



MEETING OF THE BOARD OF GOVERNORS
Committee on Budget and Finance

September 15, 2021 at 9:30 a.m.
Via Videoconference and PBS North Carolina Live Stream
University of North Carolina System Office
Center for School Leadership Development, Board Room
Chapel Hill, North Carolina

AGENDA

- A-1. Approval of the July 21, 2021 MinutesJames L. Holmes, Jr.
- A-2. Task Force on Pricing, Flexibility, and Affordability UpdateWendy Floyd Murphy
- A-3. 2021-23 Authorization of Delegated Authority – Allocation of FundsJennifer Haygood
- A-4. FY 2023 All-Funds Budget UpdateJennifer Haygood
- A-5. 2022-23 Tuition and Fees InstructionsJennifer Haygood
- A-6. Briefing on Analysis of UNC System Workforce Trends – Part IIJennifer Haygood
- A-7. Revisions to the UNC System Fees PolicyJennifer Haygood
- A-8. Capital Project Reporting Requirement (G.S. 143C-8-14)..... Katherine Lynn
- A-9. Capital Improvement Projects Katherine Lynn
- A-10. Sale of Special Obligation Bonds – N.C. A&T State University.....Jennifer Haygood
- A-11. Sale of Special Obligation Bonds – UNC CharlotteJennifer Haygood
- A-12. 2020-21 Annual Report of the Committee on Budget and FinanceJennifer Haygood
- A-13. Other BusinessJames L. Holmes, Jr.
- A-14. Adjourn

Additional Information Available:

HEERF Awards and Expenditures through June 30, 2021
FY21 Year-End General Fund Update

DRAFT MINUTES

July 21, 2021

Via Videoconference and PBS North Carolina Live Stream
University of North Carolina System Office
Center for School Leadership Development, Board Room
Chapel Hill, North Carolina

This meeting of the Committee on Budget and Finance was presided over by Chair James L. Holmes, Jr. The following committee members, constituting a quorum, were present in person, by video, or phone: Jimmy Clark, J. Alex Mitchell, Wendy Floyd Murphy, and Lee Roberts. The following committee member was absent: Michael Williford.

Chancellors participating were Robin Cummings, Sheri Everts, and Randy Woodson. Staff members present included Jennifer Haygood, Lindsay McCollum Farling, Katherine Lynn, and others from the UNC System Office.

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

Chair James L. Holmes, Jr. called the meeting to order at 10:00 a.m., on July 21, 2021, and called for a motion to approve the open session minutes of May 26, 2021, for the joint meeting of the Committee on Budget and Finance and the Committee on Personnel and Tenure as well as for the regular meeting of the Committee on Budget and Finance.

MOTION: Resolved, that the Committee on Budget and Finance approve the open session minutes of May 26, 2021, for the joint meeting of the Committee on Budget and Finance and the Committee on Personnel and Tenure as well as for the regular meeting of the Committee on Budget and Finance, as distributed.

Motion: Lee Roberts

Motion: Carried

2. Revisions to the UNC System Tuition Policy (A-2)

Senior Vice President Jennifer Haygood presented the UNC System Tuition Policy revisions. It was recommended that the existing policy be updated and reorganized so that tuition, fees, and waivers and refunds are addressed in three separate sections of the policy manual. Ms. Haygood stated that the recommended changes will align with the current tuition-setting process. The updated tuition policy would supersede the existing Section 1000.1.1, Establishing Tuition and Fees, and repeal Sections 1000.1.2, 1000.1.3, 1000.1.5, and 1000.1.7, which were either obsolete or are addressed in the amended policy. Changes related to fees and waivers and refunds will be recommended in subsequent meetings.

MOTION: Resolved, that the Committee on Budget and Finance approve the revisions to the UNC System Tuition Policy and recommend them to the full Board of Governors for a vote through the consent agenda at its next meeting.

Motion: Jimmy Clark

Motion carried

3. Report on Need-Based Aid from Tuition 2021-22 (A-3)

Ms. Haygood reviewed the report on Need-Based Aid from Tuition for FY 2021-22. In October 2014, the Board's Working Group on Financial Aid and Tuition recommended several changes. These included the implementation of a limit on need-based aid funded by tuition to a 15 percent maximum of the institution's total base tuition revenue, along with a requirement that institutions report to the Committee on Budget and Finance on an annual basis regarding tuition used for need-based aid. The report confirmed that all institutions complied.

This item was for information only.

4. Capital Improvement Projects – University of North Carolina at Chapel Hill and University of North Carolina School of the Arts (A-4)

Senior Associate Vice President Katherine Lynn presented two new capital improvement project requests for the University of North Carolina at Chapel Hill, including the Neurosciences Research Building Lab Equipment Replacement and Modernization and Parking Deck/Lot and Camera Upgrades with a combined total request of \$3.7 million. In addition, the UNC School of the Arts requested an increased authorization for its Performance Place Renovations in the amount of \$400,000.

MOTION: Resolved, that the Committee on Budget and Finance approve the three capital improvement project requests from UNC-Chapel Hill and the UNC School of the Arts and recommend them to the full Board of Governors for a vote through the consent agenda.

Motion: Lee Roberts

Motion carried

5. Acquisition of Property by Deed and Disposition of Property by Demolition – UNC Pembroke (Item A-5)

Ms. Lynn gave an overview of the acquisition of property by deed and disposition by demolition requested by The University of North Carolina at Pembroke. The request for the authorization includes the acquisition by deed The Lodge at Pembroke and the demolition of the fire-damaged structure. The property consists of eight contiguous parcels totaling approximately 12.18 acres and is located adjacent to the campus. The total appraised value of the eight parcels was \$1,280,000. The negotiated purchase price was \$825,000. The properties would be purchased with \$550,000 from F&A funds and \$275,000 from other trust funds.

MOTION: Resolved, that the Committee on Budget and Finance approve UNC Pembroke's request for acquisition of property by deed and disposition by demolition and recommend it to the full Board of Governors for a vote through the consent agenda.

Motion: J. Alex Mitchell

Motion carried

6. Sale of Special Obligation Bonds – Fayetteville State University (Item A-6)

Ms. Haygood presented Fayetteville State University's request for authorization to issue special obligation bonds in a principal amount not to exceed \$21 million. The purpose of the request was for the (1) refunding of callable maturities of FSU's General Revenue Bonds, Series 2013A, and (2) paying costs of issuance with respect to the 2023 Bonds. It was estimated that the campus could achieve approximately \$3.8 million in net present value savings by refunding the 2013A Bonds, or approximately 19 percent of the par amount refunded, which was based on a cost of funds of approximately 3.2 percent.

MOTION: Resolved, that the Committee on Budget and Finance approve Fayetteville State University's request for sale of special obligation bonds and recommend it to the full Board of Governors for a vote through the consent agenda.

Motion: Jimmy Clark

Motion carried

7. Sale of Special Obligation Bonds – The University of North Carolina at Greensboro (Item A-7)

Ms. Haygood presented The University of North Carolina at Greensboro's request for authorization to enter into a forward delivery agreement with Morgan Stanley & Co. LLC under which the Board would commit to issuing special obligation bonds in 2024 in an amount not to exceed \$92.385 million at Morgan Stanley's option, to be purchased by Morgan Stanley to refund the General Revenue Bonds, Series 2014 maturing on and after April 1, 2025. UNC Greensboro could realize upfront savings of approximately \$11 million, or approximately 11.9 percent of the par amount of the refunded bonds from the forward delivery refunding.

In addition, UNC Greensboro would be authorized to use the proceeds from entering into the Agreement for the following purposes: (1) in the amount of \$10,330,306, plus up to 5 percent of such amount to pay issuance expenses and related costs, to fund The Arts Place at Tate and Gate authorized by S.L. 2021-74 plus any additional amount subsequently approved by the Board and authorized by the Director of the Budget to be used to fund the Special Obligation Project and (2) any remaining amount of the proceeds either to defease the 2014 Bonds maturing before April 1, 2025, or to downsize the 2024 Bonds.

MOTION: Resolved, that the Committee on Budget and Finance approve UNC Greensboro's request for sale of special obligation bonds and recommend it to the full Board of Governors for a vote through the consent agenda.

Motion: Lee Roberts

Motion carried

8. Sale of Special Obligation Bonds — University of North Carolina Wilmington (Item A-8)

Ms. Haygood presented UNC Wilmington's request for authorization to issue special obligation bonds in an aggregate principal amount not to exceed \$9.75 million, plus an additional amount not to exceed 5 percent of such principal amount, to finance the construction of the Walton Drive Student Village – Recreational Fields and Facilities on UNCW's campus and pay costs incurred in connection with the issuance of the 2021 Bonds. The project will be funded from a portion of the existing student debt service fee, which was used to retire debt and will be redirected to the proposed project.

MOTION: Resolved, that the Committee on Budget and Finance approve UNC Wilmington's request for sale of special obligation bonds and recommend it to the full Board of Governors for a vote through the consent agenda.

Motion: Lee Roberts

Motion carried

9. Sale of Special Obligation Bonds — Winston-Salem State University (Item A-9)

Ms. Haygood presented Winston-Salem State University's request for authorization to issue special obligation bonds in a principal amount not to exceed \$27 million for the purpose of (1) refunding the callable maturities of WSSU's General Revenue Bonds, Series 2013, and (2) paying costs of issuance with respect to the 2022 Bonds. Due to the favorable interest rate environment, WSSU estimated that it can achieve approximately \$6 million in net present value savings by refunding the 2013 Bonds, or approximately 24 percent of the par amount refunded, which was based on a cost of funds of approximately 2.5 percent.

MOTION: Resolved, that the Committee on Budget and Finance approve Winston-Salem State University's request for sale of special obligation bonds and recommend it to the full Board of Governors for a vote through the consent agenda.

Motion: Lee Roberts

Motion carried

10. Other Business (A-10.)

Chair Holmes outlined six priorities for FY2022, four to be handled with the Budget and Finance Committee and two that will be assigned to the Pricing, Flexibility, Affordability Task Force (PFA). These priorities included completion of the All-Funds Budget, State Capital and Infrastructure Fund (SCIF) Projects, Short Session Legislative Budget Priorities, and developing a Millennial Campus policy. The committee will work with PFA on updating the Tuition and Fee policy as well as Cost of Attendance.

There being no further business and without objection, the meeting adjourned at 10:33 a.m.

Michael Williford, Secretary

AGENDA ITEM

A-2. Report from the Task Force on Pricing, Flexibility, and AffordabilityWendy Floyd Murphy

| | |
|--------------------|---|
| Situation: | The committee will hear a report on the work of the Task Force on Pricing, Flexibility, and Affordability. |
| Background: | As the policymaking body for the UNC System, it is important that the Board periodically step back and examine whether the existing approach to tuition and fees aligns with the System's goals for affordability, efficiency, and student success. To this end, the Task Force on Pricing, Flexibility, and Affordability was appointed to undertake a strategic review of tuition and fee policies and identify whether there are reforms that could improve our ability to better serve the interests of our students, taxpayers, and universities. The context for the review will be the Board's commitments to reducing student debt, providing access to a quality university education, and on-time degree completion, as reflected in the UNC System's 2017-2022 strategic plan. |
| Assessment: | The report will provide an update on the Task Force's August meeting, which focused on the issue of total cost of attendance. |
| Action: | This item is for information only. |

AGENDA ITEM

A-3. 2021-23 Authorization of Delegated Authority – Allocation of Funds.....Jennifer Haygood

| | |
|--------------------|--|
| Situation: | The 2021-23 State budget may be finalized before the next meeting of the Board of Governors. |
| Background: | Each year when the State budget is finalized, the Committee on Budget and Finance recommends allocations of funds made available by the General Assembly to the Board of Governors. |
| Assessment: | It is recommended that the Committee on Budget and Finance be delegated the authority to allocate funds made available by the General Assembly, if the State budget is ratified prior to the November Board meeting. There will be a special meeting for this purpose and the entire Board will be invited to participate, either in person or via Zoom. |
| Action: | This item requires a vote by the committee and a vote by the full Board of Governors. |

AGENDA ITEM

A-4. FY 2023 All-Funds Budget UpdateJennifer Haygood

Situation: In order to further the financial management of the University of North Carolina System, all constituent institutions are required to develop a comprehensive, all-funds budget for Fiscal Year 2023 and annually thereafter.

Background: North Carolina has a long history of state support for public higher education, resulting in substantial state appropriations and low tuition. For the majority of the System's history, these two revenue sources were the primary revenues that supported System operations. Both of these revenues are considered state General Fund revenues that are governed by strong regulations for budgeting.

UNC System institutions' operations are also supported by various other fund sources, called Institutional Trust Funds in the General Statutes, which are comprised of revenues from auxiliary enterprises, federal grants and contracts, donor funds, and student fees. Historically, these revenues have not been subject to the same formal budgeting requirements. Over time, these Institutional Trust Funds have grown and now comprise half of UNC System revenues. The fact that the UNC System has not operated with a formal budgeting process is an enterprise risk that can and should be addressed.

Assessment: Budgeting is a common best practice for both private and public organizations. At its May 2021 meeting, the Board determined that a comprehensive, all-funds budget is needed to provide the necessary structural foundation for the execution of the University's strategic plan and to ensure the delivery of the System's mission in a financially sustainable manner.

The System Office has been working with campuses to develop a common template and standard budgeting conventions for the new all-funds budget requirement. At its May 2022 meeting, the Board will receive a compilation of the institutions' FY 2023 budgets and narratives describing how the budgets allocate resources to support progress towards strategic goals, improved efficiency, and financial sustainability.

Action: This item is for information only.



UNC SYSTEM FY 2023 ALL-FUNDS BUDGET STATUS UPDATE

***Board of Governors
Committee on Budget and Finance***

September 15, 2021

Why Develop an All-Funds Budget?

- Better align resources with strategic priorities
- Promote stewardship and financial sustainability
- Better understand the impact of discrete decisions on the broader financial picture
- Improve transparency and campus engagement
- Strengthen the fiduciary responsibility of the Boards of Trustees

G.S. 116-1(b) – “...In the fulfillment of this mission, the University shall seek an efficient use of available resources to ensure the highest quality in its service to the citizens of the State.”

All-Funds Budget – Current Status

- Provided each campus with budget template populated with FY20 actual data
- Discussed various technical issues with internal working group comprised of budget and finance staff across the UNC System
- Developed standard budgeting conventions to promote consistency across campuses

All-Funds Budget Guidance to Campuses

- Budgeting process and campus involvement
- Policy priorities:
 - Alignment with strategic goals
 - Improved efficiency
 - Financial sustainability and enterprise risks
- Submission requirements:
 - Completed budget template
 - Budget narrative
 - Campus process checklist



AGENDA ITEM

A-5. 2022-23 Tuition and Fees InstructionsJennifer Haygood

- Situation:** The annual process for establishing tuition and fees begins with the senior vice president for finance and administration issuing instructions to the institutions for submitting requests for consideration by the Board of Governors. These instructions communicate the parameters that campuses must stay within when developing their requests.
- Background:** G.S. 116-143 requires that the Board of Governors fix the tuition and fees, not inconsistent with the actions of the General Assembly, at the constituent institutions of the University of North Carolina System.
- Assessment:** The committee discussion will guide the instructions issued to the constituent institutions, ensuring alignment with committee.
- Action:** This item is for discussion only.



2022-23 TUITION AND FEES INSTRUCTIONS

**Board of Governors
Committee on Budget and Finance**

September 15, 2021

Constitutional Mandate

“The General Assembly shall provide that the benefits of the University of North Carolina and other public institutions of higher education, as far as practicable, be extended to the people of the State free of expense.”

– NC Constitution – Article IX, Section 9

Purpose of Tuition and Fees

- Tuition supports the general provision of education on a campus. Tuition revenues can be used for faculty and certain staff salaries, academic support, student services, libraries, and other critical needs.
- Fees support specific activities/services and funds generated by fees are restricted to that purpose. Fees differ from tuition in several important ways:
 - Fees are identical for resident and nonresident students.
 - The direct operational expenses of fee-supported activities are funded entirely from fee revenues without any direct state appropriations.

Student Fees Approved by the BOG

- **Mandatory Fees**
 - Athletics
 - Health Services
 - Student Activities
 - Educational and Technology
 - Campus Security
 - Debt Service
 - Association of Student Government (\$1)
- **Special Fees**
- **Application Fees**

Policy/Legislative Requirements for Setting Tuition and Fees

| Category | Guidance/Policy/Legislative Requirement |
|-----------------------------------|---|
| Tuition | |
| Undergraduate Resident | Bottom quartile of an institution's public peers. Fixed tuition policy prohibits increases on continuously enrolled students. * |
| Undergraduate Nonresident | Higher than resident rate*, market driven*, and reflect the full cost of providing a quality education. |
| Graduate and Professional Schools | Consistent with each program's unique market and academic requirements. |
| Fees | |
| Mandatory and Debt Service | Maximum allowable percentage increase is capped at 3%. * |
| Special | Only applicable to students engaged in particular activities or courses of study; cannot be used to supplement general academic revenues. |
| Application | Board can set different fees according to program needs. |

* Statutory requirement

2022-23 Tuition and Fees Instructions

| Tuition | Increase Allowed? |
|---|--|
| Undergraduate Resident | No |
| Undergraduate Nonresident | Yes |
| Graduate Resident | No |
| Graduate Nonresident | Yes |
| Fees | Increase Allowed? |
| Mandatory Fees (including debt service) | Any proposed increase must be offset by a commensurate decrease to another fee, unless it meets the criteria for an exception |
| Special Fees | New fees allowed only for new programs of study; increases allowed to existing fees only to cover increases in "pass-through charges"* |
| Application Fees | No |

**"Pass-through charges" are fees charged to cover costs levied by a third party (e.g., licensure exam fee).

The Board approved a \$60 campus security fee last year (\$30 increase) at all institutions, except those that would result in a total mandatory fee increase over three percent. The fee at those institutions will increase to \$60 in 2022-23.

Fee Increase Exceptions

- Limited exceptions may be considered for proposed fee increases that meet all the following criteria:
 - The fee was not increased in the last two years.
 - The fee increase will not support an increase in scope of services/activities.
 - Without the fee increase, the ending fund balance is projected to be less than four months of recurring expenses.

AGENDA ITEM

A-6. Briefing on Analysis of UNC System Workforce Trends – Part II.....Jennifer Haygood

Situation: As part of a planned review, the UNC System has been engaged in a multi-year analysis of trends in the size of the University's workforce.

Background: At the February 2021 meeting of the Committee on Personnel and Tenure, a briefing was provided on the UNC System's Job Category (JCAT) structure, which is used by our constituent institutions and the UNC System Office to identify and track positions by specific occupational category and function. In April, at a joint meeting of the Committee on Budget and Finance and the Committee on Personnel and Tenure, System Office staff provided an analysis of headcount change by job category in the UNC System over five fiscal years.

Part II of the trend analysis will address changes in the base salary of the University's workforce. This study is intended to illustrate workforce trends in functional job categories between FY16 and FY20. Workforce analysis will continue as an ongoing reporting process each fiscal year for the president and Board of Governors.

Assessment: The latest analysis will be presented to the committee.

Action: This item is for information only.



UNC SYSTEM WORKFORCE TRENDS PART II

FISCAL YEAR 2015-16 TO 2019-20

**Board of Governors
Committee on Budget and Finance**

September 15, 2021

Presentation Outline

- **Overview of UNC System Salary Base**
- **Salary Changes Over Time**
- **Factors Impacting Growth**

Overview of UNC System Salary Base

3

What is included in this analysis?

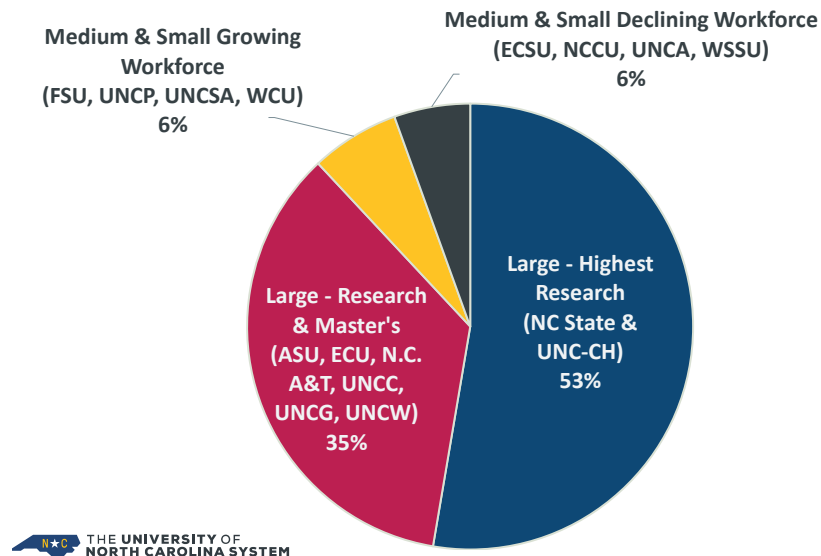
- Salary figures are the sum of the base salary, excluding benefits, that an individual would earn in one calendar year before any deductions or taxes are taken into consideration based on salary rates, effective as of October in the given year.
- This includes the permanent recurring salary of an individual, recurring supplemental salary, longevity, and other such one-time payments.
- Analysis only includes full-time FTE (>.75).

Why is this important?

- Salaries are the largest category of expense in the UNC System and represents a key fixed cost.

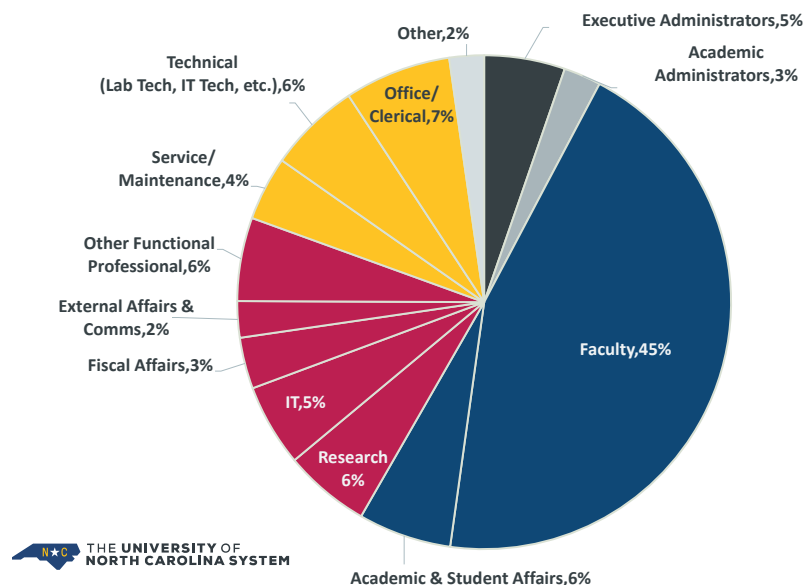
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FY 2020 Employee Salary Base: Research institutions make up a significant portion of the total



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FY 2020 Employee Salary Base: Faculty is by far the largest portion of the base salary

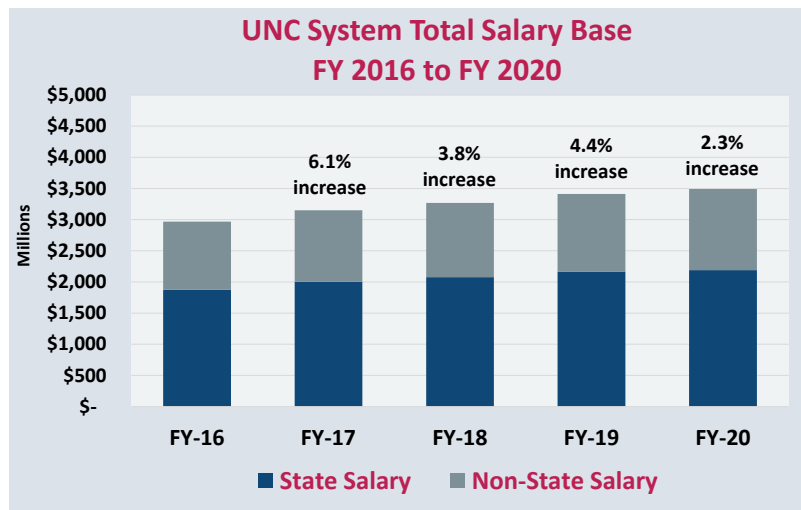


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Salary Changes Over Time

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**Total salary base has grown
4.1% a year on average**

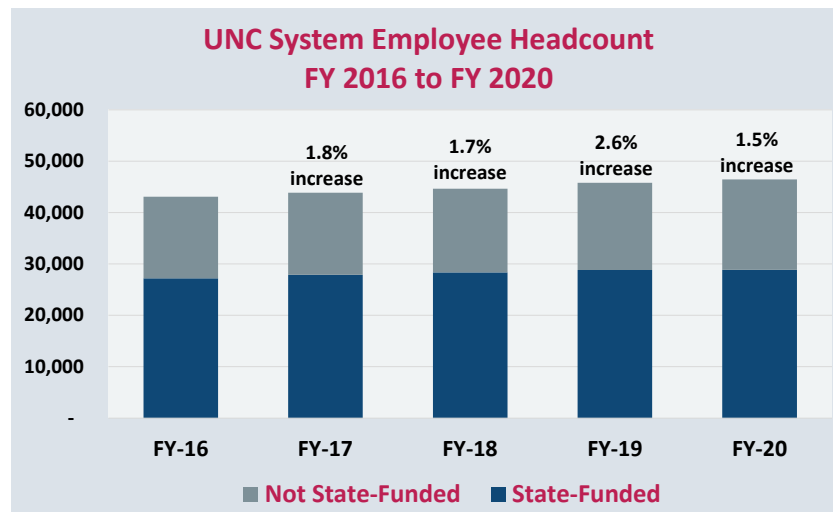


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Two Primary Drivers of Growth in Salary Base

1. **Growth in Headcount** – when new employees are hired, even if they are hired at the same average salary as existing employees, this contributes to an increase in the total salary base.
2. **Change in average salary** – legislative increases and other retention, promotion, contractual, or merit-based increases contribute to growth in the total salary base.

Employee headcount has grown 1.9% a year on average

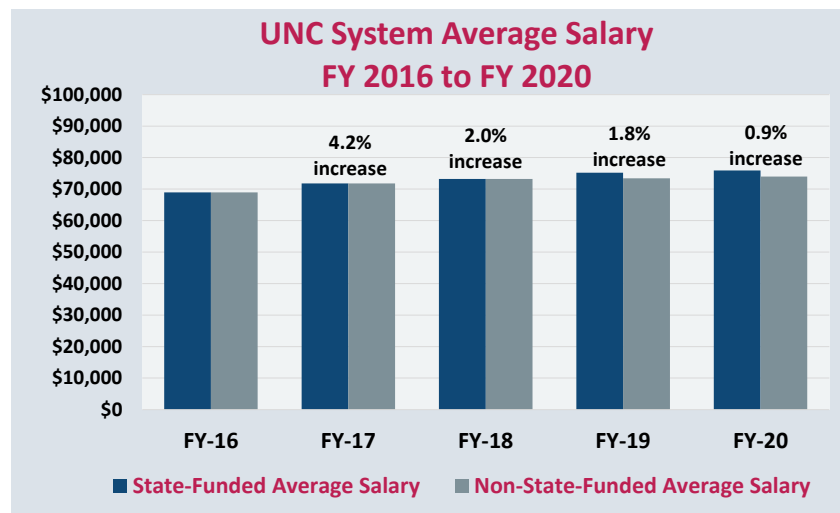


Factors Impacting Growth in Headcount

■ **Growth drivers vary by institution type, but are primarily related to:**

- **Increases in enrollment**
- **Growth in sponsored research**
- **Emphasis on student success**
- **Expansion of physical footprint**

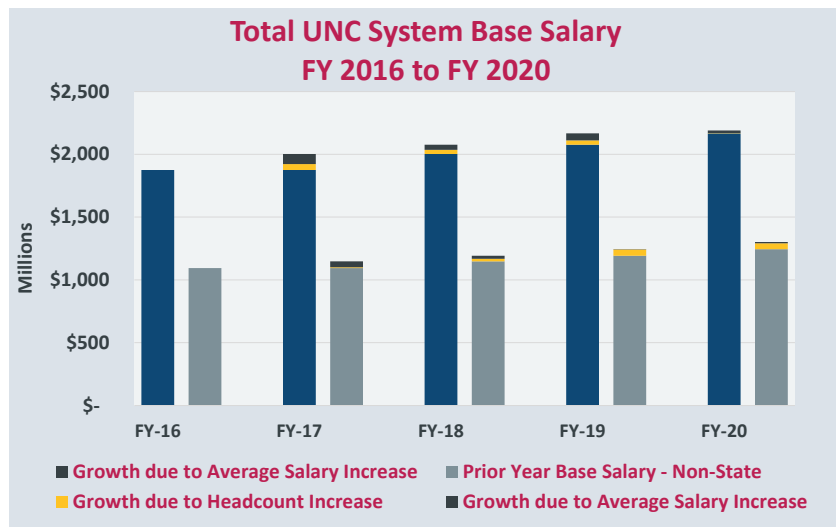
Average salary has grown 2.2% a year on average



Factors Impacting Growth in Average Salary

- **Legislative increases:**
 - FY 2016-17 – 1.5% increase and 1.5% bonus
 - FY 2017-18 – \$1,000 increase
 - FY 2018-19 – 2% increase for SHRA employees
- **Federal Fair Labor Standards Act (FLSA) increase to the salary minimum for exempt employees**
- **Increase in state minimum salary to \$31,200 in 2018**
- **Competition for talent, especially in high demand areas**
- **Competency growth, expanded job duties, equity, and market adjustments**

1.9% of the change in base salary is due to growth in headcount and 2.2% is due to growth in average salary



Compound Annual Growth Rate FY 2016 to FY 2020

| Job Category | Headcount | Avg. Salary | Salary Base |
|-------------------------------------|-------------|-------------|-------------|
| Executive Administrators | 1.4% | 2.4% | 3.8% |
| Academic Administrators | 3.3% | 1.8% | 5.2% |
| Faculty | 1.4% | 2.0% | 3.4% |
| Academic & Student Affairs | 5.3% | 2.1% | 7.6% |
| Research | 4.1% | 1.9% | 6.1% |
| Information Technology | 2.7% | 1.8% | 4.5% |
| Fiscal Affairs | 5.9% | 1.3% | 7.3% |
| Communications & Fundraising | 7.3% | 1.8% | 9.2% |
| Other Functional Professional | 2.2% | 2.9% | 5.2% |
| Service/Maintenance | 1.0% | 3.8% | 4.9% |
| Technical (Lab Tech, IT Tech, etc.) | 1.6% | 1.9% | 3.5% |
| Office/Clerical | -0.3% | 2.3% | 2.1% |
| Other | -1.2% | 2.1% | 0.9% |
| All Employees | 1.9% | 2.2% | 4.1% |

QUESTIONS?

**5-Year Change in UNC System Salary Base per Employee Headcount by Functional Area
FY 2015-16 to FY 2019-20**

| | | | Executive Admin. | Academic Admin. | Faculty | Academic & Student Affairs | Research | IT | Fiscal Affairs | Comms. & Fundraising | Other Functional Prof. | Service/ Maint. | Technical | Office/ Clerical | Other | Total | |
|-----|------------------------|----------|------------------|-----------------|----------|----------------------------|----------|----------|----------------|----------------------|------------------------|-----------------|-----------|-------------------|----------|----------|--|
| ASU | Salary Base (millions) | FY-16 | \$8.3 | \$2.2 | \$68.6 | \$10.5 | \$2.1 | \$8.0 | \$2.6 | \$2.6 | \$10.2 | \$10.9 | \$5.4 | \$13.6 | \$5.2 | \$150.2 | |
| | | FY-20 | \$10.0 | \$3.3 | \$78.9 | \$13.7 | \$3.7 | \$9.7 | \$3.8 | \$4.1 | \$12.7 | \$12.5 | \$5.3 | \$16.5 | \$6.2 | \$180.2 | |
| | | Change | \$1.7 | \$1.0 | \$10.3 | \$3.2 | \$1.6 | \$1.6 | \$1.1 | \$1.5 | \$2.4 | \$1.7 | -\$0.1 | \$2.9 | \$1.0 | \$30.0 | |
| | | % Change | 21% | 47% | 15% | 31% | 77% | 20% | 42% | 56% | 24% | 16% | -2% | 21% | 19% | 20% | |
| | | CAGR | 4.9% | 10.1% | 3.6% | 7.0% | 15.4% | 4.7% | 9.2% | 11.8% | 5.5% | 3.7% | -0.4% | 4.9% | 4.4% | 4.7% | |
| | Headcount | FY-16 | 60 | 21 | 994 | 199 | 44 | 115 | 45 | 43 | 158 | 371 | 105 | 360 | 124 | 2,639 | |
| | | FY-20 | 70 | 33 | 1,068 | 240 | 78 | 129 | 57 | 66 | 183 | 364 | 100 | 417 | 133 | 2,938 | |
| | | Change | 10 | 12 | 74 | 41 | 34 | 14 | 12 | 23 | 25 | -7 | -5 | 57 | 9 | 299 | |
| | | % Change | 17% | 57% | 7% | 21% | 77% | 12% | 27% | 53% | 16% | -2% | -5% | 16% | 7% | 11% | |
| | | CAGR | 3.9% | 12.0% | 1.8% | 4.8% | 15.4% | 2.9% | 6.1% | 11.3% | 3.7% | -0.5% | -1.2% | 3.7% | 1.8% | 2.7% | |
| | Avg. Sal/Emp | FY-16 | \$137,734 | \$106,672 | \$69,042 | \$52,540 | \$47,283 | \$69,906 | \$58,660 | \$61,322 | \$64,707 | \$29,263 | \$51,238 | \$37,701 | \$41,838 | \$56,917 | |
| | | FY-20 | \$142,978 | \$99,579 | \$73,894 | \$57,000 | \$47,244 | \$75,009 | \$65,853 | \$62,393 | \$69,191 | \$34,470 | \$52,885 | \$39,482 | \$46,332 | \$61,351 | |
| | | Change | \$5,244 | -\$7,093 | \$4,852 | \$4,460 | -\$40 | \$5,103 | \$7,192 | \$1,072 | \$4,484 | \$5,207 | \$1,647 | \$1,781 | \$4,494 | \$4,434 | |
| | | % Change | 4% | -7% | 7% | 8% | 0% | 7% | 12% | 2% | 7% | 18% | 3% | 5% | 11% | 8% | |
| | | CAGR | 0.9% | -1.7% | 1.7% | 2.1% | 0.0% | 1.8% | 2.9% | 0.4% | 1.7% | 4.2% | 0.8% | 1.2% | 2.6% | 1.9% | |
| | Other Metrics | | | Enrollment | | | | | Degrees | | | | | Gross Square Feet | | | |
| | | FY-16 | 17,932 | Change | 1,348 | | FY-16 | 4,526 | Change | 619 | | FY-16 | 2,723,361 | Change | 89,045 | | |
| | | FY-20 | 19,280 | % Change | 7.5% | | FY-20 | 5,145 | % Change | 13.7% | | FY-20 | 2,812,406 | % Change | 3.3% | | |

| | | | Executive Admin. | Academic Admin. | Faculty | Academic & Student Affairs | Research | IT | Fiscal Affairs | Comms. & Fundraising | Other Functional Prof. | Service/ Maint. | Technical | Office/ Clerical | Other | Total |
|-----|------------------------|----------|------------------|-----------------|-----------|----------------------------|----------|----------|----------------|----------------------|------------------------|-----------------|-------------------|------------------|----------|----------|
| ECU | Salary Base (millions) | FY-16 | \$14.5 | \$10.4 | \$180.6 | \$14.9 | \$3.5 | \$11.4 | \$8.4 | \$3.4 | \$16.9 | \$12.0 | \$18.4 | \$28.5 | \$6.0 | \$329.0 |
| | | FY-20 | \$15.0 | \$12.4 | \$206.1 | \$21.2 | \$4.8 | \$14.6 | \$10.4 | \$3.9 | \$18.8 | \$14.3 | \$20.6 | \$29.7 | \$6.3 | \$378.2 |
| | | Change | \$0.5 | \$2.0 | \$25.5 | \$6.3 | \$1.3 | \$3.1 | \$2.0 | \$0.4 | \$1.9 | \$2.3 | \$2.3 | \$1.3 | \$0.3 | \$49.2 |
| | | % Change | 3% | 19% | 14% | 42% | 36% | 27% | 24% | 13% | 11% | 20% | 12% | 4% | 5% | 15% |
| | | CAGR | 0.8% | 4.5% | 3.4% | 9.2% | 8.1% | 6.2% | 5.5% | 3.0% | 2.7% | 4.6% | 3.0% | 1.1% | 1.2% | 3.5% |
| | Headcount | FY-16 | 88 | 95 | 1,681 | 285 | 60 | 150 | 125 | 57 | 224 | 395 | 413 | 789 | 154 | 4,516 |
| | | FY-20 | 84 | 99 | 1,748 | 380 | 77 | 181 | 148 | 59 | 236 | 407 | 446 | 763 | 147 | 4,775 |
| | | Change | -4 | 4 | 67 | 95 | 17 | 31 | 23 | 2 | 12 | 12 | 33 | -26 | -7 | 259 |
| | | % Change | -5% | 4% | 4% | 33% | 28% | 21% | 18% | 4% | 5% | 3% | 8% | -3% | -5% | 6% |
| | | CAGR | -1.2% | 1.0% | 1.0% | 7.5% | 6.4% | 4.8% | 4.3% | 0.9% | 1.3% | 0.8% | 1.9% | -0.8% | -1.2% | 1.4% |
| | Avg. Sal/Emp | FY-16 | \$165,103 | \$109,736 | \$107,409 | \$52,376 | \$58,154 | \$76,122 | \$67,373 | \$60,284 | \$75,576 | \$30,373 | \$44,460 | \$36,080 | \$39,004 | \$72,844 |
| | | FY-20 | \$178,366 | \$125,563 | \$117,909 | \$55,811 | \$61,831 | \$80,391 | \$70,491 | \$65,584 | \$79,827 | \$35,233 | \$46,298 | \$38,965 | \$42,861 | \$79,204 |
| | | Change | \$13,263 | \$15,827 | \$10,500 | \$3,434 | \$3,677 | \$4,269 | \$3,118 | \$5,299 | \$4,251 | \$4,860 | \$1,838 | \$2,885 | \$3,857 | \$6,360 |
| | | % Change | 8% | 14% | 10% | 7% | 6% | 6% | 5% | 9% | 6% | 16% | 4% | 8% | 10% | 9% |
| | | CAGR | 2.0% | 3.4% | 2.4% | 1.6% | 1.5% | 1.4% | 1.1% | 2.1% | 1.4% | 3.8% | 1.0% | 1.9% | 2.4% | 2.1% |
| | Other Metrics | | Enrollment | | | | | Degrees | | | | | Gross Square Feet | | | |
| | | | FY-16 | 28,289 | Change | 362 | | FY-16 | 5,991 | Change | 1,402 | | FY-16 | 4,207,408 | Change | 270,976 |
| | | | FY-20 | 28,651 | % Change | 1.3% | | FY-20 | 7,393 | % Change | 23.4% | | FY-20 | 4,478,384 | % Change | 6.4% |

**5-Year Change in UNC System Salary Base per Employee Headcount by Functional Area
FY 2015-16 to FY 2019-20**

| | | | Executive Admin. | Academic Admin. | Faculty | Academic & Student Affairs | Research | IT | Fiscal Affairs | Comms. & Fundraising | Other Functional Prof. | Service/ Maint. | Technical | Office/ Clerical | Other | Total |
|------|------------------------|----------|------------------|-----------------|----------|----------------------------|----------|----------|----------------|----------------------|------------------------|-----------------|-------------------|------------------|----------|----------|
| ECSU | Salary Base (millions) | FY-16 | \$3.8 | \$0.2 | \$7.0 | \$1.9 | \$0.2 | \$1.0 | \$0.5 | \$0.5 | \$0.9 | \$1.4 | \$0.2 | \$1.8 | \$0.7 | \$20.2 |
| | | FY-20 | \$4.5 | \$0.4 | \$6.1 | \$2.3 | \$0.3 | \$0.8 | \$0.6 | \$0.3 | \$1.3 | \$1.8 | \$0.2 | \$1.5 | \$0.6 | \$20.7 |
| | | Change | \$0.7 | \$0.2 | -\$0.8 | \$0.4 | \$0.1 | -\$0.1 | \$0.1 | -\$0.2 | \$0.4 | \$0.3 | \$0.0 | -\$0.3 | -\$0.1 | \$0.5 |
| | | % Change | 18% | 74% | -12% | 21% | 33% | -14% | 19% | -36% | 41% | 24% | -20% | -16% | -19% | 3% |
| | | CAGR | 4.2% | 14.9% | -3.2% | 4.9% | 7.3% | -3.8% | 4.4% | -10.5% | 8.9% | 5.4% | -5.5% | -4.1% | -5.1% | 0.6% |
| | Headcount | FY-16 | 43 | 4 | 103 | 40 | 6 | 18 | 9 | 10 | 18 | 48 | 6 | 49 | 17 | 371 |
| | | FY-20 | 47 | 7 | 88 | 46 | 7 | 15 | 11 | 6 | 20 | 50 | 4 | 39 | 13 | 353 |
| | | Change | 4 | 3 | -15 | 6 | 1 | -3 | 2 | -4 | 2 | 2 | -2 | -10 | -4 | -18 |
| | | % Change | 9% | 75% | -15% | 15% | 17% | -17% | 22% | -40% | 11% | 4% | -33% | -20% | -24% | -5% |
| | | CAGR | 2.2% | 15.0% | -3.9% | 3.6% | 3.9% | -4.5% | 5.1% | -12.0% | 2.7% | 1.0% | -9.6% | -5.5% | -6.5% | -1.2% |
| | Avg. Sal/Emp | FY-16 | \$87,846 | \$60,702 | \$67,871 | \$46,735 | \$39,992 | \$54,527 | \$55,640 | \$48,041 | \$49,518 | \$30,131 | \$34,121 | \$36,885 | \$42,297 | \$54,317 |
| | | FY-20 | \$94,770 | \$60,371 | \$69,813 | \$49,209 | \$45,422 | \$56,013 | \$54,167 | \$51,387 | \$62,708 | \$35,763 | \$40,779 | \$39,125 | \$44,879 | \$58,530 |
| | | Change | \$6,924 | -\$331 | \$1,942 | \$2,475 | \$5,430 | \$1,486 | -\$1,473 | \$3,346 | \$13,190 | \$5,632 | \$6,658 | \$2,240 | \$2,582 | \$4,213 |
| | | % Change | 8% | -1% | 3% | 5% | 14% | 3% | -3% | 7% | 27% | 19% | 20% | 6% | 6% | 8% |
| | | CAGR | 1.9% | -0.1% | 0.7% | 1.3% | 3.2% | 0.7% | -0.7% | 1.7% | 6.1% | 4.4% | 4.6% | 1.5% | 1.5% | 1.9% |
| | Other Metrics | | Enrollment | | | | | Degrees | | | | | Gross Square Feet | | | |
| | | | FY-16 | 1,585 | Change | 184 | | FY-16 | 327 | Change | -90 | | FY-16 | 916,999 | Change | -52,235 |
| | | | FY-20 | 1,769 | % Change | 11.6% | | FY-20 | 237 | % Change | -27.5% | | FY-20 | 864,764 | % Change | -5.7% |

| | | | Executive Admin. | Academic Admin. | Faculty | Academic & Student Affairs | Research | IT | Fiscal Affairs | Comms. & Fundraising | Other Functional Prof. | Service/ Maint. | Technical | Office/ Clerical | Other | Total |
|-----|------------------------|------------|------------------|-----------------|----------|----------------------------|----------|----------|----------------|----------------------|------------------------|-------------------|-----------|------------------|----------|----------|
| FSU | Salary Base (millions) | FY-16 | \$5.0 | \$0.5 | \$19.3 | \$4.4 | \$0.1 | \$1.8 | \$0.7 | \$0.6 | \$1.7 | \$2.7 | \$1.4 | \$4.3 | \$0.9 | \$43.4 |
| | | FY-20 | \$5.4 | \$1.2 | \$22.0 | \$4.9 | \$0.1 | \$2.1 | \$0.6 | \$0.8 | \$1.7 | \$2.9 | \$1.8 | \$4.5 | \$1.1 | \$49.0 |
| | | Change | \$0.5 | \$0.6 | \$2.7 | \$0.5 | \$0.0 | \$0.3 | -\$0.1 | \$0.2 | \$0.0 | \$0.2 | \$0.4 | \$0.2 | \$0.2 | \$5.6 |
| | | % Change | 9% | 113% | 14% | 12% | -27% | 14% | -8% | 27% | 2% | 7% | 29% | 4% | 17% | 13% |
| | | CAGR | 2.2% | 20.8% | 3.3% | 2.8% | -7.5% | 3.4% | -2.0% | 6.2% | 0.6% | 1.7% | 6.5% | 1.0% | 4.1% | 3.1% |
| | Headcount | FY-16 | 43 | 8 | 256 | 99 | 2 | 30 | 14 | 13 | 30 | 87 | 39 | 133 | 26 | 780 |
| | | FY-20 | 44 | 13 | 268 | 102 | 1 | 31 | 12 | 15 | 29 | 82 | 43 | 120 | 28 | 788 |
| | | Change | 1 | 5 | 12 | 3 | -1 | 1 | -2 | 2 | -1 | -5 | 4 | -13 | 2 | 8 |
| | | % Change | 2% | 63% | 5% | 3% | -50% | 3% | -14% | 15% | -3% | -6% | 10% | -10% | 8% | 1% |
| | | CAGR | 0.6% | 12.9% | 1.2% | 0.7% | -15.9% | 0.8% | -3.8% | 3.6% | -0.8% | -1.5% | 2.5% | -2.5% | 1.9% | 0.3% |
| | Avg. Sal/Emp | FY-16 | \$115,594 | \$68,596 | \$75,484 | \$44,427 | \$35,533 | \$60,155 | \$46,579 | \$46,903 | \$55,232 | \$31,061 | \$36,575 | \$32,675 | \$35,205 | \$55,674 |
| | | FY-20 | \$123,286 | \$89,932 | \$82,029 | \$48,183 | \$52,000 | \$66,649 | \$50,028 | \$51,612 | \$58,450 | \$35,194 | \$42,672 | \$37,694 | \$38,348 | \$62,180 |
| | | Change | \$7,692 | \$21,336 | \$6,545 | \$3,756 | \$16,467 | \$6,494 | \$3,449 | \$4,709 | \$3,218 | \$4,133 | \$6,097 | \$5,019 | \$3,143 | \$6,506 |
| | | % Change | 7% | 31% | 9% | 8% | 46% | 11% | 7% | 10% | 6% | 13% | 17% | 15% | 9% | 12% |
| | | CAGR | 1.6% | 7.0% | 2.1% | 2.0% | 10.0% | 2.6% | 1.8% | 2.4% | 1.4% | 3.2% | 3.9% | 3.6% | 2.2% | 2.8% |
| | Other Metrics | Enrollment | | | | | Degrees | | | | | Gross Square Feet | | | | |
| | | FY-16 | 6,104 | Change | 447 | FY-16 | | 1,129 | Change | 140 | FY-16 | | 903,039 | Change | 16,600 | |
| | | FY-20 | 6,551 | % Change | 7.3% | FY-20 | | 1,269 | % Change | 12.4% | FY-20 | | 919,639 | % Change | 1.8% | |

**5-Year Change in UNC System Salary Base per Employee Headcount by Functional Area
FY 2015-16 to FY 2019-20**

| | | | Executive Admin. | Academic Admin. | Faculty | Academic & Student Affairs | Research | IT | Fiscal Affairs | Comms. & Fundraising | Other Functional Prof. | Service/ Maint. | Technical | Office/ Clerical | Other | Total | |
|----------|------------------------|----------|------------------|-----------------|----------|----------------------------|----------|----------|----------------|----------------------|------------------------|-----------------|-----------|-------------------|----------|----------|--|
| N.C. A&T | Salary Base (millions) | FY-16 | \$6.4 | \$6.8 | \$37.0 | \$4.0 | \$3.3 | \$3.1 | \$2.5 | \$0.7 | \$4.7 | \$4.2 | \$6.0 | \$11.0 | \$2.6 | \$92.4 | |
| | | FY-20 | \$8.4 | \$6.8 | \$40.8 | \$6.5 | \$4.3 | \$3.0 | \$4.4 | \$2.6 | \$6.7 | \$5.9 | \$5.5 | \$11.1 | \$3.1 | \$109.0 | |
| | | Change | \$2.0 | \$0.0 | \$3.8 | \$2.5 | \$0.9 | -\$0.1 | \$1.9 | \$2.0 | \$2.0 | \$1.7 | -\$0.6 | \$0.0 | \$0.5 | \$16.6 | |
| | | % Change | 31% | 0% | 10% | 61% | 28% | -4% | 79% | 297% | 42% | 42% | -10% | 0% | 20% | 18% | |
| | | CAGR | 7.0% | -0.1% | 2.5% | 12.6% | 6.4% | -1.0% | 15.7% | 41.2% | 9.2% | 9.1% | -2.5% | 0.1% | 4.7% | 4.2% | |
| | Headcount | FY-16 | 43 | 78 | 453 | 74 | 66 | 44 | 42 | 11 | 73 | 140 | 136 | 312 | 61 | 1,533 | |
| | | FY-20 | 54 | 71 | 474 | 121 | 72 | 41 | 70 | 37 | 96 | 167 | 119 | 287 | 68 | 1,677 | |
| | | Change | 11 | -7 | 21 | 47 | 6 | -3 | 28 | 26 | 23 | 27 | -17 | -25 | 7 | 144 | |
| | | % Change | 26% | -9% | 5% | 64% | 9% | -7% | 67% | 236% | 32% | 19% | -13% | -8% | 11% | 9% | |
| | | CAGR | 5.9% | -2.3% | 1.1% | 13.1% | 2.2% | -1.7% | 13.6% | 35.4% | 7.1% | 4.5% | -3.3% | -2.1% | 2.8% | 2.3% | |
| | Avg. Sal/Emp | FY-16 | \$148,744 | \$87,402 | \$81,726 | \$54,465 | \$50,223 | \$71,483 | \$58,656 | \$59,939 | \$64,745 | \$29,769 | \$44,361 | \$35,415 | \$42,359 | \$60,280 | |
| | | FY-20 | \$155,240 | \$95,746 | \$86,062 | \$53,589 | \$59,085 | \$73,811 | \$63,029 | \$70,740 | \$69,883 | \$35,419 | \$45,844 | \$38,670 | \$45,611 | \$65,025 | |
| | | Change | \$6,496 | \$8,344 | \$4,336 | -\$876 | \$8,862 | \$2,328 | \$4,373 | \$10,801 | \$5,138 | \$5,650 | \$1,483 | \$3,254 | \$3,252 | \$4,745 | |
| | | % Change | 4% | 10% | 5% | -2% | 18% | 3% | 7% | 18% | 8% | 19% | 3% | 9% | 8% | 8% | |
| | | CAGR | 1.1% | 2.3% | 1.3% | -0.4% | 4.1% | 0.8% | 1.8% | 4.2% | 1.9% | 4.4% | 0.8% | 2.2% | 1.9% | 1.9% | |
| | Other Metrics | | | Enrollment | | | | | Degrees | | | | | Gross Square Feet | | | |
| | | FY-16 | 10,852 | Change | 1,704 | | FY-16 | 1,987 | Change | 421 | | FY-16 | 2,230,671 | Change | 42,390 | | |
| | | FY-20 | 12,556 | % Change | 15.7% | | FY-20 | 2,408 | % Change | 21.2% | | FY-20 | 2,273,061 | % Change | 1.9% | | |

| | | | Executive Admin. | Academic Admin. | Faculty | Academic & Student Affairs | Research | IT | Fiscal Affairs | Comms. & Fundraising | Other Functional Prof. | Service/ Maint. | Technical | Office/ Clerical | Other | Total |
|------|------------------------|----------|------------------|-----------------|----------|----------------------------|----------|----------|----------------|----------------------|------------------------|-----------------|-------------------|------------------|----------|----------|
| NCCU | Salary Base (millions) | FY-16 | \$7.4 | \$4.2 | \$29.7 | \$5.4 | \$1.3 | \$1.8 | \$2.4 | \$1.5 | \$3.8 | \$3.8 | \$2.3 | \$7.9 | \$1.4 | \$73.0 |
| | | FY-20 | \$8.0 | \$3.5 | \$31.3 | \$6.7 | \$1.2 | \$3.4 | \$2.2 | \$1.8 | \$5.2 | \$4.3 | \$2.1 | \$8.0 | \$1.4 | \$79.2 |
| | | Change | \$0.6 | -\$0.7 | \$1.6 | \$1.4 | -\$0.1 | \$1.7 | -\$0.2 | \$0.3 | \$1.4 | \$0.5 | -\$0.2 | \$0.1 | \$0.0 | \$6.2 |
| | | % Change | 8% | -16% | 5% | 25% | -10% | 96% | -8% | 21% | 36% | 13% | -8% | 1% | -2% | 9% |
| | | CAGR | 2.0% | -4.3% | 1.3% | 5.8% | -2.5% | 18.3% | -2.2% | 4.9% | 8.0% | 3.1% | -2.2% | 0.2% | -0.4% | 2.1% |
| | Headcount | FY-16 | 65 | 63 | 405 | 109 | 30 | 28 | 42 | 28 | 61 | 117 | 43 | 212 | 37 | 1,240 |
| | | FY-20 | 58 | 49 | 397 | 124 | 22 | 52 | 36 | 26 | 76 | 120 | 42 | 196 | 33 | 1,231 |
| | | Change | -7 | -14 | -8 | 15 | -8 | 24 | -6 | -2 | 15 | 3 | -1 | -16 | -4 | -9 |
| | | % Change | -11% | -22% | -2% | 14% | -27% | 86% | -14% | -7% | 25% | 3% | -2% | -8% | -11% | -1% |
| | | CAGR | -2.8% | -6.1% | -0.5% | 3.3% | -7.5% | 16.7% | -3.8% | -1.8% | 5.7% | 0.6% | -0.6% | -1.9% | -2.8% | -0.2% |
| | Avg. Sal/Emp | FY-16 | \$114,081 | \$67,207 | \$73,320 | \$49,203 | \$43,949 | \$62,539 | \$56,892 | \$54,396 | \$62,209 | \$32,553 | \$54,202 | \$37,204 | \$39,041 | \$58,835 |
| | | FY-20 | \$138,211 | \$72,417 | \$78,765 | \$54,156 | \$54,220 | \$65,932 | \$60,744 | \$71,018 | \$68,009 | \$35,793 | \$50,868 | \$40,598 | \$43,014 | \$64,323 |
| | | Change | \$24,130 | \$5,210 | \$5,444 | \$4,953 | \$10,270 | \$3,393 | \$3,852 | \$16,622 | \$5,800 | \$3,240 | -\$3,334 | \$3,395 | \$3,973 | \$5,488 |
| | | % Change | 21% | 8% | 7% | 10% | 23% | 5% | 7% | 31% | 9% | 10% | -6% | 9% | 10% | 9% |
| | | CAGR | 4.9% | 1.9% | 1.8% | 2.4% | 5.4% | 1.3% | 1.7% | 6.9% | 2.3% | 2.4% | -1.6% | 2.2% | 2.5% | 2.3% |
| | Other Metrics | | Enrollment | | | | | Degrees | | | | | Gross Square Feet | | | |
| | | FY-16 | 8,011 | Change | | 0 | FY-16 | 1,665 | Change | | 85 | FY-16 | 1,478,739 | Change | | -73,968 |
| | | FY-20 | 8,011 | % Change | | 0.0% | FY-20 | 1,750 | % Change | | 5.1% | FY-20 | 1,404,771 | % Change | | -5.0% |

**5-Year Change in UNC System Salary Base per Employee Headcount by Functional Area
FY 2015-16 to FY 2019-20**

| | | | Executive Admin. | Academic Admin. | Faculty | Academic & Student Affairs | Research | IT | Fiscal Affairs | Comms. & Fundraising | Other Functional Prof. | Service/ Maint. | Technical | Office/ Clerical | Other | Total |
|----------|------------------------|----------|------------------|-----------------|-----------|----------------------------|----------|---------------------------|----------------|----------------------|------------------------|-----------------|-------------------|------------------|----------|----------|
| NC State | Salary Base (millions) | FY-16 | \$27.4 | \$12.7 | \$201.4 | \$26.4 | \$61.3 | \$41.9 | \$15.1 | \$13.4 | \$33.9 | \$24.8 | \$34.4 | \$41.7 | \$14.5 | \$548.9 |
| | | FY-20 | \$34.8 | \$16.2 | \$222.2 | \$36.1 | \$78.1 | \$47.2 | \$20.1 | \$17.1 | \$41.1 | \$28.8 | \$41.5 | \$43.5 | \$15.5 | \$642.3 |
| | | Change | \$7.4 | \$3.5 | \$20.8 | \$9.7 | \$16.8 | \$5.2 | \$5.0 | \$3.7 | \$7.2 | \$4.0 | \$7.1 | \$1.9 | \$1.0 | \$93.4 |
| | | % Change | 27% | 28% | 10% | 37% | 27% | 13% | 33% | 28% | 21% | 16% | 21% | 4% | 7% | 17% |
| | | CAGR | 6.2% | 6.3% | 2.5% | 8.1% | 6.2% | 3.0% | 7.4% | 6.3% | 4.9% | 3.8% | 4.8% | 1.1% | 1.7% | 4.0% |
| | Headcount | FY-16 | 160 | 109 | 2,126 | 453 | 1,042 | 526 | 221 | 176 | 398 | 738 | 822 | 1,046 | 334 | 8,151 |
| | | FY-20 | 176 | 118 | 2,170 | 575 | 1,218 | 554 | 285 | 214 | 421 | 753 | 907 | 1,006 | 330 | 8,727 |
| | | Change | 16 | 9 | 44 | 122 | 176 | 28 | 64 | 38 | 23 | 15 | 85 | -40 | -4 | 576 |
| | | % Change | 10% | 8% | 2% | 27% | 17% | 5% | 29% | 22% | 6% | 2% | 10% | -4% | -1% | 7% |
| | | CAGR | 2.4% | 2.0% | 0.5% | 6.1% | 4.0% | 1.3% | 6.6% | 5.0% | 1.4% | 0.5% | 2.5% | -1.0% | -0.3% | 1.7% |
| | Avg. Sal/Emp | FY-16 | \$171,316 | \$116,379 | \$94,711 | \$58,279 | \$58,870 | \$79,729 | \$68,414 | \$76,003 | \$85,202 | \$33,613 | \$41,835 | \$39,839 | \$43,316 | \$67,338 |
| | | FY-20 | \$197,924 | \$137,376 | \$102,383 | \$62,783 | \$64,151 | \$85,172 | \$70,682 | \$79,941 | \$97,676 | \$38,197 | \$45,740 | \$43,277 | \$46,860 | \$73,595 |
| | | Change | \$26,608 | \$20,997 | \$7,672 | \$4,503 | \$5,281 | \$5,443 | \$2,268 | \$3,937 | \$12,474 | \$4,583 | \$3,906 | \$3,438 | \$3,543 | \$6,256 |
| | | % Change | 16% | 18% | 8% | 8% | 9% | 7% | 3% | 5% | 15% | 14% | 9% | 9% | 8% | 9% |
| | | CAGR | 3.7% | 4.2% | 2.0% | 1.9% | 2.2% | 1.7% | 0.8% | 1.3% | 3.5% | 3.2% | 2.3% | 2.1% | 2.0% | 2.2% |
| | Other Metrics | | Enrollment | | | | | Sponsored Research Awards | | | | | Gross Square Feet | | | |
| | | FY-16 | 34,015 | Change | 2,289 | | FY-16 | \$338,945,151 | Change | 54,931,249 | | FY-16 | 9,598,096 | Change | 65,177 | |
| | | FY-20 | 36,304 | % Change | 6.7% | | FY-20 | \$393,876,400 | % Change | 16.2% | | FY-20 | 9,663,273 | % Change | 0.7% | |

| | | | Executive Admin. | Academic Admin. | Faculty | Academic & Student Affairs | Research | IT | Fiscal Affairs | Comms. & Fundraising | Other Functional Prof. | Service/ Maint. | Technical | Office/ Clerical | Other | Total |
|------|------------------------|----------|------------------|-----------------|----------|----------------------------|----------|----------|----------------|----------------------|------------------------|-----------------|-------------------|------------------|----------|----------|
| UNCA | Salary Base (millions) | FY-16 | \$4.2 | \$0.3 | \$15.8 | \$2.6 | \$0.5 | \$1.1 | \$0.9 | \$1.2 | \$2.3 | \$2.2 | \$2.2 | \$2.9 | \$1.1 | \$37.4 |
| | | FY-20 | \$4.3 | \$0.5 | \$17.2 | \$2.9 | \$0.7 | \$1.1 | \$0.9 | \$1.4 | \$2.6 | \$2.5 | \$3.0 | \$2.7 | \$1.3 | \$41.1 |
| | | Change | \$0.0 | \$0.1 | \$1.4 | \$0.3 | \$0.2 | -\$0.1 | \$0.1 | \$0.2 | \$0.3 | \$0.3 | \$0.8 | -\$0.2 | \$0.1 | \$3.7 |
| | | % Change | 1% | 45% | 9% | 11% | 37% | -6% | 7% | 17% | 14% | 13% | 35% | -6% | 13% | 10% |
| | | CAGR | 0.2% | 9.8% | 2.2% | 2.6% | 8.3% | -1.5% | 1.7% | 4.0% | 3.3% | 3.2% | 7.9% | -1.5% | 3.0% | 2.4% |
| | Headcount | FY-16 | 41 | 4 | 221 | 58 | 8 | 18 | 16 | 25 | 46 | 74 | 60 | 89 | 33 | 693 |
| | | FY-20 | 37 | 5 | 223 | 56 | 11 | 16 | 15 | 25 | 46 | 73 | 73 | 75 | 34 | 689 |
| | | Change | -4 | 1 | 2 | -2 | 3 | -2 | -1 | 0 | 0 | -1 | 13 | -14 | 1 | -4 |
| | | % Change | -10% | 25% | 1% | -3% | 38% | -11% | -6% | 0% | 0% | -1% | 22% | -16% | 3% | -1% |
| | | CAGR | -2.5% | 5.7% | 0.2% | -0.9% | 8.3% | -2.9% | -1.6% | 0.0% | 0.0% | -0.3% | 5.0% | -4.2% | 0.7% | -0.1% |
| | Avg. Sal/Emp | FY-16 | \$103,643 | \$78,864 | \$71,299 | \$44,822 | \$61,664 | \$62,695 | \$53,206 | \$47,270 | \$50,332 | \$30,065 | \$37,087 | \$32,844 | \$34,554 | \$53,976 |
| | | FY-20 | \$115,943 | \$91,724 | \$77,156 | \$51,463 | \$61,650 | \$66,462 | \$60,700 | \$55,305 | \$57,273 | \$34,518 | \$41,247 | \$36,645 | \$37,802 | \$59,608 |
| | | Change | \$12,300 | \$12,860 | \$5,858 | \$6,640 | -\$14 | \$3,767 | \$7,494 | \$8,035 | \$6,941 | \$4,453 | \$4,160 | \$3,801 | \$3,248 | \$5,633 |
| | | % Change | 12% | 16% | 8% | 15% | 0% | 6% | 14% | 17% | 14% | 15% | 11% | 12% | 9% | 10% |
| | | CAGR | 2.8% | 3.8% | 2.0% | 3.5% | 0.0% | 1.5% | 3.3% | 4.0% | 3.3% | 3.5% | 2.7% | 2.8% | 2.3% | 2.5% |
| | Other Metrics | | Enrollment | | | | | Degrees | | | | | Gross Square Feet | | | |
| | | | FY-16 | 3,891 | Change | -291 | | FY-16 | 782 | Change | 7 | | FY-16 | 891,657 | Change | 84,000 |
| | | | FY-20 | 3,600 | % Change | -7.5% | | FY-20 | 789 | % Change | 0.9% | | FY-20 | 975,657 | % Change | 9.4% |

**5-Year Change in UNC System Salary Base per Employee Headcount by Functional Area
FY 2015-16 to FY 2019-20**

| | | | Executive Admin. | Academic Admin. | Faculty | Academic & Student Affairs | Research | IT | Fiscal Affairs | Comms. & Fundraising | Other Functional Prof. | Service/ Maint. | Technical | Office/ Clerical | Other | Total | |
|--------|------------------------|----------|------------------|-----------------|-----------|----------------------------|----------|-----------------|---------------------------|----------------------|------------------------|-----------------|-----------|-------------------|----------|-----------|--|
| UNC-CH | Salary Base (millions) | FY-16 | \$21.0 | \$13.5 | \$527.5 | \$40.7 | \$68.6 | \$52.7 | \$33.0 | \$22.3 | \$44.4 | \$21.8 | \$86.8 | \$55.6 | \$24.8 | \$1,012.7 | |
| | | FY-20 | \$24.1 | \$16.9 | \$609.1 | \$53.1 | \$85.3 | \$61.4 | \$44.7 | \$33.4 | \$55.5 | \$25.8 | \$101.7 | \$62.5 | \$22.9 | \$1,196.3 | |
| | | Change | \$3.0 | \$3.4 | \$81.6 | \$12.4 | \$16.8 | \$8.6 | \$11.7 | \$11.1 | \$11.1 | \$4.0 | \$14.9 | \$6.9 | -\$1.8 | \$183.6 | |
| | | % Change | 14% | 25% | 15% | 30% | 24% | 16% | 35% | 50% | 25% | 18% | 17% | 12% | -7% | 18% | |
| | | CAGR | 3.4% | 5.7% | 3.7% | 6.9% | 5.6% | 3.9% | 7.9% | 10.6% | 5.7% | 4.3% | 4.0% | 3.0% | -1.9% | 4.3% | |
| | Headcount | FY-16 | 97 | 117 | 3,668 | 638 | 982 | 616 | 448 | 275 | 566 | 713 | 1,916 | 1,382 | 524 | 11,942 | |
| | | FY-20 | 105 | 143 | 3,934 | 762 | 1,125 | 667 | 581 | 381 | 607 | 737 | 2,069 | 1,416 | 454 | 12,981 | |
| | | Change | 8 | 26 | 266 | 124 | 143 | 51 | 133 | 106 | 41 | 24 | 153 | 34 | -70 | 1,039 | |
| | | % Change | 8% | 22% | 7% | 19% | 15% | 8% | 30% | 39% | 7% | 3% | 8% | 2% | -13% | 9% | |
| | | CAGR | 2.0% | 5.1% | 1.8% | 4.5% | 3.5% | 2.0% | 6.7% | 8.5% | 1.8% | 0.8% | 1.9% | 0.6% | -3.5% | 2.1% | |
| | Avg. Sal/Emp | FY-16 | \$216,934 | \$115,382 | \$143,804 | \$63,746 | \$69,815 | \$85,606 | \$73,620 | \$81,094 | \$78,477 | \$30,591 | \$45,327 | \$40,219 | \$47,286 | \$84,801 | |
| | | FY-20 | \$229,226 | \$117,894 | \$154,825 | \$69,623 | \$75,864 | \$91,984 | \$76,865 | \$87,576 | \$91,488 | \$35,013 | \$49,173 | \$44,152 | \$50,545 | \$92,160 | |
| | | Change | \$12,292 | \$2,512 | \$11,021 | \$5,877 | \$6,049 | \$6,379 | \$3,245 | \$6,483 | \$13,011 | \$4,422 | \$3,845 | \$3,933 | \$3,259 | \$7,359 | |
| | | % Change | 6% | 2% | 8% | 9% | 9% | 7% | 4% | 8% | 17% | 14% | 8% | 10% | 7% | 9% | |
| | | CAGR | 1.4% | 0.5% | 1.9% | 2.2% | 2.1% | 1.8% | 1.1% | 1.9% | 3.9% | 3.4% | 2.1% | 2.4% | 1.7% | 2.1% | |
| | Other Metrics | | | Enrollment | | | | | Sponsored Research Awards | | | | | Gross Square Feet | | | |
| | | FY-16 | 29,084 | Change | 793 | | FY-16 | \$842,649,456 | Change | 189,364,086 | | FY-16 | 9,963,955 | Change | -18,501 | | |
| | | FY-20 | 29,877 | % Change | 2.7% | | FY-20 | \$1,032,013,542 | % Change | 22.5% | | FY-20 | 9,945,454 | % Change | -0.2% | | |

| | | | Executive Admin. | Academic Admin. | Faculty | Academic & Student Affairs | Research | IT | Fiscal Affairs | Comms. & Fundraising | Other Functional Prof. | Service/ Maint. | Technical | Office/ Clerical | Other | Total |
|------|------------------------|----------|------------------|-----------------|----------|----------------------------|----------|----------|----------------|----------------------|------------------------|-----------------|-------------------|------------------|----------|----------|
| UNCC | Salary Base (millions) | FY-16 | \$18.8 | \$5.8 | \$84.0 | \$12.9 | \$5.0 | \$12.5 | \$6.5 | \$4.1 | \$12.5 | \$11.0 | \$6.4 | \$19.7 | \$6.9 | \$206.2 |
| | | FY-20 | \$21.7 | \$7.7 | \$101.5 | \$18.2 | \$6.1 | \$16.1 | \$8.7 | \$6.2 | \$16.1 | \$15.0 | \$7.1 | \$23.4 | \$7.4 | \$255.2 |
| | | Change | \$2.9 | \$1.9 | \$17.5 | \$5.3 | \$1.1 | \$3.6 | \$2.2 | \$2.1 | \$3.5 | \$4.0 | \$0.7 | \$3.7 | \$0.5 | \$49.0 |
| | | % Change | 16% | 34% | 21% | 41% | 21% | 29% | 35% | 52% | 28% | 36% | 11% | 19% | 7% | 24% |
| | | CAGR | 3.7% | 7.5% | 4.8% | 8.9% | 4.9% | 6.5% | 7.7% | 11.0% | 6.4% | 8.0% | 2.7% | 4.3% | 1.7% | 5.5% |
| | Headcount | FY-16 | 133 | 49 | 1,048 | 239 | 73 | 162 | 102 | 60 | 181 | 371 | 142 | 543 | 169 | 3,272 |
| | | FY-20 | 136 | 69 | 1,135 | 307 | 93 | 186 | 129 | 94 | 204 | 422 | 147 | 573 | 155 | 3,650 |
| | | Change | 3 | 20 | 87 | 68 | 20 | 24 | 27 | 34 | 23 | 51 | 5 | 30 | -14 | 378 |
| | | % Change | 2% | 41% | 8% | 28% | 27% | 15% | 26% | 57% | 13% | 14% | 4% | 6% | -8% | 12% |
| | | CAGR | 0.6% | 8.9% | 2.0% | 6.5% | 6.2% | 3.5% | 6.0% | 11.9% | 3.0% | 3.3% | 0.9% | 1.4% | -2.1% | 2.8% |
| | Avg. Sal/Emp | FY-16 | \$141,189 | \$117,729 | \$80,192 | \$54,120 | \$68,444 | \$77,293 | \$63,533 | \$68,082 | \$69,307 | \$29,599 | \$45,021 | \$36,302 | \$41,071 | \$63,013 |
| | | FY-20 | \$159,525 | \$111,775 | \$89,461 | \$59,253 | \$65,057 | \$86,669 | \$67,578 | \$65,974 | \$78,784 | \$35,453 | \$48,416 | \$40,774 | \$47,815 | \$69,905 |
| | | Change | \$18,336 | -\$5,953 | \$9,269 | \$5,132 | -\$3,387 | \$9,376 | \$4,045 | -\$2,107 | \$9,478 | \$5,855 | \$3,395 | \$4,473 | \$6,744 | \$6,892 |
| | | % Change | 13% | -5% | 12% | 9% | -5% | 12% | 6% | -3% | 14% | 20% | 8% | 12% | 16% | 11% |
| | | CAGR | 3.1% | -1.3% | 2.8% | 2.3% | -1.3% | 2.9% | 1.6% | -0.8% | 3.3% | 4.6% | 1.8% | 2.9% | 3.9% | 2.6% |
| | Other Metrics | | Enrollment | | | | | Degrees | | | | | Gross Square Feet | | | |
| | | FY-16 | 27,983 | Change | 1,632 | FY-16 | 6,961 | Change | 739 | FY-16 | 3,853,416 | Change | 161,355 | | | |
| | | FY-20 | 29,615 | % Change | 5.8% | FY-20 | 7,700 | % Change | 10.6% | FY-20 | 4,014,771 | % Change | 4.2% | | | |

**5-Year Change in UNC System Salary Base per Employee Headcount by Functional Area
FY 2015-16 to FY 2019-20**

| | | | Executive Admin. | Academic Admin. | Faculty | Academic & Student Affairs | Research | IT | Fiscal Affairs | Comms. & Fundraising | Other Functional Prof. | Service/ Maint. | Technical | Office/ Clerical | Other | Total |
|------|------------------------|----------|------------------|-----------------|----------|----------------------------|----------|----------|----------------|----------------------|------------------------|-----------------|-------------------|------------------|----------|----------|
| UNCG | Salary Base (millions) | FY-16 | \$11.8 | \$4.0 | \$56.6 | \$12.4 | \$6.9 | \$11.2 | \$8.5 | \$3.2 | \$6.8 | \$7.8 | \$4.0 | \$8.8 | \$3.5 | \$145.5 |
| | | FY-20 | \$15.2 | \$5.7 | \$70.2 | \$16.8 | \$8.8 | \$13.8 | \$10.2 | \$4.7 | \$8.1 | \$9.9 | \$4.4 | \$8.9 | \$3.8 | \$180.5 |
| | | Change | \$3.4 | \$1.6 | \$13.6 | \$4.4 | \$1.9 | \$2.5 | \$1.8 | \$1.5 | \$1.3 | \$2.1 | \$0.4 | \$0.1 | \$0.3 | \$35.0 |
| | | % Change | 29% | 41% | 24% | 36% | 28% | 22% | 21% | 46% | 19% | 27% | 10% | 1% | 9% | 24% |
| | | CAGR | 6.6% | 9.0% | 5.6% | 7.9% | 6.3% | 5.2% | 4.9% | 9.9% | 4.5% | 6.1% | 2.4% | 0.3% | 2.2% | 5.5% |
| | Headcount | FY-16 | 84 | 38 | 756 | 258 | 137 | 167 | 149 | 57 | 114 | 253 | 100 | 239 | 85 | 2,437 |
| | | FY-20 | 104 | 58 | 871 | 319 | 160 | 183 | 172 | 74 | 125 | 271 | 99 | 222 | 87 | 2,745 |
| | | Change | 20 | 20 | 115 | 61 | 23 | 16 | 23 | 17 | 11 | 18 | -1 | -17 | 2 | 308 |
| | | % Change | 24% | 53% | 15% | 24% | 17% | 10% | 15% | 30% | 10% | 7% | -1% | -7% | 2% | 13% |
| | | CAGR | 5.5% | 11.2% | 3.6% | 5.4% | 4.0% | 2.3% | 3.7% | 6.7% | 2.3% | 1.7% | -0.3% | -1.8% | 0.6% | 3.0% |
| | Avg. Sal/Emp | FY-16 | \$140,228 | \$105,458 | \$74,848 | \$47,983 | \$50,177 | \$67,334 | \$56,794 | \$56,430 | \$59,788 | \$30,894 | \$40,307 | \$36,862 | \$40,923 | \$59,705 |
| | | FY-20 | \$146,030 | \$97,473 | \$80,636 | \$52,665 | \$54,886 | \$75,232 | \$59,553 | \$63,320 | \$65,079 | \$36,490 | \$44,774 | \$40,216 | \$43,674 | \$65,769 |
| | | Change | \$5,802 | -\$7,986 | \$5,788 | \$4,682 | \$4,710 | \$7,898 | \$2,759 | \$6,890 | \$5,291 | \$5,597 | \$4,467 | \$3,354 | \$2,751 | \$6,065 |
| | | % Change | 4% | -8% | 8% | 10% | 9% | 12% | 5% | 12% | 9% | 18% | 11% | 9% | 7% | 10% |
| | | CAGR | 1.0% | -1.9% | 1.9% | 2.4% | 2.3% | 2.8% | 1.2% | 2.9% | 2.1% | 4.3% | 2.7% | 2.2% | 1.6% | 2.4% |
| | Other Metrics | | Enrollment | | | | | Degrees | | | | | Gross Square Feet | | | |
| | | | FY-16 | 19,393 | Change | 803 | | FY-16 | 3,955 | Change | 840 | | FY-16 | 3,047,817 | Change | 387,470 |
| | | | FY-20 | 20,196 | % Change | 4.1% | | FY-20 | 4,795 | % Change | 21.2% | | FY-20 | 3,435,287 | % Change | 12.7% |

| | | | Executive Admin. | Academic Admin. | Faculty | Academic & Student Affairs | Research | IT | Fiscal Affairs | Comms. & Fundraising | Other Functional Prof. | Service/ Maint. | Technical | Office/ Clerical | Other | Total |
|------|------------------------|----------|------------------|-----------------|----------|----------------------------|----------|----------|----------------|----------------------|------------------------|-----------------|-------------------|------------------|----------|----------|
| UNCP | Salary Base (millions) | FY-16 | \$5.8 | \$0.7 | \$18.1 | \$3.1 | \$0.2 | \$1.9 | \$0.7 | \$0.6 | \$2.1 | \$2.4 | \$2.0 | \$4.9 | \$1.1 | \$43.7 |
| | | FY-20 | \$5.9 | \$1.0 | \$21.3 | \$5.0 | \$0.2 | \$2.3 | \$1.0 | \$0.9 | \$2.5 | \$3.4 | \$2.2 | \$5.6 | \$1.2 | \$52.5 |
| | | Change | \$0.1 | \$0.3 | \$3.3 | \$1.9 | \$0.0 | \$0.4 | \$0.4 | \$0.3 | \$0.4 | \$0.9 | \$0.2 | \$0.7 | \$0.1 | \$8.8 |
| | | % Change | 1% | 35% | 18% | 62% | -12% | 21% | 54% | 47% | 17% | 39% | 10% | 14% | 12% | 20% |
| | | CAGR | 0.3% | 7.7% | 4.2% | 12.9% | -3.1% | 4.9% | 11.4% | 10.2% | 4.1% | 8.5% | 2.3% | 3.4% | 2.8% | 4.7% |
| | Headcount | FY-16 | 57 | 12 | 281 | 65 | 4 | 30 | 12 | 13 | 42 | 83 | 51 | 161 | 31 | 842 |
| | | FY-20 | 49 | 15 | 313 | 96 | 4 | 31 | 17 | 18 | 42 | 95 | 48 | 157 | 29 | 914 |
| | | Change | -8 | 3 | 32 | 31 | 0 | 1 | 5 | 5 | 0 | 12 | -3 | -4 | -2 | 72 |
| | | % Change | -14% | 25% | 11% | 48% | 0% | 3% | 42% | 38% | 0% | 14% | -6% | -2% | -6% | 9% |
| | | CAGR | -3.7% | 5.7% | 2.7% | 10.2% | 0.0% | 0.8% | 9.1% | 8.5% | 0.0% | 3.4% | -1.5% | -0.6% | -1.7% | 2.1% |
| | Avg. Sal/Emp | FY-16 | \$102,238 | \$60,213 | \$64,316 | \$47,226 | \$57,403 | \$63,756 | \$56,181 | \$48,245 | \$49,930 | \$29,216 | \$38,913 | \$30,660 | \$35,454 | \$51,874 |
| | | FY-20 | \$120,268 | \$64,882 | \$68,168 | \$51,865 | \$50,644 | \$74,652 | \$60,997 | \$51,355 | \$58,593 | \$35,385 | \$45,317 | \$35,908 | \$42,358 | \$57,466 |
| | | Change | \$18,030 | \$4,669 | \$3,852 | \$4,639 | -\$6,759 | \$10,896 | \$4,817 | \$3,111 | \$8,663 | \$6,169 | \$6,405 | \$5,248 | \$6,904 | \$5,591 |
| | | % Change | 18% | 8% | 6% | 10% | -12% | 17% | 9% | 6% | 17% | 21% | 16% | 17% | 19% | 11% |
| | | CAGR | 4.1% | 1.9% | 1.5% | 2.4% | -3.1% | 4.0% | 2.1% | 1.6% | 4.1% | 4.9% | 3.9% | 4.0% | 4.5% | 2.6% |
| | Other Metrics | | Enrollment | | | | | Degrees | | | | | Gross Square Feet | | | |
| | | | FY-16 | 6,441 | Change | 1,257 | | FY-16 | 1,178 | Change | 239 | | FY-16 | 1,027,216 | Change | 181,966 |
| | | | FY-20 | 7,698 | % Change | 19.5% | | FY-20 | 1,417 | % Change | 20.3% | | FY-20 | 1,209,182 | % Change | 17.7% |

**5-Year Change in UNC System Salary Base per Employee Headcount by Functional Area
FY 2015-16 to FY 2019-20**

| | | | Executive Admin. | Academic Admin. | Faculty | Academic & Student Affairs | Research | IT | Fiscal Affairs | Comms. & Fundraising | Other Functional Prof. | Service/ Maint. | Technical | Office/ Clerical | Other | Total |
|------|------------------------|----------|------------------|-----------------|----------|----------------------------|----------|----------|----------------|----------------------|------------------------|-----------------|-------------------|------------------|----------|----------|
| UNCW | Salary Base (millions) | FY-16 | \$6.8 | \$2.8 | \$46.8 | \$8.7 | \$1.1 | \$3.6 | \$3.4 | \$1.9 | \$6.5 | \$5.5 | \$8.2 | \$9.6 | \$2.9 | \$107.7 |
| | | FY-20 | \$7.9 | \$4.5 | \$54.3 | \$12.7 | \$2.2 | \$5.3 | \$4.6 | \$3.0 | \$8.2 | \$6.8 | \$8.4 | \$11.5 | \$3.1 | \$132.5 |
| | | Change | \$1.1 | \$1.7 | \$7.5 | \$4.0 | \$1.1 | \$1.7 | \$1.2 | \$1.2 | \$1.7 | \$1.3 | \$0.2 | \$1.9 | \$0.2 | \$24.8 |
| | | % Change | 16% | 62% | 16% | 46% | 102% | 48% | 35% | 62% | 26% | 24% | 2% | 20% | 6% | 23% |
| | | CAGR | 3.9% | 12.8% | 3.8% | 10.0% | 19.3% | 10.3% | 7.7% | 12.9% | 5.9% | 5.6% | 0.5% | 4.6% | 1.6% | 5.3% |
| | Headcount | FY-16 | 49 | 29 | 636 | 176 | 17 | 49 | 53 | 33 | 103 | 182 | 186 | 276 | 75 | 1,864 |
| | | FY-20 | 51 | 42 | 688 | 226 | 39 | 72 | 69 | 53 | 122 | 187 | 175 | 294 | 72 | 2,090 |
| | | Change | 2 | 13 | 52 | 50 | 22 | 23 | 16 | 20 | 19 | 5 | -11 | 18 | -3 | 226 |
| | | % Change | 4% | 45% | 8% | 28% | 129% | 47% | 30% | 61% | 18% | 3% | -6% | 7% | -4% | 12% |
| | | CAGR | 1.0% | 9.7% | 2.0% | 6.5% | 23.1% | 10.1% | 6.8% | 12.6% | 4.3% | 0.7% | -1.5% | 1.6% | -1.0% | 2.9% |
| | Avg. Sal/Emp | FY-16 | \$138,229 | \$94,948 | \$73,576 | \$49,266 | \$64,319 | \$73,357 | \$64,130 | \$56,587 | \$63,002 | \$30,172 | \$44,351 | \$34,870 | \$39,140 | \$57,798 |
| | | FY-20 | \$154,700 | \$106,234 | \$78,912 | \$56,184 | \$56,711 | \$73,989 | \$66,275 | \$57,193 | \$66,877 | \$36,471 | \$48,023 | \$39,236 | \$43,393 | \$63,410 |
| | | Change | \$16,471 | \$11,286 | \$5,336 | \$6,918 | -\$7,608 | \$632 | \$2,145 | \$606 | \$3,875 | \$6,299 | \$3,672 | \$4,366 | \$4,252 | \$5,612 |
| | | % Change | 12% | 12% | 7% | 14% | -12% | 1% | 3% | 1% | 6% | 21% | 8% | 13% | 11% | 10% |
| | | CAGR | 2.9% | 2.8% | 1.8% | 3.3% | -3.1% | 0.2% | 0.8% | 0.3% | 1.5% | 4.9% | 2.0% | 3.0% | 2.6% | 2.3% |
| | Other Metrics | | Enrollment | | | | | Degrees | | | | | Gross Square Feet | | | |
| | | FY-16 | 14,918 | Change | 2,581 | | FY-16 | 3,763 | Change | 1,039 | | FY-16 | 2,273,762 | Change | 259,505 | |
| | | FY-20 | 17,499 | % Change | 17.3% | | FY-20 | 4,802 | % Change | 27.6% | | FY-20 | 2,533,267 | % Change | 11.4% | |

| | | | Executive Admin. | Academic Admin. | Faculty | Academic & Student Affairs | Research | IT | Fiscal Affairs | Comms. & Fundraising | Other Functional Prof. | Service/ Maint. | Technical | Office/ Clerical | Other | Total | |
|-------|------------------------|------------|------------------|-----------------|----------|----------------------------|----------|----------|----------------|----------------------|------------------------|-----------------|-----------|-------------------|----------|----------|--|
| UNCSA | Salary Base (millions) | FY-16 | \$4.7 | \$0.7 | \$8.7 | \$2.1 | \$0.0 | \$0.9 | \$0.3 | \$0.3 | \$0.7 | \$2.0 | \$0.6 | \$2.6 | \$0.8 | \$24.3 | |
| | | FY-20 | \$5.1 | \$1.2 | \$10.6 | \$2.2 | \$0.0 | \$1.2 | \$1.2 | \$0.6 | \$0.9 | \$2.3 | \$0.7 | \$2.3 | \$0.9 | \$29.3 | |
| | | Change | \$0.4 | \$0.5 | \$2.0 | \$0.0 | \$0.0 | \$0.3 | \$0.9 | \$0.3 | \$0.3 | \$0.3 | \$0.2 | -\$0.2 | \$0.1 | \$4.9 | |
| | | % Change | 9% | 63% | 23% | 1% | 0% | 30% | 331% | 89% | 42% | 15% | 28% | -9% | 14% | 20% | |
| | | CAGR | 2.1% | 13.0% | 5.3% | 0.3% | 0.0% | 6.7% | 44.1% | 17.2% | 9.2% | 3.6% | 6.4% | -2.3% | 3.2% | 4.7% | |
| | Headcount | FY-16 | 40 | 12 | 134 | 53 | 0 | 13 | 5 | 6 | 13 | 63 | 16 | 67 | 20 | 442 | |
| | | FY-20 | 44 | 17 | 149 | 49 | 0 | 17 | 21 | 11 | 16 | 62 | 17 | 58 | 22 | 483 | |
| | | Change | 4 | 5 | 15 | -4 | 0 | 4 | 16 | 5 | 3 | -1 | 1 | -9 | 2 | 41 | |
| | | % Change | 10% | 42% | 11% | -8% | 0% | 31% | 320% | 83% | 23% | -2% | 6% | -13% | 10% | 9% | |
| | | CAGR | 2.4% | 9.1% | 2.7% | -1.9% | 0.0% | 6.9% | 43.2% | 16.4% | 5.3% | -0.4% | 1.5% | -3.5% | 2.4% | 2.2% | |
| | Avg. Sal/Emp | FY-16 | \$117,760 | \$60,006 | \$64,596 | \$40,355 | \$0 | \$69,015 | \$53,543 | \$56,999 | \$50,359 | \$32,172 | \$35,748 | \$38,304 | \$39,413 | \$55,068 | |
| | | FY-20 | \$116,373 | \$69,084 | \$71,347 | \$44,205 | \$0 | \$68,491 | \$54,936 | \$58,685 | \$58,090 | \$37,727 | \$43,116 | \$40,291 | \$40,676 | \$60,638 | |
| | | Change | -\$1,388 | \$9,078 | \$6,751 | \$3,850 | \$0 | -\$524 | \$1,393 | \$1,686 | \$7,731 | \$5,555 | \$7,368 | \$1,987 | \$1,263 | \$5,570 | |
| | | % Change | -1% | 15% | 10% | 10% | 0% | -1% | 3% | 3% | 15% | 17% | 21% | 5% | 3% | 10% | |
| | | CAGR | -0.3% | 3.6% | 2.5% | 2.3% | 0.0% | -0.2% | 0.6% | 0.7% | 3.6% | 4.1% | 4.8% | 1.3% | 0.8% | 2.4% | |
| | Other Metrics | Enrollment | | | | | | Degrees | | | | | | Gross Square Feet | | | |
| | | FY-16 | 1,240 | Change | 98 | FY-16 | | 335 | Change | 55 | FY-16 | 820,573 | | Change | -124 | | |
| | | FY-20 | 1,338 | % Change | 7.9% | FY-20 | | 390 | % Change | 16.4% | FY-20 | 820,449 | | % Change | 0.0% | | |

**5-Year Change in UNC System Salary Base per Employee Headcount by Functional Area
FY 2015-16 to FY 2019-20**

| | | | Executive Admin. | Academic Admin. | Faculty | Academic & Student Affairs | Research | IT | Fiscal Affairs | Comms. & Fundraising | Other Functional Prof. | Service/ Maint. | Technical | Office/ Clerical | Other | Total |
|-----|------------------------|----------|------------------|-----------------|----------|----------------------------|----------|----------|----------------|----------------------|------------------------|-------------------|-----------|------------------|----------|----------|
| WCU | Salary Base (millions) | FY-16 | \$8.5 | \$1.9 | \$34.2 | \$5.8 | \$0.7 | \$2.7 | \$2.2 | \$1.2 | \$5.2 | \$5.8 | \$4.0 | \$6.3 | \$3.3 | \$81.8 |
| | | FY-20 | \$9.2 | \$1.9 | \$39.2 | \$7.5 | \$0.6 | \$4.0 | \$2.8 | \$1.1 | \$5.9 | \$6.7 | \$4.5 | \$6.4 | \$3.7 | \$93.5 |
| | | Change | \$0.7 | \$0.1 | \$5.0 | \$1.7 | -\$0.1 | \$1.4 | \$0.6 | -\$0.1 | \$0.7 | \$1.0 | \$0.5 | \$0.0 | \$0.4 | \$11.8 |
| | | % Change | 8% | 4% | 15% | 29% | -15% | 50% | 26% | -12% | 13% | 17% | 12% | 1% | 14% | 14% |
| | | CAGR | 2.1% | 0.9% | 3.5% | 6.6% | -4.0% | 10.7% | 5.9% | -3.0% | 3.1% | 4.0% | 2.9% | 0.1% | 3.3% | 3.4% |
| | Headcount | FY-16 | 72 | 19 | 504 | 130 | 12 | 34 | 42 | 23 | 87 | 197 | 85 | 195 | 85 | 1,485 |
| | | FY-20 | 77 | 27 | 549 | 155 | 11 | 49 | 46 | 21 | 90 | 198 | 88 | 175 | 87 | 1,573 |
| | | Change | 5 | 8 | 45 | 25 | -1 | 15 | 4 | -2 | 3 | 1 | 3 | -20 | 2 | 88 |
| | | % Change | 7% | 42% | 9% | 19% | -8% | 44% | 10% | -9% | 3% | 1% | 4% | -10% | 2% | 6% |
| | | CAGR | 1.7% | 9.2% | 2.2% | 4.5% | -2.2% | 9.6% | 2.3% | -2.2% | 0.9% | 0.1% | 0.9% | -2.7% | 0.6% | 1.4% |
| | Avg. Sal/Emp | FY-16 | \$117,473 | \$98,756 | \$67,863 | \$44,911 | \$58,612 | \$79,089 | \$52,032 | \$54,003 | \$59,824 | \$29,189 | \$46,930 | \$32,527 | \$38,509 | \$55,054 |
| | | FY-20 | \$119,178 | \$71,979 | \$71,358 | \$48,608 | \$54,348 | \$82,498 | \$59,848 | \$52,314 | \$65,336 | \$34,004 | \$50,891 | \$36,432 | \$42,789 | \$59,448 |
| | | Change | \$1,705 | -\$26,777 | \$3,495 | \$3,697 | -\$4,264 | \$3,410 | \$7,817 | -\$1,688 | \$5,512 | \$4,815 | \$3,961 | \$3,904 | \$4,280 | \$4,393 |
| | | % Change | 1% | -27% | 5% | 8% | -7% | 4% | 15% | -3% | 9% | 16% | 8% | 12% | 11% | 8% |
| | | CAGR | 0.4% | -7.6% | 1.3% | 2.0% | -1.9% | 1.1% | 3.6% | -0.8% | 2.2% | 3.9% | 2.0% | 2.9% | 2.7% | 1.9% |
| | Other Metrics | | | Enrollment | | | | Degrees | | | | Gross Square Feet | | | | |
| | | | | FY-16 | 10,340 | Change | 1,827 | FY-16 | 2,609 | Change | 287 | FY-16 | 2,029,026 | Change | 175,931 | |
| | | | | FY-20 | 12,167 | % Change | 17.7% | FY-20 | 2,896 | % Change | 11.0% | FY-20 | 2,204,957 | % Change | 8.7% | |

| | | | Executive Admin. | Academic Admin. | Faculty | Academic & Student Affairs | Research | IT | Fiscal Affairs | Comms. & Fundraising | Other Functional Prof. | Service/ Maint. | Technical | Office/ Clerical | Other | Total |
|------|------------------------|----------|------------------|-----------------|----------|----------------------------|----------|----------|----------------|----------------------|------------------------|-----------------|-------------------|------------------|----------|----------|
| WSSU | Salary Base (millions) | FY-16 | \$5.0 | \$2.9 | \$24.6 | \$3.4 | \$0.5 | \$1.9 | \$1.1 | \$0.7 | \$3.3 | \$2.9 | \$0.6 | \$5.4 | \$0.4 | \$52.9 |
| | | FY-20 | \$5.5 | \$2.3 | \$21.1 | \$3.4 | \$0.5 | \$2.2 | \$1.4 | \$1.0 | \$3.5 | \$3.6 | \$1.0 | \$5.6 | \$0.5 | \$51.6 |
| | | Change | \$0.5 | -\$0.6 | -\$3.5 | \$0.0 | \$0.0 | \$0.3 | \$0.3 | \$0.3 | \$0.2 | \$0.7 | \$0.4 | \$0.1 | \$0.0 | -\$1.3 |
| | | % Change | 10% | -21% | -14% | 1% | 11% | 16% | 24% | 42% | 5% | 23% | 68% | 3% | 5% | -2% |
| | | CAGR | 2.3% | -5.6% | -3.8% | 0.2% | 2.6% | 3.8% | 5.5% | 9.1% | 1.2% | 5.3% | 13.8% | 0.7% | 1.2% | -0.6% |
| | Headcount | FY-16 | 44 | 42 | 318 | 72 | 8 | 34 | 20 | 11 | 61 | 93 | 12 | 143 | 12 | 870 |
| | | FY-20 | 46 | 32 | 267 | 68 | 8 | 38 | 24 | 15 | 62 | 102 | 19 | 133 | 11 | 825 |
| | | Change | 2 | -10 | -51 | -4 | 0 | 4 | 4 | 4 | 1 | 9 | 7 | -10 | -1 | -45 |
| | | % Change | 5% | -24% | -16% | -6% | 0% | 12% | 20% | 36% | 2% | 10% | 58% | -7% | -8% | -5% |
| | | CAGR | 1.1% | -6.6% | -4.3% | -1.4% | 0.0% | 2.8% | 4.7% | 8.1% | 0.4% | 2.3% | 12.2% | -1.8% | -2.2% | -1.3% |
| | Avg. Sal/Emp | FY-16 | \$113,616 | \$69,824 | \$77,501 | \$47,465 | \$58,261 | \$55,666 | \$56,716 | \$66,047 | \$54,419 | \$31,219 | \$47,631 | \$37,836 | \$37,289 | \$60,766 |
| | | FY-20 | \$119,246 | \$72,649 | \$79,151 | \$50,673 | \$64,483 | \$57,919 | \$58,489 | \$68,594 | \$56,174 | \$34,957 | \$50,450 | \$41,762 | \$42,719 | \$62,509 |
| | | Change | \$5,630 | \$2,824 | \$1,650 | \$3,208 | \$6,222 | \$2,253 | \$1,773 | \$2,547 | \$1,755 | \$3,738 | \$2,819 | \$3,926 | \$5,430 | \$1,742 |
| | | % Change | 5% | 4% | 2% | 7% | 11% | 4% | 3% | 4% | 3% | 12% | 6% | 10% | 15% | 3% |
| | | CAGR | 1.2% | 1.0% | 0.5% | 1.6% | 2.6% | 1.0% | 0.8% | 1.0% | 0.8% | 2.9% | 1.4% | 2.5% | 3.5% | 0.7% |
| | Other Metrics | | Enrollment | | | | | Degrees | | | | | Gross Square Feet | | | |
| | | | FY-16 | 5,107 | Change | 14 | | FY-16 | 1,277 | Change | -67 | | FY-16 | 1,257,340 | Change | 16,214 |
| | | | FY-20 | 5,121 | % Change | 0.3% | | FY-20 | 1,210 | % Change | -5.2% | | FY-20 | 1,273,554 | % Change | 1.3% |

**5-Year Change in UNC System Salary Base per Employee Headcount by Functional Area
FY 2015-16 to FY 2019-20**

| | | | Executive Admin. | Academic Admin. | Faculty | Academic & Student Affairs | Research | IT | Fiscal Affairs | Comms. & Fundraising | Other Functional Prof. | Service/ Maint. | Technical | Office/ Clerical | Other | Total | | | | | |
|-------|------------------------|----------|------------------|-----------------|-----------|----------------------------|----------|----------|----------------|----------------------|------------------------|-----------------|-----------|-------------------|----------|-----------|--|------------|----------|--|-----------|
| Total | Salary Base (millions) | FY-16 | \$159.4 | \$69.8 | \$1,359.8 | \$159.2 | \$155.3 | \$157.7 | \$88.6 | \$58.3 | \$156.0 | \$121.2 | \$183.0 | \$224.7 | \$76.2 | \$2,969.1 | | | | | |
| | | FY-20 | \$184.9 | \$85.4 | \$1,552.0 | \$213.1 | \$196.8 | \$188.1 | \$117.6 | \$83.0 | \$190.7 | \$146.5 | \$210.1 | \$243.8 | \$79.0 | \$3,491.1 | | | | | |
| | | Change | \$25.5 | \$15.6 | \$192.2 | \$54.0 | \$41.5 | \$30.4 | \$29.0 | \$24.7 | \$34.7 | \$25.3 | \$27.1 | \$19.1 | \$2.8 | \$522.0 | | | | | |
| | | % Change | 16% | 22% | 14% | 34% | 27% | 19% | 33% | 42% | 22% | 21% | 15% | 9% | 4% | 18% | | | | | |
| | | CAGR | 3.8% | 5.2% | 3.4% | 7.6% | 6.1% | 4.5% | 7.3% | 9.2% | 5.2% | 4.9% | 3.5% | 2.1% | 0.9% | 4.1% | | | | | |
| | Headcount | FY-16 | 1,119 | 700 | 13,584 | 2,948 | 2,491 | 2,034 | 1,345 | 841 | 2,175 | 3,925 | 4,132 | 5,996 | 1,787 | 43,077 | | | | | |
| | | FY-20 | 1,182 | 798 | 14,342 | 3,626 | 2,926 | 2,262 | 1,693 | 1,115 | 2,375 | 4,090 | 4,396 | 5,931 | 1,703 | 46,439 | | | | | |
| | | Change | 63 | 98 | 758 | 678 | 435 | 228 | 348 | 274 | 200 | 165 | 264 | -65 | -84 | 3,362 | | | | | |
| | | % Change | 6% | 14% | 6% | 23% | 17% | 11% | 26% | 33% | 9% | 4% | 6% | -1% | -5% | 8% | | | | | |
| | | CAGR | 1.4% | 3.3% | 1.4% | 5.3% | 4.1% | 2.7% | 5.9% | 7.3% | 2.2% | 1.0% | 1.6% | -0.3% | -1.2% | 1.9% | | | | | |
| | Avg. Sal/Emp | FY-16 | \$142,431 | \$99,699 | \$100,103 | \$53,990 | \$62,333 | \$77,528 | \$65,891 | \$69,336 | \$71,720 | \$30,883 | \$44,285 | \$37,477 | \$42,645 | \$68,926 | | | | | |
| | | FY-20 | \$156,439 | \$107,051 | \$108,215 | \$58,774 | \$67,254 | \$83,169 | \$69,448 | \$74,445 | \$80,310 | \$35,826 | \$47,785 | \$41,112 | \$46,382 | \$75,176 | | | | | |
| | | Change | \$14,007 | \$7,351 | \$8,112 | \$4,783 | \$4,921 | \$5,641 | \$3,557 | \$5,110 | \$8,590 | \$4,943 | \$3,499 | \$3,636 | \$3,737 | \$6,250 | | | | | |
| | | % Change | 10% | 7% | 8% | 9% | 8% | 7% | 5% | 7% | 12% | 16% | 8% | 10% | 9% | 9% | | | | | |
| | | CAGR | 2.4% | 1.8% | 2.0% | 2.1% | 1.9% | 1.8% | 1.3% | 1.8% | 2.9% | 3.8% | 1.9% | 2.3% | 2.1% | 2.2% | | | | | |
| | Other Metrics | | | Enrollment | | | | | Degrees | | | | | Gross Square Feet | | | | | | | |
| | | FY-16 | | 224,915 | Change | | 15,066 | | FY-16 | | 53,661 | Change | | 7,443 | | FY-16 | | 47,223,075 | Change | | 1,605,801 |
| | | FY-20 | | 239,981 | % Change | | 6.7% | | FY-20 | | 61,104 | % Change | | 13.9% | | FY-20 | | 48,828,876 | % Change | | 3.4% |

AGENDA ITEM

A-7. Revisions to the UNC System Fees Policy.....Jennifer Haygood

Situation: Section 1000.1.1 of the UNC Policy Manual, *Establishing Tuition and Fees*, was last amended in 2007 and is outdated. Modifications to restructure and update the policy are necessary so that it reflects the current practices related to establishing tuition and fee rates and includes other statutory requirements related to tuition and fees.

Background: G.S. 116-11(7) directs the Board of Governors to set tuition and required fees at the institutions, not inconsistent with the actions of the General Assembly. As such, the UNC Policy Manual outlines policies and processes for setting tuition and fee rates. Over time, practices have been modified due to changes in Board priorities, statutory changes, and additional guidance related to establishing tuition and fees. However, the policy has not been regularly updated to adequately reflect these changes.

To allow for efficient review and discussion and to facilitate future changes, it is recommended that the existing policy be updated and reorganized so that tuition, fees, and waivers and refunds are addressed in three separate sections of the policy manual. Revisions to the tuition policy were addressed in the July committee meeting. This item addresses changes to the fee section only. Changes related to waivers and refunds will be recommended in a later meeting.

This item includes an updated fee policy that will be added as Section 1000.1.2 of the UNC Policy Manual, *Policy on Student Fees*. A repeal of the existing fee policy will be presented to the committee once the full Board adopts the restructuring of the updated tuition policy.

Assessment: Changes to the UNC Policy Manual are needed to align the student fee policy with the current fee-setting process. The recommended new policy reflects existing practice and restructures the policy for ease of understanding. There is no expectation that the recommended policy would substantially change the existing process to establish student fees.

Action: This item requires a vote by the committee, with a vote by the full Board of Governors through the consent agenda at the next meeting.

Policy on Student Fees

I. Purpose. The Board of Governors is responsible for establishing fees at the constituent institutions² of the UNC System consistent with the philosophy set forth in the North Carolina constitution.

II. General Policy. Fees will be charged only for limited, dedicated purposes and shall not be used to defray the costs of general academic and administrative operations of campuses, including academic programs and faculty and administrative salaries and benefits. The Board will make every effort to keep fees for students as low as possible while providing the revenues needed to support the purposes for which the fees are charged. The 2016 General Assembly enacted a special provision (G.S. 116-143.10) that caps mandatory student fee increases (including debt service fees) to three percent per year.

Each year, the Board establishes the fees listed below. All fees established shall be based upon the recommendation of the chancellor, the institutional board of trustees, and following his or her review, the president. Excluding the application fee charged to prospective students, all fees set by the Board are annual fees. Once an annual fee has been established, semester rates and summer school fees shall be established by the president and part-time rates shall be reported to the president. It is the policy of the Board to act no later than March of each year to establish fees for the following fall semester.

Although the General Assembly provides for most of the instructional costs of institutions through state appropriations, institutions traditionally rely entirely on student fees to finance a number of activities, services, and facilities. Institutional boards of trustees are required to weigh the benefits of the activity, facility, or service against the fee required to provide financial support. Orientation sessions for the boards of trustees will regularly include discussions of the process followed when establishing student fees.

A. Application Fee. An application fee shall be established for each institution. Specific programs within an institution may require an application fee different from the fee charged for most students and the Board may set different fees according to program needs.

B. General Fees. Fees generally applicable to all students shall be established by the Board of Governors. Six general fees are authorized: athletics, association of student government, health services, student activities, educational and technology, and campus security.

C. Fees Related to the Retirement of Debt Incurred for Capital Projects. Fees generally applicable to all students that provide revenues for the retirement of debt shall be fixed by the Board of Governors at the time of the borrowing. Indebtedness fees may not include components for operations and maintenance but shall reflect the cost of servicing the debt at the coverage levels required in Board resolutions and other documents authorizing the debt. Any subsequent changes in fees require Board approval. Indebtedness fees expire when the related debt is retired unless otherwise authorized by the Board of Governors.

D. Special Fees. Fees applicable only to students engaged in particular activities or courses of study shall be established by the Board of Governors when needed. These fees will not be used to provide general academic revenues that are provided from campus-initiated tuition increases.

Each chancellor is authorized to establish miscellaneous service charges for items such as transcripts, diplomas, caps and gowns, special examinations, late registrations, and replacement of I.D. cards. A schedule of such charges shall be filed with the president prior to the beginning of each school year.

III. Process for Establishing Fees. The process shall be initiated at the beginning of the fall semester and contain the following steps:

A. Instructions Issued. The senior vice president for finance and administration shall issue instructions to the chancellors calling for them to initiate a review of fees.

B. Fee Committee Review and Recommendations. Each chancellor shall establish a fee review committee with representatives of all aspects of campus life, including, but not limited to, representatives from business affairs, student affairs, the financial aid office, and the student body. The committee shall conduct a complete review of student fees from a zero-based budgeting perspective and shall make recommendations to the chancellor for establishing fees effective with the upcoming fall semester. The review will include an examination of alternative resources, including available institutional reserves, to determine if other funding is available to provide the services in lieu of establishing the fee. The review will include a reassessment of the existing operating methods to ensure that operations are performed in a cost-effective manner. If the committee determines that an increase in a fee is needed, the committee shall attempt to decrease another fee so that the total cost of education for students does not increase. In order to ensure that all students are able to meet the increased cost of education, the university's financial aid officer, working with the committee, shall determine that sufficient financial aid is available, from whatever sources are possible.

C. Chancellor Recommendations. The chancellor shall review the recommendations of the committee and present recommendations to the board of trustees for review and approval. Before a chancellor makes recommendations to the board of trustees, the recommendations of the fee review committee will be shared with student government leaders so that students may inform the chancellor of their perspectives on the proposed changes.

D. Board of Trustee Recommendations. The recommendations of the board of trustees will be forwarded to the president for review.

E. President Recommendations. When the review is completed, the president will present fee recommendations to the Committee on Budget and Finance for consideration by the Board of Governors.

Each step in the process shall be an iterative and comprehensive review of the previous step, resulting in changes to the fee recommendations as deemed appropriate.

IV. Distance Education Fees. Section 400.1.1[R](II)(b) of the UNC Policy Manual defines distance education and off-campus programs.

A. For fee-charging purposes, a distance education program is one designed to deliver 80 percent or more of the direct instruction through distance education or off-campus, as defined in

Section 400.1.1[R](II)(b). There may be a requirement for the student to attend the main campus for a portion of the program, but that requirement is minimal.

B. Effective fall 2022, students enrolled in distance education programs as defined above will be assessed certain mandatory fees, including the campus security, educational and technology, and association of student government fees, and will not have access to other services and activities supported by the other Board-approved mandatory fees unless they pay the appropriate additional mandatory fee.

C. Students not enrolled in distance education programs will be assessed all mandatory fees regardless of how their courses are delivered in a given semester.

V. Other Matters

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

B. Relation to State Laws. The foregoing policies as adopted by the Board of Governors are meant to supplement, and do not purport to supplant or modify, those statutory enactments which may govern the activities of public officials.

C. Regulations and Guidelines. These policies shall be implemented and applied in accordance with such regulations and guidelines as may be adopted from time to time by the president.

¹This new policy adopted by the Board of Governors replaces the original Section 1000.1.2, *Policy on Tuition with Respect to Student Exchange Programs with Institutional Abroad*, which was repealed in its entirety by the Board of Governors on September 16, 2021.

²Consistent with G.S. 116-143, no tuition or fees may be charged to students in the high school program at the North Carolina School of Science and Mathematics. However, the Board of Governors may approve, upon the recommendation of the Board of Trustees of NCSSM, the imposition of fees, not inconsistent with actions of the General Assembly for distance education services provided by NCSSM to nonresidents and for students participating in extracurricular enrichment programs sponsored by the School.

AGENDA ITEM

A-8. Capital Project Reporting Requirement (G.S. 143C-8-14)..... Katherine Lynn

Situation: S.L. 2021-80 codifies the requirement for reporting on the status of capital projects over \$10 million.

Background: The requirement to submit quarterly reports on the status and funding of capital projects funded in whole or in part with state funds has been included in session law for each budget bill. S.L. 2021-80 codifies the capital reporting requirement but raises the reporting threshold from \$100,000 to \$10 million. Capital project reports are required to be submitted to the Joint Legislative Oversight Committee on Capital Improvements and the Fiscal Research Division by October 1 and April 1 of each year. In addition, beginning January 1, the status of capital projects over \$10 million must be reported quarterly to the Office of State Budget and Management.

S.L. 2021-80 requires the reporting on the status of capital projects funded from the State Capital Infrastructure Fund, other state funds, and non-State funds and specifies the report contents.

Assessment: The sample format of the capital projects report to comply with the requirements of G.S. 143C-8-14 is provided for information.

Action: This item is for information only.

Capital Project Reporting Requirement (G.S. 143C-8-14)

ISSUE OVERVIEW

S.L. 2021-80 codifies the requirement for reporting on the status of capital projects over \$10 million that are funded from the State Capital Infrastructure Fund, other state funds, and non-state funds.

The requirement to submit quarterly reports on the status and funding of capital projects funded in whole or in part with state funds has been included in session law for each budget bill. S.L. 2021-80 codifies the capital reporting requirement but raises the reporting threshold from \$100,000 to \$10 million. Capital project reports are required to be submitted to the Joint Legislative Oversight Committee on Capital Improvements and the Fiscal Research Division by October 1 and April 1 of each year. In addition, beginning January 1, the status of capital projects over \$10 million must be reported quarterly to the Office of State Budget and Management.

S.L. 2021-80 includes specific information that must be included in the report and include the following:

- The current construction phase of the project
- The anticipated timeline from the current construction phase to project completion
- Information about expenditures that have been made in connection with the project, regardless of source of the funds expended
- Information about the adequacy of funding to complete the project, including estimate of how final expenditures will relate to initial estimate of expenditures, and whether or not scope reduction will be necessary in order to complete the project within its budget
- For capital projects authorized within the most recent fiscal year only, an estimate of the operating costs for the project for the first five fiscal years of its operation

The information for the capital projects report will be collected from several different sources, including the Interscope database managed by the State Construction Office, the state accounting database, and project information provided by the campuses.

The sample format of the capital projects report to comply with the requirements of G.S. 143C-8-14 is provided for information.

RECOMMENDATION

This item is for information only.

The University of North Carolina
Capital Project Reporting in Compliance with G.S. 143C-8-14
[Report for October 1, 2021]

| FY Auth | Institution | Project Title | Project Funding | | | | Current Project Estimate | Committed Funds | Current Construction Status | Scope Reduced? | Funding Adequate? | Construction Contract Amount As of 9/1/2021 | Estimated Contract Completion Date | Total Expenditures as of 6/30/2021 | Estimated Operating Costs Years 1-5 |
|---------|-------------|---|---------------------------|--------------|-------------------|--------------------|--------------------------|-----------------|-----------------------------|----------------|-------------------|---|------------------------------------|------------------------------------|-------------------------------------|
| | | | Authorized Funding Amount | Source | | | | | | | | | | | |
| | | | | State Funds | Non-General Funds | Institutional Debt | | | | | | | | | |
| 2018-19 | Appalachian | Track Tennis and Softball Relocation - Old High School Property | \$11,799,998 | | \$11,799,998 | | \$11,800,000 | \$6,001,720 | Under Construction | No | Yes | \$4,815,000 | 5/11/2022 | \$1,108,910 | NA |
| 2016-17 | ECU | Mendenhall Comprehensive Renovation (Mendenhall Renovation - Phase 1) | \$17,653,625 | | \$17,653,625 | | \$20,000,000 | \$6,768,496 | Under Construction | No | Yes | \$5,528,238 | 12/16/2021 | \$1,467,853 | NA |
| 2019-20 | NC State | Electrical Distribution Upgrade | \$58,800,000 | | \$58,800,000 | | \$58,800,000 | \$10,289,337 | Under Construction | TBD | TBD | \$1,925,398 | 7/1/2025 | \$918,587 | NA |
| 2018-19 | NC State | Greek Village - Phase 4 | \$47,500,000 | | \$47,500,000 | | \$48,000,000 | \$42,246,246 | Under Construction | No | Yes | \$36,172,799 | 6/30/2023 | \$4,183,763 | NA |
| 2018-19 | NC State | Outdoor Aquatics Facility | \$300,000 | | \$300,000 | | \$11,000,000 | \$194,660 | On Hold | -- | -- | -- | -- | \$194,660 | NA |
| 2020-21 | NC State | STEM Building - Integrative Sciences Building | \$7,000,000 | \$7,000,000 | | | \$160,000,000 | \$2,185,692 | Under Design | -- | -- | -- | -- | \$601,154 | NA |
| 2019-20 | UNC-CH | Avery Residence Hall Renovations | \$1,300,000 | | \$1,300,000 | | \$13,000,000 | \$0 | Not Started | -- | -- | -- | -- | \$0 | NA |
| 2021-22 | UNC-CH | Bingham Hall Comprehensive Renovations | \$500,000 | | \$500,000 | | \$15,000,000 | \$0 | Not Started | -- | -- | -- | -- | \$0 | NA |
| 2020-21 | UNC-CH | Nursing School Renovation (Carrington Hall Renewal) | \$2,500,000 | \$2,500,000 | | | \$45,000,000 | \$400,000 | Under Design | -- | -- | -- | -- | \$268,268 | NA |
| 2017-18 | UNC-CH | School of Business Planning McColl Building - Addition & Renovation (for Kenan Flagler School of Business) | \$13,200,000 | \$8,000,000 | \$5,200,000 | | \$150,020,000 | \$8,318,268 | Under Design | -- | -- | -- | -- | \$3,638,553 | NA |
| 2018-19 | UNC-CH | Emergency Declaration - Morehead Chemistry Building - HVAC Renovation | \$22,000,000 | | | \$22,000,000 | \$6,000,000 | \$16,930,945 | Under Construction | No | Yes | \$15,214,367 | 7/31/2021 | \$15,490,709 | NA |
| 2017-18 | UNC-CH | S1 Lot Parking Deck | \$15,743,516 | | \$8,961,000 | \$6,782,516 | \$14,443,516 | \$10,727,503 | Under Construction | No | Yes | \$8,266,320 | 7/23/2022 | \$7,641,257 | NA |
| 2018-19 | UNC-CH | School of Dentistry New Programs- Renovations | \$15,000,000 | | \$15,000,000 | | \$15,000,000 | \$1,856,088 | Under Design | -- | -- | -- | -- | \$1,459,069 | NA |
| 2018-19 | UNC-CH | South Chiller Plant Retrofit | \$1,000,000 | | \$1,000,000 | | \$15,530,150 | \$0 | Not Started | -- | -- | -- | -- | \$0 | NA |
| 2016-17 | UNC-CH | Translational Research Building | \$26,250,000 | | \$3,250,000 | \$23,000,000 | \$133,000,000 | \$7,258,637 | Under Construction | TBD | TBD | \$1,570,249 | Complete | \$6,850,889 | NA |
| 2017-18 | UNCC | Bioinformatics Building - 4th Floor Upfit | \$11,500,000 | | \$11,500,000 | | \$10,900,000 | \$8,104,117 | Under Construction | No | Yes | \$7,127,527 | 2/26/2022 | \$727,869 | NA |
| 2018-19 | UNCC | Cameron Hall - 2nd Floor Renovation | \$1,950,000 | | \$1,950,000 | | \$19,500,000 | \$159,000 | Under Design | -- | -- | -- | -- | \$159,000 | NA |
| 2018-19 | UNCC | McEniry - HVAC and IT Infrastructure Upgrades | \$10,000,000 | | \$10,000,000 | | \$10,000,000 | \$8,656,195 | Under Construction | No | Yes | \$5,145,518 | 10/19/2021 | \$5,167,183 | NA |
| 2019-20 | UNCC | Popp Martin Student Union - Renovation | \$11,498,950 | | \$11,498,950 | | \$10,000,000 | \$894,988 | Under Construction | TBD | TBD | \$263,000 | Complete | \$451,730 | NA |
| 2017-18 | UNCC | Residence Hall - Phase 16 | \$64,500,000 | | \$30,500,000 | \$34,000,000 | \$64,500,000 | \$11,979,229 | Under Design | -- | -- | -- | -- | \$9,784,874 | NA |
| 2018-19 | UNCG | Moore Building Renovations | \$1,200,000 | | \$1,200,000 | | \$14,732,000 | \$363,900 | Under Design | -- | -- | -- | -- | \$287,225 | NA |
| 2018-19 | UNCG | Oakland Parking Deck Expansion | \$17,406,000 | | \$17,406,000 | | \$17,406,000 | \$100,720 | Under Design | -- | -- | -- | -- | \$96,000 | NA |
| 2018-19 | UNCW | Randall Library - Renovation and Expansion | \$5,500,000 | \$5,500,000 | | | \$61,830,658 | \$5,835,022 | Under Design | -- | -- | -- | -- | \$2,498,978 | NA |
| 2019-20 | UNCW | Southeast Dining Facility | \$14,000,000 | | | \$14,000,000 | \$14,000,000 | \$12,605,824 | Under Construction | No | Yes | \$10,927,554 | 9/12/2021 | \$8,491,416 | NA |
| 2019-20 | UNCSA | New Residence Hall | \$46,000,000 | | | \$46,000,000 | \$46,020,736 | \$37,251,209 | Under Construction | No | Yes | \$33,181,133 | 1/11/2022 | \$17,631,047 | NA |
| 2016-17 | WCU | Lower Campus Residence Hall | \$93,100,000 | | \$33,100,000 | \$60,000,000 | \$93,100,000 | \$87,859,201 | Under Construction | No | Yes | \$81,821,521 | 12/1/2022 | \$28,653,494 | NA |
| 2017-18 | WCU | Parking Deck | \$26,615,185 | | | \$26,615,185 | \$26,615,185 | \$24,422,628 | Under Construction | No | Yes | \$22,090,945 | 9/1/2021 | \$19,813,124 | NA |
| 2018-19 | WCU | Steam Plant Replacement -Energy Production Replacement Facility | \$35,550,000 | \$35,550,000 | | | \$33,750,000 | \$30,240,111 | Under Construction | No | Yes | \$28,410,628 | 8/30/2022 | \$21,289,408 | TBD |
| 2012-13 | WSSU | Restore the Core - Phase II (Hauser, Pegram, Physical Plant) - Hauser Hall for Music-Renovation & Addition | \$1,500,000 | | \$1,500,000 | | \$18,570,560 | \$1,265,490 | Under Design | -- | -- | -- | -- | \$1,134,133 | NA |
| 2019-20 | NCSSM | Academic Commons Addition & Cafeteria Renovations | \$1,200,000 | | \$1,200,000 | | \$12,472,196 | \$294,677 | Under Design | -- | -- | -- | -- | \$0 | NA |
| | | TOTAL | \$582,067,274 | \$58,550,000 | \$291,119,573 | \$232,397,701 | \$1,169,991,001 | \$343,209,902 | | | | \$262,460,197 | | \$160,009,153 | |

Definitions:
Authorized Funding Amount: Total amount of funds approved for the project by legislation or BOG approval.
State Funds: Appropriated funds and state debt.
Non-general Funds: Non-appropriated funds including donations, gifts, and other sources.
Institutional Debt: Debt issued by the university with legislative approval and repaid from non-appropriated sources (self-liquidating debt).
Committed Funds: Funds contractually obligated for design, construction, inspections, other services, and associated costs.
Construction Contract Current Amount: The total amount of current construction contracts, including contracts that are awarded in multiple phases or multiple contracts.
Estimated Contract Completion Date: The latest contract completion date of awarded contracts, including projects with multiple contracts, as reported in Interscope. Contract completion date is subject to change as additional contracts are awarded.



AGENDA ITEM

A-9. Capital Improvement Projects – NC State University, UNC-Chapel Hill, and
UNC Wilmington..... Katherine Lynn

Situation: North Carolina State University, University of North Carolina at Chapel Hill, and University of North Carolina Wilmington have requested authorizations for three new capital improvement projects.

Background: The Board of Governors may authorize capital construction projects at UNC System institutions using available funds.

Assessment: NC State, UNC-Chapel Hill, and UNC Wilmington are requesting projects that meet the statutory requirements, and it is recommended that the Board of Governors approve the projects and the method of funding. It is further recommended that these projects be 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.

Action: This item requires a vote by the committee, with a vote by the full Board of Governors through the consent agenda.

Capital Improvement Projects – NC State University, UNC-Chapel Hill, and UNC Wilmington

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.

Three UNC System institutions have requested three new projects.

I. NEW PROJECTS

| Institution/Project Title | | Total Project Cost (\$) | Previous Authorization (\$) | Requested Authorization (\$) | Funding Source |
|--|--|-------------------------|-----------------------------|------------------------------|-------------------|
| North Carolina State University | | | | | |
| 1. | Centennial Campus Plaza | \$2,000,000 | \$0 | \$2,000,000 | Donations & Gifts |
| <i>NC State Subtotal</i> | | <i>\$2,000,000</i> | <i>\$0</i> | <i>\$2,000,000</i> | |
| University of North Carolina at Chapel Hill | | | | | |
| 2. | Women's Basketball Renovations – Phase 3 | \$5,200,000 | \$400,000 | \$4,800,000 | Athletic Receipts |
| <i>UNC-Chapel Hill Subtotal</i> | | <i>\$5,200,000</i> | <i>\$400,000</i> | <i>\$4,800,000</i> | |
| University of North Carolina Wilmington | | | | | |
| 3. | Alderman Hall and King Hall Renovations | \$7,835,934 | \$0 | \$7,835,934 | Carry-forward |
| <i>UNCW Subtotal</i> | | <i>\$7,835,934</i> | <i>\$0</i> | <i>\$7,835,934</i> | |
| Grand Total | | \$15,035,934 | \$400,000 | \$14,635,934 | |

RECOMMENDATION

All projects and associated funding sources are in compliance with G.S. 143C-8-12 (State Budget Act).

It is recommended that these projects be authorized and reported to the NC Office of State Budget and Management as non-appropriated projects that do not require any additional debt or burden on state appropriations.

II. REPORTING

There are no Chancellor-authorized Repairs and Renovations projects less than \$600,000 to report.

AGENDA ITEM

A-10. Sale of Special Obligation Bonds – North Carolina A&T State UniversityJennifer Haygood

Situation: North Carolina A&T State University (N.C. A&T) requests that the Board of Governors issue special obligation bonds in an aggregate principal amount not to exceed \$82 million (the “2021 Bonds”) to (1) advance refund the callable maturities of N.C. A&T’s General Revenue Bonds, Series 2015A (the “2015A Bonds”) and (2) pay costs of issuance of the 2021 Bonds.

Background: The Board is authorized to issue special obligation bonds for capital improvement projects that have been approved by the General Assembly. These projects have been previously approved by the Board and the General Assembly and have been approved for financing. This request is to refinance those previously issued bonds.

Assessment: Due to the favorable interest rate environment, N.C. A&T has the opportunity to refinance the 2015A Bonds for debt service savings. N.C. A&T estimates that it can achieve approximately \$6 million in net present value savings by refunding the 2015A Bonds, or approximately 8.5 percent of the par amount refunded, which is based on a cost of funds of approximately 2.5 percent. The refunding of N.C. A&T’s 2015A Bonds will be subject to final review by the System Office to verify savings based on the interest rate environment at the time of the sale of the 2021 Bonds.

N.C. A&T currently has an issuer credit rating of “A1” with a stable outlook by Moody’s Investors Service and an issuer credit rating of “AA-” with a stable outlook from Fitch Ratings. N.C. A&T is currently not rated by Standard & Poor’s. This transaction is expected to have no impact on N.C. A&T’s credit rating.

Action: This item requires a vote by the committee, with a vote by the full Board through the consent agenda.

Sale of Special Obligation Bonds – North Carolina A&T State University

ISSUE OVERVIEW

The Board of Governors is authorized to issue special obligation bonds for capital improvements projects that have been approved by the General Assembly. Although a specific source of funding is used by a campus when retiring these bonds, special obligation bonds are generally payable from all campus revenues excluding tuition, State appropriations, and restricted reserves.

North Carolina A&T State University (“N.C. A&T”) requests that the Board issue special obligation bonds in an amount not to exceed \$82 million (the “2021 Bonds”) for the purpose of refunding the callable maturities of N.C. A&T’s General Revenue Bonds, Series 2015A (the “2015A Bonds”). N.C. A&T estimates that it can achieve approximately \$6.0 million in net present value savings by refunding the 2015A Bonds, or approximately 8.5 percent of the par amount refunded, which is based on a cost of funds of approximately 2.5 percent. The refunding of N.C. A&T’s 2015A Bonds will be subject to final review by the System Office to verify savings based on the interest rate environment at the time of the sale of the 2021 Bonds.

The 2021 Bonds will be issued on a taxable basis and sold in the public market on a negotiated basis by Goldman Sachs & Co. LLC, which was selected through a competitive RFP process.

N.C. A&T currently has an issuer credit rating of “A1” with a stable outlook by Moody’s Investors Service and an issuer credit rating of “AA-” with a stable outlook from Fitch Ratings. N.C. A&T is currently not rated by Standard & Poor’s. This transaction is expected to have no impact on N.C. A&T’s credit rating.

Parker Poe Adams & Bernstein LLP is bond counsel, and First Tryon is the financial advisor.

RECOMMENDATION

It is recommended that the president of the University, or his designee, be authorized to sell the special obligation bonds through the attached resolution.

**RESOLUTION OF THE BOARD OF GOVERNORS OF THE UNIVERSITY OF NORTH
CAROLINA SYSTEM AUTHORIZING THE ISSUANCE OF
SPECIAL OBLIGATION BONDS TO REFINANCE SPECIAL OBLIGATION BOND PROJECTS
FOR NORTH CAROLINA AGRICULTURAL & TECHNICAL STATE UNIVERSITY**

WHEREAS, by Chapter 116 of the General Statutes of North Carolina, the Board of Governors (the “Board”) of the University of North Carolina System (the “UNC System”) is vested with general control and supervision of the constituent institutions of the UNC System; and

WHEREAS, the Board is authorized by Chapter 116D of the General Statutes of North Carolina (the “Act”) to issue, subject to the approval of the Director of the Budget, at one time or from time to time, (1) special obligation bonds of the Board for the purpose of paying all or any part of the cost of acquiring, constructing, or providing special obligation projects and (2) refunding bonds for the purpose of refunding any bonds by the Board under the Act or under any Article of Chapter 116 of the General Statutes of North Carolina, including the payment of any redemption premium on them and any interest accrued or to accrue to the date of redemption of the bonds refunded; and

WHEREAS, North Carolina Agricultural & Technical State University (“N.C. A&T”) and its financial advisor have advised the Board that it may be able to achieve debt service savings by refunding North Carolina Agricultural Technical State University General Revenue Bonds Series 2015A (the “2015A Bonds”), the proceeds of which were used to finance and refinance the costs of the construction equipping and furnishing of new student center on the campus of N.C. A&T and refund other prior obligations, the proceeds of which were used to finance and refinance projects at N.C. A&T;

WHEREAS, if debt service savings can be achieved, the Board has determined to issue North Carolina Agricultural & Technical State University Taxable General Revenue Refunding Bonds (with appropriate descriptions and series designations) (the “Bonds”) in an aggregate principal amount not to exceed \$82,000,000 to (1) refund all or a portion of the 2015A Bonds maturing on and after October 1, 2026 (the “Refunded Bonds”) and (2) pay the costs of issuing the Bonds; and

WHEREAS, the Board has determined to issue the Bonds under the General Trust Indenture dated as of December 1, 2012 (the “General Indenture”) between the Board and The Bank of New York Mellon Trust Company, N.A., (the “Trustee”), and a series indenture (the “Series Indenture”) between the Board and the Trustee; and

WHEREAS, the Bonds and other obligations issued under the General Indenture are payable solely from any funds of N.C. A&T or the Board held for N.C. A&T in each Fiscal Year, but excluding (1) appropriations by the General Assembly of the State from the State General Fund, (2) tuition payments by N.C. A&T students, (3) funds whose purpose has been restricted by the gift, grant or payee thereof, (4) revenues generated by Special Facilities (as defined in the General Indenture) and (5) funds restricted by law (the “Available Funds”);

WHEREAS, Goldman Sachs & Co. LLC (the “Underwriter”) will agree to purchase all of the Bonds pursuant to the terms of a bond purchase agreement (the “Purchase Agreement”) between the Board and the Underwriter; and

WHEREAS, there have been made available to the Board forms of the following documents (the “Board Documents”) which the Board proposes to approve, ratify, execute and deliver, as applicable, to effectuate the financing:

1. the General Indenture;
2. the Series Indenture;
3. the Purchase Agreement;
4. an Escrow Agreement between the Board and The Bank of New York Mellon Trust Company, N.A., as escrow agent, related to the refunding of the Refunded Bonds;
5. the Preliminary Official Statement (the “*Preliminary Official Statement*”) relating to the Bonds, which after the inclusion of certain pricing and other information will become the final Official Statement (the “*Official Statement*”) relating to the Bonds; and
6. the Bonds in the form set forth in the Series Indenture; and

WHEREAS, the issuance of the Bonds does not directly or indirectly or contingently obligate the State or any agency or political subdivision of the State to levy or to pledge any taxes to pay the cost, in whole or in part, of the Bonds in compliance with Section 116D-23 of the Act;

NOW, THEREFORE, BE IT RESOLVED by the Board as follows:

Section 1. **Authorization of Bonds.** That the Board hereby authorizes the issuance of the Bonds in an aggregate principal amount not to exceed \$82,000,000 under the General Indenture and the Series Indenture to pay the costs of refunding the Refunded Bonds and costs incurred in connection with the issuance of the Bonds. The Bonds may be issued in one or more series of bonds, as the Senior Vice President for Finance and Administration and CFO of the UNC System (the “SVP-Finance”) or her designee, in consultation with the appropriate officers at N.C. A&T, determine to be in N.C. A&T’s best interest to achieve debt service savings on the Refunded Bonds.

Section 2. **Sufficiency of Available Funds.** That the Board hereby finds that sufficient Available Funds are available to pay the principal of and interest on the Bonds and to provide for the maintenance and operation of the facilities at N.C. A&T to the extent required under the General Indenture.

Section 3. **Selection of Underwriters and other Financing Team Members.** That the Board authorizes the SVP-Finance and the Vice Chancellor for Business and Finance of N.C. A&T to select co-managing underwriters for the Bonds, if necessary or desirable, and any other professionals necessary to undertake the financing as contemplated in this Resolution.

Section 4. **Authorization of Board Documents.** That the form and content of the Board Documents be in all respects authorized, approved and confirmed, and the Chair of the Board, the President of the UNC System, the SVP-Finance, the Secretary and the Assistant Secretary of the Board and the Secretary of the UNC System, or anyone acting in an interim capacity, and their respective designees, individually and collectively (the “Authorized Officers”), be and they hereby are each authorized, empowered and

directed to execute and deliver the Board Documents for and on behalf of the Board, including necessary counterparts, in substantially the form and content presented to the Board, but with such changes, modifications, additions or deletions therein as to them seem necessary, desirable or appropriate, their execution thereof to constitute conclusive evidence of the Board's approval of any and all such changes, modifications, additions or deletions therein, and that from and after the execution and delivery of the Board Documents, the Authorized Officers are each hereby authorized, empowered and directed to do all such acts and things and to execute all such documents as may be necessary to carry out and comply with the provisions of the Board Documents as executed.

Section 5. **Authorization of Purchase Agreement.** That the Chair of the Board, the President of the UNC System and the SVP-Finance, individually or collectively, be and hereby are each authorized, empowered, and directed to execute and deliver the Purchase Agreement for and on behalf of the Board, including necessary counterparts, in a form and substance consistent with the terms of this Resolution and that from and after the execution and delivery of the Purchase Agreement, the Authorized Officers are each hereby empowered and directed to do all such acts and things and to execute all such documents as may be necessary to carry out and comply with the provisions of the Purchase Agreement as executed.

Section 6. **Authorization of Preliminary Official Statement and Official Statement.** That the form, terms, and content of the Preliminary Official Statement be and hereby are in all respects authorized, approved, and confirmed, and the use of the Preliminary Official Statement by the Underwriter in connection with the sale of the Bonds is hereby in all respects authorized, approved, ratified, and confirmed. The President of the UNC System and the SVP-Finance, or their respective designees, individually or collectively, be and they hereby are each authorized, empowered and directed to deliver the Official Statement for and on behalf of the Board in the form and content of the Preliminary Official Statement presented to the Board, but with such changes, modifications, additions or deletions therein as to them seem necessary, desirable, or appropriate, their execution of the Purchase Agreement to constitute conclusive evidence of the Board's approval of any and all such changes, modifications, additions or deletions therein, and the use of the Preliminary Official Statement and the Official Statement by the Underwriter in connection with the sale of the Bonds to investors is hereby authorized, approved, and confirmed.

Section 7. **General Authority.** From and after the execution and delivery of the documents hereinabove authorized, the Authorized Officers are each hereby authorized, empowered, and directed to do all such acts and things and to execute all such documents as may be necessary to carry out and comply with the provisions of said documents as executed, and are further authorized to take any and all further actions to execute and deliver any and all other documents as may be necessary to the issuance and on-going administration of the Bonds. Any provision in this Resolution that authorizes more than one Authorized Officer to take certain actions shall be read to permit such Authorized Officers to take the authorized actions either individually or collectively. The Chancellor and the Vice Chancellor for Business and Finance at N.C. A&T, or their respective designees, individually or collectively, are hereby authorized to execute and deliver all documents as may be necessary to the issuance and on-going administration of the Bonds on behalf of N.C. A&T.

Section 8. **Conflicting Provisions.** All resolutions or parts thereof of the Board in conflict with the provisions herein contained are, to the extent of such conflict, hereby superseded and repealed.

Section 9. ***Effective Date.*** This Resolution is effective immediately on the date of its adoption.

PASSED, ADOPTED, AND APPROVED this 16th day of September 2021.

STATE OF NORTH CAROLINA

)

SECRETARY'S CERTIFICATE

)

SS:

OF AUTHENTICATION

COUNTY OF ORANGE

)

I, Meredith R. McCullen, Assistant Vice President and Secretary of the University of North Carolina System, *DO HEREBY CERTIFY* that (1) the foregoing is a full, true and correct copy of the approving resolution adopted by the Board of Governors of the University of North Carolina System at its meeting on September 16, 2021 and appearing in the minutes of such meeting, (2) notice of the meeting of the Board of Governors of the University of North Carolina System held on September 16, 2021 was sent to each member of the Board, and (3) a quorum was present at the meeting on September 16, 2021 at which time the foregoing Resolution was adopted.

WITNESS, my hand and the seal of the University of North Carolina System this ____ day of _____, 2021.

[SEAL]

Assistant Vice President and Secretary of the University
of North Carolina System

AGENDA ITEM

A-11. Sale of Special Obligation Bonds – UNC CharlotteJennifer Haygood

Situation: The University of North Carolina at Charlotte (“UNC Charlotte”) requests that the Board of Governors issue special obligation bonds (the “2021B Bonds”) in an aggregate principal amount not to exceed \$147 million for the purpose of (1) advance refunding the callable maturities of UNC Charlotte’s Series 2013A Bonds (“2013A Bonds”), (2) advance refunding the callable maturities of Series 2015 Bonds (“2015 Bonds”), and (3) paying the costs of issuance of the 2021B Bonds.

Background: The Board is authorized to issue special obligation bonds for capital improvement projects that have been approved by the General Assembly. These projects have been previously approved by the Board of Governors and the General Assembly and have been approved for financing. This request is for refinancing the previously issued bonds.

Assessment: UNC Charlotte is seeking authority to refund the 2013A Bonds and the 2015 Bonds to take advantage of prevailing market conditions. UNC Charlotte estimates that it can achieve approximately \$10 million in total net present value savings by refunding the 2013A Bonds and the 2015 Bonds, representing approximately eight percent of the par amount refund, which is based on a cost of funds of approximately 2.5 percent. The refunding of UNC Charlotte’s 2013A and 2015 Bonds will be subject to final review by the System Office to verify savings based on the interest rate environment at the time of the sale of the 2021 Bonds.

UNC Charlotte currently has an issuer credit rating of “Aa3” with a stable outlook by Moody’s Investor Service, and an issuer credit rating of “A+” with a stable outlook by Standard & Poor’s. UNC Charlotte is currently not rated by Fitch Ratings. This transaction is expected to have no impact on UNC Charlotte’s credit rating.

Action: This item requires a vote by the committee, with a vote by the full Board of Governors through the consent agenda.

Sale of Special Obligation Bonds – University of North Carolina at Charlotte

ISSUE OVERVIEW

The Board of Governors is authorized to issue special obligation bonds for capital improvements projects that have been approved by the General Assembly. Although a specific source of funding is used by a campus when retiring these bonds, special obligation bonds are generally payable from all campus revenues, excluding tuition, state appropriations, and restricted reserves. This request is for refinancing previously issued bonds.

UNC Charlotte is requesting that the Board of Governors issue special obligation bonds (“2021B Bonds”), not to exceed \$147 million for the purpose of refunding the callable portion of the tax-exempt Series 2013A Bonds (“2013A Bonds”) and tax-exempt Series 2015 Bonds (“2015 Bonds”). The 2021B Bonds will be payable from all campus revenues excluding tuition, state appropriations, and restricted reserves.

UNC Charlotte has \$35,430,000 outstanding of the 2013A Bonds and \$107,920,000 outstanding of the 2015 Bonds. The 2021B Bonds will be used to refund the callable portions of the 2013A Bonds and 2015 Bonds, all of which were issued to finance capital projects previously approved by the UNC Charlotte Board of Trustees, the Board of Governors, and the General Assembly.

UNC Charlotte estimates that it can achieve approximately \$10 million in net present value savings by refunding the 2013A Bonds and 2015 Bonds, or approximately eight percent of the par amount refunded, which is based on a cost of funds of approximately 2.5 percent. The refunding of UNC Charlotte’s 2013A and 2015 Bonds will be subject to final review by the System Office to verify savings based on the interest rate environment at the time of the sale of the 2021 Bonds.

The 2021B Bonds will be issued on a taxable basis and sold in the public market on a negotiated basis by Wells Fargo Bank, N.A. and co-managers, which was selected through a competitive Request for Proposal (RFP) process.

UNC Charlotte currently has an issuer credit rating of “Aa3” with a stable outlook by Moody’s Investor Service, and an issuer credit rating of “A+” with a stable outlook by Standard & Poor’s. UNC Charlotte is currently not rated by Fitch Ratings. This transaction is expected to have no impact on UNC Charlotte’s credit rating.

Robinson, Bradshaw & Hinson is serving as bond counsel and disclosure counsel, and Hilltop Securities is serving as financial advisor for the transaction.

RECOMMENDATION

It is recommended that the Board of Governors authorize the sale and issuance of the revenue refunding bonds through the attached resolution.

**RESOLUTION OF THE BOARD OF GOVERNORS OF THE UNIVERSITY OF NORTH
CAROLINA SYSTEM AUTHORIZING THE ISSUANCE OF
SPECIAL OBLIGATION BONDS TO FINANCE AND REFINANCE SPECIAL OBLIGATION
BOND PROJECTS FOR THE UNIVERSITY OF NORTH CAROLINA AT CHARLOTTE**

WHEREAS, by Chapter 116 of the General Statutes of North Carolina, the Board of Governors (the “Board”) of the University of North Carolina System (the “UNC System”) is vested with general control and supervision of the constituent institutions of the UNC System; and

WHEREAS, the Board is authorized by Chapter 116D of the General Statutes of North Carolina (the “Act”) to issue, subject to the approval of the Director of the Budget, at one time or from time to time, (1) special obligation bonds of the Board for the purpose of paying all or any part of the cost of acquiring, constructing, or providing special obligation bond projects and (2) refunding bonds for the purpose of refunding any bonds by the Board under the Act or under any Article of Chapter 116 of the General Statutes of North Carolina, including the payment of any redemption premium on them and any interest accrued or to accrue to the date of redemption of the bonds refunded; and

WHEREAS, the University of North Carolina at Charlotte (“UNC Charlotte”) and its financial advisor have advised the Board that it may be able to achieve debt service savings by refunding the callable maturities of The University of North Carolina at Charlotte General Revenue Bonds, Series 2013A (the “2013A Bonds”) and The University of North Carolina at Charlotte General Revenue Bonds, Series 2015 (the “2015 Bonds”) previously issued by the Board on behalf of UNC Charlotte to finance and refinance various special obligation bond projects at UNC Charlotte; and

WHEREAS, to achieve the goals set forth above, the Board has determined to authorize the issuance of The University of North Carolina at Charlotte General Revenue Refunding Bonds (with appropriate descriptions and series designations) in one or more series (the “Bonds”) to (1) refund all or a portion of the callable maturities of the 2013A Bonds and the 2015 Bonds (together, the “Refunded Bonds”) and (2) pay the costs of issuing the Bonds; and

WHEREAS, the Board has determined to issue the Bonds under the General Trust Indenture dated as of July 1, 2006 (the “General Indenture”) between the Board and U.S. Bank National Association as trustee (the “Trustee”), and a Series Indenture, Number 14 (the “Series Indenture”) between the Board and the Trustee; and

WHEREAS, the Bonds and other obligations issued under the General Indenture are payable solely from any legally available funds of UNC Charlotte, or of the Board held for UNC Charlotte, in each Fiscal Year remaining after satisfying obligations of UNC Charlotte or the Board under a trust indenture, trust agreement or bond resolution providing for the issuance of debt of the Board with respect to UNC Charlotte existing prior to January 10, 2002, but excluding (1) appropriations by the General Assembly of the State of North Carolina from the State General Fund, (2) tuition payments by UNC Charlotte students, (3) funds whose purpose has been restricted by the gift, grant or payee thereof, and (4) revenues generated by Special Facilities, as defined in the General Indenture (the “Available Funds”); and

WHEREAS, Wells Fargo Bank, N.A. and co-managers (the “Underwriters”) will agree to purchase all of the Bonds pursuant to the terms of a bond purchase agreement (the “Purchase Agreement”) between the Board and the Underwriters; and

WHEREAS, there have been made available to the Board forms of the following documents (the “Board Documents”), which the Board proposes to approve, ratify, execute, and deliver, as applicable, to effectuate the financing:

1. the General Indenture;
2. the Series Indenture;
3. the Purchase Agreement;
4. the Preliminary Official Statement (the “*Preliminary Official Statement*”) relating to the Bonds, which after the inclusion of certain pricing and other information will become the final Official Statement (the “*Official Statement*”) relating to the Bonds; and
5. the Bonds in the form set forth in the Series Indenture; and

WHEREAS, the issuance of the Bonds does not directly or indirectly or contingently obligate the State or any agency or political subdivision of the State to levy or to pledge any taxes to pay the cost, in whole or in part, of the Bonds in compliance with Section 116D-23 of the Act;

NOW, THEREFORE, BE IT RESOLVED by the Board as follows:

Section 1. **Authorization of Bonds.** That the Board hereby authorizes the issuance of the Bonds under the General Indenture and the Series Indenture in an aggregate principal amount not to exceed \$147,000,000 to pay the costs of refunding the Refunded Bonds and the costs of issuance of the Bonds related thereto.

The Bonds may be issued in one or more series of taxable bonds for any or all of the purposes set forth herein, as the Senior Vice President for Finance and Administration and Chief Financial Officer of the UNC System (the “SVP-Finance”) or her designee, in consultation with the appropriate officers at UNC Charlotte, determine to be in UNC Charlotte’s best interest to achieve the goals set forth herein.

Section 2. **Sufficiency of Available Funds.** That the Board hereby finds that sufficient Available Funds are available to pay the principal of and interest on the Bonds and to provide for the maintenance and operation of the facilities at UNC Charlotte to the extent required under the General Indenture.

Section 3. **Selection of Financing Team Members.** That the Board authorizes the Vice Chancellor for Business Affairs of UNC Charlotte to select any professionals necessary to undertake the financing as contemplated in this Resolution.

Section 4. **Authorization of Board Documents.** That the form and content of the Board Documents be and are in all respects authorized, approved, and confirmed, and the Chairman of the Board, the President of the UNC System, the SVP-Finance, the Secretary and the Assistant Secretary of the Board and the Secretary of the UNC System, or anyone acting in an interim capacity, individually and collectively, (the “Authorized Officers”), be and they hereby are each authorized, empowered, and directed to execute and deliver the Board Documents for and on behalf of the Board, including necessary counterparts, in substantially the form and content presented to the Board, but with such changes, modifications,

additions or deletions therein as to them seem necessary, desirable or appropriate, their execution thereof to constitute conclusive evidence of the Board's approval of any and all such changes, modifications, additions or deletions therein, and that from and after the execution and delivery of the Board Documents, the Authorized Officers are each hereby authorized, empowered, and directed to do all such acts and things and to execute all such documents as may be necessary to carry out and comply with the provisions of the Board Documents as executed.

Section 5. **Authorization of Purchase Agreement.** That the Chairman of the Board, the President of the UNC System, and the SVP-Finance, individually or collectively, be and hereby are each authorized, empowered, and directed to execute and deliver the Purchase Agreement for and on behalf of the Board, including necessary counterparts, in a form and substance consistent with the terms of this Resolution and that from and after the execution and delivery of the Purchase Agreement, the Authorized Officers are each hereby authorized, empowered, and directed to do all such acts and things and to execute all such documents as may be necessary to carry out and comply with the provisions of the Purchase Agreement as executed.

Section 6. **Authorization of Preliminary Official Statement and Official Statement.** That the form, terms, and content of the Preliminary Official Statement be and the same hereby are in all respects authorized, approved, and confirmed, and the use of the Preliminary Official Statement by the Underwriters in connection with the sale of the Bonds is hereby in all respects authorized, approved, ratified, and confirmed. The President of the UNC System and the SVP-Finance, or their respective designees, individually or collectively, be and hereby are each authorized, empowered, and directed to deliver the Official Statement for and on behalf of the Board in substantially the form and content of the Preliminary Official Statement presented to the Board, but with such changes, modifications, additions or deletions therein as to them seem necessary, desirable or appropriate, their execution of the Purchase Agreement to constitute conclusive evidence of the Board's approval of any and all such changes, modifications, additions or deletions therein, and the use of the Preliminary Official Statement and the Official Statement by the Underwriters in connection with the sale of the Bonds to investors is hereby authorized, approved, and confirmed.

Section 9. **General Authority.** From and after the execution and delivery of the documents hereinabove authorized, the Authorized Officers are each hereby authorized, empowered, and directed to do all such acts and things and to execute all such documents as may be necessary to carry out and comply with the provisions of said documents as executed, and are further authorized to take any and all further actions to execute and deliver any and all other documents as may be necessary to the issuance and on-going administration of the Bonds and otherwise contemplated by this Resolution. Any provision in this Resolution that authorizes more than one Authorized Officer to take certain actions shall be read to permit such Authorized Officers to take the authorized actions either individually or collectively. The Chancellor and the Vice Chancellor for Finance and Operations at UNC Charlotte, or their respective designees, individually or collectively, are hereby authorized to execute and deliver all documents and take such actions as may be necessary to the issuance and on-going administration of the Bonds and otherwise contemplated by this Resolution on behalf of UNC Charlotte.

Section 10. **Conflicting Provisions.** All resolutions or parts thereof of the Board in conflict with the provisions herein contained are, to the extent of such conflict, hereby superseded and repealed.

Section 11. ***Effective Date.*** This Resolution is effective immediately on the date of its adoption.

PASSED, ADOPTED, AND APPROVED this 16th day of September 2021.

STATE OF NORTH CAROLINA

)

SECRETARY'S CERTIFICATE

)

SS:

OF AUTHENTICATION

COUNTY OF ORANGE

)

I, Meredith R. McCullen, Assistant Vice President and Secretary of the University of North Carolina System, *DO HEREBY CERTIFY* that (1) the foregoing is a full, true and correct copy of the approving resolution adopted by the Board of Governors of the University of North Carolina System at its meeting on September 16, 2021 and appearing in the minutes of such meeting, (2) notice of the meeting of the Board of Governors of the University of North Carolina System held on September 16, 2021 was sent to each member of the Board, and (3) a quorum was present at the meeting on September 16, 2021 at which time the foregoing Resolution was adopted.

WITNESS, my hand and the seal of the University of North Carolina System this ____ day of _____, 2021.

[SEAL]

Assistant Vice President and Secretary of the University
of North Carolina System

AGENDA ITEM

A-12. 2020-21 Annual Report of the Committee on Budget and Finance.....Jennifer Haygood

| | |
|--------------------|---|
| Situation: | Each standing committee submits an annual report of its activities to the Board of Governors. |
| Background: | Under the UNC Policy Manual, Section 302 E of <i>The Code</i> , "Each standing committee shall make a written report to the Board of Governors at least annually, reviewing the work of the committee during the preceding year." |
| Assessment: | The Annual Report on the activities of the Committee on Budget and Finance for fiscal year 2020-21 is ready for review and submission. |
| Action: | This item requires a vote by the committee to accept the report for submission to the Board of Governors. |

DUTIES AND MEMBERSHIP

The Committee on Budget and Finance advises and consults with the president and the chair of the UNC System Board of Governors concerning budget policy and preparation; considers the budget proposed by the president, recommends modifications and approves the budget for consideration by the Board; makes recommendations to the Board for allocation of funds appropriated by the General Assembly; works with the Committee on Educational Planning, Policies, and Programs to ensure the proper funding of strategic objectives; and submits recommendations to the Board with respect to capital improvement projects, institutional borrowings, and property transactions, as well as other budgetary and financial matters within the jurisdiction of the Board of Governors. This report summarizes the work of the committee from July 2020 through June 2021.

The Committee on Budget and Finance was comprised of the following members: Darrell T. Allison, James L. Holmes, Jr., W. Marty Kotis, III, J. Alexander Mitchell, Wendy Floyd Murphy, and Michael Williford. Mr. Holmes served as chair, Mr. Mitchell served as vice chair, and Mr. Williford served as secretary.

Mr. Allison resigned from the Board on September 23, 2020.

Chancellor Sheri Everts (Appalachian State University), Chancellor Kevin Guskiewicz (UNC-Chapel Hill), and Chancellor Randy Woodson (NC State University) were assigned to the committee.

ACTIONS

The Committee on Budget and Finance met 12 times between July 1, 2020, and June 30, 2021, including two special meetings, and two joint meetings with the Committee on Publics Affairs and the Committee on Personnel and Tenure. The committee also held a Tuition and Fees Workshop. The major actions of the committee are summarized as follows:

BUDGETS and ALLOCATIONS/TUITION and FEES

During the year, the committee made specific recommendations for consideration by the Board related to budget requests, allocations of funds, and adjustments of tuition and fee rates.

2020-21 Operating Budget Allocations:

The committee recommended the 2020-21 Operating Budget Allocations, including enrollment funding (\$29,392,231) and the NC Promise Tuition Buy-down Plan (\$6,638,523). The committee provided additional information about the 2020-21 budget and related bills.

2020-21 Enrollment Funding Allocation:

The committee recommended the enrollment funding for FY 2020-21 based on actual enrollment. The General Assembly fully funded the Board's enrollment change funding request by providing \$29,392,231 in nonrecurring funds for 2020-21. Recurring funds were requested in the 2021-23 Budget Priorities.

2020-21 NC Promise Tuition Buy-Down Plan:

The committee recommended allocation of \$6.6M to the NC Promise institutions to make up for the difference between the calculated buy down and final buy down allocation in FY 2019-20 since there were no funds appropriated in FY 2019-20 due to the budget impasse. Additional allocations were made in Fall 2020 and were adjusted after the 2021 spring census when actual spring enrollment figures were available. A total of approximately \$7.6 million in nonrecurring funds was allocated. Recurring funds were requested in the 2021-23 Budget Priorities.

Authorization of Tuition and Fees for 2021-22:

Due to the financial strain the COVID-19 pandemic placed on many students and families; no tuition increases were allowed for resident students. Only increases to the health services fee were initially allowed unless a proposed increase to a mandatory fee was offset by a commensurate decrease to another fee, resulting in no net increase in the total of all mandatory fees, excluding health services fees. At a special meeting of the Committee on Budget and Finance on February 9, 2021, a motion was approved to increase the current \$30 campus security fee to \$60, subject to any adjustments needed due to the three percent statutory cap on fee increases. The committee directed the System Office staff to incorporate the increase in the 2021-22 fee authorization item that was considered by the full Board at its next meeting. The Committee on Budget and Finance approved tuition and fee rates for the 2021-22 academic year on February 17, 2021.

2020 Additional COVID-19 Allocations:

During a special legislative session, the General Assembly appropriated additional funds in response to the COVID-19 crisis. House Bill 1105 (S.L. 2020-97) directed the distribution of federal emergency funding received from the Coronavirus Relief Fund created under the CARES Act. Included in the bill is funding for the Board of Governors to allocate to the UNC System institutions. The committee recommended approval of the following:

- \$13,000,000 to be allocated to the constituent institutions to be used to purchase personal protective equipment (PPE) in response to the COVID-19 pandemic. PPE purchased with these funds shall meet applicable federal standards and guidelines from the Centers for Disease Control and Prevention.
- \$5,000,000 to be allocated to the constituent institutions to effectively mitigate the spread of COVID-19 on the campuses through testing, tracing, enforcing required on-campus isolation and quarantine, and providing COVID-19-related health care services.
- \$1,000,000 for the New Teacher Support Program to provide, at no cost to the local school administrative units, mentoring and coaching support to beginning teachers who are employed in public schools most impacted by COVID-19.

It was recommended that the funding for personal protective equipment be allocated based on \$285 per student living on campus, with a \$400,000 minimum amount per institution for students, and \$20 per budgeted FTE employee as shown in the following table. Also, it was recommended that the president be authorized to make further allocations.

| Institution | PPE | Testing/ Tracing | New Teacher Support Prog. |
|--|---------------------|-----------------------------|--------------------------------------|
| Appalachian State University | \$ 1,553,658 | | |
| East Carolina University | 531,387 | | |
| Elizabeth City State University | 408,568 | | |
| Fayetteville State University | 419,066 | | |
| N.C. A&T State University | 1,133,465 | | |
| North Carolina Central University | 622,803 | | |
| North Carolina State University | 835,269 | | |
| UNC Asheville | 415,365 | | |
| UNC-Chapel Hill | 699,842 | | |
| UNC Charlotte | 1,137,813 | | |
| UNC Greensboro | 1,198,009 | | |
| UNC Pembroke | 532,751 | | |
| UNC Wilmington | 1,097,192 | | |
| UNC School of the Arts | 410,599 | | |
| Western Carolina University | 949,328 | | |
| Winston Salem State University | 635,621 | | |
| NC School of Science & Mathematics | 404,916 | | |
| UNC System Office, Institutional Prog. | 14,348 | \$5,000,000 | \$1,000,000 |
| Total | \$13,000,000 | \$5,000,000 | \$1,000,000 |

In May 2020, the Board of Governors approved COVID-19 allocations appropriated by the General Assembly to the North Carolina State Education Assistance Authority (NCSEAA). In a special legislative session in September 2020, the General Assembly appropriated additional coronavirus relief funds to the Board to be allocated to NCSEAA as follows:

- \$5,000,000 to provide funds to each eligible, private postsecondary institution, as defined in G.S. 116-280(3). These funds are to be used to transition to online education for students and to provide funds for students and families impacted by COVID-19. The special provision required NCSEAA to provide funds to each eligible private postsecondary institution, by apportioning an amount equal to the following:
 - a. 75 percent of the institution's relative share of full-time equivalent students who were enrolled as of March 13, 2020, who received need-based scholarships for the spring semester of the 2019-20 academic year.
 - b. 25 percent of the institution's relative share of full-time equivalent students who were enrolled as of March 13, 2020, who had not received need-based scholarships for the spring semester of the 2019-20 academic year.

- \$5,000,000 to provide funds to each eligible, private postsecondary institution, as defined in G.S. 116-280(3). These funds are to be used to purchase personal protective equipment in response to COVID-19. PPE purchased with these funds shall meet applicable federal standards and guidelines from the Centers for Disease Control and Prevention. The special provision required NCSEAA to provide funds to each eligible, private postsecondary institution, by apportioning an amount equal to the following:
 - a. 75 percent of the institution's relative share of full-time equivalent students who were enrolled as of March 13, 2020, who received need-based scholarships for the spring semester of the 2019-20 academic year.
 - b. 25 percent of the institution's relative share of full-time equivalent students who were enrolled as of March 13, 2020, who had not received need-based scholarships for the spring semester of the 2019-20 academic year.
- \$6,500,000 to be used to provide scholarships as an alternative educational option for certain students with disabilities during the COVID-19 pandemic.
- \$250,000 to be allocated to nonpublic schools that enroll students who receive scholarship funds pursuant to the Opportunity Scholarship Grant Program for the purchase of personal protective equipment for use in schools. NCSEAA shall allocate to each eligible nonpublic school a pro rata amount based on the number of students enrolled in the school who receive scholarship funds as of September 15, 2020. PPE purchased with these funds shall meet applicable federal standards and guidelines from the Centers for Disease Control and Prevention.
- \$1,000,000 in nonrecurring funds (from the Department of Public Instruction School Bus Replacement Funds) to be allocated as grants to establish and administer the North Carolina Patriot Star Family Scholarship Program as follows:
 - a. \$500,000 to the Patriot Foundation
 - b. \$500,000 to the Marine Corps Scholarship Foundation, Inc.

It was recommended that these funds be allocated to Aid to Private Institutions

2021-23 Base Budget:

The base budget was established by S.L. 2014-100, which amended the State Budget Act and replaced the continuation budget. Beginning with the 2015-17 biennial budget process, a number of items, including enrollment funding and building reserves, were removed from the base budget and are now requested as part of the expansion budget. As a result of this change, the base budget now largely reflects the prior fiscal year's authorized budget.

The committee approved the 2021-23 base budget, which reflected limited adjustments to the current year's authorized budget as identified by UNC System institutions. The adjustments that impacted the appropriation were a \$16.8 million reversal of nonrecurring funds appropriated for enrollment funding and building reserves as well as increases to existing leases at five campuses, totaling just over \$232,000.

The sum of the 2021-23 base budget and the expansion budget priorities previously approved by the Board constitutes the University's total request for General Fund appropriations for current operations. This request totaled approximately \$3.1 billion for each year of the biennium, excluding any additional appropriation for faculty and staff salaries.

2021-23 Budget Priorities:

The Committee on Budget and Finance approved the 2021-23 Budget Priorities at the November 2020 meeting with full details of the request provided in January 2021. Due to the pandemic and budget constraints, the budget priorities were limited to a few items that were regarded as core to the instructional mission of the University. The committee recommended approval of the following 2021-23 Budget Priorities:

University of North Carolina FY 2021-23 Operating Budget Priorities

| | | FY 2021-22 | FY 2022-23 |
|--|------------|-----------------|-----------------|
| 2021-23 Base Budget (Excludes Aid to Private Institutions) | | \$2,962,056,895 | \$2,962,173,367 |
| 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, including at the NCSSM Morganton campus. | NR to R* | \$29,392,231 | \$29,392,231 |
| | FY 2021-23 | 40,176,497 | 83,998,971 |
| | | 1,334,264 NR | 347,412 NR |
| | Total | \$69,568,728 | \$113,391,202 |
| | | \$1,334,264 NR | \$347,412 NR |
| 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 \$3,985,459 NR in FY 2020-21 for buildings coming online this fiscal year. | NR to R* | \$15,143,629 | \$15,143,629 |
| | FY 2021-23 | 10,904,122 | 20,480,657 |
| | | 2,804,782 NR | 1,242,230 NR |
| | Total | \$26,047,751 | \$35,624,286 |
| | | \$2,804,782 NR | \$1,242,230 NR |
| | | \$110,616,479 | \$169,015,488 |
| | | 4,139,046 NR | 1,589,642 NR |
| Total Requested Increase | | \$114,755,525 | \$170,605,130 |
| Total Percent Change | | 3.87% | 5.76% |

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

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.

UNC System requests equity with state

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.

Note: All items are recurring unless specified as nonrecurring.

Federal Stimulus Update:

The 2021 Consolidated Appropriations Act [H.R. 133] was signed into law on December 27, 2020. The act included federal aid in response to the COVID-19 crisis. This act provided \$22.7 billion in supplemental federal emergency funding for institutions of higher education in addition to the \$14 billion allocated in the CARES Act that was passed in March of 2020. The UNC System received over \$378 million in federal stimulus. In March 2021, the American Rescue Plan [H.R. 1319] was signed into law providing \$39.6 billion in additional support for institutions of higher education. The UNC System received over \$700 million in federal funding in the third tranche of relief funding to ensure learning could continue during the pandemic. Appropriated funds may be used to defray expenses associated with coronavirus, (including lost revenue), to carry out student support activities that address needs related to the coronavirus, and to provide financial aid grants to students.

2021-23 Capital Budget Priorities:

Every biennium, the University reviews its capital needs and prepares six-year capital improvement plans, which include prioritized plans for: 1) general fund capital improvement projects, 2) capital improvement projects supported by non-general fund sources such as housing, dining, parking, and other receipts, and 3) general fund repairs and renovations. Because of the University's significant backlog of deferred maintenance, campuses were directed to focus their 2021-27 Six-Year Capital Improvement Plans on extending the use of existing buildings through rehabilitation and renovation, rather than on new construction or expansion. These plans were used to develop recommended priorities for the 2021-23 biennium with a focus on caring for the University's existing space. The committee approved the 2021-23 capital budget priorities listed below:

1. Repair, Renovation, and Rehabilitation: \$491,175,000

The System's top priority is working through the significant backlog of critical maintenance needed to preserve our existing facilities. The committee reviewed a list of recommended projects (Attachment A) that focused on the following areas:

- Roof replacement, water intrusion mitigation, or building envelope repairs that allow buildings to remain in use and prevent further deterioration;
- System replacements (such as HVAC, electrical, fire alarms, elevators, etc.) of failing or obsolete systems that directly impact the continued occupancy of the building;
- Repair or replacement of critical plant operations or infrastructure that directly supports operation of critical core-mission buildings; this should not include the expansion or upgrade of any infrastructure to support new construction; and
- Demolition of vacant buildings.

An additional list of smaller maintenance R&R projects (Attachment B) was provided to the committee. R&R funds for these projects would be allocated using the formula approved by the Board of Governors on September 20, 2019.

2. Comprehensive Renovation and Facility Modernization: \$468,050,000

The committee reviewed a list of recommended priorities for comprehensive renovation and modernization projects (Attachment C) with a focus on extending the useful life of a building, improving space utilization, and aligning programmatic priorities.

3. Advanced Planning Funds for New Construction Projects Previously Authorized by the General Assembly: \$35,500,000

S.L. 2020-81 previously authorized two new construction projects and advanced planning funds for both projects was included in the budget request.

| Institution | Project | Enacted Total Project Authorization | FY 2021-22 | FY 2022-23 |
|-------------|-----------------|-------------------------------------|-------------|--|
| NCSU | STEM Building | \$160,000,000 | \$7,000,000 | Additional allocations pending non-state match |
| UNC-CH | Business School | \$150,000,000 | \$7,000,000 | |

H.B. 966, which was passed by the General Assembly, but was never enacted, included two new construction projects for health sciences facilities. Advanced planning funds were requested for the two projects listed below:

| Institution | Project | H.B. 966 Total Project Authorization | FY 2021-22 | FY 2022-23 |
|-------------|--------------------------|--------------------------------------|--------------|--|
| ECU | Brody School of Medicine | \$215,000,000 | \$15,000,000 | Additional allocations pending advanced planning |
| UNCP | Health Sciences Center | \$91,000,000 | \$6,500,000 | |

In total, the committee recommended \$994,725,000 in the 2021-23 capital budget priorities.

CAPITAL IMPROVEMENT ALLOCATIONS

2020-21 Capital Budget Allocations:

Capital budget allocations for 2020-21 were passed in several bills enacted by the 2019 General Assembly and reported in the 2019-2020 annual report.

2020-21 Allocations from the Reserve for Repairs and Renovations:

A total of \$33,100,000 was allocated to the reserve for repairs and renovations for The University of North Carolina System. The Board allocated funds equally among the 17 universities at \$1,898,382 each, with \$827,506 allocated to the System Office for its buildings or other affiliates (NC Arboretum and PBS NC).

2020-21 Non-Appropriated Capital Improvement Projects:

Non-appropriated capital projects are financed by the University and include the construction, repair, or renovation of facilities such as residence halls, dining facilities, research buildings, athletic facilities, and student health buildings. Legislative approval is required for the issuance of debt for these “self-liquidating” capital projects. The legislature authorized debt issuance (S.L. 2021-74) for the following projects:

| Institution | Project | Total (\$) | Debt (\$) | Other Funds | Source of Funds |
|-------------|---|---------------------|---------------------|------------------|--------------------------------|
| UNCG | The Arts Place at Tate and Gate | \$10,330,306* | \$9,500,000 | \$830,306 | Bond Savings/ Private Funds |
| UNCW | Walton Drive Student Village Recreation Fields and Facilities | \$9,750,000 | \$9,750,000 | | Debt Service Fees |
| | TOTAL | \$20,080,306 | \$19,250,000 | \$830,306 | |

**Debt authorization is for the total project amount.*

CAPITAL IMPROVEMENT AUTHORIZATIONS

2020-21 Capital Improvement Projects Not Requiring Action by the General Assembly:

During the year, the committee recommended approval of capital improvement projects to be funded from non-appropriated funds. With Board approval, these projects are reported to Office of State Budget and Management (OSBM) as non-appropriated projects that do not require any additional debt or burden on state appropriations.

There are 10 UNC System institutions and affiliates that requested a total of 21 capital improvement projects: 10 new projects for authority, and 11 projects for increased authorization. The institutions requesting authority and a summary of the approved projects is listed below. A detailed list of approved capital projects is included in Attachment D.

2020-21 UNC Non-appropriated Capital Projects Authorized by the Board of Governors

| Institution | Total # of Projects | New Project Authorization | | Increased Authorization | | Total Authorization Requested |
|-----------------|---------------------|---------------------------|---------------------|-------------------------|---------------------|-------------------------------|
| | | # | Amount | # | Amount | |
| Appalachian | 0 | 0 | | 0 | | \$0 |
| ECU | 1 | | | 1 | \$665,000 | \$665,000 |
| ECSU | 1 | 1 | \$1,000,000 | | | \$1,000,000 |
| FSU | 1 | | | 1 | \$4,500,000 | \$4,500,000 |
| N.C. A&T | 2 | | | 2 | \$2,400,000 | \$2,400,000 |
| NCCU | 2 | | | 2 | \$8,100,000 | \$8,100,000 |
| NC State | 8 | 4 | \$50,800,000 | 4 | \$8,668,948 | \$59,468,948 |
| UNCA | 2 | 1 | \$1,198,835 | 1 | \$2,354,174 | \$3,553,009 |
| UNC-Chapel Hill | 0 | 0 | | 0 | | \$0 |
| UNCC | 1 | 1 | \$1,800,000 | | | \$1,800,000 |
| UNCG | 0 | 0 | | 0 | | \$0 |
| UNCP | 0 | 0 | | 0 | | \$0 |
| UNCW | 1 | 1 | \$1,496,913 | | | \$1,496,913 |
| UNCSA | 0 | 0 | | 0 | | \$0 |
| WCU | 0 | 0 | | 0 | | \$0 |
| WSSU | 0 | 0 | | 0 | | \$0 |
| NCSSM | 2 | 2 | \$4,195,000 | | | \$4,195,000 |
| NC Arb. | 0 | 0 | | 0 | | \$0 |
| UNC-TV | 0 | 0 | | 0 | | \$0 |
| TOTAL | 21 | 10 | \$60,490,748 | 11 | \$26,688,122 | \$87,178,870 |

Effective July 1, 2019, the Board of Governors delegated authority to university boards of trustees to authorize capital projects under \$750,000 in value at the institutional level and, with additional capital project delegation, up to \$1,000,000. For fiscal year 2020-21 under the \$750,000 delegation, 10 UNC System institutions and affiliates authorized a total of 39 capital improvement projects to be funded from non-appropriated funds, summarized in the table below. These projects are also reported to OSBM as non-appropriated projects that do not require any additional debt or burden on state appropriations. There were no institutions authorizing projects under the additional capital project delegation. A detailed list of approved delegated capital projects is included in Attachment D.

2020-21 UNC Non-appropriated Capital Projects Authorized Under Delegated Authority

| Institution | Total # of Projects | New Project Authorization | | Increased Authorization | | Total Authorization Requested |
|-----------------|---------------------|---------------------------|---------------------|-------------------------|------------------|-------------------------------|
| | | # | Amount | # | Amount | |
| Appalachian | 4 | 4 | \$2,341,842 | 0 | | \$2,341,842 |
| ECU | 1 | 1 | \$400,000 | 0 | | \$400,000 |
| ECSU | 1 | 1 | \$550,000 | 0 | | \$550,000 |
| FSU | 0 | 0 | | 0 | | \$0 |
| N.C. A&T | 5 | 5 | \$2,355,000 | 0 | | \$2,355,000 |
| NCCU | 1 | 1 | \$360,000 | 0 | | \$360,000 |
| NC State | 9 | 8 | \$3,693,000 | 1 | \$80,000 | \$3,773,000 |
| UNCA | 0 | 0 | | 0 | | \$0 |
| UNC-Chapel Hill | 11 | 7 | \$3,126,002 | 4 | \$452,874 | \$3,578,876 |
| UNCC | 1 | 1 | \$500,000 | | | \$500,000 |
| UNCG | 0 | 0 | | 0 | | \$0 |
| UNCP | 2 | 2 | \$1,476,554 | | | \$1,476,554 |
| UNCW | 0 | 0 | | 0 | | \$0 |
| UNCSA | 0 | 0 | | 0 | | \$0 |
| WCU | 4 | 4 | \$2,212,000 | 0 | | \$2,212,000 |
| WSSU | 0 | 0 | | 0 | | \$0 |
| TOTAL | 39 | 34 | \$17,014,398 | 5 | \$532,874 | \$17,547,272 |

Effective July 1, 2020, the General Assembly authorized chancellors to use available funds for projects less than \$600,000 in 13 allowable Repairs and Renovation categories. Two institutions authorized a total of three projects, as listed below.

2020-21 UNC Chancellors' R&R Projects

| Institution | Project Title | Requested Authorization |
|-------------|--|-------------------------|
| N. C. A&T | Carver Hall Elevator Improvements | \$514,000 |
| NCCU | Art Museum Roof Replacement | \$260,000 |
| NCCU | Shepard Admin. Bldg. Comptroller's Office Renovation | \$402,077 |
| | TOTAL | \$1,176,077 |

Effective May 27, 2021, the Board of Governors delegated authority to university Boards of Trustees to authorize advance planning of capital improvement projects where the advance planning effort is funded entirely with non-general fund sources. Two institutions authorized a total of three advance planning projects, as listed below.

2020-21 UNC Advance Planning Projects Authorized by Boards of Trustees

| Institution | Project Title | Requested Authorization | Total Project Estimate | Source of Planning Funds |
|--------------------|---------------------------------|--------------------------------|-------------------------------|---------------------------------|
| UNC-Chapel Hill | Marsico Hall 9.4T MRI | \$139,400 | \$2,200,000 | Trust Funds |
| UNCG | Taylor Theatre Infrastructure | \$61,244 | \$5,012,000 | Carry-forward |
| UNCG | The Arts Place at Tate and Gate | \$119,888 | \$10,331,000 | Trust Funds |
| | TOTAL | \$320,532 | \$17,543,000 | |

The Board of Governors authorized a total of 21 projects for \$87,178,870. An additional 39 projects under the capital project delegated authority were authorized for \$17,547,272 and three projects under delegated advance planning authority were authorized for \$320,532. Three projects totaling \$1,176,077 were authorized under Chancellors' R&R authority. For 2020-21, a total of 66 capital projects were authorized for \$106,222,751. The total number of capital projects requested declined 45 percent and the total dollar value decreased almost 70 percent from the previous year. Detailed lists of capital projects approved by the Board of Governors and under delegated authority are included at Attachment D.

2020-21 Capital Projects Approved under Emergency Procedures:

Chancellors informed the president of the need to invoke emergency procedures, as allowed by G.S. 143-129, to provide for new capital improvement projects. In accordance with emergency procedures, a copy of the emergency declarations was sent to the State Construction Office.

| Institution | Project | Date Requested | Amount | Fund Source |
|--------------------|---|-----------------------|--------------------|--------------------------------------|
| ECSU | Gilchrist Complex | 9/1/2020 | \$80,000 | General Fund Appropriation |
| NCCU | Repair of the Nursing Building Chiller System | 6/15/2020 | \$468,610 | Non-general Funds |
| NCCU | Repair of Turner Law and Criminal Justice Heating Systems | 6/15/2020 | \$485,000 | Facilities & Administrative Receipts |
| NCCU | Replacement of the Miller Morgan Building Elevator | 6/15/2020 | \$300,384 | R&R Appropriations |
| NCCU | Replacement of the Albert N. Whiting Criminal Justice Building Elevator | 6/15/2020 | \$300,000 | R&R Appropriations |
| NCCU | Chancellor's Residence | 3/24/2021 | \$200,000 | General Fund Appropriations |
| UNC-Chapel Hill | McGavran Greenberg – Renovation to Containment Space | 7/20/2020 | \$4,100,000 | Grant, Foundation, Carry Forward |
| UNC-Chapel Hill | Goodmon Building Hot Water Line Replacement | 1/19/2021 | \$107,825 | Trust Funds |
| | | TOTAL | \$6,041,819 | |

PROPERTY TRANSACTIONS

All property transactions and leases of \$750,000 or more require approval of the Board and, therefore, action by the Committee on Budget and Finance unless approved under other authorized delegation. The following property transactions were recommended for approval.

2020-21 UNC Property Transactions Authorized by the Board of Governors

| Institution | Transaction Type | Transaction Description | Terms |
|-------------|------------------------------------|--|--|
| Appalachian | Acquisition by Deed | Purchase of 332-bed, 84,362 square-foot residence hall replacing Winkler Hall, a previous student residence hall which has been demolished. | \$28,845,000 |
| Appalachian | Amendment to Ground Lease | Amendment to the existing ground lease and related agreements in connection with Phase III of the development of student housing facilities and related surface and structured parking facilities. | 35-year ground lease term with Appalachian's housing corp., 30-year financing of approx. \$64M |
| Appalachian | Disposition by Demolition | Demolition of Coltrane and Gardner Residence Halls for Phase III housing development. Demolished 103,391 sf. | |
| N.C. A&T | Acquisition by Deed and Demolition | Acquisition of 19 properties covering approximately 2.5 acres from the N. C. A&T real estate foundation. Demolition for future campus expansion and construction of new student housing. | \$878,000 |
| N.C. A&T | Acquisition by Deed | Acquisition of War Memorial Stadium complex from the City of Greensboro, totaling approximately 14 acres. | \$2,000,000 |
| N.C. A&T | Acquisition by Deed and Demolition | Acquisition of three properties on Stedman and Arlee Streets from the N. C. A&T real estate foundation. Demolition for future campus expansion and construction of new student housing. | \$3,503,751 |
| NC State | Disposition by Reallocation | Reallocation of approximately 4.736 acres on Ligon Street, West of I-440 (The Dearstyne Complex) for the Dept. of Transportation's I-440 Expansion Project. | \$1,850,000 |
| NC State | Disposition by Reallocation | Reallocation of approximately 1.841 acres on Ligon Street, East of I-440 (The USDA and Greenhouse Complex) for the Department of Transportation's I-440 Expansion Project. | \$335,000 |
| NC State | Disposition by Reallocation | Reallocation of approximately .664 acres on Hillsborough Street and Blue Ridge Road (Portion of the College of Veterinary Medicine Campus) for the Department of Transportation's I-440 Expansion Project. | \$310,000 |
| NC State | Disposition by Reallocation | Reallocation of approximately 3.044 acres at Hillsborough Street I-440 (Portion of the College of Veterinary Medicine Campus property leased to NCSU Partnership Corporation) for the Dept. of Transportation's I-440 Expansion Project. | \$3,075,000 |
| NC State | Disposition by Reallocation | Reallocation of approximately 5.325 acres at the NC State University Club for the Department of Transportation's I-440 Expansion Project. | \$3,150,000 |
| NC State | Disposition by Ground Lease | Ground lease of approximately 12 acres with the US Department of Agriculture for construction of a new field research facility at the Lake Wheeler Field Lab. | 20-year term with additional 20-year extension option |
| UNCC | Acquisition by Deed | Acquisition of the Greek Village pursuant to a ground lease with UNCC's associated entity, Facilities Development Corporation. | \$13,000,000 |

Transactions by Delegated Authority:

In 2012, G.S. 116-31.12 delegated to the Board of Governors of the University of North Carolina System the power to authorize the constituent institutions of the UNC System to acquire and dispose of real property by lease if the lease was for a term of not more than 10 years. The Board had further delegated that authority at two levels — general and additional delegated property authority. Effective July 1, 2019, authority levels were increased under both delegations. Institutions with general delegated property authority are permitted to authorize leases less than \$500,000 in value with terms of 10 years or less and property transactions (acquisitions in fee simple, dispositions, easements, licenses, demolitions) involving values less than \$500,000. Institutions with additional delegated property authority are permitted to authorize leases less than \$750,000 in value with terms of 10 years or less and property transactions (acquisitions in fee simple, dispositions, easements, licenses, demolitions) involving values less than \$1 million.

The summary table below, provides information on property activity within the UNC System under other authorized delegation. A detailed list of approved property transactions authorized under delegated property authority is included in Attachment E.

2020-21 UNC Property Transactions Authorized under General or Additional Delegated Authority*

| Transaction Type | Number of Transactions | Acres | Square Feet |
|---|------------------------|----------|-------------|
| Acquisition by Deed | 19 | 46.439 | N/A |
| Acquisition by Lease (land or building space) | 23 | 433.039 | 36,830 |
| Disposition by Deed | 2 | 10.339 | N/A |
| Disposition by Easement | 9 | 18.9639 | N/A |
| Disposition by Lease (land or building space) | 14 | 375 | 39,110 |
| Demolition | 9 | N/A | 33,747 |
| TOTAL Acquisitions | 42 | 479.4789 | 36,830 |
| TOTAL Dispositions and Demolition | 34 | 404.3029 | 72,857 |

**As reported by the institutions to the UNC System Office*

Transaction volumes for 2020-21 remained at nearly the same levels as 2019-20 for both Board approval and delegated property matters.

Millennial Campus Designations

G.S. 116 Article 21B authorized the Board of Governors to designate properties of constituent institutions' Millennial Campuses, based on a finding that creation of such a property enhances the institution's teaching, research, and service mission, as well as the economic development of the region the institution serves.

In 2020-21, the committee approved one expansion of an existing Millennial Campus at Appalachian State University and one new designation at UNC Asheville. The committee also approved East Carolina University's request to dispose of property in the Millennial Campus Warehouse District through an "estate for years" transaction.

Appalachian State University added approximately 317 acres, bringing their total designation to 583 acres. The expansion was proposed to permit additional public-private partnership developments in housing and parking and provide new opportunities for other operations such as New River Light and Power, convocation, theater, and visual arts centers.

The committee approved designation of a millennial campus at UNC Asheville of approximately 210.17 acres to 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 committee approved ECU's request for disposition of real property by ground lease for the purpose of developing additional properties in the Millennial Campus Warehouse District. The proposal will allow ECU to enter into a 25-year ground lease with two 25-year and one 24-year options-to-renew for up to 2.5 acres in Leasing Zone 1 of the Warehouse District. The length of this lease would be consistent with the 99-year "estate for years" transaction previously authorized for three adjacent properties in the historic warehouse district involving the same developer.

INSTITUTIONAL BORROWING

Special Obligation Bonds:

The Board of Governors is authorized to issue special obligation bonds for capital improvement projects approved by the General Assembly. Although a specific source of funding is used by an institution when retiring these bonds, special obligation bonds are generally payable from all campus revenues excluding tuition, state appropriations, and restricted reserves. The committee recommended that the president of the University, or his/her designee, be authorized to sell the following special obligation bonds.

| Institution | Special Obligation Bonds | Type | Approved NTE Amount | Est. NPV Savings | % Savings (refunded par) |
|-----------------|--|-------------------------|----------------------|---------------------|--------------------------|
| Appalachian | Refund General Revenue Refunding Bonds, Series 2012 | Refinance | \$17,000,000 | \$1,000,000 | 6.0% |
| ECU | Refund Taxable General Revenue Bonds (Build America Bonds), Series 2010B | Refinance | \$20,000,000 | \$3,400,000 | 18.0% |
| ECU | Refund General Revenue Bonds, Series 2014A | Refinance | \$50,450,000 | \$4,100,000 | 9.0% |
| NC A&T | Refund the UNC System Pool Revenue Bonds, Series 2011C, and the Series 2013 General Revenue Bonds | Refinance | \$11,000,000 | \$865,000 | 8.0% |
| UNC-Chapel Hill | Refund Series 2009 Build America Bonds, General Revenue Bonds, Series 2002A (Commercial Paper), and finance the Morehead Chemistry Lab HVAC and campus-wide life safety improvements | Refinance and New Money | \$178,500,000 | \$24,000,000 | 21.0% |
| UNCC | Refund UNCC's Series 2013B and Series 2014 Bonds, and Limited Obligation Bonds, Series 2015 | Refinance | \$98,000,000 | \$5,700,000 | 6.5% |
| UNCG | Refund General Revenue and Revenue Refunding Bonds, Series 2011 and Series 2012A | Refinance | \$16,000,000 | \$1,425,000 | 9.4% |
| UNC Hospitals | Refund taxable Series 2010B Build America Bonds | Refinance | \$28,280,000 | \$3,500,000 | 12.0% |
| WCU | Refund UNC System Pool Revenue Bonds, Series 2011B, and finance the construction of three lower campus residence halls | Refinance and New Money | \$94,500,000 | \$1,800,000 | 13.0% |
| TOTAL | | | \$513,730,000 | \$45,790,000 | 16.0% |

In aggregate, during FY21 the committee approved refinancing of a total of nine bonds, including two new-money transactions, resulting in an overall savings of approximately \$45.8 million (16 percent average savings of refunded par value) to the UNC System.

Other Debt Management Approvals:

The committee also approved various contractual agreements pertaining to administration and debt management for the constituent institutions or its affiliates. The committee approved: 1) a remarketing agreement of a special obligation bond; 2) substitution of a standby bond purchase agreement; and 3) amendment to a ground lease and amendments to two use agreements, which are further described below.

The committee approved a remarketing agreement related to UNC-Chapel Hill's General Revenue Refunding Bonds, Series 2019A and Series 2019B (collectively, the "2019 Bonds"). This approval was part of the administration of the 2019 Bonds financing and was based on renewal of the mandatory purchase date as specified in the Sixteenth Series Indenture.

The committee approved UNC Hospitals to enter into a replacement Standby Bond Purchase Agreement ("SBPA") with TD Bank, N.A. and to appoint TD Securities (USA) LLC, as successor Remarketing Agent. Both the replacement SBPA and change of remarketing agent did not change the bond series or create any additional indebtedness of UNC Hospitals.

The committee approved Appalachian State University's request to amend the ground lease with Beyond Boone, LLC, to provide for an alternate financing arrangement for Student Housing Village - Phase III. Under the amendment to the ground lease, the Appalachian Housing Corporation will fund Phase III through a private bank-placed loan. The alternate financing arrangement will significantly reduce the costs associated with Phase III and will not impact the previous bond financing or ground lease agreement provided by the P3 developer for Phases I and II.

The committee approved Fayetteville State University's request to amend a previously approved use agreement related to the financing of the Renaissance Hall student housing facility, which was financed through the Fayetteville State University Housing, LLC. The amendment will allow refunding of Series 2011, Limited Obligation Bonds in an aggregate principal amount not to exceed \$20 million, creating a NPV savings of approximately \$1.8 million, over 10 percent of the par amount refunded.

The committee approved the University of North Carolina School of the Arts' request to amend the use agreement related to the financing of the Center Stage student housing facility, which was financed through the University of North Carolina School of the Arts Housing Corporation. Refinancing the 2015 Certificate of Participation (COP) lowers UNCOSA's payment obligations. In exchange for locking in a lower rate (from 2.99 percent to 2 percent), Capital One requires a waiver to the call provision of June 1, 2023. This refinancing will create NPV savings of approximately \$141,700, about 4 percent of the par amount refunded.

The refinancing of bonds that are not special obligation bonds resulted in an overall savings of approximately \$2 million (10 percent average savings of refunded par value) to the UNC System.

OTHER ACTIONS

Board Reports: The committee recommended approval of the following reports:

1. **2019-20 Annual Report:** The Annual Report of the Committee on Budget and Finance to the Board of Governors of the University of North Carolina for July 1, 2019, through June 30, 2020, was recommended for approval.
2. **2019-20 UNC Consolidated Financial Report:** The UNC System Financial Report was prepared to provide additional information on the current financial status of the University. This report includes a consolidation of the UNC System constituent institutions' financial statements as a whole, a side-by-side comparison of institutional financial statements, selected disclosures, and other financially related information. In FY 2019-20, total UNC System revenue, excluding UNC Hospitals, was \$10.5 billion and total expenses were \$9.7 billion.
3. **Report of Facilities and Administrative (F&A) Receipts, 2019-20:** The UNC System has depended heavily on obtaining competitive grants and contracts to support research efforts. In recognition that research carries costs above and beyond the direct costs of the projects, federal agencies have included overhead funds in research grants and contracts. This report detailed the total facilities and administrative (F&A) funds received as well as the use of the funds. In 2019-20, the UNC System earned a total of \$284.5 million in facilities and administrative receipts and expended a total of \$286.5 million. Of the total, \$46 million was expended to operate or maintain facilities constructed with or operated by general fund appropriations.
4. **FY 2020 UNC System Debt Capacity Study:** The 2015 Appropriations Act required the UNC System to annually estimate the debt capacity of each of the UNC System institutions for the upcoming five fiscal years. The Study finds that all 16 institutions maintained or increased their debt capacity over the five-year study period. Seven institutions have increased their debt capacity compared to last year, and all 16 institutions have improved at least one of their primary financial ratios since the 2019 study.

The limited debt capacity for Elizabeth City State University, University of North Carolina at Asheville, University of North Carolina School of the Arts, and Fayetteville State University reflects recent or future financings that have already been approved by the Board and the General Assembly and are factored into the debt-related ratios for those institutions. It is anticipated those institutions will have limited additional borrowing needs in the next several years.

Additional Topics Discussed: The following topics were presented to the committee for information or approval:

1. **2020-21 NC Promise Tuition Plan Annual Report:** Session Law 2016-94 created the NC Promise Tuition Plan at Elizabeth City State University, UNC Pembroke, and Western Carolina University. The state promised to buy-down the difference in tuition receipts created by the lower tuition compared to the established tuition rate at the three NC Promise schools. The General Assembly appropriated \$66 million to offset the lower tuition receipts for FY 2020-21. To offset the decrease in tuition revenue, ECSU received \$6 million, UNCP \$17.1 million, and WCU \$35.6 million. The System Office made initial allocations to the institutions in the fall based upon fall census data and an average of fall-to-spring retention rates. Funds were reallocated in the spring after the spring census to match actual enrollment.

- 2. All-Funds Budget:** The University of North Carolina System has initiated a requirement that all institutions develop an all-funds budget to further the financial management of the UNC System and its constituent institutions. Budgeting requirements related to state General Funds do not previously exist for the System's other fund sources. These other fund sources, called Institutional Trust Funds in the General Statutes, are comprised of revenues from auxiliary enterprises, federal grants and contracts, donor funds, and student fees. Over time, Institutional Trust Funds have grown and now comprise half of UNC System revenues. The first comprehensive all-funds budget will be completed by May 2022 for fiscal year 2022-23.
- 3. Analysis of UNC System Workforce Trends:** The UNC System has been engaged in a multi-year analysis of trends in the size of the University's workforce. The System Office staff is completing a five-year analysis of changes in the size of the University workforce. This study is intended to illustrate workforce trends in functional job categories over five fiscal years (FY16 – FY20) and will continue as an ongoing reporting process each fiscal year for the president and Board of Governors. On average, employee headcount has grown 1.9% per year from FY 2015-16 to FY 2019-20.
- 4. Capital Construction Task Force:** Mr. Parrish presented to the committee the final report on the Capital Construction Task Force, which included its recommendations for changes to the capital project design and construction policies, procedures, and processes. The recommendations included the following six focus areas: modify the Board's capital project approval policies and procedures, improve construction cost estimating, establish a baseline for R&R funding, develop appropriate life cycle standards based on building type, improve capital construction project delivery, and increase the project value, and efficient use of project funding. The task force recommends specific action items for each of the six focus areas. The proposed recommendations of the Capital Construction Task Force are included in Attachment F. The committee approved the final report and recommended to the full Board for approval. The committee later approved the following policy changes based on the Capital Construction Task Force recommendations:
- **Amended UNC Policy 200.6 and 600.1.1 to delegate advanced planning authorization.**
 - Amended UNC Policy 200.6 - Policy on Delegation of Authority to the President to delegate to the president the authority to approve advance planning of capital improvement projects, where the advance planning effort is to be funded entirely with non-General Fund money.
 - Amended UNC Policy 600.1.1 Policy on Design, Construction, and Financing of Capital Improvement Projects to delegate to the president and boards of trustees the authority to approve advance planning of capital improvement projects, where the advance planning effort is to be funded entirely with non-General Fund money. The boards of trustees may not further delegate this authority.
 - **Amended UNC Policy 600.1.1 - Duties and Authorities of Boards of Trustees**
 - Amended UNC Policy 600.1.1. – Policy on Design, Construction, and Financing of Capital Improvement Projects, which delegates authority to the president to approve construction contract increases of up to 10 percent of the originally awarded construction contract amount for capital improvement projects.

5. Establishment of For-Profit Associated Entity – UNC-Chapel Hill: These funds provide MBA and BSBA students with hands-on experience in operating a private investment fund. KFBSF Real Estate Funds I, II, and III are fully invested, and KFBST Real Estate Fund IV is almost fully invested. Ms. Caroline O'Neill, former fund manager, spoke highly of the school's program and endorsed the request to establish a new for-profit associated entity, KFBS Real Estate Fund V, to manage real estate investment funds. The committee approved the Establishment of the For-Profit Associated Entity.

6. Expenditures Benchmarks for the President and Special Responsibility Constituent Institutions: Expenditure Benchmark for the President and Special Responsibility Constituent Institutions approved for the transition of North Carolina A&T State University from Tier 2 to Tier 1, which will raise the university's expenditure threshold from \$250,000 to \$500,000.

7. Repairs and Renovations Carryforward Resolution: The committee approved a resolution on the repairs and renovations carryforward funds that would allow each constituent institution to retain the full amount of the carryforward savings it generates, up to five percent, for its own use as permitted by state law.

8. System-wide STEM Study: The committee received the final System-wide STEM Study on behalf of the Board of Governors STEM Planning Task Force, created by S.L. 2018-5 to conduct a system-wide analysis of STEM capital needs. The System Office hired MGT Consulting Group to conduct the System-wide STEM Program Needs Assessment to address STEM job growth and projected STEM enrollment growth. JMZ Architects and Planners was hired to conduct the System-wide STEM Capital Planning Study. The capital planning study looked at the capacity, utilization, and condition of existing STEM space and projected the additional space needed to accommodate future STEM enrollment growth. The study emphasized renovating or repurposing existing space to accommodate future growth before constructing new space, and also indicated that existing STEM space will continue to deteriorate without additional investment. Both reports were accepted by the committee and were submitted to the legislature on behalf of the Board of Governors STEM Planning Task Force.

9. Task Force on Pricing, Flexibility, and Affordability: The Board of Governors appointed the Task Force on Pricing, Flexibility, and Affordability to undertake a strategic review of tuition and fee policy during fall 2020 and winter 2021 in order to:

- examine how tuition and fees are currently structured in our System;
- determine the strengths and weaknesses of that structure; and
- identify opportunities to change the structure to better serve the interests of our students, taxpayers, and universities.

The context for the review will be the Board's commitments to reducing student debt, providing access to a quality university education, and on-time degree completion as reflected in the UNC System's 2017-2022 strategic plan.

The Task Force on Pricing, Flexibility, and Affordability included seven members from the Board of Governors: Alex Mitchell (chair), Carolyn Coward, Isaiah Green, David Powers, Randy Ramsey, Dwight Stone, and Michael Williford. In October 2020, Board member Wendy Floyd Murphy was made chair and Board member Art Pope was added to the task force.

The task force was charged with making a set of concrete recommendations to the Committee on Budget and Finance. The following were recommendations approved by the committee:

- **Recommendation to Establish a Standard Per-Credit Method to Prorate Tuition:** The proposal would eliminate the difference in tuition for distance education and in-person instruction and move to a single, per-credit tuition pricing model that would be consistent across both modes of learning. The committee approved the recommendation and directed the UNC System Office staff to incorporate language implementing the policy change in the Authorization of Tuition for 2021-22.
- **Distance Education Definition for Fee-Charging Purposes:** As recommended by the Task Force on Pricing, Flexibility, and Affordability, a distance education program in this context is one designed to deliver 80 percent or more of the direct instruction through distance education or off-campus, as defined in UNC Policy 400.1.1. Distance education students are only required to pay campus security, educational and technology, and Association of Student Government fees, and will not have access to services and activities supported by the other Board-approved mandatory fees unless they pay the appropriate additional mandatory fee. The approved definition will be effective Fall 2022.

University of North Carolina
FY 2021-23 Capital Improvement Priorities

Attachment A
Immediate Repair, Renovation, and Rehabilitation Needs

| University | Project | FY21-23 |
|-------------------------------|--|--------------|
| Appalachian State | Wey Hall Envelope and Roof Repair | \$5,000,000 |
| Appalachian State | Wey Hall Partial Renovation - Building Systems | \$10,000,000 |
| East Carolina | Brody High Rise Code Compliance - Phase 2 | \$6,000,000 |
| East Carolina | Main Campus - College Hill Drive Steam - Phase 3 | \$2,500,000 |
| East Carolina | Whichard Building Comprehensive Renovation | \$10,000,000 |
| East Carolina | Speight Building Roof, Window, and Envelope Replacement | \$4,000,000 |
| East Carolina | Chilled Water Extension to Whichard & Graham | \$6,475,000 |
| East Carolina | Main Campus-Relocate Steam & Condensate - Phase 1 | \$5,000,000 |
| East Carolina | Health Science Building Envelope Infiltration Repairs | \$5,000,000 |
| Elizabeth City State | Repair Campus Main Switch | \$700,000 |
| Elizabeth City State | Repair Campus Pump Station | \$650,000 |
| Elizabeth City State | Infrastructure Upgrades - Water & Electrical, Phase 1 | \$12,000,000 |
| Elizabeth City State | Emergency Generator Power - Operations | \$4,900,000 |
| Elizabeth City State | Emergency Generator Power - Residence Halls | \$2,100,000 |
| Elizabeth City State | Campus-wide Lockdown System | \$2,000,000 |
| Elizabeth City State | Building Demolition - Four Buildings | \$1,500,000 |
| Elizabeth City State | Butler Residence Hall Renovations | \$2,500,000 |
| Fayetteville State | Lyons Science Renovation | \$1,500,000 |
| Fayetteville State | Butler Renovation - HVAC, Bldg Envelope, Fire Alarm | \$3,450,000 |
| Fayetteville State* | A.B. Rosenthal Building - Targeted Renovation | \$10,000,000 |
| Fayetteville State | Campuswide Utility Infrastructure | \$9,950,000 |
| NC A&T* | Carver Hall Comprehensive Modernization-Phase 1 | \$9,700,000 |
| NC A&T | Price Hall Renovation- Phase 1 | \$8,000,000 |
| NC A&T | Marteena Hall Renovation | \$9,100,000 |
| NC Central* | Lee Biology Renovation | \$8,100,000 |
| NC School of Science and Math | HVAC Campus Wide Renovations | \$2,000,000 |
| NC School of Science and Math | Chiller Replacement | \$3,000,000 |
| NC School of Science and Math | Building Envelope Repairs | \$5,850,000 |
| NC State | Page Hall - Bldg Envelope Repairs & Plumbing Upgrades | \$4,000,000 |
| NC State | Scott Hall - HVAC Renovation | \$5,000,000 |
| NC State | Mann Hall - HVAC and Plumbing Renovation | \$10,000,000 |
| NC State | Kilgore Hall - HVAC Renovation | \$10,000,000 |
| NC State | Domestic Water Line Replacement-North and Central Campus | \$4,303,000 |
| NC State | Fire Protection Systems - Poe Hall | \$3,500,000 |
| NC State | HVAC Renovation - Thomas Hall | \$4,000,000 |
| UNC Asheville | Campus Safety Improvements, Access Control, Cameras | \$2,300,000 |
| UNC Asheville | Campus Roadway Repairs | \$4,400,000 |
| UNC Chapel Hill | Wilson Library - Means of Egress | \$9,300,000 |
| UNC Chapel Hill | Swain Hall - Targeted Renovation | \$5,800,000 |
| UNC Chapel Hill | Phillips Hall - 1958 Central HVAC System | \$6,000,000 |
| UNC Chapel Hill | Hamilton Hall - Central HVAC System | \$8,800,000 |

*Project included in H966, which was ratified, but not enacted into law.

| University | Project | FY21-23 |
|------------------------|--|----------------------|
| UNC Chapel Hill | Wilson Library - 1953 Central HVAC System AHU 1 & 2 | \$7,000,000 |
| UNC Chapel Hill | Wilson Library - 1953 Central HVAC System AHU 3 | \$4,000,000 |
| UNC Charlotte | Atkins Library Tower - ADA & Elev | \$10,000,000 |
| UNC Charlotte | Smith Replace HVAC & Controls, Envelope, Replace Roof | \$5,950,000 |
| UNC Charlotte | Atkins Library Tower - Fire and Smoke Systems | \$3,840,000 |
| UNC Charlotte | Woodward Controls and Lab HVAC Modernization | \$2,700,000 |
| UNC Charlotte | Friday HVAC, Controls, and Electrical Upgrade | \$9,700,000 |
| UNC Greensboro | Coleman Fire Alarm Replacement | \$2,440,000 |
| UNC Greensboro | Steam Distribution Replacement Phase IV -B | \$1,550,000 |
| UNC Greensboro | Campus Chiller Water Infrastructure & Equip Improvemts | \$10,400,000 |
| UNC Pembroke | Demolition of Jacobs Hall with Site Restoration | \$1,250,000 |
| UNC Pembroke | Campus Roof Replacement - Various | \$1,500,000 |
| UNC Pembroke | Campus Safety and Regional Emergency Response Center | \$4,480,000 |
| UNC School of the Arts | Stevens Center - Roof, Water Intrusion, Bldg Envelope | \$4,800,000 |
| UNC School of the Arts | Gray Building - Roof, Bldg Envelope, HVAC, Fire Suppression | \$3,350,000 |
| UNC School of the Arts | Replace Roofs - Performance Place, Workplace, WPV | \$2,435,000 |
| UNC Wilmington | Coastal Marine Studies - Plumbing, Mech, Elec Renovation | \$9,930,000 |
| Western Carolina | Killian Building - HVAC Upgrades, Window Replacement | \$3,570,000 |
| Western Carolina | Reid Building - Roof Replacement | \$2,520,000 |
| Western Carolina | Moore Building - Abatement, Demo & Struct Improvmts | \$7,100,000 |
| Western Carolina | Moore Building - Infrastructure and Accessibility | \$4,200,000 |
| Winston Salem State* | Restore the Core - Hauser Hall Renovations | \$9,500,000 |
| UNC-TV | Tower Lighting, FAA Markers, Tower Elev Repair | \$2,200,000 |
| UNC-TV | Bryan Center - Replace HVAC Air Handler and Controls | \$2,707,000 |
| UNC-TV | Bryan Center - Chiller and Cooling Tower Replacement | \$1,120,000 |
| NC Arboretum | Infrastructure Restoration and Road Repairs | \$1,000,000 |
| Systemwide | Maintenance R&R Projects: Smaller projects focused only on the repair and renovation of state facilities and related infrastructure as defined in G.S. 143C-4-3(b). Attachment B provides a detailed list identified priorities by campus. | \$143,555,000 |
| Total | | \$491,175,000 |

*Project included in H966, which was ratified, but not enacted into law.

**University of North Carolina
FY 2021-23 Capital Improvement Priorities**

**Attachment B
Maintenance Repair and Renovation Projects**

| Institution | R&R Category | Project | Project Total |
|-------------|--------------|---|---------------|
| ASU | 4 | Walker Hall HVAC Repair and Upgrades | \$500,000 |
| ASU | 2 | Walker Hall Envelope and Structural Repair | \$1,300,000 |
| ASU | 4 | Campus Wide Electronic Door Access Installation | \$1,500,000 |
| ASU | 1 | Chapell Wilson Gutter/Soffit/Roof Replacement | \$600,000 |
| ASU | 1 | Smith Wright Hall Roof Repair and Replacement | \$1,000,000 |
| ASU | 4 | Holmes Convocation Center Chiller | \$200,000 |
| ASU | 4 | BB Dougherty Chiller Repair | \$100,000 |
| ASU | 2 | Facilities Operations/Motorpool Wall Repairs | \$300,000 |
| ASU | 4 | John E Thomas Chiller Compressor Upgrades | \$250,000 |
| ASU | 4 | Anne Belk Hall Hot Water Piping Replacement | \$500,000 |
| ASU | 4 | Edwin Duncan Hall HVAC and Lighting Improvements | \$800,000 |
| ASU | 2 | John E Thomas Envelope | \$300,000 |
| ASU | 11 | Howard Street Hall Road Opening | \$200,000 |
| ASU | 4 | Holmes Convocation Center VAV Replacement | \$150,000 |
| ASU | 4 | Peacock Elevator Upgrade | \$200,000 |
| ASU | 6 | University Hall Sprinkler System | \$250,000 |
| ECU | 4 | Brody Building Freight Elevators - Emergency Power | \$250,000 |
| ECU | 4 | Science & Technology Replace Roof | \$400,000 |
| ECU | 11 | Old Cafeteria Building Install Steam Manhole and Replace Piping | \$300,000 |
| ECU | 2 | Health Science Campus Catwalks Central Utility Plant | \$225,000 |
| ECU | 1 | Warren Life Sciences Replace Roof Section B | \$300,000 |
| ECU | 4 | Health Science Campus Central Utility Plant Transformer 1 & Transformer 2 | \$404,000 |
| ECU | 5 | Bate Upgrade Elevators (2) | \$350,000 |
| ECU | 1 | Rivers Replace Roof | \$300,000 |
| ECU | 1 | Christenbury Replace Roof | \$410,000 |
| ECU | 2 | Brody Building Envelope Infiltration Repairs Phase 1 | \$1,500,000 |
| ECU | 11 | Brody Chilled Water Loop Valve Replacement | \$100,000 |
| ECU | 2 | Jenkins Art North Building Envelope Repairs | \$1,750,000 |
| ECU | 1 | McGinnis Scene Shop Replace Roof | \$100,000 |
| ECU | 4 | Brody - Inline Fan Replacement Phase 1 | \$200,000 |
| ECU | 4 | Jenkins Art Replace Distribution Sub Panels Westside Jenkins Art | \$225,000 |
| ECU | 5 | Messick Upgrade/Replace Elevator | \$150,000 |
| ECU | 5 | Building 127 Upgrade/Replace Elevator | \$150,000 |
| ECU | 2 | Coastal Studies Annex Repair and Coat Siding and Roofing | \$100,000 |
| ECU | 4 | School of Dental Medicine Community Service Learning Centers Upgrades (HVAC & Indoor Air Quality) | \$203,000 |
| ECU | 11 | Main Campus Steam Plant - Install Steam Blanket for Boilers | \$100,000 |
| ECU | 5 | McGinnis Auditorium Upgrade/Replace Elevator | \$300,000 |
| ECU | 4 | Brewster HVAC Controls Optimization - D Wing | \$400,000 |
| ECU | 4 | Greenville Centre HVAC Controls Upgrade (Specific Remote Terminal Unit Variable Air Volumes) | \$300,000 |
| ECU | 4 | Plate and Frame Heat Exchanger for Science & Technology Central Chiller Plant w/ Controls Upgrade | \$300,000 |
| ECU | 4 | Old Cafeteria Building Controls (Specific Direct Digital Control) Upgrade | \$300,000 |
| ECU | 4 | Carol Belk Building HVAC system (Specific Variable Air Volume integration) | \$300,000 |
| ECU | 4 | Rivers Building HVAC System (Specific Variable Air Volume) to Trane | \$300,000 |
| ECU | 4 | Austin Building Air Handlers Replacement | \$1,500,000 |
| ECU | 6 | Warren Life Sciences Extend Sprinkler System to Original Section | \$181,000 |
| ECU | 5 | Building 43 Upgrade Freight Elevator Replace Shaft and Jack | \$230,000 |
| ECU | 4 | Main Campus Replace Power Distribution System Steam Plant | \$250,000 |
| ECU | 4 | Biotechnology Building Upgrade Laboratory Exhaust System | \$452,000 |
| ECU | 4 | Biotechnology Building Replace Exhaust Fans | \$130,134 |
| ECU | 11 | Repair and Repave Service Drive at West End Dining Behind White Residence Hall | \$150,000 |
| ECU | 6 | Wright Building/Wright Auditorium Fire Alarm System Upgrade | \$300,000 |
| ECU | 1 | Old Cafeteria and Ragsdale Annex Replace Roof | \$240,000 |
| ECU | 4 | Brody School of Medicine Replace Computer Room Air Conditioning (CRAC) Units GE-99 | \$200,000 |
| ECU | 6 | Cotanche Data Center - Renovations to Improve Fire Protection System in Data Rooms (Specific FM 200) | \$210,000 |
| ECSU | 4 | Underground Infrastructure - Replace all campus plumbing gate valves/infrastructure for fire pump | \$150,000 |
| ECSU | 4 | Underground Infrastructure - Replace 6" with 8" line to improve water volume on campus north | \$300,000 |
| ECSU | 9 | Jenkins Hall (Phase 2) - Renovation Laboratory and Classroom (Phase 1 starts in 2020-21 R&R Year) | \$400,000 |
| ECSU | 9 | Vaughn Center - Repair student phys ed learning spaces (pool, flooring, ceilings & building envelope) | \$550,000 |
| ECSU | 1 | Fine Arts - Roof Replacement | \$200,000 |
| ECSU | 9 | Dixon Hall - Classroom and Laboratory Renovations | \$400,000 |
| ECSU | 4 | ITC - Air Handler Replacement | \$300,000 |

Attachment B
Maintenance Repair and Renovation Projects

| Institution | R&R Category | Project | Project Total |
|-------------|--------------|--|---------------|
| ECSU | 9 | Lester Hall - Demolition | \$495,000 |
| FSU | 1 | Barber/Collins Admin Complex: roof replacement | \$200,000 |
| FSU | 4 | Campuswide: exterior lighting retrofit | \$400,000 |
| FSU | 11 | Campuswide: brick paver & concrete walk repairs | \$500,000 |
| FSU | 1 | Telecom: roof replacement | \$150,000 |
| FSU | 1 | Butler: roof replacement | \$650,000 |
| FSU | 4 | Chesnutt: MEP (generator) | \$400,000 |
| FSU | 4 | Telecom: MEP (central plant tie, AHU, BAS, MDP, generator) | \$750,000 |
| FSU | 4 | University Advancement: MEP (AHU, Heat Pumps, BAS, MDP) | \$600,000 |
| FSU | 4 | FM complex: MEP (HVAC, MDP, generator, restrooms) | \$450,000 |
| FSU | 2 | Harris CBE: precast concrete structural repair | \$100,000 |
| FSU | 2 | Cook: exterior stairs and patio repairs | \$100,000 |
| FSU | 1 | J.Knuckles Science Annex: roof replacement | \$150,000 |
| NC A&T | 1 | Roof Repairs (General Classroom B side) | \$1,241,107 |
| NC A&T | 4 | Boiler Replacement | \$1,459,200 |
| NC A&T | 4 | Hines Hall HVAC Modifications | \$300,000 |
| NC A&T | 9 | Waterproofing Buildings | \$600,000 |
| NC A&T | 4 | HVAC Repairs/Replacement(IRC Building) | \$705,274 |
| NC A&T | 4 | HVAC Repairs/Controls Dudley | \$403,305 |
| NC A&T | 4 | MCNair Hall HVAC Repairs | \$250,000 |
| NC A&T | 5 | Elevator Repairs/Replacement | \$450,000 |
| NC A&T | 4 | Steam Leaks Campus Wide | \$500,000 |
| NC A&T | 4 | Building Steam system repairs | \$200,000 |
| NC A&T | 1 | Roof Repairs (Moore Gym, Hodgkin Hall, Fraiser Hall) | \$1,000,000 |
| NC A&T | 9 | Window Replacement (Price Hall, 1020 Wendover, Hodgkin Hall, Campbell Hall, C.H. Moore | \$200,000 |
| NC A&T | 8 | Asbestos Abatement Campus Wide(1020 Wendover, Price, Corbett Sports Center, Campbell & Carver) | \$150,000 |
| NC A&T | 4 | Back Flow preventors (Campus Wide) | \$300,000 |
| NC A&T | 4 | Electrical Improvements(Beef Barn, Bull Barn, Calf Barn, Dairy Barn) | \$100,000 |
| NCCU | 11 | BN Duke Steam to Natural Gas Conversion | \$350,000 |
| NCCU | 1 | Art Museum Roof Replacement | \$250,000 |
| NCCU | 11 | Campus-wide steam system repairs (steam traps, valves, leaks, piping & insulation replacement, MHs) | \$600,000 |
| NCCU | 2 | Robinson Science Building - Repair & Restore Brick Façade | \$300,000 |
| NCCU | 9 | Hubbard Totton Building - Elevator Replacement | \$350,000 |
| NCCU | 5 | Campus-Wide ADA Compliance Upgrades -- Phase 2 | \$100,000 |
| NCCU | 4 | William Jones Building HVAC Upgrades | \$450,000 |
| NCCU | 9 | Walker PE Complex - Elevator Replacement | \$350,000 |
| NCCU | 11 | Sanitary Sewer System: locate/ assess terra-cotta pipes to stop significant inflow and infiltration | \$100,000 |
| NCCU | 1 | Roof Gutters & Vent Repairs at multiple locations | \$310,000 |
| NCCU | 2 | Taylor Building - Repair & Restore Brick Façade | \$161,000 |
| NCCU | 11 | Water System: Re-route South and East sides for increased capacity | \$135,000 |
| NCCU | 1 | Campus Wide Annual Flat Roof Diagnostics, Preventive Maintenance and Leak Repairs | \$300,000 |
| NCCU | 6 | Fire Alarm Systems Upgrades & Repairs at multiple locations | \$250,000 |
| NCCU | 1 | Steam Plant Roof Repair | \$40,000 |
| NCCU | 8 | Asbestos/Mold remediation/Contaminants removal - Multiple locations | \$300,000 |
| NCCU | 4 | Shepard Library ITS NOC HVAC Upgrades | \$230,000 |
| NCCU | 6 | Fine Arts Building Fire Alarm System Replacement | \$495,000 |
| NCCU | 7 | Miller Morgan Building VFDs Replacement | \$80,000 |
| NCCU | 2 | BN Duke Auditorium - Repair & Restore Brick Façade | \$300,000 |
| NCCU | 2 | Edmonds Building Brick Façade Repair & ADA Access Ease of Entry and Code Compliant Steps and Handrails & Rep | \$245,300 |
| NCSSM | 9 | Cafeteria Renovation | \$2,500,000 |
| NC State | 4 | Research Bldg III - HVAC Upgrades | \$900,000 |
| NC State | 11 | Original Campus - Domestic Water Line repair under Railroad Tracks | \$270,000 |
| NC State | 9 | Dabney - Renovation - Labs | \$1,500,000 |
| NC State | 2 | Polk -2nd Floor Overhang structural repair | \$150,000 |
| NC State | 9 | Scott Hall - Renovation - Labs | \$2,500,000 |
| NC State | 9 | Brooks Hall - Renovation - Phase 1 | \$1,500,000 |
| NC State | 4 | Mann - Electrical Upgrades | \$950,000 |
| NC State | 9 | Thomas Hall - Renovation - Labs | \$1,000,000 |
| NC State | 3 | Polk - Fire Alarm Upgrade | \$600,000 |
| NC State | 4 | CVM Equine AHU replacement | \$300,000 |
| NC State | 5 | Mckimmon - ADA Improvements Restrooms | \$500,000 |
| NC State | 11 | Morrill Drive Domestic Water Line Replacement | \$661,000 |
| NC State | 6 | Fire Alarm Panel Replacement (Nelson, Park Alumni, Beef Education Unit, Schaub, CVM Research) | \$250,000 |
| NC State | 11 | Campus - Domestic Water Line and Valve Replacement Ph 11 | \$650,000 |

Attachment B
Maintenance Repair and Renovation Projects

| Institution | R&R Category | Project | Project Total |
|-------------|--------------|---|---------------|
| NC State | 4 | BAS Controls Upgrade Phase 1(Don Ellis, Brooks) | \$100,000 |
| NC State | 9 | Polk Hall - Renovation - Labs - Phase 1 | \$1,500,000 |
| NC State | 8 | Campus - Asbestos Removal Steam System | \$650,000 |
| NC State | 2 | Caldwell Hall - Pointing & Caulking | \$100,000 |
| NC State | 4 | Research Bldg #1 - AHU replacement | \$850,000 |
| NC State | 4 | Research Bldg IV - HVAC Upgrades | \$1,100,000 |
| NC State | 11 | Centennial Campus - Repair steam leaks | \$550,000 |
| NC State | 6 | CVM Main - Fire Alarm Upgrade Phase 3 o f 3 | \$400,000 |
| NC State | 6 | Mann Hall - Fire Sprinkler System | \$500,000 |
| NC State | 11 | Campus - Steam Leak Repair MH13 | \$200,000 |
| NC State | 9 | Gardner - Renovation - Labs | \$480,000 |
| NC State | 2 | Textiles - COT Pod 2 South side - Foundation Waterproofing | \$350,000 |
| NC State | 11 | Campus - Cooling Tower Refurbish at CBC | \$250,000 |
| NC State | 6 | Polk Hall - Fire Alarm Upgrade | \$600,000 |
| NC State | 3 | Biltmore - Code Deficiencies | \$2,000,000 |
| NC State | 11 | Campus - Upgrade Campus Sanitary/Storm Water System Ph 1 | \$844,000 |
| NC State | 11 | Campus - Chilled Water System improvements | \$575,000 |
| NC State | 2 | Kilgore - Foundation Waterproofing | \$350,000 |
| NC State | 2 | Cox - Pointing & Caulking | \$300,000 |
| NC State | 2 | Tompkins Hall - Above grade Waterproofing / Pointing | \$200,000 |
| NC State | 11 | Yarborough - Chiller Controls Upgrade | \$146,000 |
| NC State | 11 | Campus - Sewer Line replacement - Court of NC | \$175,000 |
| UNCA | 3 | Campus Wide: Arc Flash Compliance - Phase II | \$150,000 |
| UNCA | 3 | Replace and Upgrade Fueling Station w/ compliant storage tanks/system (FCAP #31053) | \$150,000 |
| UNCA | 5 | Replace the existing pedestrian pathways to connect main quad to Owen Hall | \$250,000 |
| UNCA | 5 | Replace walkways in Tennent Park to provide ADA accessible path to the main quadrangle/Carmichael Hall. | \$250,000 |
| UNCA | 11 | Repair concrete at Carmichael Plaza & walk along Ramsey/Tennent Park | \$200,000 |
| UNCA | 7 | Reuter Center: replace BAS, add VFD to AHU (FCAP #31131) | \$150,000 |
| UNCA | 1 | Roof Replacements: Reuter Center (EPDM) & Riverside Warehouse (single-ply) (FCAP #14433) | \$475,000 |
| UNCA | 11 | Rework intersection at Edgewood and University Heights | \$250,000 |
| UNCA | 11 | Utility Location Survey and installation of underground utility markers | \$200,000 |
| UNCA | 4 | Zageir Hall: Replace exist machineryin kind with new HE models, in-kind.(FCAP #31124) | \$225,000 |
| UNCA | 11 | Underground Waterline Repairs: replace domestic waterline, valves, and associated work | \$506,000 |
| UNCA | 3 | Campus Wide: Implement interoperable communications per 911 commission | \$250,000 |
| UNCA | 7 | Campus Wide: Install sub metering in all buildings - gas, electric, domestic hot water, rain water systems, and heati | \$150,000 |
| UNCA | 5 | Replace sidewalks at Zageir Hall | \$150,000 |
| UNCA | 1 | Weizenblatt Hall: Replace low slope roof with new membrane roof. | \$175,000 |
| UNCA | 7 | 118 WT Weaver HVAC Replacement: Replace major HVAC System equipment, update controls | \$518,974 |
| UNCA | 5 | Campus Wide: Replace deteriorated, rusted handrails with aluminum | \$250,000 |
| UNC-CH | 1 | 462 Art Studio Building Replace Roofing - Steel Roof | \$219,772 |
| UNC-CH | 1 | 12 Carroll Hall Replace Roofing - Built-Up Roof, Sector C | \$406,823 |
| UNC-CH | 1 | 209 First Dental Replace Roofing - Slate Roof | \$565,120 |
| UNC-CH | 1 | 166 General Storeroom Replace Roofing - Built-Up Roof - Sector 5 | \$577,490 |
| UNC-CH | 1 | 625 ITS Building - Manning Replace Roofing - Built-Up Roof | \$672,719 |
| UNC-CH | 1 | 27 Memorial Hall Replace Barrel Roof | \$330,000 |
| UNC-CH | 1 | 226 Old Clinic Replace Built-Up Roof | \$283,355 |
| UNC-CH | 1 | 5 South Building Replace Roofing - Replace Metal Roof, Gutters and Install Fall Protection | \$927,239 |
| UNC-CH | 4 | 228 Brinkhous-Bullitt Building Electrical Service and Distribution - Replace Main/Sub Distribution | \$4,843,986 |
| UNC-CH | 4 | 12 Carroll Hall Repair and Renovate Elevator #1618 | \$746,929 |
| UNC-CH | 4 | 12 Carroll Hall Repair and Renovate Elevator #6442 | \$464,850 |
| UNC-CH | 4 | 41 Coastal Process Environmental Health Lab Building System Cumulative Deficiencies | \$675,000 |
| UNC-CH | 4 | 13 Davie Hall Replace Air Handling Unit 1A, 1st Floor 1967 Building | \$428,865 |
| UNC-CH | 4 | 13 Davie Hall Replace Air Handling Unit 1B, 1st Floor 1967 Building | \$169,045 |
| UNC-CH | 4 | 3 Ackland Art Museum Install Building Automation System | \$236,625 |
| UNC-CH | 4 | 13 Davie Hall Replace Air Handling Unit 1C, 1st Floor 1967 Building | \$225,461 |
| UNC-CH | 4 | 14 Dey Hall Repair and Renovate Elevator #4576 | \$407,206 |
| UNC-CH | 4 | 369 Friday Center Replace Heating/Cooling Air Handling Units - AHU 01 - Office, 1st Floor | \$255,456 |
| UNC-CH | 4 | 369 Friday Center Replace Heating/Cooling Air Handling Units - AHU 02 - Mail/Book Room, 1st Floor | \$272,402 |
| UNC-CH | 6 | 462 Art Studio Building Install Fire Sprinkler System | \$326,540 |
| UNC-CH | 6 | 211 Brauer Hall Fire Alarm Systems - Replace Fire Alarm Initiating Devices and Control Panel | \$565,868 |
| UNC-CH | 6 | 13 Davie Hall Fire Alarm Systems - Replace Fire Alarm Control Panel | \$135,985 |
| UNC-CH | 6 | 498 Kenan Center Fire Alarm Systems - Replace initiating Devices and Control Panel | \$200,000 |
| UNC-CH | 4 | 3 Ackland Art Museum Air Handling Units, AHU 2, Rear Galleries, Admin, 1983 Building | \$419,748 |
| UNC-CH | 4 | 24 Wilson Library Replace AHU 7 HVAC System | \$5,086,299 |

Attachment B
Maintenance Repair and Renovation Projects

| Institution | R&R Category | Project | Project Total |
|-------------|--------------|--|---------------|
| UNC-CH | 2 | 3 Ackland Art Museum Replace Windows - Painted Wood Window | \$484,785 |
| UNC-CH | 1 | 328 Bingham Facility (Building 1) Replace Roofing - EPDM Roof | \$225,560 |
| UNC-CH | 1 | 228 Brinkhous-Bullitt Building Provide Roof Fall Protection | \$156,547 |
| UNC-CH | 1 | 229 Burnett-Womack Building Provide Roof Fall Protection | \$138,419 |
| UNCC | 1 | Atkins Roof | \$911,250 |
| UNCC | 1 | Reese Roof | \$226,100 |
| UNCC | 6 | Reese Fire Systems | \$773,500 |
| UNCC | 6 | Memorial Hall Fire Systems | \$327,250 |
| UNCC | 4 | Duke HVAC & Controls | \$654,500 |
| UNCC | 1 | Friday Roof | \$1,011,000 |
| UNCC | 4 | RUP-2 HVAC & Controls | \$416,500 |
| UNCC | 6 | King Fire Systems & Abatement | \$729,000 |
| UNCC | 4 | Fretwell HVAC & Controls | \$1,574,009 |
| UNCC | 1 | Memorial Hall Envelope | \$120,311 |
| UNCC | 1 | Memorial Hall Roof | \$188,792 |
| UNCC | 1 | Reese Envelope | \$995,269 |
| UNCC | 1 | King Envelope | \$839,459 |
| UNCC | 4 | Grigg HVAC & Controls | \$561,202 |
| UNCC | 6 | Friday Fire Systems | \$631,072 |
| UNCC | 4 | Rowe Elevators | \$156,334 |
| UNCC | 4 | Rowe Electrical | \$154,042 |
| UNCC | 6 | Fretwell Fire Systems | \$362,670 |
| UNCG | 2 | Petty Bldg. Portico waterproofing | \$712,031 |
| UNCG | 6 | MHRA Building. Fire Alarm System Replacement | \$985,327 |
| UNCG | 1 | Mossman Bldg. Roof Replacement | \$773,128 |
| UNCG | 5 | ADA compliance project. Campus wide. Restrooms, entrances, etc. | \$400,000 |
| UNCG | 2 | UNCG State Building exterior envelope repairs | \$762,000 |
| UNCG | 4 | Cone Art Bldg. Replace gallery lighting and lighting controls (Phase 2 & 3) | \$861,750 |
| UNCG | 8 | Replace Generator Diesel Fuel tank | \$839,175 |
| UNCG | 12 | Campus Wide. Replace property line fences, Replace underground piping for roof drainage | \$230,000 |
| UNCG | 4 | Sullivan Science Bldg. Replace HVAC in Greenhouse | \$683,434 |
| UNCG | 12 | Campus Wide. Pedestrian crosswalks repairs and upgrades for safety. | \$486,000 |
| UNCG | 3 | Armfield-Preyer (Visitor's Center). Exterior renovation and water proofing. | \$435,000 |
| UNCG | 11 | Campus wide, Walks and hardscape improvements | \$240,000 |
| UNCG | 8 | Campus wide asbestos & Lead abatement | \$240,000 |
| UNCG | 6 | Petty Bldg. Replace EST QuickStart fire alarm system | \$400,000 |
| UNCG | 11 | Sink Bldg. Maintenance Compound - Asphalt Replacement. | \$140,000 |
| UNCG | 8 | Coleman Bldg. VCT flooring abatement and replacement. | \$250,000 |
| UNCG | 6 | Fire Alarm Upgrade. 996 Spring Garden, 1605 Spring Garden, 535 Tate Street, 2900 Oakland Ave. | \$250,000 |
| UNCG | 9 | Cone Arts. Lecture Hall, room 103 seating, flooring, lighting, others upgrade | \$187,000 |
| UNCP | 11 | Campus Gas line replacement | \$550,000 |
| UNCP | 4 | Jones Pool HVAC replacement | \$1,300,000 |
| UNCP | 6 | Livermore & Jones Generator | \$424,500 |
| UNCP | 9 | Honors College renovation | \$250,000 |
| UNCP | 9 | Jones auxiliary gym and Dance studio flooring and studio upgrades | \$625,000 |
| UNCP | 4 | Education Boiler replacement | \$110,000 |
| UNCP | 4 | Chavis Air Handlers | \$390,000 |
| UNCP | 4 | Moore Hall & Chavis boiler replacement | \$190,000 |
| UNCP | 3 | Lumbee Hall & Old Main Elevator replacement | \$465,000 |
| UNCP | 6 | Jones, Livermore, Lumbee, Old Main FACP replacement | \$682,000 |
| UNCP | 9 | Jones ceiling repaint | \$110,000 |
| UNCSA | 4 | Gray Bldg New Electrical Service Main | \$256,000 |
| UNCSA | 6 | Life Safety Code Correction - Design and Production, Workplace, Film Building 3 | \$134,000 |
| UNCSA | 6 | Install Exit/Egress Lighting - Admin, Aquarius, Facilities, D&P Storage, Workplace West V, Demille | \$115,000 |
| UNCSA | 9 | Renovate Drama Studios - Workplace | \$448,000 |
| UNCSA | 12 | Drainage and Landscape Improvements - Common Area at Moore and Sanford | \$397,000 |
| UNCSA | 9 | Renovate Drama Administrative Offices - Workplace | \$323,000 |
| UNCSA | 3 | Install Shop Exhaust and Heating System - Facilities Management | \$95,000 |
| UNCSA | 8 | Gray Bldg Remove boilers | \$123,000 |
| UNCSA | 7 | Repair/Replace Windows - Film School Buildings 1 and 2 | \$202,000 |
| UNCSA | 4 | Film Archives Building A/C and controls | \$485,000 |
| UNCSA | 4 | Provide Heating and Cooling to Control Booth and Foley Booth - Performance Place, Film 2 | \$87,000 |
| UNCSA | 7 | Modifications to Heating, Ventilation and Air Conditioning System for Police - Gray | \$101,000 |
| UNCSA | 2 | Paint Rooftop Components - Film School | \$81,000 |

Attachment B
Maintenance Repair and Renovation Projects

| Institution | R&R Category | Project | Project Total |
|-------------|--------------|--|----------------------|
| UNCSA | 11 | Resurface Drives and Vehicle Staging - Facilities Management | \$75,000 |
| UNCSA | 9 | Renovate Administrative and Faculty Offices - Design and Production | \$162,000 |
| UNCSA | 7 | Mechanical System Retrocommissioning - Design and Production | \$134,000 |
| UNCSA | 5 | ADA Campus-Wide Misc. Improvements | \$39,000 |
| UNCSA | 1 | Roof Replacement - Chapel St Buildings | \$34,000 |
| UNCSA | 2 | Exterior Waterproofing and Repairs - 300 Waughtown | \$73,000 |
| UNCSA | 4 | Film School Bldg 3, Theater dimmers | \$232,000 |
| UNCSA | 4 | Hanes Student Commons motor control center | \$150,000 |
| UNCSA | 7 | Upgrade Air Distribution and Controls - Commons Building | \$93,000 |
| UNCSA | 9 | Partial Interior Renovation - Commons | \$75,000 |
| UNCSA | 11 | Replace Floor Slabs, Sidewalks and Stairs – Residence Halls A–F | \$118,000 |
| UNCW | 4 | West Side Energy Plant Modernization | \$3,926,440 |
| UNCW | 12 | Wagoner, Hurst, Hamilton roadways - Storm Water Refurbishment | \$2,500,000 |
| UNCW | 6 | Replace Fire Alarm System - Warehouse - Receiving | \$161,000 |
| UNCW | 6 | Replace Fire Alarm System - Telecommunications | \$62,000 |
| UNCW | 6 | Fire/Life safety Improvements - Kenan Auditorium | \$75,000 |
| UNCW | 6 | Fire Sprinkler - Isaac Bear Bldg. | \$410,000 |
| UNCW | 2 | Replace Windows - Alderman Hall | \$280,000 |
| WCU | 1 | HFR Building - Roof Replacement | \$660,000 |
| WCU | 6 | Campus Wide - Fire Alarm System Upgrades | \$300,000 |
| WCU | 8 | Reid Building - Gym Floor Replacement | \$275,000 |
| WCU | 11 | Undersized Water Mains Replacement, Non-Functioning Valves and Upgrade Lines | \$3,000,000 |
| WCU | 1 | Facilities Management Building - Roof Replacement | \$193,000 |
| WCU | 2 | Highlands Biological Station - Structural Repairs | \$250,000 |
| WCU | 5 | Ramsey Activities Center - Elevator Replacement | \$250,000 |
| WCU | 4 | HFR Building - Chiller Replacement | \$200,000 |
| WCU | 2 | Old Student Union - Foundation and Exterior Repair | \$450,000 |
| WCU | 4 | Hunter Library - Cooling Tower Replacement | \$175,000 |
| WCU | 6 | Egress Lighting and Exit Light Replacement - Campus Wide | \$100,000 |
| WSSU | 1 | Repair Roof - Computer Science | \$120,000 |
| WSSU | 1 | Replace Roof - Gaines Complex | \$660,000 |
| WSSU | 2 | Exterior Wall Repairs - Computer Science | \$110,000 |
| WSSU | 2 | Exterior Wall Repairs - W. B. Atkinson | \$125,000 |
| WSSU | 4 | Elva Jones Computer Science - HVAC Upgrades and BAS Controls Replacement | \$1,450,000 |
| WSSU | 4 | Upgrade HVAC Make-up Air System - O'Kelly Library | \$375,000 |
| WSSU | 6 | Add Fire Alarm System - 1600 Lowery St | \$125,000 |
| WSSU | 6 | Fire Alarm System Upgrades - Campus-wide | \$750,000 |
| WSSU | 1 | Replace Roof - R.J. Reynolds | \$205,000 |
| WSSU | 2 | Ext. Wall Repairs, Door and Window Repl. - Coltrane Hall | \$275,000 |
| WSSU | 4 | Upgrade Electrical System - O'Kelly Library | \$250,000 |
| | | Subtotal: | \$140,057,434 |
| | | UNC System R&R Projects | \$3,497,566 |
| | | Total for R&R Projects: | \$143,555,000 |

R&R Categories

- 1 - Roof repairs and replacements
- 2 - Structural repairs
- 3 - Repairs and renovations to meet federal and state standards
- 4 - Repairs to or installation of new electrical, plumbing, and heating, ventilating, and air-conditioning systems
- 5 - Improvements to meet the requirements of the Americans with Disabilities Act
- 6 - Improvements to meet fire safety needs
- 7 - Improvements to existing facilities for energy efficiency
- 8 - Improvements to remove asbestos, lead paint, and other contaminants, including the removal and replacement of underground storage tanks
- 9 - Improvements and renovations to improve use of existing space
- 10 - Historical restoration
- 11 - Improvements to roads, walks, drives, and utilities infrastructure
- 12 - Drainage and landscape improvements
- 13 - Building demolition

**University of North Carolina
FY 2021-23 Capital Improvement Priorities**

**Attachment C
Comprehensive Renovation and Modernization Projects**

| University | Project | Total Project Authorization | Previously Appropriated | FY21-22 | FY22-23 | Total FY21-23 Request |
|----------------------------------|---|-----------------------------|-------------------------|----------------------|----------------------|-----------------------|
| Appalachian State | Duncan Hall Renovation | 20,000,000 | | 1,800,000 | 18,200,000 | 20,000,000 |
| East Carolina | Howell Science Building South | 30,000,000 | | 3,000,000 | 27,000,000 | 30,000,000 |
| Elizabeth City State | Infrastructure Upgrades - Water & Electrical, Phase 2 | 27,000,000 | | 3,000,000 | 24,000,000 | 27,000,000 |
| Fayetteville State ¹ | H.T. Chick Targeted Renovation | 9,500,000 | | 9,500,000 | | 9,500,000 |
| NC A&T ¹ | Carver Hall Comprehensive Modernization-Phase 2 | 10,400,000 | | | 10,400,000 | 10,400,000 |
| NC A&T | Price Hall Renovation-Phase 2 | 8,500,000 | | | 8,500,000 | 8,500,000 |
| NC Central | Taylor Education Building Renovation | 13,750,000 | | 1,250,000 | 12,500,000 | 13,750,000 |
| NC School of Science and Math | Academic Commons and Dining Hall Renovation | 12,400,000 | | | 12,400,000 | 12,400,000 |
| NC State | Renovation - 111 Lampe Drive | 42,000,000 | | 17,000,000 | 25,000,000 | 42,000,000 |
| UNC Asheville | Lipinsky Renovation | 10,000,000 | | 1,000,000 | 9,000,000 | 10,000,000 |
| UNC Chapel Hill ² | Carrington Hall Renovation | 45,000,000 | 2,500,000 | 22,500,000 | 20,000,000 | 42,500,000 |
| UNC Charlotte ¹ | Cameron Second Floor Renovation | 19,100,000 | | 19,100,000 | | 19,100,000 |
| UNC Charlotte ¹ | Burson Renovation | 25,900,000 | | | 25,900,000 | 25,900,000 |
| UNC Greensboro ¹ | Jackson Library Renovation/Addition | 81,000,000 | | 7,000,000 | 74,000,000 | 81,000,000 |
| UNC Pembroke | Business Administration Renovation | 12,500,000 | | 1,000,000 | 11,500,000 | 12,500,000 |
| UNC School of the Arts | Stevens Center Renovation-Phase 1 | 25,000,000 | | 5,000,000 | 20,000,000 | 25,000,000 |
| UNC Wilmington ³ | Randall Library Renovation and Expansion | 61,500,000 | 5,500,000 | 20,000,000 | 36,000,000 | 56,000,000 |
| Western Carolina | Moore Building Renovation | 15,000,000 | | 15,000,000 | | 15,000,000 |
| Winston Salem State ¹ | Hauser Hall Renovation - Phase 2 | 7,500,000 | | 7,500,000 | | 7,500,000 |
| Total | | \$476,050,000 | \$8,000,000 | \$133,650,000 | \$334,400,000 | \$468,050,000 |

¹Project included in H966, which was ratified, but not enacted into law

² S.L. 2020-81 included the total project authorization and appropriated \$2.5 million in advanced planning funds for the Carrington Hall Renovation at UNC-CH.

³ S.L. 2018-5 appropriated \$5.5 million in advanced planning funds for the Randall Library Renovation and Expansion at UNC Wilmington.

ATTACHMENT D.1

| 2020-21 BOG APPROVED CAPITAL PROJECTS | | | | | | |
|---------------------------------------|---|--------------------|------------------------|-------------------------|-----------------------------|---|
| Institution | Project Title | Authorization Type | Previous Authorization | Requested Authorization | Total Project Authorization | Source of Funds |
| ECU | Health Sciences Campus Heat Plant Deaerator Tank (Aim 1507) | Increase | \$ 270,000 | \$ 665,000 | \$ 935,000 | Carry-forward (71%)/ R&R (29%) |
| | | | \$ 270,000 | \$ 665,000 | \$ 935,000 | |
| ECSU | Unmanned Aerial Systems (UAS) Drone Facility | New | \$ - | \$ 1,000,000 | \$ 1,000,000 | Donations and Gifts |
| | | | \$ - | \$ 1,000,000 | \$ 1,000,000 | |
| FSU | Lyons Science Comprehensive Renovation | Increase | \$ 12,000,000 | \$ 4,500,000 | \$ 16,500,000 | R&R (39%)/Federal Grant (17%)/Coronavirus Relief Fund (44%) |
| | | | \$ 12,000,000 | \$ 4,500,000 | \$ 16,500,000 | |
| N.C. A&T | Dudley Hall Renovation | Increase | \$ - | \$ 1,000,000 | \$ 1,000,000 | Federal Grant (50%)/Donations & Gifts (50%) |
| N.C. A&T | New Community and Urban Food Complex | Increase | \$ 5,600,000 | \$ 1,400,000 | \$ 7,000,000 | Federal Grant |
| | | | \$ 5,600,000 | \$ 2,400,000 | \$ 8,000,000 | |
| NCCU | New Student Center | Increase | \$ 47,279,332 | \$ 3,100,000 | \$ 50,379,332 | Trust Funds |
| NCCU | New Student Center | Increase | \$ 50,379,332 | \$ 5,000,000 | \$ 55,379,332 | Trust Funds |
| | | | \$ 97,658,664 | \$ 8,100,000 | \$ 105,758,664 | |
| NC State | Dairy Facility at College of Veterinary Medicine | New | \$ 400,000 | \$ 5,100,000 | \$ 5,500,000 | Trust Funds |
| NC State | Greek Village Phase 4 - Infrastructure, Townhomes, & Apartments | New | \$ 3,600,000 | \$ 43,900,000 | \$ 47,500,000 | Trust Funds |
| NC State | Lake Wheeler Main Distribution Frame | New | \$ - | \$ 800,000 | \$ 800,000 | Trust Funds |
| NC State | Page Hall Partial Renovation | Increase | \$ 5,750,000 | \$ 2,468,948 | \$ 8,218,948 | F&A (81%)/Carry Forward (19%) |
| NC State | Ricks Hall 2nd Floor Renovation | Increase | \$ 5,500,000 | \$ 3,000,000 | \$ 8,500,000 | Department of Transportation Funds |
| NC State | Steam Repairs - Phase VIII | Increase | \$ 1,761,428 | \$ 200,000 | \$ 1,961,428 | Carry-forward |
| NC State | Structural Repairs Mann Hall | Increase | \$ 2,000,000 | \$ 3,000,000 | \$ 5,000,000 | F&A |
| NC State | Swine Holding Facility - College of Veterinary Medicine | New | \$ - | \$ 1,000,000 | \$ 1,000,000 | Trust Funds |
| | | | \$ 19,011,428 | \$ 59,468,948 | \$ 78,480,376 | |
| UNCA | Completion of Owen and Carmichael Halls Renovations | Increase | \$ 26,978,826 | \$ 2,354,174 | \$ 29,333,000 | Donations & Gifts |
| UNCA | Ridges Parking Deck Emergency Repairs | New | \$ - | \$ 1,198,835 | \$ 1,198,835 | Trust Funds |
| | | | \$ 26,978,826 | \$ 3,553,009 | \$ 30,531,835 | |
| UNCC | Remembrance Memorial | New | \$ 200,000 | \$ 1,800,000 | \$ 2,000,000 | Campus Infrastructure Funds |
| | | | \$ 200,000 | \$ 1,800,000 | \$ 2,000,000 | |
| UNCW | Veterans Hall – Cadaver Lab Up-Fit | New | \$ - | \$ 1,496,913 | \$ 1,496,913 | Donations and Gifts (50%)/Trust Funds (50%) |
| | | | \$ - | \$ 1,496,913 | \$ 1,496,913 | |
| NCSSM | Academic Commons and Cafeteria Renovations - Phase I | New | \$ 1,200,000 | \$ 2,027,000 | \$ 3,227,000 | Donations and Gifts |
| NCSSM | Residence Hall Renovations - Hill Phase I | New | \$ 800,000 | \$ 2,168,000 | \$ 2,968,000 | Donations and Gifts |
| | | | \$ 2,000,000 | \$ 4,195,000 | \$ 6,195,000 | |
| TOTAL | | | \$ 163,718,918 | \$ 87,178,870 | \$ 250,897,788 | |

The following universities and affiliates did not submit any capital projects for BOG approval:

| | |
|------------------------|--------------------------------|
| Appalachian | Western Carolina University |
| UNC - Chapel Hill | Winston-Salem State University |
| UNC Greensboro | NC Arboretum |
| UNC Pembroke | PBS - NC |
| UNC School of the Arts | |

| FUNDING BREAKDOWN - BOARD APPROVED PROJECTS | | |
|---|----------------|-------------------------------------|
| Amount | Percentage | Fund Source |
| \$ 1,141,250 | 1.31% | Carry Forward |
| \$ 1,947,850 | 2.23% | R&R |
| \$ 4,999,848 | 5.74% | Receipts/Fees |
| \$ 72,309,922 | 82.94% | Trust Funds/Foundation/Gifts/Grants |
| \$ - | 0.00% | Debt Service |
| \$ 6,780,000 | 7.78% | Other |
| \$ 87,178,870 | 100.00% | |

ATTACHMENT D.2

| 2020-21 BOG DELEGATED AUTHORITY CAPITAL PROJECTS | | | | | | |
|---|---|---------------------------|-------------------------------|--------------------------------|------------------------------------|--|
| Institution | Project Title | Authorization Type | Previous Authorization | Requested Authorization | Total Project Authorization | Source of Funds |
| Appalachian | Campus Fire Monitoring System and Alarm Panel Replacement | BOGDA | \$ - | \$ 452,176 | \$ 452,176 | Carry-forward |
| Appalachian | New River Light and Power Laydown Yard Renovation | BOGDA | \$ - | \$ 490,000 | \$ 490,000 | Trust Funds |
| Appalachian | New River Light and Power Warehouse Renovation | BOGDA | \$ - | \$ 750,000 | \$ 750,000 | Trust Funds |
| Appalachian | NEZ 3" Floor Team Room | BOGDA | \$ - | \$ 649,666 | \$ 649,666 | Donations/Gifts |
| | | | \$ - | \$ 2,341,842 | \$ 2,341,842 | |
| ECU | MC Chiller Plants 1&2- Upgrade and Optimize Controls & Equipment and Retro-Commission | BOGDA | \$ - | \$ 400,000 | \$ 400,000 | Energy Carry-Forward |
| | | | \$ - | \$ 400,000 | \$ 400,000 | |
| ECSU | Renovation of Rosenwald School and Principal House | BOGDA | \$ - | \$ 550,000 | \$ 550,000 | Grant |
| | | | \$ - | \$ 550,000 | \$ 550,000 | |
| N.C. A&T | Carver Hall Classroom & Laboratory Improvements | BOGDA | \$ - | \$ 525,000 | \$ 525,000 | Trust Funds |
| N.C. A&T | Corbett Heating Ventilating and Air Conditioning Improvements | BOGDA | \$ - | \$ 425,000 | \$ 425,000 | Trust Funds |
| N.C. A&T | Renovation of Bluford Library LowerLevel | BOGDA | \$ - | \$ 550,000 | \$ 550,000 | Trust Funds |
| N.C. A&T | Renovation of Brown Hall | BOGDA | \$ - | \$ 475,000 | \$ 475,000 | Trust Funds |
| N.C. A&T | Surface Parking Lot Improvements | BOGDA | \$ - | \$ 380,000 | \$ 380,000 | Transportation and Parking Receipts |
| | | | \$ - | \$ 2,355,000 | \$ 2,355,000 | |
| NCCU | Student Health Building COVID-19 Lab | BOGDA | \$ - | \$ 360,000 | \$ 360,000 | CARES Act HEERF |
| | | | \$ - | \$ 360,000 | \$ 360,000 | |
| NC State | 12" Water Main Replacement -Dunn to Yarbrough Dr. | BOGDA | \$ - | \$ 300,000 | \$ 300,000 | F&A |
| NC State | Battery Storage - Centennial Campus Infrastructure | BOGDA | \$ - | \$ 500,000 | \$ 500,000 | Energy Savings Carry-forward |
| NC State | Bragaw Electrical Distribution Replacement | BOGDA | \$ - | \$ 498,000 | \$ 498,000 | Housing Receipts |
| NC State | Culinary Lab Renovations - Schaub Hall | BOGDA Increase | \$ 380,000 | \$ 80,000 | \$ 460,000 | F&A |
| NC State | Equine CT Room Renovation | BOGDA | \$ - | \$ 600,000 | \$ 600,000 | Donations and Gifts |
| NC State | HVAC Renovation - Jordan Hall | BOGDA | \$ - | \$ 700,000 | \$ 700,000 | F&A |
| NC State | Lab 2300 & 2350 Renovations - Partners II | BOGDA | \$ - | \$ 325,000 | \$ 325,000 | Trust Funds |
| NC State | Solar Photovoltaic Array - Fitts-Woolard Hall | BOGDA | \$ - | \$ 370,000 | \$ 370,000 | F&A (14%)/Student Fees (32%)/ Energy Savings Carry-forward (54%) |
| NC State | X-Ray Room 2361 Upgrade - Terry Medical Center | BOGDA | \$ - | \$ 400,000 | \$ 400,000 | Trust Funds |
| | | | \$ 380,000 | \$ 3,773,000 | \$ 4,153,000 | |
| UNC-CH | Carolina Outdoor Education Center – Get Real & HeelClub House Renova | BOGDA | \$ - | \$ 450,000 | \$ 450,000 | Donations and Gifts |
| UNC-CH | Fetzer Racquet Sports Renovation | BOGDA Increase | \$ 490,000 | \$ 100,000 | \$ 590,000 | Trust Funds |
| UNC-CH | FOBRL – North HVAC Upgrades | BOGDA | \$ - | \$ 452,290 | \$ 452,290 | F&A |
| UNC-CH | MBRB Cagewasher and McGavran Autoclave Replacements | BOGDA Increase | \$ 490,000 | \$ 227,874 | \$ 717,874 | F&A |
| UNC-CH | P2P Lot Sinkhole | BOGDA | \$ - | \$ 430,000 | \$ 430,000 | Transportation Receipts/Trust Funds |
| UNC-CH | Peabody Hall Classroom Renovations Rooms 02 and 206 | BOGDA | \$ - | \$ 493,974 | \$ 493,974 | Education and Technology Fee (ETSF) |
| UNC-CH | Peabody Hall Entry Renovation | BOGDA | \$ - | \$ 452,691 | \$ 452,691 | Donations/Gifts |
| UNC-CH | Taylor Hall BSL3 Autoclave Replacement | BOGDA | \$ - | \$ 497,047 | \$ 497,047 | F&A |
| UNC-CH | Thurston Bowles Patio Restoration | BOGDA | \$ - | \$ 350,000 | \$ 350,000 | F&A |
| UNC-CH | Thurston-Bowles Patio Restoration | BOGDA Increase | \$ 350,000 | \$ 50,000 | \$ 400,000 | F&A |
| UNC-CH | Thurston-Bowles Patio Restoration | BOGDA Increase | \$ 400,000 | \$ 75,000 | \$ 475,000 | F&A |
| | | | \$ 1,730,000 | \$ 3,578,876 | \$ 5,308,876 | |
| UNCC | Kennedy Second Floor Renovation | BOGDA | \$ - | \$ 500,000 | \$ 500,000 | Carry-forward |
| | | | \$ - | \$ 500,000 | \$ 500,000 | |
| UNCP | American Indian Heritage Center Project | BOGDA | \$ - | \$ 743,166 | \$ 743,166 | Carry-forward/ Grant/Fundraising |
| UNCP | Mary Livermore Library - Special Collections Project | BOGDA | \$ - | \$ 733,388 | \$ 733,388 | Carry-forward/ Grant/Fundraising |
| | | | \$ - | \$ 1,476,554 | \$ 1,476,554 | |
| WCU | Episcopal House HHS Simulation Lab | BOGDA | \$ - | \$ 500,000 | \$ 500,000 | Education and Technology Fee (ETSF) |
| WCU | FOREST Research Facility Relocation | BOGDA | \$ - | \$ 500,000 | \$ 500,000 | Education and Technology Fee (ETSF) |
| WCU | H.F. Robinson Administration Building (HFR) - Suite 420 Renovation. | BOGDA | \$ - | \$ 470,000 | \$ 470,000 | Carry-forward |
| WCU | Ramsey Activities Center - Basketball Locker Room Renovation | BOGDA | \$ - | \$ 742,000 | \$ 742,000 | Athletics Auxiliary Trust Funds |
| | | | \$ - | \$ 2,212,000 | \$ 2,212,000 | |

ATTACHMENT D.2

| 2020-21 BOG DELEGATED AUTHORITY CAPITAL PROJECTS | | | | | | |
|--|---------------|--------------------|------------------------|-------------------------|-----------------------------|-----------------|
| Institution | Project Title | Authorization Type | Previous Authorization | Requested Authorization | Total Project Authorization | Source of Funds |
| TOTAL | | | \$ 2,110,000 | \$ 17,547,272 | \$ 19,657,272 | |

The following universities did not submit any capital projects for BOG approval:

| | |
|--------------------|--------------------------------|
| Fayetteville State | UNC Wilmington |
| UNC Asheville | UNC School of the Arts |
| UNC Greensboro | Winston-Salem State University |

| FUNDING BREAKDOWN - BOARD DELEGATED AUTHORITY CAPITAL PROJECTS | | |
|--|----------------|-------------------------------------|
| Amount | Percentage | Fund Source |
| \$ 2,098,066 | 11.96% | Carry Forward |
| \$ - | 0.00% | R&R |
| \$ 6,116,385 | 34.86% | Receipts/Fees |
| \$ 7,873,021 | 44.87% | Trust Funds/Foundation/Gifts/Grants |
| \$ - | 0.00% | Debt Service |
| \$ 1,459,800 | 8.32% | Other |
| \$ 17,547,272 | 100.00% | |

ATTACHMENT E

| 2020-21 UNC SYSTEM PROPERTY BOG DELEGATED TRANSACTIONS | | | | | | |
|--|-------------------------|---|---------|---------|-------|-------|
| Institution | Transaction Type | Transaction Description | -Acres | +Acres | -SF | +SF |
| Appalachian | Lease Acquisition | Renewal of an existing lease for a communication tower and equipment building | | 0.489 | | |
| ECSU | Severance by Demolition | Demolition of Herrington Road structure in poor condition and no longer useful | | | 2710 | |
| ECU | Acquisition by Deed | Acquisition of 321 East 10th St. for future campus expansion | | 0.340 | | |
| ECU | Disposition by Lease | Office Space Lease, 209 E. Fifth Street, NC Biotechnology Center | | | | |
| ECU | Disposition by Lease | Parking Lot Lease, 2300 Dickinson Avenue | | | | |
| FSU | Disposition by Easement | Bus shelter area for bus transit customers, Murchison Rd. and W.T. Brown Drive | 0.003 | | | |
| N. C. A&T | Acquisition by Deed | Acquisition of 1202 Salem Street for future campus expansion | | 0.140 | | |
| N. C. A&T | Acquisition by Deed | Acquisition of 1206 Salem Street for future campus expansion | | 0.120 | | |
| N. C. A&T | Acquisition by Deed | Acquisition of 404 Banks Street for future campus expansion | | 0.120 | | |
| N. C. A&T | Acquisition by Deed | Acquisition of 412 Banks Street for future campus expansion | | 0.118 | | |
| N. C. A&T | Acquisition by Deed | Acquisition of 412 Boyd Street for future campus expansion | | 0.117 | | |
| N. C. A&T | Acquisition by Deed | Acquisition of 414 Banks Street for future campus expansion | | 0.120 | | |
| N. C. A&T | Acquisition by Deed | Acquisition of 422 Stewart Street for future campus expansion | | 0.059 | | |
| N. C. A&T | Acquisition by Deed | Acquisition of 504 Stewart Street for future campus expansion | | 0.147 | | |
| N. C. A&T | Acquisition by Deed | Acquisition of Arlee Street and Stedman Street properties for future campus expansion | | 4.720 | | |
| N. C. A&T | Acquisition by Lease | 5,412 sq.ft. office space with parking at 114 Luther Street | | | | 5,412 |
| NC State | Acquisition by Sublease | 668 sq.ft., Mountain View Lodge, Swannanoa | | | | 668 |
| NC State | Acquisition by Deed | Acquisition for Betsy-Jeff Penn 4-H | | 3.500 | | |
| NC State | Acquisition by Deed | Acquisition for inclusion in Lake Wheeler Field Lab, 3416 Lake Wheeler Road | | 9.630 | | |
| NC State | Acquisition by Lease | ~1.25 acre lot, Hwy 24, Warsaw | | 1.250 | | |
| NC State | Acquisition by Lease | ~427.07 acre lot, Hwy 705, Eagle Spring | | 427.070 | | |
| NC State | Acquisition by Lease | 1060 sq.ft. office space, 1701 Sunset Ave., Rocky Mount | | | | 1,060 |
| NC State | Acquisition by Lease | 1884 sq.ft. laboratory space at David H Murdoc Core Lab Building, NCRC, Kannapolis | | | | 1,884 |
| NC State | Acquisition by Lease | 3 bedroom residential home, Cabo Rojo, Puerto Rico | | | NA | NA |
| NC State | Acquisition by Lease | 405 sq.ft. office space, 112 Cox Ave. | | | | 405 |
| NC State | Acquisition by Lease | 5050 sq.ft. office space, 5 West Hargett Street | | | | 5,050 |
| NC State | Acquisition by Lease | 9275 sf office and lab space, 620-104 Hutton Street | | | | 9,275 |
| NC State | Acquisition by Lease | Nussbaum Center for Entrepreneurship, Inc., S. Elm Eugene Street, Greensboro | | | | |
| NC State | Acquisition by Lease | Residential dwelling on ~0.12 acre, Greenville | | 0.120 | | |
| NC State | Acquisition by Lease | ~5654 sq.ft. office space, One Park Drive, RTP | | | | 5,654 |
| NC State | Acquisition by Lease | 1442 sq.ft. office space, 1033 Wade Avenue | | | | 1,442 |
| NC State | Acquisition by Lease | 1471 sq.ft. office space, 310 S. Harrington St and 16 W. Main St. | | | | 1,471 |
| NC State | Acquisition by Lease | 1644 sf office and classroom space, 3400 N. Wesleyan Blvd., Rocky Mount | | | | 1,644 |
| NC State | Acquisition by Lease | 800 sf office space, 845 Church Street, Concord | | | | 800 |
| NC State | Disposition by Deed | Disposition for Department of Transportation I-440 expansion, Faculty Club, Linda Murphy Dr | 3.099 | | | |
| NC State | Disposition by Deed | Disposition for Department of Transportation I-440 expansion, Ligon St. and Blue Ridge Rd. | 7.240 | | | |
| NC State | Disposition by Easement | Utility easement is for electric vehicle charging stations at Carter Finley and PNC Arena | 0.019 | | | |
| NC State | Disposition by Lease | ~385 sq.ft. office space, 909 Capability Drive | | | 385 | |
| NC State | Disposition by Lease | 2065 sq.ft. building, 2010 Hillsborough Street | | | 2,065 | |
| NC State | Disposition by Lease | 375 acre lot known as Anita Alta 4-H Camp | 375.000 | | | |
| NC State | Disposition by Lease | 700 sq. ft. residential dwelling, 915 State Forest Rd., Bahama | | | 700 | |
| NC State | Disposition by Lease | Amend/combine two existing leases, 739 Chappell Drive, Tammie Lynn Center | | | | |

ATTACHMENT E

| 2020-21 UNC SYSTEM PROPERTY BOG DELEGATED TRANSACTIONS | | | | | | |
|--|-------------------------|--|---------|---------|--------|--------|
| Institution | Transaction Type | Transaction Description | -Acres | +Acres | -SF | +SF |
| NC State | Disposition by Lease | Greek Life Student Housing, 1402 Varsity Drive | | | | |
| NC State | Disposition by Lease | Suites 3570, 3580, 840 Main Campus Drive, lab/office space | | | | |
| NC State | Disposition by Lease | 1663 sq.ft. office space, 1017 Main Campus Drive | | | 1,663 | |
| NC State | Disposition by Lease | 6332 SF office space, 1005 Capability Drive | | | 6,332 | |
| NC State | Disposition by Lease | Lease abatement amendment during COVID-19, 2065 sq.ft. retail space, 2010 Hillsborough St | | | | |
| NC State | Facility Use Agreement | 1386 sq.ft. temporary office space, 909 Capability Dr. | | | 1,386 | |
| NC State | Lease Termination | Termination of leased office space, 801 Park Rd., RTP | | | | |
| NC State | Lease Termination | Termination for COVID-19 hardship, 2065 sq.ft. retail space, 2010 Hillsborough Street | | | | 2,065 |
| NC State | Severance by Demolition | Demolition of structure in poor condition, 3920 Lake Wheeler Rd. | | | | |
| NC State | Severance by Demolition | Demolition of structure in poor condition, 4901 Reedy Creek Road | | | 1,071 | |
| NC State | Severance by Demolition | Demolition of structures in poor condition at Anita-Alta 4-H Camp | | | | |
| NC State | Severance by Demolition | Demolition of structures in poor condition required for Greek Village (1401-09 Varsity) | | | | |
| NC State | Severance by Demolition | Demolition of structures in poor condition required for Greek Village Housing Project | | | 6,807 | |
| NC State | Severance by Demolition | Demolition of structures in poor condition, William Moore Drive | | | | |
| NCCU | Acquisition by Deed | Acquisition to support the construction of a new School of Business, 808 Dupree Street | | 0.387 | | |
| NCCU | Acquisition by Deed | Acquisition to support the construction of a new School of Business, 904 Dupree Street | | 0.190 | | |
| NCCU | Acquisition by Deed | Acquisition to support the construction of a new School of Business, 920 Dupree Street | | 0.192 | | |
| NCCU | Acquisition by Deed | Acquisition to support the construction of a new School of Business, Dupree St. and Lawson St. | | 0.579 | | |
| NCSSM | Disposition by Easement | Easement to provide fiber optic network access, Morganton -517 W Fleming Drive, Morganton, NC | 0.750 | | | |
| PBSNC | Acquisition by Lease | Lease to continue maintaining a tower and building for operation of a television translator and related equipment, Bryson City | | 0.530 | | |
| PBSNC | Acquisition by Lease | Lease to provide public television service to Eastern Band of Cherokee Indians and surrounding area | | 1.000 | | |
| PBSNC | Acquisition by Lease | Lease to provide public television service to Granville County and the surrounding area | | | | |
| PBSNC | Acquisition by Lease | Lease to provide television service to Marion and surrounding area | | 2.580 | | |
| UNCA | Acquisition by Deed | Acquisition for campus expansion and development of Millennial Campus, 90 Zillicoa St. | | 5.960 | | |
| UNCA | Disposition by Lease | Odyssey School, 90 Zillicoa St. | | | 26,579 | |
| UNCC | Disposition by Easement | Easement for installation of electrical line to serve cell antenna | 0.003 | | | |
| UNCC | Disposition by Easement | Easement for sewer line upgrades, Mallard Creek Church Road | 2.770 | | | |
| UNCC | Disposition by Easement | Easements for installation of water and sewer lines along Toby Creek | 15.130 | | | |
| UNC-CH | Acquisition by Deed | Acquisition for the UNC-CH Institute for Marine Sciences in Morehead, Phillips Island, Beaufort | | 17.000 | | |
| UNC-CH | Disposition by Easement | Easement for Town of Chapel Hill multi-use path construction, Homestead Road | 0.009 | | | |
| UNCP | Acquisition by Deed | Acquisition for the establishment of a new agricultural studies center | | 3.000 | | |
| UNCP | Severance by Demolition | Demolition of structure in poor condition, Alumni Lane | | | 22,023 | |
| UNCSA | Severance by Demolition | Demolition of structures in poor condition, 1800 Chapel Street | | | 1,136 | |
| UNCW | Disposition by Easement | Easement for electrical service and site lighting for a new university dining facility | 0.150 | | | |
| UNCW | Disposition by Easement | Easement installation/maintenance of electrical service/transformer at Film Studies building | 0.130 | | | |
| TOTAL | | | 404.303 | 479.478 | 72,857 | 36,830 |

CAPITAL CONSTRUCTION TASK FORCE

Summary of Ideas for Discussion

Goal: To ensure capital resources are being used efficiently and that the value of the final project is equal to the expenditure

Concerns:

- **High Cost per SF** – Construction costs often are not comparable to private sector (significantly higher) or similar historical project costs.
- **Appropriate Project** – Project scope should be right-sized, and demand driven as opposed to adhering to a “bigger is better” sensibility.
- **Appropriate Building Standards** – The 50-year life cycle is not always compatible with fast-changing program needs.
- **Lack of Competition** – Too many bid openings have few or even a single bidder.

| <u>Potential Actions:</u> | <u>Primary Party</u> | <u>Approve, Further Study, or Table?</u> |
|---|---------------------------------------|--|
| 1. Modify BOG capital project approval policies and procedures <ul style="list-style-type: none"> • Delegate advanced planning authority to the campus level, further limited to design & development aspects only • Delay approval of new capital projects and OC-25 cost estimate until design development when project scope and initial project schedules/costs have been defined • Require professional cost estimates and funding verification prior to advertising for bids • Allow cost increases of up to 10% without requiring additional BOG approval; increases of more than 10% must be submitted to BOG for approval and must be justified | BOG BOG BOG BOG | Approved |
| 2. Improve construction cost estimating <ul style="list-style-type: none"> • Establish shared services agreement at UNC Sys Ofc for professional cost estimating consultants • Use historical data, cost information from State Construction Office, and cost estimating services to develop a cost reference database (updated annually) for use by universities | UNC Sys Ofc UNC Sys Ofc | Approved |
| 3. Establish baseline for R&R funding <ul style="list-style-type: none"> • Ensure predictable annual R&R funding at a level that will allow campuses to effectively plan projects; avoid constant use of R&R for overdue deferred maintenance • Establish sinking fund to support R&R needs • Establish building maintenance standards to prevent early building deterioration | Legislature Legislature SCO | Approved |

| | | |
|--|---|----------|
| 4. Develop appropriate life cycle building standards based on building type <ul style="list-style-type: none"> Adjust building standards and life cycle to best fit the intended use of the building Consider impact of lower construction standards on long-term maintenance and operations cost Consider impact of lower construction standards on DOI insurance premiums | SCO UNC Sys Ofc UNC Sys Ofc | Approved |
| 5. Improve capital construction project delivery <ul style="list-style-type: none"> Strategically manage construction market capacity; stagger bidding of major construction projects to avoid market saturation Streamline prequalification process to maximize participation from qualified bidders Award projects under a guaranteed maximum price (GMP); discourage use of preliminary GMP and phasing as a way to begin projects before final project costs are established Review costs of project acceleration to ensure costs are reasonable and justified Evaluate projects at completion for quality of work, timely completion, and delivery within budget and schedule to ensure quality and value | UNC Sys Ofc SCO SCO UNC Sys Ofc UNC Sys Ofc | Approved |
| 6. Increase value of project and efficient use of project funding <ul style="list-style-type: none"> Develop alternative insurance programs, such as CCIP (Contractor Controlled Insurance Programs), OCIP (Owner Controlled Insurance Program), to reduce individual project insurance costs Develop library of common building types and prototypical designs (such as housing) to minimize design time and cost Review fees for design professionals and CMs to ensure fees are reasonable and comparable to surrounding states and peer institutions Encourage better project management through peer-to-peer mentoring between universities and additional training opportunities | BOG UNC Sys Ofc SCO UNC Sys Ofc | Approved |

Summary UNC System HEERF Reporting - Through June 30, 2021

| | Direct Institutional | | | | | | | | | | | | | | | |
|----------|----------------------|---------------|--------------------------------------|---------------|------------------------|---------------|---------------|----------------|-------------------------|--------------|--------------------|---------------|-------|----------------|-----------------------------------|--|
| | Federal Allocation | | Additional Emergency Fin. Aid Grants | | Student Reimbursements | | Campus Safety | | Offsetting Lost Revenue | | IT/Online Learning | | Other | | Total Spent through June 30, 2021 | |
| | (\$) | (\$) | % | (\$) | % | (\$) | % | (\$) | % | (\$) | % | (\$) | % | (\$) | % | |
| ASU | \$ 45,292,873 | \$ 14,056 | 0% | \$ 7,963,966 | 18% | \$ 719,781 | 2% | \$ - | 0% | \$ 1,018,910 | 2% | \$ 13,988,288 | 31% | \$ 23,705,001 | 52% | |
| ECU | \$ 56,381,711 | \$ - | 0% | \$ 25,490,135 | 45% | \$ - | 0% | \$ 4,854,218 | 9% | \$ - | 0% | \$ 1,209,535 | 2% | \$ 31,553,889 | 56% | |
| ECSU | \$ 6,804,750 | \$ 924,552 | 14% | \$ 1,065,489 | 16% | \$ 4,573 | 0% | \$ 671,134 | 10% | \$ - | 0% | \$ 3,983 | 0% | \$ 2,669,731 | 39% | |
| FSU | \$ 16,700,931 | \$ 5,084,687 | 30% | \$ 4,733,777 | 28% | \$ 77,807 | 0% | \$ 1,106,231 | 7% | \$ 401,764 | 2% | \$ 779,749 | 5% | \$ 12,184,015 | 73% | |
| N.C. A&T | \$ 42,645,926 | \$ - | 0% | \$ 7,051,814 | 17% | \$ - | 0% | \$ 7,898,578 | 19% | \$ - | 0% | \$ - | 0% | \$ 14,950,392 | 35% | |
| NCCU | \$ 26,219,667 | \$ 4,466,281 | 17% | \$ - | 0% | \$ - | 0% | \$ - | 0% | \$ - | 0% | \$ - | 0% | \$ 4,466,281 | 17% | |
| NC State | \$ 53,171,415 | \$ - | 0% | \$ - | 0% | \$ 8,103,069 | 15% | \$ 8,008,920 | 15% | \$ - | 0% | \$ 939,020 | 2% | \$ 17,051,009 | 32% | |
| UNCA | \$ 10,200,954 | \$ - | 0% | \$ 1,679,746 | 16% | \$ - | 0% | \$ - | 0% | \$ 14,873 | 0% | \$ 2,910,265 | 29% | \$ 4,604,884 | 45% | |
| UNC-CH | \$ 48,224,128 | \$ 2,290,650 | 5% | \$ - | 0% | \$ 9,549,025 | 20% | \$ - | 0% | \$ 2,299,117 | 5% | \$ 706,975 | 1% | \$ 14,845,767 | 31% | |
| UNCC | \$ 74,135,582 | \$ - | 0% | \$ 4,000,000 | 5% | \$ 6,080,150 | 8% | \$ 44,016,987 | 59% | \$ 953,210 | 1% | \$ 2,849,389 | 4% | \$ 57,899,736 | 78% | |
| UNCG | \$ 55,656,493 | \$ 45,264 | 0% | \$ 4,015,821 | 7% | \$ 1,064,572 | 2% | \$ 5,475,115 | 10% | \$ 477,965 | 1% | \$ - | 0% | \$ 11,078,737 | 20% | |
| UNCP | \$ 20,066,081 | \$ 5,240 | 0% | \$ 3,137,355 | 16% | \$ 12,375 | 0% | \$ 2,985,515 | 15% | \$ - | 0% | \$ 47,232 | 0% | \$ 6,187,717 | 31% | |
| UNCW | \$ 31,489,133 | \$ - | 0% | \$ 5,283,026 | 17% | \$ - | 0% | \$ 26,206,107 | 83% | \$ - | 0% | \$ - | 0% | \$ 31,489,133 | 100% | |
| UNCSA | \$ 2,402,917 | \$ - | 0% | \$ 434,443 | 18% | \$ 102,756 | 4% | \$ - | 0% | \$ - | 0% | \$ - | 0% | \$ 537,199 | 22% | |
| WCU | \$ 27,136,479 | \$ - | 0% | \$ 4,546,703 | 17% | \$ - | 0% | \$ - | 0% | \$ - | 0% | \$ 3,732,357 | 14% | \$ 8,279,060 | 31% | |
| WSSU | \$ 19,230,987 | \$ 1,533,179 | 8% | \$ 3,058,990 | 16% | \$ - | 0% | \$ - | 0% | \$ 105,762 | 1% | \$ 55,139 | 0% | \$ 4,753,070 | 25% | |
| Total | \$ 535,760,027 | \$ 14,363,909 | 3% | \$ 72,461,265 | 14% | \$ 25,714,108 | 5% | \$ 101,222,805 | 19% | \$ 5,271,602 | 1% | \$ 27,221,933 | 5% | \$ 246,255,622 | 46% | |

| | HBCU/MSI/SIP Funding | | | | | | | | | | | | | | |
|----------|---------------------------------|--------------------------------------|-----|------------------------|-----|---------------|----|-------------------------|-----|--------------|----|--------------|----|-----------------------------------|-----|
| | Federal Allocation ¹ | Additional Emergency Fin. Aid Grants | | Student Reimbursements | | Campus Safety | | Offsetting Lost Revenue | | IT Equipment | | Other | | Total Spent through June 30, 2021 | |
| | (\$) | (\$) | % | (\$) | % | (\$) | % | (\$) | % | (\$) | % | (\$) | % | (\$) | % |
| ECSU | \$ 17,676,716 | \$ - | 0% | \$ - | 0% | \$ 32,000 | 0% | \$ 3,326,798 | 19% | \$ 291,601 | 2% | \$ 1,284,934 | 7% | \$4,935,333 | 28% |
| FSU | \$ 48,165,747 | \$ - | 0% | \$ - | 0% | \$ 382,204 | 1% | \$ 8,114,618 | 17% | \$ 98,499 | 0% | \$ 3,092,909 | 6% | \$11,688,231 | 24% |
| N.C. A&T | \$ 111,646,781 | \$ 4,336,618 | 4% | \$ 1,661,502 | 1% | \$ 653,317 | 1% | \$ 24,431,929 | 22% | \$ 1,007,364 | 1% | \$ 2,181,487 | 2% | \$34,272,218 | 31% |
| NCCU | \$ 78,811,132 | \$ 10,267,362 | 13% | \$ - | 0% | \$ - | 0% | \$ - | 0% | \$ - | 0% | \$ 1,299,666 | 2% | \$11,567,028 | 15% |
| UNCA | \$ 820,683 | \$ - | 0% | \$ - | 0% | \$ - | 0% | \$ 397,047 | 48% | \$ - | 0% | \$ 100 | 0% | \$397,147 | 48% |
| UNCC | \$ 5,971,788 | \$ - | 0% | \$ - | 0% | \$ 287,949 | 5% | \$ 1,684,933 | 28% | \$ 520,725 | 9% | \$ 376,616 | 6% | \$2,870,222 | 48% |
| UNCG | \$ 4,446,402 | \$ 526,255 | 12% | \$ - | 0% | \$ - | 0% | \$ - | 0% | \$ - | 0% | \$ 79,545 | 2% | \$605,800 | 14% |
| UNCP | \$ 3,618,529 | \$ - | 0% | \$ - | 0% | \$ - | 0% | \$ 699,112 | 19% | \$ - | 0% | \$ - | 0% | \$699,112 | 19% |
| WCU | \$ 2,176,958 | \$ - | 0% | \$ 1,058,347 | 49% | \$ - | 0% | \$ - | 0% | \$ - | 0% | \$ - | 0% | \$1,058,347 | 49% |
| WSSU | \$ 46,534,242 | \$ - | 0% | \$ - | 0% | \$ 603,224 | 1% | \$ 7,474,303 | 16% | \$ - | 0% | \$ - | 0% | \$8,077,527 | 17% |
| Total | \$ 319,868,978 | \$ 15,130,235 | 5% | \$ 2,719,849 | 1% | \$ 1,958,694 | 1% | \$ 46,128,740 | 14% | \$ 1,918,189 | 1% | \$ 8,315,257 | 3% | \$ 76,170,965 | 24% |

Note 1: For comprehensiveness, HEERF III HBCU/MSI/SIP allocations are included even though US DOE did not make some of these allocations until after June 30, 2021.

Summary UNC System COVID Student Aid Funds - Awards through June 30, 2021

| | Higher Education Emergency Relief Fund (HEERF) | | | | | | | Governor's Emergency Education Relief Fund (GEERF) | | | | |
|-------|--|---------------------------------------|------------|------------------------------------|------------------|-----------------------------|---------|--|---|------------|-----------------------------|---------|
| | Federal HEERF Allocation | Student Aid Allocation Amount Awarded | % Expended | Additional Aid Awards ¹ | Total Aid Awards | # of Students Receiving Aid | Average | Federal GEERF Allocation | UNC Resilience Grants Amount Awarded ² | % Expended | # of Students Receiving Aid | Average |
| ASU | \$37,370,651 | \$22,072,520 | 59% | \$14,056 | \$22,086,576 | 21,406 | \$1,032 | \$454,929 | \$0 | 0% | | - |
| ECU | \$48,319,105 | \$16,373,726 | 34% | \$0 | \$16,373,726 | 15,283 | \$1,071 | \$597,507 | \$597,507 | 100% | 1,195 | \$500 |
| ECSU | \$5,355,824 | \$3,490,381 | 65% | \$924,552 | \$4,414,933 | 1,952 | \$2,262 | \$168,958 | \$0 | 0% | | - |
| FSU | \$13,855,542 | \$5,076,296 | 37% | \$5,084,687 | \$10,160,983 | 3,175 | \$3,200 | \$289,580 | \$0 | 0% | | - |
| NCAT | \$34,567,384 | \$9,646,396 | 28% | \$4,336,618 | \$13,983,014 | 9,968 | \$1,403 | \$519,175 | \$0 | 0% | | - |
| NCCU | \$22,096,176 | \$7,498,205 | 34% | \$14,733,643 | \$22,231,848 | 5,291 | \$4,202 | \$362,258 | \$0 | 0% | | - |
| NCSU | \$43,085,051 | \$17,895,882 | 42% | \$0 | \$17,895,882 | 15,099 | \$1,185 | \$483,875 | \$0 | 0% | | - |
| UNCA | \$8,184,150 | \$3,427,242 | 42% | \$0 | \$3,427,242 | 2,246 | \$1,526 | \$135,091 | \$0 | 0% | | - |
| UNCCH | \$40,023,978 | \$14,014,251 | 35% | \$2,290,650 | \$16,304,901 | 6,615 | \$2,465 | \$361,550 | \$361,550 | 100% | 1,807 | \$200 |
| UNCC | \$59,213,561 | \$28,225,558 | 48% | \$0 | \$28,225,558 | 12,396 | \$2,277 | \$727,808 | \$0 | 0% | | - |
| UNCG | \$46,188,050 | \$17,918,322 | 39% | \$571,519 | \$18,489,841 | 10,775 | \$1,716 | \$689,184 | \$687,920 | 100% | 597 | \$1,152 |
| UNCP | \$16,505,118 | \$6,167,590 | 37% | \$5,240 | \$6,172,830 | 6,665 | \$926 | \$287,429 | \$214,462 | 75% | 436 | \$492 |
| UNCW | \$26,121,373 | \$18,765,760 | 72% | \$0 | \$18,765,760 | 13,279 | \$1,413 | \$313,516 | \$313,516 | 100% | 891 | \$352 |
| UNCSA | \$1,979,579 | \$865,965 | 44% | \$0 | \$865,965 | 560 | \$1,546 | \$51,301 | \$51,301 | 100% | 46 | \$1,115 |
| WCU | \$22,318,649 | \$12,427,067 | 56% | \$0 | \$12,427,067 | 5,393 | \$2,304 | \$226,141 | \$19,306 | 9% | 24 | \$804 |
| WSSU | \$15,389,900 | \$6,117,980 | 40% | \$1,533,179 | \$7,651,159 | 1,781 | \$4,296 | \$331,699 | \$0 | 0% | | - |
| Total | \$440,574,092 | \$189,983,141 | 43% | \$29,494,144 | \$219,477,285 | 131,884 | \$1,664 | \$6,000,001 | \$2,245,562 | 37% | 4,996 | \$659 |

Notes:

1) Institutions used HEERF Institutional or HBCU/HMSI/SIP allocation to provide additional grants to students.

2) Award amount based on cost reimbursement from the System Office not actual campus expenditures to date.

FY 2019-20 Total General Fund Expenditures Compared to FY 2020-21 Total General Fund Expenditures

| Institution | FY 2019-20 | FY 2020-21 | \$ Change | % Change |
|-------------------------|------------------------|------------------------|----------------------|-------------|
| System Total | \$4,711,438,208 | \$4,868,654,493 | \$157,216,286 | 3.3% |
| Personal Services | \$3,412,456,853 | \$3,428,710,489 | \$16,253,637 | 0% |
| Purchased Services | \$544,735,778 | \$554,662,003 | \$9,926,225 | 2% |
| Aid & Public Assistance | \$372,092,765 | \$377,579,241 | \$5,486,476 | 1% |
| Other | \$382,152,812 | \$507,702,760 | \$125,549,948 | 33% |
| 16020 - UNCCH | \$1,021,691,693 | \$1,075,220,537 | \$53,528,844 | 5% |
| Personal Services | \$669,214,363 | \$689,604,509 | \$20,390,147 | 3% |
| Purchased Services | \$139,531,918 | \$152,229,373 | \$12,697,456 | 9% |
| Aid & Public Assistance | \$155,357,481 | \$160,592,145 | \$5,234,664 | 3% |
| Other | \$57,587,931 | \$72,794,509 | \$15,206,578 | 26% |
| 16030 - NCSU | \$1,015,402,577 | \$997,244,959 | -\$18,157,618 | -2% |
| Personal Services | \$711,836,716 | \$714,952,485 | \$3,115,770 | 0% |
| Purchased Services | \$116,828,632 | \$104,495,975 | -\$12,332,656 | -11% |
| Aid & Public Assistance | \$82,086,478 | \$79,912,732 | -\$2,173,746 | -3% |
| Other | \$104,650,752 | \$97,883,767 | -\$6,766,985 | -6% |
| 16040 - UNCG | \$294,026,701 | \$292,745,573 | -\$1,281,128 | 0% |
| Personal Services | \$230,303,529 | \$221,726,148 | -\$8,577,381 | -4% |
| Purchased Services | \$26,482,576 | \$24,967,460 | -\$1,515,116 | -6% |
| Aid & Public Assistance | \$15,061,264 | \$14,894,699 | -\$166,566 | -1% |
| Other | \$22,179,332 | \$31,157,266 | \$8,977,935 | 40% |
| 16050 - UNCC | \$432,446,529 | \$446,462,419 | \$14,015,890 | 3% |
| Personal Services | \$336,682,289 | \$338,458,580 | \$1,776,291 | 1% |
| Purchased Services | \$41,915,250 | \$43,495,492 | \$1,580,242 | 4% |
| Aid & Public Assistance | \$16,819,708 | \$17,646,560 | \$826,852 | 5% |
| Other | \$37,029,282 | \$46,861,787 | \$9,832,506 | 27% |
| 16055 - UNCA | \$61,862,195 | \$63,731,577 | \$1,869,382 | 3% |
| Personal Services | \$49,327,614 | \$47,919,669 | -\$1,407,945 | -3% |
| Purchased Services | \$5,850,313 | \$7,166,645 | \$1,316,333 | 23% |
| Aid & Public Assistance | \$3,422,030 | \$3,362,939 | -\$59,092 | -2% |
| Other | \$3,262,238 | \$5,282,324 | \$2,020,086 | 62% |
| 16060 - UNCW | \$254,326,609 | \$269,535,881 | \$15,209,272 | 6% |
| Personal Services | \$194,492,841 | \$198,870,765 | \$4,377,923 | 2% |
| Purchased Services | \$28,938,544 | \$28,986,619 | \$48,076 | 0% |
| Aid & Public Assistance | \$11,285,733 | \$10,433,669 | -\$852,064 | -8% |
| Other | \$19,609,491 | \$31,244,828 | \$11,635,337 | 59% |
| 16065 - ECU | \$503,362,704 | \$517,088,897 | \$13,726,193 | 3% |
| Personal Services | \$370,695,448 | \$355,790,072 | -\$14,905,375 | -4% |
| Purchased Services | \$62,430,895 | \$60,550,739 | -\$1,880,156 | -3% |
| Aid & Public Assistance | \$26,855,846 | \$27,247,644 | \$391,799 | 1% |
| Other | \$43,380,516 | \$73,500,441 | \$30,119,926 | 69% |
| 16070 - NCAT | \$183,742,804 | \$197,333,661 | \$13,590,857 | 7% |
| Personal Services | \$135,051,972 | \$140,500,590 | \$5,448,618 | 4% |
| Purchased Services | \$22,792,124 | \$24,358,783 | \$1,566,659 | 7% |
| Aid & Public Assistance | \$12,643,217 | \$12,999,702 | \$356,485 | 3% |
| Other | \$13,255,491 | \$19,474,586 | \$6,219,094 | 47% |

FY 2019-20 Total General Fund Expenditures Compared to FY 2020-21 Total General Fund Expenditures

| Institution | FY 2019-20 | FY 2020-21 | \$ Change | % Change |
|-------------------------|------------------------|------------------------|----------------------|-------------|
| System Total | \$4,711,438,208 | \$4,868,654,493 | \$157,216,286 | 3.3% |
| 16075 - WCU | \$166,078,502 | \$174,853,233 | \$8,774,731 | 5% |
| Personal Services | \$118,435,785 | \$120,823,533 | \$2,387,748 | 2% |
| Purchased Services | \$22,268,788 | \$22,161,261 | -\$107,527 | 0% |
| Aid & Public Assistance | \$6,301,716 | \$6,310,909 | \$9,193 | 0% |
| Other | \$19,072,214 | \$25,557,530 | \$6,485,317 | 34% |
| 16080 - ASU | \$263,596,295 | \$278,503,165 | \$14,906,871 | 6% |
| Personal Services | \$213,828,716 | \$216,875,514 | \$3,046,798 | 1% |
| Purchased Services | \$19,499,074 | \$19,436,687 | -\$62,387 | 0% |
| Aid & Public Assistance | \$13,452,747 | \$14,369,804 | \$917,057 | 7% |
| Other | \$16,815,759 | \$27,821,162 | \$11,005,402 | 65% |
| 16082 - UNCP | \$96,069,103 | \$112,545,210 | \$16,476,107 | 17% |
| Personal Services | \$72,056,743 | \$71,041,329 | -\$1,015,414 | -1% |
| Purchased Services | \$10,804,617 | \$17,146,731 | \$6,342,114 | 59% |
| Aid & Public Assistance | \$2,797,528 | \$3,256,455 | \$458,927 | 16% |
| Other | \$10,410,216 | \$21,100,695 | \$10,690,479 | 103% |
| 16084 - WSSU | \$86,507,736 | \$91,864,726 | \$5,356,991 | 6% |
| Personal Services | \$64,549,750 | \$62,729,782 | -\$1,819,968 | -3% |
| Purchased Services | \$9,378,746 | \$11,345,903 | \$1,967,157 | 21% |
| Aid & Public Assistance | \$4,667,295 | \$4,772,676 | \$105,380 | 2% |
| Other | \$7,911,945 | \$13,016,366 | \$5,104,421 | 65% |
| 16086 - ECSU | \$44,222,479 | \$43,888,244 | -\$334,235 | -1% |
| Personal Services | \$26,363,609 | \$28,135,364 | \$1,771,755 | 7% |
| Purchased Services | \$6,241,327 | \$6,478,408 | \$237,081 | 4% |
| Aid & Public Assistance | \$3,912,154 | \$3,861,893 | -\$50,262 | -1% |
| Other | \$7,705,389 | \$5,412,579 | -\$2,292,810 | -30% |
| 16088 - FSU | \$76,220,803 | \$86,855,533 | \$10,634,731 | 14% |
| Personal Services | \$62,635,788 | \$62,371,841 | -\$263,946 | 0% |
| Purchased Services | \$6,145,321 | \$7,814,965 | \$1,669,645 | 27% |
| Aid & Public Assistance | \$4,048,938 | \$4,061,281 | \$12,342 | 0% |
| Other | \$3,390,756 | \$12,607,446 | \$9,216,690 | 272% |
| 16090 - NCCU | \$135,390,608 | \$137,862,031 | \$2,471,423 | 2% |
| Personal Services | \$99,839,342 | \$100,835,545 | \$996,204 | 1% |
| Purchased Services | \$15,813,553 | \$13,917,458 | -\$1,896,095 | -12% |
| Aid & Public Assistance | \$9,452,032 | \$9,795,639 | \$343,607 | 4% |
| Other | \$10,285,681 | \$13,313,388 | \$3,027,707 | 29% |
| 16092 - UNCSA | \$51,023,539 | \$53,525,015 | \$2,501,476 | 5% |
| Personal Services | \$36,555,341 | \$36,815,018 | \$259,678 | 1% |
| Purchased Services | \$5,898,226 | \$6,554,612 | \$656,386 | 11% |
| Aid & Public Assistance | \$3,915,177 | \$4,058,817 | \$143,639 | 4% |
| Other | \$4,654,796 | \$6,096,569 | \$1,441,773 | 31% |
| 16094 - NCSSM | \$25,467,332 | \$29,393,832 | \$3,926,500 | 15% |
| Personal Services | \$20,587,012 | \$21,259,746 | \$672,734 | 3% |
| Purchased Services | \$3,915,878 | \$3,554,891 | -\$360,987 | -9% |
| Aid & Public Assistance | \$13,420 | \$1,680 | -\$11,740 | 0% |
| Other | \$951,022 | \$4,577,515 | \$3,626,493 | 381% |