cost	Previous Authorization	Requested Authorization	Funding Source
<b>Fayetteville State University</b>					
1.	Capel Chiller Replacement	\$999,510	\$0	\$999,510	Carry-forward (84%)/ HEERF (16%)
2.	McLeod Hall HVAC 2-Pipe to 4-Pipe Conversion	\$4,738,400	\$130,000	\$4,608,400	HEERF
<i>FSU Subtotal</i>		<i>\$5,737,910</i>	<i>\$130,000</i>	<i>\$5,607,910</i>	
<b>North Carolina A&amp;T State University</b>					
3.	Aggie Village Roof Replacement	\$1,294,714	\$0	\$1,294,714	Housing Receipts
4.	Barnes Hall Renovation	\$1,100,000	\$100,000	\$1,000,000	Grant (91%)/ Carry-forward (9%)
5.	Hines Hall Renovation for College of Health and Sciences	\$1,300,000	\$0	\$1,300,000	Trust Funds
6.	Yanceyville Roof Replacement	\$852,000	\$0	\$852,000	Carry-forward
<i>NC A&amp;T Subtotal</i>		<i>\$4,546,714</i>	<i>\$100,000</i>	<i>\$4,446,714</i>	
<b>The University of North Carolina at Chapel Hill</b>					
7.	Carmichael Arena Locker Room and Offices	\$3,000,000	\$0	\$3,000,000	Donations and Gifts
<i>UNC-CH Subtotal</i>		<i>\$3,000,000</i>	<i>\$0</i>	<i>\$3,000,000</i>	
<b>University of North Carolina at Charlotte</b>					
8.	Softball Locker Rooms and Offices	\$3,100,000	\$100,000	\$3,000,000	Donations and Gifts
9.	Stormwater Master Plan Implementation, Phase 1	\$3,000,000	\$0	\$3,000,000	Carry-forward
<i>UNCC Subtotal</i>		<i>\$6,100,000</i>	<i>\$100,000</i>	<i>\$6,000,000</i>	
<b>Grand Total</b>		<b>\$19,384,624</b>	<b>\$330,000</b>	<b>\$19,054,624</b>	

APPENDIX K

II. INCREASED AUTHORIZATION

Institution/Project Title		Total Project Cost	Previous Authorization	Requested Authorization	Funding Source
<b>North Carolina A&amp;T State University</b>					
10.	Dudley Building	\$2,901,545	\$1,000,000	\$1,901,545	Grant (17%)/ Trust Funds (17%)/R&R (21%)/ Carry-forward (79%)
<i>NC A&amp;T Subtotal</i>		<i>\$2,901,545</i>	<i>\$1,000,000</i>	<i>\$1,901,545</i>	
<b>North Carolina Central University</b>					
11.	New School of Business	\$39,271,964	\$38,600,000	\$671,964	Connect NC Bonds (76%)/Appropriated (22%)/Trust Funds (2%)
12.	New Collaborative Learning and Research Center	\$3,555,000	\$3,000,000	\$555,000 (Fund Source Change)	Trust Funds (15%)/ Title III (85%)
<i>NCCU Subtotal</i>		<i>\$42,826,964</i>	<i>\$41,600,000</i>	<i>\$1,226,964</i>	
<b>North Carolina School of Science and Mathematics</b>					
13.	Western Campus (Morganton)	\$96,871,000	\$93,367,000	\$3,504,000	Appropriated (88%)/ Donations and Gifts(11%)/ Carry-forward (1%)
<i>NCSSM Subtotal</i>		<i>\$96,871,000</i>	<i>\$93,367,000</i>	<i>\$3,504,000</i>	
<b>University of North Carolina at Charlotte</b>					
14.	Cameron Second Floor Renovation	\$21,050,000	\$21,050,000	\$0 (Fund Source Change)	Carry-forward (9%)/ SCIF R&R (91%)
15.	McEniry HVAC and IT Infrastructure Upgrades	\$10,000,000	\$10,000,000	\$0 (Fund Source Change)	Carry-forward (12%)/ R&R (20%)/Trust Funds(50%)/Student Fees(18%)
16.	Reclaimed Water (Infrastructure)	\$2,100,000	\$2,100,000	\$0 (Fund Source Change)	Carry-forward (81%)/ Trust Funds (19%)
17.	West Substation	\$6,500,000	\$6,500,000	\$0 (Fund Source Change)	Carry-forward (41%)/ Trust Funds (59%)
<i>UNCC Subtotal</i>		<i>\$39,650,000</i>	<i>\$39,650,000</i>	<i>\$0</i>	
<b>University of North Carolina at Pembroke</b>					
18.	Dr. Oxendine Parking Lot 21 (West Hall Parking Lot)	\$1,095,693	\$749,187	\$346,506	Carry-forward
<i>UNCP Subtotal</i>		<i>\$1,095,693</i>	<i>\$749,187</i>	<i>\$346,506</i>	
<b>Winston-Salem State University</b>					
19.	Chiller at Central Chiller Plant	\$1,838,822	\$307,016	\$1,531,806	Carry-forward (76%)/ R&R (24%)
<i>WSSU Subtotal</i>		<i>\$1,838,822</i>	<i>\$307,016</i>	<i>\$1,531,806</i>	
<b>Grand Total</b>		<b>\$185,184,024</b>	<b>\$176,673,203</b>	<b>\$8,510,821</b>	

## APPENDIX K

### 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.

### III. REPORTING

The following projects are being reported to the Board of Governors and Fiscal Research Division in compliance with GS 143C-8-13 (d) which permits Chancellors to authorize Repairs and Renovation projects less than \$600,000 in thirteen allowable categories.

Institution/Project Title		Amount	Fund Source	R&R Category
North Carolina Central University				
1.	Residence Hall Chiller Replacements	\$229,774	Carry-forward	(4) Repairs to or installation of new electrical, plumbing and heating, ventilating and air conditioning systems



## **Remarketing of Special Obligation Bonds – University of North Carolina at Chapel Hill**

### **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.

The University of North Carolina at Chapel Hill (“UNC-Chapel Hill”) requests that the Board of Governors approve the remarketing of (1) its General Revenue Bonds, Series 2012B (the “2012B Bonds”), (2) its General Revenue Refunding Bonds, 2019A (the “2019A Bonds”), and (3) its General Revenue Refunding Bonds, 2019B Bonds (the “2019B Bonds,” and together with the 2019A Bonds, the “2019 Bonds”) prior to their mandatory tender date and the delivery of related remarketing supplements. The proceeds of the 2012B Bonds were used to finance and refinance the construction, renovation, improvement, equipping and furnishing of certain facilities on the UNC-Chapel Hill campus. The proceeds of the 2019 Bonds refunded bonds that were originally issued in 2012 and 2016. The Board has previously approved the remarketing or refinancing of the bonds in 2016, 2019, and 2021.

The 2012B and 2019 Bonds were issued as “floating rate notes” and bear interest at index rates based on the London Interbank Offered Rate (LIBOR), which is currently being phased out and is expected to stop being reported in 2023. UNC-Chapel Hill explored multiple indices for LIBOR replacement, including Security Industry and Financial Market Association (SIFMA), Bloomberg Short-term Bank Yield Index (BSBY), Fed Funds, as well as Secured Overnight Financing Rate (SOFR). The Governmental Accounting Standards Board (GASB) has identified the SOFR and the Federal Funds Rate as appropriate benchmark replacement indices for existing LIBOR-based transactions. The 2012B and 2019 Bonds are subject to mandatory tender on November 9, 2022, in accordance with their terms. The 2012B and 2019 Bonds may be refinanced or remarketed on or after May 9, 2022, without penalty.

UNC-Chapel Hill requests that the Board approve (1) the remarketing of the 2012B and 2019 Bonds prior to their mandatory tender date; (2) the delivery of related remarketing supplements; (3) the Amended and Restated Ninth Series Indenture and the Amended and Restated Sixteenth Series Indenture that eliminate the provisions related to LIBOR and replace them with provisions that allow the 2012B Bonds and the 2019 Bonds be converted and remarketed at index rates based on the Secured Overnight Financing Rate (SOFR); and (4) corresponding amendments to documents related to interest rate swap agreements with Wells Fargo Bank, National Association and The Bank of New York Mellon that hedge UNC-Chapel Hill’s cash flows on variable rate debt. This request would authorize UNC-Chapel Hill to remarket the 2012B and 2019 Bonds in accordance with their terms in a new variable interest rate mode and a new mandatory purchase date while maintaining their original maturity dates. Approval of remarketing the 2012B and 2019 Bonds will avoid tendering the bonds on November 9, 2022 or incurring additional costs of issuance related to another transaction.

UNC-Chapel Hill anticipates that the 2012B and 2019 Bonds will be remarketed on a variable rate basis and will have a mandatory purchase date within three to five years. Requests for remarketing bonds is administrative and shall occur prior to each mandatory purchase date.

## APPENDIX L

The 2022 Bonds will be remarketed by Wells Fargo and JP Morgan as co-senior managing underwriters, who are members of the pool of approved underwriters selected by UNC-Chapel Hill through a competitive RFP process.

Currently, UNC-Chapel Hill is rated “Aaa” with a stable outlook by Moody’s Investors Service, “AAA” with a stable outlook by Standard & Poor’s Global Ratings, and “AAA” with a stable outlook by Fitch Ratings. The transaction is not expected to have any impact on UNC-Chapel Hill’s credit ratings.

Parker Poe Adams & Bernstein LLP is bond counsel, and PFM Financial Advisors LLC is the financial advisor.

### **RECOMMENDATION**

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



**RESOLUTION OF THE BOARD OF GOVERNORS OF THE UNIVERSITY OF NORTH  
CAROLINA SYSTEM AUTHORIZING THE CONVERSION AND REMARKETING OF SPECIAL  
OBLIGATION BONDS FOR THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL**

**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 Board has previously issued The University of North Carolina at Chapel Hill General Revenue Bonds, Series 2012B (the “2012B Bonds”), the proceeds of which were used to finance and refinance the construction, renovation, improvement, equipping, and furnishing of certain facilities on the University of North Carolina at Chapel Hill (“UNC-Chapel Hill”) campus, under the terms of the General Trust Indenture dated as of January 15, 2001 (the “General Indenture”) between the Board and The Bank of New York, the successor to which is The Bank of New York Mellon Trust Company, N.A., as trustee (the “Trustee”), and Series Indenture, Number 9 dated as of July 1, 2012 (the “Ninth Series Indenture”) between the Board and the Trustee;

**WHEREAS**, the Board has also previously issued the UNC-Chapel Hill General Revenue Refunding Bonds, Series 2019A and the UNC-Chapel Hill General Revenue Refunding Bonds, Series 2019B (the “2019 Bonds”), the proceeds of which were used to refinance the construction, renovation, improvement, equipping, and furnishing of certain facilities on the UNC-Chapel Hill campus, under the General Indenture and Series Indenture, Number 16 dated as of February 1, 2019 (the “Sixteenth Series Indenture”) between the Board and the Trustee;

**WHEREAS**, the 2012B Bonds and the 2019 Bonds bear interest at index rates based on the London Interbank Offered Rate (LIBOR), which is currently being phased out and is expected to stop being reported in 2023, and are subject to mandatory tender on November 9, 2022;

**WHEREAS**, in connection with the tender and remarketing of the 2012B Bonds and the 2019 Bonds in advance of the mandatory tender date, UNC-Chapel Hill is recommending to the Board that the Ninth Series Indenture and the Sixteenth Series Indenture be amended and restated to eliminate the provisions related to LIBOR and replace them with provisions that allow the 2012B Bonds and the 2019 Bonds be converted and remarketed at index rates based on the Secured Overnight Financing Rate (SOFR);

## APPENDIX L

**WHEREAS**, in connection with such amendments and the tender and remarketing of the 2012B Bonds and the 2019 Bonds in advance of the mandatory tender date, the Board has determined to cause to be prepared the following documents, which the Board proposes to approve, ratify, execute, and deliver, as applicable, forms of which have been made available to the Board:

1. The Amended and Restated Series Indenture, Number 9 (the “*Amended and Restated Ninth Series Indenture*”) between the Board and the Trustee;
2. The Amended and Restated Series Indenture, Number 16 (the “*Amended and Restated Sixteenth Series Indenture*” and collectively with the Amended and Restated Ninth Series Indenture, the “*Series Indentures*”) between the Board and the Trustee;
3. A Remarketing Supplement related to the remarketing of the 2012B Bonds (the “*2012B Bonds Remarketing Supplement*”);
4. A Remarketing Supplement related to the remarketing of the 2019 Bonds (the “*2019 Bonds Remarketing Supplement*” and collectively with the 2012B Bonds Remarketing Supplement, the “*Remarketing Supplements*”); and
5. An Amended and Restated Remarketing Agreement between the Board and Wells Fargo Bank, National Association and J.P. Morgan Securities LLC with respect to the 2012B Bonds and a Remarketing Agreement between the Board and Wells Fargo Bank, National Association and J.P. Morgan Securities LLC with respect to the 2019 Bonds (collectively, the “*Remarketing Agreements*”).

**WHEREAS**, in connection with the amendments to be reflected in the Series Indentures and the remarketing of the 2012B Bonds and the 2019 Bonds at index rates based on SOFR, the Board proposes to approve, ratify, execute, and deliver, as applicable, documents necessary to make corresponding amendments or changes to interest rate swap agreements with Wells Fargo Bank, National Association and The Bank of New York Mellon (the “*Swap Amendments*”) that hedge UNC-Chapel Hill’s cash flows on variable rate debt;

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

Section 1. **Authorization of Amended and Restated Series Indentures.** That the form and content of the Series Indentures be and the same hereby are in all respects authorized, approved, and confirmed, and the Chair of the Board, the President of the UNC System, the Senior Vice President for Finance and Administration and CFO 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 Series Indentures 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 Series Indentures, 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 Series Indentures as executed.

## APPENDIX L

Section 2. **Remarketing of Bonds.** That the Board authorizes the conversion of the interest rate and remarketing of the 2012B Bonds in accordance with the terms of the Amended and Restated Ninth Series Indenture and authorizes the conversion of the interest rate and remarketing of the 2019 Bonds in accordance with the terms of the Amended and Restated Sixteenth Series Indenture. Wells Fargo Bank, National Association and J.P. Morgan Securities LLC (the “*Remarketing Agents*”) are hereby appointed as the Remarketing Agent for the remarketing of the 2012B Bonds and the 2019 Bonds. The Vice Chancellor for Finance and Operations at UNC-Chapel Hill, in consultation with the SVP-Finance, is authorized and directed to establish the terms for the remarketing of the 2012B Bonds in accordance with the Amended and Restated Ninth Series Indenture and the 2019 Bonds in accordance with the Amended and Restated Sixteenth Series Indenture. The form, terms, and content of the Remarketing Supplements be and the same hereby are in all respects authorized, approved, and confirmed, and the use of the Remarketing Supplements by the Remarketing Agents in connection with the remarketing of the 2012B Bonds and the 2019 Bonds, respectively, is hereby in all respects authorized, approved, ratified, and confirmed. The Chair of the Board, the President, the SVP-Finance and Vice Chancellor for Finance and Operations of UNC-Chapel Hill, individually or collectively, hereby are each authorized, empowered, and directed to deliver the Remarketing Supplements for and on behalf of the Board in substantially the form and content of the Remarketing Supplements presented to the Board, but with such changes, modifications, additions, or deletions therein as shall to them seem necessary, desirable, or appropriate.

The form and content of the Remarketing Agreements be and the same hereby are in all respects authorized, approved, and confirmed, and the Authorized Officers hereby are each authorized, empowered, and directed to execute and deliver the Remarketing Agreements 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 Remarketing Agreements, 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 Remarketing Agreements as executed.

Section 3. **Swap Amendments.** That the Board authorizes the Authorized Officers and the Vice Chancellor for Finance and Operations of UNC-Chapel Hill, individually or collectively, to enter into the Swap Amendments and are each authorized, empowered, and directed to execute and deliver such documentation as shall to them seem necessary, desirable, or appropriate to effect the Swap Amendments.

Section 4. **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 remarketing of the 2012B Bonds and the 2019 Bonds and otherwise contemplated by this Resolution. Any provision in this Resolution that authorizes more than one officer to take certain actions shall be read to permit such officers to take the authorized actions either individually or collectively. The Chancellor and the Vice Chancellor for Finance and Operations at UNC-Chapel Hill, 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 ongoing administration and the remarketing of the 2012B Bonds and the 2019 Bonds and otherwise contemplated by this Resolution on behalf of UNC-Chapel Hill.

#### APPENDIX L

Section 5. ***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 6. ***Effective Date.*** This Resolution is effective immediately on the date of its adoption.

*PASSED, ADOPTED, AND APPROVED* this 26<sup>th</sup> day of May, 2022.

APPENDIX L

STATE OF NORTH CAROLINA

)

SECRETARY'S CERTIFICATE

)

SS:

OF AUTHENTICATION

COUNTY OF ORANGE

)

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 May 26, 2022 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 May 26, 2022 was sent to each member of the Board, and (3) a quorum was present at the meeting on May 26, 2022 at which time the foregoing Resolution was adopted.

**WITNESS**, my hand and the seal of the University of North Carolina System this \_\_\_\_ day of \_\_\_\_\_, 2022.

[SEAL]

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

### **Policy on Endowment Funds**

I. Authority. G.S. 116-36 provides the Board of Governors with authority to prescribe such terms and conditions under which each of the board of trustees of each constituent institution shall establish and maintain an endowment fund for the constituent institution. Pursuant to and consistent with its authority under the North Carolina General Statutes, including G.S. 116-36, the Board of Governors adopts the following policy regarding the establishment and maintenance of endowment funds.

II. Endowment Property Exclusively for the Benefit of One Constituent Institution

A. Under the provisions of G.S. 116-36, and pursuant to this policy, uniformly applicable to all constituent institutions, the board of trustees of each constituent institution shall establish and maintain an endowment fund for the constituent institution.

B. It is not the statutory intent underlying this policy that the proceeds from any endowment fund shall take the place of state appropriations or any part thereof, but it is the statutory intent underlying this policy that those proceeds shall supplement the state appropriations to the end that the constituent institution may improve and increase its functions, may enlarge its area of service, and may become more useful to a greater number of people.

C. Pursuant to this policy each board of trustees shall appoint an investment board to be known as the "Board of Trustees of the Endowment Fund of \_\_\_\_\_" (here shall be inserted the name of the constituent institution).

D. The board of trustees of the endowment fund shall consist of no fewer than six members and no more than nine members, as determined by the board of trustees of the constituent institution. One member of the board of trustees of the endowment fund shall be the chair of the board of trustees of the constituent institution, one member shall be the chancellor of the constituent institution, and a third *ex officio* member shall be designated by the board of trustees of the constituent institution from among the officers of that board or of the committees of that board. The remainder of the members may be (but need not be) members of the board of trustees of the constituent institution and shall be elected by the board of trustees of the constituent institution for overlapping terms of three years each. The terms of the three elected members of the board of trustees shall be initially for one, two, and three years each. All elections thereafter shall be for a regular term of three years, except that any person elected by the board of trustees to fill a vacancy created otherwise than by the expiration of a term shall be elected to serve the remainder of the term of the person whom he or she succeeds. The chair of the board of trustees of the constituent institution shall be *ex officio* the chair of the board of trustees of the endowment fund of that institution. The board of trustees of the endowment fund may establish procedures, consistent with this policy, for executing business and shall at least establish a quorum and a necessary vote for the transaction of business and require the keeping of minutes for meetings of the endowment board.



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E. The trustees of the endowment fund may receive and administer as part of the endowment fund gifts and devises and any other property of any kind that may come to them from the Board of Governors of the University of North Carolina or that may come to the trustees of the endowment fund from any other source, excepting always the moneys received from state appropriations and from tuition and fees collected from students and used for the general operation of the institution.

F. Any gift or devise of real or personal property to the constituent institution shall be presumed, nothing to the contrary appearing, a gift or devise, as the case may be, to the endowment fund of the constituent institution. This presumption shall not apply to property made available to the institution prior to June 8, 1977.

G. Property shall not be deemed a part of the corpus of the endowment fund until it has been presented by the chancellor of the institution through written description of the property to the trustees of the endowment fund and has been acknowledged in writing as received by the trustees of the endowment fund. Property expressly or presumptively made available to the constituent institution for its endowment fund shall be presented by the chancellor to the trustees of the endowment fund as provided in this paragraph unless the chancellor finds that the property: (1) though presumptively made available to the institution for its endowment fund, was in fact made available to the institution for some other purpose; (2) has been made available to the institution under conditions which make its acceptance or use illegal; or (3) is unsuitable for use as property of the endowment fund.

H. The trustees of the endowment fund shall be responsible for the prudent investment of the fund in the exercise of their sound discretion, without regard to any statute or rule of law relating to the investment of funds by fiduciaries but in compliance with any lawful condition placed by the donor upon that part of the endowment fund to be invested. Provided, however, that Chapter 36E of the North Carolina General Statutes shall apply to the endowment fund.

I. The trustees of the endowment fund shall have the power to buy, sell, lend, exchange, lease, transfer, or otherwise dispose of or to acquire (except by pledging their credit or violating a lawful condition of receipt of the corpus into the endowment fund) any property, real or personal, with respect to the fund, in either public or private transaction, and in doing so they shall not be subject to the provisions of Chapters 143, 143C, and 146 of the General Statutes; provided that, any expense or financial obligation of the State of North Carolina created by any acquisition or disposition, by whatever means, of any real or personal property of the endowment fund shall be borne by the endowment fund unless authorization to satisfy the expense or financial obligation from some other source shall first have been obtained from the Director of the Budget by the board of trustees of the endowment fund through successive endorsements by the Board of trustees of the institution and the Board of Governors; and provided further that, unless approved by the Board of Governors, any acquisition, disposition, or capital project shall not materially alter the value or functionality of any State property; and provided further that, any gratuitous transfer of property or funds from the endowment fund shall be only upon direction of the board of trustees of the institution upon recommendation of the chancellor. Notwithstanding any other provision of this Policy, any real property transaction or capital project that will require an increase of state funds, tuition revenue, or student fees must be approved in advance by the Board of Governors. Requests for Board of Governors' approval shall be made in a manner as prescribed by the president, or designee, and may include the redaction of trade secret or other confidential or proprietary information not considered a public record within the

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meaning of Chapter 132 of the General Statutes and may be considered in closed session, as permitted by applicable law.

J. The board of trustees of the endowment fund may appoint a fiscal agent or agents having all the privileges, powers, and immunities set forth in paragraph II.I., to the trustees of the endowment fund except that no fiscal agent shall have authority to approach the Director of the Budget as otherwise provided in paragraph II.I. The board of trustees of the endowment fund may from time to time change its appointed fiscal agent or agents.

K. In the process of prudent investment of the fund (including the acquisition and maintenance of property for the fund) or to realize the intent underlying this policy, the board of trustees of the endowment fund or a fiscal agent appointed pursuant to paragraph II.J. may expend or use interest and principal of gifts and devises;; provided that, the expense or use would not violate any condition or restriction imposed by the original donor of the property which is to be expended or used nor violate the provisions of paragraph II.I.

L. To realize the statutory intent underlying this policy, the board of trustees of the endowment fund may transfer interest or principal of the endowment fund to the useful possession of the constituent institution; provided that, the transfer would not violate any condition or restriction imposed by the original donor of the property which is the subject of the proposed transfer; and provided further that, such transfer be executed only by direction of the board of trustees of the institution and for the purpose identified by the board of trustees of the institution, upon recommendation of the chancellor.

M. Whenever any property of the endowment fund is disposed of or otherwise transferred from the endowment fund to the constituent institution or to any other recipient, any instrument of transfer shall indicate that the donor, grantor, seller, lessor, lender, or transferor, as the case may be, is the board of trustees of the endowment fund

N. The board of trustees of the endowment fund shall annually submit a comprehensive report on the endowment fund through the board of trustees of the institution to the Board of Governors. The annual comprehensive report shall include at least a consolidated financial statement, list of current real estate holdings, and current funding commitment for capital projects.

O. The board of trustees of each constituent institution shall within a reasonable time establish an endowment fund as provided in this policy.

P. After a constituent institution has established an endowment fund as provided in this policy, the board of trustees of the institution shall direct that the chancellor inventory, consider, and present for placement in the endowment fund, as provided in paragraph II.G., all property that reposes in any institutional endowment, trust, or account as endowment property. The provisions of this paragraph shall not apply to property reposing in any endowment, trust, or foundation that has corporate identity other than under G.S. 116-3.

Q. When the trustees of the endowment fund acknowledge in writing receipt of property pursuant to paragraph II.P., the provisions of the "Policy on Endowments" of April 11, 1974, of the Board of Governors and any resolution of the Board of Governors made in consequence of the "Policy on Endowments" shall be deemed inoperative with respect to the pertinent constituent institution; provided that, the transfer of title to any property by the Board of

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Governors to the endowment fund of the constituent institution shall be deemed to have continued in effect.

### III. Endowment Property for the Benefit of the University of North Carolina (UNC) as a Whole or for the Benefit of Two or More Constituent Institutions

A. Under the provisions of G.S. 116-36, and pursuant to this policy, uniformly applicable to all constituent institutions, the UNC Board of Governors hereby establishes an endowment fund for all endowment funds now held or hereafter acquired by the University of North Carolina for the benefit of the University as a whole, or for the joint benefit of any two or more constituent institutions of the University.

B. It is not the statutory intent underlying this policy that the proceeds from the endowment fund shall take the place of state appropriations or any part thereof, but it is the statutory intent underlying this policy that those proceeds shall supplement the state appropriations to the end that UNC and its constituent institutions may improve and increase their functions, may enlarge their areas of service, and may become more useful to a greater number of people.

C. The Committee on Budget and Finance of the UNC Board of Governors shall constitute the board of trustees of all endowment funds now held or hereafter acquired by the University of North Carolina for the benefit of the University System as a whole or for the joint benefit of any two or more constituent institutions of the University, to be known as the "Board of Trustees of the Endowment Fund of the University of North Carolina." The chair of the Committee on Budget and Finance shall be *ex officio* the chair of the board of trustees of the endowment fund. Procedure for the conduct of business by the board of trustees of the endowment fund shall be consistent with Section 302C of *The Code*.

D. The trustees of the endowment fund may receive and administer as part of the endowment fund gifts and devises, and any other property of any kind that may come to them from the UNC Board of Governors or that may come to the trustees of the endowment fund from any other source, excepting always the moneys received from state appropriations and from tuition and fees collected from students and used for the general operation of the institution.

E. Any gift or devise of real or personal property to the University of North Carolina System shall be presumed, nothing to the contrary appearing, a gift or devise, as the case may be to the endowment fund. This presumption shall not apply to property made available to the University of North Carolina prior to June 8, 1977.

F. Any gift or devise of real or personal property to the University of North Carolina for the benefit of the University as a whole or for the joint benefit of any two or more constituent institutions that reposes in any endowment, trust, or account as endowment property shall be inventoried, considered, and presented by the president for placement in the endowment fund as provided in paragraph II.H. The provisions of this paragraph shall not apply to property reposing in any endowment, trust, or foundation that has corporate identity other than under G.S. 116-3.

G. Any gift or devise of real or personal property jointly to two or more constituent institutions shall be presented through written description of the property by the chancellors of the beneficiary institutions to the president for his consideration and action as provided in paragraph II.H. The provisions of this paragraph shall not apply to property reposing in any endowment, trust, or foundation that has corporate identity other than under G.S. 116-3.

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H. Property shall not be deemed a part of the corpus of the endowment fund until it has been presented by the president through written description of the property to the trustees of the endowment fund and has been acknowledged in writing as received by the trustees of the endowment fund. Property expressly or presumptively made available to the endowment fund shall be presented by the president to the trustees of the endowment fund as provided in this paragraph unless the president finds that the property:

1. Though presumptively made available to the University of North Carolina System for its endowment fund, was in fact made available to the University for some other purpose;
2. Has been made available under conditions which make its acceptance or use illegal; or
3. Is unsuitable for use as property of the endowment fund.

I. The trustees of the endowment fund shall be responsible for the prudent investment of the fund in the exercise of their sound discretion, without regard to any statute or rule of law relating to the investment of funds by fiduciaries but in compliance with any lawful condition placed by the donor upon that part of the endowment fund to be invested. Provided, however, that Chapter 36E of the North Carolina General Statutes shall apply to the endowment fund.

J. The trustees of the endowment fund shall have the power to buy, sell, lend, exchange, lease, transfer, or otherwise dispose of or to acquire (except by pledging their credit or violating a lawful condition of receipt of the corpus into the endowment fund) any property, real or personal, with respect to the fund, in either public or private transaction, and in doing so they shall not be subject to the provisions of Chapters 143, 143C, and 146 of the General Statutes, provided that, any expense or financial obligation of the State of North Carolina created by any acquisition or disposition, by whatever means, of any real or personal property of the endowment fund shall be borne by the endowment fund unless authorization to satisfy the expense or financial obligation from some other source shall first have been obtained from the Director of the Budget by the board of trustees of the endowment fund upon the endorsement of the Board of Governors; and provided further that, unless approved by the Board of Governors, any acquisition, disposition, or capital project shall not materially alter the value or functionality of any State property; and provided further that, any gratuitous transfer of property or funds from the endowment fund shall be only upon direction of the Board of Governors upon recommendation of the president. Notwithstanding any other provision of this Policy, any real property transaction or capital project that will require an increase of state funds, tuition revenue, or student fees must be approved in advance by the Board of Governors. Requests for Board of Governors' approval shall be made in a manner as prescribed by the president, or designee, and may include the redaction of trade secret or other confidential or proprietary information not considered a public record within the meaning of Chapter 132 of the General Statutes and may be considered in closed session, as permitted by applicable law.

K. The board of trustees of the endowment fund may appoint a fiscal agent or agents having all the privileges, powers, and immunities set forth in paragraph II.J. relative to the trustees of the endowment fund except that no fiscal agent shall have authority to approach the Director of the Budget otherwise provided in paragraph II.J. The board of trustees of the endowment fund may from time to time change its appointed fiscal agent or agents.

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L. In the process of prudent investment of the fund (including the acquisition and maintenance of property for the fund) or to realize the intent underlying this policy, the board of trustees of the endowment fund or a fiscal agent appointed pursuant to paragraph II.K. may expend or use interest and principal of gifts and devises; provided that, the expense or use would not violate any condition or restriction imposed by the original donor of the property which is to be expended or used nor violate the provisions of paragraph II.J..

M. To realize the statutory intent underlying this policy, the board of trustees of the endowment fund may transfer interest or principal of the endowment fund to the useful possession of the University of North Carolina or to constituent institutions provided that, the transfer would not violate any condition or restriction imposed by the original donor of the property which is the subject of the proposed transfer, and provided further that, such transfer be executed only by direction of the UNC Board of Governors of the and for the purpose identified by the Board of Governors, upon recommendation of the president.

N. Whenever any property of the endowment fund is disposed of or otherwise transferred from the endowment fund to the University of North Carolina, to a constituent institution, or to any other recipient, any instrument of transfer shall indicate that the donor, grant or, seller, lessor, lender, or transferor, as the case may be, is the board of trustees of the endowment fund.

O The trustees of the endowment fund shall maintain discrete accounts for property received into the endowment fund identified as to those institutions made beneficiaries of the respective properties by their donors; and, upon distribution, the income and other proceeds from the various properties shall be provided only to those beneficiary institutions intended by the donor and in the proportion intended by the donor.

P. The board of trustees of the endowment fund shall annually submit a comprehensive report on the endowment fund to the Board of Governors. The annual comprehensive report shall include at least a consolidated financial statement, list of current real estate holdings, and current funding commitment for capital projects.

Q. The president shall inventory, consider, and present for placement in the endowment fund, as provided in paragraph II.H., all property that presently reposes in any endowment, trust, or account as endowment property for the benefit of the University of North Carolina as a whole or for the benefit of two or more constituent institutions. The provisions of this paragraph shall not apply to property reposing in any endowment, trust, or foundation that has corporate identity other than under G.S. 116-3.

R. When the trustees of the endowment fund acknowledge in writing receipt of property pursuant to paragraph II.Q., the provisions of the "Policies on Endowments" of April 11, 1974, of the Board of Governors concerning endowment funds for the benefit of the University as a whole or for the joint benefit of any two or more constituent institutions shall be deemed inoperative.

### IV. Endowment Property for the Benefit of The University of North Carolina Press

A. Under the provisions of G.S. 116-36, and pursuant to this policy, uniformly applicable to all constituent institutions, the UNC Board of Governors hereby establishes an endowment fund for all endowment funds now held or hereafter acquired for the benefit of the University of North Carolina Press.

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B. It is not the statutory intent underlying this policy that the proceeds from the endowment fund shall take the place of state appropriations or any part thereof, but it is the statutory intent underlying this policy that those proceeds shall supplement the state appropriations to the end that the University of North Carolina Press may improve and increase its functions, may enlarge its areas of service, and may become more useful to a greater number of people.

C. The Board of Governors of the University of North Carolina Press shall constitute the board of trustees of all endowment funds now held or hereafter acquired for the benefit of the University of North Carolina Press, to be known as "the Board of Trustees of the Endowment Fund of the University of North Carolina Press." The chair of the Board of Governors of the University of North Carolina Press shall be *ex officio* the chair of the board of trustees of the endowment fund. Procedures for the conduct of business by the board of trustees of the endowment fund shall be consistent with procedures for the conduct of business by the Board of Governors of the University of North Carolina Press, Incorporated.

D. The trustees of the endowment fund may receive and administer as part of the endowment fund gifts and devises and any other property of any kind that may come to them from the UNC Board of Governors or that may come to the trustees of the endowment fund from any other source, excepting always the moneys received from state appropriations and from tuition and fees collected from students and used for the general operation of the University.

E. Any gift or devise of real or personal property to the University of North Carolina Press shall be presumed, nothing to the contrary appearing, a gift or devise, as the case may be, to the endowment fund of the University of North Carolina Press. This presumption shall not apply to property made available to the University of North Carolina Press prior to June 8, 1977.

F. Property shall not be deemed a part of the corpus of the endowment fund until it has been presented by the president of the UNC System through written description of the property to the trustees of the endowment fund and has been acknowledged in writing as received by the trustees of the endowment fund. Property expressly or presumptively made available to the University of North Carolina Press for its endowment fund shall be presented by the president of the University of North Carolina to the trustees of the endowment fund as provided in this paragraph unless the president, in consultation with the director of the University of North Carolina Press, finds that the property: (1) though presumptively made available to the University of North Carolina Press for its endowment fund, was in fact made available to the Press for some other purpose; (2) has been made available under conditions which make its acceptance or use illegal; or (3) is unsuitable for use as property of the endowment fund.

G. The trustees of the endowment fund shall be responsible for the prudent investment of the fund in the exercise of their sound discretion, without regard to any statute or rule of law relating to the investment of funds by fiduciaries but in compliance with any lawful condition placed by the donor upon that part of the endowment fund to be invested. Provided, however, that Chapter 36E of the North Carolina General Statutes shall apply to the endowment fund.

H. The trustees of the endowment fund shall have the power to buy, sell, lend, exchange, lease, transfer, or otherwise dispose of or to acquire (except by pledging the credit of the State of North Carolina or violating a lawful condition of receipt of the corpus into the endowment fund) any property, real or personal, with respect to the fund, in either public or private transaction, and in doing so they shall not be subject to the provisions of Chapters 143, 143C, and 146 of the General Statutes; provided that, any expense or financial obligation of the State of North Carolina

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created by any acquisition or disposition, by whatever means, of any real or personal property of the endowment fund shall be borne by the endowment fund unless authorization to satisfy the expense or financial obligation from some other source shall first have been obtained from the Director of the Budget by the board of trustees of the endowment fund upon the endorsement of the UNC Board of Governors; and provided further that, unless approved by the Board of Governors, any acquisition, disposition, or capital project shall not materially alter the value or functionality of any State property; and provided further that, any gratuitous transfer of property or funds from the endowment fund shall be only upon direction of the Board of Governors of the University of North Carolina Press upon recommendation of the president. Notwithstanding any other provision of this Policy, any real property transaction or capital project will require an increase of state funds, tuition revenue, or student fees must be approved in advance by the Board of Governors. Requests for Board of Governors' approval shall be made in a manner as prescribed by the president, or designee, and may include the redaction of trade secret or other confidential or proprietary information not considered a public record within the meaning of Chapter 132 of the General Statutes and may be considered in closed session, as permitted by applicable law.

I. The board of trustees of the endowment fund may appoint a fiscal agent or agents having all the privileges, powers, and immunities set forth in paragraph III.H., relative to the trustees of the endowment fund except that no fiscal agent shall have authority to approach the Director of the Budget as otherwise provided in paragraph III.H. The board of trustees of the endowment fund may from time to time change its appointed fiscal agent or agents.

J. In the process of prudent investment of the fund (including the acquisition and maintenance of property for the fund) or to realize the intent underlying this policy, the board of trustees of the endowment fund or a fiscal agent appointed pursuant to paragraph III.I., may expend or use interest and principal of gifts and devises; provided that, the expense or use would not violate any condition or restriction imposed by the original donor of the property which is to be expended or used nor violate the provisions of paragraph III.H.

K. To realize the statutory intent underlying these this policy, the board of trustees of the endowment fund may transfer interest or principal of the endowment fund to the useful possession of the University of North Carolina Press; provided that, the transfer would not violate any condition or restriction imposed by the original donor of the property which is the subject of the proposed transfer; and provided further that, such transfer be executed only by direction of the Board of Governors of the University of North Carolina Press and for the purpose identified by the Board of Governors of the University of North Carolina Press, upon recommendation of the president.

L. Whenever any property of the endowment fund is disposed of or otherwise transferred from the endowment fund to the University of North Carolina Press or to any other recipient, any instrument of transfer shall indicate that the donor, grantor, seller, lessor, lender, or transfer or, as the case may be, is the board of trustees of the endowment fund.

M. The board of trustees of the endowment fund shall annually submit a comprehensive report on the endowment fund to the UNC Board of Governors, through the president. The annual comprehensive report shall include at least a consolidated financial statement, list of current real estate holdings, and current funding commitment for capital projects.

N. The president shall inventory, consider, and present for placement in the endowment fund, as provided in paragraph III.F., all property that presently reposes in any endowment, trust,

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or account as endowment property for the benefit of the University of North Carolina Press. The provisions of this paragraph shall not apply to property reposing in any endowment, trust, or foundation that has corporate identity other than under G.S. 116-3 or the University of North Carolina Press, Incorporated.

O. When the trustees of the endowment fund acknowledge in writing receipt of property pursuant to paragraph III.N., the provisions of the "Policies on Endowments" of April 11, 1974, of the Board of Governors of the University of North Carolina concerning endowment funds for the benefit of the University of North Carolina Press shall be deemed inoperative.

P. When the trustees of the endowment fund acknowledge in writing receipt of property pursuant to paragraph III.N., the resolution of May 10, 1974, of the Board of Governors of the University of North Carolina concerning property held for the use and benefit of the University of North Carolina Press shall be deemed inoperative; provided that, the transfer of title to property under Section 1 of the resolution of May 10, 1974, to the Board of Governors of the University of North Carolina Press shall be deemed to have continued in effect.

### V. Endowment Property for the Benefit of the University of North Carolina Center for Public Media

A. Under the provisions of G.S. 116-36, and pursuant to this policy, uniformly applicable to all constituent institutions, the UNC Board of Governors hereby establishes an endowment fund for all endowment funds now held or hereafter acquired for the benefit of the University of North Carolina Center for Public Media.

B. It is not the statutory intent underlying this policy that the proceeds from the endowment fund shall take the place of state appropriations or any part thereof, but it is the statutory intent underlying this policy that those proceeds shall supplement the state appropriations to the end that the University of North Carolina Center for Public Media may improve and increase its functions, may enlarge its areas of service, and may become more useful to a greater number of people.

C. The Board of Trustees of the University of North Carolina Center for Public Media shall constitute the board of trustees of all endowment funds now held or hereafter acquired for the benefit of the University of North Carolina Center for Public Media, to be known as "the Board of Trustees of the Endowment Fund of the University of North Carolina Center for Public Media." The chair of the Board of Trustees of the University of North Carolina Center for Public Media shall be *ex officio* the chairman of the board of trustees of the endowment fund. Procedures for the conduct of business by the board of trustees of the endowment fund shall be consistent with procedures for the conduct of business by the Board of Trustees of the University of North Carolina Center for Public Media.

D. The trustees of the endowment fund may receive and administer as part of the endowment fund gifts and devises and any other property of any kind that may come to them from the UNC Board of Governors or that may come to the trustees of the endowment fund from any other source, excepting always the moneys received from state appropriations and from tuition and fees collected from students and used for the general operation of the University.

E. Any gift or devise of real or personal property to the University of North Carolina Center for Public Media shall be presumed, nothing to the contrary appearing, a gift or devise, as the case may be, to the endowment fund of the University of North Carolina Center for Public Media. This presumption shall not apply to property made available to the University of North Carolina



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Center for Public Media or its functional predecessor prior to May 28, 1979.

F. Property shall not be deemed a part of the corpus of the endowment fund until it has been presented by the president through written description of the property to the trustees of the endowment fund and has been acknowledged in writing as received by the trustees of the endowment fund. Property expressly or presumptively made available to the University of North Carolina Center for Public Media for its endowment fund shall be presented by the president to the trustees of the endowment fund as provided in this paragraph unless the president, in consultation with the director of the University of North Carolina Center for Public Media finds that the property:

1. Though presumptively made available to the University of North Carolina Center for Public Media for its endowment fund, was in fact made available to the center for some other purpose;
2. Has been made available under conditions which make its acceptance or use illegal; or
3. Is unsuitable for use as property of the endowment fund.

G. The trustees of the endowment fund shall be responsible for the prudent investment of the fund in the exercise of their sound discretion, without regard to any statute or rule of law relating to the investment of funds by fiduciaries but in compliance with any lawful condition placed by the donor upon that part of the endowment fund to be invested. Provided, however, that Chapter 36E of the North Carolina General Statutes shall apply to the endowment fund.

H. The trustees of the endowment fund shall have the power to buy, sell, lend, exchange, lease, transfer, or otherwise dispose of or to acquire (except by pledging the credit of the State of North Carolina or violating a lawful condition of receipt of the corpus into the endowment fund) any property, real or personal, with respect to the fund, in either public or private transaction, and in doing so they shall not be subject to the provisions of Chapters 143, 143C, and 146 of the General Statutes; provided that, any expense or financial obligation of the State of North Carolina created by any acquisition or disposition, by whatever means, of any real or personal property of the endowment fund shall be borne by the endowment fund unless authorization to satisfy the expense or financial obligation from some other source shall first have been obtained from the Director of the Budget by the board of trustees of the endowment fund upon the endorsement of the UNC Board of Governors and provided further that, unless approved by the Board of Governors, any acquisition, disposition, or capital project shall not materially alter the value or functionality of any State property; and provided further that, any gratuitous transfer of property or funds from the endowment fund shall be only upon direction of the board of trustees of the University of North Carolina Center for Public Media upon recommendation of the president. Notwithstanding any other provision of this Policy, any real property transaction or capital project that will require an increase of state funds, tuition revenue, or student fees must be approved in advance by the Board of Governors. Requests for Board of Governors' approval shall be made in a manner as prescribed by the president, or designee, and may include the redaction of trade secret or other confidential or proprietary information not considered a public record within the meaning of Chapter 132 of the General Statutes and may be considered in closed session, as permitted by applicable law.

I. The board of trustees of the endowment fund may appoint a fiscal agent or agents

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having all the privileges, powers, and immunities set forth in paragraph IV.H relative to the trustees of the endowment fund except that no fiscal agent shall have authority to approach the Director of the Budget as otherwise provided in paragraph IV.H. The board of trustees of the endowment fund may from time to time change its appointed fiscal agent or agents.

J. In the process of prudent investment of the fund (including the acquisition and maintenance of property for the fund) or to realize the intent underlying this policy, the board of trustees of the endowment fund or a fiscal agent appointed pursuant to paragraph IV.I may expend or use interest and principal of gifts and devises; provided that, the expense or use would not violate any condition or restriction imposed by the original donor of the property which is to be expended or used nor violate the provisions of paragraph IV.H.

K. To realize the statutory intent underlying this policy, the board of trustees of the endowment fund may transfer interest or principal of the endowment fund to the useful possession of the University of North Carolina Center for Public Media; provided that, the transfer would not violate any condition or restriction imposed by the original donor of the property which is the subject of the proposed transfer; and provided further that, such transfer be executed only by direction of the board of trustees of the University of North Carolina Center for Public Media and for the purpose identified by the board of trustees of the University of North Carolina Center for Public Media upon recommendation of the president.

L. Whenever any property of the endowment fund is disposed of or otherwise transferred from the endowment fund to the University of North Carolina Center for Public Media or to any other recipient, any instrument of transfer shall indicate that the donor, grantor, seller, lessor, lender, or transferor, as the case may be, is the board of trustees of the endowment fund.

M. The board of trustees of the endowment fund shall annually submit a comprehensive report on the endowment fund to the UNC Board of Governors, through the president. The annual comprehensive report shall include at least a consolidated financial statement, list of current real estate holdings, and current funding commitment for capital projects.

N. The president shall inventory, consider, and present for placement in the endowment fund, as provided in paragraph IV.F, all property that presently reposes in any endowment, trust, or account as endowment property for the benefit of the University of North Carolina Center for Public Media. The provisions of this paragraph shall not apply to property reposing in any endowment, trust, or foundation that has corporate identity other than under G.S. 116-3.

### V. Other Matters

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

B. **Relation to State Laws.** The foregoing policy as adopted by the Board of Governors is meant to supplement and does not purport to supplant or modify, those statutory enactments which may govern or related to the subject matter of this policy.

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

**Request for Authorization to Establish  
Bachelor of Science (BS) in Cybersecurity  
CIP 11.1003  
The University of North Carolina at Pembroke**

**I. Program Highlights**

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- The University of North Carolina at Pembroke (UNCP) proposes the establishment of a Bachelor of Science in Cybersecurity.
- UNCP currently offers cybersecurity tracks within the existing BS in Computer Science and BS in Information Technology degree programs, which have shown significant growth since they were established, suggesting that student demand for cybersecurity programs is high.
- The BS in Cybersecurity program includes a solid foundation in mathematics and computer science that will prepare students for success in the cybersecurity curriculum.
- Through hands-on labs, real-world case studies, and undergraduate research, this program will prepare students for a variety of information security jobs across government, private, and non-profit sectors. To meet anticipated demand, the cybersecurity workforce needs to grow by 145 percent globally and by 62 percent within the United States, per the (ISC)<sup>2</sup> Cybersecurity Workforce Study, 2020.
- As a minority-serving institution, UNCP is uniquely positioned to address diversity needs within the field of cybersecurity by increasing regional access to a growing and lucrative career path.
- Although UNCP anticipates that many graduates will gravitate towards areas with significant cybersecurity opportunities, local industry partnerships will create a sustainable pipeline for cybersecurity talent in the region.

**II. Academic Program Planning Criteria (Section 400.1 of the UNC Policy Manual)**

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1. **Relation to Campus Distinctiveness and Mission.** This program will enhance the university's offerings in the STEM disciplines and provide an opportunity for the university's diverse student body to acquire the skillset needed to fill the demand for cybersecurity talent across North Carolina.
2. **Student Demand.** The university's enrollment in cybersecurity tracks within computer science and information technology has increased 119 percent since 2019 and 44 percent in the past year. When surveying regional high school students, 53 percent expressed interest in a cybersecurity program. Additionally, 90 percent of the college students within mathematics and computer science indicated that they would be interested in pursuing a BS in Cybersecurity.
3. **Employment Opportunities for Graduates.** The demand for cybersecurity training continues to grow as companies rely on technology for secure administration of services. According to cyberseek.org, there were 597,767 cybersecurity job openings in the United States from October 2020 through September 2021, including 21,010 jobs in North Carolina. North Carolina stands in sixth place among states with the highest demand for information security analysts. Information security analysts earn, on average, \$119,980 in NC and \$93,840 in the southeastern region of the state, according to information obtained in April 2022 from O\*NET Online, a primary source of occupational information development under the sponsorship of the U.S. Department of Labor and North Carolina Department of Commerce.

- 4. Impact on Access and Affordability.** As an NC Promise institution, UNCP provides a high-quality education while charging students a very low tuition rate. The median total debt for a student at UNCP after graduation is \$22,000 and the expected monthly loan payment is \$210. The expected monthly salary for a UNCP CS/IT graduate is \$3,583, and cybersecurity graduates are expected to have an even higher earning potential. Receiving a degree in cybersecurity from an NC Promise institution will have a high return on investment.

UNCP is not requesting any program-specific fees or tuition differentials for this program. Tuition and fees for the 2022-23 academic year full-time (12+/9+ credit hour) rates are as follows:

2022-23 Full-Time Undergraduate Tuition and Fees per Year (In Dollars)

Category	Resident	Non-Resident
Tuition	NC Promise Tuition \$1,000	NC Promise Tuition \$5,000
Tuition Differential	--	--
Mandatory Fees (Athletics, Student Activities, Health Services, Educational & Technology, Campus Security, Debt Service, ASG)	\$2,490	\$2,490
Special Fees	--	--

- 5. Expected Quality.** The program will consist of 120 semester credit hours, including 44 credit hours of university college core curriculum, 40 credit hours in foundational courses in computer science and mathematics, 25 credit hours in cybersecurity specialized courses, and 11 elective hours. Hands-on labs, real-world case studies, and undergraduate research will be integral parts of this curriculum. The department is in the process of applying for a designation of academic excellence from the Center for Academic Excellence in Cyber Defense Education (CAE-CDE) for the department's two existing cybersecurity tracks. The department will apply for the same designation for the BS in Cybersecurity in the second year of the program. The program is based on ABET accreditation requirements, but an application for ABET accreditation cannot be submitted until students have graduated from the program.
- 6. Faculty Quality and Number.** The Department of Mathematics and Computer Science includes 13 tenured or tenure-track faculty members with terminal degrees, one of which is an endowed professor. Six faculty teach in the computer science and information technology areas and the department is currently hiring an additional assistant professor. The proposed program will require four new full-time core faculty, including the program coordinator, to be hired in a phased approach. A tenure-track faculty member has already been hired to serve as the coordinator for the proposed program beginning in fall 2022.
- 7. Relevant Lower-level and Cognate Programs.** The Department of Mathematics and Computer Science offers Bachelor of Science degrees in Computer Science, Information Technology, and Mathematics. Cybersecurity concentrations are currently offered in computer science and information technology. The proposed program will be built on the fundamentals of computer science and mathematics and expand beyond what is offered in the concentrations. Aside from general education courses, all required courses for this program will be offered by the home department.

8. **Availability of Campus Resources (library, space, etc.)** A well-equipped, dedicated cybersecurity lab was established two years ago. The university plans to spend \$45,000 for facility repair and renovation in the first five years of the program and, in the third and fourth years, the university has allocated \$100,000 and \$50,000 respectively to new facility construction or expansion. Funding will come from reallocation of existing resources in the first year, supplemented by tuition revenue in the second year. A combination of enrollment funding, tuition funding, and the reallocation of existing resources will provide funding in the third, fourth, and fifth years. The Mary Livermore Library provides sufficient resources for the two cybersecurity concentrations, including books, databases, eBooks, videos, and journals. The library also provides discipline-specific support upon request and shares in the inter-library loan reciprocal agreement with other UNC System libraries.
9. **Existing Programs (Number, Location, Mode of Delivery).** University of North Carolina Wilmington currently offers the only other BS in Cybersecurity program in the UNC System. The Board of Governors of the University of North Carolina System recently approved the degree program to begin admitting students in fall 2022, pending approval by the Southern Association of Colleges and Schools Commission on Colleges. This program will be offered face-to-face.
10. **Potential for Unnecessary Duplication.** The establishment of this program will not create unnecessary program duplication. The UNCP full-fledged undergraduate program in cybersecurity is built on solid computer science fundamentals, including foundational, technical, and non-technical core knowledge. The BS in Cybersecurity at UNCP will fulfill an unmet need, as the demand for cybersecurity professionals is high and the supply is insufficient.
11. **Feasibility of Collaborative Program.** The proposed cybersecurity program will be offered face-to-face. UNCP is collaborating with University of North Carolina at Charlotte, which offers a Master of Science in Cybersecurity and a BS in Computer Science with a concentration in cybersecurity. The goal is to develop a graduate pathway for UNCP students to enter the UNC Charlotte master's program. Additional meetings are planned to discuss grant proposal collaborations.

UNCP is in close proximity to Fort Bragg, the largest U.S. Army installation and the home of the elite Military Special Operations Forces. The university has made a major commitment to providing higher education pathways for military-affiliated students through main campus programs, online learning, and offsite course offerings at partner institutions. The Office of Academic and Military Outreach serves as a liaison to provide opportunities for military-affiliated students.

### III. Summary of Review Processes

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1. **Campus Review Process and Feedback.** The program proposal was reviewed and approved by faculty in the Department of Mathematics and Computer Science, as well as the Dean of the College of Arts and Sciences, Curriculum Subcommittee of the Faculty Senate, Faculty Senate, Provost, Chief Financial Officer, and Chancellor.
2. **UNC System Office Review Process and Feedback.** Throughout the review process, UNCP provided relevant information pertaining to program requirements and resources. The institution submitted appropriate documentation and research to support the statements made.

**IV. Recommendation**

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It is recommended that the UNC Board of Governors approve University of North Carolina at Pembroke's request to establish the Bachelor of Science (BS) in Cybersecurity (CIP 11.1003) effective fall 2022.

**Request for Authorization to Establish  
Master of Science (MSOT) in Occupational Therapy  
CIP 51.2306  
The University of North Carolina at Pembroke**

**I. Program Highlights**

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- The University of North Carolina at Pembroke (UNCP) proposes the establishment of a Master of Science in Occupational Therapy (MSOT).
- The program will focus on preparing healthcare professionals to practice in rural southeastern North Carolina, where there is a critical shortage of occupational therapy services. The program is intended to improve the supply of health professionals in the region, increase the racial and ethnic diversity of the healthcare workforce, and provide access to well-paying healthcare jobs. The degree program will also expand access to healthcare for an underserved population.
- Occupational therapy is focused on the capacity to participate in meaningful daily activity, with the goal of improving health and well-being. The proposed program aligns with the mission of the college and university to provide curricular content, learning activities, and scholarship opportunities designed to improve health and wellness outcomes and the quality of life for individuals, families, and communities, as well as enhance the intellectual, cultural, economic, and social life of the region.
- UNCP will be the only public institution in southeastern North Carolina offering a graduate degree in occupational therapy and would be able to offer students an occupational therapy program that is more affordable than programs at private institutions. Students seeking graduate degrees at UNCP are drawn overwhelmingly from the university's service region and largely follow a pattern of working in the region upon graduation.
- Occupational therapists practice in a variety of settings, including home healthcare agencies, rehabilitation centers, hospitals, medical centers, and long-term care facilities. Students graduating from the program are eligible to sit for the licensure examination offered through the National Board for Certification in Occupational Therapy (NBCOT) and to apply for a licensure to practice occupational therapy in all states, the District of Columbia, and Puerto Rico.

**II. Academic Program Planning Criteria (Section 400.1 of the UNC Policy Manual)**

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**1. Relation to Campus Distinctiveness and Mission.**

In 2017, the North Carolina State Legislature commissioned the University of North Carolina Board of Governors to study the feasibility of establishing a School of Health Sciences and Health Care at UNCP. Based upon the findings of this study, UNCP established the College of Health Sciences in 2018 and began the phased implementation of "a continuum of care designed to address the clear, present, and persistent health factors and outcomes which have become a generational plague on southeastern North Carolina". This included the planning and implementation of a program in occupational therapy and other health-related programs.

**2. Student Demand.**

Information on applications, enrollment, and degrees awarded from similar programs at other public and private institutions in NC suggests that there is significant student demand for the MSOT across the state. In a 2019-2020 interest survey conducted among UNCP students, 87

percent of the approximately 200 respondents reported that they would be extremely likely or somewhat likely to apply to an occupational therapy program if offered by UNCP.

### 3. Employment Opportunities for Graduates.

According to the U.S. Bureau of Labor Statistics, employment of occupational therapists is projected to increase 16 percent from 2019 to 2029, much faster than the average for all occupations. In 2021, there were 3,855 jobs for occupational therapists in NC, 576 more than the year before, with an increase of 14.9 percent. Median salary in NC was \$80,741. The number of occupational therapists per 10,000 population in the counties which house and surround UNCP falls well below the state average, underscoring the need for additional occupational therapists in rural, southeastern NC.

### 4. Impact on Access and Affordability.

UNCP has historically offered lower tuition for graduate education compared to other institutions within the UNC System and significantly lower tuition in comparison to private institutions. Based on current tuition, fees, and insurance rates at UNCP, a resident student who completes the MSOT in two years would incur a total cost of approximately \$26,785. A student who completes the degree at a private institution would pay as much as five times more. If a new UNCP graduate borrowed the total cost and earned \$72,667, ~90 percent of the median annual wage, the graduate following the traditional admissions pathway would have a back-end debt to income ratio of 37 percent. This is consistent with the benchmark of 35 percent for back-end debt to income ratio for student loans.

UNCP is requesting a \$2,000 tuition differential for this program. Tuition and fees for the 2022-2023 full-time (9+credit hour) rates are as follows:

Full-Time 2022-2023 Master's Tuition and Fees per Year (In Dollars)

Category	Resident	Non-Resident
Tuition	\$4,280.00	\$17,339.00
Tuition Differential	\$2,000.00	\$2,000.00
Mandatory Fees (Athletics, Student Activities, Health Services, Educational & Technology, Campus Security, Debt Service, ASG)	\$2,495.76	\$2,495.76
Special Fees	--	--

### 5. Expected Quality.

The MSOT at UNCP will require the completion of 78 semester credit hours of required coursework over five semesters and 15 semester credit hours of field experiences. There will be two routes of admission: a traditional bachelor's entry and a 3+2 accelerated-entry pathway. The proposed MSOT program will obtain specialty accreditation from the Accreditation Council for Occupational Therapy Education (ACOTE®).

### 6. Faculty Quality and Number.

Faculty must hold graduate faculty status to teach graduate level courses at UNCP. Graduate faculty in the MSOT program will be expected to engage in service activities and scholarly research. UNCP anticipates the hiring of eight additional full-time faculty members, including the



department chair/program coordinator and field coordinator, as well as several adjunct faculty members.

**7. Relevant Lower-level and Cognate Programs.**

Students pursuing the Pre-Physical/Occupational Therapy track within the BS degree in Biology or the Pre-Health Professions specialization within the BS degree in Chemistry can obtain two years of required college preparation for pursuing a degree in occupational therapy. UNCP also offers undergraduate and graduate degrees in other health science fields, including nursing, social work, and counseling.

**8. Availability of Campus Resources (library, space, etc.)**

The Weinstein Health Sciences facility (2012) is designed to house this program. Some renovation will be required to create appropriate lab space for clinical practice. In 2021, the NC State Legislature appropriated \$91 million to UNCP for the construction of a new STEM/Health Sciences building, which may eventually house the MSOT program. The Mary Livermore Library has holdings that are adequate to support the instructional and research needs of the MSOT.

**9. Existing Programs (Number, Location, Mode of Delivery).**

Within the UNC System, the University of North Carolina at Chapel Hill, East Carolina University, and Winston-Salem State University offer the MSOT. The Board of Governors of the University of North Carolina System recently approved Appalachian State University to offer this degree. The MSOT is offered primarily as a face-to face program at the three UNC System institutions that currently enroll students.

**10. Potential for Unnecessary Duplication.**

UNCP will be the only public institution in southeastern NC to offer a graduate degree in occupational therapy. The proposed MSOT program at UNCP will distinguish itself from the other three UNC MSOT programs by recruiting, enrolling, and retaining an increased number of minority students, especially those from rural counties in NC.

**11. Feasibility of Collaborative Program.**

UNCP and Appalachian are proposing a collaboration to use resources more efficiently and provide students at both institutions with a broader array of experiences. This collaboration may include sharing faculty with complementary areas of expertise, collaboration on student research experiences, collaboration on inter-professional learning activities, sharing clinical opportunities, and continuing education or special programs/conferences.

### **III. Summary of Review Processes**

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**1. Campus Review Process and Feedback.**

All program proposals are approved through the university curriculum development and revision process, which includes review by the department faculty, department chair, dean, and provost. It also includes review by the Curriculum Subcommittee and Academic Affairs Committee of the Faculty Senate, as well as the Faculty Senate as a whole.

**2. UNC System Office Review Process and Feedback.** Throughout the review process, UNCP provided relevant information pertaining to program requirements and resources. The institution submitted appropriate documentation and research to support the statements made.

**IV. Recommendation**

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It is recommended that the UNC Board of Governors approve UNCP's request to establish the Master of Science in Occupational Therapy (CIP 51.2306) effective fall 2024.

## APPENDIX N

**Request for Authorization to Discontinue  
Bachelor of Science (BS) in Neurodiagnostics and Sleep Science  
(CIP 51.0999)  
University of North Carolina at Charlotte**

**Overview:** The Bachelor of Science in Neurodiagnostics and Sleep Science (51.0999) at the University of North Carolina at Charlotte will be discontinued effective fall 2023. The request to permanently discontinue the degree program was approved by the head of the program, appropriate institutional bodies, and the provost.

The program is being discontinued due to no longer being a priority for UNC Charlotte. Current students enrolled in the program can complete remaining required coursework by the spring 2023. There will be no impact on faculty or staff due to this discontinuation.

**Recommendation:** It is recommended that the Board of Governors of the University of North Carolina System approve the UNC Charlotte's request to discontinue the Bachelor of Science in Neurodiagnostics and Sleep Science (51.0999) effective fall 2023.

**Staff Report and Recommendation**  
**Galen College of Nursing**

**Background**

Galen College of Nursing, OPEID 03083700, (Galen), a new applicant for licensure, is a private, proprietary institution with a main campus located in Louisville, Kentucky. The college seeks to offer a Bachelor of Science in Nursing: Prelicensure Option (BSN), an Associate Degree in Nursing (ADN): LPN/LVN to RN Bridge Option, and an ADN: Two-Year Option at a brick-and-mortar campus in Asheville. Galen is regionally accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). The BSN is programmatically accredited by the Commission on Collegiate Nursing Education and the ADN programs are programmatically accredited by the Accreditation Commission for Education in Nursing. Both programmatic accreditors are recognized by the U.S. Department of Education.

Galen is an affiliate of Healthcare Corporation of America. The programs under review are offered at other Galen campuses in the southeastern United States. Staff and a team of reviewers visited Galen's main campus in November 2021 and made findings regarding student record retention and the institution's proposed tuition bond. Galen adequately responded to the findings. Acting under authority delegated by the University of North Carolina Board of Governors, staff issued Galen a license in February 2022. This matter is before the Board for ratification of that action.

**Institutional Metrics and Consumer Protection Information**

<b>Metric</b>			
8-year outcomes <sup>i</sup>	Graduated	66%	
	Transferred Out	22%	
	Withdrew	12%	
Employment Placement Rate <sup>ii</sup>		Does not report – not required by accreditor	
Federal Financial Composite Score (3.0 is highest, -1.0 is lowest) <sup>iii</sup>		<b>2020</b>	<b>2019</b>
		1.7	2.4
Three-year cohort default rate <sup>iv</sup>		<b>Class of 2018</b>	<b>Class of 2017</b>
		7.1	8.8

**Recommendation**

Issue Galen a license to conduct the postsecondary degree activity described in this recommendation.

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<sup>i</sup> Unless otherwise noted, this is data reported by the institution to the U.S. Department of Education and includes both full and part time students and first-time and transfer-in students.

<sup>ii</sup> Unless otherwise noted, this data is reported by the institution to its accreditor according to its accreditor's

## APPENDIX O

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standards and definitions. It is the most recent data available for the program under consideration.

<sup>iii</sup> This is a general measure of the institution's financial solvency. A score of 1.5 or greater means the institution does not face additional federal restrictions on operating because of financial solvency concerns.

<sup>iv</sup> Three-year cohort default rate ("CDR") is the percentage of graduates who borrowed federal loans and who defaulted on those loans within three years of graduating. For example, a CDR for a cohort graduating in 2018 can be calculated three years later, in 2021.

**Staff Report and Recommendation**  
**Southeastern College**

**Background**

Southeastern College - Charlotte, OPEID 03555300, (Southeastern), a new applicant for licensure, is a private, proprietary institution which offers non-degree programs from a brick-and-mortar campus. It is one of five campuses under the Southeastern College umbrella. Southeastern seeks to offer an Associate Degree in Nursing, an Associate of Applied Science in Radiologic Technology, an Associate of Applied Science in Medical Assisting, an Associate of Applied Science in Diagnostic Medical Sonography, and an Associate of Applied Science in Surgical Technology. Southeastern is accredited by the Accrediting Commission of Career Schools and Colleges (ACCSC).

The programs under review are offered at other Southeastern campuses. Staff and a team of reviewers visited Southeastern in December 2021 and made 14 findings regarding faculty composition, library resources, institutional finances, and the institution's conflict of interest policy. Southeastern adequately responded to the findings.

**Institutional Metrics and Consumer Protection Information**

<b>Metric</b>			
8-year outcomes <sup>i</sup>	Graduated	Not applicable for its currently operating programs. 80% of students completed their certificate programs within 150% of the program's length.	
	Transferred Out		
	Withdrew		
Employment Placement Rate <sup>ii</sup>		Placement rates for full-time students in the institution's certificate programs range from 36% to 81%.	
Federal Financial Composite Score (3.0 is highest, -1.0 is lowest) <sup>iii</sup>		<b>2020</b>	<b>2019</b>
		1.7	0.7
Three-year cohort default rate <sup>iv</sup>		<b>Class of 2018</b>	<b>Class of 2017</b>
		16.1	18.7

**Recommendation**

Issue Southeastern a license to conduct the postsecondary degree activity described in this recommendation.

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<sup>i</sup> Unless otherwise noted, this is data reported by the institution to the U.S. Department of Education and includes both full and part time students and first-time and transfer-in students.

<sup>ii</sup> Unless otherwise noted, this data is reported by the institution to its accreditor according to its accreditor's

## APPENDIX O

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standards and definitions. It is the most recent data available for the program under consideration.

<sup>iii</sup> This is a general measure of the institution's financial solvency. A score of 1.5 or greater means the institution does not face additional federal restrictions on operating because of financial solvency concerns.

<sup>iv</sup> Three-year cohort default rate ("CDR") is the percentage of graduates who borrowed federal loans and who defaulted on those loans within three years of graduating. For example, a CDR for a cohort graduating in 2018 can be calculated three years later, in 2021.



## GOALS FOR THE 2022-2027 UNC SYSTEM STRATEGIC PLAN

### THEME 1: ACCESS

**Definition:** Access is the opportunity for all North Carolinians who are prepared for the associated rigorous learning experiences to pursue a university education. Providing North Carolinians access and encouragement to pursue higher education is not confined solely to helping students gain admittance to college. It also includes:

- Providing multiple access points into the University, such as pathways for transfer students and availability of online courses.
- Offering academic, financial, cultural, and other knowledge-based services to help all students—but particularly those who are underserved for any reason—aspire to, enroll in, and graduate from institutions that match their interests and capabilities.

#### Goal 1: Increase Access for Underserved Populations

*Metrics:*

##### **Increase adult learner enrollment (Baseline: 24,928).<sup>1</sup>**

- **Target:** By Fall 2027, the UNC System will increase the number of adult learners to 45,000 students.
- **Stretch:** By Fall 2027, the UNC System will increase the number of adult learners to 50,000 students.

Rationale: The North Carolina General Assembly has set an ambitious college attainment goal for two million North Carolinians between the ages of 25 and 44 to complete a postsecondary degree or credential by 2030. If current trends hold, the state will come up about 400,000 graduates short. Continued work to improve access and success among traditional age students (18-24) is critical, but to meet the attainment goal, our state must do more to serve adult learners who have not yet completed a degree. There are more than one million adults between the ages of 25 and 64 with some college but no degree in North Carolina, many of whom are turning to out-of-state online universities to complete their education. With the launch of Project Kitty Hawk, the UNC System will be better equipped to serve these students and will aim for the ambitious goal of serving an additional 20 –25,000 adult learners over the next five years.

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<sup>1</sup> **Adult learner enrollment:** Fall Headcount of in-state, and out-of-state, degree seeking, and non-degree-seeking, undergraduate students age 25+ at the start of the current term.



**Increase military-affiliated enrollment (Baseline: 20,455).<sup>2</sup>**

- **Target:** By Fall 2027, the UNC System will increase the number of military-affiliated students to 25,000 students.
- **Stretch:** By Fall 2027, the UNC System will increase the number of military-affiliated students to 30,000 students.

Rationale: The Committee on Military and Public Affairs has documented that military-affiliated students (active duty, veterans, and spouses and dependents) are a major asset to the state of North Carolina and the UNC System. While military-affiliated student enrollment has increased 6.5 percent over the last three years (an increase of 1,251 students), there are substantial numbers of individuals who are either not enrolled or are enrolled online with out-of-state universities and would benefit from the educational opportunities that the UNC System has to offer. With the launch of Project Kitty Hawk, closer partnerships with military installations, and increased outreach by our universities, the System can expand the number of military-affiliated students served by 22 percent or more.

**Increase undergraduate enrollments of students from underserved counties (Baseline: 69,034).<sup>3</sup>**

- **Target:** By Fall 2027, the UNC System will increase the number of first-time and transfer students from underserved counties to 73,000 students.
- **Stretch:** By Fall 2027, the UNC System will increase the number of first-time and transfer students from underserved counties to 75,000 students.

Rationale: Access to postsecondary opportunity is not equally distributed across our state and the System has spent the last five years working to increase enrollment and attainment of students from Tier 1 and Tier 2 counties (a proxy for “rural” counties). Campus leaders have suggested that the System refresh how it defines and measures geographic disparities in access and, given geographic trends, move away from a definition that is based primarily on county population. The System Office therefore proposes to classify counties based on college enrollment rates. Statewide data indicate that, among high school graduates from 2016-17, 61.5 percent of students enrolled in some postsecondary education within twelve months of graduating. Of North Carolina’s 100 counties, 75 had college-enrollment rates that were less than that statewide average. The good news is that undergraduate enrollment from these underserved counties has increased 2.3 percent over the past five years, mirroring population growth among residents between the ages of 18 and 44 in those counties (+2.1 percent between 2016 and 2020). The state demographer projects that the population of these counties will grow an additional 3.2 percent between 2022 and 2027. Therefore, aspiring to increase enrollments from these counties by ~6 percent or more will push the System to increase enrollment and attainment among students from those counties more than population growth alone.

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<sup>2</sup> **Military affiliated enrollment:** Includes in-state and out-of-state, degree-seeking and non-degree-seeking, undergraduate and graduate students who are active duty, veterans, or national guard reserves and their spouses or dependents.

<sup>3</sup> **Underserved Counties:** Counties with a postsecondary attendance rate below the North Carolina State Average (61.5%). *Source:* My Future NC. System Office will update the list of counties when new college-going data becomes available from the NC Department of Public Instruction in Summer 2022.

## THEME 2: STUDENT SUCCESS

**Definition:** Student success is a combination of positive intellectual, personal, and social development facilitated by a high-quality university education. It includes:

- The development of competencies — critical and creative thinking, life-long learning, technological mastery, resilience, effective communication, flexibility, and collaboration, among others — for meaningful engagement in 21st-century life.
- The timely acquisition of a degree.

### Goal 2: Increase Undergraduate Student Success

*Metrics:*

**Increase the four-year graduation rate among first-time, full-time students (Baseline: 55.0%).<sup>4</sup>**

- **Target:** By 2026-27, increase the Systemwide four-year graduation rate to 61.5 percent (6.5 percentage point increase).
- **Stretch:** By 2026-27, increase the Systemwide four-year graduation rate to 65.0 percent (10 percentage point increase).

Rationale: The System has made significant progress in increasing graduation rates under the current Strategic Plan, which focused on the five-year graduation rate. The goals that the Board of Governors has set for President Hans focus on increasing the four-year graduation rate. Therefore, what is proposed here represents an extension of the presidential goals, which were derived using national data on improvements in on-time graduation rates across public four-year universities. As a reminder, the Board adopted three-year goals for each university on key metrics, setting a *threshold* and *stretch* goal on each metric for each university. To generate the stretch goal above, System Office staff applied the growth rates used for the presidential *stretch* goals to the 2020-21 baseline and extended that growth through 2026-27 for each university. The target goal follows the same logic but extends the midpoint between the *threshold* and *stretch* goals to 2026-27 for each university. The stretch and target rates for 2026-27 were then calculated as a weighted average of those institution-level goals. For context, the system-wide four-year graduation rate increased 7 percentage points between 2016 and 2021.

**Increase Undergraduate Degree Efficiency (Baseline: 24.9).<sup>5</sup>**

- **Target:** By 2026-27, increase Systemwide undergraduate degree efficiency to 25.8.
- **Stretch:** By 2026-27, increase Systemwide undergraduate degree efficiency to 26.8.

Rationale: Undergraduate degree efficiency was included in the current strategic plan as a more holistic measure of student success than graduation rate, which captures the success of students beyond the first-time, full-time freshmen to include those who transfer into our System and complete a degree. It is also included in the goals set by the Board of Governors for President Hans. The proposed goals reflect an extension of those goals, which were derived using national data on undergraduate degree efficiency across public four-year universities. However, recent declines in North Carolina Community College System enrollment and the challenge of continuing to improve after years of steady growth imply that future increases may be more modest. Therefore, to set the proposed target goal above, System Office

<sup>4</sup> **Four-year Graduation Rate:** Includes first-time, full-time, bachelor's degree seeking students graduating from any US university. Rates based on the adjusted IPEDS cohort.

<sup>5</sup> **Degree Efficiency:** Measures the number of undergraduate credentials awarded per 100 Full-Time Equivalent (FTE) undergraduates. Credentials includes associate and baccalaureate degrees, and post-baccalaureate certificates.

staff applied the growth rate used for the Presidential *threshold* goals to the 2020-21 baseline and extended that growth through 2026-27 for each university. The stretch goal follows the same logic but extends the mid-point between the *threshold* and *stretch* goals through 2026-27. For context, the system-wide degree efficiency measure has increased by 1.7 degrees per 100 FTE since 2016-17.

### **Goal 3: Make Progress on Equity Gaps by Race/Ethnicity and Income**

#### *Metrics:*

#### **Increase the four-year graduation rate for students of color, including Black or African American, Hispanic or Latino, Native American, and Two or More Races.**

Baseline graduation rate by subgroup:

Black or African American: 39.1%

Hispanic or Latino: 50.6%

Native American<sup>6</sup>: 37.3%

Two or More Races: 48.9%

- **Target:** By 2026-27, increase the four-year graduation rate of each subgroup by 6.5 percentage points.
- **Stretch:** By 2026-27, increase the four-year graduation rate of each subgroup by 10.0 percentage points.

Rationale: The Board of Governors' Racial Equity Task Force found that System progress on measures of student success can mask stubborn disparities in success across demographic groups. The good news is that student success rates have increased across demographic groups. But gaps remain. Like the last plan, and per the recommendations of the task force, the proposed refresh will set goals and disaggregate data on student success across groups of students whose completion rates have historically lagged Systemwide averages. The proposed target goal above mirrors the target level of overall improvement on the four-year graduation rate (+6.5 percentage points), while the stretch goal would result in considerable progress toward narrowing the current gap between students of color and their peers.

#### **Increase the four-year graduation rate for Pell Grant recipients (Baseline: 43.0%).**

- **Target:** By 2026-27, increase the four-year graduation rate for Pell Grant recipients by 6.5 percentage points.
- **Stretch:** By 2026-27, increase the four-year graduation rate for Pell Grant recipients by 10 percentage points.

Rationale: Low-income students complete college at lower rates than their more affluent peers. Thanks to affordable tuition and fees and student support, under the existing strategic plan the UNC System increased the number of Pell Grant recipients that completed a bachelor's degree by 10.2 percent, but completion rates among Pell Grant recipients still lag the System average. The target goal above mirrors the target level of overall improvement on the four-year graduation rate (+6.5 percentage points), while the stretch goal would narrow the current gap between Pell-recipients and non-Pell recipients by half (+10 percentage points).

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<sup>6</sup> Referred to as American Indian or Alaska Native on UNC System Dashboards and federal IPEDS reporting.

**Goal 4: Increase Graduate Student Success***Metrics***Increase Master's Degree Efficiency (Baseline 56.2, 3-year average)**

- **Target:** By 2026-27, increase master's degree efficiency to 60.0.
- **Stretch:** By 2026-27, increase master's degree efficiency to 61.0.

**Increase Research Doctoral Degree Efficiency: (Baseline: 27.3, 3-year average)**

- **Target:** By 2026-27, increase research doctoral degree efficiency to 29.0.
- **Stretch:** By 2026-27, increase research doctoral degree efficiency 30.0.

Rationale: A consistent theme emerged from campus town halls and affinity group meetings: the refreshed strategic plan should more clearly acknowledge the important contribution that graduate education and graduate students make to the UNC System and its impact on the state. Some speakers specifically highlighted the need to focus on graduate student success and associated topics like student wellness. The System has not historically measured graduate student success systematically but would propose including a measure of graduate degree efficiency—the number of credentials awarded per 100 FTE graduate students—in the refreshed strategic plan. The proposed measure will be disaggregated across master's degrees and Research Doctorates, given their different lengths. The baseline data above reflect a three-year average to account for the latest year, which was an outlier. The target and stretch goal reflect increases of 1 percent (target) to 1.5 percent (stretch) per year through 2026-27.

**Goal 5: Improve Student Mental Health***Metrics*

**By Spring 2027, all institutions will have participated in the Healthy Minds Survey and shall develop campus-level goals and strategies based on survey findings.**

Rationale: The System has made student mental health a priority, investing in shared telehealth services and successfully soliciting funding from the Governor's Emergency Education Relief (GEER) fund to expand capacity and training. One of the limitations in understanding the scope of the challenge and our ability to measure improvement is the lack of systematic data on the incidence of student mental health concerns. The proposed goal would call on each institution in the System to participate at least once in the Healthy Minds Survey, an annual study of student mental health on college campuses run by the Healthy Minds Network, a team of university-based economics and public health researchers. Collecting these data will enable universities to identify specific challenges and set goals for improvement.

### THEME 3: AFFORDABILITY AND EFFICIENCY

**Definition:** Article IX, Section 9 of the North Carolina State Constitution requires that “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.” That constitutional mandate encourages a working compact among the state’s elected officials, taxpayers, and UNC System to deliver the System’s multifaceted mission at the highest levels of quality and in a cost-effective manner, without regard to a student’s ability to pay.

#### Goal 6: Increase Affordability

*Metrics:*

**Limit or reduce average federal student loan debt at graduation among first-time students that complete a bachelor’s degree (Baseline: \$12,788).<sup>7</sup>**

- **Target:** Limit increases over baseline to the inflation rate (CPI)
- **Stretch:** By 2026-27, reduce debt at graduation by 12.5 percent compared to inflation-adjusted baseline

Rationale: The System has made significant progress in reducing average debt at graduation among first-time students, and this metric is included in the goals set for the President by the Board of Governors. The proposed target and stretch are an extension of those goals, though they acknowledge the potential for inflation-driven increases in components of costs of attendance (i.e., food, housing, transportation) to increase borrowing over the course of the refreshed strategic plan. Therefore, using 2020-21 as the baseline, the target goal above calls for limiting increases in the cumulative federal student loan debt for first-time freshmen to the rate of inflation each year. The stretch goal calls on the System to outperform inflation by reducing cumulative federal loan debt at graduation by 12.5% after accounting for inflation. For context, the average cumulative debt load at graduation for first-time students declined about 20 percent in real terms between 2016 and 2021 (-12.5% in nominal terms).

**Limit or reduce average federal student loan debt at graduation among transfer students that complete a bachelor’s degree (Baseline: \$11,377).<sup>8</sup>**

- **Target:** Limit increases over baseline to the inflation rate (CPI)
- **Stretch:** By 2026-27, reduce debt at graduation by 12.5 percent compared to inflation-adjusted baseline

Rationale: The System has made significant progress in reducing average debt at graduation among transfer students, and this metric is included in the goals set for the President by the Board of Governors. The proposed target and stretch are an extension of those goals, though they acknowledge the potential for inflation-driven increases in components of costs of attendance (i.e., food, housing, transportation) to increase borrowing over the course of the refreshed strategic plan. Therefore, using

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<sup>7</sup> **First-time Student Average Debt:** Average cumulative federal loan debt of bachelor’s degree completers in an academic year who started as in-state first-time students within the previous 10 years. Calculation of the mean includes non-borrowers (0’s). Does not include Parent Plus loans or graduate students.

<sup>8</sup> **Transfer Student Average Debt:** Average cumulative federal loan debt of bachelor’s degree completers at a UNC university in an academic year who started at the UNC university as an in-state transfer student from the UNC System or a North Carolina Community College, within the previous 10 years. Calculation of the mean includes non-borrowers (0’s) and transfers from the UNC System or a North Carolina Community College. However, only counts federal student loan debt accumulated at the receiving institution. Does not include Parent Plus loans or graduate students.

2020-21 as the baseline, the target goal above calls for limiting increases in the cumulative federal student loan debt for first-time freshmen to the rate of inflation each year. The stretch goal calls on the System to outperform inflation by reducing cumulative federal student loan debt at graduation by 12.5% each year after accounting for inflation. For context, the average cumulative debt load at graduation for transfer students declined more than 25% in real terms between 2016 and 2021 (-18.6% in nominal terms).

### **Goal 7: Improve University Productivity**

#### *Metrics:*

#### **Limit increases in education and related expenses per degree to inflation (Baseline: \$62,331).<sup>9</sup>**

- **Target:** Limit increases over baseline to the inflation rate (CPI minus food and energy)
- **Stretch:** By 2026-27, reduce education and related expenses per degree by 12.0 percent compared to inflation-adjusted baseline.

Rationale: Education and Related Expenses per Degree measures the productivity of educational spending. The System and its constituent institutions can increase productivity by containing costs (the numerator) but can also do so by making investments that maximize persistence and timely degree completion, leading to increased numbers of graduates (the denominator). This metric is aligned with the goals set for the president by the Board of Governors, and the proposed target reflects an extension of those goals through 2026-27. The stretch goal calls on the System to reduce education and related expenses per degree by 12 percent after accounting for inflation.

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<sup>9</sup> **Education & Related Expenses:** Measures the return on a universities financial investment as measured by output of degrees. Education and related expenses include total expenditures for instruction, student services, and an allocated portion of expenditures on academic and institutional support. Degrees count all completions including associate, baccalaureate, master's, and doctoral degrees, as well as post-baccalaureate and post-master's certificates. More detail on the E&R metric can be found on the Finance Dashboard.

## THEME 4: ECONOMIC IMPACT AND COMMUNITY ENGAGEMENT

**Definition:** Universities have sustained impact on state and regional economies through the students they attract and teach, the research they perform, the innovation they encourage, the people they employ, the services they offer, and the partnerships they build with their communities and across the world. The University can enhance economic impact and community engagement by preparing graduates to be well-rounded citizens and lifelong learners to meet the state’s long-term needs; improving quality of life; investing in foundational research; speeding the discovery, application, and translation of research; and deepening sustained partnerships that strengthen local communities and the state’s economy.

### Goal 8: Increase the University System’s Contribution to the State’s Critical Workforces

#### *Metrics*

**Increase the number of Health Sciences and STEM degrees and certificates awarded systemwide (Baseline: 26,957).<sup>10</sup>**

- **Target:** By 2026-27, increase the number of Health Sciences and STEM degrees and certificates awarded to 33,000.
- **Stretch:** By 2026-27, increase the number of Health Sciences and STEM degrees and certificates awarded to 38,000.

Rationale: The existing strategic plan calls for increasing the number of undergraduate and graduate credentials awarded in STEM, health sciences, and education-related fields. The System has made exceptional progress on this measure, increasing the number of critical workforce credentials awarded by 21.9 percent since 2016-17. The proposed refresh would continue to emphasize these three areas but disaggregate our contribution to education in a separate metric (see below). The measurement of STEM and health science credentials would be updated to reflect the latest classifications of instructional programs. The target goal above, to award 33,000 credentials in STEM and health sciences annually by 2026-27, represents a growth rate that is less steep than the previous 5 years (an increase of 22.4 percent, or half of the growth), which reflects the fact that the System is starting from a much higher baseline than it was in 2016-17. The stretch target, to award 38,000 credentials, would represent a continuation of the growth rate of the last five years.

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<sup>10</sup> **Health Sciences and STEM Degrees:** Defined as 2-digit CIP code of 51 (Health Professions and Related Programs) or a 6-digit CIP code of 018001 (Veterinary Medicine) or 018101 (Veterinary Sciences/Veterinary Clinical Sciences, General). STEM is defined by the Department of Homeland Security STEM Designated Degree Program List

**Increase the number of graduates that go on to work in a public school in North Carolina. (Baseline: 4,643)<sup>11</sup>**

- **Target:** By 2026-27, increase the number of UNC System-Educated 1<sup>st</sup> Year Public School Employees to 4,800.
- **Stretch:** By 2026-27, increase the number of UNC System-Educated 1<sup>st</sup> Year Public School Employees to 5,000.

Rationale: Retirements (including early retirements) and attrition increased slightly in North Carolina public schools, according to a March 2022 report by the North Carolina Department of Public Instruction (DPI). This same report notes that employment in public schools remained stable during the first 12 months of the COVID-19 pandemic but may change with more recent data. The proposed targets reflect recent increases in Educator Preparation Program enrollments and programs designed to encourage more North Carolinians to pursue a career in the public schools (i.e., NC Teaching Fellows, NC Principal Fellows). To smooth outlier years (2019 and 2020), System Office staff used a three-year average of historical data, which indicated a 2.8 percent increase in the number of UNC System graduates entering the K12 public schools between 2017-2019 and 2019-2021. The target and stretch goals reflect increases of ~4 percent (4,800 1st year educators, matching the count in 2019) and 7.7 percent (5,000, a faster rate of growth than the most recent years), respectively.

**Goal 9: Increase Research Productivity**

*Metrics:*

**Increase sponsored research and licensing income (Baseline: \$1.75 billion).<sup>12</sup>**

- **Target:** By FY27, increase sponsored research and licensing income to \$2.0 billion.
- **Stretch:** By FY27, increase sponsored research and licensing income to \$2.1 billion.

Rationale: UNC System engagement in research and related activities drives economic growth and development in our state by generating external research funding for our universities; attracting talented faculty and students; and generating commercialization opportunities, patents, and start-up firms. The proposed metric above is consistent with the current strategic plan, under which the System saw sponsored research and licensing income grow 2.7 percent per year on average over the last five years. The target goal above (a total of \$2 billion) reflects a continuation of this growth trend from the baseline year through 2026-27. The stretch goal aspires to outperform historical trends by increasing total sponsored research and licensing income by 20 percent over the baseline.

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<sup>11</sup> **Graduates Entering NC K12 Schools:** Includes individuals that earned a degree or licensure/certificate from a UNC System institution (either undergraduate, graduate, or both) that enter their first year as a certified classroom teacher, assistant principal, principal, or other certified staff (i.e., those working in social services, health services, attendance counseling, guidance services, media services, nurses licensed through NCDPI, speech services, audiologists, school psychologists, teacher mentors, and instructional coaches/facilitators) in a public k-12 school in North Carolina. Baseline reflects a three-year average over 2017-2019.

<sup>12</sup> **Sponsored Research and Licensing Income:** The amount of revenue from research and development sponsored program awards and licensing income in a given fiscal year. Reporting guidelines for sponsored program awards and licensing income are identical to those used in the annual UNC Report to the President on Research and Sponsored Programs



## Goal 10: Increase Military Partnerships

### *Metrics:*

#### **Increase the number of military partnerships across the System (Baseline: 12).<sup>13</sup>**

- **Target:** By 2026-27, increase the number of military partnerships to 20.
- **Stretch:** By 2026-27, increase the number of military partnerships to 25.

Rationale: The Committee on Military and Public Affairs has documented that the military community is a major asset to the state of North Carolina and the UNC System. Military partnerships support all aspects of the UNC System's mission by enhancing visibility and recruitment for UNC System institutions; providing military-affiliated students with access to trainings, professional development, and networking opportunities; funding research and development; and supporting the growth of the state's military economy. Increasing the number of partnerships will continue to benefit both the UNC System and the entire state.

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<sup>13</sup> **Military Partnerships:** Defined as (1) a formal, signed partnership agreement (signed by senior leadership on both sides) AND (2) the transfer of resources or knowledge.

## THEME 5: EXCELLENT AND DIVERSE INSTITUTIONS

**Definition:** The System’s constituent institutions are individually distinct and mission-focused and collectively comprise an inclusive and vibrant System committed to excellence and the fullest development of a diversity of students, faculty, and staff.

### Goal 11: Improve the Employee Experience

*Metrics:*

**Increase the positive response rate on the employee engagement survey to meet or exceed the benchmark for four-year public universities.**

**Add survey items to the employee engagement survey that relate directly to employee mental health and wellbeing.**

Rationale: As part of the previous strategic plan, the System conducted a biennial Systemwide employee engagement survey to measure workplace satisfaction. The proposed goal above calls for continuing these biennial surveys to measure improvement in key employee engagement metrics, including job satisfaction, compensation and benefits, and professional development.

### Goal 12: Improve Faculty and Staff Retention

*Metrics:*

**Decrease voluntary turnover<sup>14</sup> rate overall and among faculty and staff**

- **Target:** By 2026-27, return to typical turnover levels (as measured by average voluntary turnover in 2017-18 and 2018-19).
  - All Faculty & Staff Baseline (21-22 Projected<sup>15</sup>): 11.8%
    - **Target:** 6.6%
  - Staff Baseline: 14.9%
    - **Target:** 8.1%
  - Faculty Baseline: 4.5%
    - **Target:** 3.0%

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<sup>14</sup> Voluntary turnover includes employees that chose to leave their institution. This metric includes employees that moved from one UNC System institution to another. This does not include *involuntary turnover* (management decision to end employment such as discharge, discontinuation of appointment, and reduction in force) or *other turnover* (retirement, death, or inability to return to work for medical reasons).

<sup>15</sup> The 2021-22 baseline includes actual voluntary turnover data for July 2021 through March 2022. For the remainder of the fiscal year, System Office human resources staff projected turnover assuming a consistent inflation of separations from reported months.

**Increase retention among key subgroups whose voluntary turnover rates exceed the System average**

- Baseline for Minority Employees (21-22 Projected): 14.1%
  - **Target:** Return to average voluntary turnover rate among minority employees in 2017-18 and 2018-19 (7.5%)
  - **Stretch:** Reduce voluntary turnover rate to the *system-wide average* in 2017-18 and 2018-19 (6.6%)
- Baseline for Women Employees (21-22 Projected): 13.3%
  - **Target:** Return to average voluntary turnover rate among women in 2017-18 and 2018-19 (7.3%)
  - **Stretch:** Reduce voluntary turnover rate to the *system-wide average* in 2017-18 and 2018-19 (6.6%)

Rationale: As documented in the recent Board of Governors' meeting, voluntary turnover has spiked in recent months across higher education and other parts of the economy, including in the UNC System. Additionally, during the Racial Equity Task Force and the strategic plan refresh engagement processes, our faculty and staff emphasized the importance of retaining a diverse workforce. The proposed target goal is to return to steady-state levels (as captured by the two-year average of 2017-18 through 2018-19). In addition, the proposed plan calls for reducing voluntary turnover among demographic groups whose turnover rates typically exceed the system-wide average.



## Closed Session Motion

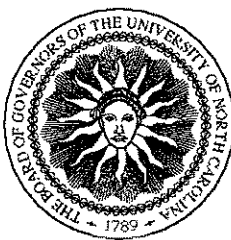
### Motion to go into closed session to:

- Prevent the disclosure of information that is privileged or confidential under Article 7 of Chapter 126 and § 143-748 of the North Carolina General Statutes, or not considered a public record within the meaning of Chapter 132 of the General Statutes.
- Consult with our attorney to protect attorney-client privilege; and

To consider and give instructions concerning a potential or actual claim, administrative procedure, or judicial action for the following cases:

- *Christopher Soderlund, et al. v. North Carolina School of the Arts, et al.*
  - *UNC School of the Arts and University of North Carolina Tort Claims Affidavits*
  - *Matter of Estate of Montae Imbt Johnson (UNCG)*
  - *Deena Dieckhaus, et al. v. UNC Board of Governors*
  - *Martha Hoelzer v. UNC Board of Governors, et al.*
  - *Olethia Davis v. The University of North Carolina a/k/a The University of North Carolina System (TA-26853)*
  - *Julie Torbett Thomas v. East Carolina University and University of North Carolina*
  - *Mustafa Ibrahim Selim v. East Carolina University, et al.*
- Consider the qualifications, competence, performance, or condition of appointment of a public officer or employee or prospective public officer or employee.

**Pursuant to:** G.S. 143-318.11(a)(1), (3), and (6).



**RESOLUTION OF THE BOARD OF GOVERNORS OF THE UNIVERSITY OF NORTH CAROLINA**  
**Implementation of Fiscal Year 2022-23 Compensation Adjustments for Employees Pursuant to the**  
**Appropriations Act of 2021 and the University's Annual Raise Process**  
**May 26, 2022**

The Appropriations Act of 2021 ("The Act") provided for a two and one-half percent compensation increase for University faculty and staff employees, including those both exempt from the North Carolina Human Resources Act ("EHRA non-faculty employees") and those subject to the North Carolina Human Resources Act ("SHRA employees"). The Act instructs the Director of the State Budget to transfer funds for annual legislative compensation increases for university employees to the Board of Governors. The University will then conduct an annual raise process ("ARP") for employees, with guidelines approved and issued by the president, consistent with provisions of the Act.

To ensure the timely and efficient implementation of annual legislative compensation increases after July 1, 2022, the Board of Governors hereby delegates to the president the authority to develop and issue detailed instructions for an ARP to the UNC System Office and the constituent institutions upon allocation of funds to the Board of Governors pursuant to The Act.

The ARP instructions issued by the president shall include detailed criteria, as are customarily developed each year by the System Office. For EHRA employees, this may include an across-the-board increase at the president's discretion not to exceed the percentage increase appropriated by The Act as well as any supplementary increase, either recurring or in the form of a one-time payment, using existing appropriated or non-appropriated funds of the System Office and the constituent institutions. Any supplementary increases shall primarily be based on demonstrated meritorious performance, with labor market and/or equity as permissible secondary factors. If permitted by The Act, any supplementary increases for SHRA employees beyond any across-the-board amounts, whether recurring or in the form of a one-time payment, shall also be determined based on meritorious performance, with labor market and/or equity as permissible secondary factors. Any amount of increase beyond that which is appropriated in The Act must be funded entirely by existing funding sources that permit such an expenditure.

This Resolution shall satisfy any requirement for pre-approval with the Committee on University Personnel with respect to Fiscal Year 2022-23 ARP actions within the parameters set forth in this resolution. This Resolution shall not apply to salary adjustments for the chancellors or the president not otherwise provided for as the standard legislative increase in the Appropriations Act.

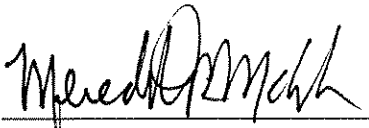
Further, compensation adjustments that fall outside of the scope of the ARP process shall still receive the regular required approvals of the president and/or the Committee on University Personnel, as set forth in policy.

BE IT SO RESOLVED.

\_\_\_\_\_, 2022

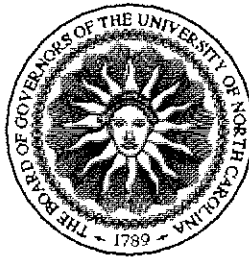
APPENDIX R

APPROVED BY THE BOARD OF GOVERNORS OF  
THE UNIVERSITY OF NORTH CAROLINA SYSTEM

By: 

Meredith R. McCullen  
Secretary of the University

(Seal)



**RESOLUTION OF  
THE BOARD OF GOVERNORS OF THE UNIVERSITY OF NORTH CAROLINA SYSTEM**

**DELEGATED AUTHORITIES REGARDING  
NON-BASE SALARY COMPENSATION FOR UNIVERSITY EMPLOYEES EXEMPT  
FROM THE STATE HUMAN RESOURCES ACT**

May 26, 2022

WHEREAS, the Board of Governors may authorize the president, the boards of trustees, the chancellors, and/or their designees to approve compensation actions to employees exempt from most provisions of the NC Human Resources Act (G.S. 126) pursuant to Sections 200.6 and 600.3.4 of the UNC Policy Manual;

WHEREAS, the Board of Governors previously approved Section 300.2.14 of the UNC Policy Manual to provide the president and the constituent institutions authority to provide non-salary and deferred compensation programs to university employees; and

WHEREAS, the North Carolina State Human Resources Commission approved on April 14, 2022, sign-on and retention bonus authority for employees subject to the NC Human Resources Act, effective June 1, 2022, to address a competitive recruitment and retention environment;

NOW, THEREFORE, BE IT RESOLVED, that notwithstanding any university policies or regulations to the contrary, the UNC Board of Governors delegates authority to the president of the University of North Carolina System to issue or amend any necessary regulations and/or guidelines as deemed necessary by the president to implement the following related to employees exempt from most provisions of the State Human Resources Act:

I. The boards of trustees for the constituent institutions, and the president for the UNC System Office, may provide in writing for sign-on bonuses and/or retention bonuses to recruit and retain needed talent to support the operations of the University in accordance with the provisions herein.

A. The use of a sign-on bonus shall be based on a specific demonstrated recruitment issue or when it is determined to be customary in the labor market for a particular position or group of positions. It may also be used on an exceptional basis when necessary to obtain acceptance by a candidate of an offer for a position deemed of critical importance to the University. Any such use must be accompanied by documented need which is reviewed and approved by the board of trustees or the chancellor or designee when so delegated by the board of trustees. A sign-on bonus may not exceed the lesser of \$25,000 or 20 percent of the annualized base salary of the new position without seeking the approval of the president or his designee.

## APPENDIX S

B. The use of a retention bonus must be based on a demonstrated risk of the loss of the employee to an outside entity external to the University. This includes conditions in the labor market which demonstrate heightened risk for loss of critical talent in a particular position or group of positions which would negatively impact the institution. Such bonuses however are not intended to be used in an across-the-board manner, which is reserved for bonuses awarded by the General Assembly. A retention bonus may not exceed the lesser of \$25,000 or 20 percent of the employee's current base salary without seeking the approval of the president or his designee.

C. An employee may receive either a sign-on bonus or a retention bonus, but not both, within any 24-month period.

D. The boards of trustees may delegate authority to approve sign-on and/or retention bonuses pursuant to this resolution to the chancellor and/or his/her designees with the exclusion of such bonuses for Tier I SAAOs, which may not be delegated.

E. Bonuses may be provided using either state funds or non-state funds. For State funds, such use must be permissible under the policies of the Office of State Budget and Management.

F. Institutions may establish rules to require an employee to pay back all or part of any bonus payments already received if the employee separates from the institution less than 12 months after payment of the bonus award.

G. The institution must establish specific procedures for reviewing and monitoring sign-on and retention bonuses including facilitating approval of such compensation by the chief human resources officer for non-faculty, the chief academic officer for faculty, or their authorized designees. Periodic reporting on this form of compensation will be required by the UNC System Office.

II. The boards of trustees for the constituent institutions, and the president for the UNC System Office, may provide in writing for performance-based bonus compensation in accordance with the provisions herein.

A. The award of performance-based bonus compensation shall be tied to an annual performance review for non-faculty employees and the provisions of a written incentive compensation plan for covered faculty. Performance-based pay for clinical faculty is subject to the relevant approved clinical incentive pay plans and is exempt from these provisions.

B. Performance-based bonus compensation awarded in a single fiscal year that exceeds either 20 percent of an individual employee's current base salary or \$50,000 must receive approval from the president and the Committee on University Personnel of the Board of Governors.

C. Performance-based bonus compensation may be provided using either state funds or non-state funds. For State funds, such use must be permissible under the policies of the Office of State Budget and Management.



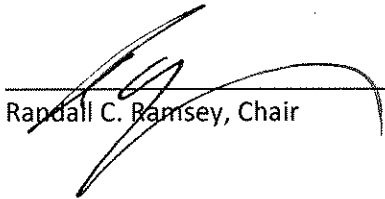
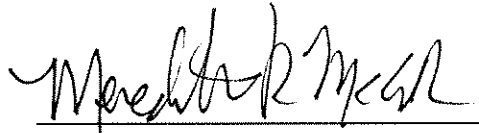
## APPENDIX S

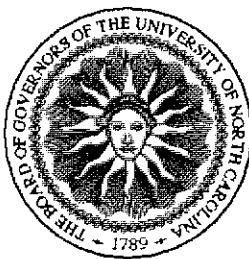
D. The boards of trustees may delegate authority to approve performance-based bonus compensation under this resolution to the chancellor and/or designees with the exclusion of such compensation for Tier I SAAOs, which may not be delegated.

E. The institution must establish specific procedures for reviewing and monitoring performance-based bonus pay. Periodic reporting on this form of compensation will be required by the UNC System Office.

III. Section 300.2.14 of the UNC Policy Manual, *Policy on Non-Salary and Deferred Compensation* addresses, in part, University Policy on Non-Salary and Deferred Compensation. In certain instances, Section 300.2.14 requires the Board of Governors' review and approval for prescribed compensation actions and Paragraph V thereof requires consideration by the Committee on University Personnel for other policy revisions. Those requirements are deemed satisfied by this resolution and the president is hereby delegated the authority to approve non-salary compensation as provided by this resolution for employees of the UNC System Office, without further review or approval by the UNC Board of Governors, except as specified in Section II (D) above.

Adopted this \_\_\_\_<sup>th</sup> day of May, 2022

  
\_\_\_\_\_  
Randall C. Ramsey, Chair  
\_\_\_\_\_  
Meredith R. McCullen, Secretary



**RESOLUTION OF  
THE BOARD OF GOVERNORS OF THE UNIVERSITY OF NORTH CAROLINA SYSTEM**

**DELEGATED AUTHORITIES TO THE PRESIDENT  
RELATED TO CAMPUS LAW ENFORCEMENT OFFICERS EXEMPT FROM  
THE PROVISIONS OF THE STATE HUMAN RESOURCES ACT**

May 26, 2022

WHEREAS, the North Carolina General Assembly enacted an exemption from most provisions of the North Carolina Human Resources Act (G.S. 126) for commissioned police officer positions within The University of North Carolina System (S.L. 2020-56 Section 7);

WHEREAS, the staff of the UNC System Office is in the process of making final preparations for the implementation of a new classification and compensation system designed exclusively for commissioned police officers of the University of North Carolina System under the provisions of the University's exempt from the State Human Resources Act (EHRA non-faculty) human resources program;

WHEREAS, such commissioned police officer positions once transitioned to EHRA non-faculty status will be subject to the provisions of Section 300.2.1 of the UNC Policy;

WHEREAS, it is deemed necessary that certain aspects of the State's human resources policies as applicable to employees subject to the State Human Resources Act, or substantially equivalent University policies, shall continue to apply the University's commissioned police officers following their transition to EHRA non-faculty status;

NOW, THEREFORE, BE IT RESOLVED, that the UNC Board of Governors delegates authority to president of The University of North Carolina System to issue or amend any necessary regulations and/or guidelines as deemed necessary by the president to implement the following regarding commissioned police officers of The University of North Carolina System (hereafter, "law enforcement officer") positions, effective July 1, 2022 or thereafter:

- I. COMPLIANCE WITH THE FEDERAL FAIR LABOR STANDARDS ACT. All law enforcement officer employees subject to this resolution that are classified as subject to the overtime provisions of the federal Fair Labor Standards Act may be covered by University procedures that are substantially equivalent to those issued by the North Carolina Human Resources Commission for SHRA employees regarding wage-hour compensation (the "Hours of Work and Overtime Compensation" policy).
- II. SPECIAL PAY COMPENSATION. All law enforcement officer employees subject to this resolution may be covered by University procedures that are substantially equivalent to the special pay compensation policies approved by the North Carolina Human Resources Commission for SHRA employees, including but not limited to:

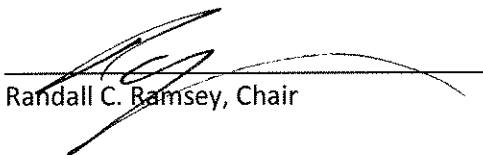
## APPENDIX T

- A. On-call emergency and callback pay policy;
- B. Shift premium pay policy; and
- C. Holiday premium pay policy.

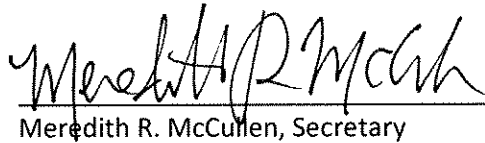
III. LONGEVITY PAY. All law enforcement officer employees subject to this resolution who are originally appointed to their positions as subject to the state human resources act (SHRA) remain eligible to receive longevity pay substantially equivalent to that which would or will be received under the annual longevity pay policies approved by the North Carolina Human Resources Commission.

IV. DISCIPLINARY AND GRIEVANCE PROCEDURES. Consistent with the authority granted in G.S. 126-5(c16), all law enforcement officer employees subject to this resolution shall be covered by due process procedures defined in the "Disciplinary Action Policy" and the "University SHRA Employee Grievance Policy" as approved by the North Carolina Human Resources Commission or by future amendments or replacements to said policies as prescribed by the Commission.

Adopted this \_\_\_\_<sup>th</sup> day of May, 2022



Randall C. Ramsey, Chair



Meredith R. McCullen, Secretary