



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.

APPENDIX Q

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.

APPENDIX Q

- \$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

APPENDIX Q

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

APPENDIX Q

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	

APPENDIX Q

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%

APPENDIX Q

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.

APPENDIX Q

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.

APPENDIX Q

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.

APPENDIX Q

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

APPENDIX Q

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 & Repla	\$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

APPENDIX Q

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

APPENDIX Q

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

APPENDIX Q

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

APPENDIX Q

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.

APPENDIX Q

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%	

APPENDIX Q
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	

APPENDIX Q
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%	

**APPENDIX Q
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				

APPENDIX Q
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.

Potential Actions:

	<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