

February 26, 2025, at 1 p.m.
Via Videoconference and PBS North Carolina Livestream
UNC System Office
223 S. West Street, Board Room
Raleigh, North Carolina

AGENDA

OPEN SESSION

- A-1. Approval of the Open Session Minutes.....Joel Ford
 - a. September 11, 2024
 - b. Joint Minutes of November 13, 2024
- A-2. Project Kitty Hawk Annual Update..... Andrew Kelly
- A-3. Adjourn

DRAFT MINUTES

September 11, 2024 at 12:15 p.m.
Via Videoconference and PBS North Carolina Livestream
UNC System Office
223 S. West Street, Board Room
Raleigh, North Carolina

This meeting of the Committee on Strategic Initiatives was presided over by Chair Joel Ford. The following committee members, constituting a quorum, were also present in person or by phone: John Fraley, Swadesh Chatterjee, Gene Davis Jr., Cameron Brown, and Pearl Burris-Floyd.

Staff members present included Andrew Kelly, Shun Robertson, and others from the UNC System Office.

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

The chair called the meeting to order at 12:18 p.m. on Wednesday, September 11, 2024. The open session minutes from the May 22, 2024, meeting were approved by unanimous consent.

2. Committee on Strategic Initiatives Annual Agenda (Item A-2)

Chair Ford introduced the annual agenda for the Committee on Strategic Initiatives for the 2024-25 year. The agenda will encompass a close look at enrollment trends and their implications for institutional finances, staffing, and academic offerings.

3. Understanding and Addressing Enrollment Trends (Item A-3)

Dr. Andrew Kelly and Dr. Shun Robertson presented an overview of the current Systemwide and national enrollment trends. They outlined the drivers and influences on these numbers and the initiatives the System Office has in place to counteract the numbers and trends. Following, the committee and others attending posed questions to Dr. Robertson and Dr. Kelly and participated in a robust discussion of the topic.

There being no further business and without objection, the meeting adjourned at 1:12 p.m.

John Fraley, Secretary

DRAFT MINUTES

November 13, 2024 at 1:30 p.m.
Via Videoconference and PBS North Carolina Livestream
223 S. West Street, Board Room
Raleigh, North Carolina

This joint meeting of the Committee on Educational Planning, Policies, and Programs and the Committee on Strategic Initiatives was presided over by Chair Terry Hutchens and Chair Joel Ford. The following committee members for the Committee on Educational Planning, Policies, and Programs, constituting a quorum, were present in person or by phone: Kellie Hunt Blue, Cameron Brown, Gene Davis, Kathryn Greeley, Mark Holton, and Sonja Phillips Nichols. The following committee members for the Committee on Strategic Initiatives, constituting a quorum, were present in person or by phone: Cameron Brown, Pearl Burris-Floyd, Gene Davis, and John Fraley.

Chancellors participating were Franklin Gilliam, James R. Martin, Philip Rogers, Kimberly van Noort, and Interim Chancellor Heather Norris. Wade Maki, chair of the UNC Faculty Assembly, also participated.

Staff members present included David English, Shun Robertson, and others from the UNC System Office.

The Committee on Strategic Initiatives met jointly with the Committee on Educational Planning, Policies, and Programs to continue conversations about policies and practices that impact enrollment.

1. UNC System Fall Enrollment Report and Proposed Actions Taken Pursuant to Section 700.1.3 of the UNC Policy Manual, *Policy on Out-of-State Undergraduate Enrollment* (Item A-1)

Dr. David English began the meeting with an update on fall 2024 enrollment. Overall, UNC System enrollment was up by a little over two percent from last fall, including an increase in first-time freshmen. This was encouraging news especially amidst the backdrop of national news focused on declining enrollment trends. The committee then received an update on institutions' compliance with Section 700.1.3 of the UNC Policy Manual, *Policy on Out-of-State Undergraduate Enrollment*. One institution, Winston-Salem State University, was identified as exceeding its out-of-state enrollment limitation. As this is the first year for an overage by the institution and in accordance with policy, an official warning will be issued.

2. UNC System Transfer Data (Item A-2)

Dr. Shun Robertson and Dr. English covered transfer enrollment trends along with some of the credit transfer challenges students can face when applying or enrolling in one of the UNC System institutions. The joint committee learned about a proposed regulation change with a threefold aim. First, the proposed change would codify the need for transfer guides to be updated and regularly published by institutions to make it easier for potential transfer students to plan their academic journey. Second, the regulation would codify what were once ambiguous interpretations or applications around the North Carolina Comprehensive Articulation Agreement. Lastly, the revision will further efforts to ensure that transfer students receive a timely review of their transfer credits shortly after their acceptance.

3. NC College Connect (Item A-3)

Next, the committees heard from Dr. Bethany Meighen and Dr. Robertson on the NC College Connect program, a program aimed at simplifying the application and admissions process for North Carolina high school students. Through NC College Connect, high school students will be notified of their potential eligibility to attend one of the participating UNC System institutions or community colleges and be directed to a simplified application. Since the launch of NC College Connect this fall, students have completed over 5,000 applications.

There being no further business and without objection, the meeting was adjourned at 2:25 p.m.

Sonja Phillips Nichols, Secretary

Swadesh Chatterjee, Secretary

AGENDA ITEM

A-2. Project Kitty Hawk Annual Update Andrew Kelly

Situation: The committee will hear an update on Project Kitty Hawk, the University of North Carolina System's initiative to build pathways for working adults to earn degrees and credentials in high-demand fields from our constituent universities.

Background: In the 2021 budget, the North Carolina General Assembly appropriated \$97 million to create Project Kitty Hawk, a nonprofit associated entity of the UNC System designed to support digital learning across the constituent institutions of the University of North Carolina. Per the budget provision, Project Kitty Hawk operates as a nonprofit education technology firm with a board of directors appointed by the University of North Carolina Board of Governors. Project Kitty Hawk's mission is to build pathways for adult learners to earn high-quality, workforce-aligned degrees and credentials from North Carolina's public universities.

Since inception, Project Kitty Hawk has launched 14 bachelor's degree programs across three university partners (North Carolina Central University, East Carolina University, and Appalachian State University). As of the start of the spring term in January, there are 923 learners enrolled across these degree programs. To date, 1,100 students have enrolled in a degree program supported by Project Kitty Hawk, and the first graduates completed their degrees in December at NCCU and ECU. The initiative has brought 3,758 students back to the UNC System through its reenrollment program, resulting in an estimated \$22.9 million in tuition and appropriation revenue to UNC System universities. Project Kitty Hawk has also developed a new partnership model, called custom education services (CES), which enables System universities to select from eight unique education services that meet their individual needs.

Project Kitty Hawk will provide a detailed update on its enrollments, partnerships, and finances as well as plans for continued expansion.

Assessment: In this session, the committee will hear an update on Project Kitty Hawk.

Action: This item is for information only.

February 26-27, 2025

Project Kitty Hawk

Board of Governors Update



PROJECT KITTY HAWK

We're Project Kitty Hawk



LAUNCHED IN 2022

A nonprofit affiliate of the UNC System on a mission to build pathways for adult learners to earn high-quality, workforce-aligned degrees and credentials from North Carolina's public universities.

SENATE BILL 105: 2021 Appropriations Act, Sec. 8.24: Kitty Hawk Public-Private Partnership Project for Digital Learning and Career Development in Response to the COVID-19 Pandemic:
Project Kitty Hawk as a public-private partnership to support digital learning and career development programs offered by constituent institutions of The University of North Carolina.

Our Triple Bottom Line

It is vital for The University of North Carolina to immediately work toward (i) enhancing digital learning programs offered by the constituent institutions of The University of North Carolina and (ii) meeting postsecondary attainment goals consistent with G.S. 116C-10, which sets the goal that 2,000,000 residents between the ages of 25 and 44 will have completed a high-quality credential or postsecondary degree by 2030.



A successful, self-supporting business
(with satisfied customers)



A company that
has made the
highest and best
use of state
resources



An organization
that changes the
trajectory of the
state's educational
attainment
2M by 2030



CURRENT ENROLLMENT

14

PROGRAMS
LIVE
(Accepting
Apps)

3

INSTITUTION
PARTNERS

923

STUDENTS
ENROLLED

PERSISTENCE

84%

OF ELIGIBLE STUDENTS
RE-ENROLLED IN THE NEXT TERM

7

FLIGHT PATH
GRADUATES

INSTITUTION REVENUE

\$5.1M

FLIGHT PATH TUITION REVENUE TO DATE
\$9.4M PROJECTED BY END OF
YEAR

RE-ENROLLMENT REVENUE

3,757

STUDENTS RE-
ENROLLED

\$22.9M

ESTIMATED REVENUE
from Re-Enrolled Students to
Date

CURRENT FLIGHT PATH
ENROLLMENTS

INST.	PROGRAM	STUDENTS
NCCU	RN to BSN	52
NCCU	BS IT	86
NCCU	BBA	108
NCCU	BS Health Admin	106
NCCU	BS Public Health Ed	8
ECU	BA Psychology	244
ECU	BS ICT	100
ECU	BS Security Studies	13
ECU	BS Criminal Justice	65
APP	BS Health Care Mgmt.	52
APP	BSBA Supply Chain Mgmt.	34
APP	BS Accounting	33
APP	BS Criminal Justice	14
APP	BS Org Leadership & Learning	8
TOTAL		923

PKH FY25 EXPENSES &
REVENUE

	ACTUALS	BUDGET	%
EXPENSES	\$16.6M	\$33.3M	50%
REVENUE	\$26.4M	\$45M	59%

\$13.9M

FLIGHT PATH PROGRAM REVENUES TO DATE

GRANT DRAWDOWN

GRANT FUNDS SPENT
AS OF JAN 31

\$63.3M

GRANT FUNDS
ENCUMBERED

\$33.7M*

FY 22	FY 23	FY 24	FY 25
\$1.4M	\$20.6M	\$24.7M	\$16.6M

Total Grant Draw Down: \$97M (65%
Spent)

Current Partners & Flight Path Programs

Our UNC System partners and the online programs we've built together – designed specifically for adult learners:



APPSTATE

BSBA Accounting

BS Criminal Justice

BS Health Care Management

**BS Organizational
Leadership & Learning**

BSBA Supply Chain Management



NCCentral
UNIVERSITY

**Bachelor of Business
Administration**

BS Health Administration

BS Information Technology

BS Public Health Education

RN to BSN



ECU

BS Criminal Justice

**BS Information &
Cybersecurity Technology**

**BS Multidisciplinary Studies:
Security Studies**

BA Psychology



What makes Flight Path Programs Unique?



Convenient & Flexible

- **8-week terms** with multiple start dates let learners begin when it fits their schedule.
- **Condensed term structure** helps maintain momentum and progress.
- **Fully online**, asynchronous* courses allow students to balance education with work and family life.



Designed for Adult Learners

- **Built-in support systems** eliminate barriers for working professionals—no navigating bureaucracy alone.
- **Tailored resources** provide personalized guidance:
 - 1:1 success coaching
 - Tutoring services
 - Wellness resources
 - 24/7 IT helpdesk



Supportive & Career-Aligned

- **Courses designed for practical applications**, with real-world projects and industry relevance.
- **Programs aligned with workforce demands**, preparing learners for career advancement, industry shifts, or degree completion.
- **Student-centered approach** prioritizes learning outcomes achievement and persistence.

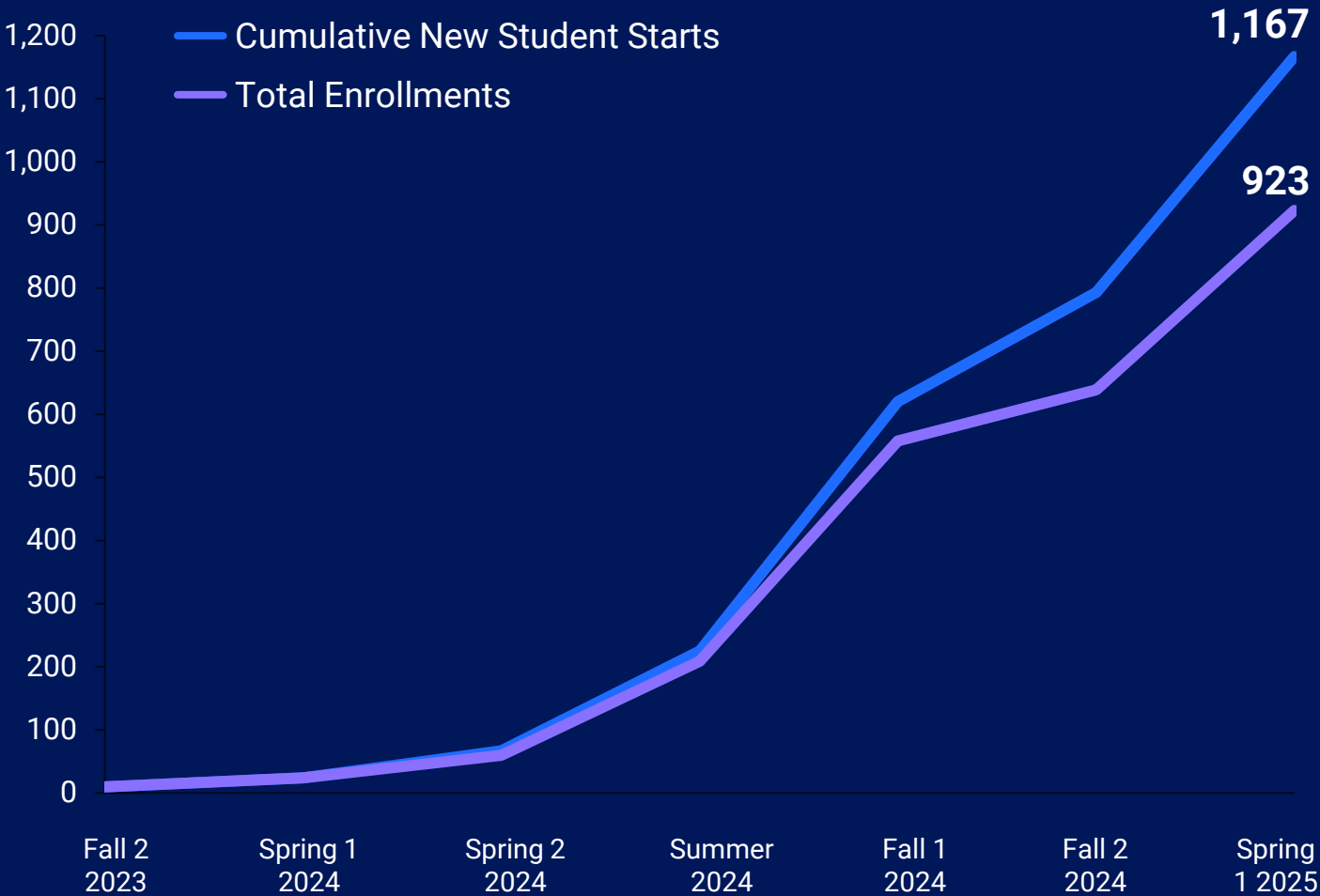




Performance

Our Progress

One Year Progress: New Student Starts & Total Enrollment



CURRENT ENROLLMENT

3

PARTNERS
UNC System
institutions offering
Flight Path programs

1,167

NEW STUDENTS ENROLLED
In Flight Path programs since
October 2023; 900+ learners
on
the platform as of Jan. 2025

14

PROGRAMS LIVE
Flight Path programs
with students
enrolled

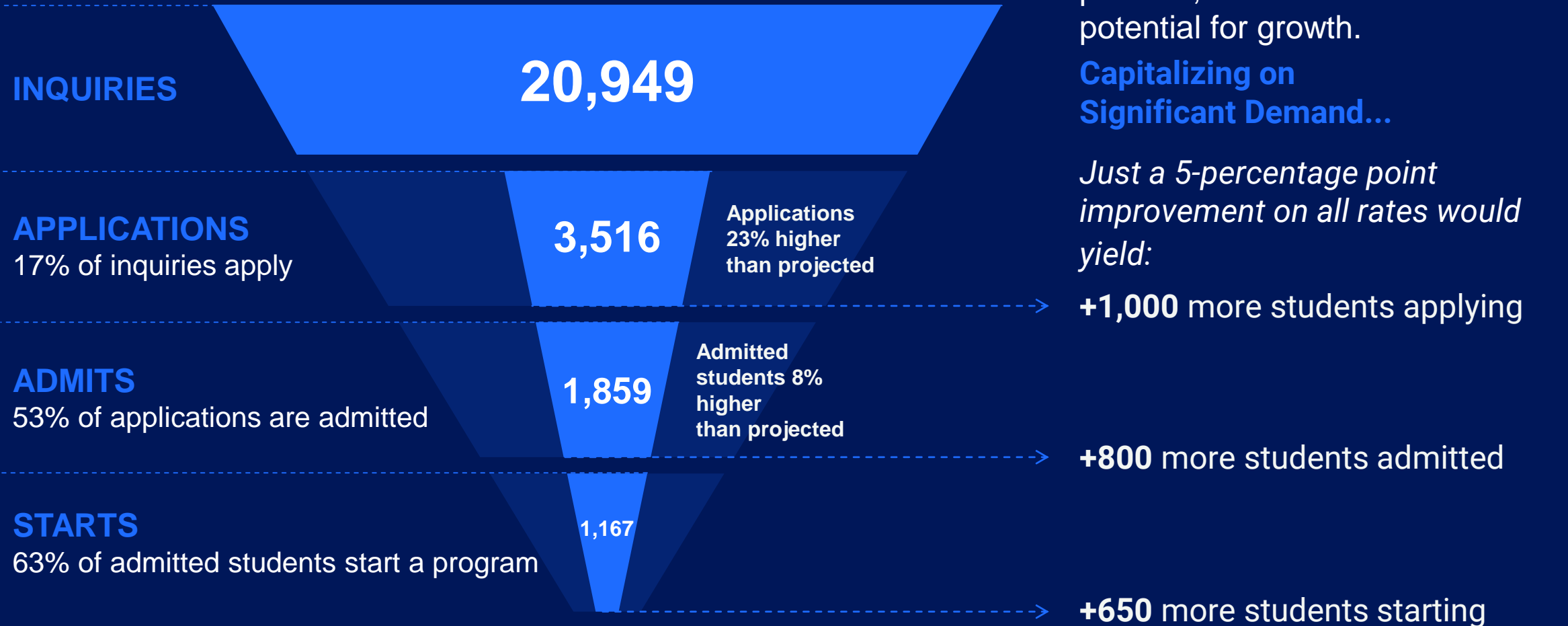
319%

GROWTH SINCE FY24
Growth in new students
between July 2024 and
January 2025.






Moving from Lead to Start

Enrollment Funnel Since Inception



Persistence Rates to Date

Through Spring 1 2025:

	Metric	Spring 1 2024	Spring 2 2024	Summer 1 2024	Fall 1 2024	Fall 2 2024	Spring 1 2025	Total
	1 st -to-2 nd Term Persistence	100%	57%	94%	84%	90%	79%	85%
	Subsequent Term Persistence	–	90%	94%	88%	86%	98%	94%
	NCCU Overall Term Persistence	100%	71%	94%	85%	89%	92%	90%
	1 st -to-2 nd Term Persistence	–	–	73%	69%	77%	74%	74%
	Subsequent Term Persistence	–	–	–	95%	88%	83%	85%
	ECU Overall Term Persistence	–	–	73%	73%	80%	81%	79%
	1 st -to-2 nd Term Persistence	–	–	–	–	82%	81%	82%
	Subsequent Term Persistence	–	–	–	–	–	78%	78%
	App State Overall Term Persistence	–	–	–	–	82%	80%	81%
Total	1 st -to-2 nd Term Persistence	100%	57%	81%	74%	82%	77%	80%
	Subsequent Term Persistence	–	90%	94%	90%	87%	89%	88%
	Total Overall Persistence	100%	71%	85%	78%	84%	86%	82%



CURRENT PARTNERS

APPSTATE



WINSTON-SALEM
STATE UNIVERSITY



UNIVERSITY OF NORTH CAROLINA
CHARLOTTE

Western
Carolina
UNIVERSITY



UNIVERSITY of
NORTH CAROLINA
WILMINGTON



FAYETTEVILLE
STATE UNIVERSITY

UNIVERSITY of NORTH CAROLINA
ASHEVILLE



PKH RE-ENROLLMENT PROGRAM

INSTITUTION PARTNER	TOTAL ENROLLMENT TO DATE	ESTIMATED REVENUE <small>from Re-Enrolled Students to Date*</small>
App State	278	\$1.7M
ECU	570	\$3.5M
FSU	242	\$1.5M
UNC Asheville	93	\$0.6M
UNC Charlotte	551	\$3.4M
UNC Greensboro	538	\$3.3M
UNC Pembroke	648	\$3.9M
UNC Wilmington	66	\$0.4M
WCU	713	\$4.3M
WSSU	58	\$0.4M
TOTAL	3,757	\$22.9M

Revenue Generated Since PKH Inception



Tuition and Other
Revenues



PKH Re-Enrollment
Program

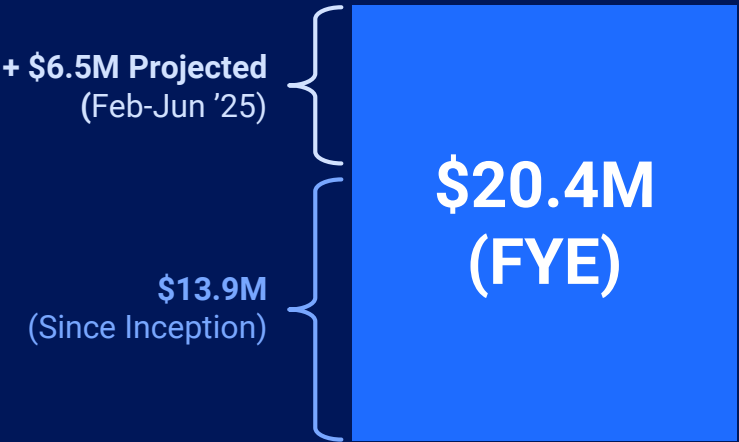
3,757 Learners Re-enrolled

Flight Path Program
Tuition Revenue

1,167 New Student Starts to Date
(~1,600+ total projected through June 2025)



Service Fee
Revenue



Service Fee Revenue

14 Programs Launched



Where have we spent the state's investment?

	FY22	FY23	FY24	FY25 to Date	Total to Date
Personnel	\$0.6M	\$5.2M	\$8.1M	\$5.6M	\$19.5M
Professional Fees	\$0.0M	\$13.4M	\$14.5M	\$9.6M	\$37.6M
Technology	\$0.7M	\$1.4M	\$0.8M	\$0.4M	\$3.3M
Administrative	\$0.0M	\$0.3M	\$0.3M	\$0.3M	\$0.9M
Grants to Institutions	\$0.0M	\$0.0M	\$0.7M	\$0.6M	\$1.2M
Travel	\$0.1M	\$0.3M	\$0.2M	\$0.1M	\$0.6M
Total	\$1.4M	\$20.6M	\$24.7M	\$16.6M	\$63.3M
Full Time Employees	16	48	61	56	



Major Expenses by Function

Program Expenses

\$32.3M



- Collegis & ACUE for instructional design, faculty training, and technology services
- Accenture for planning and project management
- Archer Education for admissions, recruitment, marketing, and lead generation
- Personnel Costs for business development, marketing & recruitment, faculty and academic, student success, and general operations staff
- Re-Enrollment program
- Program launch grant funding for high-demand, scalable programs and operating grants to bridge initial gap between university costs and program revenues during the start-up phase*

Digital Platform Expenses

\$16.9M



- Amazon Web Services for the digital learning platform development
- Various software licenses, applications, and services to support launches
- Digital and Tech Personnel/Contractors

Internal Operation Expenses

\$14.1M



- Finance, Human Resources, and Executive personnel costs
- Auditing, Commercial Insurance, Occupancy, etc.

The digital platform is a System asset; Program Expenses support institutions, faculty, and students.



The Road Ahead: Updated 10-Year Projections

KEY METRICS	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
University Clients	2	3	3	3	3	3	3	3	3	3	3
Program Launches	9	5	6	9	5	–	–	–	–	–	–
Total Programs	9	14	20	29	34	34	34	34	34	34	34
New Student Starts	225	1,448	2,965	5,461	8,153	10,298	11,711	12,527	12,861	12,955	12,987
End-of-Year Enrollments	209	1,212	3,224	6,380	10,293	14,327	17,387	19,382	20,484	20,987	21,276
Credit Hours Completed	1.6k	23.6k	63.3k	135.8k	229.7k	327.4k	405.0k	457.3k	486.7k	500.1k	505.1k
PKH Statement of Activities Forecast											
Millions (Accrual Basis)	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
Revenue											
Program Revenue	\$5.8	\$14.6	\$21.4	\$33.3	\$43.8	\$51.8	\$57.4	\$62.9	\$65.9	\$69.2	\$71.0
NC GA SFRF Grant	\$27.3	\$24.7	–	–	–	–	–	–	–	–	–
Other Revenue	\$1.5	\$1.5	\$0.4	\$0.1	–	–	–	–	–	–	–
Gross Revenue	\$34.6	\$40.8	\$21.7	\$33.4	\$43.8	\$51.8	\$57.4	\$62.9	\$65.9	\$69.2	\$71.0
Less PKH Grants to Institutions	(\$0.2)	(\$0.6)	(\$0.6)	(\$0.6)	(\$0.6)	(\$0.4)	(\$0.0)	–	–	–	–
Net Earned Revenue	\$34.4	\$40.2	\$21.1	\$32.8	\$43.2	\$51.4	\$57.4	\$62.9	\$65.9	\$69.2	\$71.0
Expenses											
Program	\$4.9	\$12.1	\$17.1	\$25.7	\$32.5	\$36.8	\$39.3	\$42.3	\$43.7	\$45.9	\$46.8
SG&A	\$17.3	\$17.0	\$17.2	\$16.6	\$16.6	\$17.3	\$18.2	\$19.1	\$20.1	\$21.1	\$22.1
Total Expenses, Excl. Grants	\$22.2	\$29.1	\$34.3	\$42.3	\$49.0	\$54.1	\$57.5	\$61.5	\$63.8	\$67.0	\$69.0
Net Income	\$12.2	\$11.0	(\$13.2)	(\$9.5)	(\$5.8)	(\$2.7)	(\$0.1)	\$1.4	\$2.0	\$2.3	\$2.1
PKH Cash Flow Forecast											
Millions (Cash Basis)	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY31	FY31
Beginning Cash Balance	\$23.3	\$25.7	\$27.8	\$13.6	\$7.4	\$3.8	\$4.8	\$3.5	\$3.8	\$5.2	\$6.7
Total Revenues Collected	\$28.9	\$30.5	\$18.3	\$35.5	\$45.4	\$55.1	\$56.2	\$61.8	\$65.2	\$68.5	\$70.6
Total Expenses (w/Restrictions)	(\$26.5)	(\$28.3)	(\$32.5)	(\$41.7)	(\$49.0)	(\$54.1)	(\$57.5)	(\$61.5)	(\$63.8)	(\$67.0)	(\$69.0)
Available Cash, End of Year	\$25.7	\$27.8	\$13.6	\$7.4	\$3.8	\$4.8	\$3.5	\$3.8	\$5.2	\$6.7	\$8.4

Based on projected growth across current university partners, forecasted breakeven by fiscal year '31

(and cash flow forecast positive throughout)

Planned expansion of our university partnerships *will accelerate breakeven.*

Compliance Update

FY23



FY23 COMPLETE

- ✓ FY22 990 filing
- ✓ Federal single audit
- ✓ Independent audit (501c3)
- ✓ OSC review (state)
- ✓ OSBM/NCPRO review (state)
- ✓ All PKH staff & Board of Directors conflict of interest attestation
- ✓ 2022 JLEOC report
- ✓ UNC System AE report

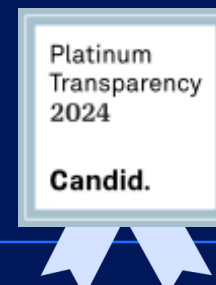


FY24

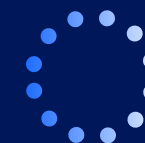


FY24 COMPLETE

- ✓ Federal single audit
- ✓ Independent audit (501c3)
- ✓ OSC review (state)
- ✓ OSBM/NCPRO review (state)
- ✓ All PKH staff & Board of Directors conflict of interest attestation
- ✓ 2023 JLEOC report
- ✓ FY23 990 filing
- ✓ UNC System AE report



FY25



IN PROGRESS

- 2024 JLEOC report for March 1
- 2024 UNC System AE report
- FY24 990 filing





Partner Spotlight



NC Central
UNIVERSITY

Our Legacy. Your Potential.
Together We Rise.

TOTAL ENROLLMENT & PERSISTENCE

360

STUDENTS ENROLLED
IN SPRING 1 2025

5

PROGRAMS LIVE
(Accepting Apps)

90%

2024-25 WEIGHTED
AVERAGE
TERM PERSISTENCE

ALL-TIME TUITION REVENUE

\$2.0M

CUMULATIVE TUITION
AND FEES GENERATED



PROGRAM PERFORMANCE SINCE INCEPTION

PROGRAM	Cumulative Since Inception	As of Spring 1 2025	
	ACTUAL STARTS	CURRENT ENROLLMENTS	GROWTH SINCE FY24
RN BSN	70	52	+93%
BS IT	107	86	+219%
BBA	121	108	+414%
BS Health Admin	121	106	+783%
BS Public Health Ed	9	8	N/A
FY25 TOTAL	428	360	+314%

COURSE DEVELOPMENT

72

TOTAL COURSES

COMPLETE 46

IN DEVELOPMENT 21

IN QUEUE 5



ECU

Find Your Focus at ECU.

TOTAL ENROLLMENT & PERSISTENCE

422

STUDENTS ENROLLED
IN SPRING 1 2025

4

PROGRAMS LIVE
(Accepting Apps)

79%

2024-25 WEIGHTED
AVERAGE
TERM PERSISTENCE

ALL-TIME TUITION REVENUE

\$2.8M

CUMULATIVE TUITION
AND FEES GENERATED



PROGRAM PERFORMANCE SINCE INCEPTION

	Cumulative Since Inception	As of Spring 1 2025	
PROGRAM	ACTUAL STARTS	CURRENT ENROLLMENTS	GROWTH SINCE FY24
BA Psychology	254	244	+221%
BS ICT	106	100	+245%
BS Security Studies	18	13	+1,200%
BS Criminal Justice	78	65	+306%
TOTAL	456	422	+246%

COURSE DEVELOPMENT

101

TOTAL COURSES

COMPLETE	71
IN DEVELOPMENT	15
IN QUEUE	15



Change Your Future.



CURRENT ENROLLMENT & PERSISTENCE

141

STUDENTS ENROLLED
IN SPRING 1 2025

5

PROGRAMS LIVE
(Accepting Apps)

81%

OVERALL WEIGHTED
AVERAGE
TERM PERSISTENCE

2024-2025
TUITION REVENUE

\$465k

CUMULATIVE TUITION & FEES
GENERATED THROUGH
SPRING 1 2025

PROGRAM PERFORMANCE SINCE INCEPTION

	Cumulative Since Inception	As of Spring 1 2025	
PROGRAM	ACTUAL STARTS	CURRENT ENROLLMENTS	GROWTH SINCE FY24
BS Health Care Mgmt.	60	52	N/A
BSBA Supply Chain Mgmt.	40	35	N/A
BS OLL	8	8	N/A
BBA Accounting	33	33	N/A
BS CJ	13	13	N/A
TOTAL	154	141	N/A

COURSE
DEVELOPMENT

84

TOTAL COURSES

COMPLETE 33

IN DEVELOPMENT 23

IN QUEUE 28



PROJECT KITTY HAWK

Moving Forward:

**New Partnership Models and Access
to Tuition Assistance**

Custom Education Services & Tuition Flexibility

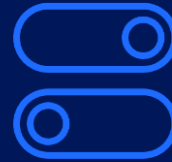
Our Partnership Models

Our partners choose from two distinct partnership models to access our comprehensive suite of services:



Flight Path Programs

End-to-end support in building, managing, and scaling online degree programs designed specifically for working adults.



Custom Education Services

An unbundled approach that allows institutions to select education service packages that meet their unique needs.



Military Tuition Assistance Opportunity

Military demand for online education

Active-duty service members in NC need flexible, workforce-aligned programs.

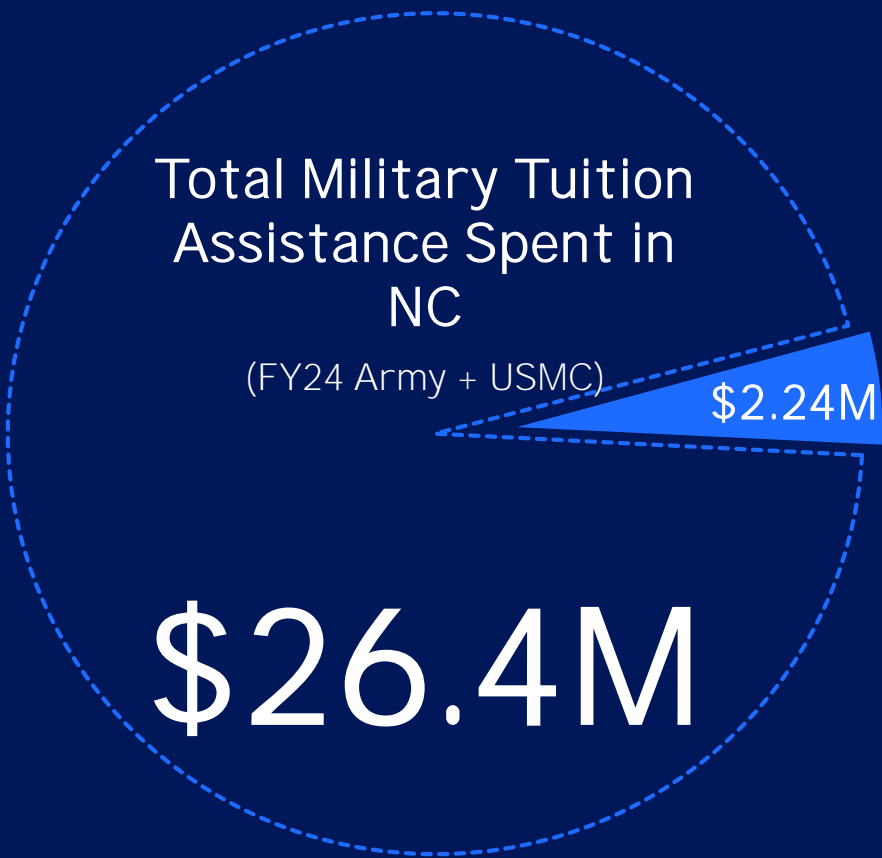
Challenge

Current tuition exceeds the federally established Military Tuition Assistance (MTA) rate of \$250 per credit hour. **Most military tuition assistance is flowing to out-of-state universities.**

Solution

A policy allowing UNC institutions to offer military tuition discounts enabling our universities to **become a top destination for active-duty personnel stationed in North Carolina**, which is not the case today.

Market Opportunity



\$2.24M
Total Amount of Military TA that went to UNC System schools (FY24 Army + USMC)

\$24.16M
Spent at Out-of-State/
Other Institutions

