

Designation of Millennial Campus – University of North Carolina Asheville

ISSUE OVERVIEW

G.S. 116-198.34 grants the Board of Governors authority to designate real property as a millennial campus when recommended by the president. It states that “designation shall be based on an express finding by the Board of Governors that the institution desiring to create a millennial campus has the administrative and fiscal capability to create and maintain such a campus and provided further, that the Board of Governors has found that the creation of the constituent institution’s millennial campus will enhance the institution’s research, teaching, and service missions as well as enhance the economic development of the region served by the institution.”

The UNC Asheville Board of Trustees is requesting millennial campus designation to support UNC Asheville’s Revitalization Plan, the 30-year campus master plan, and the university’s first ever 2020-2028 comprehensive capital campaign. The millennial campus designation will provide development flexibility, community engagement, innovative partnerships, and core academic mission support. The proposed properties have the potential for future development including a new performing arts center, a new OLLI facility, a new retail and mixed-use development, a conference center, improved athletic facilities, including related parking, affordable faculty housing, and other community connected and academic initiatives. The request for millennial campus designation is approximately 210.17 acres and includes the following sites:

1. Cultural and Performing Arts Center, Odyssey School & Amphitheater	32.95 acres
2. Osher Lifelong Learning Institute (OLLI)	5.80 acres
3. Rhoades House	9.53 acres
4. Kellogg Executive Leadership Center	46.29 acres
5. Athletics Facilities	37.40 acres
6. Affordable & Sustainable Faculty Housing	55.60 acres
7. Botanical Gardens of Asheville	13.80 acres
8. Riverside Properties	5.80 acres
9. Global Leadership Institute Annex	<u>3.00 acres</u>
TOTAL	210.17 acres

RECOMMENDATION

It is recommended that the Board of Governors approve the millennial campus designation with the understanding that specific projects, leases, and other actions related to the millennial campus – including those on property owned by an endowment board – shall be subject to Board of Governor’s approval unless authorized under delegated authority.



Executive Summary of UNC Asheville's Request for Millennial Campus Designation

Article 21B of Chapter 116 of the North Carolina General Statutes (the “**Millennial Campus Act**”) authorizes the Board of Governors of the University of North Carolina (the “**Board**”) to designate real property owned or to be acquired by a constituent institution as a “Millennial Campus” if the Board determines the designation will enhance the institution's research, teaching, and service missions and drive economic development.

UNC Asheville has recently refreshed and updated its long-range planning efforts, identifying initiatives, programs, and opportunities critical to serving its distinct role within the UNC System and maintaining its position as one of the nation's premiere public liberal arts institutions.

UNC Asheville is requesting Millennial Campus designation for the property shown on the maps attached as Exhibit A (the “**Proposed Millennial Campus**”) to provide the University with the tools and flexibility required to unlock the value of its assets, accelerate UNC Asheville's strategic vision, and underscore the central role UNC Asheville plays in supporting the vibrancy and vitality of Western North Carolina.

Leveraging the Millennial Campus Designation

UNC Asheville's trajectory over the next decade and beyond will be shaped by the successful implementation of three core initiatives—the UNC Asheville's Revitalization Plan, the 30-year campus master plan completed in 2020 and the University's first-ever 2020-2028 comprehensive capital campaign.

The UNC Asheville Revitalization Plan, completed in 2021, identified six key goals: (1) Build Fiscal Capacity, (2) Strengthen Market Position and University Impact, (3) Grow Enrollment, (4) Innovate and Evolve Academically, (5) Amplify and Improve the Student Experience and Workforce/Thought Force Outcomes, and (6) Energize State and Regional Partnerships.

From 2018-2020, UNC Asheville commissioned and completed a 30-year (2020-2050) campus master plan to align the campus assets and capital improvement program with those core priorities. To fuel its plans, UNC Asheville will soon launch its first Comprehensive Centennial Campaign with a preliminary goal to raise \$101+ million over the next 8 years when, in 2028, the University will celebrate its 100th year in service to the state and the nation.

As described below, a Millennial Campus designation would provide UNC Asheville with a full complement of tools and strategic leverage choices to ensure the successful implementation of these three vital initiatives.

- **Development Flexibility** – The Proposed Millennial Campus would provide mechanisms to maximize the value and revenue potential of UNC Asheville's real estate assets and provide additional delivery and financing options to address UNC Asheville's identified capital investment needs.
- **Community Engagement** – The Proposed Millennial Campus would create opportunities for UNC Asheville to deepen its engagement and impact with the community, highlighting UNC Asheville's influence in the region and raising awareness and support for its fundraising efforts.
- **Innovative Partnerships** – The Proposed Millennial Campus would help build UNC Asheville's organizational capacity by leveraging the resources and expertise of the robust regional private



sector, allowing UNC Asheville to pursue valuable public-private partnership opportunities while remaining focused on its core distinctive academic and co-curricular mission within the UNC System and the State of North Carolina.

- **Core Academic Mission Support** – The Proposed Millennial Campus would provide UNC Asheville with creative pathways to offer and expand initiatives, programs, and services designed to scale significantly its nationally recognized academic profile, strengthen its market position and its recruiting and retention efforts, and to enrich the student and faculty-staff experiences with highly robust corporate and non-profit regional partners.

Proposed Millennial Campus Projects & Initiatives

UNC Asheville continues to evaluate and validate the feasibility and strategic priority of the projects and initiatives identified in its Revitalization and Campus Master plans. The table below provides a brief overview of the key projects under consideration, how these fit into UNC Asheville’s strategic objectives and its vision for the Proposed Millennial Campus, given the significant benefit the Millennial Campus designation would provide. Details regarding additional projects that are also included in the Proposed Millennial Campus are provided in [Exhibit B](#).

Initiative	Description & Strategic Rationale
Cultural and Performing Arts Center, Odyssey School, & Amphitheater (22.15 Acres – Map Zone A and 9.4 Acres – Map Zone A1a or 1.4 Acres – Map Zone A1b)	<ul style="list-style-type: none"> ▪ Facilitates potential partnerships with the City, County & other cultural organizations to develop a performing arts center to serve UNCA and Western North Carolina ▪ Would potentially house UNCA’s drama & music programs, performance venues for the Asheville Symphony and Broadway-style shows, the Asheville Museum of Science, a WNC History & Cultural Center & a donor-funded planetarium ▪ Provides flexibility to pursue creative solutions to construct an outdoor performance venue to support UNCA’s musical and theatrical programs and host other community events ▪ Would bolster the region’s cultural arts scene and create synergies with the development of the proposed Performing Arts Center or the new OLLI facility, depending on the amphitheater’s location
Osher Lifelong Learning Institute (5.8 Acres – Map Zone B)	<ul style="list-style-type: none"> ▪ Facilitates development and construction of new facility for OLLI to meet expanding demand for UNCA’s nationally acclaimed lifelong learning community ▪ Would facilitate partnerships with City and County organizations to create a “one-stop shop” to serve the region’s aging population ▪ Would optimize OLLI’s location to encourage community engagement and address topographical and congestion-related issues with existing site



Initiative	Description & Strategic Rationale
Rhoades House (9.53 Acres – Map Zone C)	<ul style="list-style-type: none"> Facilitates partnerships with the private sector to explore the redevelopment of a residential estate along an important north-south corridor that connects UNCA to downtown Asheville Would allow UNCA to choose from a number of options to optimize use of the site, ranging from minor renovations and programmatic changes to an entirely new retail & mixed-use development
Kellogg Executive Leadership Center (46.29 Acres – Map Zone D)	<ul style="list-style-type: none"> Provides flexibility to pursue creative approaches to optimize the use and noncommercial development of a large site surrounding the Kellogg home in Henderson County Would allow UNCA to partner with the YMCA and other community organizations to expand its presence in and service to Henderson County Would provide the opportunity to explore development plans with the private sector to take advantage of the site's natural beauty and strategic location to create a premier conference center to host academic conferences, lecture series & resident programs for visiting scholars
Athletics Facilities (37.4 Acres – Map Zone E)	<ul style="list-style-type: none"> Provides flexibility to address identified needs for improvements to on-campus track, baseball, soccer, tennis, sports medicine & administrative facilities, plus related parking & other support facilities Would provide suitable facilities for all sports, allow UNCA to host NCAA and other events & bolster UNCA's fundraising efforts

Administrative & Fiscal Capacity Considerations

In addition to finding that a Millennial Campus would enhance the institution's core mission and the economic development of the region it serves, in approving a request for Millennial Campus designation, the Board must also find that the institution has the fiscal and administrative capability to create and maintain the Millennial Campus.

To ensure effective and coordinated oversight of the Proposed Millennial Campus, UNC Asheville has created a special Millennial Campus Leadership team to bring more than 140 years of experience at UNC Asheville across a range of academic disciplines and higher education leadership. Members of the Leadership Team, which include the Chancellor and several members of her cabinet, will oversee all aspects of the Millennial Campus's creation and operation. The Leadership Team members are listed in [Exhibit C](#).

UNC Asheville intends to use its expanded authority to partner with the private sector and other organizations to expand its administrative and fiscal capacity, allowing it to leverage outside resources and expertise to pursue valuable opportunities while maintaining its focus on UNCA's core distinctive academic and co-curricular mission for the UNC System and for the State of North Carolina.



Conclusion

UNC Asheville requests the support of the Board of Trustees and the President in seeking the Board of Governors approval of the University of North Carolina Asheville's Millennial Campus for the following reasons:

- The Proposed Millennial Campus will provide UNC Asheville with the tools and flexibility it needs to ensure the successful implementation of its strategic initiatives, maximizing UNC Asheville's future fiscal and academic capacity.
- The Proposed Millennial Campus will help strengthen UNC Asheville's state and nationally recognized distinctive academic and co-curricular mission by (1) creating and expanding new academic programs dedicated to meeting workforce needs in the region and the state, expanding high leverage productive relationships in the University's flagship programs in mechatronics/robotics, public health, climate science and environmental resiliency, health sciences, and digital humanities; and (2) providing creative research and workforce regional needs and challenges.
- The Proposed Millennial Campus will grant UNC Asheville the flexibility to collaborate with the Asheville and WNC community to (1) enrich the region's cultural offerings, (2) spur development in the private sector, (3) generate new, diversified, and sustainable revenues for UNC Asheville, and (4) help ensure the intentional, strategic development of key land holdings surrounding UNC Asheville's campus.
- Finally, the Millennial Campus Leadership Team has the demonstrated seasoned and fiscally grounded expertise and proven experience to ensure UNC Asheville and the citizens of the State realize the benefits promised from the UNC Asheville Millennial Campus designation for years to come.

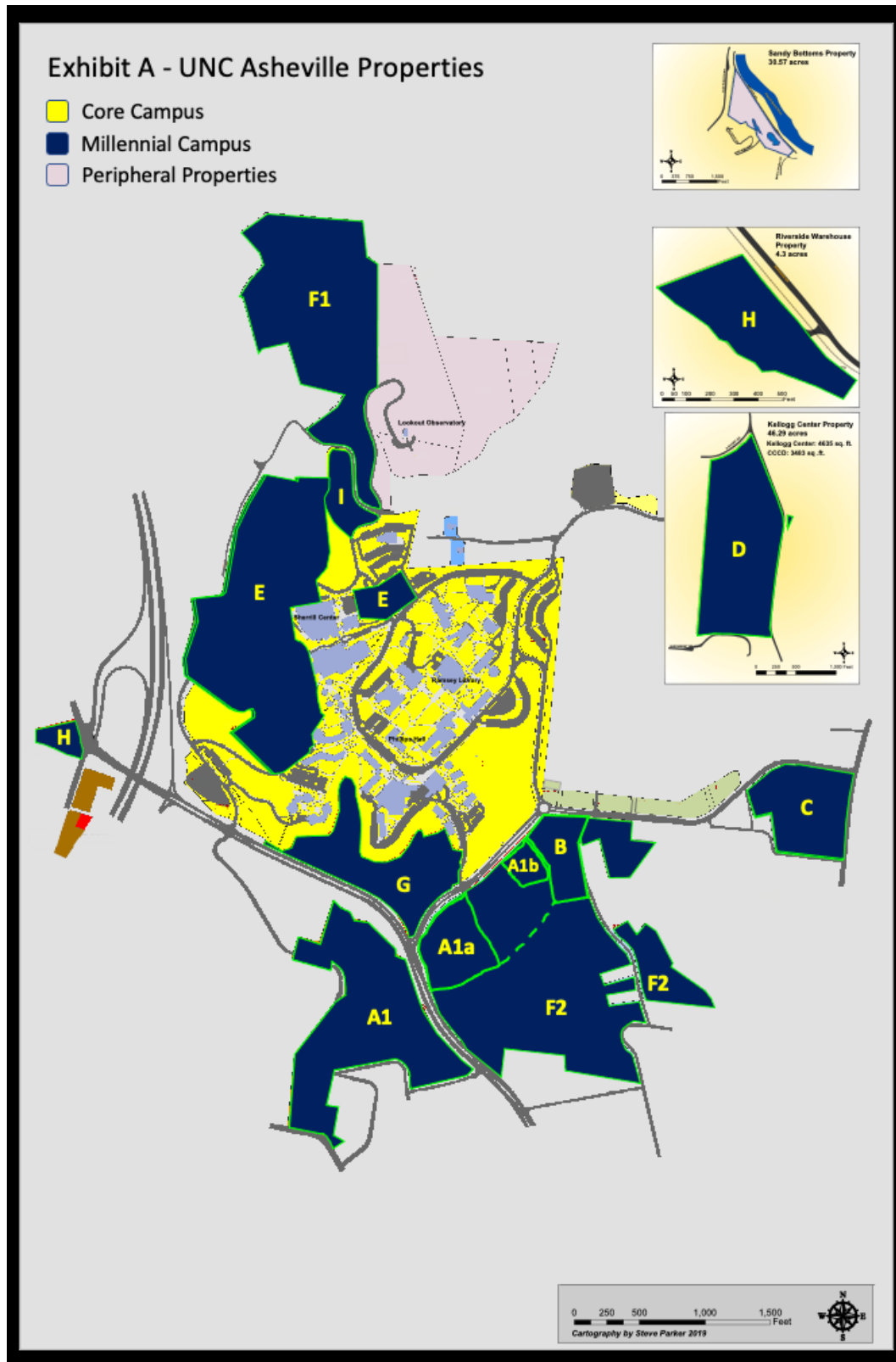




Exhibit B

Proposed Millennial Campus Projects & Initiatives – Additional Projects

Initiative	Description & Strategic Rationale
<p>Affordable & Sustainable Faculty Housing (30.0 Acres – Map Zone F1)</p> <p><i>and/or</i></p> <p>(25.6 Acres - Map Zone F2)</p>	<ul style="list-style-type: none"> ▪ Allows UNCA to partner with private sector to construct & manage sustainable faculty housing and senior living facilities on one or two parcels to help meet the need for affordable housing in Asheville ▪ Would generate revenue and fundraising opportunities while supporting faculty recruitment & retention ▪ Would connect the housing development with OLLI, UNCA's campus, and the adjacent neighborhoods to create a walkable, integrated, multigenerational, and affordable community (<i>Map Zone H location</i>)
<p>Botanical Gardens of Asheville (13.8 Acres – Map Zone G)</p>	<ul style="list-style-type: none"> ▪ Facilitates a more robust partnership with the Botanical Gardens of Asheville and the construction of a new joint welcome center on the edge of UNCA's campus ▪ Would create a focal point to serve as a strategic gateway to UNCA's campus, improving access for visitors & enhancing UNCA's recruiting efforts
<p>Riverside Properties (5.8 Acres – Map Zone H)</p>	<ul style="list-style-type: none"> ▪ Facilitates partnerships with the private sector to optimize the use & development of parcels located near a busy corridor along the French Broad River ▪ Would allow UNCA to generate revenue while shaping the long-term development of the campus' perimeter consistent with UNCA's strategic vision ▪ Would provide UNCA with the opportunity to connect its programming and development plans to the River Arts District, the French Broad River Greenway & a growing recreational & outdoor adventure scene
<p>Global Leadership Institute Annex (3.0 Acres – Map Zone I)</p>	<ul style="list-style-type: none"> ▪ Allows UNCA to partner with private sector to construct a specialized housing and meeting facility to support UNCA's global leadership institute ▪ Would facilitate global leadership institute fellows and scholars becoming fully engaged members of the campus community during their extended working visits. ▪ Expand UNCA's ability to engage both the university and broader communities via meetings, lectures, and workshops without utilizing space needed for the core academic mission.



Exhibit C

Members of UNC Asheville's Millennial Campus Leadership Team

- UNC Asheville Chancellor – Nancy J. Cable
- UNC Asheville Provost- Garikai Campbell
- Vice Chancellor for Budget and Finance – John G. Pierce
- Vice Chancellor for Student Affairs – Bill Haggard
- Vice Chancellor for University Advancement – Kirk Swenson
- Vice Chancellor for Human Resources, Institutional Equity and General Counsel – Heather Parlier
- Director of Athletics and University Enterprises– Janet Cone
- Associate Vice Chancellor for Campus Operations – David Todd
- Chief University Research Officer and Director of Corporate and Foundation Relations – Tim Elgren
- Director of Space Planning and Professor of Chemistry – Keith Krumpe



Core Initiatives for UNC Asheville

- **UNC Asheville Revitalization Plan**
 - Build Fiscal Capacity and Efficiency; Amplify Market Position and Institutional Impact; and Energize Local, State and Regional Partnerships
 - Innovate and Evolve Academically, and Improve the Student Experience and Workforce/Thought Force Outcomes
 - Grow Enrollment
- **Campus Master Plan 2050**
 - 30-year plan – 2020s, 2030s and 2040s
 - Campus Edges, Arrival, Neighborhoods, and Connections
- **2020-2028 Comprehensive Centennial Campaign**
 - 1st comprehensive campaign – 2028 – 100th year of service to state and nation
 - Goal of \$101 million over next eight years
- **Millennial Campus**
 - Millennial Campus designation is vital to the successful implementation of these three core/key initiatives

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UNIVERSITY of NORTH CAROLINA
ASHEVILLE

UNC Asheville Properties

- Core Campus
- Millennial Campus
- Peripheral Properties

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Millennial Campus Benefits

- **Development Flexibility**
 - Maximize real estate revenue
 - Added capital and financing options
- **Rhoades House and Property**
 - 10 acres at a key Asheville intersection
 - University gateway along a vital north-south regional corridor
 - Potential to facilitate mixed use, private sector development through partnerships

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UNC Asheville Properties

- Core Campus
- Millennial Campus
- Peripheral Properties

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Millennial Campus Benefits

- **Community Engagement**
 - Deepen community engagement
 - Highlight UNC Asheville's regional influence and support for its fund-raising efforts
- **Osher Lifelong Learning Institute**
 - Nationally acclaimed
 - 2,500+ community members
 - Increase vitality through expanded facilities and programming
 - Investigating joint programming and facilities with the proposed Buncombe County Active Aging Center

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ASHEVILLE

UNC Asheville Properties

- Core Campus
- Millennial Campus
- Peripheral Properties

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Millennial Campus Benefits

- Core Academic Mission Support**
 - Robust corporate and non-profit partnerships to enrich student and faculty learning and research experiences
 - Provide pathways to expand academic initiatives and increase UNC Asheville's influence throughout the region and beyond
- Cultural and Performing Arts Center (CPAC)**
 - UNCA Music and Drama
 - UNCA Planetarium
 - Museum of Science
 - NC Div. Nat. & Cult. Res. WNC History Museum
 - City/County performance venue collaborations
 - Significant local funding

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ASHEVILLE

UNC Asheville Properties

- Core Campus
- Millennial Campus
- Peripheral Properties

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Proposed Millennial Campus Properties

- A1 Cultural and Performing Arts Center and Odyssey School
- A1a Possible Amphitheater Sites
- A1b Possible Amphitheater Sites
- B OLLI Building and Proposed Buncombe County Active Aging Center
- C Rhoades Property Mixed-Use Development and Gateway
- D Kellogg Executive Leadership Center
- E Athletic Facilities
- F1 Sites for Affordable and Sustainable Faculty and Staff Housing
- F2 Sites for Affordable and Sustainable Faculty and Staff Housing
- G Botanical Gardens and Shared Welcome Center
- H Riverside Properties
- I Global Leadership Institute Annex

UNIVERSITY of NORTH CAROLINA
ASHEVILLE

Organizational Chart of Millennial Campus Oversight and Leadership

UNC Asheville Board of Trustees

Millennial Campus Leadership Team

Chancellor – Nancy J. Cable

Provost – Garikai Campbell

VC for Budget & Finance – John G. Pierce

VC for Student Affairs – Bill Haggard

VC for University Advancement – Kirk Swenson

VC for HR, Inst. Equity and General Counsel – Heather Parlier

Director of Athletics and University Enterprises – Janet Cone

AVC for Campus Operations – David Todd

CRO and Dir. of Corp. and Foundation Relations – Tim Elgren

Dir. of Space Planning and Prof. of Chemistry – Keith Krumpke

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Thank You!

