

DRAFT MINUTES

November 17, 2022
East Carolina University
Main Campus Student Center, Ballroom A
Via Videoconference and PBS North Carolina Livestream

Call to Order

The University of North Carolina Board of Governors met on November 17, 2022, at the Main Campus Student Center at East Carolina University. Chair Randy Ramsey called the meeting to order at 9 a.m. He welcomed the guests and those joining by videoconference.

Invocation

Chair Ramsey called on Mr. Holley to give the invocation.

Roll Call

Ms. McCullen, associate vice president and secretary, called the roll. The following members were present:

M. Lee Barnes	Terry Hutchens
Kellie Hunt Blue	Wendy Floyd Murphy
Kirk J. Bradley	Anna Spangler Nelson
C. Philip Byers	Sonja Philips Nichols
Jimmy D. Clark	Raymond Palma
Carolyn Coward	Art Pope
Joel Ford	David Powers
John Fraley	Randy Ramsey
Reginald Ronald Holley	Lee Roberts
James L. Holmes, Jr.	Temple Sloan
Mark Holton	Michael Williford

The following members were absent:

Pearl Burris-Floyd (<i>joined by videoconference</i>)	J. Alex Mitchell
Thomas C. Goolsby (<i>joined by videoconference</i>)	

State Ethics Act

Chair Ramsey stated that under the State Ethics Act, members have a duty to avoid conflicts of interest and appearances of conflicts and asked if anyone had a potential conflict. There were none.

Chair's Report

Chair Ramsey recognized Representative Kandie D. Smith. He commended Representative Smith for the great work she does on behalf of the folks in Eastern North Carolina and thanked her for joining the day's meeting. Chair Ramsey thanked Chancellor Philip Rogers and his staff for their wonderful hospitality in hosting this month's Board meetings and related activities. He stated that "East Carolina University is a special place that brings out loyalty and pride in all members of its community. It's a beacon of opportunity and hope not only for its students, but for

the more than 1.4 million North Carolinians it serves.” He praised Chancellor Rogers on his leadership and for the passion and care he brings to the position.

Chair Ramsey emphasized how important East Carolina University is to the health and wellbeing of the people who live in eastern North Carolina. Under Chancellor Rogers’ leadership, ECU has acted on providing patient healthcare by leading a transformative effort to join Vidant Health and East Carolina University’s Brody School of Medicine, creating ECU Health, with its ability to train and mentor health care professionals, who will serve rural areas of our state. He noted that ECU ranked No. 1 in graduating nurses among North Carolina’s four-year institutions, and more than 90 percent of its dental graduates stay and practice in North Carolina. Chair Ramsey also recognized Dean Michael Waldrum, of the Brody School of Medicine, for his efforts to ensure the success of ECU Health.

In closing, Chair Ramsey announced that the Board will not meet next month. The Board of Governors next meeting will be held on January 19, 2023, at the new UNC System Office in Raleigh. He wished everyone a happy holiday and called on Mr. Palma for brief remarks.

Mr. Palma reported on the Financial Literacy Symposium that was hosted by the University of North Carolina at Charlotte earlier this month. UNC Charlotte administrators shared best practices for financial wellbeing with administrators and student leaders from across the UNC System during a two-day conference. Mr. Palma thanked Chancellor Sharon Gaber for hosting the event.

President’s Report

President Hans stated that ECU is a wonderful university with great energy and a tremendously bright future. He thanked Chancellor Rogers and his team for the warm welcome they extended. Next, he spoke about the history of ECU, which began as a teachers’ college called East Carolina Teachers Training School. Its mission was to bring a great education to students from across our state. Today, ECU continues to prepare outstanding teachers on a vast scale. President Hans commented that this institution has “always been energetic and creative about extending great teaching to those who can benefit from it the most. It has taken the missionary spirit into the next frontier of education.” President Hans also commented on the important work that ECU continues to do in delivering high-quality health care in rural regions of our state.

In closing, President Hans referred to the updated UNC System’s Higher Expectations Strategic Plan (see Appendix A), which was distributed to the Board members. He remarked that the plan demonstrates how “smart metrics and clear incentives that are aligned can drive better outcomes for our students.” He encouraged everyone to review and share the plan. He thanked the Chancellors for their personal commitment to a shared vision of what our statewide universities can achieve. For President Hans’ complete report, please see Appendix B.

Recognition of the UNC System Campus Police Awards

Chair Ramsey announced that the Board of Governors was honored to recognize several campus police officers who demonstrate valor and exceptional service to our constituent institutions and affiliates. Chair Ramsey thanked the officers for joining the day’s meeting. He called on Mr. Hutchens to begin the presentation.

Mr. Hutchens reported that last week the UNC System Office hosted the annual conference of police officers from each of our campuses. During the conference, the Police Officer of the Year for 2020 and 2021 were recognized, along with seven other campus police officers. Mr. Hutchens was pleased to formally introduce each police officer. The 2020 Police Officer of the Year for Acts of Valor Award was presented to Detective Whitney Montgomery of the University of North Carolina Asheville, and the 2021 Police Officer of the Year for Acts of Valor Award was presented to Officer Mike Reynolds of UNC Charlotte.

Seven campus police officers were also recognized for their acts of valor, including, Captain Johnny Brown of Appalachian State University; Officer Tylor Greene of App State University; Officer William Brown of ECU; Officer

Michael Fecteau of ECU; Officer Shelton Harris of North Carolina Central University, Officer Greg Hughes of NCCU; and Officer Matthew Prewitt of The North Carolina Arboretum. Mr. Hutchens stated that these are exemplary officers whose actions are truly heroic and whose work is lifesaving. The Acts of Valor Awards are given to officers who have distinguished themselves by bravery, heroism, or outstanding courage, and have placed the safety and welfare of others above all other considerations. A booklet describing each officer's profile was distributed (see Appendix C). Chair Ramsey commended the officers for their exceptional acts of bravery and thanked them for their service.

Consent Agenda Items

Chair Ramsey referred to the consent agenda items listed as Item 6 on the day's agenda. Chair Ramsey entertained a motion to approve the consent agenda items. Mr. Ford asked that Item 6c., Exceeding the Policy Limit on Nonresident Freshman Enrollment – N.C. A&T State University, be removed for discussion. Chair Ramsey called for a motion to approve the consent agenda except for Item 6c. The motion was properly seconded, and the motion carried.

Chair Ramsey opened the floor to discuss Item 6c. – Exceeding the Policy Limit on Nonresident Freshman Enrollment at North Carolina A&T State University. Mr. Ford expressed his concern that N.C. A&T was being penalized for being successful and noted that the campus was experiencing historic growth as other campuses are struggling with enrollment. Mr. Ford urged the Board to review its policy related to exceeding out-of-state freshman enrollment limitations.

Following discussion, Chair Ramsey entertained a motion to approve the item. The motion was properly seconded, and the motion passed. Mr. Ford, Mrs. Nichols, and Mr. Williford voted against.

Minutes

a. Minutes of October 20, 2022

Committee on Budget and Finance

- | | |
|---|------------|
| b. FY 2022-23 Maintenance Repairs and Renovations Capital Projects | Appendix D |
| c. Exceeding the Policy Limit on Nonresident Freshman Enrollment – N.C. A&T State University
[REMOVED FOR SEPARATE DISCUSSION] | Appendix E |
| d. Capital Improvement Projects | Appendix F |
| e. Section 200.6, <i>Policy of Delegation of Authority to the President</i> (Amended) | Appendix G |
| f. Section 600.1.1, <i>Policy on Design, Construction, and Financing of Capital Improvement Projects</i> (Amended) | Appendix H |
| g. Chapter 100.1, <i>The Code</i> , Appendix 1 – Delegations of Duty and Authority of Boards of Trustees (Amended) | Appendix I |

Committee on Educational Planning, Policies, and Programs

- | | |
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| h. Section 400.1.5, <i>Policy on Fostering Undergraduate Student Success</i> (Amended) | Appendix J |
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Committee on University Personnel

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| i. Section 300.2.14, <i>Policy on Fostering Undergraduate Student Success</i> (Amended) | Appendix K |
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Committee on Audit, Risk Management, and Compliance

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| j. Approval of UNC Systemwide Internal Audit Plan 2022-23 | Appendix L |
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Report of the Committee on Budget and Finance

Mr. Holmes, chair of the committee, reported that the committee continued discussion of the proposed performance weighting component of the funding model. The component is essential to aligning the funding model

with the UNC System's strategic goals and creating incentives on increasing undergraduate student success. Mr. Holmes commended Vice Chair Roberts, Ms. Haygood, senior vice president for finance, and her entire team for their efforts in bringing this model to fruition. Mr. Holmes offered the following motion.

Motion: Resolved, that on behalf of the Committee on Budget and Finance, the Board of Governors approve the proposed Performance Weighting Component of the Funding Model (see Appendix M).

Motion: James L. Holmes, Jr.

Motion carried

Next, Mr. Holmes reported that the committee heard a presentation on a preliminary analysis on enrollment declines facing higher education nationally and in North Carolina. Three UNC System institutions, UNC Asheville, the University of North Carolina at Greensboro, and the University of North Carolina at Pembroke, have experienced multi-year losses. Mr. Holmes reported that the committee approved a proposal to limit the maximum appropriation losses associated with enrollment declines over the past two years to 4.5 percent of the current year's budget. Mr. Holmes explained that System Office staff will incorporate the cap on enrollment related losses when it finalizes the funding model calculation, which will come to the Board for approval in February 2023.

The committee discussed the matter concerning N.C. A&T having exceeded the Board of Governors policy limit on nonresident freshmen enrollment for the second consecutive year. The committee recommended that the institution's reduced funding amount of \$1,976,546 be reallocated to the Board of Governors UNC Need-Based Grant Financial Aid Program (see Appendix E). The committee also reviewed and approved requests related to capital improvement projects, including approval of the UNC System's FY 2022-23 Maintenance Repairs and Renovations Capital Projects (see Appendix D), which will be reported to the North Carolina General Fiscal Research Division. It further recommended that the Board allow the unassigned cost escalation and contingency reserve to be applied to an approved FY 2022-23 renovation and repair project upon request of the constituent institution and to include the assignment of the contingencies in the annual report of reallocated funds.

In closing, Mr. Holmes reported that the committee received an update on the State Capital and Infrastructure Fund (SCIF) Program. The SCIF Program includes over \$2 billion in capital projects authorized by the General Assembly during its last session. The committee also reviewed and approved three capital improvement projects for NC State University, University of North Carolina at Chapel Hill, and UNC Charlotte (see Appendix F).

Report of the Committee on Educational Planning, Policies, and Programs

Mr. Sloan, chair of the committee, reported that the committee received the 2022 UNC Fall Enrollment Report. The committee also received an overview on the Licensure and State Authorization Review process. Next, the committee discussed proposed amendments to the UNC Policy Manual as follows: Section 700.1.1 – *Policy on Minimum Eligibility Requirements for Undergraduate Admission for the University of North Carolina System*; Section 700.1.3 – *Policy on Non-Resident Undergraduate Enrollment*; and Section 700.10.1 – *Policy on Awarding Undergraduate Credit on the Basis of Advanced Course Examination Scores*. The committee approved the proposed amendments to the policies and will bring these items to the full Board for approval at its next meeting.

In closing, Mr. Sloan called on Mr. Wade Maki, chair of the UNC Faculty Assembly, for a brief report.

Mr. Maki thanked Chancellor Rogers and his entire team for hosting this month's Board meetings. He stated that this has been a wonderful experience and he has enjoyed having the opportunity to meet many members of ECU's staff, faculty, and the students. He stated that the UNC Faculty Assembly is committed to working with the chancellors from across the UNC System. He also thanked the members of the Board for including the faculty in conversations on a range of topics including, student mental health, the new funding model performance metric, and the changing landscape of public higher education. Through those conversations, he had come to learn the

many ways the members of the Board support the core values of the University. Mr. Maki also spoke about the world-class excellence of the faculty and the work they continue to do. He noted that this year marks the 50th anniversary of the UNC Faculty Assembly. Looking forward, the UNC Faculty Assembly will continue to work with the Board, the president, and his leadership team on these important issues. On behalf of the faculty, Mr. Maki stated that “as we move into 2023, the faculty welcome the opportunity to expand the collaborative relationships we began this fall.”

Report of the Committee on University Governance

Mrs. Blue, chair of the committee, reported that committee reviewed and approved two nominations to the Liability Insurance Trust Fund Council. The nominees are Mr. Thomas Shanahan, interim chief legal officer of UNC Health, and Mr. Paul Grosswald, vice president of finance and corporate controller of UNC Health. Mrs. Blue offered the following motion.

Motion: Resolved, that on behalf of the Committee on University Governance, I move that the Board of Governors accepts the nominations of Mr. Thomas Shanahan and Mr. Paul Grosswald to serve on the Liability Insurance Trust Fund Council.

Motion: Mrs. Blue

Motion carried

The committee also reviewed and approved a nominee to fill a partial term vacancy on the North Carolina Teaching Fellows Commission. Mrs. Blue explained that the open position is required to be filled by a principal who graduated from an approved education preparation program in North Carolina. The committee recommended Mr. Matthew G. Price to fill the open position. Mrs. Blue offered the following motion.

Motion: Resolved, that on behalf of the Committee on University Governance, I move that the Board of Governors accepts the nomination of Mr. Matthew G. Price to fill the partial term as the principal representative on the North Carolina Teaching Fellows Commission ending on June 30, 2023.

Motion: Mrs. Blue

Motion carried

Lastly, the committee heard an update on recent efforts by the Division of Legal Affairs to gather feedback on ways to modernize the UNC Policy Manual and to raise awareness of enterprise risk in legal affairs.

Report of the Audit, Risk Management, and Compliance

Mr. Hutchens, chair of the committee, reported that the committee discussed multiple items including, the UNC System’s Historically Minority-Serving Institutions’ enterprise risk management programs, Systemwide internal audit activities and plans, safety and security operations, and a report from the Joint Cybersecurity Task Force.

First, the committee heard an update on the HMSI Enterprise Risk Management Roundtable. The HMSI chancellors participated in a roundtable discussion on October 22, 2022, and shared data and additional details on their enterprise risks.

Next, the committee received a report on the UNC Systemwide Audit Activities for FY 2022 and the 2022 internal audit findings. Internal audits departments from across the UNC System completed risk analysis, risk assessments, audits, advisory services, audit finding follow-ups, and investigations resulting in 240 reports. The internal audit activities produced 356 recommendations for improvements to internal controls and management actions were also identified. The committee reviewed and approved the UNC Systemwide Internal Audit plan 2022-23 (see Appendix L) and placed the item on the day’s agenda, which was approved by the full Board. Mr. Hutchens also

reported that each UNC constituent institution submitted a summary of its internal audit plan, which was approved by each institution's board of trustees. The committee also reviewed and approved all the internal audit plan summaries that were submitted by each institution.

Lastly, the committee heard an update on the safety and security operations at the Samarcand Training Facility. The facility has proven to be highly effective, collaborative, and cost effective. The committee heard a presentation on the Joint Cybersecurity Task Force, which provides security incident response and coordination, forensics, resource support, technical assistance, and protective services to educational entities, and state and local government agencies that have been the target of cybersecurity incidents.

Report of the Committee on Strategic Initiatives

Mr. Powers, chair of the committee, reported that the committee held its third session examining the changing landscape of higher education leadership. The committee engaged a panel of four of the UNC System's longest-serving chancellors – Chancellor Sheri Everts, App State University; Chancellor Harold Martin, N.C A&T; Chancellor Randy Woodson, NC State; and Chancellor Robin Cummings, UNC Pembroke. The chancellors discussed how their jobs have evolved during their tenure, what is unique about leading their campuses, and the challenges facing future leaders. Mr. Powers thanked the chancellors for their thoughtful comments on the demands and joys of serving. He also thanked Mr. David Crabtree, chief executive officer at PBS North Carolina, for moderating the panel discussion.

In closing, Mr. Powers reported that the committee will begin to develop proposed recommendations to the System's executive search process and practices. The committee will continue to gather input and feedback from key stakeholders, including faculty and staff. The committee will provide a summary of its findings at its next meeting in January 2023.

Report of the Subcommittee on Laboratory Schools

Mr. Byers, chair of the subcommittee, reported that it met on November 10, 2022. During the committee, it approved the 2021-2022 Evaluation of the UNC System Laboratory Schools Initiative Report. Mr. Byers reported that the approval of the report fulfills the statutory obligation to provide the General Assembly with information about North Carolina Laboratory Schools' demographics, admission, process, student achievement data, educator preparation programs, student outcomes, and best practices.

The subcommittee also heard a presentation from researchers at UNC-Chapel Hill and Public Impact, LLC, a non-profit research organization. The results show that parents have positive views of the laboratory schools. While the laboratory schools met growth expectations in every category, the committee will continue to explore opportunities for improvements to ensure more students reach proficiency in reading, math, and science. The committee will provide further updates on its progress at a future meeting.

Chair Ramsey called on Vice Chair Murphy for a motion to go into closed session.

Motion: Resolved, that the Board go into closed session pursuant to N.C. General Statutes §143-748 and §143-318.11(a)(1), (2), (3), and (6), for the purposes stated in the written motion that was included in the meeting materials, which have been publicly noticed (see Appendix N). The motion was properly seconded.

Motion: Wendy Floyd Murphy

Motion carried

The Board went into closed session at 9:58 a.m. and returned to open session at 10:06 a.m.

Report of the Committee on University Personnel

Mrs. Coward, chair of the committee, reported that the committee heard several updates from the vice president of human resources. The committee received an update on the status of the Career Banding Classification and Compensation System for SHRA employees. Human Resources has obtained estimates from their consultants to start the work on conducting a labor market refresh of the salary ranges. The committee will provide updates on this initiative at a future meeting.

In closing, Mrs. Coward announced that the committee will distribute a copy of the Racial Equity Task Force Update Report along with Institution Diversity and Inclusion Reports to the Board next month. The committee also reviewed and approved several routine informational reports, which were available in BoardEffect.

There being no further business and without objection, the meeting adjourned at 10:16 a.m. The next meeting of the Board of Governors is scheduled for Thursday, January 19, 2023, at the UNC System Office in Raleigh, North Carolina.

Wendy Floyd Murphy, *Vice Chair*

APPENDICES

The Appendices are part of the official record of the meeting and are posted on the UNC System website at:

<http://www.northcarolina.edu/apps/bog/index.php>

Appendix A	The University of North Carolina System, <i>Higher Expectations</i> , Strategic Plan for 2022-2027
Appendix B	President Hans' Report
Appendix C	Recognition of the UNC System Police Officers of the Year 2022 for Acts of Valor Awards
Appendix D	FY 2022-23 Maintenance Repairs and Renovations Capital Projects
Appendix E	Exceeding the Policy Limit on Nonresident Freshman Enrollment – N.C. A&T State University
Appendix F	Capital Improvement Projects
Appendix G	Section 200.6, <i>Policy of Delegation of Authority to the President</i> (Amended)
Appendix H	Section 600.1.1, <i>Policy on Design, Construction, and Financing of Capital Improvement Projects</i> (Amended)
Appendix I	Chapter 100.1, <i>The Code</i> , Appendix 1 – Delegations of Duty and Authority of Boards of Trustees (Amended)
Appendix J	Section 400.1.5, <i>Policy on Fostering Undergraduate Student Success</i> (Amended)
Appendix K	Section 300.2.14, <i>Policy on Fostering Undergraduate Student Success</i> (Amended)
Appendix L	Approval of the UNC Systemwide Internal Audit Plan 2022-23
Appendix M	Approval of the UNC System Performance Weighting Funding Model
Appendix N	Closed Session Motion



**THE UNIVERSITY OF
NORTH CAROLINA SYSTEM**

HIGHER EXPECTATIONS

**UNIVERSITY OF NORTH CAROLINA SYSTEM
STRATEGIC PLAN FOR 2022-2027**

APPENDIX A

A MESSAGE FROM THE CHAIRMAN AND THE PRESIDENT

North Carolina's public universities have always been central to the state's prosperity and civic life. For the past 50 years, those storied institutions have thrived as part of the University of North Carolina System, bringing their unique strengths to a set of shared goals. In a fast-growing and diverse state, creating the right balance of autonomy and oversight for our public universities is key to expanding opportunity for all North Carolinians.

This five-year extension of the UNC System's Strategic Plan builds on a proven model for strengthening what is already one of the nation's best-performing systems of higher learning. By setting ambitious goals for lowering student costs, improving graduation rates, enrolling more rural and low-income students, and growing investments in research and public service, the System's Strategic Plan has made a real difference in the lives of students and families across North Carolina. By any objective measure, our public universities are stronger and more capable than they were five years ago. This updated Strategic Plan offers an opportunity to build on those successes and answer emerging needs for our state and our students.

We have sharpened our focus on adult learners and military-affiliated students, recognizing the need to effectively serve North Carolinians at different stages in their lives and careers. We have added important measurements of student wellbeing, recognizing the mental health challenges that impact the lives and prospects of the people we serve. And we have committed to better retention and greater diversity among our staff and faculty, recognizing the highly competitive environment for talent in our growing state.

Higher education faces real challenges, both in North Carolina and nationally. We are living through an era of eroding trust in public institutions of all kinds and growing skepticism about the role and value of college in American society. The disruptions to public education, civic life, and the economy over the past few years have been enormous.

Through it all, we have focused on our mission and kept our promises to the people of North Carolina. One of the great strengths of higher education is its long horizon, its enduring belief in the power of education and service to build a better future. This plan is our confident recommitment to that work.



Randy Ramsey

Chairman, UNC Board of Governors



Peter Hans

President, University of North Carolina

INTRODUCTION

North Carolina has long set a national standard for public higher education. Our state is home of the nation's first public university and one of the earliest community college systems. We also pioneered research parks that bridge education and industry and formed early college high schools that reimaged pathways from K12 to higher education. From its very beginning to today, North Carolina has been recognized as a leader in education innovation.

The University of North Carolina System, with its 17 institutions, is a cornerstone of this success, ensuring access to affordable, world-class higher education for all qualified North Carolinians. No public university system in the country promotes access, success, and excellence as effectively as the UNC System.

The UNC System's 2017-22 Strategic Plan built on this strong foundation by setting measurable goals under five broad categories:

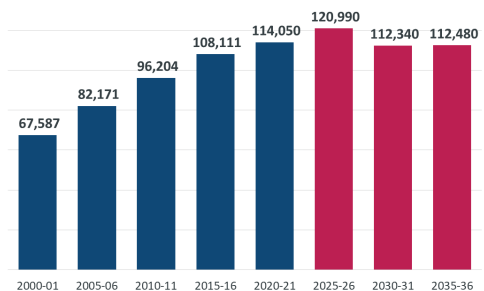
- **Access**
- **Student success**
- **Affordability and efficiency**
- **Economic impact and community engagement**
- **Excellent and diverse institutions**

The plan called for the System to enroll and graduate more low-income students, raise five-year graduation rates, and graduate

more students from programs that are aligned with critical workforce needs. The System set ambitious targets and regularly reported institutional progress. Since 2017, UNC System institutions surpassed the Strategic Plan's economic impact and student success goals while highlighting the need for continued progress in other areas.

We must do more. The world has changed dramatically over the past five years, and our universities must change with it. After decades of national and state growth in the overall number of high school graduates, changing demographics foreshadow a lasting slowdown in college enrollment. Simply put, the pool of traditional college students in North Carolina is getting smaller, and that has major implications for our universities. Meanwhile, concerns about student debt and uncertain job prospects have led increasing numbers of prospective students to question the value of higher education.

NC Public High School Graduates



Source: *Western Interstate Compact for Higher Education, Knocking on the College Door, 10th Edition*

INTRODUCTION

THE CHALLENGE: PUBLIC SKEPTICISM

Among young adults (18-34) **without a college degree**:

Which statement comes closest to your view?

70%

“A college education is a questionable investment because of high student loans and limited job opportunities.”

30%

“A college education is still the best investment for people who want to get ahead and succeed.”

Source: Public Agenda, 2022

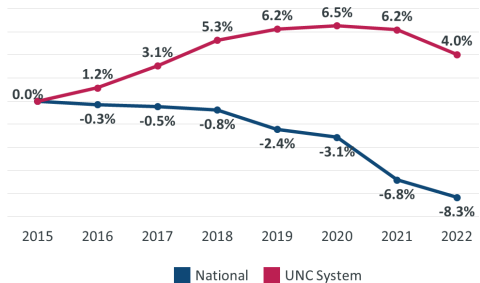
The COVID-19 pandemic accelerated these trends while also showing what is possible when universities think creatively about their mission and model. Our universities quickly adopted new technologies in advising and student services, and faculty learned and embraced new models for delivering effective online courses. With the uncertainty of 2020-21 thankfully receding, System institutions are better prepared to compete and succeed in a changing higher education environment.

The pandemic's effects on enrollment will be with us for years to come. Many students have opted out of higher education, considering it too expensive, not clearly relevant, overly rigid, or all of the above. Pronounced enrollment declines among our community college partners have reduced

the number of transfer students interested in completing a bachelor's degree at one of our universities. For the first time in a decade, enrollment in fall 2022 was down, and the decline was particularly acute among in-state undergraduates.

UNC Enrollment vs. National Enrollment

Change in undergraduate headcount since 2015



Source for National Enrollment Data: National Student Clearinghouse Research Center

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To address those challenges and meet their public mission, North Carolina’s public universities must enhance the value of the education they provide and extend their reach to students that have traditionally been more challenging to serve: working adults, military-affiliated students, and those from underserved counties.

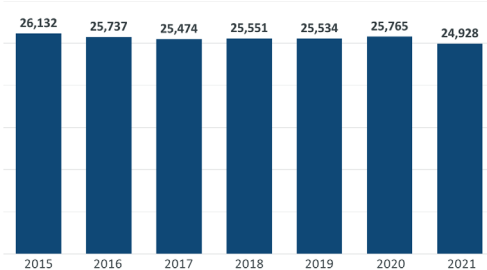
This will require the System to sharpen its value proposition and convince a rising generation of students that we can deliver on higher education’s core promise of a better life. To ensure that our public universities can thrive in this fast-changing environment and meet the goals outlined in this Strategic Plan, we will continue to execute an intentional, well-considered strategy at the System level.

1. Affordability: First, we are laser focused on affordability — low cost and low debt. There has been a great deal of discussion nationally about student debt relief and who should shoulder the burden for college costs. But here in North Carolina, we believe the most sustainable solution to the student debt problem is to reduce or eliminate the accumulation of student debt in the first place. We are achieving this through [NC Promise](#), through incentives for on-time graduation, through generous aid funding, and through seven years of flat tuition for North Carolina undergraduates. The

simplest way to strengthen the value proposition of higher education is to keep costs low.

2. Online Learning Innovation: In 2021, we developed a first-of-its kind effort to bring the best practices of online program management into the public sector, launching Project Kitty Hawk to help our universities better serve working adults. Currently, tens of thousands of North Carolinians are enrolled in online, out-of-state programs, while the System’s adult learner enrollment has stayed relatively flat over the past several years.

**Adult Learner Enrollment,
Fall 2015 - Fall 2021**



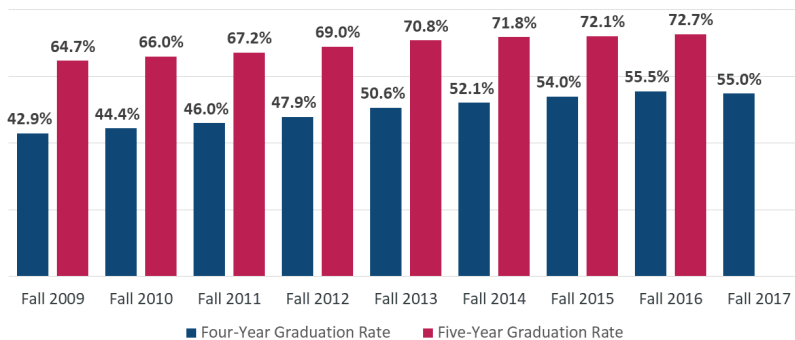
These students often need more flexibility than a traditional campus program can provide. Through Project Kitty Hawk, this underserved sector of largely adult and military students will have access to our public university programs in an online environment.

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- 3. Financial Aid Simplification:** In our efforts to simplify financial aid, we are working with lawmakers to ensure low-income families are aware of the assistance they can receive. The major investments we make in scholarships and aid should be structured in a way that encourages student ambition and incentivizes student preparation for college.
- 4. Transfer Pathways:** We have devoted considerable time and effort to make transferring simpler — between our own campuses, and from the community colleges to the UNC System. Common course numbering, stronger articulation agreements, and stronger transfer pathways are critical given that the number of community college transfers is down significantly because of the pandemic.
- 5. Returns on Academic Programs:** We are reviewing every academic program in the System through a public-interest standard. We have an obligation to make sure that any degree or credential from a UNC System institution leaves its graduates better off than before. At its best, a high-quality degree contributes to more meaningful lives, engaged citizens, and fulfilling careers.
- 6. On-Time Graduation:** We made considerable progress on the five-year graduation rate over the past five years, but now it is time we focus on the four-year graduation rate. We are adding clear incentives for on-time graduation, one of the surest ways to keep costs down and keep students moving forward in their lives. Aligning our own internal incentives with what is best for students is, again, the right thing to do and the smart thing to do.

Four-Year and Five-Year Graduation Rates, by Cohort



APPENDIX A

INTRODUCTION

These are all responsible, thoughtful, long-term moves to build the System that North Carolina needs for the coming decades.

About the Plan

The goals and metrics outlined in the following pages reflect the long-term vision and priorities of the Board of Governors of the University of North Carolina System, including the core metrics selected by the Presidential Assessment Committee to shape presidential and chancellor compensation and the performance component of the university's funding formula in the years to come.



The survey was open from
March 13 to April 26, 2022



Over 4,600 survey
responses



17 public forums between
March 14 and March 30, 2022



Approximately 1,600
attendees

The goals also reflect input from a range of constituencies across the university, including faculty, staff, students, and other leaders. As the 2017-22 plan entered its final year, we encouraged stakeholders

statewide to share their perspectives on the plan and the way forward. Over the course of spring 2022, we listened to 15 affinity groups, received over 4,000 responses to an online survey, and held virtual town halls at all 17 institutions.

We heard that our five themes are more relevant than ever. We still need to improve access to our institutions and ensure students make it to the finish line. We still need to increase the contribution of UNC institutions in solving the challenges facing communities throughout the state. So, the themes are the same in this plan, but we have developed new goals to reflect our changing environment.

Each goal includes a target goal and a stretch goal. While our target goals are ambitious, we believe that if we work together on the innovative strategies outlined above and focus our efforts on these priorities, we can reach or exceed our stretch goals.

ACCESS

All North Carolinians prepared for rigorous learning should be able to pursue a university education. Broader access encourages our state residents to pursue higher education, improves pathways for transfer and nontraditional students, and provides academic, financial, and cultural support for students from all walks of life.

Goal 1: Increase access for underserved populations

ADULT LEARNER ENROLLMENT

In 2019, the state set an ambitious college attainment goal: 2 million North Carolinians aged 25 to 44 should have a high-quality postsecondary degree or credential by 2030. However, current trends show the state may fall 400,000 people short of its goal. For this reason, the UNC System must engage the more than 1 million adults between the ages of 25 and 64 who have some college, but no degree.

Many of those adults are turning to out-of-state online universities to complete their education. But with the launch of Project Kitty Hawk — a nonprofit education technology startup — the UNC System will be better equipped to serve these students and will aim to reach an additional 20,000 to 25,000 adult learners during the next five years.

- **Baseline:** 24,928
- **Target:** 45,000
- **Stretch:** 50,000



MILITARY ENROLLMENT

Military-affiliated students (active duty, veterans, spouses, and dependents) are a major asset to North Carolina and the UNC System. While military-affiliated student enrollment has increased 6.5 percent during the past three years (an increase of 1,251 students), there are substantial numbers of individuals who are either not enrolled or are enrolled online in out-of-state

APPENDIX A

ACCESS

universities. Those students would benefit from the educational opportunities that the UNC System has to offer. With the addition of Project Kitty Hawk, closer partnerships with military installations, and increased outreach by our universities, the System can expand the number of military-affiliated students served by 22 percent or more.

- **Baseline:** 20,455
- **Target:** 25,000
- **Stretch:** 30,000

STUDENTS FROM UNDERSERVED COUNTIES

Postsecondary opportunity is not equally distributed across our state, and the System has spent the past five years working to increase enrollment and degree attainment of students from rural areas. In this new plan, we are redefining how we measure our geographic goal to get a better understanding of our state's college-going landscape.

Underserved counties are defined as those with a college enrollment rate that is less than the statewide average. Based on data from the high school graduating class of 2020, 80 counties fall into this designation.

Undergraduate enrollment from these underserved counties has increased 2.5

percent during the past five years, mirroring population growth among residents between the ages of 18 and 44 in those counties. The state demographer projects that the population of these counties will grow an additional 3.4 percent between 2022 and 2027. The System's aspirations to increase enrollments from these counties by 6 percent or more is higher than the expected population growth.

Additionally, because our System high schools at University of North Carolina School of the Arts and North Carolina School of Science and Mathematics are such important pipelines of access into our postsecondary institutions, high school enrollments from underserved counties will also be counted in this goal.

- **Baseline:** 73,420
- **Target:** 78,000
- **Stretch:** 80,000



STUDENT SUCCESS

Student success is a combination of positive intellectual, personal, and social development facilitated by a high-quality university education. It includes the development of competencies such as critical and creative thinking, lifelong learning, technology proficiency, resilience, effective communication, flexibility, and collaboration, among others. It also pertains to the timely acquisition of a degree.

Goal 2: Increase undergraduate student success

FOUR-YEAR GRADUATION RATE

Under the previous Strategic Plan, the System made considerable progress towards increasing its five-year graduation rate. Under the new plan, the System will focus on increasing the percentage of students that finish in four years, as timely completion helps to limit student debt and lowers the opportunity cost of remaining in school for additional semesters. Given recent efforts to accelerate time to degree — including a uniform manner for awarding Advanced Placement credit and incentivizing summer learning — more students will be able to complete their degrees within four years. These target and stretch goals align with the goals set forth by the Presidential Assessment Committee of the Board of Governors.

- **Baseline:** 55 percent
- **Target:** 61.5 percent
- **Stretch:** 65 percent

UNDERGRADUATE DEGREE EFFICIENCY

Undergraduate degree efficiency — the number of degrees awarded per 100 FTE students — is a more holistic measure of student success than graduation rate, capturing the success of students beyond first-time, full-time freshmen, and including those who transfer into our System and complete a degree. For context, the Systemwide degree efficiency measure has increased by 1.4 degrees per 100 FTE since 2016-17. However, recent declines in North Carolina Community College System enrollment and related challenges imply that future increases may be more modest. These target and stretch goals are aligned with the goals set forth by the Presidential Assessment Committee.

- **Baseline:** 24.7
- **Target:** 25.3
- **Stretch:** 26.2

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STUDENT SUCCESS

Goal 3: Make progress on equity gaps by race/ethnicity and income

FOUR-YEAR GRADUATION RATE: STUDENTS OF COLOR

The Board of Governors' Racial Equity Task Force found that System progress on measures of student success can mask stubborn disparities across demographic groups. While student success rates have increased across demographic groups, gaps remain. Like the previous plan, and per the recommendations of the task force, the System will set goals and disaggregate data on student success across groups of students whose completion rates have historically lagged Systemwide averages.

The target goal mirrors the target level of overall improvement on the four-year graduation rate (+6.5 percentage points), while the stretch goal would show considerable progress toward narrowing the current gap between students of color and their peers.

- **Baseline graduation rate by subgroup:**
Black or African American: 39.1 percent
Hispanic or Latino: 50.6 percent
Native American: 37.3 percent
Two or more races: 48.9 percent
- **Target:** Increase the four-year graduation rate of each subgroup by 6.5 percentage points.
- **Stretch:** Increase the four-year graduation rate of each subgroup by 10 percentage points.



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STUDENT SUCCESS

FOUR-YEAR GRADUATION RATE: PELL GRANT RECIPIENTS

Low-income students complete college at lower rates than their more affluent peers. Due to affordable tuition and fees and student support under the previous Strategic Plan, the UNC System increased by 10.2 percent the number of Pell Grant recipients who completed a bachelor's degree. But completion rates among Pell Grant recipients still lag the System average. Our target goal mirrors the target level of overall improvement on the four-year graduation rate (+6.5 percentage points), while the stretch goal would halve the current gap between Pell recipients and non-Pell recipients.

- **Baseline:** 43 percent
- **Target:** 49.5 percent (increase of 6.5 percentage points)
- **Stretch:** 53 percent (increase of 10 percentage points)



Goal 4: Increase graduate student success

GRADUATE DEGREE EFFICIENCY

A consistent theme emerged from campus town halls and affinity group meetings: the Strategic Plan should more clearly acknowledge the important contribution that graduate education and graduate students make to the UNC System and the state. Specifically, there is a need to focus on graduate student success and student wellness. Therefore, the System has set a goal to increase graduate degree efficiency — the number of credentials awarded per 100 FTE graduate students. The measure will be disaggregated across master's degrees and research doctorates. The baselines reflect a three-year average. The target would represent a 1 percent increase per year, while the stretch goal would represent a 1.5 percent increase per year through 2026-27.

Master's Degree Efficiency

- **Baseline:** 54.6 (3-year average)
- **Target:** 57.8
- **Stretch:** 59.5

Research Doctoral Degree Efficiency

- **Baseline:** 26.8 (3-year average)
- **Target:** 28.4
- **Stretch:** 29.2

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STUDENT SUCCESS

Goal 5: Improve student mental health

STUDENT MENTAL HEALTH

The System has made student mental health a priority, investing in shared telehealth services and successfully soliciting support from the Governor's Emergency Education Relief (GEER) fund to expand capacity and training. One of the limitations in understanding the scope of the challenge and our ability to measure improvement is the lack of systematic data on the incidence of student mental health concerns. This goal calls on each institution in the System to participate at least once in

the Healthy Minds Survey, an annual study of student mental health run by the Healthy Minds Network, a team of university-based economics and public health researchers. Collecting these data will enable universities to identify specific challenges and set goals for improvement.

- All institutions will participate in the Healthy Minds Survey and develop campus-level goals and strategies based on survey findings.



AFFORDABILITY AND EFFICIENCY

Article IX, Section 9 of the North Carolina State Constitution requires that “The General Assembly shall provide that the benefits of The University of North Carolina and other public institutions of higher education, as far as practicable, be extended to the people of the State free of expense.”

That constitutional mandate encourages a working compact among the state’s elected officials, taxpayers, and the UNC System to deliver the University’s multifaceted mission at the highest levels of quality in a cost-effective manner without regard to a student’s ability to pay.

Goal 6: Increase affordability

STUDENT LOAN DEBT AT GRADUATION: FIRST-TIME STUDENTS

The System has made significant progress in reducing average debt at graduation among first-time students, and this metric is included in the goals set by the Presidential Assessment Committee of the Board of Governors. These student debt goals acknowledge the potential for inflation-driven increases in components of costs of attendance (i.e., food, housing, transportation) to increase borrowing over the course of the Strategic Plan. Therefore, using 2020-21 as the baseline, the target goal calls for limiting increases in the average cumulative federal student loan debt for first-time freshmen to the rate of inflation each year. The stretch goal calls

on the System to outperform inflation by reducing average cumulative federal loan debt at graduation by 12.5 percent after accounting for inflation.

- **Baseline:** \$12,785
- **Target:** Limit increases over baseline to the inflation rate.
- **Stretch:** Reduce debt at graduation by 12.5 percent compared to inflation-adjusted baseline.



AFFORDABILITY AND EFFICIENCY

STUDENT LOAN DEBT AT GRADUATION: TRANSFER STUDENTS

The System has made significant progress in reducing average debt at graduation among transfer students, and this metric is included in the goals set by the Presidential Assessment Committee of the Board of Governors. These student debt goals acknowledge the potential for inflation-driven increases to total cost of attendance that could drive growth in student borrowing over the course of the Strategic Plan. Therefore, using 2020-21 as the baseline, the target goal below limits any increase in average cumulative federal student loan debt for transfer students to the rate of inflation each year. The stretch goal calls on the System to outperform inflation by reducing average cumulative federal student loan debt at graduation by 12.5 percent after accounting for inflation.

- **Baseline:** \$11,402
- **Target:** Limit increases over baseline to the inflation rate.
- **Stretch:** Reduce debt at graduation by 12.5 percent compared to inflation-adjusted baseline.



Goal 7: Improve University productivity

THE EDUCATION AND RELATED EXPENSES PER DEGREE METRIC

Education and related expenses per degree measures the productivity of educational spending. The System and its constituent institutions can increase productivity by containing costs (the numerator) but can also do so by making investments that maximize persistence and timely degree completion, leading to increased numbers of graduates (the denominator).

This metric is aligned with the goals set by the Presidential Assessment Committee.

- **Baseline:** \$62,331
- **Target:** Limit increases over baseline to the inflation rate.
- **Stretch:** Reduce education and related expenses per degree by 12 percent compared to inflation-adjusted baseline.

ECONOMIC IMPACT AND COMMUNITY ENGAGEMENT

Universities have sustained impact on state and regional economies through the students they attract and teach, the research they perform, the innovation they encourage, the people they employ, the services they offer, and the partnerships they build. The System can enhance economic impact and community engagement by preparing graduates to be well-rounded citizens and lifelong learners, improving quality of life; investing in foundational research; speeding the discovery, application, and translation of research; and deepening sustained partnerships that strengthen local communities and the state's economy.

Goal 8: Increase the System's contribution to the state's critical workforces

HEALTH SCIENCES AND STEM DEGREES AND CERTIFICATES

The previous Strategic Plan called for an increase in the number of undergraduate and graduate credentials awarded in STEM, health sciences, and education-related fields. The System has made exceptional progress on this measure, awarding 21.9 percent more critical workforce credentials since 2016-17. The plan will continue to emphasize these three academic fields but disaggregate our contribution to education in a separate metric (see below). The measurement of STEM and health science credentials will reflect the latest classifications of instructional programs. The target goal below, to award 33,000

credentials in STEM and health sciences annually by 2026-27, represents a growth rate that is less steep than the previous five years. This reflects the fact that the System is starting from a much higher baseline than it was in 2016-17. The stretch target, to award 38,000 credentials, represents a continuation of the growth rate of the past five years.

- **Baseline:** 26,451
- **Target:** 33,000
- **Stretch:** 38,000



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ECONOMIC IMPACT AND COMMUNITY ENGAGEMENT

GRADUATES WHO GO ON TO WORK IN PUBLIC SCHOOLS IN NORTH CAROLINA

The UNC System produces a majority of the workforce in North Carolina public schools. Retirements (including early retirements) and attrition have increased slightly in North Carolina public schools, making our training and placement of teachers, leaders, and other school personnel even more important to the future of our state. The target and stretch goals reflect recent increases in Educator Preparation Program enrollments and programs designed to encourage more North Carolinians to pursue a career in the public schools (i.e.,

NC Teaching Fellows, NC Principal Fellows). To smooth outlier years, System Office staff used a three-year average of historical data for the baseline. Graduates from the System who go on to work in NC schools peaked in 2019 and the target goal represents a return to this level. The stretch goal pushes the System to grow the educator pipeline even more.

- **Baseline:** 4,618 (3-year average)
- **Target:** 4,800
- **Stretch:** 5,000



ECONOMIC IMPACT AND COMMUNITY ENGAGEMENT



Goal 9: Increase research productivity

SPONSORED RESEARCH AND LICENSING INCOME

UNC System engagement in research and related activities drives economic growth and development in our state by generating external research funding for our universities; attracting talented faculty and students; and generating commercialization opportunities, patents, and start-up firms. This metric is consistent with the President's Report on Research and Sponsored Programs, under which the System saw sponsored research and licensing income grow 3.6 percent per year on average during the last five years. The target and stretch goals call on the System to continue growing the research enterprise.

- **Baseline:** \$1.81 billion
- **Target:** \$2.1 billion
- **Stretch:** \$2.2 billion

Goal 10: Increase military partnerships

MILITARY PARTNERSHIPS

The military community is a major asset to the state of North Carolina and the UNC System. Military partnerships enhance visibility and recruitment for UNC System institutions; provide military-affiliated students with access to training, professional development, and networking opportunities; fund research and development; and support the growth of the state's military economy. Increasing these partnerships will continue to benefit both the UNC System and the entire state.

- **Baseline:** 12
- **Target:** 20
- **Stretch:** 25

EXCELLENT AND DIVERSE INSTITUTIONS

The University's constituent institutions are individually distinct and mission-focused and collectively comprise an inclusive and vibrant System that is committed to excellence and the development of a diverse community of students, faculty, and staff.

Goal 11: Improve the employee experience

EMPLOYEE ENGAGEMENT SURVEY

As part of the previous Strategic Plan, the System conducted a biennial employee engagement survey to measure workplace satisfaction. The plan will continue these biennial surveys to measure improvement in key engagement metrics, including job satisfaction, compensation and benefits, and professional development.

- *Increase the positive response rate on the employee engagement survey to meet or exceed the benchmark for four-year public universities and add survey items to the employee engagement survey that relate directly to employee mental health and well-being.*

Goal 12: Improve faculty and staff retention

VOLUNTARY TURNOVER RATE

Voluntary turnover has spiked across higher education and other parts of the economy. During the Racial Equity Task Force and Strategic Plan engagement processes, our faculty and staff emphasized the importance of retaining a diverse workforce. The target goal is to return to steady-state levels of voluntary turnover, as captured by the two-year average of 2017-18 through 2018-19. The plan also calls for a reduction in voluntary turnover among demographic groups whose turnover rates typically exceed the Systemwide average.

Decrease the voluntary turnover rate overall among faculty and staff

- **Baseline** (21-22 Projected)
All Faculty & Staff: 11.8 percent
Staff: 14.9 percent
Faculty: 4.5 percent

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EXCELLENT AND DIVERSE INSTITUTIONS

- **Target:** Return to typical turnover levels (as measured by average voluntary turnover in 2017-18 and 2018-19)
All Faculty & Staff: 6.6 percent
Staff: 8.1 percent
Faculty: 3 percent
- **Target:** Return to typical turnover levels (as measured by average voluntary turnover in 2017-18 and 2018-19)
Minority Employees: 7.5 percent
Women Employees: 7.3 percent
- **Stretch:** Reduce voluntary turnover rate to the Systemwide average in 2017-18 and 2018-19
Minority Employees: 6.6 percent
Women Employees: 6.6 percent
- **Baseline** (21-22 Projected)
Minority Employees: 14.1 percent
Women Employees: 13.3 percent

Increase retention by reducing the voluntary turnover rate among key subgroups whose voluntary turnover rates have historically exceeded the System average.



For more information on goal setting for the Strategic Plan, see the “Strategic Plan Metric Definitions and Change Log” document on our website:
www.northcarolina.edu/strategic-planning.

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**UNC System President Peter Hans
Remarks to the UNC Board of Governors
November 17, 2022**

Mr. Chairman I was going to deliver my remarks Ron Clark style but I've chosen to contain my charisma at this point.

It's wonderful to be here in Greenville, to feel the energy and the excitement of campus and remind us what an enormous engine of opportunity this University is for Eastern North Carolina.

Yesterday we got to see some of the extraordinary alumni and students of this place who are doing important work across our state. Educators, dentists, environmental researchers, proud members of the US military — they're all finding the inspiration and the resources they need right here at ECU.

I, too, want to thank Chancellor Rogers and his team for giving us such a warm Pirate welcome. We're genuinely grateful for the hospitality, and I look forward to seeing Mr. Beast feature higher education governance in a viral video to follow. Maybe not, I don't know.

When Chancellor Rogers was officially installed earlier this year, after spending much of his career working with colleges across the country for ACE, he said that the most challenging, most urgent, and most fulfilling work in higher education in America is happening right here at East Carolina. And I agree with him about this.

Providing a high-quality education to students from a wide variety of backgrounds — that's access and opportunity on a massive scale — is what this institution was built to do. It's in the DNA of East Carolina, which began as a teacher's college with the mission of bringing a great education to students across our state.

Spending time, as we saw yesterday, with a talented and motivated teacher changes the trajectory of students' lives and careers like nothing else, and ECU offers that experience on a vast scale every day. This institution has always been energetic and creative about extending great teaching to those who can benefit from it the most.

So it should be no surprise that ECU has taken that missionary spirit into the next frontier of education. ECU is the largest in-state provider of online education in North Carolina, with fully online programs reaching thousands of students every semester. That's especially important as we look to a future where working adults and other nontraditional students will be a larger share of the state's college-going population.



Given the demographic changes in our state, and the scale of the economic transformation we're already seeing in industries from agriculture to health care to entertainment, the need for people to retool and reconsider their career paths is only going to grow. We must demonstrate that our public universities are ready to meet that task, and we have a great deal to learn from ECU's success in expanding online access.

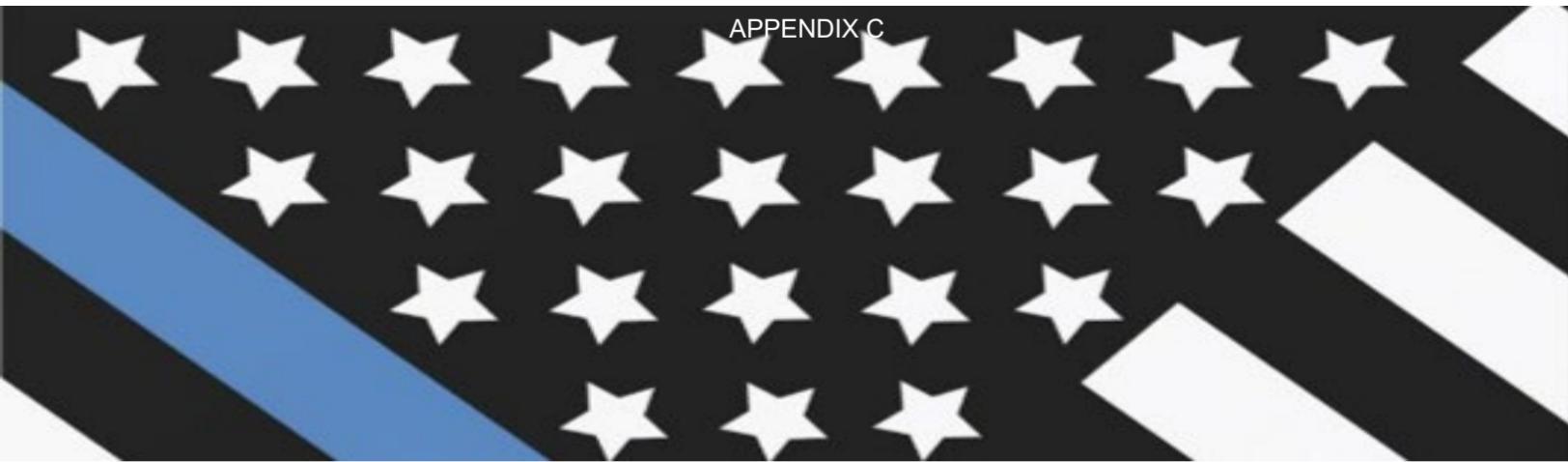
So when we started Project Kitty Hawk, the transformative investment in technology to bring the best of North Carolina's public universities to a new population of online learners, we knew the folks here in Greenville would have a lot to contribute. And it's wonderful to have Chancellor Rogers serving on the Kitty Hawk board. And by the way, I'd like to note here, he has been a positive, unifying leader for this university, just as ECU is a positive, unifying force in this region and throughout the state. And I thank you, Chancellor.

While ECU is leading in a new era of teaching and learning, as the chair noted, this university is doing enormously important work to reimagine the future of health care. The quality of life for countless North Carolinians depends on the role of ECU Health as a vital healthcare provider and on the Brody School as a hub of medical innovation. Creating a sustainable business model to deliver high-quality care, especially in those rural regions, is one of this University's most significant contributions to North Carolina, and I am encouraged by the thoughtful leadership that Chancellor Rogers, Dr. Waldrum and many others have displayed on this front.

Now, all of you have now received a copy of the UNC System's updated Strategic Plan, what Chair Ramsay and I have called our "confident recommitment" to accountability. And over the last five years, we've demonstrated how smart metrics and clear incentives that are aligned can drive better outcomes for our students and our state, and this plan builds on that success. I encourage you to review it closely, to share it widely, and to thank all of our chancellors for their personal commitment to a shared, statewide vision of what our public universities can achieve. The updated "Higher Expectations" plan is also available on the website for every North Carolinian to see.

We spoke a few months ago about the demographic challenges facing all of higher education, along with heightened public skepticism about the role of colleges and universities in promoting fair opportunity in our society. I think this plan goes a long way towards addressing those concerns and continuing North Carolina's tradition of adapting public higher education to the needs of the people we serve.

That promise drives all of our work, drives all of our work, and it is wonderful to see it up close right here in Greenville. Thank you. Go Pirates!



The University of North Carolina
Campus Law Enforcement

2022
Police Officer
of the Year

AWARD WINNERS



UNC System Police Officer of the Year Guidelines

Purpose:

To provide recognition of a UNC Campus Police Officer(s) having demonstrated exceptional valor or service to constituents of the University of North Carolina by exhibiting the highest traditions of law enforcement.

Eligibility:

A. Act(s) of Exceptional Valor

Definition: An act of exceptional valor shall mean that a police officer has, by a conspicuous act or acts, clearly distinguished him/herself by bravery, heroism, or outstanding courage and has placed the safety and welfare of others above all other considerations.

B. Outstanding, Exceptional Service

Definition: Completion of a task or assignment that went beyond the normal call of duty, which served to enhance public safety, encourage community involvement, and/or demonstrated an effective outcome in crime prevention, community-oriented policing, or other projects.

Criteria of Eligibility:

A nominee must be a sworn law enforcement officer employed at one of the UNC Campus Police Departments, including the NC Arboretum, who has performed an act of valor or exceptional service during the calendar year. A posthumous award may be made in the name of a law enforcement officer to the surviving spouse, child, or parent of the officer.

An officer shall not be eligible for recognition if the officer received a written reprimand (placed in personnel file) or suspension at any time between January 1 through December 31 of the year being considered for award.

Documentation:

A letter of nomination from the Chief or Interim Chief of the institution's Police Department the nominee serves with. The letter must include an overview of the incident(s) or act(s).

Selection Process:

A. Selection Committee:

The selection committee is composed of six (6) UNC Campus Police Chiefs and the VP of Safety and Enterprise Risk Management. Selection of the committee membership is on a voluntary basis.

B. The award recipient(s) will be chosen by the selection committee after a full review of all nominations.

Logistics:

A. The date and location of the awards ceremony shall be at the annual UNC Campus Police Chiefs Conference.

B. The name(s) of the Officer of the Year award recipient(s) will be presented to the VP of Safety and Enterprise Risk Management for including in the annual conference program.

C. Nominations should be emailed to the VP of Safety and Enterprise Risk Management.

D. The deadline for receipt of nominations will be at a date four (4) weeks prior to the annual conference.

2022 UNC Police Officer of the Year Award Winners

EXCEPTIONAL SERVICE:

POLICE OFFICER OF THE YEAR - 2020

Detective Whitney Montgomery	UNC Asheville
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POLICE OFFICER OF THE YEAR - 2021

Officer Mike Reynolds	UNC Charlotte
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ACTS OF VALOR:

Officer Shelton Harris	North Carolina Central University
Sergeant Greg Hughes	North Carolina Central University
Officer Matthew Prewitt	NC Arboretum
Officer William Brown	East Carolina University
Officer Mike Fecteau	East Carolina University
Officer Tylor Greene	Appalachian State University
Captain Johnny Brown	Appalachian State University

Detective Whitney Montgomery

UNC Asheville

Award Category: Exceptional Service Police Officer of the Year - 2020



Whitney Montgomery started at UNC Asheville in August of 2016 as a police officer right out of BLET. Due to her interest in investigations and her hard work, she was promoted to Detective and the Clery Act Compliance Coordinator for the university in 2018. Det. Montgomery has a natural ability to talk with students and gain their trust which has proven effective in her interviews for cases. She was able to close several cases involving burglaries, larcenies, vandalism, and sexual assault investigations. Det. Montgomery not only worked her assigned cases but would review other officer's cases and assist them in their investigations with the heart of a mentor in order to guide officers to be able to work cases more proficiently. Det. Montgomery reworked the existing Annual Security and Fire Safety Report (ASFR) to make tracking statistics and policy statements more efficient. She also was able to get CSA training documented at a level of 78% overall with some university departments reporting at 98- 100%. She updates the crime log daily and trains officers on case report requirements for Clery documentation. Det. Montgomery has served as a Background Investigator for 4 years and over the last year has decreased the turnaround time it takes to complete a background investigation to get new officers started in Field Training. She assists with equipment management, evidence submission and inventory, patrol and dispatch coverage during shift shortages, and student Safety Planning as needed for Title IX consults involving victims of sexual assault, stalking, and dating or domestic violence cases. She has also partnered with other local first responder agencies to facilitate updated training for our department to include the Department of Juvenile Justice and the local domestic violence center from the Family Justice Center. Det. Montgomery plans and participates in crime prevention programming regularly. While doing all of this, Det. Montgomery has been attending classes part time at AB Tech to work on her dream of earning her college degree. She plans on completing her associates degree and then working on her bachelor's degree while continuing to serve the university. Det. Montgomery always steps up when and where needed without being told and sets the example for other officers to follow. She has been an asset to me during my term as Interim Chief.

Officer Mike Reynolds

UNC Charlotte

Award Category: Exceptional Service Police Officer of the Year - 2021



Joining the UNC Charlotte Police Department in July 2019, Officer Reynolds was already a highly experienced veteran police officer who had previously served over 30 years in law enforcement. That experience was recently on full display when he responded to a call for service in the early morning hours of July 24th at the Light Rail Station. At that time, two subjects were attempting to cut the locks from bicycles from a bike rack located near the platform. When officers approached, one of the individuals pulled a machete from his bag and swung it wildly at them. The officers deployed pepper spray; however, it had no effect. The subject then attempted to flee heading towards a residence hall. Officer Reynolds, who had just arrived on scene, maneuvered his patrol car into the individual's path. As he attempted to change directions, Officer Reynolds repositioned his vehicle, again blocking the offender until officers could deploy pepper spray once more. At this time, the individual swung the machete at Officer Reynolds' window striking the vehicle. Seeking an end to the volatile situation, Officer Reynolds then used his driver's side door to carefully neutralize and disarm the subject enabling fellow officers to rush in and apprehend him. The outcome of this incident could have been very different if it had not been for the bravery, good judgement and professionalism displayed by all the involved officers including Thomas Cloer, Terry Wells, Jason Johnson, and Sergeant Mark Litjes and Angela Ortiz. It was, however, Officer Reynolds' calm composure and quick thinking that brought a peaceful resolution to this deadly situation with no injuries to the offender or any of the officers involved. We are extremely fortunate to have such dedicated and experienced officers protecting our campus community.

Officer Shelton Harris

NC Central University

Award Category: Valor



On September 18, 2021, during North Carolina Central University's first home game several gunshots were heard coming from the Latham Parking Deck on campus. Officer Shelton Harris arrived on the scene and began performing CPR on an individual. Other officers arrived to assist. Officer Shelton Harris continued to administer CPR until Durham County EMS and Durham County Fire Department arrived and took over medical care. The two individuals succumbed to their wounds. The actions of Officer Shelton Harris reflected great credit upon himself and the NCCU police department. Officer Harris truly demonstrated a high degree of competence, professional, and dedication to the North Carolina Central University Police Department's mission. His exhibition of the highest tradition of law enforcement, to protect and to serve, that night demonstrated exceptional valor and service to constituents, not only of North Carolina Central University, but the University of North Carolina System.

Sergeant Greg Hughes

NC Central University

Award Category: Valor



On September 18, 2021, during North Carolina Central University's first home football game, several gunshots were heard coming from the Latham Parking Deck on campus. Without hesitation and regards for his own safety, Sergeant Greg Hughes immediately responded to the parking deck to observe a black sedan driving away from the area. He immediately notified Communications. Sergeant Greg Hughes then located two subjects lying close to each other in empty parking spaces. He conducted a quick assessment of their condition and discovered that they both were suffering from gunshot wounds. He again immediately notified Communications and requested EMS. At this time, Sergeant Greg Hughes' first aid and CPR training kicked in as he conducted a quick assessment of the two individuals. He observed one individual moving and appeared to be breathing, and one of the individuals not moving or breathing at all. Sergeant Hughes immediately focused his attention to the individual who was not breathing. He checked for a carotid pulse but could not find one. He noticed blood on the individual's t-shirt and lifted it up to find a gunshot wound to the chest and abdominal area. He immediately began chest compressions. The actions of Sergeant Greg Hughes reflect great credit upon himself and the NCCU police department. He truly demonstrated a high degree of competence, professionalism, and dedication to the North Carolina Central University Police Department's mission. His exhibition of the highest tradition of law enforcement that night demonstrated exceptional valor and service to constituents, not only of North Carolina Central University, but the University of North Carolina system.

Officer Matthew Prewitt

North Carolina Arboretum

Award Category: Valor

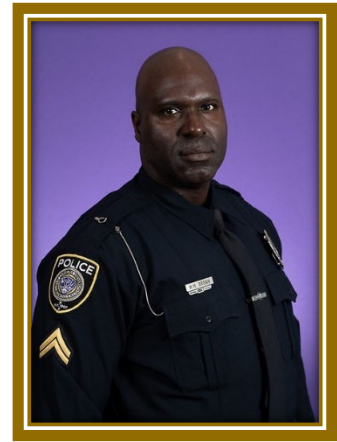


On July 2, 2021, Officer Matthew Prewitt was stationed in the gatehouse at the front entrance of the Arboretum, offering a break to the gate attendant during a very busy day. A family pulled up to the gatehouse as they were exiting the campus and stopped abruptly as a woman frantically exited the car and excitedly banged on the gatehouse door. In panic, she exclaimed that she needed 911 called because her two-year-old in the car was unresponsive. Officer Prewitt quickly told the gatehouse attendant to call 911 as he ran out to the car to assess the child's condition. Officer Prewitt found the child pale and unresponsive to stimulus. He made the decision to remove the child from his safety car seat to attempt life saving measures. As he removed the toddler, the child started to breathe again. He took the child inside the gatehouse to continue monitoring their vitals. Suddenly, it became apparent that the child was experiencing a seizure. Officer Prewitt's Emergency Medical Services (EMS) training and certification allowed him to monitor the threatening condition while keeping the child's airway open. Often seizure patients bump their heads or fall while seizing, so Officer Prewitt made sure the child was secure as he continued to console the mother and waited on other EMS units to arrive on scene. The child was transported to the hospital and was awake and alert as they left the gatehouse. After reading the account of this incident and talking with other officers on scene that day, it is certain that Officer Prewitt's calm assessment and appropriate responses saved the child's life. Officer Prewitt's training level and quick action assisted this child in regaining consciousness and an ability to breathe. The medical officers speculated that the child's airway was blocked during an initial seizure in the car seat. When Officer Prewitt removed them from the seat, it opened the airway and the child began to breathe on their own again. The parents were not aware of any history of seizures. To say the least, the two-year-old's parents were relieved and fortunate to meet Officer Prewitt while on our campus. As Officer Prewitt's commanding officer, I cannot express how proud I was, and still am, after reviewing the details of this incident. In the medical world, a most frightening part of the EMS job is to have a baby's life in your hands. Pediatric cases are rare and tend to be complicated. Matthew's quick thinking and bravery in execution will long be remembered by his peers and the family of the child he saved and serve as a model of why EMS training among all Arboretum officers is so necessary.

Officer William Brown

East Carolina University

Award Category: Valor

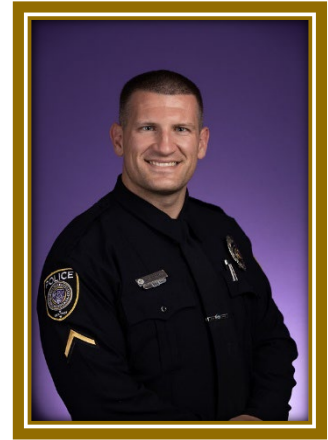


On March 9, 2021, around 2345 hours, officers were dispatched to a suicidal male hanging over the parking deck at the Student Center. When they arrived, Officer William Brown had engaged the subject in conversation. The subject was leaning over the edge beyond the safety cables and rocking back and forth. Officer Brown's demeanor and presence, coupled with verbal CIT skills were enough to encourage the subject to swing his legs back over the ledge and land safely on the deck. Officer Brown stayed by the subject's side the entire time, from the parking deck to the hospital, and consoled him. After speaking with the counselor who the subject had called, the counselor stated that we absolutely saved a life tonight. The subject had already written a suicide note and the counselor said that it was a miracle they responded as fast as they did. Officer Brown went above and beyond during this critical incident and directly altered an otherwise fatal situation. His actions are commended and serves as a great example of how to respond to an unpredictable and dangerous situation.

Officer Mike Fecteau

East Carolina University

Award Category: Valor



On March 17, 2021, around 2130 hours, Officer Mike Fecteau was patrolling the upper level of the parking deck when he observed a male and a female near the edge of the wall. When assessing the situation, Officer Fecteau found out that the male was suicidal and had attempted to jump off the parking deck downtown just two days before. Officer Fecteau called his supervisor, Sgt Travis Davis, on the radio and advised him to respond. When Davis arrived with three additional units, Officer Fecteau was engaging the subject in conversation. Officer Fecteau did an outstanding job keeping the subject distracted by talking to him for a several minutes. The subject kept looking over the edge of the wall, and Officer Fecteau would bring his attention back to him. After several minutes, Officer Fecteau talked the subject into stepping away from the wall, and then Officer Fecteau went in to shake his hand. When he did, Officer Fecteau didn't let go and responders were able to get him away from the wall and to safety. Officer Fecteau showed incredible CIT skills and empathy for the suicidal male. His intervention was crucial to a safe outcome for all parties involved. He is commended for his demeanor and calmness in a stressful and dangerous situation.

Officer Tylor Greene

Appalachian State University

Award Category: Valor



On April 24, 2021, App State officers responded to the 4th floor of a parking garage in reference to an individual who was standing on the ledge and threatening to commit suicide by jumping from the garage. As officers arrived, the subject was standing on a pillar on the edge of the top of the parking garage. The subject appeared to be distraught and was crying. The subject appeared to be very close to making the decision to jump. Officer Tylor Greene began attempting to have a conversation with the subject. After a few minutes of talking, it became apparent that the individual was intent on jumping. Officer Greene asked the subject to move away from the ledge so that they could continue talking. When the subject refused, Officer Greene once again asked the subject for their name. The subject replied, and Officer Greene introduced himself while holding out his hand, as if to shake hands, as he moved closer to the subject. As the subject held out their hand to shake hands, Officer Greene immediately grabbed the subject's hand and pulled them down off the top of the pillar. The subject was taken into custody and transported to the hospital for a mental health evaluation. Officer Greene's actions were calm, composed, and heroic. Officer Greene immediately attempted to build rapport with the subject while developing a plan to intervene in the subject's ability to jump from the parking deck. The subject merely thought they were going to shake hands, but Officer Greene was prepared and took advantage of the opportunity to pull the subject from the ledge, saving their life.

Captain Johnny Brown

Appalachian State University

Award Category: Valor



On April 28, 2021, Watauga County Sheriff's Office deputies responded to a residence to perform a welfare check on a husband and wife who had not reported for work that morning. Upon arriving and entering the home, the deputies discovered their bodies in a first-floor bathroom. The gruesome scene indicated that they had been murdered. As deputies began searching and clearing the home, one of the deputies was ambushed and killed, with a firearm, while descending the stairwell leading to the basement of the home. A second deputy was mortally wounded and remained, unresponsive, on the first floor inside the home. The individual remained barricaded somewhere inside the home. The number and type of weaponry available to the individual was unknown. Captain Brown was among the first responding officers following the shooting of the deputies. After gathering information pertaining to what had transpired, it was determined that an attempt would be made to rescue the deputy who lay wounded on the main floor. Captain Brown organized a group of officers at the scene and volunteered to lead the entry into the home. During the rescue, Captain Brown was the first to enter. He and others located the wounded deputy, who was still alive but had suffered a gunshot wound to the head and took up positions on the main floor of the residence while two members of the entry team attempted to drag the deputy to safety. As they did so, the individual emerged from the stairwell leading to the basement and opened fire on the group, striking the officer standing next to Captain Brown in the head. Fortunately, the officer's ballistic helmet absorbed the round. Captain Brown engaged the individual, and a gun battle ensued in the living room of the home. Unbeknownst to Captain Brown, two of the rounds from his department issued rifle struck the individual in the right side of the chest. As the individual retreated to the basement of the home, the wounded deputy and the police officer who had been struck in the helmet were evacuated. The wounded deputy was airlifted to a Tennessee hospital. He succumbed to his injuries later that evening. Although the barricaded individual's wounds were not immediately fatal, he was bleeding internally and remained barricaded inside the basement of the home for several hours prior to taking his own life. Captain Brown volunteered to enter the home twice more that day. He entered to assist in deploying a robot into the home, and he entered a third time to deploy gas into the basement, where the individual was barricaded. Captain Brown's willingness to put his own life in jeopardy in service to others was nothing short of heroic. He exhibited extraordinary valor, and leadership. Most of us can only imagine what we would, or wouldn't, do when faced with similar circumstances. Captain Brown's actions showed that he is willing to put the lives of others ahead of his own.



It is always a special moment for Campus Policing when we can celebrate the great work and incredible acts of bravery by the men and women of our UNC police departments. Their families' unconditional support, day in and day out, is genuinely appreciated and must always be acknowledged. Each of our recipients possess a selflessness and commitment to public service that is rare and difficult to quantify. Through your exceptional service and valorous actions you have inspired your campus communities, and we are privileged to take this time to honor your work and bravery. The UNC System Office extends its sincerest gratitude to you and your families.

APPENDIX D

FY2022-23 MAINTENANCE REPAIR AND RENOVATION PROJECTS

DRAFT for Nov 2022 BOG

R&R Allocation: \$60M

	Project Total per S.L. 2021-180	FY21-22 \$60M	FY22-23 \$60M
APPALACHIAN STATE UNIVERSITY		\$3,198,431	\$3,290,398
Walker Hall HVAC Repair & Upgrades	\$500,000	\$500,000	
Walker Hall Envelope & Structural Repair	\$1,300,000		\$1,300,000
Campus-Wide Electronic Door Access Installation	\$1,500,000	\$1,500,000	
Chapell Wilson Gutter/Soffit/Roof Replacement	\$600,000		\$600,000
Smith Wright Hall Roof Repair & Replacement	\$1,000,000		\$1,000,000
Holmes Convocation Center Chiller	\$200,000	\$200,000	
BB Dougherty Chiller Repair	\$100,000	\$100,000	
Facilities Operations/Motorpool Wall Repairs	\$300,000		\$300,000
John E. Thomas Chiller Compressor Upgrades	\$250,000		
Anne Belk Hall Hot Water Piping Replacement	\$500,000	\$500,000	
Edwin Duncan Hall HVAC & Lighting Improvements	\$800,000		
John E. Thomas Envelope	\$300,000		
Howard Street Hall Road Opening	\$200,000		
Holmes Convocation Center VAV Replacement	\$150,000	\$150,000	
Peacock Elevator Upgrade	\$200,000	\$200,000	
University Hall Sprinkler System	\$250,000		
<i>2021-22 Cost Escalation and Contingency Reserve</i>		\$48,431	
2022-23 Cost Escalation and Contingency Reserve			\$90,398
Total	\$8,150,000	\$3,198,431	\$3,290,398
EAST CAROLINA UNIVERSITY		\$5,024,712	\$4,988,435
Brody Building Freight Elevators-Emergency Power	\$250,000		
Science & Technology-Replace Roof	\$400,000		
Old Cafeteria Building-Install Steam Manhole & Replace Piping	\$300,000	\$300,000	\$100,000
Health Science Campus Catwalks/Central Utility Plant	\$225,000	\$225,000	
Warren Life Sciences-Replace Roof-Section B	\$300,000	\$375,000	\$25,000
Health Science Campus Central Utility Plant Transformers 1 & 2	\$404,000		
Bate Upgrade Elevators (2)	\$350,000	\$350,000	
Rivers-Replace Roof (complete roof replacement)	\$300,000		\$1,500,000
Christenbury-Replace Roof	\$410,000	\$410,000	
Brody Building Envelope Infiltration Repairs, Phase 1*	\$1,500,000	\$1,200,000	
Brody Chilled Water Loop Valve Replacement	\$100,000	\$100,000	
Jenkins Art North Building Envelope Repairs	\$1,750,000	\$1,750,000	\$200,000
McGinnis Scene Shop-Replace Roof	\$100,000		\$200,000
Brody-Inline Fan Replacement, Phase 1	\$200,000		
Jenkins Art-Replace Distribution Sub Panels, Westside Jenkins Art	\$225,000		
Messick-Upgrade/Replace Elevator	\$150,000		\$300,000
Building 127-Upgrade/Replace Elevator	\$150,000		\$300,000
Coastal Studies Annex-Repair & Coat Siding & Roofing	\$100,000		
School of Dental Medicine/Comm. Svc. Learning Ctrs. Upgrades (HVAC & Indoor Air Quality)	\$203,000		
Main Campus Steam Plant-Install Steam Blanket for Boilers	\$100,000		
McGinnis Auditorium-Upgrade/Replace Elevator	\$300,000		\$300,000
Brewster-HVAC Controls Optimization/D Wing	\$400,000		
Greenville Centre-HVAC Controls Upgrade	\$300,000		
Central Chiller Plant w/Controls Upgrade	\$300,000		
Old Cafeteria Building Controls Upgrade (Specific Direct Digital Control)	\$300,000		
Carol Belk Building-HVAC System (Specific Variable Air Volume Integration)	\$300,000		
Rivers Building-HVAC System (Specific Variable Air Volume)	\$300,000		
Austin Building-Air Handlers Replacement	\$1,500,000		
Warren Life Sciences-Extend Sprinkler System to Original Section	\$181,000		\$280,000
Building 43-Upgrade Freight Elevator/Replace Shaft and Jack	\$230,000		
Main Campus-Replace Power Distribution System Steam Plant	\$250,000		
Biotechnology Building-Upgrade Laboratory Exhaust System	\$452,000		\$700,000
Biotechnology Building-Replace Exhaust Fans	\$130,134		
Repair & Repave Service Drive at West End Dining/Behind White Residence Hall	\$150,000		
Wright Building/Wright Auditorium-Fire Alarm System Upgrade	\$300,000	\$300,000	\$175,000
Old Cafeteria & Ragsdale Annex-Replace Roof	\$240,000		\$240,000
Brody School of Medicine-Replace Computer Room Air Conditioning Units	\$200,000		\$50,000
Cotanche Data Center - Renovation to Improve Fire Protection System in Data Rooms (Specific FM 200)	\$210,000		
Jenkins Art Gray Galler AHU-4 Replacement			\$260,000
Old Café Cashier's Office HVAC System Replacement			\$150,000
Joyner Library AHU-1 Replacement (Legal Records)			\$90,000
<i>2021-22 Cost Escalation and Contingency Reserve</i>		\$14,712	
2022-23 Cost Escalation and Contingency Reserve			\$118,435
Total	\$13,560,134	\$5,024,712	\$4,988,435
ELIZABETH CITY STATE UNIVERSITY		\$2,000,000	\$2,000,000
Underground Infrastructure-(Replace all campus plumbing gate valves/infrastructure for fire pump)**	\$150,000		
Underground Infrastructure-(Replace 6-in. with 8-in. line to improve water volume/Campus North)**	\$300,000		
Jenkins Hall, Phase 2-Renovation of Laboratory and Classroom	\$400,000	\$400,000	
Vaughn Center-Repair Student Phys. Ed. Learning Spaces-(Pool, flooring, ceilings & building envelope)	\$550,000		
Fine Arts-Roof Replacement*	\$200,000	\$50,000	

APPENDIX D

FY2022-23 MAINTENANCE REPAIR AND RENOVATION PROJECTS

DRAFT for Nov 2022 BOG

R&R Allocation: \$60M

	Project Total per S.L. 2021-180	FY21-22 \$60M	FY22-23 \$60M
Dixon Hall—Classroom & Laboratory Renovations*	\$400,000	\$100,000	
ITC—Air Handler Replacement	\$300,000		\$300,000
<i>Lester Hall—Demolition**</i>	<i>\$495,000</i>		
<i>Jenkins Hall, Phase 3 - Renovation of Laboratory and Classrooms</i>		<i>\$300,000</i>	
<i>Dixon Hall Boiler Replacement and related controls</i>		<i>\$150,000</i>	
Moore Hall Roof Replacement		\$200,000	\$300,000
HVAC System Repairs Jenkins Science and Williams Hall		\$800,000	\$350,000
Campus-Wide HVAC, Electrical, and Plumbing Repairs (Thomas Jenkins, IT Center, Vaughan, GR Little, Thorpe, KE White, Williams Hall, Trigg Hall, STEM, New Student Center, and Fine Arts)			\$374,000
Campus-Wide Fire Safety Repairs (STEM, Jenkins Science, Vaughan Center, and Fine Arts)			\$188,000
Campus-Wide Erosion Control, Drainage, and Stabilization (Wetlands, Williams Hall, Outdoor Classroom)			\$338,000
2022-23 Cost Escalation and Contingency Reserve			\$150,000
Total	\$2,795,000	\$2,000,000	\$2,000,000
FAYETTEVILLE STATE UNIVERSITY		\$2,000,000	\$2,000,000
Barber/Collins Admin Complex—Roof Replacement	\$200,000	\$200,000	
Campus-Wide Exterior Lighting Retrofit	\$400,000	\$400,000	
Campus-Wide Brick Paver & Concrete Walk Repairs	\$500,000	\$500,000	
Telecom—Roof Replacement	\$150,000	\$150,000	
Butler—Roof Replacement	\$650,000	\$650,000	
Chesnutt—MEP (Generator)	\$400,000		
Telecom—MEP (Central Plant Tie, AHU, BAS, MDP, Generator)	\$750,000		\$750,000
University Advancement—MEP (AHU, Heat Pumps, BAS, MDP)	\$600,000		\$850,000
FM Complex—MEP (HVAC, MDP, Generator, Restrooms)	\$450,000		
Harris CBE—Precast Concrete Structural Repair	\$100,000		
Cook—Exterior Stairs & Patio Repairs	\$100,000		
J. Knuckles Science Annex—Roof Replacement	\$150,000		
<i>2021-22 Cost Escalation and Contingency Reserve</i>		<i>\$100,000</i>	
University Advancement—Interior Fit-out for Campus Police	\$600,000		\$400,000
2022-23 Cost Escalation and Contingency Reserve			\$0
Total	\$4,450,000	\$2,000,000	\$2,000,000
NORTH CAROLINA A&T UNIVERSITY		\$3,117,066	\$3,126,685
General Classroom, B Side—Roof Repairs	\$1,241,107	\$1,241,107	
Boiler Replacement*	\$1,459,200	\$150,000	\$200,000
Hines Hall—HVAC Modifications*	\$300,000	\$150,000	
Waterproofing Buildings	\$600,000	\$600,000	
IRC Building—HVAC Repairs/Replacement	\$705,274	\$705,274	
Dudley—HVAC Repairs/Controls	\$403,305		
McNair Hall—HVAC Repairs	\$250,000		
Elevator Repairs/Replacement (adding elevator to Benbow Hall)	\$450,000		\$1,500,000
Campus-Wide Steam Leaks*	\$500,000	\$100,000	\$400,000
Building Steam System Repairs (convert Sgt. Mitchell St. line from Laurel St. to Benbow Dr.)	\$200,000	\$100,000	\$926,685
Moore Gym/Hodgin Hall/Fraiser Hall—Roof Repairs	\$1,000,000		
Price Hall/1020 Wendover/Hodgin Hall/Campbell Hall/C.H. Moore—Window Replacement	\$200,000		
1020 Wendover/Price/Corbett Sports Center/Campbell, & Carver—Asbestos Abatement	\$150,000		
Campus-Wide—Back Flow Preventors	\$300,000		
Beef Barn/Bull Barn/Calf Barn/Dairy Barn	\$100,000		
<i>2021-22 Cost Escalation and Contingency Reserve</i>		<i>\$70,685</i>	
2022-23 Cost Escalation and Contingency Reserve			\$100,000
Total	\$7,858,886	\$3,117,066	\$3,126,685
NORTH CAROLINA CENTRAL UNIVERSITY		\$2,147,192	\$2,158,775
B.N. Duke Auditorium—Steam to Natural Gas Conversion	\$350,000	\$350,000	\$472,775
Art Museum—Roof Replacement	\$250,000	\$250,000	
Campus-Wide Steam System Repairs (Steam Traps, Valves, Leaks, Piping & Insulation Replacement, MHs)*	\$600,000	\$365,000	\$235,000
Robinson Science Building—Repair & Restore Brick Façade	\$300,000		
Hubbard Totton Building—Elevator Replacement	\$350,000	\$350,000	
Campus-Wide ADA Compliance Upgrades, Phase 2	\$100,000	\$100,000	
William Jones Building—HVAC Upgrades	\$450,000		
Walker PE Complex—Elevator Replacement	\$350,000		\$350,000
Sanitary Sewer System—(Locate/assess terra-cotta pipes; stop inflow and infiltration)	\$100,000	\$100,000	
Roof Gutters & Vent Repairs	\$310,000		\$310,000
Taylor Building—Repair & Restore Brick Façade	\$161,000		\$161,000
Water System—Re-route South and East Sides/Increase Capacity	\$135,000		
Campus-Wide Annual Flat Roof Diagnostics, Prev. Maint., & Leak Repairs	\$300,000	\$300,000	
Fire Alarm Systems Upgrades & Repairs	\$250,000	\$250,000	
Steam Plant—Roof Repair	\$40,000		
Asbestos/Mold Remediation & Contaminants Removal	\$300,000		\$100,000
Shepard Library—ITS/NOC/HVAC Upgrades	\$230,000		\$230,000
Fine Arts Building—Fire Alarm System Replacement	\$495,000		
Miller Morgan Building—VFDs Replacement	\$80,000	\$80,000	
B.N. Duke Auditorium—Repair & Restore Brick Façade	\$300,000		
Edmonds Building—Brick Façade Repair & ADA Access (Ease of Entry & Code Compliant Steps and Handrails)	\$245,300		

APPENDIX D

FY2022-23 MAINTENANCE REPAIR AND RENOVATION PROJECTS

DRAFT for Nov 2022 BOG

R&R Allocation: \$60M

	Project Total per S.L. 2021-180	FY21-22 \$60M	FY22-23 \$60M
2021-22 Cost Escalation and Contingency Reserve		\$2,192	
Mill Morgan Fire Alarm Replacement			\$300,000
2022-23 Cost Escalation and Contingency Reserve			\$0
Total	\$5,696,300	\$2,147,192	\$2,158,775
NORTH CAROLINA SCHOOL OF SCIENCE AND MATHEMATICS		\$2,000,000	\$2,000,000
Cafeteria Renovation*	\$2,500,000	\$2,000,000	
Elevators (Bryan 2 elevators)			\$900,000
Cooling Towers(Replace ETC tower, Demolish 2 Bryan towers)			\$200,000
Sidewalk Repair(Internal campus wide)			\$50,000
Water Heater (Royall)			\$75,000
Roof Repairs(Reynolds D)			\$100,000
Flooring Replacement- Watts(2nd & 3rd floors), ETC (2nd & 3rd floors)			\$500,000
Infrastructre Repair - Ornamental Fountain(pumps,controls,nozzels), ETC Pressure Washing)			\$75,000
Steamline Repairs(Campuswide)			\$100,000
2022-23 Cost Escalation and Contingency Reserve			\$0
Total	\$2,500,000	\$2,000,000	\$2,000,000
NORTH CAROLINA STATE UNIVERSITY		\$9,842,614	\$9,862,207
Research Building III–HVAC Upgrades 1	\$900,000	\$3,562,500	
Original Campus–Domestic Water Line Repair Under RR Tracks	\$270,000	\$400,000	
Scott Hall Labs–Renovation	\$2,500,000		\$3,800,000
Brooks Hall–Renovation, Phase 1	\$1,500,000	\$1,875,000	
Mann Hall–Electrical Upgrades	\$950,000		\$1,500,000
Thomas Hall Labs–Renovation	\$1,000,000		\$1,500,000
CVM Equine AHU Replacement	\$300,000		
McKimmon–ADA Improvements/Restrooms	\$500,000	\$625,000	
Morrill Drive Domestic Water Line Replacement ²	\$661,000	\$1,817,614	
Nelson, Park Alumni, Beef Ed. Unit, Schaub, CVM Research–Fire Alarm Panel Replacement	\$250,000	\$250,000	
Campus-Wide Domestic Water Line & Valve Replacement, Phase 2 ²	\$650,000		
Don Ellis, Brooks–BAS Controls Upgrade, Phase 1	\$100,000	\$125,000	
Campus-Wide Asbestos Removal Steam System	\$650,000		
Caldwell Hall–Pointing & Caulking	\$100,000		\$700,000
Research Building I–AHU Replacement ¹	\$850,000		
Research Building IV–HVAC Upgrades ¹	\$1,100,000		
Centennial Campus–Repair Steam Leaks	\$550,000	\$687,500	
CVM Main–Fire Alarm Upgrade, Phase 3	\$400,000		
Mann Hall–Fire Sprinkler System	\$500,000		\$750,000
Campus Steam Leak Repair–MH13	\$200,000		
Gardner Labs–Renovation	\$480,000		
Textiles–COT Pod 2, South Side Foundation Waterproofing	\$350,000		
Campus Cooling Tower Refurbish at CBC	\$250,000	\$312,500	
Biltmore–Code Deficiencies	\$2,000,000		
Campus Upgrade Sanitary/Storm Water System, Phase 1	\$844,000		\$1,500,000
Campus Chilled Water System Improvements	\$575,000		
Kilgore–Foundation Waterproofing	\$350,000		
Cox–Pointing & Caulking	\$300,000		
Tompkins Hall–Above-Grade Waterproofing/Pointing	\$200,000		
Yarborough–Chiller Controls Upgrade	\$146,000		
Campus Sewer Line Replacement/Court of NC	\$175,000		
2021-22 Cost Escalation and Contingency Reserve		\$187,500	
2022-23 Cost Escalation and Contingency Reserve			\$112,207
Total	\$19,601,000	\$9,842,614	\$9,862,207
UNIVERSITY OF NORTH CAROLINA AT ASHEVILLE		\$2,000,000	\$2,000,000
Campus-Wide–Arc Flash Compliance, Phase II	\$150,000	\$150,000	
Replace & Upgrade Fueling Station/Compliant Storage Tanks & System (FCAP #31053)	\$150,000		
Replace Pedestrian Paths/Main Quad to Owen Hall	\$250,000		
Replace Walkways in Tennent Park/ADA Accessible Path to Main Quadrangle/Carmichael Hall	\$250,000	\$250,000	
Repair Concrete at Carmichael Plaza & Walk Along Ramsey/Tennent Park	\$200,000	\$200,000	
Reuter Center–Replace BAS; Add VFD to AHU (FCAP #31131)	\$150,000		
Reuter Center/Riverside Warehouse–Roof Replacements (FCAP #14433)	\$475,000	\$475,000	
Rework Intersection at Edgewood & University Heights	\$250,000		
Utility Location Survey/Installation of Underground Utility Markers*	\$200,000	\$100,000	\$100,000
Zageir Hall–Replace Machinery w/new HE Models (FCAP #31124)	\$225,000		\$225,000
Underground Waterline Repairs–(Replace Domestic Waterline/Valves & Assoc. Work)	\$506,000	\$506,000	
Campus-Wide–Implement Interoperable Communications/911 Commission	\$250,000		\$250,000
Campus-Wide–Install Sub-Metering in all Buildings: Gas, Electric, Domestic Hot Water, Rain Water Systems, &	\$150,000		
Replace Sidewalks at Zageir Hall	\$150,000		
Weizenblatt Hall–Replace Low Slope Roof w/New Membrane Roof	\$175,000		\$175,000
118 W.T. Weaver–HVAC Replacement (Replace Major HVAC Equip./Update Controls)	\$518,974		\$518,974
Campus-Wide–Replace Deteriorated/Rusted Handrails w/Aluminum	\$250,000		
Ramsey Library Emergency Generator Replacement		\$95,000	
Weizenblatt & Sherrill Center Fire Panel Upgrades		\$22,000	

APPENDIX D

FY2022-23 MAINTENANCE REPAIR AND RENOVATION PROJECTS

DRAFT for Nov 2022 BOG

R&R Allocation: \$60M

	Project Total per S.L. 2021-180	FY21-22 \$60M	FY22-23 \$60M
<i>Phillips Hall Exterior Lighting Replacement Asbestos Abatement, Door Reinstallation, FCU Condensate Line Repairs</i>		\$22,000	
<i>Whitesides Hall Heat Pump Replacement</i>		\$11,000	
<i>Zageir Multistack Heat Exchanger Replacement</i>		\$10,000	
<i>Zeis Hall Demumidification Filter Membrane Replacement</i>		\$9,000	
<i>Rhoades-Robinson Hall Heat Harvestor Compressor Replacement</i>		\$6,500	
<i>Ramsey Library Replace carpet and stair nosing on main staircase</i>		\$32,500	
<i>Sam Millar Overhead Door Repairs</i>		\$6,000	
Sherrill Center Boiler Replacement		\$100,000	\$101,026
<i>Kellogg Roof Repairs</i>		\$5,000	
Zeis Vista Switch Repair			\$50,000
Library Lane Vista Switch Replacement			\$320,000
Carol Belk Roof Replacement			\$250,000
Zeis Hall Chiller Variable Speed Drive Repair			\$10,000
2022-23 Cost Escalation and Contingency Reserve			\$0
Total	\$4,299,974	\$2,000,000	\$2,000,000
UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL		\$8,151,456	\$8,007,341
462 Art Studio Bldg.–Steel Roof	\$219,772		
12 Carroll Hall–Replace Roofing/Built-Up Roof, Sector C	\$406,823	\$406,823	
209 First Dental–Replace Roofing/Slate Roof	\$565,120		
166 General Storeroom–Replace Roofing/Built-Up Roof, Sector 5	\$577,490		
625 ITS Building-Manning–Replace Roofing/Built-Up Roof	\$672,719		
27 Memorial Hall–Replace Barrel Roof	\$330,000	\$1,500,000	
226 Old Clinic–Replace Built-Up Roof	\$283,355		
5 South Building–Replace Metal Roof/Gutters & Install Fall Protection	\$927,239	\$927,239	
228 Brinkhous-Bullitt Building–Electrical Service & Distribution (Replace Main/Sub-Distribution)*	\$4,843,986	\$1,029,513	
12 Carroll Hall–Repair & Renovate Elevator #1618	\$746,929	\$746,929	\$149,386
12 Carroll Hall–Repair & Renovate Elevator #6442	\$464,850	\$464,850	\$92,970
41 Coastal Process Environmental Health Lab Building–System Cumulative Deficiencies	\$675,000	\$675,000	
13 Davie Hall–Replace Air Handling Unit 1A, 1st Floor, 1967 Bldg.	\$428,865	\$428,865	\$350,000
13 Davie Hall–Replace Air Handling Unit 1B, 1st Floor, 1967 Bldg.	\$169,045	\$169,045	\$150,000
3 Ackland Art Museum–Install Bldg. Automation System	\$236,625		
13 Davie Hall–Replace Air Handling Unit 1C, 1st Floor, 1967 Bldg.	\$225,461	\$225,461	\$200,000
14 Dey Hall–Repair & Renovate Elevator #4576	\$407,206	\$407,206	\$81,441
369 Friday Center–Replace Heating/Cooling Air Handling Units: AHU 01/Office, 1st Floor	\$255,456		
369 Friday Center–Replace Heating/Cooling Air Handling Units: AHU 02/Mail/Book Room, 1st Floor	\$272,402		
462 Art Studio Building–Install Fire Sprinkler System	\$326,540	\$326,540	\$81,635
211 Brauer Hall–Fire Alarm Systems: Replace Fire Alarm Initiating Devices & Control Panel	\$565,868		
13 Davie Hall-Fire Alarm Systems: Replace Fire Alarm Control Panel	\$135,985	\$135,985	\$200,000
498 Kenan Center -Fire Alarm Systems: Replace Initiating Devices & Control Panel	\$200,000	\$200,000	\$300,000
3 Ackland Art Museum–Air Handling Units: (AHU 2, Rear Galleries, Admin, 1983 Building)	\$419,748		
24 Wilson Library–Replace AHU 7 HVAC System*	\$5,086,299	\$508,000	
3 Ackland Art Museum–Replace Windows/Painted Wood Window	\$484,785		
328 Bingham Facility (Building 1)–Replace Roofing/EPDM Roof	\$225,560		
228 Brinkhous-Bullitt Building–Provide Roof Fall Protection	\$156,547		
229 Burnett-Womack Building–Provide Roof Fall Protection	\$138,419		
Alumni Hall, Jackson Hall, Tarrson Hall, Koury Oral Sciences-Envelope Repair			\$1,826,909
Brinkhous-Bullitt, Lineberger Cancer Center, Hamilton-Elevator Repairs			\$1,700,000
EHS Building Roof Replacement			\$625,000
Campus Life Safety Phase 2 - EMCS			\$1,800,000
Lineberger Cancer Center and Old Clinic-Fire Alarm Replacement			\$293,000
2022-23 Cost Escalation and Contingency Reserve			\$157,000
Total	\$20,448,094	\$8,151,456	\$8,007,341
UNIVERSITY OF NORTH CAROLINA AT CHARLOTTE		\$4,162,870	\$4,201,421
Atkins–Roof	\$911,250		
Reese–Roof	\$226,100	\$226,100	
Reese–Fire Systems	\$773,500	\$773,500	\$126,500
Memorial Hall–Fire Systems	\$327,250	\$327,250	\$50,000
Duke–HVAC & Controls	\$654,500	\$654,500	\$100,000
Friday–Roof	\$1,011,000	\$1,011,000	
RUP-2–HVAC & Controls	\$416,500		\$481,500
King–Fire Systems & Abatement	\$729,000		
Fretwell–HVAC & Controls	\$1,574,009		\$1,824,009
Memorial Hall–Envelope	\$120,311		\$140,311
Memorial Hall–Roof	\$188,792		\$218,792
Reese–Envelope	\$995,269	\$995,269	\$150,000
King–Envelope	\$839,459		\$400,000
Grigg–HVAC & Controls	\$561,202		
Friday–Fire Systems	\$631,072		
Rowe–Elevators	\$156,334		\$181,334
Rowe–Electrical	\$154,042	\$154,042	\$25,000
Fretwell–Fire Systems	\$362,670		\$417,670

APPENDIX D

FY2022-23 MAINTENANCE REPAIR AND RENOVATION PROJECTS

DRAFT for Nov 2022 BOG

R&R Allocation: \$60M

	Project Total per S.L. 2021-180	FY21-22 \$60M	FY22-23 \$60M
<i>2021-22 Cost Escalation and Contingency Reserve</i>		\$21,209	
<i>2022-23 Cost Escalation and Contingency Reserve</i>			\$86,305
Total	\$10,632,260	\$4,162,870	\$4,201,421
UNIVERSITY OF NORTH CAROLING AT GREENSBORO		\$3,447,594	\$3,462,667
Petty Bldg.–Portico Waterproofing	\$712,031	\$712,031	
MHRA Building–Fire Alarm System Replacement	\$985,327		
Mossman Bldg.–Roof Replacement	\$773,128	\$648,271	\$601,729
Campus-Wide ADA Compliance–Restrooms/Entrances, etc.	\$400,000		\$250,000
UNCG State Building–Exterior Envelope Repairs	\$762,000		\$762,000
Cone Art Bldg.–Replace Gallery Lighting/Light Controls, Phases 2 & 3	\$861,750	\$861,750	
Replace Generator Diesel Fuel Tank	\$839,175		
Campus-Wide–Replace Property-Line Fences/Replace Underground Piping for Roof Drainage	\$230,000		
Sullivan Science Bldg.–Replace HVAC/Greenhouse	\$683,434	\$683,434	\$100,000
Campus-Wide–Pedestrian Crosswalks Repair & Upgrade	\$486,000		\$100,000
Armfield-Preyer/Visitor's Center–Exterior Renovation & Waterproofing	\$435,000	\$435,000	
Campus-Wide Walks and Hardscape Improvements	\$240,000		
Campus-Wide Asbestos & Lead Abatement	\$240,000		
Petty Bldg.–Replace EST QuickStart Fire Alarm System	\$400,000		
Sink Bldg./Maintenance Compound–Asphalt Replacement	\$140,000		
Coleman Bldg.–VCT Flooring Abatement & Replacement	\$250,000		\$250,000
996 Spring Garden/1605 Spring Garden/535 Tate Street/2900 Oakland Ave.–Fire Alarm Upgrade	\$250,000		
Cone Arts/Lecture Hall, Room 103–Seating, Flooring, Lighting, Other Upgrades	\$187,000		
<i>2021-22 Cost Escalation and Contingency Reserve</i>		\$107,108	
<i>Additional funding for Coleman Fire Alarm Replacement</i>			\$469,640
<i>Additional funding for Steam Distribution Replacement, Phase IV-B</i>			\$884,622
<i>2022-23 Cost Escalation and Contingency Reserve</i>			\$44,676
Total	\$8,874,845	\$3,447,594	\$3,462,667
UNIVERSITY OF NORTH CAROLINA PEMBROKE		\$2,103,128	\$2,060,329
Campus Gas Line Replacement	\$550,000		
Jones Pool–HVAC Replacement	\$1,300,000	\$1,300,000	
Livermoore & Jones–Generator	\$424,500		\$424,500
Honors College–Renovation	\$250,000		
Jones Auxiliary Gym/Dance Studio–Flooring/Studio Upgrades ³	\$625,000	\$338,000	
Education–Boiler Replacement	\$110,000		\$110,000
Chavis–Air Handlers	\$390,000		
Moore Hall & Chavis–Boiler Replacement	\$190,000		\$190,000
Lumbee Hall & Old Main–Elevator Replacement	\$465,000	\$465,000	
Jones/Livermore/Lumbee/Old Main–FACP Replacement	\$682,000		\$782,000
Jones–Ceiling Repaint	\$110,000		\$5,328
<i>2021-22 Cost Escalation and Contingency Reserve</i>		\$128	
<i>Mary Livermore Library Special Collections (Increase in funding)</i>			\$542,328
<i>2022-23 Cost Escalation and Contingency Reserve</i>			\$6,173
Total	\$5,096,500	\$2,103,128	\$2,060,329
UNC SCHOOL OF THE ARTS		\$2,000,000	\$2,000,000
Gray Building–New Electrical Service Main	\$256,000	\$256,000	
Design and Production/Workplace/Film Building 3–Life Safety Code Correction	\$134,000		\$134,000
Admin/Aquarius/Facilities/D&P Storage/WorkplaceWest V/Demille–Install Exit/Egress Lighting	\$115,000		\$115,000
Workplace–Renovate Drama Studios	\$448,000	\$448,000	
Drainage & Landscape Improvements/Common Area at Moore & Sanford	\$397,000		\$311,000
Workplace–Renovate Drama Administrative Offices	\$323,000	\$323,000	
Facilities Management–Install Shop Exhaust & Heating System	\$95,000		\$95,000
Gray Building–Remove Boilers	\$123,000		\$123,000
Film School, Buildings 1 & 2–Repair & Replace Windows	\$202,000	\$202,000	
Film Archives Building–A/C & Controls	\$485,000	\$485,000	
Performance Place, Film 2–Provide Heating/Cooling to Control Booth and Foley Booth	\$87,000		\$87,000
Gray Building–Modifications to Heating/Ventilation/AC System for Police	\$101,000		\$101,000
Film School–Paint Rooftop Components	\$81,000		\$81,000
Facilities Management–Resurface Drives/Vehicle Staging	\$75,000		\$75,000
Design & Production–Renovate Administrative/Faculty Offices	\$162,000		\$162,000
Design & Production–Mechanical System Retrocommissioning	\$134,000		\$134,000
Campus-Wide ADA/Misc. Improvements	\$39,000		\$39,000
Chapel St. Buildings–Roof Replacement	\$34,000		
300 Woughtown–Exterior Waterproofing & Repairs	\$73,000		\$73,000
Film School, Building 3–Theater Dimmers	\$232,000	\$232,000	
Hanes Student Commons–Motor Control Center	\$150,000		\$150,000
Commons Building–Upgrade Air Distribution & Controls	\$93,000		\$93,000
Commons–Partial Interior Renovation	\$75,000		\$75,000
Residence Halls A-F–Replace Floor Slabs, Sidewalks, & Stairs	\$118,000		\$118,000
<i>Improvements to meet ADA</i>		\$54,000	
<i>University Housing Repair</i>			\$34,000
<i>2022-23 Cost Escalation and Contingency Reserve</i>			\$0

APPENDIX D

FY2022-23 MAINTENANCE REPAIR AND RENOVATION PROJECTS

DRAFT for Nov 2022 BOG

R&R Allocation: \$60M

	Project Total per S.L. 2021-180	FY21-22 \$60M	FY22-23 \$60M
Total	\$4,032,000	\$2,000,000	\$2,000,000
UNIVERSITY OF NORTH CAROLINA WILMINGTON		\$2,949,049	\$2,958,745
West Side Energy Plant Modernization*	\$3,926,440	\$2,949,049	\$977,391
Wagoner/Hurst/Hamilton Roadways–Storm Water Refurbishment	\$2,500,000		\$1,361,354
Warehouse/Receiving–Replace Fire Alarm System	\$161,000		
Telecommunications–Replace Fire Alarm System	\$62,000		
Kenan Auditorium–Fire/Life Safety Improvements	\$75,000		
Isaac Bear Bldg.–Fire Sprinkler	\$410,000		
Alderman Hall–Replace Windows	\$280,000		\$620,000
2022-23 Cost Escalation and Contingency Reserve			\$0
Total	\$7,414,440	\$2,949,049	\$2,958,745
WESTERN CAROLINA UNIVERSITY		\$2,355,889	\$2,382,997
HFR Building–Roof Replacement	\$660,000	\$660,000	\$1,000,000
Campus-Wide Fire Alarm System Upgrades*	\$300,000	\$150,000	\$150,000
Reid Building–Gym Floor Replacement	\$275,000	\$275,000	
Undersized Water Main Replacements/Non-Functioning Valves/Upgrade Lines*	\$3,000,000	\$1,000,000	
Facilities Management Building–Roof Replacement	\$193,000		
Highlands Biological Station–Structural Repairs	\$250,000		\$250,000
Ramsey Activities Center–Elevator Replacement	\$250,000	\$250,000	
HFR Building–Chiller Replacement	\$200,000		\$503,886
Old Student Union–Foundation & Exterior Repair	\$450,000		
Hunter Library–Cooling Tower Replacement	\$175,000		\$500,000
Campus-Wide Egress Lighting/Exit Light Replacement	\$100,000		
2021-22 Cost Escalation and Contingency Reserve (allocated to HFR Building–Chiller Replacement)		\$20,889	
2022-23 Cost Escalation and Contingency Reserve			\$0
Total	\$5,853,000	\$2,355,889	\$2,403,886
WINSTON-SALEM STATE UNIVERSITY		\$2,000,000	\$2,000,000
Computer Science–Roof Repair	\$120,000	\$120,000	
Gaines Complex–Roof Replacement	\$660,000	\$160,000	\$500,000
Computer Science–Exterior Wall Repairs	\$110,000	\$110,000	
W.B. Atkinson–Exterior Wall Repairs	\$125,000	\$125,000	
Elva Jones Computer Science–HVAC Upgrades/BAS Controls Replacement	\$1,450,000		\$500,000
O’Kelly Library–Upgrade HVAC Make-Up Air System	\$375,000	\$375,000	
1600 Lowery St.–Add Fire Alarm System	\$125,000	\$125,000	
Campus-Wide Fire Alarm System Upgrades	\$750,000		\$750,000
R.J. Reynolds–Roof Replacement	\$205,000	\$205,000	
Coltrane Hall–Exterior Wall Repairs/Door & Window Replacement	\$275,000	\$275,000	
O’Kelly Library–Upgrade Electrical System	\$250,000		\$255,000
Coltrane Hall Roof Replacement		\$500,000	
2021-22 Cost Escalation and Contingency Reserve (allocated to O’Kelly Library–Upgrade Electrical System)		\$5,000	
2022-23 Cost Escalation and Contingency Reserve			\$0
Total	\$4,445,000	\$2,000,000	\$2,005,000
SYSTEM OFFICE		\$1,500,000	\$1,500,000
PBS-NC			
Replace underground supply and return piping for Main Building		\$130,000	
Halon System replacement/abatement			\$306,875
PBS NC Physical Security Improvements			\$253,000
Total	\$0	\$130,000	\$559,875
NORTH CAROLINA ARBORETUM			
Replace Operations Center Roof		\$200,000	
Baker Visitor Center Heat Pump Replacement		\$70,000	
Baker Visitor Center Heat Pump Renovation		\$200,000	
Fire Alarm System Replacement		\$150,000	
Replace Education Center Roof			\$520,000
Total	\$0	\$620,000	\$520,000
UNC System 2022-23 Cost Escalation and Contingency Reserve		\$749,999	\$420,125
TOTAL OF FY2022-23 MINOR R&R PROJECTS	\$135,707,433	\$60,000,000	\$60,000,000
ALLOCATION OF FY21-22 COST ESCALATION AND CONTINGENCY RESERVE			\$25,889
GRAND TOTAL OF FY2022-23 MINOR R&R PROJECTS INCLUDING CONTINGENCY RESERVE			\$60,025,889

LEGEND

Project has been completed.

* Project will be phased over multiple years.

** Project will be completed with other funding.

ADDITIONAL NOTES

¹ NC State has combined the following projects into a single project: Research Building III–HVAC Upgrades 1, Research Building I–AHU Replacement, and Research Building IV–HVAC Upgrade.

² NC State has combined the following projects into a single project: Morrill Drive Domestic Water Line Replacement and Campus-Wide Domestic Water

³ UNC Pembroke has completed the Jones Auxiliary Gym project. 2021-22 R&R funding will complete the project.

Exceeding the Policy Limit on Nonresident Freshman Enrollment – North Carolina Agricultural and Technical State University

Fall 2022 enrollment indicates that North Carolina Agricultural and Technical State University has nonresident first-time undergraduate enrollment – for two consecutive years – that exceeds the cap, an over-enrollment of 171 nonresident students. Section 700.1.3 of the UNC Policy Manual, *Policy on Non-Resident Undergraduate Enrollment*, as shown below, requires a budgetary adjustment at the institution.

Effective with the fall semester 2022, the following caps are established for students classified as nonresidents for tuition purposes in the fall first-time undergraduate class. The cap shall be equal to the percentage of the total number of first-time undergraduate students enrolled in the fall of the prior academic year.

- A. The cap shall be 18 percent for Appalachian State University, East Carolina University, NC State University, University of North Carolina Asheville, University of North Carolina at Chapel Hill, University of North Carolina at Charlotte, The University of North Carolina at Greensboro, The University of North Carolina at Pembroke, University of North Carolina Wilmington, and Western Carolina University.
- B. The cap shall be 25 percent for Fayetteville State University and Winston-Salem State University.
- C. The cap shall be 35 percent for North Carolina Agricultural and Technical State University¹ and North Carolina Central University.
- D. The cap shall be 50 percent for Elizabeth City State University.

Any constituent institution that exceeds their nonresident enrollment cap prescribed in section II., above, for two consecutive fiscal years shall have its State operating budget reduced. This reduction shall be made in the second fiscal year in which the two consecutive fiscal year condition is violated; the reduction shall be made, on a non-recurring basis, immediately after the Board of Governors reviews final fall semester enrollment figures. The budget reduction shall be based on the number of non-resident students for tuition purposes in the entering fall first-time class enrolled in excess of the specified institutional percent limitation and the established method used for calculating the operating requirements for regular term enrollment changes.

¹Does not include undergraduate engineering students enrolled at North Carolina A&T State University per Board of Governors action, January 11, 2002

APPENDIX E

The required budget adjustment and first-time undergraduate enrollment information follows:

First-Time Undergraduate Enrollment for N.C. A&T State University								
Fall 2021 Census Enrollment			Fall 2022 Census Enrollment			Fall Out-of-State Cap based on Fall 2021 Cohort		
In-State	Out-of-State	Total	In-State	Out-of-State	Total	Allowable Percentage	Actual Percentage	Enrollment Exceeding Cap
1,942	811	2,753	1,762	1,134	2,896	35%	41%	171

For the 2022-23 fiscal year, the budget for N.C. A&T State University will be reduced by \$1,976,546 pursuant to Board of Governors Policy 700.1.3. It is recommended that the funds be reallocated to the Board's UNC Need-Based Grant Financial Aid Program for resident undergraduate students.

Capital Improvement Projects – North Carolina State University, University of North Carolina at Chapel Hill, and University of North Carolina at Charlotte

ISSUE OVERVIEW

University of North Carolina System institutions are required to request authority from the Board of Governors of the University of North Carolina System to proceed with non-appropriated projects using available funds (non-general funds). Non-appropriated capital projects are funded by the institution and include the construction, repair, or renovation of facilities such as residence halls, dining facilities, research buildings, athletic facilities, and student health buildings.

Three UNC System institutions have requested seven capital improvement projects: three new projects and four projects for increased authorization.

I. NEW PROJECTS

Institution/Project Title		Total Project Cost	Previous Authorization	Requested Authorization	Funding Source
University of North Carolina at Chapel Hill					
1.	Davis Library Café	\$3,500,000	\$0	\$3,500,000	Dining Receipts
<i>UNC-Chapel Hill Subtotal</i>		<i>\$3,500,000</i>	<i>\$0</i>	<i>\$3,500,000</i>	
University of North Carolina at Charlotte					
2.	Cameron Roof and Windows Replacement	\$2,500,000	\$0	\$2,500,000	Carry-forward
3.	Roof Replacements - Multiple Buildings	\$2,300,000	\$0	\$2,300,000	Carry-forward
<i>UNCC Subtotal</i>		<i>\$4,800,000</i>	<i>\$0</i>	<i>\$4,800,000</i>	
Grand Total		\$8,300,000	\$0	\$8,300,000	

II. INCREASED AUTHORIZATION

Institution/Project Title		Total Project Cost	Previous Authorization	Requested Authorization	Funding Source
NC State University					
4.	Brooks Hall Renovation – Phase 1	\$2,495,324	\$1,875,000	\$620,324	SCIF (75.1%)/ F&A (21.2%)/ R&R (3.7%)
5.	Centennial Campus Plaza	\$2,550,000	\$2,000,000	\$550,000	Donations and Gifts
6.	Structural Repairs – Mann Hall	\$8,000,000	\$7,000,000	\$1,000,000	Carry-forward (50%)/ F&A (50%)
7.	Women’s Basketball Locker Room Renovation - Reynolds	\$1,000,000	\$500,000	\$500,000	Athletic Receipts
<i>NC State Subtotal</i>		<i>\$14,045,324</i>	<i>\$11,375,000</i>	<i>\$2,670,324</i>	
Grand Total		\$14,045,324	\$11,375,000	\$2,670,324	

APPENDIX F

RECOMMENDATION

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

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

III. REPORTING

The following projects are being reported to the Board of Governors and Fiscal Research Division in compliance with GS 143C-8-13 (d) which permits Chancellors to authorize Repairs and Renovation projects less than \$600,000 in thirteen allowable categories.

Institution/Project Title		Amount	Fund Source	R&R Category
University of North Carolina at Charlotte				
1.	Hickory Residence Hall Repairs	\$430,000	Housing Trust Funds	(4) Repairs to or installation of new electrical, plumbing, and heating, ventilating, and air-conditioning systems

200.6
 Adopted 11/13/06
 Amended 06/08/07
 Amended 04/08/11
 Amended 08/10/12
 Amended 10/11/12
 Amended 07/29/16
 Amended 10/14/16
 Amended 05/22/19
 Amended 11/19/20
 Amended 05/27/21
 Technical Corrections 09/22/21
 Technical Correction 01/13/22
 Amended 04/07/22
 Amended 11/17/22

Policy on Delegation of Authority to the President

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

A. Human Resources

1. Authority to establish and administer a human resources program for employees exempt from the North Carolina Human Resources Act.ⁱⁱ

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

b. The president may approve management flexibility plans for special responsibility constituent institutions and may delegate limited authority for human resources actions to constituent institutions that are not authorized as special responsibility constituent institutions.^{iv}

c. Notwithstanding the above provisions, unless otherwise delegated:

(1) The Board of Governors shall retain authority over the appointments, compensation, and salary adjustments for: the president; the chancellors of the constituent institutions, except as provided in paragraph F. of this policy; the chief executive officer of the UNC Health Care System; and the chief executive officer of the UNC Center for Public Media.^v

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

APPENDIX G

(3) The Board of Governors shall retain authority over non-promotional^{vii} salary increases for Tier I Senior Academic and Administrative Officers of the constituent institutions that both exceed 10 percent of the June 30 base salary as of the most recent fiscal year and exceed the 75th percentile of the applicable salary range.

(4) The president shall consult with the Board's Committee on University Personnel on appointments, compensation, and salary adjustments for the senior officers of the UNC System Office who report directly to the president.

(5) The president shall consult with the chair of the Committee on University Personnel and may then approve an emergency retention salary increase for a Tier I Senior Academic and Administrative Officer of the constituent institutions in lieu of any required pre-approval by the Committee as set forth in section I.A.1.C. of this policy when necessary to avoid loss of any key senior officer to an external offer of employment. The details of such an action shall be reported to the committee at its next regularly scheduled meeting.

d. Based on demonstrated institutional need and research activity, the president may authorize constituent institutions with special authority to directly create and/or modify EHRA non-faculty instructional, research, and information technology (IRIT) positions in accordance with UNC System Office classification procedures and guidelines. All such positions must fall within salary ranges established by the UNC System Office.

e. All other approvals for human resources actions are delegated to the President, who may further delegate actions to the boards of trustees for the constituent institutions or the boards of trustees may further delegate such actions to the chancellors as provided in Section 600.3.4 of the UNC Policy Manual.

2. Authority to approve all actions relating to the administration of the Optional Retirement Program^{viii} and the Phased Retirement Program.^{ix}

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

B. Governance

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

2. The authority to settle potential or pending litigation by or against a constituent institution or the University of North Carolina System, if the settlement is solely for monetary relief and the amount the University is to pay pursuant to the settlement is less

APPENDIX G

than \$250,000 or, if the University is to receive a payment, the amount the University claimed is less than \$250,000.^{xi}

3. Authority to approve the political activities of employees of the UNC System who are candidates for or serving in public office.^{xii}

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

D. Real Property and Capital Improvement Projects

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

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

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

The president's authority may be exercised on behalf of the UNC System Office, affiliated entities, or the constituent institutions in the president's discretion.^{xiii}

2. Authority to approve capital improvement projects funded entirely with non-General Fund or non-State Capital and Infrastructure Fund money^{xiv} that are projected to cost less than \$750,000.^{xv}

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

4. Authority to administer and execute design and construction contracts for capital improvement projects, requiring the estimated expenditure of public money of \$4,000,000 or less. This authority may be exercised on behalf of the UNC System Office, affiliates, or the constituent institutions at the president's discretion.^{xvi}

5. Authority to approve an increase of up to 10 percent of the cumulative value of an originally-awarded construction contract for a System Office, affiliate, or constituent institution capital improvement project previously authorized by the Board of Governors.^{xvii}

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

E. Institutional Trust Funds. Authority to delegate to the chancellors management of institutional trust funds.^{xix}

F. Chancellors' Incentive Compensation Program

1. Authority to establish and implement an incentive compensation program to provide the president an opportunity to award performance-based compensation to the chancellors.
2. Authority to grant performance-based compensation awards to the chancellors as provided under the incentive compensation program. Awards granted under this authority shall be one-time payments per year, cannot exceed 20 percent of the chancellor's base salary, and are the responsibility of the constituent institution to fund.
3. Authority to modify the incentive compensation program as necessary to maintain alignment between performance goals established by the Board of Governors for the president and those established by the president for the chancellors.

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

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

IV. Other Matters

- A. **Effective Date.** The requirements of this policy shall be effective on the date of adoption of this policy by the Board of Governors.
- B. **Relation to State Laws.** The foregoing policy as adopted by the Board of Governors is meant to supplement, and does not purport to supplant or modify, those statutory enactments which may govern or relate to the subject matter of this policy.
- C. **Regulations and Guidelines.** This policy shall be implemented and applied in accordance with such regulations and guidelines as may be adopted from time to time by the president.

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

ⁱⁱG.S., Chapter 126.

ⁱⁱⁱSections 300.1.1, 300.1.2, and 300.2 of the UNC Policy Manual.

^{iv}Section 600.3.4 of the UNC Policy Manual.

^vSection 500 of *The Code*; Sections 300.1.1 and 1200.1 of the UNC Policy Manual; and G.S. 116-37(c) and 37.1(c). The use of "UNC Center for Public Media" in the statute refers to PBS North Carolina.

^{vi}Section 1100.3 of the UNC Policy Manual.

^{vii}For the purposes of this policy, the term “non-promotional” means salary actions that do not relate to assuming an entirely new position but rather adjusting the salary of the existing position for reasons such as labor market, equity, retention, additional duties, reclassification, and other permitted miscellaneous reasons.

^{viii}G.S.135-5.1

^{ix}Section 300.7.2 of the UNC Policy Manual.

^xSection 200.5 of the UNC Policy Manual.

^{xi}Section 200.5 of the UNC Policy Manual.

^{xii} Sections 300.5.1 and 300.5.2 of the UNC Policy Manual.

^{xiii}The Board of Governors may delegate additional authority to the president or boards of trustees for real property transactions consistent with Sections 600.1.3 and 600.1.3[R] of the UNC Policy Manual.

^{xiv}This delegation shall be interpreted consistent with G.S. 143C-8-12.

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

^{xvi} Section 600.1.1 of the UNC Policy Manual. This delegation shall be interpreted consistent with G.S. 116-31.11.

This delegation may be further delegated.

^{xvii} Section 600.1.1 of the UNC Policy Manual

^{xviii} Section 600.1.1 of the UNC Policy Manual

^{xix}Sections 600.2.4 and 600.2.4.1 of the UNC Policy Manual.

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

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

Additionally, G.S. 116-31.11 delegates to the Board of Governors the authority for the administration of design and construction contracts with regard to the construction, or renovation of buildings, utilities, and other property developments requiring the estimated expenditure of public money of \$4,000,000 or less. This authority includes the negotiation of fees for all design contracts and the supervision and letting of construction and design contracts, the establishment of procedures in performance of those responsibilities, and specific reporting requirements to the State Building Commission. The Board is also authorized to delegate its authority to constituent institutions and affiliates of the University of North Carolina if a constituent institution or affiliate is qualified under guidelines developed in consultation with the director of the budget and the State Building Commission.

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

II. Approval and Administration of Certain Capital Improvement Projects

A. General Delegations of Authority to the President and Boards of Trustees for Approval of Certain Capital Improvement Projects Pursuant to G.S. 143C-8-12.

1. The Board of Governors delegates to the president and the boards of trustees the power to approve capital improvement projects that are funded entirely with non-General Fund or non-State Capital and Infrastructure Fund money with a total project budget of less than \$750,000.¹ The president's authority may be exercised on behalf of the UNC System Office, affiliates, or the constituent institutions in the president's discretion. Capital improvement projects that are funded entirely with non-General Fund or non-State Capital and Infrastructure Fund money with a total project budget of \$750,000 or more must be approved by the Board of Governors.

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

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3. The Board of Governors delegates to the president the authority to approve an increase of up to 10 percent of the cumulative value of an originally-awarded construction contract for a System Office, affiliate, or constituent institution capital improvement project previously authorized by the Board of Governors.

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

B. General Delegation of Authority to the President and Boards of Trustees for the Administration of Design and Construction of Certain Capital Improvement Projects Using Public Money.

1. In accordance with The UNC Policy Manual, Appendix 1, Para. VI, the Board of Governors delegates to the boards of trustees, subject to policies of the Board of Governors and all legal requirements relative to the construction of state -owned buildings, the responsibility for the following matters concerning campus capital construction projects which have been approved by the Board of Governors and authorized by the State of North Carolina: (1) the selection of architects or engineers for buildings and improvements requiring such professional services; (2) the approval of building sites; (3) the approval of plans and specifications; and (4) the final acceptance of completed buildings and projects. Consistent with UNC Policy 200.1, the president has authority to execute design and construction contracts for capital improvement projects; this authority may be delegated.

2. The Board of Governors delegates to the president the authority for the administration of design and construction contracts for capital improvement projects, which have been approved by the Board of Governors and authorized by the State of North Carolina, requiring the estimated expenditure of public money of \$4,000,000 or less. The president's authority may be exercised on behalf of the UNC System Office, affiliates, or the constituent institutions in the president's discretion, subject to G.S. § 116-31.11.

3. The Board of Governors delegates to the board of trustees the authority for the administration of constituent institution design and construction contracts of capital improvement projects, which have been approved by the Board of Governors and authorized by the State of North Carolina, requiring the estimated expenditure of public money less than \$750,000.

C. Additional Delegations of Authority to the Boards of Trustees for Administration of Capital Improvement Projects.

1.. Upon request by the board of trustees of a constituent institution and with the recommendation of the president, the Board of Governors may delegate to the board of trustees of a constituent institution additional authority to administer capital

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improvement projects funded with public money that are projected to cost less than \$2,000,000.³

2. The senior vice president for finance and administration, in consultation with the senior vice president and general counsel, shall establish the process by which a constituent institution may request and maintain delegated authority consistent with G.S. 116.31.11 and other relevant state law. The minimum criteria a constituent institution must meet to receive and maintain authorization from the Board of Governors shall include, but not be limited to, the following:

a. The constituent institution demonstrates it has the administrative, technical, and support resources necessary to properly administer capital projects in compliance with the General Statutes of North Carolina, State Construction Office requirements, and UNC System Office standards.

b. The chancellor has certified in writing that the constituent institution will maintain the administrative, technical, and support resources necessary to properly administer capital projects in compliance with the General Statutes of North Carolina, State Construction Office requirements, and UNC System Office standards.

c. The constituent institution has an architect or engineer licensed in the State of North Carolina in a minimum of two key management positions. At a minimum, the associate vice chancellor over design and construction of capital projects or equivalent shall be a registered architect or licensed engineer in the State of North Carolina with substantial experience in managing capital improvement projects. The requirements for professional licensure or registration may be waived if the key personnel have comparable certifications, education, training, and work experience.

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

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

Constituent institutions will be reviewed for re-authorization under this section on a periodic basis, to be established by the senior vice president for finance and administration, but not less than every three years.

3. The president or the Board of Governors may revoke or suspend the additional delegated authority of a constituent institution for any reason in its sole discretion. Once authority has been revoked or suspended all future capital improvement projects for the institution involved shall be completed in accordance with the General Statutes of North Carolina and the general delegations of authority provided for in section II.B of this policy. In addition to the foregoing, the additional delegated authority for the administration of

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capital improvement projects shall be immediately suspended if the position for the associate vice chancellor over design and construction (or equivalent position) becomes vacant. Newly established capital projects shall be administered under the general delegated authority while the position is vacant. The additional delegated authority will be reinstated when the position is filled consistent with II.C.2.c of this Policy.

III. Construction Delivery Method Reporting Requirement. In accordance with G.S. 143-133.1, constituent institutions that contract with a construction manager at risk, designer-builder, or private developer under a public-private partnership shall report to the System Office (in a manner prescribed by the president or the president's designee) the following information within 60 days of award for contracts utilizing such alternative delivery methods:

- A. A detailed explanation of the reason why the particular construction manager at risk, design-builder, or private developer was selected;
- B. The terms of the contract with the construction manager at risk, design-builder, or private developer;
- C. A list of all other firms considered but not selected as the construction manager at risk, design-builder, or private developer;
- D. A report on the form of bidding utilized by the construction manager at risk, design-builder, or private developer on the project; and
- E. A detailed explanation of why the particular delivery method was used in lieu of the delivery methods identified in G.S. 143-128(a1) subdivisions (1) through (3) and the anticipated benefits to the public entity from using the particular delivery method.

The information shall be collectively reported annually to the Board for all projects awarded during the fiscal year and submitted with the annual report of the Committee on Budget and Finance.

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

V. Other Matters

- A. Effective Date. The requirements of this policy shall be effective on the date of adoption by the Board of Governors.
- B. Relation to Other Laws. This policy is designed to supplement and does not purport in any way to supplant or modify, those statutory enactments and rights which may govern capital improvement projects in the State of North Carolina.
- C. Regulations and Guidelines. This policy shall be implemented and applied in accordance with such regulations and guidelines as may be adopted by the president.

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

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

³See endnote 1, above.

THE CODE

Appendix 1 -

DELEGATIONS OF DUTY AND AUTHORITY TO BOARDS OF TRUSTEES

Pursuant to authority vested in it by the General Statutes (G.S.), and consistent with the provisions of *The Code of the University of North Carolina (The Code)*, the Board of Governors hereby delegates to the boards of trustees of the constituent institutions of the University of North Carolina System the following duties and powers:

I. ACADEMIC AND ADMINISTRATIVE PERSONNEL

A. Appointment and Compensation

1. Upon recommendation of the chancellor, the board of trustees of a special responsibility constituent institution with management flexibility for personnel appointments shall, for all positions exempt from the North Carolina Human Resources Act except the position of the chancellor, appoint, promote, and set the compensation for such employees consistent with the policies and salary ranges set by the Board of Governors and the regulations and guidelines established by the Office of the President.

2. Personnel actions at a constituent institution, other than a special responsibility constituent institution with management flexibility, shall be governed as follows:

a. With respect to all faculty positions with permanent tenure and all senior administrative positions, namely vice chancellors, provosts, deans and directors of major educational and public service activities, the chancellor, following consultation with the board of trustees, shall forward to the president recommendations with respect to such appointments, promotions, and compensation; if the president concurs in such recommendations, the president shall forward them to the Board of Governors for approval. Notwithstanding the requirements of this paragraph, a board of trustees may promote in rank a faculty member with permanent tenure, upon the recommendation of the chancellor, and without approval by the Board of Governors.

b. With respect to all faculty and administrative positions other than those identified in subparagraph 2.a., above, and other than those subject to the North Carolina Human Resources Act, the chancellor shall forward the chancellor's recommendations for appointment, promotion, and compensation to the board of trustees; subject to applicable provisions of *The Code* and to such policies as may be established by the Board of Governors, the action of the board of trustees with respect to such personnel actions shall be final.

B. Discharge or Suspension

Subject to regulations of the board of trustees and consistent with applicable policies of the Board of Governors, all discharges or suspensions of faculty members and administrative personnel, other than those subject to the North Carolina Human Resources Act, shall be effected by the

chancellor. A discharged or suspended employee shall have such rights of appeal from the action of the chancellor as may be prescribed by *The Code*, policies of the Board of Governors, or regulations of the board of trustees.

C. Personnel Policies

The board of trustees may adopt personnel policies not otherwise prescribed by state law, *The Code*, or policies of the Board of Governors, for personnel in all categories of university employment. Policies adopted by a board of trustees regarding academic tenure and promotion shall be effective upon review by the senior vice president for academic affairs and the vice president and general counsel and approved by the president.

D. Chancellor Selection

In the event of a vacancy in the chancellorship, the board of trustees shall establish, in consultation with the president, a search committee composed of representatives of the board of trustees, the faculty, the student body, staff, the alumni, the local community, and other campus constituencies as may be appropriate. Upon the establishment of the search committee, the chair of the board of trustees, in consultation with the president shall establish a budget and identify staff for the committee.

The search committee, through the chair of the board of trustees, shall make a preliminary report to the president when the committee is preparing a schedule of initial interviews. At the completion of the campus interview process, the search committee shall recommend an unranked slate of no fewer than two candidates to the trustees for consideration.

The board of trustees, following receipt of the report of the search committee, shall, subject to the direction of the president, recommend an unranked slate of no fewer than two candidates for consideration by the president in designating a nominee for the chancellorship for approval by the Board of Governors.

II. ACADEMIC PROGRAM

The board of trustees shall be responsible for ensuring the institution's compliance with the educational, research, and public service roles assigned to it by the Board of Governors, either by express directive or by promulgated long-range plans of the Board of Governors.

III. ACADEMIC DEGREES AND GRADING

Subject to authorization by the Board of Governors of the nature and general content of specific degree programs which may be offered by an institution, each institution shall determine whether an individual student shall be entitled to receipt of a particular degree. Each institution also shall determine what grade a student will be assigned in a particular course. No appeal from any of these decisions or any other academic determination is allowable to the president or to the Board of Governors.

IV. HONORARY DEGREES, AWARDS AND DISTINCTIONS

The board of trustees shall be responsible for approving the names of all individuals on whom it is proposed that an honorary degree or other honorary or memorial distinction be conferred by the institution, subject to such policies as may be established by the Board of Governors.

V. BUDGET DEVELOPMENT AND ADMINISTRATION

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On an annual basis, the board of trustees shall approve a comprehensive, “all-funds” budget of the constituent institution for the upcoming fiscal year. The budget shall reflect estimated General Fund, Institutional Trust Fund, and other revenues and expenditures as defined by and in a manner prescribed by the president or the president’s designee. The board of trustees’ approval of a constituent institution all-funds budget shall not be delegated and shall be made by the full board of trustees.

The board of trustees shall advise the chancellor with respect to the development, execution, and administration of the budget of the constituent institution, consistent with actions by the General Assembly and the Board of Governors.

VI. PROPERTY AND BUILDINGS

The board of trustees of a constituent institution shall be responsible, subject to policies of the Board of Governors and all legal requirements relative to the construction of state-owned buildings, for the following matters concerning campus capital construction projects which have been approved by the Board of Governors and authorized by the state of North Carolina: (1) the selection of architects or engineers for buildings and improvements requiring such professional services; (2) the approval of building sites; (3) the approval of plans and specifications; and (4) the final acceptance of all completed buildings and projects.¹

The board of trustees of a constituent institution shall have the authority to approve capital improvement projects that are funded entirely with non-General Fund or non-State Capital and Infrastructure Fund money with a total project budget of less than \$750,000.

The board of trustees of a constituent institution shall have 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. Unless otherwise indicated by the Board of Governors, this delegation of authority to boards of trustees to approve advance planning efforts shall not be further delegated.

The board of trustees of a constituent institution shall have the authority for the administration of constituent institution design and construction contracts for capital improvement projects, which have been approved by the Board of Governors and authorized by the State of North Carolina, requiring the estimated expenditure of public money less than \$750,000.

Upon request by the board of trustees of a constituent institution and with the recommendation of the president, the Board of Governors may delegate to the board of trustees of a constituent institution additional authority to administer capital improvement projects funded with public money with a total project cost less than \$2,000,000¹.

The board of trustees shall be responsible to the Board of Governors for preparing and maintaining a master plan for the physical development of the institution, consistent with the total academic and service mission of the institution as defined and approved by the Board of Governors.

Any proposal involving the acquisition or disposition by an institution of any interest in real property shall be recommended by the board of trustees to and shall be approved by the Board of Governors; provided, that:

- a. If a proposal involves acquisition or disposition of any interest in real property other than a leasehold, the board of trustees may authorize such a transaction with a value less than \$500,000, and the president may authorize such a transaction with a value less than \$750,000, without obtaining approval of the Board of Governors; and
- b. If a proposal involves acquisition or disposition of a leasehold interest in real property, the

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board of trustees may authorize such a transaction with an annual value less than \$500,000 and a term of not more than 10 years, and the president may authorize such a transaction with annual value less than \$750,000 and a term of not more than 10 years, without obtaining approval of the Board of Governors;² and

- c. If the president or a board of trustees of a constituent institution has been delegated additional authority by the Board of Governors to do so under Section 600.1.3 of the UNC Policy Manual, the president or board of trustees of a constituent institution may authorize acquisition or disposition of an interest in real property with a value greater than that listed in paragraphs (a) and (b), above, without obtaining approval of the Board of Governors.

The Board of Governors, under circumstances which it considers appropriate and following notice from it to the board of trustees, may take action necessary to effect the acquisition or disposition of an interest in real property which is related to or which affects the institution, without receipt of a recommendation from the board of trustees.³

All delegations of authority in this section are subject to any necessary authorizations and approvals from state officials and agencies.

VII. ENDOWMENTS AND TRUST FUNDS

Subject to applicable provisions of state law and to such terms and conditions as may be prescribed from time to time by the Board of Governors, each board of trustees shall be responsible for the preservation, maintenance, and management of all properties, both real and personal, funds and other things of value which, either separately or in combination, constitute all or any part of the authorized endowment or trust funds, either currently in existence or to be established in the future, for the benefit of the individual constituent institution. [See G.S. 116-11(2); 116-12; 116-36; 116-36.1; 116-36.2]

VIII. ADMISSIONS

Subject to such enrollment levels and minimum general criteria for admission as may be established for a constituent institution by the Board of Governors, each constituent institution of the University of North Carolina System shall establish admissions policies and resolve individual admission questions for all schools and divisions within the institution. No appeal concerning an individual admission case shall lie beyond the institutional board of trustees.

IX. TUITION, FEES, AND DEPOSITS

A. General Authority of Boards of Trustees

The boards of trustees of the constituent institutions other than the board of the North Carolina School of Science and Mathematics shall cause to be collected from each student, at the beginning of each semester, quarter, or term, such tuition, fees, and other amounts necessary to pay other expenses for the term, as have been approved by the Board of Governors. [See G.S. 116-11(7) and G.S. 116-143]

B. Tuition and Fee Deposits

Each board of trustees shall require the payment of such advance deposits, at such times and under such conditions as it determines are appropriate or as may be required by state law or by the Board of Governors. [See G.S. 116-143]

C. Application Fee

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Each board of trustees shall require the payment of such nonrefundable application fees, in connection with each application for admission, as may be required by state law or by the Board of Governors. [See G.S. 116-143]

D. Acceptance of Obligations in Lieu of Cash

Subject to policies prescribed by the Board of Governors, the boards of trustees shall establish regulations concerning the acceptance of obligations of students, together with such collateral or security as may be deemed necessary or proper, in lieu of cash, in payment of tuition and fees. [See G.S. 116-143]

E. Fee Recommendations

Subject to policies prescribed by the Board of Governors, each board of trustees, in consultation with the chancellor, shall recommend to the president the amounts to be charged at the constituent institution for application, athletics, health services, student activities, educational and technology, retirement of debt incurred for capital improvements projects authorized by the General Assembly, course, and special fees. In carrying out this responsibility, each board of trustees and the chancellor shall ascertain that the benefits of the activity or service are commensurate with the recommended fee which is required to support the activity or service. Recommended fees should be consistent with the philosophy set forth in the North Carolina Constitution which states that the benefits of the University of North Carolina System should be extended to the people of the state free of expense, as far as practicable.

X. STUDENT FINANCIAL AID

All scholarships and other forms of financial aid to students which are limited in their application to or are supported from sources generated by an individual campus shall be administered by the constituent institution pursuant to such regulations as may be prescribed by the board of trustees and subject to the terms of any applicable laws and to policies of the Board of Governors.

XI. STUDENT SERVICES

Each board of trustees, upon recommendation of the chancellor, shall determine the type, level, and extent of student services (such as health care, athletic programs, and counseling) to be maintained for the benefit of students at the institution, subject to general provisions concerning types and levels of student services as may be prescribed by the Board of Governors.

XII. STUDENT ACTIVITIES AND GOVERNMENT

Under such policies as may be prescribed by the Board of Governors and the board of trustees, the chancellor shall be responsible for the regulation and approval of organized, institutionally recognized student activities, the definition of roles and functions of any institutionally recognized system of student self-government and student participation in the governance of any aspect of the institutional programs and services. No appeal concerning such activities are allowable to the president or to the Board of Governors.

XIII. INTERCOLLEGIATE ATHLETICS

Subject to such policies as may be prescribed by the Board of Governors and the board of trustees, the chancellor shall be responsible for the establishment and supervision of the institution's program of intercollegiate athletics.

XIV. TRAFFIC AND PARKING REGULATIONS⁴

XV. CAMPUS SECURITY

Subject to applicable provisions of state law and such policies as may be adopted by the Board of Governors or the board of trustees, the chancellor shall be responsible for the maintenance of campus security

XVI. Pursuant to applicable provisions of state law and policies of the Board of Governors, the boards of trustees of affected constituent institutions shall have authority and responsibility for the adoption of policies applicable to and the control and supervision of campus electric power plants and water and sewer systems, other utilities and facilities [G.S. 116-35], and child development centers [G.S. 116-38].

¹See Section 600.1.1 of the UNC Policy Manual for additional detail.

²The value of an interest in real property shall, with respect to a leasehold interest, be deemed the annual rental value thereof.

³Board of trustees are authorized to delegate to the respective chancellors the power to authorize for the institutions the acquisition or disposition of any interest in real property valued at less than \$50,000, subject to any necessary approval from state officials and agencies, in accordance with Section 600.1.3 of the UNC Policy Manual.

⁴Legislation adopted by the 1973 session of the General Assembly, on recommendation of the Board of Governors, gave the boards of trustees broad authority in this area and superseded the authority originally granted in this paragraph; hence it is omitted here. [See G.S. 116-44.3, *et. seq.*]

The UNC Policy Manual
400.1.5
Adopted 01/08/93
Amended 09/08/06
Amended 07/01/07
Amended 01/11/13
Amended 01/26/18
Amended 12/17/20
Amended 11/17/22

Policy on Fostering Undergraduate Student Success

I. Purpose. The University of North Carolina (UNC) System’s policies on student success adopted by the Board of Governors direct constituent institutions to:

- A. Set academic progress and degree attainment as primary outcomes;
- B. Promote academic quality, rigor, and integrity; and
- C. Make possible “seamless” educational opportunities across the UNC System constituent institutions, with the North Carolina Community College System (NCCCS), and early college high schools.

Improving retention, graduation rates, and time to degree are important aspects of such policies. However, the Board of Governors also recognizes that students come into the system from a number of different life circumstances and their paths to success vary accordingly. Policies, therefore, set parameters within which a constituent institution can best meet the needs of these diverse student populations.

II. University-Wide Policies

A. The Board of Governors has adopted the following policies for all institutions comprising the University of North Carolina System except the North Carolina School of Science and Mathematics.¹

- 1. Constituent institutions will require no more than 120 semester credit hours for a four-year baccalaureate degree program unless an exception is granted by a board of trustees as described in Section 400.1.5[R] of the UNC Policy Manual.
- 2. Constituent institutions will follow the credit hour limits for five-year baccalaureate degree programs as described in Section 400.1.5[R] of the UNC Policy Manual.
- 3. Constituent institutions will develop academic policies within the regulations established by the UNC System on:
 - a. Satisfactory Academic Progress (SAP)
 - b. Course Adjustment Periods (“Drop/Add”)

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- c. Course Withdrawal
 - d. Grade Exclusion or Replacement
 - e. Minimum, Maximum, and Average Course Load
 - 4. Constituent institutions will establish a student success and support structure to review and to issue regular reports on:
 - a. Retention, academic progression, graduation, and time to degree;
 - b. Course scheduling as it relates to whether courses required for graduation are offered on a timely basis and with an adequate number of sections and seats;
 - c. Course offerings and grade requirements to assess if any undue additions to general education requirements exist or if such requirements unintentionally lengthen time to graduation; and
 - d. The academic advisement system to ensure students receive appropriate assistance in proceeding toward graduation in a timely manner.
 - 5. Constituent institutions will be compliant with Title IV regulations that define student eligibility for and receipt of federal financial aid.
 - 6. Constituent institutions will be compliant with the Comprehensive Articulation Agreement with the NCCCS and are encouraged to develop policies that promote seamless transfer among schools in the University of North Carolina System.
 - 7. The UNC System Office shall, in consultation with faculty and staff from the constituent institutions, establish and maintain a common course numbering system for undergraduate lower division courses, which shall be mapped to the unique course numbers used at each respective institution of higher education. The president shall approve regulations to describe and implement this common undergraduate course numbering system, which shall be established and operational by the 2022-23 academic year.
 - 8. UNC institutions will either (1) accept for transfer academic credit issued by regionally-accredited institutions for a student's participation in internships and academic programs managed by The Washington Center for Internships and Academic Seminars (TWC), or (2) enter into an agreement with TWC that provides that the UNC institution will issue academic credit for a student's participation in TWC internships and academic programs.
- B. These policies are designed to ensure that campus and system-wide policies and practices facilitate behaviors that support retention and timely graduation.

III. Other Matters

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

B. Relation to State Laws. The foregoing policy as adopted by the Board of Governors is meant to supplement, and does not purport to supplant or modify, those statutory enactments which may govern or relate to the subject matter of this policy.

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

¹The North Carolina School of Science and Mathematics shall track data on student attrition, completion rates of its high school curriculum, and high school graduation. See G.S. 116-235.

Policy on Non-Salary and Deferred Compensation**I. Non-salary Compensation**

A. Irrespective of the campus' status regarding management flexibility in personnel, all constituent institutions and the UNC System Office shall have a policy concerning the granting of non-salary compensation for all personnel exempt from the North Carolina Human Resources Act except for the chancellor and the president. The policy shall either provide specified non-salary compensation to a defined category of employees uniformly or shall require the appropriate approval by the board of trustees, Board of Governors chancellor, or president, respectively, and as provided in this policy, regarding non-salary compensation granted to an individual employee before non-salary compensation is provided.

B. Each policy that provides specified non-salary compensation to a defined category of employees shall set out what types of non-salary compensation the campus or UNC System Office will provide, and the criteria for awarding such compensation. The awarding of non-salary compensation may be based on any reason or reasons considered relevant to attracting or retaining a faculty and staff of the highest possible quality. Decisions concerning non-salary compensation shall not be based in whole or in part upon any of the protected statuses included in Section 103 of *The Code*.

C. The funding source for non-salary compensation shall not be state funds, and non-salary compensation may be provided directly by an associated foundation if permitted by policy. An exception permitting non-salary compensation to be funded from State funds may be approved by a board of trustees or the Board of Governors only when permitted by the Office of State Budget and Management (OSBM). Any club membership for an employee or the granting of special campus services or benefits must be job related, and the club must have a policy prohibiting discrimination against groups protected by federal and North Carolina law. Non-salary compensation shall be appropriately reported to federal and state tax agencies.

D. The hiring approval process may include payment of moving expenses in accordance with authority from the Office of State Budget and Management. The decision of whether to include payment of moving expenses in an employment offer may be delegated no lower than the provost/vice chancellor level or vice president level.

E. Provision of housing, when occupancy of the housing is required as a part of the job, reimbursement of professional- or work-related travel, and the provision of equipment to perform the work of the position, even if used at home, including computers, cellular phones, personal data assistants (PDA), pagers and similar work-related items, are permissible and are not considered "non-salary compensation" as used in this policy.

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F. Sign-on, Retention, and Performance-Based Bonus Compensation.¹ The Board of Governors delegates authority to the constituent institution boards of trustees to administer sign-on, retention, and performance-based bonus programs for employees exempt from most provisions of the North Carolina Human Resources Act. Equivalent authorities are granted at the direction of the president to administer such programs for UNC System Office employees exempt from most provisions of the North Carolina Human Resources Act.

1. A sign-on bonus may not exceed the lesser of \$25,000 or 20 percent of the annualized base salary of the new position without seeking the approval of the president or the president's designee.
2. A retention bonus may not exceed the lesser of \$25,000 or 20 percent of the employee's current base salary without seeking the approval of the president or the president's designee.
3. Performance-based bonus compensation awarded in a single fiscal year that exceeds either 20 percent of an individual employee's current base salary or \$50,000 must receive approval from the president and the Committee on University Personnel of the Board of Governors.
4. An employee may receive either a sign-on bonus or a retention bonus, but not both, within any 24-month period. The award of performance-based bonus compensation shall be administered independently from any sign-on or retention bonus program and shall be tied to an annual performance review for non-faculty employees and to the provisions of a written incentive compensation plan for covered faculty. Performance-based pay for clinical faculty is subject to the relevant approved clinical incentive pay plans and is exempt from these provisions. When applicable, and in accordance with Plan documents, performance-based bonus awards for Plan-eligible employees may be directed to an executive retirement plan administered by the UNC System Office, in lieu of a cash payment.
5. The boards of trustees may delegate authority to approve sign-on, retention, and/or performance-based bonuses to the chancellor and/or chancellor's designee(s) with the exclusion of such bonuses for Tier I SAAOs, which may not be delegated. For employees of the UNC System Office, the president has authority to approve sign-on, retention, and performance-based bonuses, including such bonuses for Tier I SAAOs.
6. Institutions may establish rules to require an employee to pay back all or part of sign-on or retention bonus payments already received if the employee separates from the institution fewer than 12 months after payment of the bonus award.
7. Bonuses may be provided using either state funds or non-state funds. For State funds, such use must be permissible under the policies of OSBM.
8. Institutions must establish specific procedures for reviewing and monitoring sign-on, retention, and performance-based bonuses.
9. The president may establish guidelines for periodic reporting on these bonus compensation programs.

II. Delayed or Deferred Salary/Compensation

A. The State of North Carolina and the University of North Carolina System offer employees options for deferred compensation and insurance. Unless expressly approved by the Board of Governors, constituent institutions and the UNC System Office may not provide any other employer-paid options for deferred compensation or other delayed compensation to its employees.

B. For purposes of this policy, delayed and deferred salary or compensation shall be broadly defined to include, but are not limited to, any employer payment or contribution paid (1) directly to an employee, (2) to the employee's account or plan, or (3) to a person acting in a capacity similar to a trustee for the employee, which is paid later than the regular or next subsequent payment cycle, except for an error that is promptly corrected upon discovery. Delayed and deferred salary/compensation also includes traditional 457 deferred compensation plans, any retirement plans or accounts, annuities, and life insurance accumulating any cash value. Delayed and deferred compensation also include both tax qualified and non-qualified plans, and any other similar form of payment, whether tax sheltered or not.

C. This policy does not prohibit a campus from making any permitted employer contribution to the Optional Retirement Program or the Teachers' and State Employees' Retirement System.

III. Non-Salary or Deferred Compensation of Chancellors and President. Other than a state provided car or a car of comparable value, a chancellor's or the president's residence as provided for in Section 300.1.5 of the UNC Policy Manual, work related club memberships, reimbursement of moving expenses upon initial employment as a chancellor or president, and benefits uniformly provided to all employees exempt from the North Carolina Human Resources Act, only the Board of Governors may approve non-salary or deferred compensation for a chancellor or the president. The funding source for non-salary compensation for a chancellor or the president, other than that specified in this paragraph, shall not be state funds, but an exception may be approved by the Board of Governors. Club memberships may never be paid using State funds.

IV. Employees Exempt from this Policy. Members of faculty medical practice plans, such as physicians, dentists, and veterinarians, are exempt from this policy. Athletic directors and head coaches remain subject to Section 1100.3 of the UNC Policy Manual and are exempt from this policy.

V. Review and Approval. Campus policies on non-salary and delayed/deferred salary/compensation must be submitted as a part of the campus request for management flexibility to appoint and fix compensation. Campuses already granted management flexibility in personnel shall submit their policies to the UNC System Office for review. Subsequent changes to the policies must be submitted for review by the UNC System Office prior to submission to the campus board of Trustees for approval. In some cases, policies with extensive revisions will be reconsidered by the Committee on University Personnel of the Board of Governors.

VI. Other Matters

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

APPENDIX K

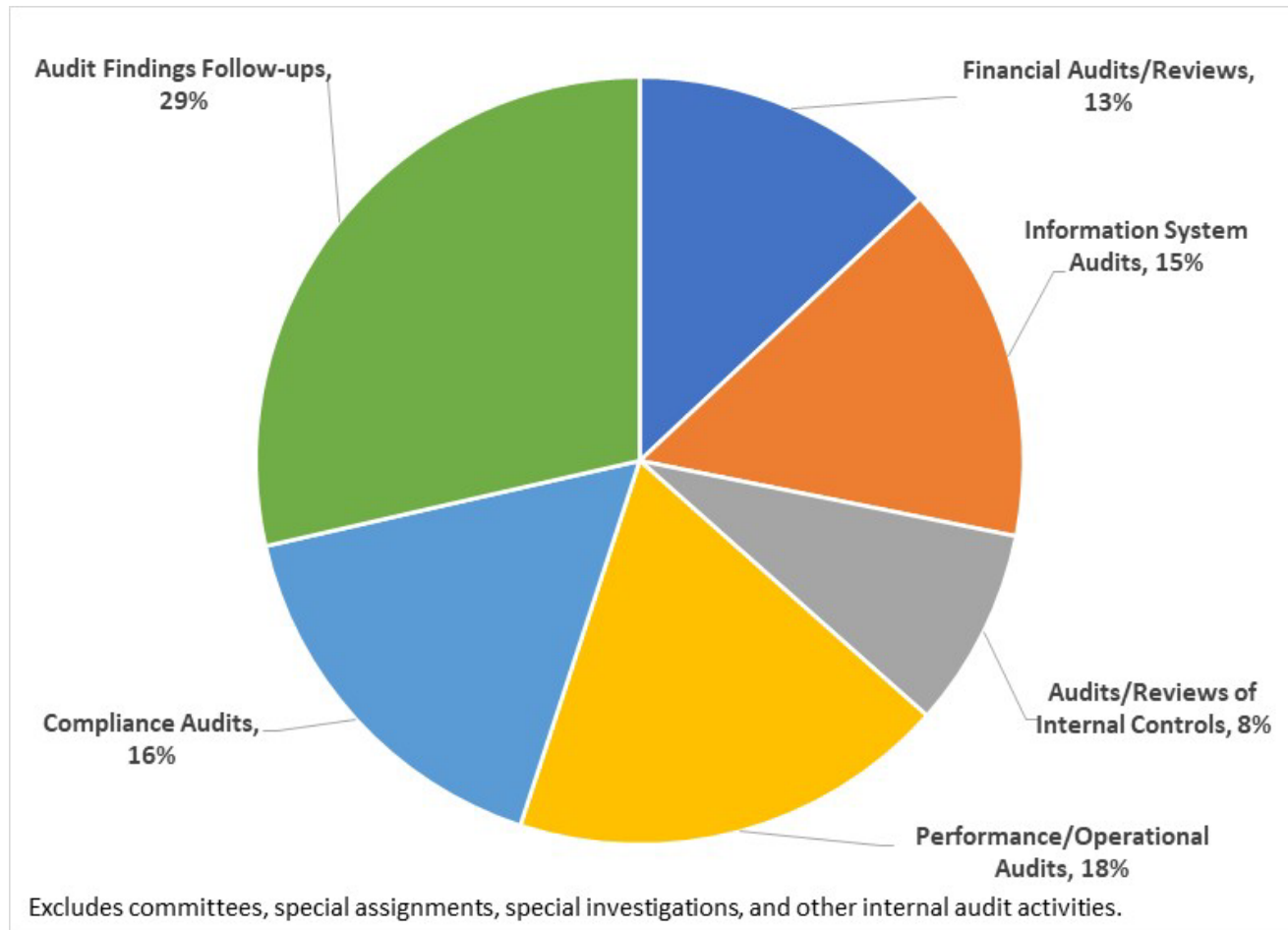
B. Relation to State Laws. The foregoing policy as adopted by the Board of Governors is meant to supplement, and does not purport to supplant or modify, those statutory enactments which may govern or relate to the subject matter of this policy.

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

¹See May 26, 2022, Resolution of the Board of Governors of The University of North Carolina System “Delegated Authorities Regarding Non-Base Salary Compensation for University Employees Exempt from the State Human Resources Act.” Cf. Section 300.2.14.2[R].

Planned Internal Audit Effort for Fiscal Year 2022-2023

Planned engagements range from financial, compliance, and operational audits, to reviews of general internal controls as well as information system controls. Based on the chart presented below, most of the planned internal audit assurance efforts will be devoted to audit finding follow-up, performance/operational audits, and compliance audits.



Annual internal audit plans are developed at each institution and result from a comprehensive risk-based analysis of specific operations in relation to the institutions' operations as a whole. Response to current risks is reflected in the plans. During the 2022-2023 audit year, common risks where an audit or review is being planned includes: IT General Controls, IT Access Controls, Business Continuity, and Human Resource Practices.

Once a plan is drafted by the internal audit department, it is forwarded to management for review and approval. Ultimately, the plan is presented to and approved by the institutions' board of trustees. As per the Board of Governors CARMC charter, these institutions' plans are forwarded to the UNC System Office for CARMC review and approval. The details of planned internal audit projects are listed by institution in the following pages.

APPENDIX L
Appalachian State University
Audit Plan
Year Ending June 30, 2023

Specific Audits
Financial Audits/Reviews
Petty Cash/Change Fund Counts - 6/30/22
Receipt Books - 6/30/22
Inventory Testing - 6/30/22
Departmental Budget Reconciliations - 6/30/22
New River Light & Power -12/31/2022
Purchasing Policy 509.6 (Purchases over \$5000)
Review of Business Processes for Journal Entries (AICFR E2)
Petty Cash/Change Fund Counts - 6/30/23
Receipt Books - 6/30/23
Inventory Testing - 6/30/23
Information System Controls
Access Controls
IT Governance over DRP (Review and Confirm: Current Update, Approvals, ITS Test, Distribution)
UNC Policy 1400.1 - Governance Milestone Achievements
ITGC: Physical Security Controls
Documenting Sensitive Data Servers
Audits/Reviews of Internal Controls
Campus Wide Asset Control
Travel Disbursements
Procurement Card Expenditures Review
Mitigation of Employment Gaps
Minors on Campus
Performance/Operational Audits and/or Reviews
Athletics
Office of Research Protections
Auxiliary Unit: Bookstore
Compliance Audits
Title IX Required Published Policy
ERM (IIA Standards Governance Requirement)
Appalachian Senior Programs
GEAR UP Grants 2022 ("1.0" Closeout, Year 2 of "2.0")
Audit Findings Follow-up
Follow-up - Mountaineer Printing
Follow- Up - Parking & Transportation
Follow- Up - State Ethics Act
Follow-up - State Financial Audit
Follow-up - State IT Audit
Special Investigations
Fraudulent Phishing Email - Follow-up to CISO Report
Other Investigations to be determined
Special Assignments
Search Committees - Office Postings
On-going Committee Participation:
Identity Management Committee
Payment Card Oversight Committee
Title IX Advisory Committee
Pcard Review Committee
Information Security Advisory Council
Internal Control Assessments Committee
Other
Consulting Engagements:
Confirm Ticket Sales Comparisons for Athletic Office

APPENDIX L
Elizabeth City State University
Audit Plan
Year Ending June 30, 2023

Specific Audits
Financial Audits/Reviews
Financial Statement Audit
Information System Controls
IT Controls
IT General Controls Audit (Banner)
Audits/Reviews of Internal Controls
Pending
Performance/Operational Audits and/or Reviews
Clery Act Reporting
Compliance Audits
Inventory Management
Audit Findings Follow-up
Admissions Operations
Financial Aid Operations
University Advancement Operations
Special Investigations
Pending
Special Assignments
Committee Assignments
Other
Consultations/QAR
Outreach-Training
IA Self Assessment
Risk Assessment/Audit Planning

APPENDIX L
East Carolina University
Audit Plan
Year Ending June 30, 2023

Specific Audits
Financial Audits/Reviews
Information System Controls
Employee Enterprise Account Terminations
IT Controls - College of Engineering and Technology
IT Controls - School of Dental Medicine
Outward Facing Servers
Audits/Reviews of Internal Controls
Performance/Operational Audits and/or Reviews
Automated Journal Entries
Campus Living
Procurement and Contracting
SoDM Patient Revenue Cycle
Campus Rec and Wellness
Succession Planning and Readiness
Sponsored Programs Subrecipient Monitoring
Campus Safety Systems
New Teacher Support Program
Flex and Remote Work - Oversight and Accountability
Employee Supplemental Pay
Compliance Audits
GLBA Safeguards Rule
Athletics Camps and Clinics
Athletics Team Policies
Audit Findings Follow-up
Action Plan Tracking and Follow-Up
IT Vulnerability Management
Conflict of Interest Management Plans
MCNC ISO-27002 Recommendations
Campus Living Hiring Process
Special Investigations
Hotline Allegations Triage
Investigative Reviews - in progress
Investigative Reviews - not yet received
Special Assignments
Routine and Unplanned Consultations
Routine Data Analytics Support for Clients
University Committees, Workgroups, Education, and Client Relations
ERM Program Support
Student Athlete Course Clustering
Youth Programs/Minors on Campus Consult
University Policy Process
External Audits, SBI Reports, Routine Mtgs
Audit Software Admin and Maintenance
Student Intern Program
Increase EnCase Forensic Capabilities
Risk Assessment/Audit Planning 2023-2024
Required IA Self-Assessment
University Code of Conduct
UNCAA Conference Host 2022
Other

APPENDIX L
Fayetteville State University
Audit Plan
Year Ending June 30, 2023

Specific Audits
Financial Audits/Reviews
Information System Controls
Review of Information Systems General Controls
Audits/Reviews of Internal Controls
Internal Control Questionnaire
Performance/Operational Audits and/or Reviews
Quarterly Cash Counts
Compliance Audits
Purchasing - Contracts - Continuous Monitoring
Research Grants
Advancement - Gift Receiving
Audit Findings Follow-up
Miscellaneous Follow-up as determined necessary
Special Investigations
Unplanned investigations of internal or external hotline reports as received
Special Assignments
Banner Steering Committee
Routine Consultations/Management Requests/Committees
External Audit Assistance
Internal Control Committee
Other
Continuing Professional Education (CPE)
Audit Software/Workpaper Implementation
External Reporting Requirements (UNC System Office, Council of Internal Audit, Office of State Budget and Management, etc.)
Quality Assurance and Improvement Program (QAIP)
Annual Risk Assessment and Audit Plan Development

APPENDIX L

North Carolina Agricultural and Technical State University Audit Plan Year Ending June 30, 2023

Specific Audits
Financial Audits/Reviews
Information System Controls
UNC System Policy 1400 - IT Governance, Information Security, and User Identity & Access Control
Audits/Reviews of Internal Controls
Assessment of Internal Controls Over Financial Reporting (FY22)
Assessment of Internal Controls Over Financial Reporting (FY23)
Protection of Minors on Campus
Performance/Operational Audits and/or Reviews
Compliance Audits
CARES Act/COVID Funding
Audit Findings Follow-up
Review of Selected University Policies and Practices
Review of Course and Curriculum Changes
Post Award Contracts and Grants
Aggie Athletic Foundation FY21 90-day Follow-Up
Allegation of Abuse of Time in a University Department
2nd Quarter Review: Information Technology General Control Audit
Review of Internal Controls Over the Awarding of Undergraduate Degrees
BDM/Xtender IT and Process Controls
Review of Technology Transfer Process
COVID-19 Billing Concerns
Allegations - Human Resources Process Review
Special Investigations
Investigations - Pending
Investigations - Unscheduled
Special Assignments
Committee Assignments- IT Security Advisory Committee, Clery, Internal Control Committee, etc.
Routine Consultations
NC State Ethics Commission Liaison
OSA Investigative Liaison
University's Administrative Assessment
Other
Risk Assessment/Audit Plan
Required Internal Self Assessment (Quality Assurance Review)
Website Revisions
Updates to Audit Manual

APPENDIX L
North Carolina Central University
Audit Plan
Year Ending June 30, 2023

Specific Audits
Financial Audits/Reviews
Accounts Payable
Travel Office
Cash Audit
Audits not specified
CARES Act
Information System Controls
Information Systems
Audits/Reviews of Internal Controls
Performance/Operational Audits and/or Reviews
P-Card
Eagle Card
Human Resources Onboarding Process
Compliance Audits
FY21 State Audit Finding
Audit Findings Follow-up
Band Review
Alleged Misuse of University Equipment
Special Investigations
Investigations undefined
Triage -State Auditor's Office Apex Solutions Triage System Office Referral
Investigations undefined
Special Assignments
SAMM Tool for FY24
Risk Assessment for FY24
ERM for FY24
Other
Various University meetings

APPENDIX L
North Carolina School of Science and Mathematics
Audit Plan
Year Ending June 30, 2023

Specific Audits
Financial Audits/Reviews
Information System Controls
Attendance Ticketing System
Audits/Reviews of Internal Controls
Performance/Operational Audits and/or Reviews
Capital Campaign Restricted Funds
Compliance Audits
Audit Findings Follow-up
Student Records / FERPA Compliance
SCSSI Student & Online Stores
Capital Project Activity
Business Office & Human Resources Workflow
Information Systems Compliance with ISO Standards
Special Investigations
Complaint 1-Summer Programs
Complaint 2-Unfair Hiring Practices
Unplanned Investigations
Special Assignments
Risk Review Board Committee
Enterprise Risk Management Committee
Advisory Services to Management as Requested
Other
Annual Risk Assessment/FY23 Audit Plan Development
Leadership and Board Meetings
Annual Charter Updates
Marketing of Internal Audit
Quality Assurance and Improvement Program

APPENDIX L
NCSU
Audit Plan
Year Ending June 30, 2023

Specific Audits
Financial Audits/Reviews
Information System Controls
Poole College of Management (PCOM) - Information Technology (IT) General Controls
Application Programming Interface Audit
Office of Finance and Administration - Environmental Health and Public Safety – Security Applications and Technology Services
Office of Information Technology (OIT) - Security and Compliance (S&C) - PeopleSoft Applications and Infrastructure Security/Risk Assessment
Audits/Reviews of Internal Controls
Office of Research and Commercialization - Licensing and Commercialization Processes
Provost's Office, Institute for Emerging Issues - Financial Business Operations
Performance/Operational Audits and/or Reviews
Governance Over Renovation and Repair
Office of Research and Innovation - Research Equipment Facilities - Billing Practices
Compliance Audits
Compliance with the University Regulation on Programs that Involve the Participation of Minors
University Compliance to Privacy Requirements
End of Grant Expenditures
COVID-19 Relief Funding - Compliance with Federal and State Requirements
Audit Findings Follow-up
College of Natural Resources - Department of Forest Biomaterials - Conflict of Interest Investigation – Follow-up
College of Sciences - Department of Biological Sciences Investigation – Follow-up
College of Sciences – IT General Information Controls – Follow-up
Federal Safeguards Rule - Security Requirements Audit – Follow-up
Student Health Services - Pharmacy Investigation – Phase 2 – Internal Controls – Follow-up
User Controls Over Ultra-Sensitive Data - Follow-up
Special Investigations
The Audit Plan includes estimated time for analysis of allegations reported through the Internal Audit Division Hotline, Ethics Point Hotline, the Office of the State Auditor Hotline, or other internal and external sources and subsequent investigation.
College of Agriculture and Life Sciences - Kannapolis Travel Investigation
Special Assignments
University Information Technology (IT) Governance Committees - Chief Audit Officer & Director, Assistant Director, and IT Auditor are providing advisory services to various IT governance committees
Enterprise Research Administration (ERA) Project and Research Enterprise Database (RED) Implementation
Office of Information Technology (OIT) - Security and Compliance (S&C) - Assessment of HIPAA Security Rule
Office of Information Technology (OIT) - Security and Compliance (S&C) - PeopleSoft (PS) Applications and Infrastructure Security/Risk Assessment
Continuous Risk Assessment and Audit Planning
Other

APPENDIX L
UNC System Office
Audit Plan
Year Ending June 30, 2023

Specific Audits
Financial Audits/Reviews
Audit of Financial Business Processes
Information System Controls
Audit of Information Systems Policies and Procedures
Audits/Reviews of Internal Controls
Performance/Operational Audits and/or Reviews
Audit of Organizational Continuity
Compliance Audits
Audit of Compliance with Requirements for use of Governor's Emergency Education
Audit Findings Follow-up
SYS OFC: Operational: University Advancement: Shared Services and Gift Planning
SYS OFC: Compliance: Budget and Finance: Subrecipient Monitoring for COVID funds
SYS OFC: Information Systems: Configuration and Vulnerability Management of IT assets
SYS OFC: Information Systems: Change Management
SYS OFC: Performance: Budget and Finance: Performance Metrics and Goals for COVID funds
PBS NC: Operational: Workflow Analysis
Follow-up on years prior to 2022
Special Investigations
Unplanned/Various as occurs: Investigations of internal/external hotline reports and similar types of investigations.
Special Assignments
PowerPoint on the Perils of Email
Internal Audit Internship Program Recruitment
Internal Audit Internship Program Management
Other
Interpret National Guard Assessment of Cybersecurity Results

APPENDIX L
UNC Asheville
Audit Plan
Year Ending June 30, 2023

Specific Audits
Financial Audits/Reviews
Information System Controls
Systems Inventory
Audits/Reviews of Internal Controls
Employee Reimbursements
Performance/Operational Audits and/or Reviews
Compliance Audits
Amazon Business Partnerships
NCAA Compliance over Playing and Practicing Regulations
Audit Findings Follow-up
Investigations
As needed
Special Assignments
Monitor Enterprise Risk Management (ERM)
Assessment of Internal Controls over Financial Reporting
Annual Risk Assessment and Audit Plan
Other
One-Time Funding Compliance Processes
Offboarding Processes

**UNC Charlotte
Audit Plan
Year Ending June 30, 2023**

Specific Audits
Financial Audits/Reviews
Research and Economic Development - Recharge Units
Payroll
Information System Controls
IT Access Controls - Athletics
Niner Research Post Implementation Review
ITGCs - Student Affairs (Health and Wellbeing)
IT Projects Prioritization (deferred from FY 2022)
Audits/Reviews of Internal Controls
Internal Control Testing
Performance/Operational Audits and/or Reviews
Enrollment Management (Undergrad Admissions)
Library - Admin Review
Facilities Management - Warehouses
Human Resources - Admin Review
EHSO - Fire Marshal's Report - Remediation
Building Access - follow-up audit
Compliance Audits
Football Attendance Verification
NCAA Compliance - Travel Expenses
Audit Findings Follow-up
Special Investigations
As Needed
Special Assignments
Monitor Enterprise Risk Management (ERM)
External Quality Assessment Review of Internal Audit
Annual Risk Assessment and Create Internal Audit Plan
Other
National Science Foundation (NSF) Audit - oversight and remediation
Office of Diversity & Inclusion - new office review

University of North Carolina at Chapel Hill
Audit Plan
Year Ending June 30, 2023

Specific Audits
Financial Audits/Reviews
Student Fees (Revenues and Expenditures)
University Recharge Centers
Carolina Union
Budget Modeling Assessment
UNC Rapidly Emerging Antiviral Drug Development Initiative (REDDI)
Expenditures Review - School of Medicine
Institute for Convergent Science
Information System Controls
University Router Settings and Security
University Switches Security and Compliance
IT Systems with Tarheel Mission Ready Disaster Recovery Plans
Audits/Reviews of Internal Controls
Performance/Operational Audits and/or Reviews
Academic Program Assessment and Course Evaluations
Student Well Being/Mental Health Services
Equitable Employment
Fixed Asset Inventory and Accounting
Classroom Space Utilization
UNC Centers and Institutes
Compliance Audits
Research Effort Reporting
Higher Education Emergency Relief Fund - Pandemic Funds Audit
Coronavirus Aid, Relief, and Economic Security Act - Pandemic Funds Audit
University Travel - Continuous Auditing
Academic Performance NCAA Compliance
Camps and Clinics NCAA Compliance
Audit Findings Follow-up
Audit Finding Follow-ups occur on a continuous basis during the work plan year
Special Investigations
Work Plan affords budget hours for 6 special projects as needs arise during the work plan year.
Special Assignments
Other

**UNC Greenboro
Audit Plan
Year Ending June 30, 2023**

Specific Audits
Financial Audits/Reviews
Information System Controls
Audits/Reviews of Internal Controls
Weatherspoon Arts Foundation (inventory observation)
Financial Aid
Performance/Operational Audits and/or Reviews
Compliance Audits
Department Reconciliations
Intercollegiate Athletics Program (assistance with agreed-upon procedures)
Employee Compliance with Leave Policies
Follow-up on I9 Compliance
Audit Findings Follow-up
OSA - Single Audit, Enrollment Status Updates
OSA - ISA, Cyber Security Controls over Sensitive Data
OSA/Other Audit Follow-up
Special Investigations
TBD - as determined by tips/leads from other agencies or UNCG
Special Assignments
Self-Assessment of Internal Controls
Risk Assessment (for developing the FY2023 internal audit plan)
Quality Assurance and Improvement Program (QAIP)
Key Performance Indicators
Update Audit Manual
Update Audit Charter
FY2023 Annual Audit Plan
Follow-up (external) Quality Assurance Review (QAR)
Risk Assessment (for developing the FY2024 internal audit plan)
FY2024 Annual Audit Plan
Other
Work with IT to track progress on OSA audit findings
Work with P-Card Coordinator to develop monitoring plan
HEERF Funds - Consult/advise on compliance-related internal controls
Potential Audit Follow-up (internal)

UNCP
Audit Plan
Year Ending June 30, 2023

Specific Audits
Financial Audits/Reviews
Review of fee structure for Student Health Services
Information System Controls
IT General Controls audit
Audits/Reviews of Internal Controls
P-card and Travel card controls review
Controls over campus-wide cash handling procedures
Performance/Operational Audits and/or Reviews
Review of the housing waiver process for Freshman and Sophomore on-campus housing requirements for compliance and effectiveness
Compliance Audits
Global Engagement's monitoring of contracted agents and international recruiters for compliance with related regulations and contract terms (NACAC Best Practices)
Audit Findings Follow-up
Follow-up of any findings reported from OSA's audit of FY 2022 Student Financial Aid
Follow-up of Sept 2019 audit "Interdepartmental Fees and Charges"
Special Investigations
Allegation of intentional falsification of data for CAEP Accreditation and manipulation of grant funds at the School of Education
Others as received
Special Assignments
IT Governance Committee
ERM Committee
Search Committees
Other
Continuing Professional Education
Consulting and Technical Assistance upon request
Annual Risk Assessment and Risk Based Audit Plan

**UNCSA
Audit Plan
Year Ending June 30, 2023**

Specific Audits
Financial Audits/Reviews
Information System Controls
Cybersecurity Review
Audits/Reviews of Internal Controls
Strategic Management Training
Talent Management - Retention & Succession
Performance/Operational Audits and/or Reviews
Student Mental Health Services
Compliance Audits
Title IX Compliance - Programming & Training (Students)
Audit Findings Follow-up
Business Continuity/Disaster Recovery
Minors on Campus
Title IX - Programming and Training (Students)
IT Operations - 3rd Follow-up
HR Control Environment - 2nd Follow-up
Special Investigations
Access to HR Data
Special Assignments
Self-Assessment Maturity Model
Annual Risk Assessment
QAR Peer Review - Department of Agriculture & Consumer Services (DACS)
Audit Committee
University-wide Meetings/Consults
Assisting External Auditors & Oversight Agencies
Search Committees
University's Strategic Plan
Executive Staff
Enterprise Risk Management
Technical Assistance
Other
Audit Planning & Assessment
IA Strategy, Outreach, on-the-job training, assessment
Quality Assurance and Improvement Activities
Internal Policies and Procedures, CAATs, Best Practices
Staff Meetings

Western Carolina University
Audit Plan
Year Ending June 30, 2023

Specific Audits
Financial Audits/Reviews
HERF/CARES Act Disbursements
Information System Controls
Management of Privileged Accounts, from prior audit plan, in progress.
Certification of Access to Systems/Applications Harboring Red & Orange Data and Audit of SOC 2, Type 2 Reports for Systems/Applications hosted by Vendors Harboring Red & Orange Data, from prior audit plan, in progress.
Computer Security Incidence Response Plan
Backup Procedures, Year Two of Audit Plan
Audits/Reviews of Internal Controls
Donor Agreements
Performance/Operational Audits and/or Reviews
Nursing, from prior audit plan, in progress
Bookstore, from prior audit plan
Communication Sciences and Disorders, from prior audit plan
Distribution of Keys, Electronic Access to Buildings
Compliance Audits
Internal Control Questionnaire
Audit of Continuity of Operations Plans
Audit of Building Emergency Action Plans
Audit Findings Follow-up
Laboratory Safety and Training, College of Fine and Performing Arts Follow Up
SciQuest (WCU E-Procurement System) Follow Up
IT Fixed Assets, Follow up
Campus Activities, Follow up
Capital Fixed Assets, Follow up
Second Follow up IT GC Audit of Confidentiality of Student Data, performed by the Office of the State Auditor
Special Investigations
Two hotlines
Two investigations
Special Assignments
Consultative Review of Certification of Access to Banner Modules, from prior audit plan
School of Nursing Faculty Workload, from prior audit plan
Consultative Review of Compliance and Processes within Athletics
Consultative Review of Implementation of Action Resulting from the Joint Task Force on Racism
Consultative Targeted Scans of End User Devices to Identify Red & Orange Data, Year Two of Audit Plan

Other
Quality Assurance Reviews (Internal and External)
Audit Planning and Risk Assessments
Service to the Profession
Peer to Peer Collaboration with Chief Audit Officer at UNC Asheville
Committee Work:
UNCAA
Data Security and Stewardship Committee
ACUA
Information Technology Council
Computer Security Incident Response Team
Export Control Committee
Enterprise Risk Management Council
University Safety Committee
Strategic Planning Committee

WSSU
Audit Plan
Year Ending June 30, 2023

Specific Audits
Financial Audits/Reviews
Student Health - Billings & Collections
Root Cause Analysis - Student Health Outstanding Receivable
Budget Process Analysis
Information System Controls
IT Cybersecurity
Business Continuity/Disaster Recovery
Audits/Reviews of Internal Controls
Performance/Operational Audits and/or Reviews
Human Resources Operations (Advisory/Consultative)
Vacancy Review Assessment (Advisory/Consultative)
Enrollment Management Operations
Compliance Audits
Audit Findings Follow-up
OSA 90-Day Financial Aid - Post Follow-up
Human Resources - Employee Relations
Workers Compensation
Assistant Dean of Student Search
HR Separation Review
Misuse of User Access
Special Investigations
(UNC SO) - Facilities Businesses Practices
Payroll & Garnishments
Special Assignments
Self-Assessment Maturity Model
Annual Risk Assessment
QAR Peer Review - Department of Agriculture & Consumer Services (DACs)
Audit Committee
University-wide Meetings/Consults
Assisting External Auditors & Oversight Agencies
Search Committees
University's Strategic Plan
Executive Staff
Compliance - Calendar & Monitoring
UNCAA Committees
Enterprise Risk Management
Technical Assistance

Other
Audit Planning & Assessment
IA Strategy, Outreach, on-the-job training, assessment
Quality Assurance and Improvement Activities
University Administrative Assessment
Internal Policies and Procedures, CAATs, Best Practices
Staff Meetings

UNC System Performance Weighting Component of the Funding Model

The University of North Carolina System strategic plan set ambitious goals for access, student success, and economic impact. The Board of Governors of the University of North Carolina System has also set goals for the president on metrics including on-time graduation and degree efficiency, student debt among bachelor's degree completers, and education and related expenses per degree.

In recognition that student enrollment has a greater positive impact on the state if students are graduating on-time and with less debt, the Board of Governors adopted a new enrollment funding model that weights credit hours based on the performance of the institution, such that a portion of the generated funding is based on university outcomes related to strategic goals of the UNC System and the State of North Carolina.

- It is proposed that, effective with the 2023-24 fiscal year, that all resident credit hours be weighted by a performance rate specific to the performance of the institution based on metrics as approved by the Board of Governors.
- To promote alignment and simplicity, it is proposed that the metrics be directly tied to existing goals set for the president by the Board or as part of the UNC System strategic plan, and effective with the 2024-25 fiscal year that at least one of the metrics shall be selected by the institution in accordance with the unique mission and goals of that institution.
- It is proposed that the performance goals be multi-year goals against which progress is measured over an established period to allow sufficient time for the institution to implement strategies to effect meaningful change.
- In recognition that each institution is starting at a different baseline and may have different challenges and resources to make improvements, the performance targets will be data-driven and unique to each institution.
- It is further proposed that on a periodic basis the Board of Governors should set a minimum and maximum performance range that would determine the amount of funding that can be earned or lost in a single year, and that the range effective for the 2023-24 fiscal year be +/- three percent.

2023-24 Proposed Performance Weighting Based on 2021 Performance Outcomes

	Minimum Score	Maximim Score	Prior Year Score	Current Year Score	Performance Change
ASU	97%	103%	100%	100.18%	0.18%
ECU	97%	103%	100%	101.03%	1.03%
ECSU	97%	103%	100%	102.75%	2.75%
FSU	97%	103%	100%	100.46%	0.46%
NCA&T	97%	103%	100%	101.77%	1.77%
NCCU	97%	103%	100%	101.11%	1.11%
NC State	97%	103%	100%	102.07%	2.07%
UNCA	97%	103%	100%	100.18%	0.18%
UNC-CH	97%	103%	100%	102.15%	2.15%
UNCC	97%	103%	100%	102.11%	2.11%
UNCG	97%	103%	100%	101.44%	1.44%
UNCP	97%	103%	100%	102.46%	2.46%
UNCW	97%	103%	100%	101.43%	1.43%
UNCSA	97%	103%	100%	100.96%	0.96%
WCU	97%	103%	100%	101.19%	1.19%
WSSU	97%	103%	100%	100.32%	0.32%
Average	97%	103%	100%	101.35%	1.35%



MEETING OF THE BOARD OF GOVERNORS
November 17, 2022

Closed Session Motion

Motion to go into closed session to:

- Prevent the disclosure of information that is privileged or confidential under Article 7 of Chapter 126 and § 143-748 of the North Carolina General Statutes, or not considered a public record within the meaning of Chapter 132 of the General Statutes.
- Prevent the premature disclosure of an honorary award or scholarship.
- Consult with our attorney to protect attorney-client privilege.
- Consider the qualifications, competence, performance, or condition of appointment of a public officer or employee or prospective public officer or employee.

Pursuant to: G.S. 143-318.11(a)(1), (2), (3), and (6).