**RESOLUTION OF**
**THE BOARD OF GOVERNORS OF THE**

**UNIVERSITY OF NORTH CAROLINA**

**INCENTIVE COMPENSATION CONTRIBUTION**
**PARTICIPATION IN THE SENIOR ADMINISTRATIVE OFFICER RETIREMENT PROGRAM**

July 24, 2024

**WHEREAS,** the Board of Governors of The University of North Carolina may authorize the participation of administrative officers in certain deferred compensation programs and retirement arrangements, pursuant to Section 300.2.14 of the UNC Policy Manual, *Evaluations of Positions for Designation as Senior Academic and Administrative Officers*; and

**WHEREAS,** the Board of Governors of The University of North Carolina has previously approved Peter Hans, President, be authorized to participate in the Senior Administrative Officer Retirement Program (SAORP); and
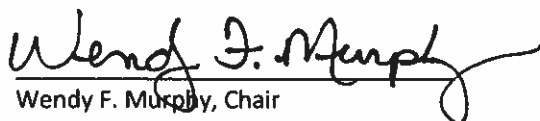
**WHEREAS,** pursuant to Section 200.4.III of the UNC Policy Manual, *Assessment Process for the Chief Executive and Governing Boards of the University of North Carolina,* and the provisions of President Hans' term sheet, the Presidential Assessment Committee of the Board of Governors of the University of North Carolina has conducted an annual assessment of the president's performance during the 2023-24 fiscal year based upon quantitative goals approved by the Board and the Committee's evaluation of the president's leadership and management of UNC System operations; and

**WHEREAS,** following appropriate review and upon recommendation of the Presidential Assessment Committee, the Board of Governors of The University of North Carolina has determined to make a one-time incentive compensation as an Employer contribution to President Hans' SAORP retirement account in recognition of the president's extraordinary performance and leadership for the 2023-24 fiscal year.

**NOW, THEREFORE, BE IT RESOLVED,** that the Board of Governors:

(a) Authorizes a contribution on behalf of President Hans to his SOARP retirement account in the amount of $453,720;

(b) Directs that the contribution be paid for with non-state funds; and

(c) Directs that the contribution described above to President Hans's SAORP retirement account shall be considered fully vested upon contribution, consistent with the terms of the SAORP.

Adopted this 24th day of July, 2024.

Wendy F. Murphy, Chair

Pearl Burris-Floyd, Secretary

# PRESIDENTIAL ASSESSMENT

# MAJOR ACCOMPLISHMENTS

# ACADEMIC YEAR 2023-24

UNC Board of Governors
Presidential Assessment Committee
June 19, 2024

# Presidential Assessment
# Major Accomplishments 2023-24

## Contents

# I. LEADERSHIP AND MANAGEMENT

## A. System Office Leadership

- **Leadership Team:** Maintained a highly capable and dedicated leadership team:
  - Promoted Dr. Andrew Kelly to executive vice president in recognition of his leadership role in the System Office, and named Dr. Kelly as interim chief executive officer of Project Kitty Hawk, Inc.
  - Promoted Dr. David English to senior vice president for academic affairs and chief academic officer, making permanent Dr. English's interim leadership of the Academic Affairs Division.
  - Appointed Dr. Ivy Taylor as senior advisor to the president and a member of President Hans' senior team, bringing to the System Office her expertise as a former HBCU president and former mayor of San Antonio, Texas.
  - Named Dr. Thomas Walker as senior advisor of university workforce policy, continuing to leverage his expertise in human relations and talent development.
  - Appointed Brandy Andrews as associate vice president of university finance to strengthen leadership provided to institutions on budget and finance issues.
  - Appointed Katherine Restrepo Martin as senior advisor for health affairs to increase the System Office's capacity in health affairs policy work.
  - Engaged Dr. Shannon Tufts, a national cybersecurity expert, to strengthen the System Office's strategies for responding to and mitigating cyberattacks across the UNC System.
- **Operations Division Reorganization:** Implemented organizational realignments within the System Office Operations Division to better support human resources functions, including naming Anne Schwarz as the chief human resources officer for the System Office and PBS NC, relocating the executive search function to the Chief of Staff Division, and appointing Seth Riggins as the associate vice president for strategic operations.
- **PBC North Carolina:** Initiated efforts to consolidate back-office functions at PBS NC with those of the System Office, including human resources and information technology, and to explore options for relocation of PBS NC's studios and office space to achieve significant operational and capital cost savings and increase PBS NC's visibility.
- **System Office Leadership Development:** Conducted a comprehensive leadership development and succession planning initiative for the System Office, starting with members of the senior team and their key team members.
- **External Relations:** Represented the university publicly and privately at events, functions, and meetings with critical internal and external public and private sector constituencies at the national and state levels.

## B. Systemwide Leadership

- **University of North Carolina Asheville Chancellor:** Led the search process for the next chancellor of the University of North Carolina Asheville, which culminated in successfully

recommending to the Board Dr. Kimberly van Noort as the next chancellor of UNCA. Negotiated compensation package with Dr. van Noort to incorporate enhanced executive compensation coupled with a reduced base salary to better align the chancellor's compensation structure with that of the president.

- **Winston-Salem State University Chancellor:** Led the search process for the next chancellor of Winston-Salem State University, which culminated in successfully recommending to the Board Bonita J. Brown, J.D., as the next chancellor of WSSU. Negotiated compensation package with Ms. Brown to incorporate enhanced executive compensation coupled with a reduced base salary to better align the chancellor's compensation structure with that of the president.

- **North Carolina Central University Chancellor:** Led the search process for the next chancellor of North Carolina Central University, which culminated in successfully recommending to the Board Dr. Karrie Dixon as the next chancellor of NCCU. Negotiated compensation package with Dr. Dixon to incorporate enhanced executive compensation coupled with a reduced base salary to better align the chancellor's compensation structure with that of the president.

- **North Carolina Agricultural and Technical State University Chancellor:** Led the search process for the next chancellor of North Carolina Agricultural and Technical State University, which culminated in successfully recommending to the Board Dr. James Martin as the next chancellor of North Carolina A&T. Negotiated compensation package with Dr. James Martin to incorporate enhanced executive compensation coupled with a reduced base salary to better align the chancellor's compensation structure with that of the president.

- **University of North Carolina at Chapel Hill Interim Chancellor:** Named Mr. Lee Roberts as the interim chancellor of the University of North Carolina at Chapel Hill and launched the search for the permanent chancellor, with the goal of bringing a nominee to the Board for election before the beginning of the Fall 2024 semester.

- **Appalachian State University Interim Chancellor:** Named Dr. Heather Norris as interim chancellor at Appalachian State University and initiated preparations to launch the search for the permanent chancellor, with the goal of bringing a nominee to the Board for election by the end of calendar year 2024 or early 2025.

- **Elizabeth City State University Interim Chancellor:** Named Dr. Catherine Edmonds as interim chancellor at Elizabeth City State University and initiated preparations to launch the search for the permanent chancellor, with the goal of bringing a nominee to the Board for election in early 2025.

- **North Carolina State University Chancellor:** Initiated preparations to launch the search for the next chancellor of North Carolina State University, with the goal of bringing a nominee to the Board for election before the end of the 2024-25 academic year.

- **North Carolina Arboretum:** Named Mr. Drake Fowler as the executive director of the North Carolina Arboretum, effective Aug. 1, 2024.

- **Chancellors Incentive Compensation Program:** Continued implementation of the Chancellors Incentive Compensation Program in Year Three, linking chancellor pay to the strategic goals and metrics identified by the Board of Governors for presidential assessment and incorporating those metrics in annual chancellor performance reviews.

## II.   SYSTEM OPERATIONS, FISCAL CONTROLS, AND EFFICIENCY

### A.  Operations, Fiscal Controls, and Efficiency – System Office

- **All-Funds Budget:** Continued to operate under the "all-funds budget" process for the System Office under the same parameters required of constituent institutions.
- **System Office Audits:** For the fourth year in a row since President Hans took office, received a clean System Office financial statement audit and statewide federal compliance audit with no findings.
- **Accountability and Fiscal Controls:** Maintained balanced System Office budget and enhanced business processes to achieve greater accountability and fiscal controls.
- **Shared Services Programs:** Launched initiative with Ernst & Young to comprehensively update and improve Systemwide shared services programs including inventorying all shared services, establishing consistent standards and guidelines for shared services operations, and reviewing legacy payroll shared services programs. The initial review and assessment phase was concluded in May. Next steps, to be completed by the end of 2024, will improve the efficiency of existing offerings, standardize business practices, and emphasize operational collaboration among smaller campuses.
- **Shared ERP Options:** Completed evaluation of systemwide ERP options; contracted with Deloitte to study total cost of ownership (TCO) for shared ERP for all institutions using the Banner system and the System Office; study includes extensive feedback from campuses on business processes.
- **System Office Assets:** Developed plan for maximizing System Office assets (Spangler Center, Research Triangle Park property, and North Carolina Research Campus in Kannapolis) to determine if these assets are being deployed to the highest and best use for the university. Completed transaction to shift the Spangler Center to University of North Carolina at Chapel Hill in exchange for resources to support the university. Engaged CBRE to conduct a study of higher and better uses for the university's 111-acre site in RTP currently housing PBS North Carolina.
- **Continuity of Operations Plans:** Refreshed and maintained System Office Continuity of Operations Plan (COOP) to establish operational readiness in response to emergency events at The Dillon.

## B. Operations, Fiscal Controls, and Efficiency – Systemwide

- **Funding Model:**
    - **Performance-Weighting Component:** Fully implemented performance-weighting component of the university funding model to incentivize institutions to meet or exceed Board of Governors goals and performance metrics.
    - **Campus Guidance:** For the first time since 2012, published an updated funding model manual for institutions that provides comprehensive and detailed description of model calculations.
- **All-Funds Budget:** Continued to implement Systemwide "all-funds budget" initiative to bring greater uniformity and transparency to the budget of each constituent institution, utilizing a cross-functional team of System Office staff to review campus submissions and provide feedback to institutions prior to submission to the Board.
- **Tuition and Fees:** Implemented annual tuition and fees process with limitations on fee increase requests consistent with the Board's strategic priority of affordability.
- **Capital Projects:**
    - **Six-Year Capital Plans:** Building on last year's efforts to strengthen institutions' capital planning, maintained alignment with institution capital requests and the Board's legislative priorities by utilizing the Six-Year Capital Plans of each campus and continuing to engage directly with campus leadership to refine plans and ensure solid capital planning.
    - **State Capital Infrastructure Fund:** Continued implementation of the SCIF R&R Systemwide capital program that provides $250 million in repairs and renovations funding each year for the next six years and reinforced the importance of advancing R&R projects aggressively with constituent institutions.
- **State Budget Leadership:** Provided Systemwide leadership with the Office of State Controller and Office of State Budget and Management to resolve issues associated with the state's financial IT system transition to ensure that state funds were allocated to all UNC institutions.
- **Endowments and Associated Entities Assets:** Developed the System's first comprehensive summary of endowment and associated entity real property holdings and capital projects as well as millennial campus activity.
- **SHRA Employees Salary Bands:** Completed, successfully received State HR Commission approval, and implemented a market-based salary band update for employees subject to the State Human Resources Act for the first time in over 15 years.
- **EHRA Employees Classification:** Completed a significant simplification of the classes of employees exempt from the SHRA Act from six to two, enabling the university to continue professionalizing the non-faculty workforce and providing greater flexibility in recruiting and retaining highly qualified employees.

- **Leave Policies**: Modernized university leave policies to provide employee leave consistent with contemporary businesses. When fully implemented, the changes will result in over $10 million annually in direct savings.

## C. Safety and Enterprise Risk Management

- **Systemwide Crisis Leadership:** Provided substantial leadership, guidance, and operational support to institutions during incidents ranging from campus shootings to cyberattacks to demonstrations and commencement disruptions.
- **Crisis Communications:** Engaged a vendor with national expertise in crisis communications to conduct Systemwide assessment of crisis communications policies and practices across all 17 institutions.
- **Behavioral Threat Assessment:**
  - **Regulation:** Developed a regulation to strengthen behavioral threat assessment programs on campuses.
  - **Training:** Conducted Systemwide behavioral threat assessment training for 160 campus personnel from all UNC institutions. The training was conducted in partnership with the U.S. Secret Service and Safe and Sound Schools.
- **Cybersecurity:** Maintained collaboration with NC Joint Cybersecurity Task Force (JCTF) for response and recovery operations for cybersecurity attacks; engaged directly with JCTF in response and recovery associated with a major cybersecurity attack at one UNC institution.
- **Mutual Aid:** In collaboration with campus police chiefs and external local and state law enforcement partners, strengthened the mutual aid process through which campus police departments request additional assistance during incidents.
- **Training:**
  - **Samarcand:** Conducted 11 training programs at Samarcand Training Center in which 211 campus personnel participated in a variety critical of law enforcement areas ranging from active shooter scenarios to cybersecurity attacks.
  - **Business Email Compromise:** Conducted BEC training for a broad cross-section of 140 campus personnel from across the System. The training was conducted in partnership with the U.S. Secret Service and the McCrystal Group.
  - **Tabletop Exercises:** Continued to fund and implement the third year of the three-year tabletop exercise program to improve emergency preparedness at all institutions and the System Office; at each institution, chancellors and their cabinet members participated in these exercises.
- **Export Controls:** Sponsored the Association of University Export Control Officers conference attended by representatives of all institutions to educate on measures to enhance research controls.

- **Risk Assessment:** Through the System Office Risk Review Board, continue to refine and implement the Systemwide enterprise risk management system and risk register data collection for the System Office and all constituent institutions to better capture top enterprise risks, as required by UNC Policy. Expanded the annual risk assessment process to include North Carolina State Education Assistance Authority, the North Carolina Arboretum, and PBS North Carolina.

## D. Legal Affairs

- **University of North Carolina School of the Arts Litigation:** Successfully concluded, without requiring legislative support, the once-in-a-generation University of North Carolina School of the Arts litigation on terms materially favorable to survivability of the school and consistent with Board's moral objective to right historic wrongs to the extent feasible.
- **Comprehensive Policy Manual Update:** Continued ongoing efforts to comprehensively update *The Code* and the UNC Policy Manual in a systematic, and near-consensus fashion, using inputs from all 17 campuses. Policies updated through this initiative are listed in Section III.A below.
- **Policies and Regulations:** Issued regulations to accompany policy changes where appropriate. Regulations updated or issued are listed in Section III.B below.
- **Public Records:**
  - Continued timely and efficient processing of numerous and extensive public records requests to ensure compliance with state law, avoid backlogs, and mitigate against potential litigation in this area.
  - Restructured public records management software to reduce System Office operating expenses going forward.
- **Litigation Management:** Managed and provided strategic direction in dozens of lawsuits facing university campuses while continuing to challenge campuses to assess and communicate lessons learned from litigation experiences.
- **Telecommunications Assets:** Significantly expanded monetization of existing university telecommunications assets to further cement support for public safety and law enforcement cooperation.

# III. POLICY AND REGULATORY REFORMS

## A. UNC Policies

- Effectively recommended policy reforms to the Board of Governors, including the following amendments to the UNC Policy Manual:
  - Section 100.1, *The Code* updating Chapter VI (Academic Freedom and Tenure) to provide for non-disciplinary separation of faculty members.
  - Section 200.1, updating the policy on dual memberships and conflicts of interest.

- Section 200.5, updating the policy on initiating and settling potential and pending litigation.
- Section 200.6, updating various delegations of authority to the president.
- Sections 300.1.1 and 300.2.1, comprehensively updating policies governing the employment of EHRA employees, including updates to conform to legislative changes.
- Section 300.1.2, modernizing the policy governing designation of Senior Academic and Administrative Officer (SAAO) positions.
- Section 300.1.5, updating the policy governing official residences of chancellors and the president.
- Sections 300.1.6.1 and 300.1.6.2, updating the policies on administrative separation of System Office senior personnel, chancellors, and the president.
- Section 300.2.2, strengthening the policy on conflict of interest and commitment.
- Sections 300.2.8, 300.2.10, 300.2.11, and 300.2.22, modernizing policies governing faculty military leave, faculty community service leave, faculty leave for serious illness and disability, and EHRA leave programs to conform these policies to current law.
- Sections 300.2.13, 300.2.14, and 300.7.4, modernizing policies governing EHRA supplemental pay, non-salary and deferred compensation, and Roth 403(b) accounts.
- Section 300.5.1, amending the policy on political activities of employees to establish prohibitions on compelled speech.
- Section 300.8.5, providing for equality within the university System in compliance with state and federal law.
- Section 400.1, strengthening and modernizing the policy on academic program planning, including academic program review.
- Section 400.1.5, strengthening and modernizing the policy on academic programming and academic program review.
- Section 400.3.1, strengthening standards to evaluate the teaching effectiveness of faculty.
- Section 400.3.3, strengthening the policy requirements governing post-tenure review.
- Section 400.3.4, strengthening the policy on faculty workloads.
- Section 600.2.3, updating the policy on the Distinguished Professors Endowment Trust Fund to conform to legislative changes.
- Section 600.3.4, updating the policy on management flexibility for human resources matters.
- Section 700.1.1, updating requirements for standardized test scores as part of minimum eligibility requirements for undergraduate admissions.

- Section 1000.1.1, amending the policy on tuition rates to authorize tuition rates for courses offered through Project Kitty Hawk.
- Section 1100.1, updating and strengthening the policy on undergraduate student success to require course content covering the Foundations of American Democracy.

## B. Regulations

- Issued regulations to further advance the university's mission, implement policy changes, and comply with legal requirements:
  - Section 101.3.1.1[R], implementing updates to Section 603 of *The Code* governing disciplinary discharge, suspension, or demotion of faculty.
  - Section 101.3.1.2[R], implementing updates to Section 604 of *The Code* governing non-reappointment, denial of tenure, and denial of promotion of faculty.
  - Section 101.3.1.3[R], implementation updates to Section 607 of *the Code* governing faculty grievance procedures.
  - Section 1001.1.2[R], establishing consistent standards for calculating the cost of attendance.
  - Section 200.5[R], updating requirements for engaging private counsel and designating litigation counsel.
  - Section 600.2.5.2[R], updating requirements governing the required elements of university-associated entity relationships.
  - Section 400.3.1.1[R], implementing policy changes governing the standards for evaluating the teaching effectiveness of faculty.
  - Section 400.3.3.1[R], implementing policy changes governing post-tenure review.

# IV. ACCESS, AFFORDABILITY, AND STUDENT SUCCESS

## A. Enrollment and Retention

- **Direct Admit Program:** In partnership with the Department of Public Instruction, North Carolina State Education Assistance Authority, and the North Carolina Community College System, and with $500,000 in funding from GEAR UP North Carolina, a federally-funded college access program run by the Division of Strategy and Policy, the System will launch a pilot program in fall 2024 with six UNC System institutions (Elizabeth City State University, Fayetteville State University, University of North Carolina Asheville, University of North Carolina at Greensboro, University North Carolina at Pembroke, and Winston-Salem State University) to directly admit high school seniors from North Carolina public schools that have a minimum of a 2.8 GPA. Students will receive notification of this admittance prior to applying for admission and will complete a short enrollment form during Countdown to College week in October.

- **Admissions Redirect Pilot:** Four UNC System institutions (Elizabeth City State University, University of North Carolina at Greensboro, University of North Carolina at Pembroke, Western Carolina University) are partnering with University of North Carolina-Chapel Hill in a pilot that enables UNC-CH to share application materials of students who are not admitted with participating universities.  When students apply to UNC-CH in the fall 2024 cycle, they may opt in to have their application materials automatically sent for review to one or more of the four participating UNC System universities in the event they are redirected by UNC-CH. We will evaluate the success of the pilot after the 2024-25 admissions cycle and consider whether to extend, expand, or otherwise adjust.
- **Enrollment Campaign:** Successfully queried the National Student Clearinghouse in November 2023 to identify 12,320 students that were admitted to UNC System institutions but did not enroll at any institution. A marketing campaign will be launched later this summer/early fall to encourage students to enroll at institutions they have already been admitted to, or to apply to other UNC System institutions.
- **Transfer Students:** In September 2023, nearly 100 transfer professionals and experts from all 16 universities gathered at the UNC System Office to discuss best practices, innovations, and areas of growth in transfer student support and services. This event was the first such gathering of transfer officials and was organized to focus on improving all areas of transfer as the UNC System looks to increase the number of transfer students enrolling and graduating from UNC universities.
- **Virtual Open House:** Hosted the 4th annual UNC System Virtual Open House targeted at rising juniors and seniors. Attendance increased by 1,961 attendees from fall 2022.

## B. Access and Affordability (including NCSEAA initiatives)

- **Tuition and Fees:** Recommended in-state undergraduate tuition rates remain flat for the eighth straight year, and recommended average student fee increases totaling less than one percent and limited to only those necessary to defray the impacts of inflationary costs. Recommendations were approved by the Board of Governors.
- **NC Next Scholarship:** Through the North Carolina State Education Assistance Authority and in consultation with the North Carolina Community College System, redesigned the consolidated state scholarship program based on the new federal need methodology and under the new name "Next NC Scholarship." NCSEAA launched a coordinated public awareness campaign for the Next NC Scholarship, including a website (www.nextncscholarship.org), a media toolkit for institutions (https://nextncscholarship.org/toolkit), and other paid and earned media strategies.
- **FAFSA:** To ensure our students receive the necessary supports to effectively navigate the changes from the federal transition to the "Better FAFSA":
  - Requested that each chancellor consider extending deposit deadlines and provide guidance to students about the changes.

- Directed NCSEAA to turn around state awards as quickly as possible once the required federal data became available, and to extend the UNC priority FAFSA filing date to August 15 for the Next NC Scholarship.

  NCSEAA also redesigned the NC FAFSA tracker (https://www.cfnc.org/fafsa-tools/fafsa-tracker/) and launched a one-time summer FAFSA strategy for summer 2024 connecting high school counselors with UNC institutions and North Carolina community colleges to assist potential students with FAFSA completions.

- **Common Digital Transcript:** As directed by the North Carolina General Assembly, partnered with the North Carolina Department of Public Instruction, North Carolina Community College System, and North Carolina State Education Assistance Authority to begin the creation of a common digital transcript for North Carolina public school units, community colleges, and UNC System institutions. The secure, confidential and free digital transcript will be available to all students who are enrolled in or have been enrolled in one or more state public institutions.

- **Next Step Program:** In consultation with leaders at the UNC System Office, constituent universities, and the North Carolina Community College System, North Carolina State Education Assistance Authority launched the 2024 Next Step Program in which 734 high school juniors and parents have participated, with 53 percent indicating their most likely next step after high school is a UNC institution. The Next Step Program, an online virtual assistant, helps high school juniors and their parents complete three steps before the start of a student's senior year: Set up CFNC account; get FSA ID to complete FAFSA; and learn about different degrees and identify three colleges that might be a good fit for the student.

- **Credential As You Go:** Through this pilot project, currently working with three universities and four community colleges to create short-term workforce-aligned credentials to increase enrollment in key workforce areas in six rural counties. This is creating credentials as on-ramps to full baccalaureate programs. More than 50 credentials have been created thus far across all seven institutions, including more than 100 UNC System students from rural counties (more than 300 have enrolled across the entire project).

- **NCSEAA Transition:** Completed North Carolina State Education Assistance Authority's transition away from the defunct Federal Family Education Loan Program and service as a federal Guaranty Agency.

## C. Student Success

- **Minimum Admissions Requirements:** Developed a comprehensive revision to the UNC System Policy on Minimum Admissions Requirements. The updated policy raises the minimum high school grade point average needed for admission to all UNC System institutions and reinstates standardized test scores for students below that new standard.

The policy will also allow chancellors of individual institutions to bring requests to require standardized tests of all students to the president and the Board of Governors.

- **TrACE:** Successfully implemented a randomized controlled trial of a transfer student success intervention called TrACE (Transfer, Accelerate, Complete, Engage). This is the first four-year replication of this program outside of New York. Preliminary results show that TrACE students attempted and earned more credits and were more likely to be on track to graduation than non-participants.
- **ASSIST:** Created Access and Success Strategy Support Teams (ASSIST) to work directly with constituent institutions on issues related to enrollment and student success, starting with Winston-Salem State University and North Carolina Central University:
  - **NCCU:** Deployed Dr. Shun Robertson to work with leaders to analyze enrollment and success data, develop goals, and identify promising strategies for improvement. This work led to the development of a team, led by Dr. James H. Johnson, that conducted interviews and focus groups with administrative and academic leaders at NCCU to inform the chancellor search process and the onboarding of Chancellor-elect Dixon.
  - **WSSU:** During the 2023-24 academic year, UNC System staff worked alongside two WSSU workgroups with the objectives of (1) expanding nursing programs and (2) fostering student success. The Nursing Expansion Workgroup focused on reviewing and establishing goals and strategic plans to grow the traditional, ABSN, and RN-BSN nursing programs by 2026-27. Target metrics (and strategies) were established for growing applications, enrollment, completions, clinical placements, and faculty hiring to support the nursing expansion. The Student Success Workgroup focused on taking stock of the array of existing student success initiatives and prioritizing and optimizing resource deployment for those with the most promise. This work will inform the onboarding of Chancellor-elect Brown.
- **Transfer Student Support:**
  - **Institutions Transfer Guide:** Completely redesigned over 1,000 transfer guides across all UNC universities to ensure accuracy, accessibility, and comparability—these are more than 1,000 clearly defined transfer pathways for North Carolina community college students to follow as they earn an associate degree and plan to transfer to a UNC university.
  - **CFNC Transfer Information Portal:** Built a new home for transfer information on CFNC that will be the destination for all transfer-related information, including articulation agreements, a searchable database of transfer guides, and many more transfer resources, serving as a one-stop shop for transfer information across the UNC System.
- **Student Success Symposium:** In October 2023, convened over 100 UNC System student success professionals to discuss college-going trends in North Carolina and around the

nation; the importance of data to build successful student success initiatives; using peer mentors to support student resilience; and tools to support adult learners.

D. Student Mental Health and Resiliency

- **Mental Health and Resiliency Initiatives (GEER Funded):** Continued monitoring and implementation of student mental health and resiliency initiatives funded from the Governor's Emergency Education Relief grant of $7.7 million, including:
    o **Telehealth Crisis Counseling:** Continuing to fund telehealth and crisis counseling services for all UNC System students through a Systemwide contract with ProtoCall, the nation's largest provider of these services.
    o **Off-campus Referrals:** Continuing to award micro grants to support off-campus referrals for student mental health services that cannot be provided on campus. Over $300,000 was awarded for 2023-24.
    o **Telepsychiatry Services**: Continued to expand shared telepsychiatry pilot program to address mental health care gaps at a total of eight institutions, serving 850 students with more than 2,500 appointments since September 2022. Eighty-two percent of students believed the telepsychiatry program positively impacted their academic, social, or occupational functioning and 75 percent stated that access to the telepsychiatry program helped them to stay in school.
    o **Instructor Training:** In collaboration with the Positive Psychology Center at the University of Pennsylvania, delivered two instructor training sessions, certifying 70 trainers. These trainers taught courses over 2023-24 focused on equipping students with resilience skills so they can better manage challenges and crises.
    o **Penn Resilience Program:** In collaboration with the University of Pennsylvania Positive Psychology Center, the UNC System Office delivered the Penn Resilience Program to ~70 UNC faculty and staff across 13 UNC institutions. The UNC faculty and staff led 1200+ UNC students during the 2023-24 academic year through a six-to-eight week workshop to equip students with resilience skills to better manage challenges and crises. Based on the overwhelming interest for the program, the UNC System will be offering a third training cohort in Summer 2024.
    o **Care Managers:** Hired 24 case managers to provide case management support at selected institutions across the System.
    o **Pilot Programs:** Piloting several programs designed to promote student well-being, address mental health and substance abuse concerns, including programs specifically designed for student-athletes.
- **Behavioral Health Convening:** Organized and hosted third annual behavioral health convening for the UNC System, North Carolina Community College System, and North Carolina Independent Colleges and Universities personnel and students focused on student mental health and wellness. This year's convening included a half day pre-convening session about postvention: leading your campus when death occurs, followed

by a full two days of 41 educational sessions, wellness breaks, and networking opportunities.

- **Suicide Prevention:** Continued to offer Question, Persuade, Refer (QPR) suicide prevention training to the UNC System, North Carolina Community College System, and North Carolina Independent Colleges and Universities personnel; a total of 217 instructors have been certified and 60 subawards were provided for 2023-24.
- **Resiliency Intervention:** The UNC System procured a contract to provide itMatters, an online, evidence-based intervention designed to promote well-being among college students by empowering students to make well-informed decisions. Topics covered in the modules include mental well-being, sleep wellness, stress management, alcohol abuse prevention, sexual violence prevention, and the intersection of alcohol and sex. itMatters was implemented at all 17 institutions, with 50,000 students enrolled in the modules.
- **JED Campus Program:** Secured a contract with JED for institutions to become JED campuses. Nine of those 10 schools have completed their initial visit with JED and all 10 completed the Healthy Minds Study. The JED Foundation provides colleges and universities expert support, evidence-based best practices, and data-driven guidance to protect student mental health and prevent suicide. Through the JED Campus program, institutions partner with JED to assess the campus community's needs, develop a customized strategic plan to build on existing strengths, and implement tools, strategies, and techniques that lead to measurable improvements in student mental health.
- **Peer Mental Health:** Nine campuses piloted Togetherall, a peer-to-peer mental health support community which is available online, 24/7, and is completely anonymous. Licensed and registered mental health practitioners, called Wall Guides, monitor the community to ensure the safety and anonymity of all members.
- **Surge Resources:** On two different occasions, coordinated additional mental health resources for University of North Carolina at Pembroke in response to campus needs. Additional counseling services were provided by UNC System Office and several UNC System institutions.
- **National Representation:** UNC System Office staff were invited to present at four national conferences about the behavioral health work occurring across the UNC System.
- **Tyler Talks**: Seven UNC System institutions hosted Tyler Talks, a suicide prevention program tailored for student-athletes. Over 1,000 student-athletes attended the presentation.
- **Student Support:** Coordinated 62 GUIDE (Guiding Universities in Demonstrating Empathy) training sessions, and 1,600 faculty and staff completed this training. GUIDE is a three-hour, skill-based, empathic communication training that empowers college faculty and staff to conduct effective student support conversations.

E. Student Health

- **Student Health Self-Funded Plan Study:** Concluded study directed by the Board of Governors Task Force on Pricing, Flexibility, and Affordability, to evaluate the feasibility of establishing a self-funded student health insurance plan to lower costs to students and the System. Based on that analysis, the president and the Board of Governors decided not to pursue a self-funded model but to instead pursue a redesigned program with Blue Cross Blue Shield NC that provides lower cost insurance to students.
- **Student Health Insurance:** Successfully negotiated a one-year renewal of a redesigned student health insurance program that includes a high and low plan option for students to choose from. Compared to last year's premium, the low plan option will save students $450 on their annual costs.
- **Student Travel Insurance:** Successfully negotiated renewal of affordable travel health insurance plans to support study abroad students and inbound international students.

## V.  STRENGTHENING UNC'S MISSION

### A. Academic Programs and Affairs

- **Faculty Policy Initiative:** Substantively completed the Faculty Policy Initiative to comprehensively review and modernize UNC System policies governing faculty employment, some of which have not been updated in decades. Drafted the largest re-write of policies in UNC System history on topics including post-tenure review, faculty retirement incentives, faculty workload, and teaching evaluation.
- **Return on Investment Study:** Completed on schedule the UNC System return on investment evaluation conducted by an independent consultant to examine productivity, true costs, and taxpayer ROI for academic programs in the UNC System. To leverage the study results, updated the academic program planning policy to incorporate a review of ROI of degree programs in academic program planning. To keep academic programs current and relevant to meet the state's needs, this policy also now requires institutions to conduct academic program reviews at least every seven years and for the System Office to conduct an assessment of state workforce needs every two years.
- **Return on Investment Funding:** To facilitate implementation of revised Policy 400.1 and continued work on ROI, System Office staff successfully raised $580,000 in private philanthropic funding to expand System Office analytical capacity and access to additional data sources.
- **Foundations of American Democracy:** In partnership with leadership from the Faculty Assembly, designed and developed the Foundations of American Democracy policy, which will ensure students complete a course that covers the foundational documents and reflections on the struggle for democratic progress.

- **Accreditation:**
  - **Potential Accreditors:** Led response to S.L. 2023-132, which prohibits UNC System institutions from receiving accreditation by an accrediting agency for consecutive accreditation cycles. Issued a joint Request for Information (RFI) with the North Carolina Community College System to identify potential accreditors. Currently assisting the constituent institutions as they pursue accreditation with one of the two accrediting agencies that responded affirmatively.
  - **Accreditation Alternatives:** Moved forward with the other statutory requirement, to convene leaders across other states and systems to explore alternatives to existing regional accreditors. That convening will take place in Washington, DC in mid-July and feature guests from Florida, Georgia, Tennessee, and other states.
- **Distinguished Professors Program:** Oversaw top-to-bottom refresh of the Distinguished Professors program. Refocused program on STEM subject areas in accordance with statutory mandate. Revised program's logistics and secured flexibilities from donors to give campuses authority to quickly fill these positions with high-quality scholars. As a result, the program's vacancy rate fell from significantly higher than the vacancy rate for all professors to below that rate. Leveraged additional funding appropriated by the General Assembly to clear the backlog of STEM professorships dating back to 2009.
- **Faculty Recruitment and Retention Fund:** Expanded efforts to recruit and retain top-tier faculty utilizing a $15 million recurring increase in funding from the General Assembly. The value and impact to the university of this recurring increase equates to a $300 million endowment with an annual 5 percent distribution.
- **Schools of Nursing:**
  - **NCLEX Performance:** Implemented nursing improvement program for five institutions with the lowest NCLEX scores (and below current BOG warning status markers). All dramatically improved, an average of 15.4 percentage points.
  - **Military Equivalency Database:** Convened the deans of the System's nursing schools to expand the Military Equivalency System to ensure the maximum possible amount of academic credit is given to military learners seeking to enter this critical field.
- **Sponsored Research:** The UNC System brought in over $2.2 billion in externally funded research, a record for the second year in a row.
- **University Libraries:** Coordinated university libraries in multiyear implementation of major catalog overhaul to enable students, faculty, and staff across the System to seamlessly and immediately access and utilize libraries across 12 institutions and save those institutions approximately $5 million over the first five years of implementation.

### B. Project Kitty Hawk

- **Degree Program Launches:** Under the guidance of System Office leaders, Project Kitty Hawk, Inc. (PKH) has launched 10 degree programs across two university partners (North Carolina Central University and East Carolina University). In April, PKH signed a third university partner (Appalachian State University). App State will launch two degree programs (Healthcare Management and Supply Chain Management) in Fall 2024, followed by several more degree programs over the course of the 2024-25 academic year.

- **Academic Program Applications:** As of June 6, 2024, ECU and NCCU had received more than 1,300 applications for PKH-powered programs, resulting in more than 250 total enrollments since the first program launched in October 2023.

- **Re-enrollment Program:** Through its re-enrollment program, PKH has recruited 1,500 "stopped-out" students (those who started a degree at a UNC university but did not finish) back to the UNC System, resulting in additional enrollment, tuition and fee revenue, and eventually additional degree completers.

- **Federal Funding:** In collaboration with President Hans, PKH successfully lobbied the U.S. Senate to provide a $7.8 million federal appropriation to further expand the System's capacity to serve adult learners in PKH-powered programs.

- **Academic Advisory Group:** PKH has continued to convene an Academic Advisory Group featuring faculty and staff from all 17 institutions to advise the organization on academic issues.

- **Workforce Advisory Group:** PKH has developed a Workforce Advisory Group in partnership with the NC Chamber.

- **Accountability Reports:** PKH presented its progress to the Board of Governors Committee on Strategic Initiatives and submitted its annual report to the Joint Legislative Education Oversight Committee (JLEOC) of the General Assembly. Implemented stronger fiscal controls and greater involvement in budgetary and operational matters by the PKH Board of Directors.

### C. Teacher Preparation & K-12 Initiatives

- **Educator Preparation Programs Review:** Completed a follow-up review of educator preparation programs regarding their efforts to align coursework in literacy with the Science of Reading. Delivered a summary of that review to the Board of Governors.

- **Educator Preparation Programs Improvement:** Launched another round of continuous improvement with EPPs and provided EPP leadership with access to expert reviewers to receive guidance and technical assistance. Campuses will report on progress by July 1 and the submitted evidence will be reviewed by the expert review panel in July and August for a report to the Board of Governors in September.

- **Teaching Fellows:** Selected Appalachian State University and East Carolina University as new partner institutions for the Teaching Fellows Program beginning in 2024-25. These two institutions will join the existing eight partner colleges and universities in offering

initial teacher licensure programs in STEM education, Exceptional Children education, and elementary education. The program also accepted 462 new North Carolina Teaching Fellows, the highest number since the program's return in 2017.

- **UNC Laboratory Schools:** In response to the Board of Governors, developed improvement plans for all of the UNC laboratory schools that identify how they will improve student proficiency rates. The plans include individualized SMART goals around data and create logic models with key actions and outcomes.
- **Private K-12 Scholarship Programs**: Successfully implemented additional expansions to NCSEAA's private K-12 scholarship programs, including processing an unprecedented number of priority period applications for both the Opportunity Scholarship and the ESA+ program for students with disabilities.

## D. Health Affairs

- **NC Care:** Along with Board Chair Randy Ramsey, led development of NC Care, a collaboration among UNC Health, the UNC School of Medicine, ECU's Brody School of Medicine, and ECU Health aimed at strengthening health care in rural North Carolina, focusing initially on Eastern North Carolina. Successfully secured $420 million during the 2023 legislative session to fund the NC Care initiative, which includes establishing regional centers of care, an integrated clinical network, rural residences, and resources to strengthen rural hospitals.
- **UNC Health and ECU Brody School Legislation:** Successfully advocated for legislative proposals during the 2023 legislative session to comprehensively update and modernize statutory authorities for UNC Health and ECU Health/Brody School of Medicine, which have not been updated in 25 years.
- **Nursing Graduates Production:** Implemented a competitive proposal process for allocation of $40 million appropriated during the 2023 legislative session to increase production of nursing graduates across the 12 nursing schools within the UNC System. The competitive proposal process was designed to make allocation decisions on a data-driven basis that captures longitudinal trends and allows for better informed future planning.
- **High-Need Rural Medical Residencies:** Implemented a strategic plan in collaboration with the UNC and ECU medical schools for allocating $23.5 million appropriated during the 2023 legislative session to increase high-need medical residency programs across rural areas of the state.

## E. Military Affairs

- **Military Equivalency System:** Built and launched an internal and public-facing Military Equivalency System (MES) to assist institutions with consistent awarding of military credit and provide military learners with transparent information on how their military training and experiences map to course credit at UNC System institutions. The system contains over 9,000 military credit equivalencies (matches to UNC courses).

- **Marketing Campaign:** Conducted a second phase of a digital marketing campaign to augment outreach to prospective military-affiliated students. The campaign supported an increase in military-affiliated student enrollment from 20,668 in fall 2022 to 21,472 in fall 2023.
- **Military Partnerships:** Signed agreements with the North Carolina Military Affairs Commission, Defense Alliance of NC, and Hope For The Warriors, aimed at growing North Carolina's defense economy and supporting the educational, workforce and behavioral health needs of the state's robust military community. This brings the Strategic Plan goal of increasing military partnerships from a baseline of 12 in 2022 to 18 in 2024, near the target of 20 by 2027.
- **Veteran/Student Mental Health:** Continued to support mental health needs of veterans and military-affiliated students by delivering additional Mental Health First Aid training specialized for campus faculty and staff serving veterans and military-affiliated students; trained over 200 personnel from the UNC System, North Carolina Community College System, North Carolina Independent Colleges and Universities, and other state organizations serving veterans.

## F. Economic Impact

- **NC Innovation:** As an initial member of the NC Innovation Board of Directors, worked to shape organizational strategy and legislative requests to ensure true statewide impact and participation by UNC System institutions; supported the establishment of NC Innovation Hubs with directors at four UNC institutions; briefed the General Assembly Caucus on Economic Development and Foreign Trade on how UNC research and innovation generate economic impact across the state
- **Business and Industry Engagement:** Launched engagement plan with business and industry leaders to identify academic program and workforce needs to better serve business and industry in the state. Surveyed employers in life sciences, energy, manufacturing, agriculture, data and knowledge management, and transportation sectors through regional employer listening sessions across the state in fall 2023; engagement results and recommendations will be presented to the president in Spring 2024.
- **Economic Transformation Council:** Matured Systemwide Economic Transformation Council (ETC) by strengthening membership and established operating procedures to bring greater focus to ETC's work; coordinated UNC System engagement with other state agencies and stakeholders on regional consortium proposals for large federal research awards such as the National Science Foundation "Engines" and "Technology Hub" grants.
- **Innovation Research:** Administered funding from the General Assembly for the UNC Research Opportunities Initiative supporting "game-changing research" in six areas of strategic importance to North Carolina; these investments of over $32 million since 2014

have yielded over 200 percent follow-on funding ($72 million), built research capacities and talent pipeline, and expanded industry and government collaborations.

## VI.  ADVOCACY

### A.  State Legislative Advocacy

- **2023 Budget:**[1] During the 2023 legislative session, successfully advocated for all Systemwide legislative budget priorities that were included in the 2023 Appropriations Act, including:
    - Salary increases for all university employees (seven percent over two years)
    - Performance-weighted enrollment funding ($32.9 million NR)
    - Faculty Realignment Incentive Program ($16.8 million NR)
    - Faculty Recruitment and Retention Fund ($15 million R)
    - Distinguished Professorship Matching Funds ($10 million NR)
    - Cybersecurity improvements ($2.3 million R / $3.25 million NR)
    - Distinguished professorship matching funds ($10 million NR)
    - High-priority capital projects ($925 million)
    - Funding for repair and renovations projects ($531 million)
- **2024 Budget Priorities:**[2] For the fourth straight year (2024 legislative session), developed Systemwide legislative budget priorities focusing on key priorities and critical needs: performance-weighted enrollment funding, building reserves, completion assistance grants, labor market adjustment funds, and compensation increases for UNC System employees on par with other state employees.
- **2024 Legislative Capital Priorities:** For the fourth straight year (2024 legislative session), developed Systemwide legislative capital priorities, focusing on repair and renovation of existing facilities and infrastructure, and targeted new capital requests based on updated and thoroughly vetted Six-Year Capital Plans.
- **Self-Liquidating Legislation:** Developed and successfully advocated for legislation authorizing self-liquidating capital projects.[3]
- **Athletics Funding:** Successfully advocated for first-ever state support for athletic departments outside "Power Five" conferences in the form of non-recurring General Fund appropriations and recurring sports wagering tax revenues; allocated first round of sports wagering tax revenues to all 13 eligible institutions.

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[1] Because the 2023 Budget was not enacted as of the date of the 2022-23 report, final budget accomplishments are included in this report.
[2] As of the date of this report, the 2024 Appropriations Act has not been enacted.
[3] As of the date of this report, HB912 has passed the House and is pending in the Senate.

## B. Federal Advocacy

- **Federal Legislative Priorities:** Developed Systemwide federal legislative policy and funding priorities for FY 2025 and delivered to all North Carolina congressional delegation offices.
- **Project Kitty Hawk Funding:** Held Capitol Hill briefings with North Carolina delegation members to lay groundwork for $6.9 million FY 2025 UNC System funding request related to Project Kitty Hawk and submitted official request.
- **Airborne Pathfinder Funding:** For the fourth year in a row, secured $8 million in Department of Defense programmatic funding for the Airborne Pathfinder program, a collaboration between UNC System institutions and Fort Liberty to develop soldier-related innovations.
- **NASNTI Advocacy:** Coordinated briefings and submitted requests with members of the North Carolina congressional delegation for a FY 2025 funding increase for Native American-Serving Nontribal Institutions.
- **Institution Requests**: Worked with Elizabeth City State University, University of North Carolina at Pembroke, Western Carolina University, and PBS North Carolina to develop and submit FY 2025 community project funding requests and support materials. Advocated for these priorities with members of Congress, including organizing and hosting Capitol Hill days in Washington, DC.