

the 2020
OLIVER MAX GARDNER AWARD

Dr. Samantha Meltzer-Brody

The Oliver Max Gardner Award embodies the University of North Carolina System's guiding mission "to discover, create, transmit, and apply knowledge to address the needs of individuals and society" through instruction, research, and public service. The award recognizes exemplary faculty work that has far-reaching impact, not just throughout the state, but across the nation and around the world.

During her lengthy tenure at the University of North Carolina at Chapel Hill, Dr. Samantha Meltzer-Brody has devoted her career to investigating postpartum depression. She has been the academic principal investigator for clinical trials examining the effects of the first and only drug approved by the FDA designed specifically to treat the mood disorder. The new, highly effective treatment represents a monumental advance in the field of psychiatry and maternal healthcare, and it reflects more broadly how Dr. Meltzer-Brody's research, service, and instruction drastically improves and saves lives.

Prior to this groundbreaking work, Dr. Meltzer-Brody founded the Perinatal Psychiatric Program, a comprehensive clinical and research program housed in the UNC Center for Women's Mood Disorders. She and her colleagues also opened the nation's first hospital unit specifically focused on serving prenatal women who need inpatient treatment. Her leadership and national reputation have helped make UNC-Chapel Hill a preeminent hub of research and instruction, which is advancing the world's understanding of mood and anxiety disorders and training the best medical students from across the country.

With seemingly boundless energy and tireless dedication, Dr. Meltzer-Brody continues to innovate. She has published more than 130 peer-reviewed articles and book chapters on topics including the quality of life of patients with mood disorders, subtypes of pain and how they vary with trauma history, antidepressant use during pregnancy, and the risks and symptoms of postpartum depression. She has recently been the driving force behind a mobile app-driven genetic study of postpartum depression. Having collected thousands of DNA samples from across the globe, this research is the largest international genetic study of postpartum depression and postpartum psychosis.

Dr. Meltzer-Brody's impressive output has a global reach, and yet it also has a significant impact on North Carolinians. For example, her leadership helped found the Taking Care of Our Own Program, a critical resource for the UNC School of Medicine and all UNC System healthcare employees. This program provides critical awareness and wellness support to help prevent physicians from experiencing burnout.

Suffice it to say, the achievements listed above represent only a fraction of what Dr. Meltzer-Brody has accomplished.

The UNC System Board of Governors bestows the honor of the Oliver Max Gardner Award — the highest faculty award in the System — to Dr. Samantha Meltzer-Brody for her research into the causes of and treatments for postpartum depression and other women's mood disorders. One in nine women will experience postpartum depression. Their children, too, suffer the long-lasting effects of the disorder. Dr. Meltzer-Brody's research is transforming those lives. The impact of her work is vast and uniquely deserving of an award designed to recognize the faculty member who "has made the greatest contribution to the welfare of the human race."



PETER HANS

President

University of North Carolina System



RANDALL C. RAMSEY

Chair, Board of Governors

University of North Carolina System



**Board of Governors Meeting
November 19, 2020
President's Report**

Thank you all for being with us this week. We had a very full agenda, so apologies that I won't even get through all the highlights.

Any policy that makes life easier for our students certainly counts as a highlight, so please join me in celebrating our long-awaited progress on common course numbering. It seems like such a straightforward thing, establishing shared course numbers that make it much easier for students to see their transfer options. But given the huge diversity in our own campuses, the even larger number of institutions within the community college system, and the breadth and variety of course offerings all across the state, it will take a whole lot of complex work to make this happen.

We know complexity is the enemy of access. Every time we make the bureaucracy harder for students, we make it less likely they'll find the opportunities they need. Our job is to make the administrative burdens of college easier so students can focus on their academic work.

Right now, a student trying to figure out if English 101 at Caldwell Community College will count for credit at App State has to sort through a fairly dense set of PDF charts to figure it out. If they're thinking about a transfer to NC State or North Carolina A&T, things get even more complicated. That becomes a real barrier when you're talking about students with full lives, lots of responsibilities, and maybe some lingering doubts about whether a four-year degree is really meant for them.

Common course numbering makes it easy to see where your classes fit at every institution across the System. It is a perfect example of the pragmatic, under-the-hood changes that make life a whole lot easier for the people we serve. You'll see a lot more of these projects that help align our own institutions and the community colleges more closely, so that students have more paths available to higher education.

A few months ago, the Strategic Initiatives Committee held a session to hear new research about the stress and mental health concerns among students. We heard troubling data about the rise of depression and isolation during this difficult semester for students across the country, on top of the already distressing trends for young people over the past decade.

Now we have relatively high unemployment, a painful racial reckoning, and a holiday season that is joyful for most, but can be sorrowful for some. In response to that urgent need, we've taken quick action to help our students. With advice and guidance from many of our chancellors and student affairs professionals, our office has reached an agreement for Systemwide mental health support. Nine of our campuses already work with a company called ProtoCall, which offers 24/7 telehealth crisis counseling,

APPENDIX B



support, and mental health consultations. All of our students across the state are facing many of the same pressures, and I'm glad they'll all be able to benefit from this additional help.

It's a great example of how the System can help expand promising ideas from some of our campuses to all of them, leveraging the resources of the statewide University for the benefit of all.

And I want every student to know: you don't have to cope alone. We all deserve grace and care, we all struggle. Seeking help is a sign of strength. And, together, we will build resilience in this time of adversity.

I want to commend the student affairs and mental health professionals who are doing hard and honorable work at a very difficult time. This is a moment for patience and compassion. We owe that to one another in the best of times; we absolutely all need it now.

I ask your patience, too, as we plan for a spring semester that will once again test our discipline and flexibility. We've learned a lot this fall from the very different approaches taken across the System, and we'll be applying all of those lessons to the upcoming semester.

As with the fall semester, you'll see a mix of online, in-person, and hybrid learning, depending on local circumstances and the needs and capacities of each campus. No two institutions will look exactly alike in how they continue to deliver a world-class education, and that's by design. Our role here at the System level is to provide resources, guidance, and coordination, and that's what we'll continue to do as chancellors develop and implement their spring plans.

We'll be sending a detailed summary of spring semester plans to the Board after today's meeting. And I'd like to compliment my Chief of Staff Norma Houston, who has done a remarkable job as the point person in this effort, working with the campuses. She's available with any questions you may have about this plan. The plans are still being refined as we are still almost two months away from the beginning of spring semester, so they're subject to change depending on circumstances and evolving public health guidance.

- But we know the start of the semester will be delayed by around two weeks. That's more time to weather a difficult stretch with improved treatments and safe vaccines, some of which are being researched at our own institutions.
- There will be "Wellness Days" spread strategically throughout the semester in lieu of spring break to avoid the travelling back and forth.
- There will be reduced residence hall occupancy, particularly at those large campuses that may have single-occupancy only in on-campus residence halls.
- There will be increased on-campus bed space for isolation and quarantine, with back-up surge capacity.

APPENDIX B



- There will be expanded and on-going surveillance testing and improved symptomatic testing in student health centers.
- And there will be re-entry testing, either prior to or upon arrival at move-in.

I want to thank our chancellors, faculty, staff, and students for their commitment and hard work in navigating through the pandemic this semester, and for their thoughtful and careful planning for the coming spring.

Just last week, we worked closely with DHHS to get an additional 43,000 rapid COVID tests for students as they prepare to leave at the end of the semester, which is occurring this week and next. We've benefited from this kind of close cooperation since the earliest days of the pandemic, and those working relationships with the federal government, the state government, and local health departments remain strong.

You've heard me say this before — there are no perfect solutions to the dilemmas we face. People's lives aren't on indefinite hold, which means we have to keep offering the education and research our students need. We have to do it in a way that balances public health with the very real long-term consequences of cutting off avenues of opportunity for a whole generation of students.

Every one of us is facing versions of that dilemma in our work and our lives, and I hope and I pray that we're all making the best choices we can under circumstances none of us wanted.

We will overcome this season of hardship.

That sentiment goes out to our lawmakers, as well, because they will be facing one of the most difficult budget years on record. I appreciate the Budget and Finance Committee and this Board's endorsement of a sensible, streamlined set of budget and policy priorities. This University will do its part to see the state of North Carolina through a challenging moment, as we have always done before.

Finally, I want to thank the Governance Committee for bringing us a very substantive conversation about free expression on campus yesterday, and all of the thoughtful work being done to help students find their voices and listen well to the views of others. I know all of us who've spent some time in the public eye will appreciate the challenges of encouraging open-minded debate and thoughtful discussion when we have a political culture and a social media culture that seems to prize volume over substance.

It was a great reminder that, while we prepare students for careers, we also get them ready to be citizens, and hopefully teach them what it means to live in the world's first pluralistic, continent-sized democratic republic. The people who founded this University knew that democracy would have to be renewed with every generation. And that work endures.

Thank you again, and here's wishing you all a restful, gracious, and safe Thanksgiving.

Capital Improvement Project – North Carolina 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.

One UNC System institution has requested one capital improvement project for increased authorization.

I. INCREASED AUTHORIZATION

Institution/Project Title		Total Project Cost (\$)	Previous Authorization (\$)	Requested Authorization (\$)	Funding Source
North Carolina State University					
1.	Structural Repairs Mann Hall	\$5,000,000	\$2,000,000	\$3,000,000	F&A
<i>NC State Subtotal</i>		<i>\$5,000,000</i>	<i>\$2,000,000</i>	<i>\$3,000,000</i>	
Grand Total		\$5,000,000	\$2,000,000	\$3,000,000	

RECOMMENDATION

The project and associated funding source is in compliance with G.S. 143C-8-12 (State Budget Act).

It is recommended that this project 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.

Acquisition of Property by Deed/Disposition of Property by Demolition – N.C. A&T State University

ISSUE OVERVIEW

UNC System institutions are required to request authority from the Board of Governors to proceed with certain acquisitions and dispositions of real property.

The Board of Trustees of North Carolina A&T State University has requested authorization to purchase 19 properties located on Banks Street, Boyd Street, and Stewart Street, and the demolition of existing structures to support the construction of future student residential housing. The structures to be demolished are single-family residential structures and are not located in a historical district. The purchase of the properties supports future expansion of the campus including the construction of future student housing and includes the following:

402 Banks Street	\$ 49,000.00	506 Boyd Street	\$ 49,000.00
411 Boyd Street	\$ 43,000.00	508 Boyd Street	\$ 46,000.00
420 Boyd Street	\$ 45,000.00	510 Boyd Street	\$ 41,000.00
422 Boyd Street	\$ 56,000.00	512 Boyd Street	\$ 45,000.00
424 Boyd Street	\$ 46,000.00	408 Stewart Street	\$ 37,000.00
425 Boyd Street	\$ 45,000.00	410 Stewart Street	\$ 45,000.00
500 Boyd Street	\$ 49,000.00	424 Stewart Street	\$ 50,000.00
502 Boyd Street	\$ 45,000.00	425 Stewart Street	\$ 45,000.00
504 Boyd Street	\$ 49,000.00	500 Stewart Street	\$ 45,000.00
		508 Stewart Street	<u>\$ 48,000.00</u>
		TOTAL	\$ 878,000.00

The Board of Governors previously approved the purchase and demolition of eight properties in the same area and the demolition of an existing structure on Bluford Street.

The properties listed above will be purchased from the N.C. A&T Foundation with federal Title III funds.

RECOMMENDATION

It is recommended that the Board of Governors approve this request. This item requires approval by the Council of State.

APPENDIX D

Form PO-1
Rev. 10/01
Original and one copy to State Property Office

STATE OF NORTH CAROLINA
DEPARTMENT OF ADMINISTRATION

*ACQUISITION OF REAL PROPERTY

Institution or Agency: North Carolina A&T State University

Date: 9/23/2020

The Department of Administration is requested, as provided by GS §146-22 et seq., to acquire the real property herein described by *purchase, lease, rental, or other (specify)*. Purchase/Demolish

This Property is needed for the following reasons and purposes: *(Attach additional pages if needed.)*

North Carolina A&T State University would like to acquire and demolish properties described below. These properties are not located in a historical district.

Name and Address of Present Owner: North Carolina A&T Real Estate Foundation
200 Benbow Road
Greensboro, North Carolina 27401

Description of Property: *(Attach additional pages if needed.)*

402 Banks Street-49,000	500 Boyd Street-49,000	512 Boyd Street-45,000
411 Boyd Street-43,000	502 Boyd Street-45,000	408 Stewart Street-37,000
420 Boyd Street-45,000	504 Boyd Street-49,000	410 Stewart Street-45,000
422 Boyd Street-56,000	506 Boyd Street-49,000	424 Stewart Street-50,000
424 Boyd Street-46,000	508 Boyd Street-46,000	425 Stewart Street-45,000
425 Boyd Street-45,000	510 Boyd Street-41,000	500 Stewart Street-45,000
		508 Stewart Street-48,000

Estimated value: 878,000.00 Rental price (if applicable): _____

Funds for the acquisition of this property are available in our budget under Code: _____, Item: _____.
Other: 100% Federal (Title III)

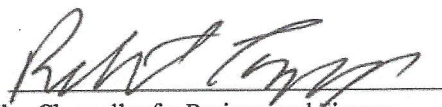
In the event the above described real property is not acquired, is there other real property available, owned by the State or otherwise, that you believe would, if acquired, fulfill the requirements of your agency? If so, give details.

N/A

(Complete if Agency has a Governing Board.)

Action recommending the above request was taken by the Governing Board of NCA&T and is recorded in the minutes thereof on 9/27/2020 (date).

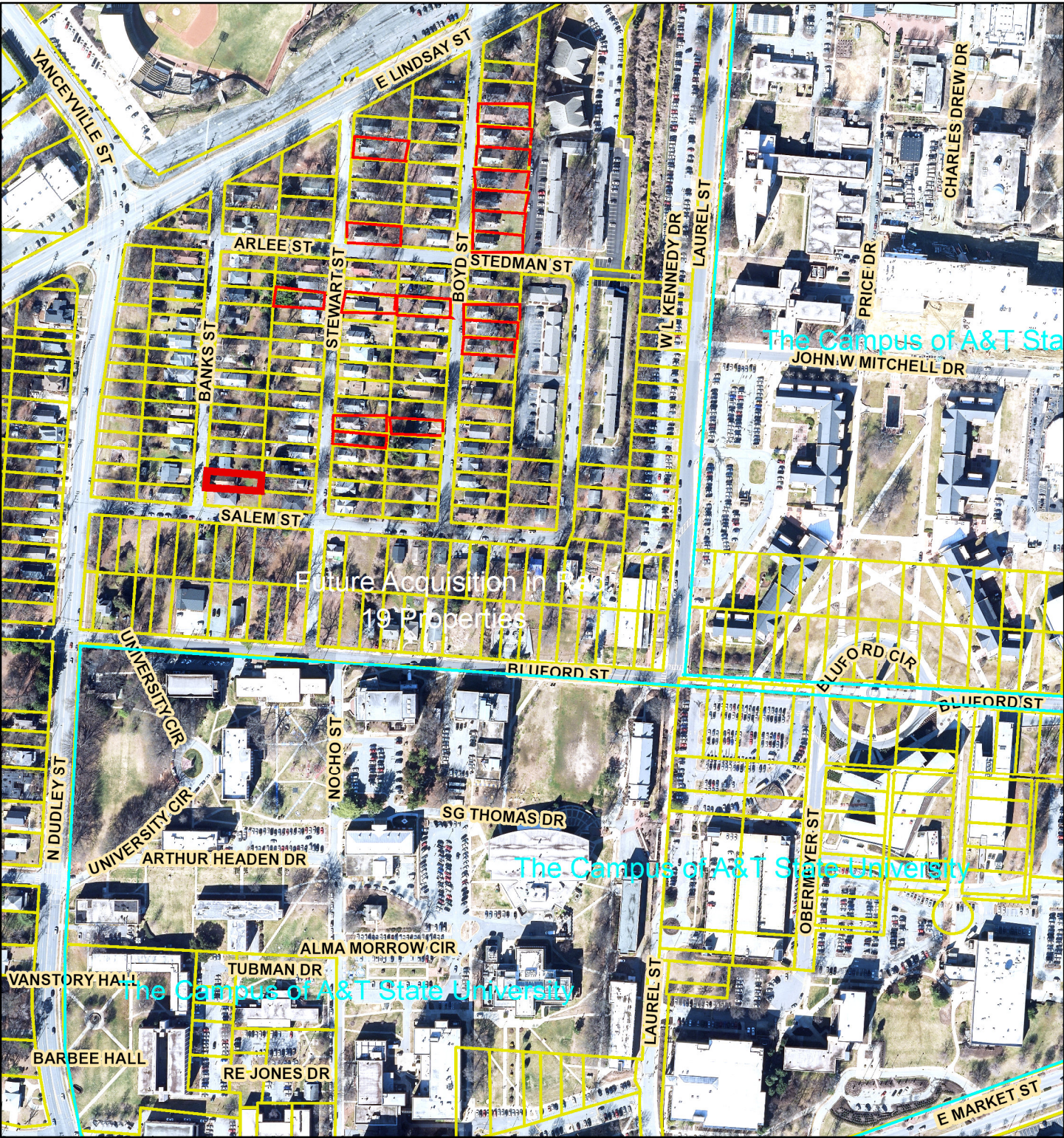
Signature: _____
Title: _____


Vice Chancellor for Business and Finance

*The term "real property" includes timber rights, mineral rights, etc. (GS §146-64)

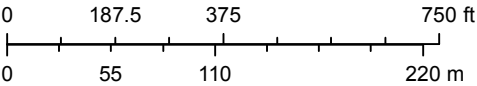
Guilford County, NC

APPENDIX D



September 28, 2020

1:4,000



Acquisition of Property by Deed – N.C. A&T State University

ISSUE OVERVIEW

UNC System institutions are required to request authority from the Board of Governors to proceed with certain acquisitions and dispositions of real property.

The Board of Trustees of North Carolina A&T State University requests authorization to acquire by transfer of deed the World War Memorial Stadium. The property will be transferred from the City of Greensboro to the university.

The N.C. A&T Board of Trustees and the City of Greensboro have approved resolutions transferring the ownership of the World War Memorial Stadium to the university. In addition, the City of Greensboro will provide \$1.5 million for renovations.

The stadium property is located adjacent to the university. The stadium property is approximately 14 acres and includes the historic World War Memorial Stadium, tennis courts, ticket booth, storage and equipment sheds, and parking lots. The stadium was constructed in 1926 by the City of Greensboro as a memorial dedicated to all veterans who lost their lives in World War I and was listed on the National Register of Historic Places in 2001.

The stadium is in poor condition and the City of Greensboro will provide \$1.5 million towards the renovation. N.C. A&T will provide additional funding from grants and donations. The renovations will be phased over several years and life safety repairs will be prioritized. The total estimated cost for renovation is \$5,714,410.

The acquisition of the stadium will support N.C. A&T's athletics program, including the university's baseball program, which has been the stadium's primary user since 2004.

RECOMMENDATION

It is recommended that the Board of Governors approve this request. This item requires approval by the Council of State.

**STATE OF NORTH CAROLINA
DEPARTMENT OF ADMINISTRATION
*ACQUISITION OF REAL PROPERTY**

Institution or Agency: North Carolina A&T State University

Date: 9/30/2020

The Department of Administration is requested, as provided by GS §146-22 et seq., to acquire the real property herein described by *purchase, lease, rental, or other (specify)*. Gift and transfer of deed.

This Property is needed for the following reasons and purposes: *(Attach additional pages if needed.)*

This property is located adjacent to the University and has used the Stadium as the Home Field for Football and Baseball Athletic events since 1927. The University currently uses this facility as the home field for their Division 1 baseball team, parking and community outreach events. The City of Greensboro built a new baseball stadium in 2005 and no longer uses this facility for city events. The City has committed 1.5 million dollars toward the upfit of the facility.

Name and Address of Present Owner: City of Greensboro
c/o Parks & Recreation Department
Attn: Nasha McCray/ P.O. Box 3136
Greensboro, North Carolina 27408

Description of Property: *(Attach additional pages if needed.)*

Property is an historic structure that is on the National Register of Historic Buildings. Better known as the War Memorial Baseball Stadium.

Estimated value: 2,000,000.00 Rental price *(if applicable)*: _____

Funds for the acquisition of this property are available in our budget under Code: _____, Item: _____, Other: Gift to the University


In the event the above described real property is not acquired, is there other real property available, owned by the State or otherwise, that you believe would, if acquired, fulfill the requirements of your agency? If so, give details.

N/A

(Complete if Agency has a Governing Board.)

Action recommending the above request was taken by the Governing Board of NCA&T and is recorded in the minutes thereof on 4/17/2015 *(date)*.

Signature:
Title:


Director of Design and Construction

200.6

Adopted 11/13/06

Amended 06/08/07

Amended 04/08/11

Amended 08/10/12

Amended 10/11/12

Amended 07/29/16

Amended 10/14/16

Amended 05/22/19

Amended 11/19/20

Policy on Delegation of Authority to the President

I. Pursuant to N.C.G.S. § 116-11(13) and other North Carolina law as referenced herein, and notwithstanding *The Code* or any other Board of Governors policy,¹ the Board of Governors delegates the following authorities to the president of the University:

A. Human Resources

1. Authority to establish and administer a human resources program for employees exempt from the State Human Resources Act (N.C.G.S. Chapter 126).

a. “Human resources program” shall include such personnel actions related to the establishment of positions and the administration of salary ranges; recruitment, appointments, salaries, and salary adjustments; promotion and tenure; leave programs; performance management; non-faculty discontinuation, discipline, and discharge; and non-faculty grievance and appeals processes (§300.1.1, §300.1.2, and §300.2.1).

b. The president may approve management flexibility plans for Special Responsibility Constituent Institutions and may delegate limited authority for human resources actions to constituent institutions that are not authorized as Special Responsibility Constituent Institutions (§600.3.4).

c. Notwithstanding the above provisions, unless otherwise delegated:

(1) The Board of Governors shall retain authority over the appointments and compensation for the president, for the chancellors of the constituent institutions, for the chief executive officer of the UNC Health Care System, and for the UNC-TV executive director and general manager. (§300.1.1, *The Code* §500, N.C.G.S. §116-37(c), *The Code* §900, N.C.G.S. §116-37.1(c), and §1200.1).

(2) The Board of Governors shall retain authority over certain contract terms for athletic directors and head coaches of the constituent institutions (§1100.3).

(3) The president shall consult with the Board’s Committee on Personnel and Tenure on appointments and compensation for the senior officers of the UNC General Administration who report directly to the president.

(4) The Board of Governors shall retain authority over adjustments to base salary for permanent faculty and for employees exempt from the State Human Resources Act when the proposed amount (1) exceeds the established salary range or (2) exceeds twenty-five percent (25%) and twenty-five thousand dollars (\$25,000) of the compensation in effect at the end of the last fiscal year.²

2. Authority to approve all actions relating to the administration of the Optional Retirement Program (N.C.G.S. §135-5.1) and the Phased Retirement Program (§300.7.2).

3. The president shall report in writing on actions taken under the authority of these delegations to the appropriate committee of the Board of Governors no less than annually, or as otherwise requested by the chair of the Board of Governors or the chair of the Committee on Personnel and Tenure.

B. Governance

1. The authority to approve the initiation of a lawsuit in the name of the University if the action is for monetary relief and the amount in controversy is less than \$250,000. (§200.5)

2. The authority to settle potential or pending litigation by or against a constituent institution or the University of North Carolina, if the settlement is solely for monetary relief and the amount the University is to pay pursuant to the settlement is less than \$250,000 or, if the University is to receive a payment, the amount the University claimed is less than \$250,000 (§200.5).

3. Authority to approve the political activities of employees of the University who are candidates for or serving in public office (§300.5.1).

C. Reports

The authority to approve and submit any report the University or the Board of Governors is required to submit to the General Assembly, the State Board of Education or any other State or federal agency or officer.

D. Real Property

1. The power to authorize acquisition or disposition of the following interests in real property without obtaining approval of the Board of Governors, subject to any necessary approvals from state officials and agencies:

a. Any interest in real property, other than a leasehold, with a value less than \$750,000; and

b. A leasehold interest in real property with annual value less than \$750,000 and a term of not more than 10 years.

The president's authority may be exercised on behalf of the University of North Carolina System Office, affiliated entities, or the constituent institutions in the president's discretion³ (Sections 600.1.3 and 600.1.3[R] of the UNC Policy Manual).

2. Authority to approve capital improvement projects funded entirely with non-General Fund money⁴ that are projected to cost less than \$750,000 (Section 600.1.1 of the UNC Policy Manual).⁵

3. Authority to approve advance planning of capital improvement projects, where the advance planning effort is to be funded entirely with non-General Fund money.

E. Institutional Trust Funds. Authority to delegate to the chancellors management of institutional trust funds (Sections 600.2.4 and 600.2.4.1 of the UNC Policy Manual).

II. The president will report all actions taken under the authority of the delegations in sections I.B., through I.E., to the appropriate committee of the Board of Governors either in writing before the next regular meeting of the Board of Governors or at the next regular meeting of the Board of Governors.

III. These delegations will remain in effect unless and until the Board of Governors rescinds them in whole or in part.

¹ The secretary of the University is authorized to annotate the referenced policies and regulations to cross-reference these delegations.

² The Board approved further authority delineations at the April 2015 meeting, *see* "Resolution to Delegate Limited Authority for Approval of Salary Adjustments to the President," and reaffirmed in March 2016 "Resolution of the Board of Governors Review and Approval of Proposed Salary Adjustments."

³ The Board of Governors may delegate additional authority to the president or boards of trustees for real property transactions consistent with Section 600.1.3 of the UNC Policy Manual.

⁴ This delegation shall be interpreted consistent with G.S. 143C-8-12.

⁵ The Board of Governors may delegate additional authority to the president or boards of trustees for approval of capital improvement projects consistent with Section 600.1.1 of the UNC Policy Manual.

600.1.1

Adopted 11/14/97

Amended 06/08/01

Amended 06/14/13

Amended 05/22/19

Amended 11/19/20

Policy on Design, Construction, and Financing of Capital Improvement Projects

I. Authority. G.S. 143C-8-12 provides the Board of Governors with authority to approve certain expenditures for capital improvement projects that will be funded and operated entirely from non-General Fund money, including expenditures to plan, construct, and change the scope of such projects.

Additionally, G.S. 116-31.11 delegates to the Board of Governors the authority for the administration of design, construction, or renovation of buildings, utilities, and other property developments requiring the estimated expenditure of public money of \$2,000,000 or less. The Board is also authorized to delegate that authority to constituent institutions and affiliated entities of the University of North Carolina if an institution or affiliated entity is qualified under guidelines developed in consultation with the director of the budget and the State Building Commission. Pursuant to this authority, guidelines entitled "The University of North Carolina Design and Construction Guidelines" were implemented to provide assistance to the constituent institutions in the administration of the design and construction of capital improvement projects. Copies of the guidelines may be obtained at the UNC System Office.

Pursuant to and consistent with its authority under the North Carolina General Statutes, including G.S. 116-11(13), the Board of Governors adopts the following policy regarding authority of the president and boards of trustees to approve and administer certain capital improvement projects.

II. Approval of Certain Capital Improvement Projects

A. General Delegations of Authority to the President and Boards of Trustees for Approval of Certain Capital Improvement Projects.

1. The Board of Governors delegates to the president and the boards of trustees the power to approve capital improvement projects that are funded entirely with non-General Fund money that are projected to cost less than \$750,000.¹ The president's authority may be exercised on behalf of the UNC System Office, affiliated entities, or the constituent institutions in the president's discretion.

2. The Board of Governors delegates to the president and the boards of trustees authority to approve advance planning of capital improvement projects, where the advance planning effort is to be funded entirely with non-General Fund money.²

3. After the long-term financing of a capital improvement project has been approved in accordance with statutory requirements, the president may approve interim financing or bank loans as a means of short-term financing. The president shall report any such actions to the Committee on Budget and Finance at its next meeting.

B. Additional Delegations of Authority to the President and Boards of Trustees for Approval of Capital Improvement Projects.

1. The Board of Governors may delegate to the president additional authority to approve capital improvement projects funded entirely with non-General Fund money that are projected to cost less than \$1,000,000.³

2. Upon request by the board of trustees of a constituent institution or affiliated entity and with the recommendation of the president, the Board of Governors may delegate to the board of trustees of a constituent institution or affiliated entity additional authority to approve capital improvement projects funded entirely with non-General Fund money that are projected to cost less than \$1,000,000.⁴

3. Should the Board of Governors delegate additional authority to one or more boards of trustees or affiliated entities consistent with paragraph 2., above, the president shall automatically receive authority to approve capital improvement projects at a level equal to the highest level of authority delegated to a board of trustees or affiliated entity. The president's authority may be exercised on behalf of the UNC System Office, affiliated entities, or the constituent institutions in the president's discretion.

4. The senior vice president for finance and administration, in consultation with the senior vice president and general counsel, shall establish the process by which a constituent institution may request and maintain delegated authority consistent with G.S. 143C-8-12 and other relevant state law. The minimum criteria a constituent institution must meet to receive and maintain authorization from the Board of Governors shall include, but not be limited to, performance of a written, comprehensive self-assessment that demonstrates:

a. The constituent institution has performed a written, comprehensive self-assessment that demonstrates it has the administrative, technical, and support resources necessary to properly carry out the delegated authority.

b. The chancellor has certified in writing that the constituent institution has the administrative, technical, and support resources necessary to properly carry out the delegated authority.

c. The constituent institution has a properly constituted and active campus capital project review committee comprised of individuals with sufficient technical expertise, strategic perspective and executive authority to perform the duties required herein.

d. The constituent institution has an individual on staff with substantial experience in managing capital improvement projects and the chancellor has designated that individual as the campus capital project coordinator.

e. The constituent institution has appropriate and sufficient technical and professional staff with demonstrated capability in the planning, financing, and oversight of capital improvement projects.

f. An assessment team, assembled and led by the senior vice president for finance, has reviewed the constituent institution's self-assessment, has performed an on-site capabilities appraisal that confirms the institution's self-assessment, and has recommended delegation to the president.

Constituent institutions will be reviewed for re-authorization under this section on a periodic basis, to be established by the senior vice president for finance and administration.

5. Upon review in response to a request for re-authorization or in response to a report of noncompliance with this policy or its associated regulations, for good cause, and consistent with G.S. 143C-8-12 and other relevant state law, the president may revoke or suspend the authority of a constituent institution or take other remedial action as the president deems necessary and appropriate. Once authority has been revoked or suspended pursuant to this policy, all future capital improvement projects for the institution involved shall be completed in accordance with the General Statutes of North Carolina and the general delegations of authority provided for in section II of this policy.

III. Administration of Design and Construction of Certain Capital Improvement Projects. Delegations of the Board of Governors authority for the administration of design and construction of capital improvement projects requiring the estimated expenditure of public money of \$2,000,000 or less shall be in accordance with G.S. 116-31.11 and "The University of North Carolina Design and Construction Guidelines."

IV. Procedures and Reporting Requirements. The senior vice president for finance and administration shall have general authority to establish such procedures and reporting requirements for constituent institutions and affiliated entities as may be prudent to enable implementation of this policy and associated regulations.

V. Other Matters

A. Effective Date. The requirements of this policy shall be effective on July 1, 2019.

B. Relation to Other Laws. This policy is designed to supplement, and does not purport in any way to supplant or modify, those statutory enactments and rights which may govern capital improvement projects in the State of North Carolina.

C. Regulations and Guidelines. This policy shall be implemented and applied in accordance with such regulations and guidelines as may be adopted by the president.

¹ This delegation of authority shall be interpreted consistent with G.S. 143C-8-12. See also Appendix 1 to *The Code* and Section 200.6 of the UNC Policy Manual.

² Unless otherwise indicated by the Board of Governors, this delegation of authority to boards of trustees to approve advance planning efforts shall not be further delegated.

³ See endnote 1, above.

⁴ See endnote, 1, above.

**Request for Authorization to Discontinue and/or Consolidate
Academic Degree Programs**

North Carolina State University – BS in Turfgrass Science – (CIP 01.0607)

The Bachelor of Science (BS) in Turfgrass Science program (01.0607) will be discontinued and consolidated into the existing BS in Crop and Soil Sciences Program (CIP 01.1102) effective with the fall 2020 semester. The request to discontinue the degree program was approved by the head of the department/program, college curriculum committee, college dean, provost, and chancellor.

Students currently enrolled in the program will be allowed to complete their degrees until June 2025. If at that time a student has not completed the program, they will be moved into the concentration in the Crop and Soil Sciences Program.

No faculty or staff members will be reassigned due to the discontinuation and consolidation of the program, as the courses will still be offered under the concentration in the Crop and Soil Sciences Program.

North Carolina State University – BLA in Landscape Architecture – (CIP 04.0601)

The Bachelor of Landscape Architecture (BLA) in Landscape Architecture degree program (CIP 04.0601) will be discontinued effective with the fall 2020 semester due to low enrollment. The request to discontinue the degree program was approved by the head of the department/program, college curriculum committee, college dean, provost, and chancellor.

There are currently no students enrolled in the program. Faculty and staff in the department continue to support the continuing Landscape Architecture minor and the professional Master of Landscape Architecture (MLA) degree.

UNC System: Delegated Academic Program Actions**Mode of Delivery Changes**

	Institution	Degree	Program Title	CIP	Mode	Date
1.	NCSU	M	Engineering Management	15.1501	Online	11/02/2020

Off-Site Instruction Changes

None

CIP, Degree, and Title Changes

	Order	Institution	Degree	Program Title	CIP	Date
1.	Old	UNCG	BA	Special Programs in Liberal Studies	24.0101	11/04/2020
1.	New	UNCG	BA	Liberal and Interdisciplinary Studies	24.0101	

Specialty Code Changes

	Institution	Degree	Program Title	CIP	Date
1.	ASU	BS	Career and Technical Education	13.1299	10/05/2020
2.	ASU	BS	Languages, Literatures, and Cultures	13.1399	10/05/2020
3.	ASU	BS	Mathematics	27.0101	10/05/2020
4.	ASU	MA	Mathematics	27.0101	10/05/2020
5.	ASU	MA	Reading Education, General	13.1315	10/05/2020
6.	ASU	MA	Romance Languages	16.0999	10/05/2020
7.	ASU	MA	Special Education	13.1001	10/05/2020
8.	UNCC	BA	Geography	45.0701	10/05/2020
9.	UNCC	BS	Geography	45.0701	10/05/2020
10.	NCSU	BS	Agricultural Education	13.1301	10/16/2020
11.	NCSU	MED	Curriculum and Instruction	13.0301	10/16/2020
12.	NCSU	MS	Curriculum and Instruction	13.0301	10/16/2020
13.	NCSU	EDD	Educational Leadership	13.0401	10/16/2020
14.	NCSU	MED	Elementary Education	13.1202	10/16/2020
15.	NCSU	BA	English, Teacher Education	13.1305	10/16/2020
16.	NCSU	BA	Foreign Languages and Literatures	16.0101	10/16/2020
17.	NCSU	PHD	Learning and Teaching in STEM	13.1399	10/16/2020

APPENDIX H

18.	NCSU	MED	Learning Design and Technology	13.0501	10/16/2020
19.	NCSU	MS	Learning Design and Technology	13.0501	10/16/2020
20.	NCSU	MAT	Master of Arts in Teaching	13.1299	10/16/2020
21.	NCSU	MSW	Master of Social Work	44.0701	10/16/2020
22.	NCSU	BS	Mathematics Education	13.1311	10/16/2020
23.	NCSU	MS	Mathematics Education	13.1311	10/16/2020
24.	NCSU	PHD	Psychology	42.0101	10/16/2020
25.	NCSU	MSA	School Administration	13.0401	10/16/2020
26.	NCSU	MED	School Counseling	13.1101	10/16/2020
27.	NCSU	MS	School Counseling	13.1101	10/16/2020
28.	NCSU	BS	Science Education	13.1316	10/16/2020
29.	NCSU	MS	Science Education	13.1316	10/16/2020
30.	NCSU	MED	Science, Technology, Engineering, and Mathematics Education	13.1399	10/16/2020
31.	NCSU	BSW	Social Work	44.0701	10/16/2020
32.	NCSU	MED	Special Education	13.1001	10/16/2020
33.	NCSU	PHD	Teacher Education and Learning Sciences	13.0301	10/16/2020
34.	NCSU	EDD	Technology Education	13.1309	10/16/2020
35.	NCSU	MS	Technology Education	13.1309	10/16/2020
36.	NCSU	BS	Middle Grades Education	13.1203	11/04/2020
37.	NCSU	BS	Technology, Engineering, and Design Education	13.1309	11/04/2020
38.	UNCC	MAT	Master of Arts in Teaching	13.1299	11/04/2020
39.	UNCW	MAT	Master of Arts in Teaching	13.1299	11/04/2020
40.	UNCW	MED	Master of Education	13.0101	11/04/2020

Policy on Legal Affairs; Initiating and Settling Potential and Pending Litigation

I. Purpose. This policy governs legal affairs and the initiation and settlement of litigation within the University of North Carolina.

II. Definitions. For purposes of this policy:

A. "Chancellor" means the administrative and executive head of a constituent institution of the University of North Carolina, as described in Section 502 of *The Code*.

B. "Constituent institution" means one of the 17 degree/diploma granting institutions that comprise the University of North Carolina.

C. "President" means the chief administrative and executive officer of the University of North Carolina, as described in Section 501 of *The Code*.

D. "University" means the University of North Carolina, a body politic and corporate defined as a single public multi-campus University composed of seventeen (17) constituent institutions and other educational, research, and public service organizations.

III. Legal Counsel

A. The UNC System Office and the constituent institutions employ attorneys on staff, whose clients are their employing institutions, rather than individual University officers or employees in their personal capacities.

B. Every person employed within the University of North Carolina, including any of its constituent institutions, to serve as an attorney shall be licensed to practice law in the State of North Carolina at the time that the person is employed. If a person is licensed to practice law in another state, but is not licensed to practice law in the State of North Carolina, the person may be provisionally employed conditioned on the person's obtaining a license to practice law in North Carolina within one year after the date of the person's initial employment. The president is authorized to make an exception to this requirement if the particular position for which the person is employed requires that the person offer advice and counsel predominantly in areas of federal law.

C. Pursuant to N.C. Gen. Stat. § 116-11(13b) (hereinafter G.S.), the president shall, subject to University procedures, have the authority to (1) authorize the designation of legal counsel, including private counsel, to provide legal advice, counsel, and representation to the University of North Carolina, the constituent institutions, and University officers and employees in any legal matter, case, or proceeding; and (2) authorize the expenditure of funds for private counsel or other outside counsel for the legal services they provide.

IV. Initiating and Settling Potential and Pending Litigation

A. By virtue of G.S. 116-3, the capacity and authority to initiate litigation, as well as to settle potential and pending litigation, in the name of the University of North Carolina, and on behalf of the constituent institutions, lies exclusively with the Board of Governors. A constituent institution has no independent capacity or authority to initiate litigation or to settle potential or pending litigation in its own name or in the name of the University of North Carolina.

B. Potential or pending litigation may involve issues and claims that do not require the attention of the Board of Governors to approve their initiation or settlement. The Board of Governors therefore delegates the authority to initiate and settle potential and pending litigation only in the circumstances below:

1. A constituent institution may initiate litigation in the name of the University of North Carolina or the constituent institution if the amount in controversy is less than the jurisdictional amount for civil actions in superior court as set out in G.S. 7A-243 upon the approval of the chancellor. The University of North Carolina may initiate litigation concerning issues that do not arise at a constituent institution, or that arise at more than one constituent institution, if the amount in controversy is less than the jurisdictional amount for civil actions in superior court as set out in G.S. 7A-243 upon the approval of the president.

2. The Committee on University Governance may authorize the initiation of litigation in the name of the University of North Carolina if the amount in controversy is greater than the jurisdictional amount for civil actions in superior court, or if injunctive relief is sought.¹ A request to initiate litigation shall be made by the chancellor of a constituent institution, or by the request of the president for issues that do not arise at a constituent institution or that arise at more than one constituent institution. In an emergency, if a constituent institution or the University needs to seek an order from a court sooner than it is practical to call a meeting of the Governance Committee, the constituent institution or the University may initiate litigation on the authorization of the president or the senior vice president and general counsel of the University. The president or general counsel shall consult with the chair of the Committee on University Governance before authorizing the litigation if it is practical to do so. If emergency litigation is initiated without the authorization of the Committee on University Governance, the president, or the president's designee, shall inform the Committee on University Governance about the litigation at the committee's next regular or special meeting.

3. If a settlement of potential or pending litigation involving a constituent institution or the University of North Carolina:

a. Is solely for monetary relief, and if the amount that the University of North Carolina is to pay pursuant to an agreement to settle the potential or pending litigation is less than \$75,000, or if the University is to receive a payment, and the amount claimed was less than \$75,000, then the chancellor of a constituent institution is authorized to approve the settlement. If a matter did not arise at a constituent institution or involves more than one constituent institution, the president is authorized to approve the settlement.

b. Is solely for monetary relief, and if the amount that the University of North Carolina is to pay is \$75,000 or greater, or if the University will receive a payment, and the amount claimed was \$75,000 or greater, then the Committee on University Governance is authorized to approve the settlement.²

c. Includes an agreement by the University, or one or more constituent institutions, to take, or refrain from taking, a specific action, and the agreement affects only the named parties in the litigation or parties reasonably anticipated to be named in potential litigation, such as actions that affect only named employees or students, then the president or the chancellor of the constituent institution may authorize the settlement agreement.

d. Includes an agreement by the University, or one or more constituent institutions, to take or refrain from taking a specific action which affects a group or class of people or which results in changing a University or constituent institution policy, procedure or regulation, then the Committee on University Governance is authorized to approve the settlement.

4. The Committee on University Governance may refer a request to initiate or settle potential or pending litigation to the Board of Governors, in the committee's discretion. The president may refer a request to settle potential or pending litigation to the Committee on University Governance in the president's discretion. If the president makes such a referral, the Committee on University Governance is authorized to decide the matter, or it may make a recommendation to the Board of Governors.

5. Any settlement approved pursuant to this policy shall be reported to the Committee on University Governance and to the Board of Governors either in writing before the next regular meeting of the Board of Governors or at the next regular meeting of the Board of Governors after the settlement is finalized.³

6. The University of North Carolina may appear as *amicus curiae* in a lawsuit or judicial proceeding only after receiving the approval of the Committee on University Governance. The committee, in its discretion, may refer the question to the Board of Governors.

7. A constituent institution, or a school or college of a constituent institution, may appear as *amicus curiae* in a lawsuit or judicial proceeding only after receiving the approval of the chancellor of the institution and after providing advance written notice to the president. Nothing in this section is intended to limit the ability of an individual University employee or group of employees to appear as *amicus curiae* in the individual's or employee group's name.

V. This policy applies to the UNC Health Care System, to the UNC Faculty Physicians, and to the ECU Physicians except as otherwise provided in Sections 1200.4 and 1200.5 of the UNC Policy Manual and except as otherwise provided by state law, including G.S. 116-219, *et seq.*

VI. Other Matters

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

B. The foregoing policy is meant to supplement, and does not supplant or modify, those statutory enactments which may govern the initiation and resolution of legal claims.

C. 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.

¹Pursuant to G.S. 116-11(13), and notwithstanding *The Code* or any other Board of Governors policy, the Board of Governors has delegated certain authorities to the president of the University. See Section 200.6 of the UNC Policy Manual, *Policy on Delegation Authority to the President*.

²See Footnote 1.

³See Footnote 1.

APPENDIX J

UNC System Office Internal Audit Plan
Fiscal Year 2020-2021

Description	Status as of 10/30/20
Prior Year Carry Over	
Annual Risk Assessment/2021 Audit Plan Development	Completed (July 2020)
Advisory Services Related to Covid-19 Federal Funding	In Progress
Assurance Engagements	
UNC-TV: Purchase Card Review	In Progress
UNC System Office: North Carolina Gift Planning, LLC	Not Started
To Be Determined	Not Started
Monitoring and Reporting on Status of Management Corrective Actions	
Assess Status of Prior IT Audit Recommendations	In Progress
Investigations	
Unplanned/Various as occurs: Investigations of internal/external hotline reports and similar types of investigations.	Not Started
Special Projects/Consultations	
Consult: Finance Detective Controls Project	Not Started
Annual Risk Assessment/FY2022 Audit Plan Development	Not Started
Technical Assistance/Other Audit Services	
Advisory Services to Finance: Finance DataMart; COVID-19 Relief Funding; Policy and Procedures Updates	In Progress
Advisory Services to Information Technology: Remote Management Services; Business Continuity/Disaster Recovery Plan; IT Risk Register; Policy and Procedures Updates	Not Started
Advisory Services to Human Resources: Updates to Onboarding Procedures and Learning Management Implementation; FFCA Leave Review; I-9 Documentation; Policy and Procedures Updates	In Progress
Advisory Services to Academic Affairs: Digital Learning Enhancements; Policy and Procedures Updates	Not Started
Advisory Services to Strategy and Policy: NCPFP/TP3; Policy and Procedures Updates	Not Started
Advisory Services to System Office Departments: Continuation of Operations Plan Updates	Not Started
Advisory Services to UNC-TV: R&R Planning; Purchasing Processes; Business Continuity; Policy and Procedures Updates	Not Started
Board Meetings, Unit Oversight, Staff Hiring, MOUs, and Marketing	In Progress
Other Services/Committees: Other routine advisory services to UNC-TV and the System Office; assist external auditors; charter updates; annual certifications; CAO/OIA committee meetings; QAIP work; and other projects to be determined.	In Progress
Professional Development	In Progress
Internal Audit Services to NCSSM and NCSEA	In Progress

University of North Carolina

FY 2021-23 Operating Budget Priorities

Final numbers will be reported to the Committee on Budget and Finance in January 2021

	FY 2021-22	FY 2022-23
2021-23 Estimated Base Budget <i>(Excludes Aid to Private Institutions)</i>	\$2,950,000,000	\$2,950,000,000

UNC System Enrollment Funding

Despite the pandemic, the UNC System had the highest student enrollment in the System's history. Funding for enrollment growth will support high-quality education for new students across the state.

NR to R*	\$29,392,231	\$29,392,231
FY 2021-23	30-40,000,000	60-80,000,000
Total	\$60-70,000,000	\$90-110,000,000

NC Promise Program

The NC Promise program has been a tremendous benefit to students at some of our most rural institutions, demonstrating North Carolina's unparalleled commitment to affordability. Enrollment at ECSU, UNCP, and WCU is expected to continue to grow.

NR to R*	\$15,000,000	\$15,000,000
FY 2021-23	—	5,000,000
Total	\$15,000,000	\$20,000,000

Building Reserves

The Connect NC bond significantly increased the number of new appropriated capital projects in the UNC System. As these buildings begin to reach completion, there are substantial needs for maintenance and operation funding.

The UNC System is also requesting \$4,794,201 NR in FY 2020-21 for buildings coming online this fiscal year.

NR to R*	\$15,143,629	\$15,143,629
FY 2021-23	12,095,690	19,820,601
	2,624,624 NR	1,250,133 NR
Total	\$27,239,319	\$34,964,230
	\$2,624,624 NR	\$1,250,133 NR

Faculty and Staff Salaries

UNC System faculty and staff have been working hard educating, promoting student success, and producing groundbreaking research. We have seen the results of these efforts in our steadily increasing graduation rates and nationally recognized research on treatment and prevention of COVID-19.

equity with state agencies

UNC System employees have not had a salary increase in two years and have not received an increase that was equivalent to that of other state agencies in three years.

	\$102-112,000,000	\$144-164,000,000
	2,624,624 NR	1,250,133 NR
Total Requested Increase	\$105-115,000,000	\$146-166,000,000
Total Percent Change	3.5-3.9%	4.9-5.6%

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

Note: All items are recurring unless specified as nonrecurring.

Approved by the UNC Board of Governors on November 19, 2020



THE UNIVERSITY OF NORTH CAROLINA SYSTEM

2020 Peer Study

November 19, 2020

University of North Carolina System
Chapel Hill, North Carolina

Introduction

When the University of North Carolina (UNC System) was redesignated in 1972 to include all 16 public four-year institutions of higher education, one of the primary responsibilities given to the Board of Governors (BOG) was to “...foster the development of a well-planned and coordinated system of higher education.” One of the key activities the BOG oversees in the execution of this responsibility is periodically updating institutional peer lists. A peer list is a collection of similar institutions that can be used to facilitate objective and useful comparisons and benchmarking for the constituent universities.

The American higher education system is the largest and broadest in the world, with roughly 5,000 colleges and universities varying in size (from institutions with fewer than 100 students to those with nearly 70,000), mission (e.g. liberal arts, religious, special focus, comprehensive, research), control (public, private non-profit, private for-profit), and degree-granting authority (associate, baccalaureate, master’s, doctorate). Institutional missions vary by the student population served, and institutions differ in the amount of resources they have available to them.

Given the breadth and diversity of institutions in the United States, it is impracticable and unproductive to compare any given college or university against all other institutions of higher education. As such, institutions and governing boards have relied upon the identification of smaller sets of institutions to provide a more focused and concise perspective for comparisons. These peer lists provide institutions with a single collection of universities to be used for benchmarking and comparison, and provides an objective point of review and departure for institutional strategic planning.

The UNC System mirrors the larger tapestry of higher education in American with regards to the diversity of its institutions. Unlike many other systems of higher education, the UNC System is comprised of a heterogeneous mix of institutions that differ in mission, size, degree focus, and student body served. As such, the historical use of peer sets has allowed the UNC Board of Governors to examine the positioning and performance of each constituent institution within a group of similarly situated colleges and universities. This facilitates more accurate and more effective assessments and comparisons.

Within the UNC System, the Board of Governors has responsibility for reviewing and approving all institutional peer lists. The peer institution lists have historically been consulted for analyses, including, but not limited to: tuition and fees, retention and graduation rates, degree production, research productivity, space utilization, private fundraising and endowments, student financial aid, institutional revenues, and the distribution of institutional expenses.

The UNC System has historically updated peer institutions roughly every five years, with the two most recent studies occurring in 2006 and 2011. A great deal has changed for both American higher education in general and for UNC System institutions specifically since 2011. As such, the 2020 Peer Study is critically important to ensure that each constituent university has a current and accurate peer set in place.

The remainder of this report provides an overview of the conceptual approach taken in development of the peer sets, the methodological approach that was applied, and a discussion of recommended uses and time limits for the peer sets. The report concludes with the recommended peer lists for each constituent institution.

Conceptual Approach

The UNC System has used a variety of approaches in conducting previous peer studies. The 2006 peer study was outsourced to Dennis Jones, President of the National Center for Higher Management Systems (NCHEMS). This process helped ensure an objective and consistent perspective, but lacked documentation on the specific details considered. The 2011 peer study was conducted internally, but quantitative analysis was delegated to the individual institutions. This allowed for a better understanding of the deliberations, but resulted in a less consistent approach, as larger institutions with more robust institutional research operations were able to conduct more sophisticated modeling than smaller institutions. Previous peer studies have also varied in their intended usage; some were designed to identify similar institutions for outcomes evaluations, while some were constructed to identify universities that were aspirational. At times it was unclear which of these was the driving objective.

The 2020 peer study has been constructed so that the analyses are objective, consistent, and clearly understood. The work has also been clearly focused on identifying peer sets that are composed of realistic and accurate sets of institutions that can be used for current benchmarking and outcomes analyses. This has been a highly collaborative and consultative process, with responsibility shared by the UNC System Office and the individual institutions. To that end, each UNC System university was asked to identify one individual to serve as the primary point of contact who had the institutional standing and knowledge to guide their campus process. Additionally, each university established an internal working group composed of individuals to participate in the working process. This typically included individuals from Academic Affairs, Institutional Research, Finance, Human Resources, and representatives of Faculty and Staff Councils and Senates. The UNC System Office developed a parallel internal steering group led by Academic Affairs, including representatives from Data and Analytics, Strategy and Policy, Finance, Human Resources, the chief of staff, and the chief operating officer. Identification of the methodological approach, variable identification, and ultimate peer selection was conducted in a collaborative manner, involving individuals from the UNC System Office and each constituent university.

Methodological Approach

A guiding objective of the 2020 peer study was to employ a quantitative and data-driven approach to identify institutional peers that would be consistent across institutions. To that end, and as opposed to previous iterations of peer studies, UNC System Office staff from Data and Analytics conducted all quantitative analyses for the 16 constituent universities. This ensured a common approach was used in the consideration of peers for all institutions, and also helped to ameliorate the differences in resources that exist across the constituent institutions.

The first step in the process was to identify a methodology. Following discussions, cluster analysis was selected as the quantitative approach, as it allows for many institutions to be compared simultaneously across a variety of variables. Next, individual variables were identified for use in the cluster analysis. A cluster analysis was then run for each institution, and output lists were provided to the institutions for review. Institutions were allowed to identify colleges and universities that they felt should be included on their peer list, but which were not included in the cluster analysis. This typically included institutions for which there was a historical connection on peer studies or similar academic focus. Institutions subsequently provided a list of proposed peers, which were reviewed by the UNC System Office steering committee. A final proposed list was then negotiated by each institution and the UNC System Office.

Variable Identification

Potential variables were identified by staff from the UNC System Office and the individual institutions, and were ultimately approved by the UNC System Office steering group. Given that the desired objective of the peer study was to identify lists that could be used for outcomes assessment, the majority of the variables identified were measures of institution resources and mission. Variables fall into one of three broad categories: those that help understand an institution's mission and positioning (e.g. academic program mix, undergraduate enrollment as a percent of total enrollment); the study body an institution serves (e.g. total student enrollment, percent of undergraduate students receiving a Pell Grant); and institutional resources (e.g. percent of faculty that are full-time, instructional expenditures per student FTE). It was decided that ten variables would be used in each cluster analysis. Of those ten, six would be common to all institutions, and four would be selected by the individual institution in consultation with the UNC System Office. A full list of the variables is provided below.

Variables Used in the Cluster Analysis

- 12-month Enrollment Full-Time Equivalent (FTE), (*Core Variable*)
- Percent of Undergraduate Students Receiving a Pell Grant, (*Core Variable*)
- Undergraduate Enrollment as a Percent of Total Enrollment, (*Core Variable*)
- Academic Program Mix, (*Core Variable*)
- Percent of Faculty Who are Full-Time, (*Core Variable*)
- Instructional Expenditures per Student FTE, (*Core Variable*)
- Percent of Undergraduate Students Who are Part-Time, (*Elective Variable*)
- Percent of Undergraduate Students Who are Transfers, (*Elective Variable*)
- Percent of Undergraduate Students Who are 25 and older, (*Elective Variable*)
- Percent Underrepresented Minority Student Enrollment, (*Elective Variable*)
- ACT Composite Score 75th Percentile (*Elective Variable*)
- Percent Five-Year Change in FTE Enrollment (*Elective Variable*)
- Percent of Faculty Who are Tenured or Tenure-Track (*Elective Variable*)
- Average Full Professor Salary (*Elective Variable*)
- Research Expenditures per FTE (*Elective Variable*)
- Public Service Expenditures per FTE (*Elective Variable*)
- Core Operational Revenue per FTE (Tuition & Fees – Discounts & Allowances, + State Appropriations), (*Elective Variable*)
- Endowment per Student FTE, (*Elective Variable*)

Cluster Analysis

The analysis started with all institutions that reported data to the U.S. Department of Education's Integrated Postsecondary Education Data System (IPEDS) as a basis for selection. As the UNC System is a collective of four-year public universities, the analysis excluded private institutions and institutions that do not offer bachelor's degrees. Of the ten variables evaluated, five were pre-determined, one was semi-custom, and four were selected by the institution. Using these ten variables, analysts assessed the distribution of values across the aforementioned list of public universities. In cases where an institution had a missing response for one of the ten variables, that institution was removed from the evaluation dataset. There are instances where it might be desirable to include a missing response, which can be evaluated in a future iteration. All variables' values were scaled to prevent skewing the results towards those variables with large values. Depending on the distribution of values, steps were taken to normalize/standardize the spread within each variable. Additional data manipulations were conducted, particularly for the financial variables, to correct for skewness in the distribution. Rather than identifying

and removing institutions with single-variable outliers prior to clustering, a large k-means cluster analysis was used to identify outliers in the data. Using this process, outliers ended up in clusters by themselves. Once identified, outlier institutions were removed from the evaluation dataset, and the remaining institutions were re-standardized. A new k-means cluster analysis was run using an appropriate k-based value based on model measures and other key assessment criteria, such as the number and geographic diversity of in-cluster institutions. A final list of in-cluster institutions was produced for institutional review and discussion. A single peer list was identified for each institution, with between 10 and 12 institutions included. Given the focus on outcomes benchmarking, inclusion of aspirational and private peers was limited compared to previous peer studies.

Recommended Uses and Timeline

The proposed peer sets were developed first and foremost for current benchmarking and comparisons. Accordingly, it is recommended that these peer lists serve as the basis of analysis for outcomes assessment on areas such as student retention rates, graduation rates, degree production, research productivity, and other relevant metrics, particularly those associated with the UNC System Strategic Plan, *Higher Expectations*.

In the past, the peer sets have served as the primary comparison group for faculty salaries. This has limited the efficacy of those comparisons, as the peer sets do not represent a full competitive employment market. As such, moving forward, peer sets will not be used as the primary source of analysis for faculty salaries. The UNC System Office is currently developing a Faculty Salary Analysis Tool (FacSAT), which will serve as a more robust and comprehensive platform for conducting faculty salary analyses in the future.

Finally, there were significant concerns that the peer sets have not been updated in nine years. As such, the new peer sets will be used between the date adopted by the BOG and June 30, 2025. Therefore, the next peer study will be conducted in the 2024-2025 academic year, with an implementation date of July 1, 2025.

Proposed peers

The following pages contain the proposed peer sets for each of the UNC System constituent universities. For each peer institution the following information is provided: name of institution, state the institution is located in, whether or not the peer was identified through the cluster analysis, whether or not the peer was included on the 2011 list, and whether or not the peer was included on the 2006 list. Some lists are more stable across studies than others, which reflects a fairly mature institutional comparison set. Other lists have changed dramatically, given either growth and development of the individual constituent institution or similar changes in the comparison set. Similar to previous peer studies, the UNC-Chapel Hill list includes ten public institutions and five private institutions; the UNC School of the Arts list includes six public institutions and six private institutions; the UNC Asheville list contains ten public institutions and two private institutions; and the Elizabeth City State list includes ten public institutions and one private institution. For those universities, the private institutions will factor into analyses of outcomes measures such as retention and graduation rates, but do not factor into considerations of tuition and fees.

APPENDIX L

Appalachian State University

Institution	State	Cluster Analysis	2011 Peer	2006 Peer
California Polytechnic State University-San Luis Obispo	CA	Yes	No	No
Grand Valley State University	MI	Yes	No	No
Bowling Green State University-Main Campus	OH	Yes	Yes	Yes
Miami University-Oxford	OH	Yes	Yes	Yes
Indiana University of Pennsylvania-Main Campus	PA	Yes	Yes	No
West Chester University of Pennsylvania	PA	Yes	Yes	Yes
College of Charleston	SC	Yes	Yes	Yes
James Madison University	VA	Yes	Yes	Yes
Western Washington University	WA	Yes	Yes	Yes
Western Michigan University	MI	No	No	No

10 Total Peers

7 Peers were included on 2011 List

6 Peers were included on 2006 List

1 Peer Off-Cluster

0 Private Peers

East Carolina University

Institution	State	Cluster Analysis	2011 Peer	2006 Peer
Illinois State University	IL	Yes	No	No
Ball State University	IN	Yes	No	No
Central Michigan University	MI	Yes	Yes	No
Western Michigan University	MI	Yes	Yes	Yes
University of Nevada-Las Vegas	NV	Yes	No	No
Utah State University	UT	Yes	No	No
Washington State University	WA	Yes	No	No
Northern Arizona University	AZ	No	No	No
Florida Atlantic University	FL	No	No	No
Ohio University-Main Campus	OH	No	Yes	Yes
Kent State University at Kent	OH	No	No	No

11 Total Peers

3 Peers were included on 2011 List

2 Peers were included on 2006 List

4 Peers Off-Cluster

0 Private Peers

APPENDIX L

Elizabeth City State University

Institution	State	Cluster Analysis	2011 Peer	2006 Peer
Bowie State University	MD	Yes	Yes	No
Coppin State University	MD	Yes	No	No
Mississippi Valley State University	MS	Yes	No	No
Lincoln University	PA	Yes	No	No
South Carolina State University	SC	Yes	No	No
Norfolk State University	VA	Yes	Yes	No
Virginia State University	VA	Yes	Yes	No
<i>Florida Memorial University</i>	<i>FA</i>	<i>No</i>	<i>No</i>	<i>No</i>
Frostburg State University	MD	No	Yes	No
Delta State University	MS	No	No	No
Christopher Newport University	VA	No	Yes	Yes

11 Total Peers

5 Peers were included on 2011 List

1 Peer was included on 2006 List

4 Peers Off-Cluster

1 Private Peer

Fayetteville State University

Institution	State	Cluster Analysis	2011 Peer	2006 Peer
University of Arkansas at Pine Bluff	AR	Yes	No	No
Fort Valley State University	GA	Yes	No	No
Savannah State University	GA	Yes	No	No
Grambling State University	LA	Yes	Yes	No
Alcorn State University	MS	Yes	No	No
Lincoln University	PA	Yes	No	No
Prairie View A&M University	TX	Yes	No	No
Norfolk State University	VA	Yes	Yes	No
Virginia State University	VA	Yes	Yes	No
Alabama State University	AL	No	No	No

10 Total Peers

3 Peers were included on 2011 List

0 Peers were included on 2006 List

1 Peer Off-Cluster

0 Private Peers

APPENDIX L

North Carolina A & T State University

Institution	State	Cluster Analysis*	2011 Peer	2006 Peer
Florida Agricultural and Mechanical University	FL	Yes	Yes	Yes
The University of Louisiana at Lafayette	LA	Yes	Yes	No
University of Maine	ME	Yes	Yes	Yes
Montana State University	MT	Yes	No	Yes
New Mexico State University-Main Campus	NM	Yes	Yes	No
South Dakota State University	SD	Yes	Yes	Yes
The University of Texas at El Paso	TX	Yes	Yes	Yes
Wichita State University	KS	No	No	No
University of Southern Mississippi	MS	No	No	No
North Dakota State University-Main Campus	ND	No	No	Yes
Old Dominion University	VA	No	Yes	No

11 Total Peers

7 Peers were included on 2011 List

6 Peers were included on 2006 List

4 Peers Off-Cluster

0 Private Peers

* Two cluster models were used to develop NC A&T's proposed list.

North Carolina Central University

Institution	State	Cluster Analysis	2011 Peer	2006 Peer
Alabama State University	AL	Yes	No	No
Delaware State University	DE	Yes	No	No
Bowie State University	MD	Yes	No	No
Morgan State University	MD	Yes	Yes	No
Jackson State University	MS	Yes	Yes	No
Tennessee State University	TN	Yes	Yes	Yes
Texas A&M University-Kingsville	TX	Yes	No	No
Norfolk State University	VA	Yes	No	No
Virginia State University	VA	Yes	No	No
New Jersey City University	NJ	No	Yes	Yes

10 Total Peers

4 Peers were included on 2011 List

2 Peers were included on 2006 List

1 Peer Off-Cluster

0 Private Peers

APPENDIX L

North Carolina State University

Institution	State	Cluster Analysis	2011 Peer	2006 Peer
University of Arizona	AZ	Yes	Yes	No
University of California-Davis	CA	Yes	Yes	Yes
University of Florida	FL	Yes	Yes	Yes
Georgia Institute of Technology-Main Campus	GA	Yes	Yes	Yes
University of Illinois at Urbana-Champaign	IL	Yes	Yes	Yes
University of Maryland-College Park	MD	Yes	Yes	Yes
Michigan State University	MI	Yes	Yes	Yes
Rutgers University-New Brunswick	NJ	Yes	Yes	No
Texas A&M University-College Station	TX	Yes	Yes	Yes
Virginia Polytechnic Institute and State University	VA	Yes	Yes	Yes
University of Wisconsin at Madison	WI	Yes	Yes	Yes
Purdue University-Main Campus	IN	Yes	Yes	Yes

12 Total Peers

12 Peers were included on 2011 List

10 Peers were included on 2006 List

0 Peers Off-Cluster

0 Private Peers

University of North Carolina at Asheville

Institution	State	Cluster Analysis	2011 Peer	2006 Peer
St. Mary's College of Maryland	MD	Yes	Yes	Yes
Massachusetts College of Liberal Arts	MA	Yes	Yes	Yes
University of Minnesota-Morris	MN	Yes	Yes	Yes
Ramapo College of New Jersey	NJ	Yes	Yes	Yes
SUNY College at Geneseo	NY	Yes	Yes	Yes
SUNY at Purchase College	NY	Yes	Yes	No
Christopher Newport University	VA	Yes	Yes	No
University of Mary Washington	VA	Yes	No	Yes
The University of Virginia's College at Wise	VA	Yes	No	No
New College of Florida	FL	Yes	Yes	Yes
<i>The College of Wooster</i>	<i>OH</i>	<i>No</i>	<i>No</i>	<i>No</i>
<i>Furman University</i>	<i>SC</i>	<i>No</i>	<i>Yes</i>	<i>Yes</i>

12 Total Peers

9 Peers were included on 2011 List

8 Peers were included on 2006 List

2 Peers Off-Cluster

2 Private Peers

APPENDIX L

University of North Carolina at Chapel Hill

Institution	State	Cluster Analysis	2011 Peer	2006 Peer
University of California-Berkeley	CA	Yes	Yes	Yes
University of California-Los Angeles	CA	Yes	Yes	Yes
University of Florida	CA	Yes	No	Yes
University of Illinois at Urbana-Champaign	IL	Yes	No	Yes
University of Michigan-Ann Arbor	MI	Yes	Yes	Yes
University of Pittsburg-Pittsburgh Campus	PA	Yes	Yes	Yes
The University of Texas at Austin	TX	Yes	Yes	Yes
University of Washington-Seattle Campus	WA	Yes	Yes	Yes
University of Wisconsin-Madison	WI	Yes	Yes	Yes
University of Virginia-Main Campus	VA	No	Yes	Yes
<i>Emory University</i>	<i>GA</i>	<i>No</i>	<i>No</i>	<i>Yes</i>
<i>Northwestern University</i>	<i>IL</i>	<i>No</i>	<i>Yes</i>	<i>No</i>
<i>Johns Hopkins University</i>	<i>MD</i>	<i>No</i>	<i>Yes</i>	<i>Yes</i>
<i>Duke University</i>	<i>NC</i>	<i>No</i>	<i>Yes</i>	<i>Yes</i>
<i>Vanderbilt University</i>	<i>TN</i>	<i>No</i>	<i>No</i>	<i>No</i>

15 Total Peers

11 Peers were included on 2011 List

13 Peers were included on 2006 List

6 Peers Off-Cluster

5 Private Peers

University of North Carolina at Charlotte

Institution	State	Cluster Analysis	2011 Peer	2006 Peer
Northern Arizona University	AZ	Yes	No	No
San Diego State University	CA	Yes	No	Yes
Florida Atlantic University	FL	Yes	Yes	No
University of Nevada-Las Vegas	NV	Yes	Yes	Yes
Portland State University	OR	Yes	Yes	Yes
University of Houston	TX	Yes	No	No
The University of Texas at San Antonio	TX	Yes	Yes	Yes
George Mason University	VA	Yes	No	Yes
Old Dominion University	VA	Yes	Yes	No
Indiana University-Purdue University-Indianapolis	IN	No	No	No
University of Massachusetts-Lowell	MA	No	Yes	Yes
University of Maryland-Baltimore County	MD	No	No	Yes

12 Total Peers

6 Peers were included on 2011 List

7 Peers were included on 2006 List

3 Peers Off-Cluster

0 Private Peers

APPENDIX L

University of North Carolina at Greensboro

Institution	State	Cluster Analysis	2011 Peer	2006 Peer
Northern Arizona University	AZ	Yes	No	No
San Diego State University	CA	Yes	No	No
Florida Atlantic University	FL	Yes	No	Yes
Portland State University	OR	Yes	Yes	Yes
Texas State University	TX	Yes	No	No
The University of Texas at San Antonio	TX	Yes	No	No
University of Massachusetts-Boston	MA	No	No	No
University of Nevada-Las Vegas	NV	No	No	No
University of Memphis	TN	No	Yes	No
University of Wisconsin-Milwaukee	WI	No	No	Yes

10 Total Peers

2 Peers were included on 2011 List

3 Peers were included on 2006 List

4 Peers Off-Cluster

0 Private Peers

University of North Carolina at Pembroke

Institution	State	Cluster Analysis	2011 Peer	2006 Peer
Northwestern State University of Louisiana	LA	Yes	No	No
Frostburg State University	MD	Yes	Yes	No
SUNY Buffalo State	NY	Yes	No	No
Francis Marion University	SC	Yes	Yes	No
Lander University	SC	Yes	No	No
Austin Peay State University	TN	Yes	Yes	Yes
Virginia State University	VA	Yes	No	No
University of Wisconsin-Parkside	WI	Yes	No	No
Middle Georgia State University	GA	Yes	No	No
Eastern New Mexico University-Main Campus	NM	No	Yes	No
Northeastern State University	OK	No	Yes	Yes

11 Total Peers

5 Peers were included on 2011 List

2 Peers were included on 2006 List

2 Peers Off-Cluster

0 Private Peers

APPENDIX L

University of North Carolina Wilmington

Institution	State	Cluster Analysis	2011 Peer	2006 Peer
California Polytechnic State University-San Luis Obispo	CA	Yes	Yes	Yes
University of California-Santa Cruz	CA	Yes	No	No
University of Maryland-Baltimore County	MD	Yes	Yes	No
University of Massachusetts-Lowell	MA	Yes	No	No
Rowan University	NJ	Yes	Yes	Yes
Binghamton University	NY	Yes	Yes	No
Ohio University-Main Campus	OH	Yes	No	No
University of Rhode Island	RI	Yes	No	No
The University of Montana	MT	No	No	No
University of South Dakota	SD	No	No	No
College of William and Mary	VA	No	Yes	No
Western Washington University	WA	No	Yes	Yes

12 Total Peers

6 Peers were included on 2011 List

3 Peers were included on 2006 List

4 Peers Off-Cluster

0 Private Peers

University of North Carolina School of the Arts

Institution	State	Cluster Analysis	2011 Peer	2006 Peer
Massachusetts College of Art and Design	MA	Yes	Yes	Yes
SUNY at Purchase College	NY	Yes	Yes	Yes
University of California-Los Angeles *	CA	No	Yes	No
<i>California Institute of the Arts</i>	CA	No	No	Yes
<i>Savannah College of Art and Design</i>	GA	No	Yes	Yes
Indiana University-Bloomington *	IN	No	No	No
<i>Berklee College of Music</i>	MA	No	No	No
<i>The Juilliard School</i>	NY	No	Yes	Yes
<i>New York University *</i>	NY	No	Yes	No
University of Cincinnati-Main Campus *	OH	No	Yes	No
<i>Carnegie Mellon University *</i>	PA	No	Yes	No
The University of Texas at Austin *	TX	No	Yes	No

12 Total Peers

9 Peers were included on 2011 List

5 Peers were included on 2006 List

10 Peers Off-Cluster

6 Private Peers

* Indicates comparisons will be made to that institution's college/school of arts when possible.

APPENDIX L

Western Carolina University

<u>Institution</u>	<u>State</u>	<u>Cluster Analysis</u>	<u>2011 Peer</u>	<u>2006 Peer</u>
University of Central Arkansas	AR	Yes	No	No
University of Colorado-Colorado Springs	CO	Yes	No	No
University of North Florida	FL	Yes	No	No
Indiana State University	IN	Yes	No	No
Western Kentucky University	KY	Yes	No	Yes
Ferris State University	MI	Yes	No	No
Saint Cloud State University	MN	Yes	Yes	No
University of Central Oklahoma	OK	Yes	No	No
The University of Tennessee-Chattanooga	TN	Yes	No	No
Central Washington University	WA	Yes	No	No
Eastern Washington University	WA	Yes	No	No
Western Illinois University	IL	No	Yes	No

12 Total Peers

2 Peers were included on 2011 List

1 Peer was included on 2006 List

1 Peer Off-Cluster

0 Private Peers

Winston-Salem State University

<u>Institution</u>	<u>State</u>	<u>Cluster Analysis</u>	<u>2011 Peer</u>	<u>2006 Peer</u>
Alabama State University	AL	Yes	No	No
Delaware State University	DE	Yes	Yes	No
Eastern Illinois University	IL	Yes	No	No
Western Illinois University	IL	Yes	No	No
Coppin State University	MD	Yes	No	No
University of Maryland Eastern Shore	MD	Yes	Yes	Yes
SUNY College at Potsdam	NY	Yes	No	No
Francis Marion University	SC	Yes	Yes	No
South Carolina State University	SC	Yes	No	No
Tennessee State University	TN	Yes	Yes	No
Norfolk State University	VA	Yes	Yes	No
Virginia State University	VA	Yes	Yes	No

12 Total Peers

6 Peers were included on 2011 List

1 Peer was included on 2006 List

0 Peers Off-Cluster

0 Private Peers



2021 LEGISLATIVE PROPOSALS

SUMMARY OF PRIORITY PROPOSALS

Institute Efficiencies to Respond to the Impacts of COVID

1. Support additional HR flexibilities

As we look towards a tight state budget in FY22 due to the financial impacts of COVID, the UNC System needs additional tools to address the potential funding pressures to the university. These flexibilities include:

- Expanded availability of early retirement beyond faculty positions;
- Additional authority for furloughs;
- Flexibility over reduction in force and severance payment using existing resources; and
- Permission for state employees to continue using vacation and/or sick leave interchangeably through December 2021

These flexibilities are urgent needs that can minimize the harm to the University by spreading the impacts of potential cuts over an extended period of time.

2. Amend carryforward authority to allow for additional uses

In S. 212, the legislature increased carryforward authority to five percent, but limited the eligible use to repairs and renovations exclusively. In light of the potential budget impacts from COVID and our efforts to begin to address any potential shortfall, we seek the authority to use identified HR and operational efficiencies to minimize the impact to our institutions.

3. Retroactively extend waiver of interest charges on past due accounts (included in S. 704)

In S. 704 signed into law in May 2020, the legislature included a waiver of interest charges on past due student debt that was outstanding from March 13, 2020, through September 15, 2020. The impacts of COVID continue to be felt, and the need to financially support students through the pandemic remains critical. We seek to remove any obstacle to our students' successful completion of their educational pursuits.



2021 LEGISLATIVE PROPOSALS

University Efficiencies

1. Consolidate and simplify the UNC Need-based Grant, Education Lottery Scholarship, and Community College Grant into one North Carolina Scholarship

The existence of three separate programs, with three different eligibility criteria, makes state-based grant programs more complex to navigate and understand for students and families. Consolidating these three programs into a single North Carolina Scholarship would create a simpler, more user-friendly state aid system.

2. Exempt finance and auditor officers from most of the NC HR Act

In an effort to be competitive in hiring and retaining finance and auditor officers, we seek legislative support for exempting these personnel. Exempting these positions from NC HR Act (EHRA non-faculty) would allow for better hiring and compensation practices. Existing employees will have the ability to opt in to EHRA classification, while new employees will be hired as exempt employees. This is consistent with our change to IT employees three years ago.

3. Report consolidation or eliminations

Over the years, the UNC System has been required to submit reports on a number of different activities within the University. In some cases, the usefulness of individual reports isn't apparent. We need to eliminate or reduce the frequency of those reports that are of limited value. While we value transparency, many reports require a significant investment of time at the System Office and/or across the 17 constituent institutions, and, in some cases, these reports have outlived their usefulness.



Area:	Efficiency
Topic:	Support Additional HR Flexibilities
Governance:	G.S. § 116-14(b3)
Current Status:	<p>As we look toward a tight state budget in FY22 due to the financial impacts of COVID, the UNC System needs additional tools to address the potential funding pressures on the university and their impact on university employees.</p> <p>These flexibilities include:</p> <ul style="list-style-type: none">• Expanding the availability of voluntary early retirement beyond faculty positions,• Additional authority for furloughs and temporary salary reductions,• Flexibility over reduction in force and severance payment using existing resources, and• Allow state employees to continue to use vacation and/or sick leave interchangeably through December 2021.
Current Challenges:	These flexibilities are urgent needs that can minimize the harm to the University by spreading the impacts of potential cuts over an extended period of time.
Proposed Action:	See draft language



Area:	Efficiency
Topic:	Allow 5% carryforward to be used for purposes other than Repairs & Renovations
Governance:	NC GS 116-30.3
Current Status:	S. 212 provided an expansion of carryforward to 5% for UNC System institutions. The bill also limited eligible uses, so institutions may only use these funds for Repairs & Renovations. Additionally, the legislation would send the savings above 2.5% to the BOG to potentially reallocate amongst the institutions.
Current Challenges:	In light of the budget shortfall facing state legislators due to COVID, UNC System institutions should be incentivized to find savings in the current fiscal year to prepare for potential budget cuts. Due to the uncertain future of federal relief for states, state agencies should prepare for a state budget that includes reductions. By incentivizing the institutions to find savings in the current year, the institution leaders can minimize the impacts of the cuts that are likely to come in FY22.
Proposed Action:	<p>"§ 116-30.3. Reversions.</p> <p>(a) Of the General Fund current operations appropriations credit balance remaining at the end of each fiscal year in each of the budget codes listed in this subsection, any amount of the General Fund appropriation for that budget code for that fiscal year (i) may be carried forward to the next fiscal year in that budget code, (ii) is appropriated in that budget code, and (iii) may be used for <u>any of the purposes</u> purpose set out in subsection (f) of this section. However, the amount carried forward in each budget code under this subsection shall not exceed two and one-half percent (2.5%) <u>five percent (5.0%)</u> of the General Fund appropriation in that budget code. The Director of the Budget, under the authority set forth in G.S. 143C-6-2, shall establish the General Fund current operations credit balance remaining in each budget code. The budget codes that may carry forward a General Fund current operations appropriations credit balance remaining at the end of each fiscal year pursuant to this section are the budget codes for each of the following:(1) Each special responsibility constituent institution. (2) The Area Health Education Centers of the University of North Carolina at Chapel Hill, and (3) University of North Carolina System Office Budget Code 16010.</p> <p>Each budget code in subdivisions (1) through (3) of this subsection may retain a carryforward amount of up to two and one-half percent (2.5%). One-half of any amounts carried forward exceeding two and one-half percent (2.5%) shall be distributed to The University of North Carolina System Office, to be disbursed to the constituent institutions at the discretion of the Board of Governors, with the remaining amount being retained in that budget code. ...</p> <p>(f) Funds carried forward pursuant to subsection (a) of this section <u>may</u> shall be used for <u>one-time expenditures, provided, however, that the expenditures projects that are eligible to receive funds under G.S. 143C-8-13(a).</u> Expenditures authorized by this subsection shall not impose additional financial obligations on the State and shall not be used to support positions."</p>



Area:	Efficiency
Topic:	Retroactively Extend Waiver of Interest Charges on Past Due Accounts (included in S. 704)
Governance:	NC GS 147-86.23
Current Status:	In S. 704 signed into law in May 2020, the legislature included a waiver of interest charges on past due student debt that was outstanding from March 13, 2020, through September 15, 2020. The impacts of COVID continue to be felt, and the need to financially support students through the pandemic remains critical. We seek to remove any obstacle to our students' successful completion of their educational pursuits.
Current Challenges:	<p>S. 704, Section 5.27 waived interest charges on UNC System student debt that was outstanding between March 13, 2020, and September 15, 2020.</p> <p>This temporary waiver has not been extended as of Sept. 30, 2020.</p>
Proposed Action:	Amend G.S. 147-86.23 to allow universities flexibility in the rates charged for interest and penalties on past-due student accounts, e.g., to be in the same spirit of G.S. 24-11(d1): “A lender may charge a party to a loan or extension of credit governed by this section a late payment charge not to exceed five dollars (\$5.00) on accounts having an outstanding balance of less than one hundred dollars (\$100.00) and ten dollars (\$10.00) on accounts having an outstanding balance of one hundred dollars (\$100.00) or more, for any payment past due for 30 days or more; provided, in no case shall the late charge exceed the outstanding principal balance. If a late payment charge has been once imposed with respect to a late payment, no late charge shall be imposed with respect to any future payment which would have been timely and sufficient but for the previous default.” Though G.S. 24-11(d1) relates to penalties, not interest, the assessment of penalties is related to the assessment of interest, and the spirit behind G.S. 24-11(d1) can be applied to the latter as well. The imposed assessment of both penalties and interest on past due accounts at relatively high rates, via various State laws and policies, is prohibitive when attempting to consider certain student success and socioeconomic mobility programs that would ultimately benefit the State and its citizens.



Area:	Need-based aid
Topic:	Consolidate and simplify the UNC Need-based Grant, Education Lottery Scholarship, and Community College Grant into one North Carolina Scholarship
Governance:	G.S. 115D-40.1 Financial Assistance for Community College Students Article 35A of Chapter 115C of the General Statutes S.L 2000-67 Section 10.1 Lottery Scholarship provisions
Current Status:	There are currently three different need-based aid programs that serve public college and university students in North Carolina: the UNC Need-based Grant, Education Lottery Scholarship, and the Community College Grant. The NC Student Aid Study Group, a joint effort by the UNC and North Carolina Community College Systems, recommends that the state consider consolidating the three programs into one scholarship program.
Current Challenges:	The existence of three separate programs, with three different eligibility criteria, makes state-based grant programs more complex to navigate and understand for students and families. Consolidating these three programs into a single North Carolina Scholarship would create a simpler, more user-friendly state aid system.
Proposed Action:	



Area:	University Human Resources Policy
Topic:	Exempt Finance/Auditor Officers from NC HR Act
Governance:	NCGS 126-5(c1)(8)
Current Status:	Many financial, business officer, and auditor professional positions at the university remain subject to the NC Human Resources Act. To address this, the university is seeking legislative support to exempt financial/business and auditor positions from the NC Human Resources Act to allow for better hiring and compensation practices.
Current Challenges:	The university has challenges in attracting and retaining appropriately-leveled financial officers and auditors under existing requirements for positions subject to the NC Human Resources Act.
Proposed Action:	See draft language



Area:	Institutional Request – Affordability and Efficiency
Topic:	Report Elimination (or UNC requirement to participate)
Governance:	NCGS 143-C-9-4, S.L. 2014-100, NCGS 147.86.26
Current Status:	<p>With regard to institutional efficiency, we request the elimination of the following reports as they involve a significant amount of time, effort and (human) resources:</p> <p>N.C. State Government Fee Report:</p> <ul style="list-style-type: none">• This report requires collaboration between multiple departments within the Division of Business Affairs and is extremely time consuming for the individuals involved, which would assist our institutions. The report involves a great deal of detail (by agency, budget code, fund code, and revenue account code) and includes fees which reside in both the General Fund and in Institutional Trust Funds. The final 2017-18 statewide report was 589 total pages long. The UNC System portion was 256 pages.• University Tuition and Fee data is already approved by the Board of Governors and reported via the NC Higher Education Database (NCHED). Likewise, revenue data is already available through NCAS.• More relevant information regarding the University’s financial position and operating results can be obtained from the annual audited financial statements.
Current Challenges:	<p>These reports, which have been mandated by statute or budget provision, require a great deal of time and effort to complete. We request that these reports be eliminated to improve institutional efficiency. If the reports cannot be eliminated, we request that the reporting requirements be simplified or be required less frequently.</p>
Proposed Action:	<p>Eliminate or revise statutes to exclude the requirement for the UNC System to complete the following reports:</p> <ul style="list-style-type: none">• Statewide Report on Government Fees - § 143C-9-4. Biennial fee report



Area:	Efficiency
Topic:	Laboratory School Monthly Financial Reporting to the Department of Public Instruction
Governance:	G.S. 116-239.11
Current Status:	Lab schools receive an allotment of state funds from the Department of Public Instruction (DPI) based on the average daily membership (ADM) of the lab school. Additionally, lab schools receive federal grants as a pass through from DPI. The other source of funding is local funding from the Local Education Authority (LEA) in which the lab school student resides. DPI requires the lab schools to file three reports monthly: monthly financial report, a payroll report and an accounts payable report.
Current Challenges:	The universities and DPI are on different financial reporting platforms. The universities use a chart of accounts that is tied to the North Carolina Office of State Controller NCAS accounts. DPI requires lab schools and other LEAs to report on a very detailed budget code basis. DPI only gives lab schools two business days after month-end to transmit the three reports, whereas, the universities have ten business days after month-end to report to NCAS. It takes a significant amount of time of a staff accountant, an associate vice chancellor and an IT business analyst to crosswalk the data from Banner to the DPI format, validate the data and then transmit by the second business day. In reality, the transactions are within the statistical population of transactions that are subject to audit by the Office of the North Carolina State Auditor.
Proposed Action:	<p>Amend G.S. 116-239.11 to add a section (h):</p> <p><u>116-239.11(h)- Laboratory Schools are exempt from filing monthly financial reports, payroll reports and accounts payable reports with the Department of Public Instruction. Laboratory schools shall file a quarterly financial report with the Department of Public Instruction showing the sources and uses of funds for the quarter, with the report being due fifteen(15) calendar days after the close of a quarter.</u></p>



Area:	Efficiency
Topic:	Research Collaborations on Military Behavioral Health Report - sunset/eliminate
Governance:	S.L. 2011-185, SECTION 10.(d)
Current Status:	Pursuant to S.L. 2011-185, SECTION 10.(d) On July 1, 2012, and annually thereafter, the General Administration of The University of North Carolina shall report its findings to the Joint Legislative Health Care Oversight Committee (now defunct) and to the House of Representatives and Senate Appropriations Subcommittees on Health and Human Services.
Current Challenges:	The current oversight handling health matters is the Joint Legislative Oversight Committee on Health and Human Services.
Proposed Action:	Amend S.L. 2011-185, to eliminate reporting requirements in SECTION 10.(d).



Area:	Efficiency
Topic:	AHEC Reports: 1) eliminate/sunset, the Primary Care Plans (due spring every two years) 2) change the annual fall Primary Care Report due date to April
Governance:	SL 1995-507, sec 23A.5(a), (b), and (b1), § 143-613 and S.L. 2012-142, sec. 9.5, S.L. 1995-507, sec. 23A.5(d), § 143-613
Current Status:	<p>In 1995, the legislature required the BOG and the UNC System to report every other year on goals and plans for Primary Care programs in NC. AHEC has compiled these reports for all of the programs across the state and these reports are of limited value. We seek to eliminate the “Primary Care Plan” report.</p> <p>The “Primary Care Report” is a national model, but the national data necessary to complete the report comes out in October making it hard to complete the report for the fall due date to BOG. We seek to the change the next report due date to April 15, 2022. (a report was submitted in November 2020).</p>
Current Challenges:	<p>The value of the biennial Primary Care Plans has diminished over the last 20 years, and AHEC and the Sheps Center for Health Services Research believes it no longer produces valuable information needed to address remaining underlying issues. While most plans are substantive (even though some are only a few sentences long), many schools have acknowledged that plans rarely change so they often just make minor edits (dates, faculty updates, etc.) and resubmit. There are no state/national databases used for this. Instead, this work requires self-reporting by NC’s 5 medical schools, 9 nurse practitioner schools, and 11 physician assistant schools —and then compilation and editing by AHEC. Though the Primary Care Plans report is every two years, collecting and compiling the report is resource intensive (i.e., personnel FTE effort), requiring persistent follow-up with schools from January to April for them to comply and submit their plans. We request eliminating requirement for continued reporting.</p> <p>On the other hand, the annual fall Primary Care Report has become a national model. AHEC, with the assistance of the Sheps Center, produces this report using the state licensure database and related national data. However, the national data has continued to lag and is now often not available until sometime in October. The delayed data the past few years has made it difficult to obtain the data, create the report, submit it to the System Office, have it seen and approved by the Board of Governors, and then reported to the legislature by November 15 each year. We request changing the date for this annual report to April 15.</p>
Proposed Action:	<p>Amend § 143-613</p> <p>(a) In recognition of North Carolina's need for primary care physicians, Bowman Gray School of Medicine and Duke University School of Medicine shall each prepare a plan with the goal of encouraging North Carolina residents to enter the primary care disciplines of general internal medicine, general pediatrics, family medicine, obstetrics/gynecology, and combined medicine/pediatrics and to strive to have at least fifty percent (50%) of North Carolina residents graduating from each school entering these disciplines. These schools of medicine shall present their plans to the Board of Governors of The University of North Carolina by April 15, 1996, and shall update and present their plans every two years thereafter. The Board of Governors shall report to the Joint Legislative Education Oversight Committee by May 15, 1996,</p>



~~and every two years thereafter on the status of these efforts to strengthen primary health care in North Carolina.~~

- (b) The Board of Governors of The University of North Carolina shall set goals for the Schools of Medicine at the University of North Carolina at Chapel Hill and the School of Medicine at East Carolina University for increasing the percentage of graduates who enter residencies and careers in primary care. A minimum goal should be at least sixty percent (60%) of graduates entering primary care disciplines. Each school shall submit a plan with strategies to reach these goals of increasing the number of graduates entering primary care disciplines to the Board by April 15, 1996, ~~and shall update and present the plans every two years thereafter. The Board of Governors shall report to the Joint Legislative Education Oversight Committee by May 15, 1996, and every two years thereafter on the status of these efforts to strengthen primary health care in North Carolina.~~

Primary care shall include the disciplines of family medicine, general pediatric medicine, general internal medicine, internal medicine/pediatrics, and obstetrics/gynecology.

- (b1) The Board of Governors of The University of North Carolina shall set goals for State operated health professional schools that offer training programs for licensure or certification of physician assistants, nurse practitioners, and nurse midwives for increasing the percentage of the graduates of those programs who enter clinical programs and careers in primary care. Each State-operated health professional school shall submit a plan with strategies for increasing the percentage to the Board by April 15, 1996, ~~and shall update and present the plan every two years thereafter. The Board of Governors shall report to the Joint Legislative Education Oversight Committee by May 15, 1996, and every two years thereafter on the status of these efforts to strengthen primary health care in North Carolina.~~

- (c) The Board of Governors of The University of North Carolina shall further initiate whatever changes are necessary on admissions, advising, curriculum, and other policies for State operated medical schools and State-operated health professional schools to ensure that larger proportions of students seek residencies and clinical training in primary care disciplines. The Board shall work with the Area Health Education Centers and other entities, adopting whatever policies it considers necessary to ensure that residency and clinical training programs have sufficient residency and clinical positions for graduates in these primary care specialties. As used in this subsection, health professional schools are those schools or institutions that offer training for licensure or certification of physician assistants, nurse practitioners, and nurse midwives.

- (d) The progress of the private and State-operated medical schools and State-operated health professional schools towards increasing the number and proportion of graduates entering primary care shall be monitored annually by the Board of Governors of The University of North Carolina. Monitoring data shall include (i) the entry of State-supported graduates into primary care residencies and clinical training programs, and (ii) the specialty practices by a physician and each midlevel provider who were State-supported graduates as of a date five years after graduation. The Board of Governors shall certify data on graduates, their residencies and clinical training programs, and subsequent careers by ~~November 15~~ April 15 of each calendar year, beginning in November of 2012, to the Fiscal Research Division of the Legislative Services Office and to the Joint Legislative Education Oversight Committee.



Area:	Efficiency
Topic:	<ol style="list-style-type: none">1. Eliminate Three Reporting Requirements<ol style="list-style-type: none">a. G.S. 116-74.21(c) – Supply & Demand of School Administratorsb. G.S 116-41.32 – Future Teachers of North Carolinac. Section 9.7(c) of S.L. 2008-107, as amended by Section 9.3(c) of S.L. 2010-31—UNC-NCCCS 2+2 E-Learning Initiative2. Revise Annual Report on Teacher Education, G.S. 116-11 (12d)
Governance:	NC GS 116-74.21(c), G.S 116-41.32, Section 9.7(c) of S.L. 2008-107, as amended by Section 9.3(c) of S.L. 2010-31, G.S. 116-11 (12d)
Current Status:	We currently have many report requirements on P12, many are redundant and can be combined into one report.
Current Challenges:	<p>In order to streamline reporting for P12, we seek to eliminate three reports and revise the Annual Report on Teacher Education, so that it would include the following information:</p> <ul style="list-style-type: none">• Overview of the UNC System Office’s Role in Educator Preparation<ul style="list-style-type: none">○ UNC System P12 Division○ BOG Subcommittee Recommendations for Teacher & School Leader Quality○ Educator Preparation Advisory Group○ Resolution on Teacher Preparation○ Overview of UNC System Educator Preparation Programs• Teachers:<ul style="list-style-type: none">○ Enrollment & Productivity○ Teacher Supply & Demand○ IHE Recruitment Funds/Plans/Activities○ Future Teachers of North Carolina• School Leaders<ul style="list-style-type: none">○ School Leader Supply & Demand (Superintendents, Principals, and Assistant Principals)○ Overview of Principal Preparation Programs○ MSA Programs• Other Initiatives:<ul style="list-style-type: none">○ GEAR UP (P-16 Student Access & Success)○ Digital Learning Initiative○ Strategic Research
Proposed Action:	<ol style="list-style-type: none">1 Eliminate Three Reporting Requirements<ol style="list-style-type: none">a. G.S. 116-74.21(c) – Supply & Demand of School Administratorsb. G.S 116-41.32 – Future Teachers of North Carolinac. Section 9.7(c) of S.L. 2008-107, as amended by Section 9.3(c) of S.L. 2010-31—UNC-NCCCS 2+2 E-Learning Initiative2. Revise Annual Report on Teacher Education <p><i>Proposed Requirements: G.S. 116-11 (12d) The Board of Governors shall provide a comprehensive annual report on teacher educator education efforts at The University of North Carolina. The report shall include information about teacher educator education and recruitment, <u>initiatives to improve educator quality, student success measures, strategic research, and related efforts.</u> 2+2 initiatives, distance education programs focused on teacher education, and professional development programs for teachers and school administrators. The teacher educator education report shall be due on April 15 <u>October 15</u> of each year to the Joint Legislative Education Oversight Committee and <u>shall provide a copy of the report to the State Board of Education.</u></i></p>



MEETING OF THE BOARD OF GOVERNORS
November 19, 2020

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 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:

- *DTH v. University of North Carolina*
- *Staton v. UNC, et al.*
- *Lannan v. UNC System*
- *SFFA v. UNC*

Pursuant to: G.S. 143-318.11(a)(1) and (3).

APPENDIX O



MEETING OF THE BOARD OF GOVERNORS
November 19, 2020

Roll Call Vote Consent Agenda Items	
Bissette	<i>Non-voting</i>
Blue	Yes
Burris-Floyd	Yes
Byers	Yes
Clark	Yes
Coward	Yes
Daughtry	Yes
Green	<i>Non-voting</i>
Goolsby	<i>Did not vote</i>
Holley	Yes
Holmes	Yes
Holton	Yes
Hutchens	Yes
Kotis	Yes
Long	Yes
Mitchell	Yes
Murphy	Yes
Nelson	Yes
Parrish	Yes
Pope	Yes
Powers	Yes
Ramsey	Yes
Sloan	Yes
Stone	Yes
Williford	Yes

Motion carried with 22 votes in the affirmative.



MEETING OF THE BOARD OF GOVERNORS
November 19, 2020

Roll Call Vote Committee on Budget and Finance 2021-23 UNC Operating Budget Priorities	
Bissette	<i>Non-voting</i>
Blue	Yes
Burris-Floyd	Yes
Byers	Yes
Clark	Yes
Coward	Yes
Daughtry	Yes
Green	<i>Non-voting</i>
Goolsby	Yes
Holley	Yes
Holmes	Yes
Holton	Yes
Hutchens	Yes
Kotis	No
Long	Yes
Mitchell	Yes
Murphy	Yes
Nelson	Yes
Parrish	Yes
Pope	Yes
Powers	Yes
Ramsey	Yes
Sloan	Yes
Stone	Yes
Williford	Yes

Motion carried with 22 votes in the affirmative and one dissent.



MEETING OF THE BOARD OF GOVERNORS
November 19, 2020

Roll Call Vote Committee on Educational Planning, Policies, and Programs 2020 UNC System Peer Study	
Bissette	<i>Non-voting</i>
Blue	Yes
Burris-Floyd	Yes
Byers	Yes
Clark	Yes
Coward	Yes
Daughtry	Yes
Green	<i>Non-voting</i>
Goolsby	Yes
Holley	Yes
Holmes	Yes
Holton	Yes
Hutchens	Yes
Kotis	Yes
Long	Yes
Mitchell	Yes
Murphy	Yes
Nelson	Yes
Parrish	Yes
Pope	Yes
Powers	Yes
Ramsey	Yes
Sloan	Yes
Stone	Yes
Williford	<i>Did not vote</i>

Motion carried with 22 votes in the affirmative.



MEETING OF THE BOARD OF GOVERNORS
November 19, 2020

Roll Call Vote Committee on Educational Planning, Policies, and Programs Suspension of Penalty per UNC Policy 700.1.3	
Bissette	<i>Non-voting</i>
Blue	Yes
Burris-Floyd	Yes
Byers	Yes
Clark	Yes
Coward	Yes
Daughtry	Yes
Green	<i>Non-voting</i>
Goolsby	Yes
Holley	Yes
Holmes	Yes
Holton	Yes
Hutchens	Yes
Kotis	No
Long	Yes
Mitchell	Yes
Murphy	Yes
Nelson	Yes
Parrish	Yes
Pope	Yes
Powers	Yes
Ramsey	Yes
Sloan	Yes
Stone	Yes
Williford	Yes

Motion carried with 22 votes in the affirmative and one dissent.



MEETING OF THE BOARD OF GOVERNORS
November 19, 2020

Roll Call Vote Committee on University Governance UNC Health Care Board of Directors Reappointment/Appointments	
Bissette	<i>Non-voting</i>
Blue	Yes
Burris-Floyd	Yes
Byers	Yes
Clark	Yes
Coward	Yes
Daughtry	Yes
Green	<i>Non-voting</i>
Goolsby	<i>Recused</i>
Holley	Yes
Holmes	Yes
Holton	Yes
Hutchens	Yes
Kotis	Yes
Long	Yes
Mitchell	Yes
Murphy	Yes
Nelson	Yes
Parrish	Yes
Pope	Yes
Powers	Yes
Ramsey	Yes
Sloan	Yes
Stone	Yes
Williford	Yes

Motion carried with 22 votes in the affirmative.



MEETING OF THE BOARD OF GOVERNORS
November 19, 2020

Roll Call Vote Committee on University Governance UNC-TV Board of Trustee Appointment	
Bissette	<i>Non-voting</i>
Blue	Yes
Burris-Floyd	Yes
Byers	Yes
Clark	Yes
Coward	Yes
Daughtry	Yes
Green	<i>Non-voting</i>
Goolsby	Yes
Holley	Yes
Holmes	Yes
Holton	Yes
Hutchens	Yes
Kotis	Yes
Long	Yes
Mitchell	Yes
Murphy	Yes
Nelson	Yes
Parrish	Yes
Pope	Yes
Powers	Yes
Ramsey	Yes
Sloan	Yes
Stone	Yes
Williford	Yes

Motion carried with 23 votes in the affirmative.



MEETING OF THE BOARD OF GOVERNORS
November 19, 2020

Roll Call Vote Committee on Public Affairs 2021 Legislative Priorities	
Bissette	<i>Non-voting</i>
Blue	Yes
Burris-Floyd	Yes
Byers	Yes
Clark	Yes
Coward	Yes
Daughtry	Yes
Green	<i>Non-voting</i>
Goolsby	Yes
Holley	Yes
Holmes	Yes
Holton	Yes
Hutchens	Yes
Kotis	Yes
Long	Yes
Mitchell	Yes
Murphy	Yes
Nelson	Yes
Parrish	Yes
Pope	Yes
Powers	Yes
Ramsey	Yes
Sloan	Yes
Stone	Yes
Williford	Yes

Motion carried with 23 votes in the affirmative.



MEETING OF THE BOARD OF GOVERNORS
November 19, 2020

Roll Call Vote Move into Closed Session	
Bissette	<i>Non-voting</i>
Blue	Yes
Burris-Floyd	Yes
Byers	Yes
Clark	Yes
Coward	Yes
Daughtry	<i>Did not vote</i>
Green	<i>Non-voting</i>
Goolsby	Yes
Holley	Yes
Holmes	<i>Did not vote</i>
Holton	Yes
Hutchens	Yes
Kotis	Yes
Long	Yes
Mitchell	Yes
Murphy	Yes
Nelson	Yes
Parrish	Yes
Pope	Yes
Powers	<i>Did not vote</i>
Ramsey	Yes
Sloan	Yes
Stone	Yes
Williford	Yes

Motion carried with 20 votes in the affirmative.