

**THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL**  
**BOARD OF TRUSTEES**  
**FINANCE AND INFRASTRUCTURE COMMITTEE**  
**Wednesday- November 19, 2014**  
**1:00 p.m.**  
**Rizzo Conference Center – Magnolia Room C**

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**OPEN SESSION**

**FOR ACTION**

1. Consent Agenda
  - a. Designer Selection
    - [Phillips Hall Renovation](#) (Attachment A)
    - [Murray Hall Laboratory Up-Fit](#) (Attachment B)

*Bruce Runberg, Associate Vice Chancellor for Facilities Services*
  - b. [Construction Manager at Risk Selection](#) (Attachment C)
    - Power Generation & Chilled Water Plants at Manning Steam Plant

*Bruce Runberg, Associate Vice Chancellor for Facilities Services*
  - c. [Design Approval](#) (Attachment D)
    - Student Housing Phase III

*Anna Wu, Asst. Vice Chancellor for Facilities Ops. Planning & Design*
  - d. [Annual Endowment Fund Report](#) (Attachment E)

*Matthew Fajack, Vice Chancellor for Finance and Administration*
  - e. [Withdrawal from Quasi Endowment](#) (Attachment F)

*Matthew Fajack, Vice Chancellor for Finance and Administration*
  - f. University Square – Lease Acquisition
    - [Carolina Population Center](#) (Attachment G)
    - [School of Public Health Depts. – Biostatistics & Epidemiology](#) (Attachment H)

*Gordon Merklein, Executive Director of Real Estate Development*
2. [Tuition and Fee Proposals](#)

*Jim Dean, Executive Vice Chancellor and Provost*

**FOR INFORMATION ONLY** (No formal action is requested at this time)

1. [Preliminary Design](#) (Attachment I)
  - Porthole Alley Entrance

*Anna Wu, Asst. Vice Chancellor for Facilities Ops., Planning & Design*
2. [Campus Master Plan Update](#) (Attachment J)

*Anna Wu, Asst. Vice Chancellor for Facilities Ops., Planning & Design*
3. [University Square Update](#)

*Gordon Merklein, Executive Director for Real Estate Development*
4. [Development Report](#) (Attachment K)

*David Routh, Vice Chancellor for University Development*
5. [Financial Update](#) (Attachment L)

*Matthew Fajack, Vice Chancellor for Finance and Administration*
6. [ConnectCarolina: Where We've Been and Where We're Headed](#)

*Chris Kielt, Vice Chancellor for ITS*

**Committee Members**

**Steven J. Lerner, Chair**  
**Dwight D. Stone, Vice Chair**  
**Jefferson W. Brown**  
**Haywood D. Cochrane, Jr.**  
**Donald Williams Curtis**  
**Sallie Shuping-Russell**

*Matthew (Matt) Fajack, Vice Chancellor for Finance and Administration*

## ATTACHMENT A

### **DESIGNER SELECTION – PHILLIPS HALL RENOVATION**

This project will renovate approximately 3,200 SF of Phillips Hall for the Department of Biomedical Engineering laboratory based courses.

The project budget is \$1,699,000 and will be funded by University funds.

This project was advertised on September 25, 2014. Seven (7) proposals were received. Four (4) firms were interviewed on October 28 and 29, 2014. Members of the Board of Trustees did not participate in the interviews.

The committee recommended the selection of the three firms in the following priority order:

- |        |         |
|--------|---------|
| 1. XXX | XXX, XX |
| 2. XXX | XXX, XX |
| 3. XXX | XXX, XX |

The firms were selected for their knowledge of the program, past performance on similar projects and familiarity with the University Design Guidelines.

### **RECOMMENDED ACTION:**

A motion to approve the three firms in the following priority order:

- |        |         |
|--------|---------|
| 1. XXX | XXX, XX |
| 2. XXX | XXX, XX |
| 3. XXX | XXX, XX |

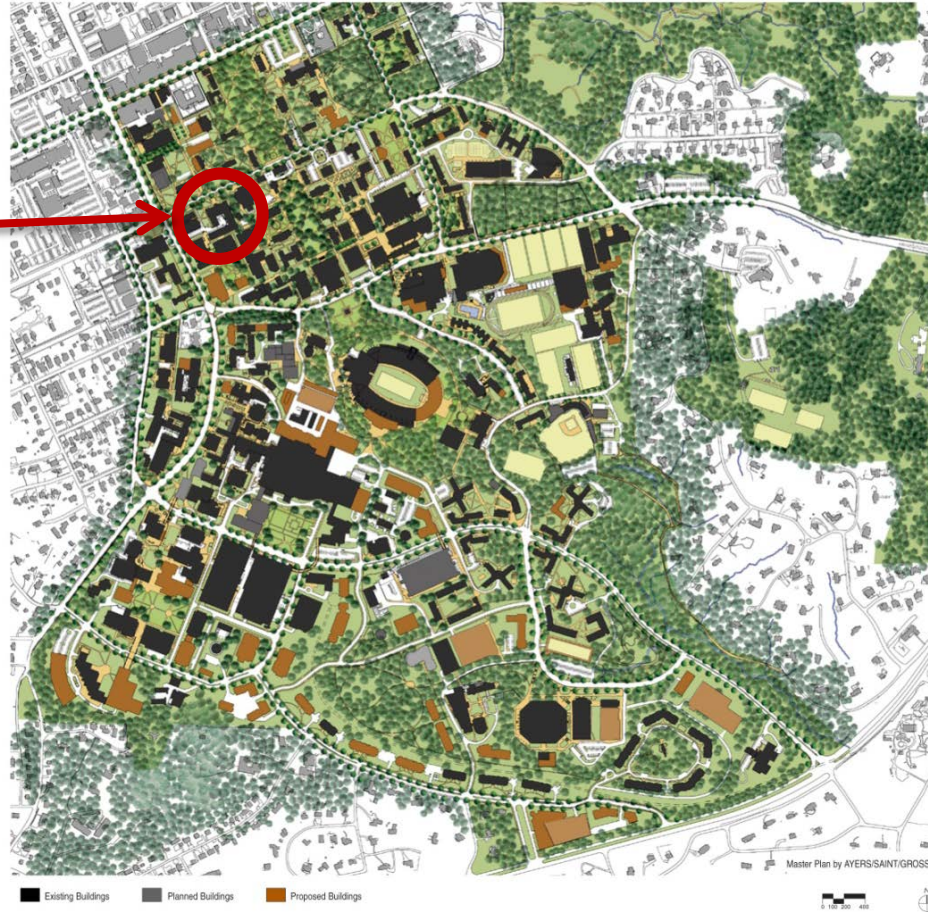
# **PHILLIPS HALL RENOVATION**

## **DESIGNER SELECTION**

# PHILLIPS HALL RENOVATION

The University of North Carolina at Chapel Hill Campus Master Plan Update 2006  
Approved March 22, 2006

PROJECT SITE



THE UNIVERSITY  
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## CAMPUS LOCATION MAP

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## ATTACHMENT B

### **DESIGNER SELECTION – MURRAY HALL LABORATORY UP-FIT**

This project will up-fit approximately 10,500 SF of an existing shell space at Murray Hall 1101 for a “Creator-Space”, a collection of scientific laboratories for the Departments of Mathematics and Physics.

The project budget is \$3.4M and will be funded by University funds.

This project was advertised on October 13, 2014. Five (5) proposals were received. Three (3) firms were interviewed on November 12, 2014. Members of the Board of Trustees did not participate in the interviews.

The committee recommended the selection of the three firms in the following priority order:

- |        |         |
|--------|---------|
| 1. XXX | XXX, XX |
| 2. XXX | XXX, XX |
| 3. XXX | XXX, XX |

The firms were selected for their past performance on similar projects, strength of their consultant team and experience with campus projects.

### **RECOMMENDED ACTION:**

A motion to approve the three firms in the following priority order:

- |        |         |
|--------|---------|
| 1. XXX | XXX, XX |
| 2. XXX | XXX, XX |
| 3. XXX | XXX, XX |

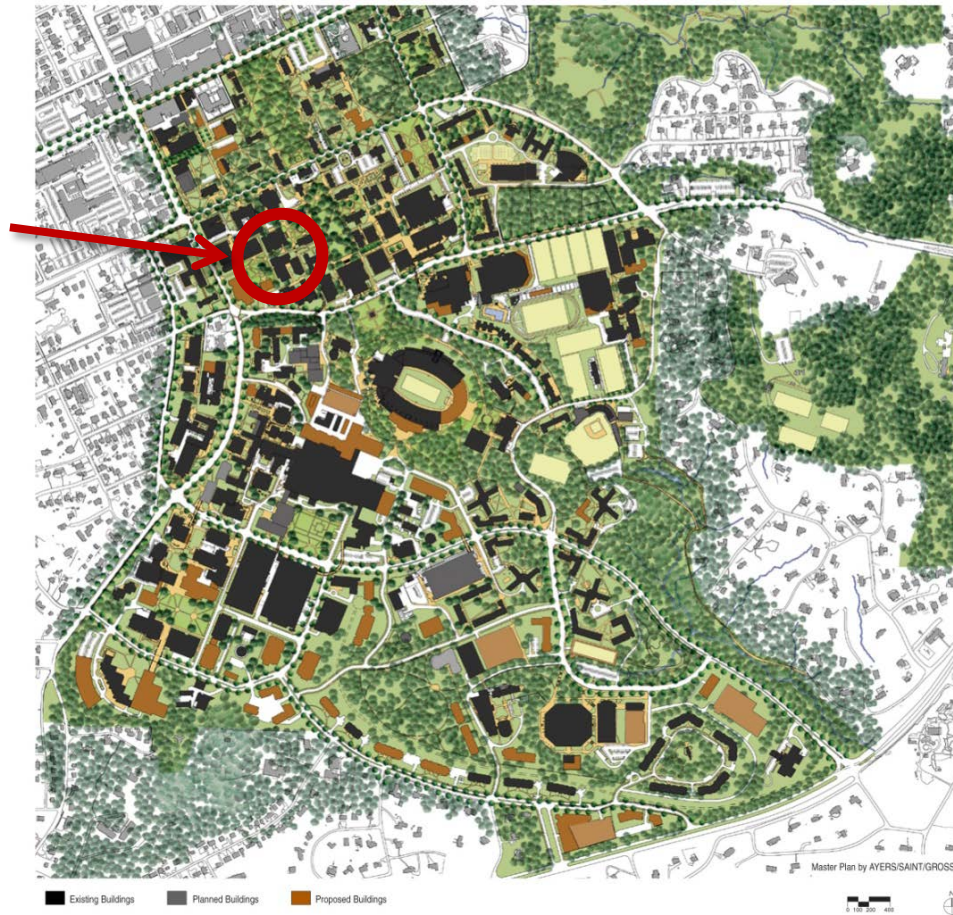
# **MURRAY HALL LABORATORY UP-FIT**

## **DESIGNER SELECTION**

# MURRAY HALL LABORATORY UP-FIT

The University of North Carolina at Chapel Hill Campus Master Plan Update 2006  
Approved March 22, 2006

PROJECT SITE



THE UNIVERSITY  
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## CAMPUS LOCATION MAP

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## ATTACHMENT C

### **CONSTRUCTION MANAGER AT RISK SELECTION – POWER GENERATION AND CHILLED WATER PLANTS AT MANNING STEAM PLANT**

This project will construct a new steam turbine driven chiller plant of a nominal 10,000 ton capacity and a new 18 megawatt electrical generation plant at the Manning Steam Plant.

The project budget is \$92.5M and will be funded by Energy Services receipts.

This project was advertised on September 26, 2014. Six (6) proposals were received. Four (4) firms were interviewed on November 4, 2014. Members of the Board of Trustees did not participate in the interviews.

The committee recommended the selection of three firms in the following priority order:

- |        |         |
|--------|---------|
| 1. XXX | XXX, XX |
| 2. XXX | XXX, XX |
| 3. XXX | XXX, XX |

The firms were selected for their past performance on similar projects, knowledge of campus energy systems and strength of their consultant team.

### **RECOMMENDED ACTION:**

A motion to approve the three firms in the following priority order:

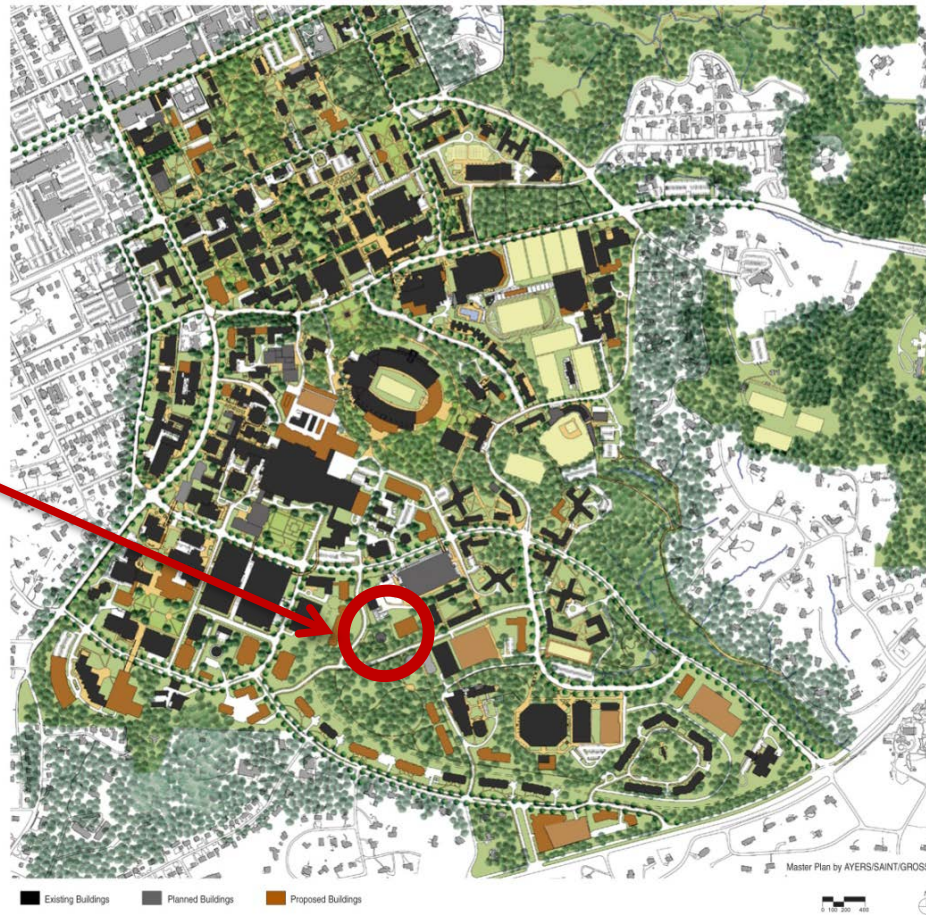
- |        |         |
|--------|---------|
| 1. XXX | XXX, XX |
| 2. XXX | XXX, XX |
| 3. XXX | XXX, XX |

**POWER GENERATION AND CHILLED WATER  
PLANT AT MANNING STEAM PLANT  
CONSTRUCTION MANAGER AT RISK SELECTION**

# POWER GENERATION AND CHILLED WATER PLANTS AT MANNING STEAM PLANT

The University of North Carolina at Chapel Hill Campus Master Plan Update 2006  
Approved March 22, 2006

PROJECT SITE



THE UNIVERSITY  
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## CAMPUS LOCATION MAP

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## **ATTACHMENT D**

### **DESIGN APPROVAL – STUDENT HOUSING PHASE III**

This project will replace the existing Odum Village housing units with a new 275-bed suite-style residence hall. The building site was approved by the Trustees at the January 2014 meeting.

The project budget is \$32.4M and will be funded by Student Life and Residential Education.

The Board of Trustees reviewed the project at its September 2014 meeting.

The design has been reviewed by the Design Review Committee.

The Chancellor's Buildings and Grounds Committee approved the project at its November 2014 meeting.

### **RECOMMENDED ACTION:**

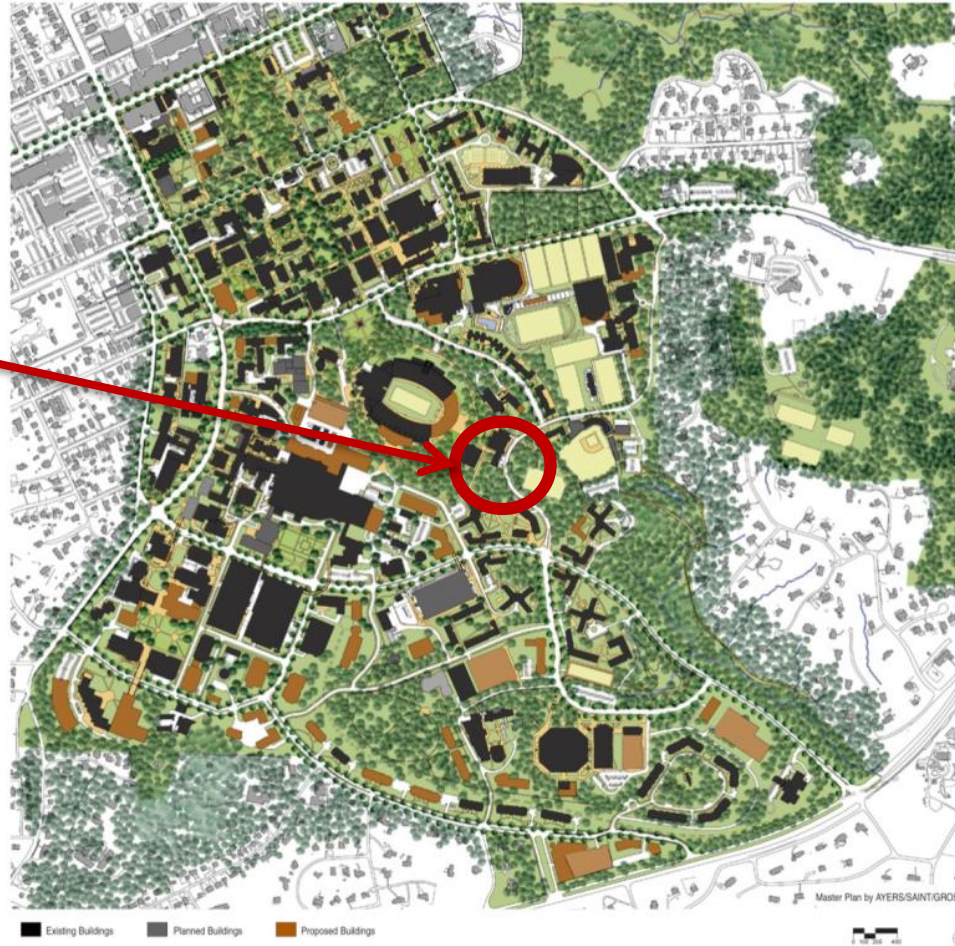
A motion to approve the design.

# **STUDENT HOUSING PHASE III**

## **DESIGN APPROVAL**

# STUDENT HOUSING PHASE III

PROJECT SITE



## CAMPUS MASTER PLAN

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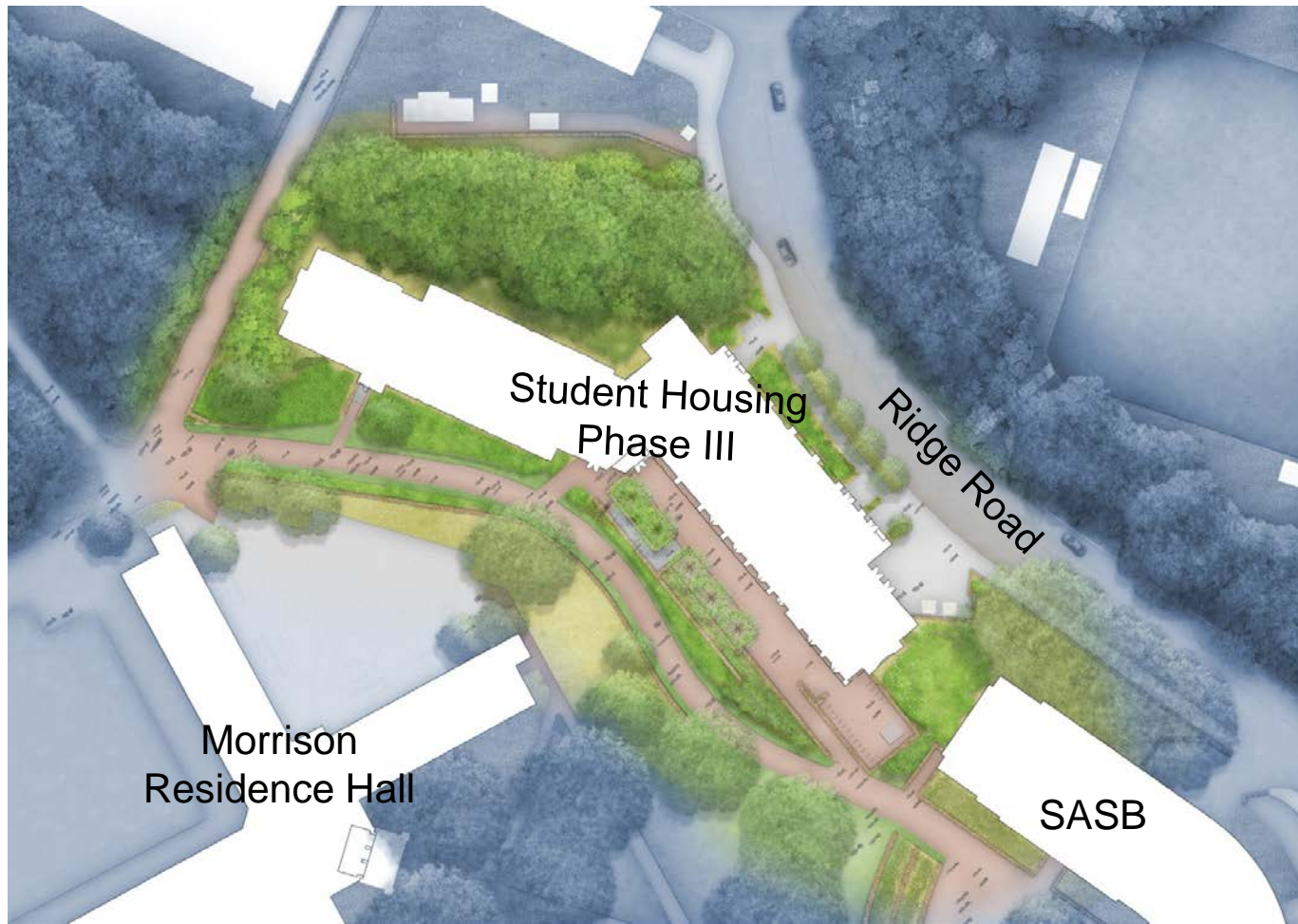


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# STUDENT HOUSING PHASE III

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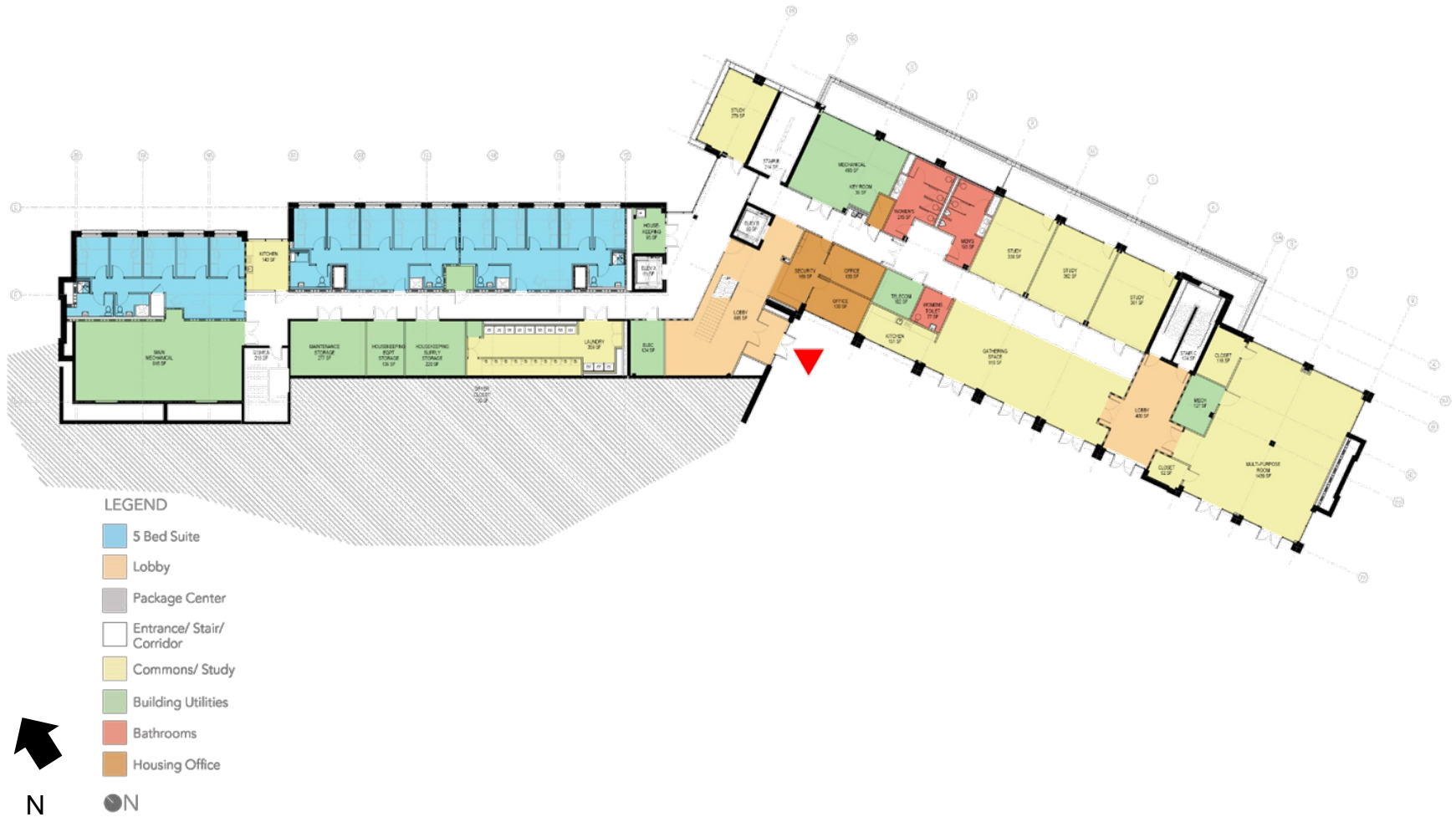


LOCATION MAP





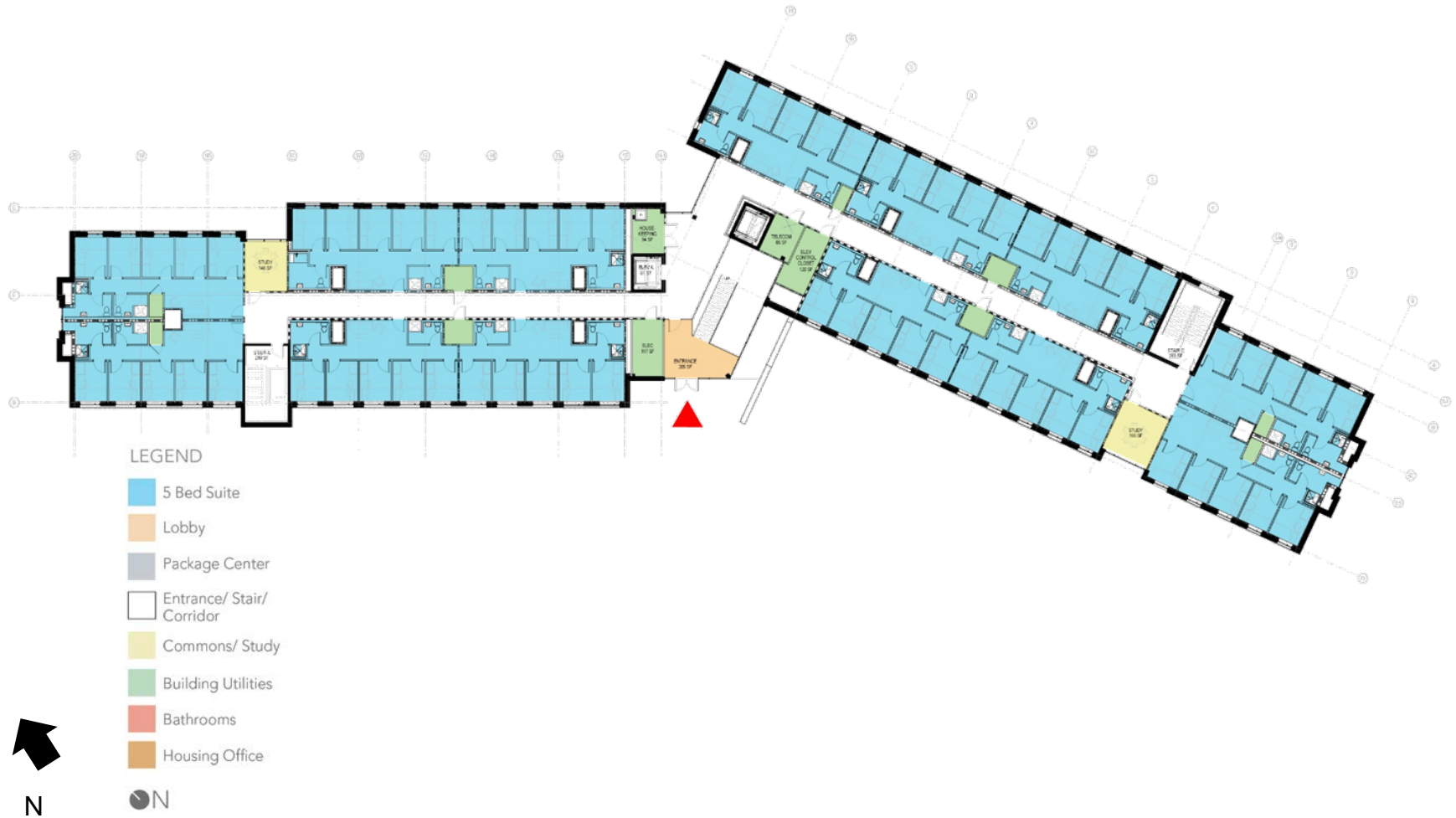
# STUDENT HOUSING PHASE III



## PROPOSED THIRD FLOOR PLAN



# STUDENT HOUSING PHASE III



TYPICAL DORM SUITE FLOOR PLAN





# STUDENT HOUSING PHASE III

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VIEW FROM RIDGE ROAD



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# STUDENT HOUSING PHASE III

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VIEW FROM RAMS HEAD BRIDGE



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# STUDENT HOUSING PHASE III

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VIEW FROM SASB



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## **ATTACHMENT E**

### **ANNUAL ENDOWMENT FUND REPORT**

Board of Governors' regulations require that the institution's Board of Trustees submit to the Board of Governors an annual report on the endowment fund. The annual report for the fiscal year ending June 30, 2014 is attached. The Endowment Board approved this report at its meeting on October 17, 2014.

### **RECOMMENDED ACTION**

A motion to approve the June 30, 2014 annual report of the endowment fund and to transmit the report to the Board of Governors.

Endowment Fund  
The University of North Carolina at Chapel Hill

Annual Report  
Year Ended June 30, 2014

We are pleased to report that for fiscal year 2014, The University of North Carolina at Chapel Hill Endowment Fund (Endowment Fund) recorded a significant increase in its market value. During the fiscal year ended June 30, 2014, the market value of the Endowment Fund increased by \$160.0 million to end the year at \$1.27 billion. This increase in market value resulted from the combination of positive investment performance and the continuing generosity of donors to the Endowment Fund. The components of the \$160.0 million increase in fiscal 2014 are 1) net investment return of \$179.1 million, plus 2) net gifts and bequests totaling \$41.8 million, less 3) \$60.9 million distributed for program spending.

Over 99% of the Endowment Fund's assets are invested in The University of North Carolina at Chapel Hill Foundation Investment Fund, Inc. (Chapel Hill Investment Fund), which in turn invests all of its assets in the UNC Investment Fund, LLC (UNC Investment Fund). The Endowment Fund also owns several commercial properties in Chapel Hill, North Carolina, that collectively represent less than 1% of the Endowment Fund's total value. For the fiscal year ended June 30, 2014, the UNC Investment Fund generated an investment return of 15.7%. This return compares to the Strategic Investment Policy Portfolio ("SIPP") benchmark return of 15.0% and the more traditional 70/30 index (70% MSCI All Country World Index / 30% Barclays Aggregate Bond Index) which returned 17.2%. The UNC Investment Fund's 9.8% annualized three-year return underperformed the 10.0% return on the SIPP benchmark but exceeded the 8.5% return on the 70/30 index. For the five- and ten-year periods ended June 30, 2014, the UNC Investment Fund outperformed its long-term return target of CPI plus 5.5% with investment returns of 10.3% and 9.2%, respectively. This CPI plus 5.5% long-term return target reflects the goal of preserving the purchasing power of UNC Investment Fund after inflation and spending. A detailed description of the asset allocation of the Endowment Fund is provided on the following page along with aggregated asset class and benchmark returns.

The \$60.9 million distributed from the Endowment Fund for spending in fiscal year 2014 represented 5.5% of the Endowment Fund's beginning market value. This amount was computed in accordance with the distribution policy of the Chapel Hill Investment Fund. These funds were distributed to the University for spending on programs supported by the corresponding endowed accounts. The Board of the Chapel Hill Investment Fund authorized a 1.7% increase in the annual distribution rate for fiscal year 2015. This increase is consistent with the spending policy target threshold of increasing the rate by CPI each year.

Mr. Lowry Caudill served as the Chairman of the Endowment Fund Board of Directors during the year. Other members of the Board were Max Chapman, Chancellor Carol Folt, John Ellison, Peter Grauer, Steve Lerner, Nelson Schwab, Sallie Shuping-Russell, and John Townsend.

The Board of Trustees of The University of North Carolina at Chapel Hill has approved all transfers from the Endowment Fund for expenditures as recommended by the Chancellor. All expenditures have been made in accordance with the terms of the applicable gift, devise or bequest.

Respectfully submitted,

The Board of Trustees of the Endowment Fund  
of The University of North Carolina at Chapel Hill



**ENDOWMENT FUND**  
**THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL**

**Asset Allocation as of June 30, 2014**

Long Biased Equity	\$377,296,653	29.8%
Long/Short Equity	241,824,365	19.1%
Diversifying Strategies	121,545,231	9.6%
Fixed Income	101,287,692	8.0%
Private Equity	222,832,923	17.6%
Real Estate	86,094,538	6.8%
Energy & Natural Resources	82,296,250	6.5%
Cash & Other	32,918,500	2.6%
<b>Total</b>	<b>\$1,266,096,152</b>	<b>100.0%</b>

**Asset Class and Benchmark Returns  
for Fiscal Year Ended June 30, 2014**

<b>Public Equity Strategies</b>	<b>18.6%</b>
<i>Blended Equity Benchmark*</i>	<i>18.7%</i>
<b>Non-Equity Strategies</b>	<b>10.4%</b>
<i>Blended Non-Equity Benchmark*</i>	<i>7.3%</i>
<b>Private Partnerships</b>	<b>17.4%</b>
<i>Blended Composite Benchmark*</i>	<i>15.3%</i>
<b>Cash &amp; Other</b>	<b>0.0%</b>
<i>90-Day T-Bill</i>	<i>0.1%</i>
 <i>Total UNC Investment Fund</i>	 <i>15.7%</i>
<i>Strategic Investment Policy Portfolio</i>	<i>15.0%</i>

\*Blended benchmarks reflect weighted SIPP benchmarks for the underlying asset classes.



**WITHDRAWAL FROM QUASI-ENDOWMENT**

In 2005, the Department of Environmental Sciences and Engineering (ESE) created a quasi-endowment fund using expendable gifts and over time reinvested the distribution to build up the fund. ESE wishes to withdraw \$300,000 from principal for use in connection with support for the Water Institute. Examples of support needs are personnel related expenses and short-term strategic growth. The current market value of the fund as of September 30, 2014 is \$1,620,626.68.

The Board of Trustees of the Endowment Fund approved this withdrawal by mail ballot on November 4, 2014. Regulations adopted by the Board of Governors require that the Trustees approve any transfer of Endowment principal or income to the useful possession of the institution.

**RECOMMENDED ACTION:**

A motion to approve the withdrawal described above.

**PROPERTY ACQUISITION BY LEASE –OFFICE SPACE – CAROLINA  
POPULATION CENTER**

This request is to acquire approximately 55,000 SF of office space from Cousins Properties, Inc. /Northwood Ravin, Inc. (Lessor) to be located at 123 West Franklin Street in Chapel Hill for use by the Carolina Population Center (CPC). This space will be within the new University Square mixed use development located on Chapel Hill Foundation Real Estate Holdings, Inc. owned property that will be ground leased to the Lessor. The CPC was previously in leased space at University Square and, as a result of the proposed redevelopment of the University Square property, has been temporarily relocated to leased space in five separate locations. This lease will allow all the CPC groups to be housed together within contiguous space that is in close proximity to campus. The lease term will be ten years at an annual cost of \$1,815,000. This equates to an annualized cost of \$33.00 per square feet inclusive of all utilities, taxes, insurance and common area maintenance. Phone and internet service will be paid separately by tenant.

**RECOMMENDED ACTION:**

A motion to recommend approval to acquire office space by lease as described above.

**PROPERTY ACQUISITION BY LEASE –OFFICE SPACE – BIOSTATISTICS AND EPIDEMIOLOGY**

This request is to acquire approximately 40,000 SF of office space from Cousins Properties, Inc. /Northwood Ravin, Inc. (Lessor) to be located at 123 West Franklin Street in Chapel Hill for use by the departments of Biostatistics and Epidemiology within the Gillings School of Global Public Health. This space will be within the new University Square mixed use development located on Chapel Hill Foundation Real Estate Holdings, Inc. owned property that will be ground leased to the Lessor. These two departments are currently located in leased space in two separate locations. This lease will allow them to co-locate and collaborate with each other as well as other University departments given the leased space's proximity to campus. The lease term will be ten years at an annual cost of \$1,320,000. This equates to an annualized cost of \$33.00 per square feet inclusive of all utilities, taxes, insurance and common area maintenance. Phone and internet service will be paid separately by tenant.

**RECOMMENDED ACTION:**

A motion to recommend approval to acquire office space by lease as described above.



THE UNIVERSITY  
*of* NORTH CAROLINA  
at CHAPEL HILL

2015-16 and 2016-17

# Tuition and Fees

Proposed to the Board of Trustees

November 2014

Title

# Tuition Planning Framework

## UNC GA Four-Year Tuition Plan:

- Plan for 2 years: 2015-16 & 2016-17
- 5% Cap on Resident Undergraduate Tuition
- Revenue cannot be used toward financial aid

## Proposed Rates UNC-Chapel Hill:

- Campus Based Tuition Increases (CBTI)
- School Based Tuition Increases (SBTI)
- Student Fees



# Campus Based Tuition Increases (CBTI) PROPOSAL





# Proposed CBTI Summary

<b>TUITION INCREASES</b>	<b>2015-16</b>	<b>2016-17</b>
All Undergraduates	\$225	\$233
All Graduates	\$450	\$500
<b>PROJECTED REVENUE</b>	<b>\$8.2 M</b>	<b>\$8.8M</b>



# Proposed CBTI Revenue Uses

**\$8.2M: 2015-16**

**\$8.8M: 2016-17**

- Faculty salary increases
- Expanded course offering
- Graduate student support



# Proposed CBTI

## 2015-16

<b>Student Type</b>	<b>Projected Enrollment</b>	<b>2014-15 Tuition</b>	<b>2015-16 Increase Amount</b>	<b>% increase</b>	<b>2015-16 Tuition Rate</b>	<b>2015-16 Additional Revenue</b>
Undergraduate Resident	13,778	6,423	\$ 225	3.50%	6,648	3,100,050
Undergraduate Nonresident	3,201	31,505	\$ 225	0.71%	31,730	720,225
Graduate Resident	7,409	8,693	\$ 450	5.18%	9,143	3,334,050
Graduate Nonresident	2,387	25,904	\$ 450	1.74%	26,354	1,074,150
<b>TOTAL</b>	<b>26,775</b>					<b>8,228,475</b>

## 2016-17

<b>Student Type</b>	<b>Projected Enrollment</b>	<b>2015-16 Tuition</b>	<b>2016-17 Increase Amount</b>	<b>% increase</b>	<b>2016-17 Tuition Rate</b>	<b>2016-17 Additional Revenue</b>
Undergraduate Resident	13,778	6,648	\$ 233	3.50%	6,881	3,210,274
Undergraduate Nonresident	3,201	31,730	\$ 233	0.73%	31,963	745,833
Graduate Resident	7,409	9,143	\$ 500	5.47%	9,643	3,704,500
Graduate Nonresident	2,387	26,354	\$ 500	1.90%	26,854	1,193,500
<b>TOTAL</b>	<b>26,775</b>					<b>8,854,107</b>



# School BASED TUITION INCREASES (SBTI) PROPOSAL



# Proposed SBTI Summary

## 2015 – 16 Proposals

- 7 Schools Submitted Proposals
- 1 School with Previously Approved SBTI(SOSW MSW)

## 2016 – 17 Proposals

- 8 Schools Submitted Proposals





# SBTI Proposals – Health Affairs

Program and School Based Increases	2014-15 Current Tuition	2015-16 SBTI	2015-16 Planned Tuition	Percent Increase	2016 -17 SBTI
<b>Dentistry</b>					
DDS Resident	27,715	1,200	28,915	4.3%	1,200
DDS Nonresident	50,410	600	51,010	1.2%	600
MS Programs Resident	10,294	600	10,894	5.8%	600
MS Programs Nonresident	27,626	600	28,226	2.2%	600
MS programs: Endodontics, Oral & Maxillofacial Radiology, Oral & Maxillofacial Pathology, Orthodontics, Pediatric Dentistry, Periodontology, Prosthodontics, Dental Hygiene.					
<b>Medicine</b>					
MD Resident	18,887	2,500	21,387	13.2%	2,500
MD Nonresident	45,766	2,500	48,266	5.5%	2,500
<b>Medicine - Department of Allied Health</b>					
SPHS, RPSY, OCCT, PHYT, AUDI, PHTX, MCLS, MRS Resident	14,043	500	14,543	3.6%	500
SPHS, RPSY, OCCT, PHYT, AUDI, PHTX, MCLS, MRS Nonresident	31,254	500	31,754	1.6%	500



# SBTI Proposals – Health Affairs

Program and School Based Increases	2014-15 Current Tuition	2015-16 SBTI	2015-16 Planned Tuition	Percent Increase	2016 -17 SBTI
<b>Nursing</b>					
MS Nursing, Post-MS Nursing Resident	13,693	-	13,693	0.0%	300
MS Nursing, Post-MS Nursing Nonresident	30,904	-	30,904	0.0%	300
Doctor of Nursing Practice DNP Resident	13,693	-	13,693	0.0%	300
Doctor of Nursing Practice DNP Nonresident	30,904	-	30,904	0.0%	300
<b>Eshelman School of Pharmacy</b>					
PharmD Resident	18,344	459	18,803	2.5%	470
PharmD Nonresident	40,808	459	41,267	1.1%	470
<b>Gillings School of Global Public Health</b>					
MPH, MSPH Resident	13,059	1,000	14,059	7.7%	1,000
MPH, MSPH Nonresident	29,513	1,000	30,513	3.4%	1,000



# SBTI Proposals – Academic Affairs

Program and School Based Increases	2014-15 Current Tuition	Previously Approved SBTI	2015-16 SBTI	2015-16 Planned Tuition	Percent Increase	2016 -17 SBTI
<b>Kenan Flagler Business School(***)</b>						
MBA Resident	\$ 34,015	-	\$ 3,000	\$ 37,015	8.8%	\$ 3,000
MBA Nonresident	52,470	-	1,943	54,413	3.7%	1,725
Master of Accounting Resident	28,953	-	2,783	31,736	9.6%	2,755
Master of Accounting Nonresident	45,260	-	1,691	46,951	3.7%	1,501
(***) - KFBS submits a proposal based on the Total Tuition Amount, specific SBTI amounts may vary based on CBTI						
<b>Government</b>						
MPA Resident	9,543	-	50	9,593	0.5%	50
MPA Nonresident	26,754	-	50	26,804	0.2%	50



# SBTI Proposals – Academic Affairs

Program and School Based Increases	2014-15 Current Tuition	Previously Approved SBTI	2015-16 SBTI	2015-16 Planned Tuition	Percent Increase	2016 -17 SBTI
<b>Information &amp; Library Science</b>						
Post Masters Certificate - PMC Resident	13,693	-	-	13,693	0.0%	250
Post Masters Certificate - PMC Nonresident	30,904	-	-	30,904	0.0%	250
MS Info Science, MS Lib Science Resident	10,693	-	-	10,693	0.0%	250
MS Info Science, MS Lib Science Nonresident	27,904	-	-	27,904	0.0%	250
<b>Social Work</b>						
MSW Resident	11,493	500	-	11,993	4.4%	
MSW Nonresident	30,454	500	-	30,954	1.6%	





# SBTI Proposals – Academic Affairs

Executive Degree Programs	2014-15 Current Tuition	2015-16 SBTI	2015-16 Planned Tuition	Percent Increase	2016 -17 SBTI
<b>Kenan Flagler Business School(***)</b>					
MBA for Executives Evening	78,280	1,220	79,500	1.6%	\$ 1,590
MBA for Executives Weekend	96,305	8,695	105,000	9.0%	2,100
OneMBA <sup>®</sup>	105,520	3,480	109,000	3.3%	3,270
MBA@UNC (tied to Weekend EMBA tuition rate)	96,775	2,900	99,675	3.0%	4,984
UNC-CH/Tsinghua Dual Degree Program	70,400	-	70,400	0.0%	7,040

(\*\*\*) - KFBS submits a proposal based on the Total Tuition Amount, specific SBTI amounts may vary based on CBTI



# Student Fees

## PROPOSAL



# Fee Explanation:

## New & Reduced Student Fees

### General Fees

- Student Health Fee (REDUCED)
  - \$36 reduction (2015-16)
  - \$10 reduction (2016-17)



# Fee Explanation:

## New & Reduced Student Fees

### Miscellaneous Fees

- Graduate Student Programming Fee (REDUCED)
  - \$30.25 reduction
  - Covers all students/part student services, activities, & sponsored events expenditures
- Graduate Student Orientation Fee (NEW)
  - One-time fee / all 1<sup>st</sup> year incoming students
    - Subsequent years / will pay Programing Fee
  - Covers same programs outlined in Programing Fee





# Fee Explanation:

## New & Reduced Student Fees

### Special Fees

- SOD Clinical Technology Fee (NEW)
  - Assists funding technological gap
    - Computers, applications, system updates & replacements
- SOM Physicians Assistant Program (NEW)
  - Monetary support in lieu of fundraising & grants
    - Speakers, field work, increase current library content
    - Student committee will recommend and prioritize fee spending



# Proposed Student Fees - Undergraduate Summary

Fees All Undergraduates Pay	2014-15 Current Fees	2015-16 Requested Fees	2016 -17 Requested Fees
General Fees	1,497.99	1,470.69	1,469.67
Debt Services Fees	185.85	185.85	185.85
Special Fees	51.00	51.00	51.00
Miscellaneous Fees	178.05	205.80	216.94
<b>TOTAL – Undergraduate Fees</b>	<b>1,912.89</b>	<b>1,913.34</b>	<b>1,923.46</b>
<i><b>Total Dollar Increase</b></i>	(4.13)	0.45	10.12
<i><b>Total % Increase</b></i>	-0.22%	0.02%	0.53%



# Proposed Student Fees – Graduate Summary

<b>Fees All Graduate Students Pay</b>	<b>2014-15 Current Fees</b>	<b>2015-16 Requested Fees</b>	<b>2016 -17 Requested Fees</b>
General Fees	1,486.01	1458.71	1,457.69
Debt Services Fees	185.85	185.85	185.85
Special Fees	51.00	51.00	51.00
Miscellaneous Fees	178.05	205.80	216.94
<b>TOTAL – Graduate Fees</b>	<b>1,900.91</b>	<b>1,901.36</b>	<b>1,911.48</b>
<i><b>Total Dollar Increase</b></i>	(4.13)	0.45	10.12
<i><b>Total % Increase</b></i>	-0.22%	0.02%	0.53%



# Proposed Student Fees – All Students

Fees All Students Pay	2014-15 Current Fees	2015-16 Requested Fees	2016 -17 Requested Fees
General Fees - Undergraduates	1,497.99	1,470.69	1,469.67
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## ATTACHMENT I

### **FOR INFORMATION – IMPROVE PEDESTRIAN, BICYCLE AND VEHICULAR ACCESS FROM FRANKLIN STREET TO CAMERON AVENUE (PORTHOLE ALLEY ENTRANCE)**

The goal of this project is to develop a master plan to improve the pedestrian, bicycle and vehicular access from Franklin Street to Cameron Avenue. The initial phase of this project will include improvements to make Porthole Alley into a safe and attractive pedestrian and bicycle oriented entrance into campus. Construction of the initial phase is anticipated to start in 2015.

The project budget is \$2.1M and will be funded by University funds.

The Chancellor's Buildings and Grounds Committee reviewed the project at its November 2014 meeting.

The design is presented to the Board of Trustees for information.

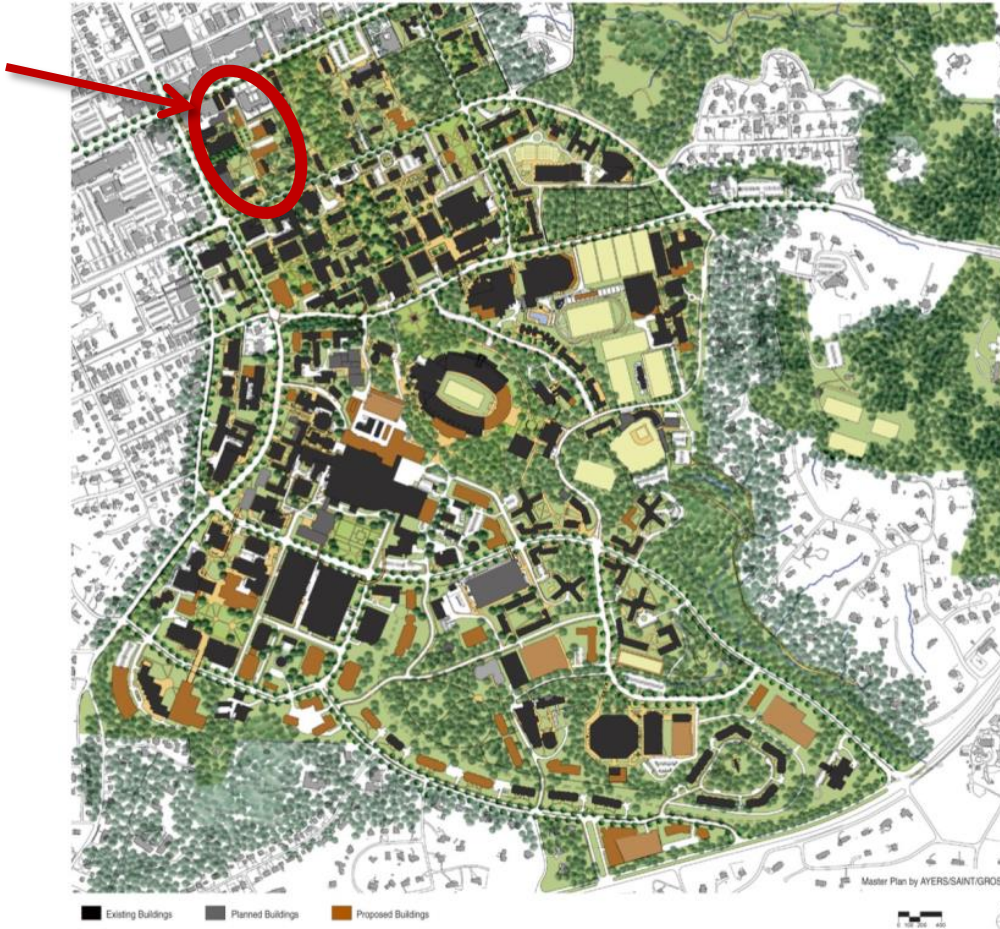
No formal action is requested at this time.

**IMPROVE PEDESTRIAN, BICYCLE AND VEHICULAR  
ACCESS FROM FRANKLIN STREET TO CAMERON  
AVENUE (PORTHOLE ALLEY ENTRANCE)**

**PRELIMINARY DESIGN**

# IMPROVE PEDESTRIAN, BICYCLE AND VEHICULAR ACCESS FROM FRANKLIN STREET TO CAMERON AVENUE (PORTHOLE ALLEY ENTRANCE)

PROJECT SITE



THE UNIVERSITY  
of NORTH CAROLINA  
at CHAPEL HILL

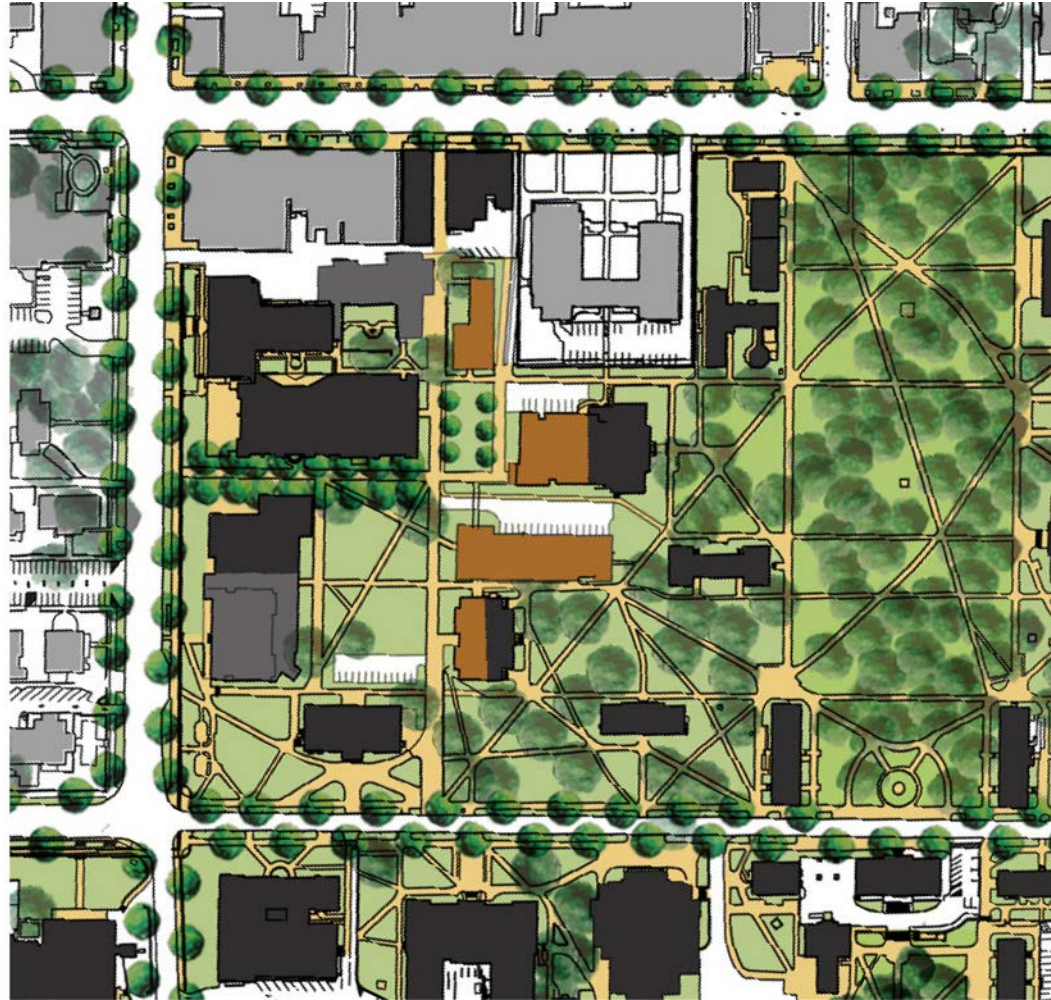
CAMPUS MASTER PLAN

Page 48/94  
BOARD OF TRUSTEES

NOVEMBER 2014

# IMPROVE PEDESTRIAN, BICYCLE AND VEHICULAR ACCESS FROM FRANKLIN STREET TO CAMERON AVENUE (PORTHOLE ALLEY ENTRANCE)

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## CAMPUS MASTER PLAN

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BOARD OF TRUSTEES

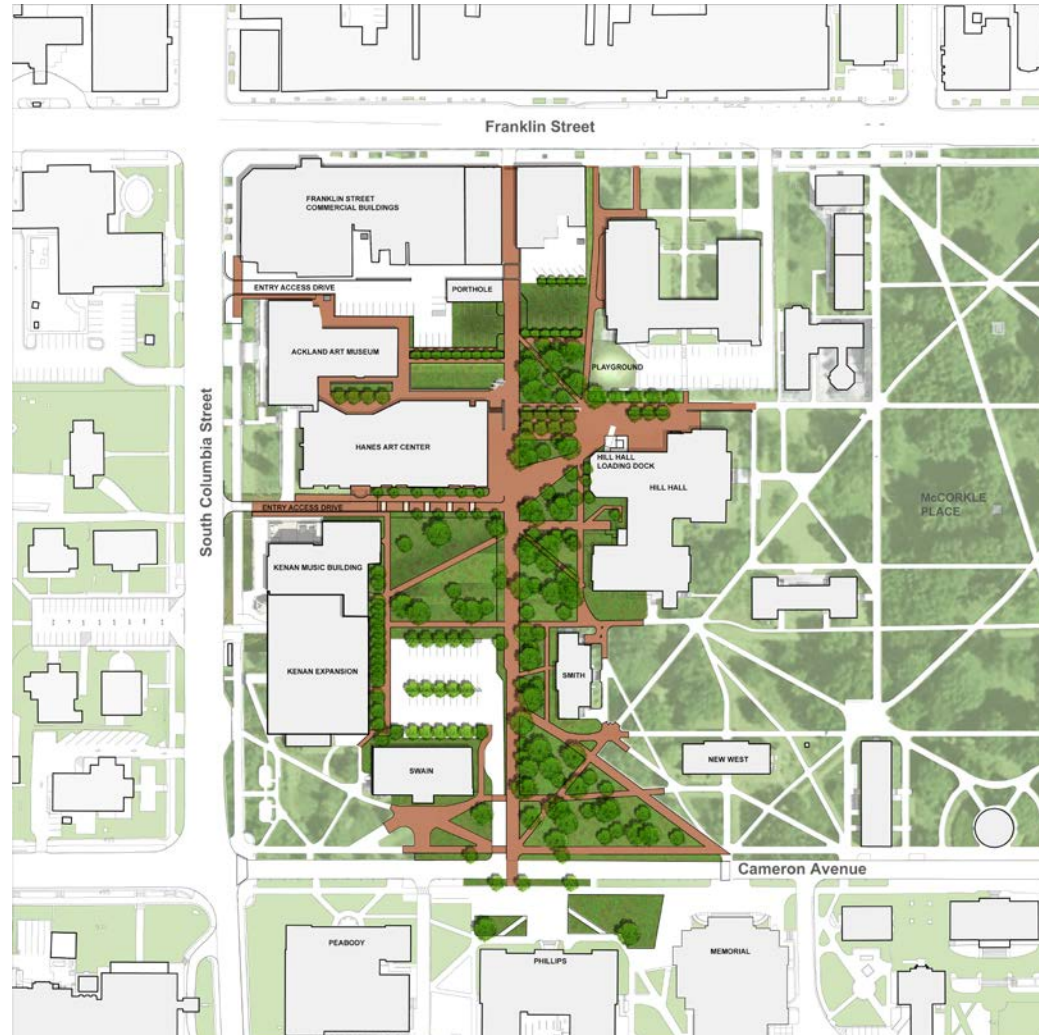


THE UNIVERSITY  
of NORTH CAROLINA  
at CHAPEL HILL

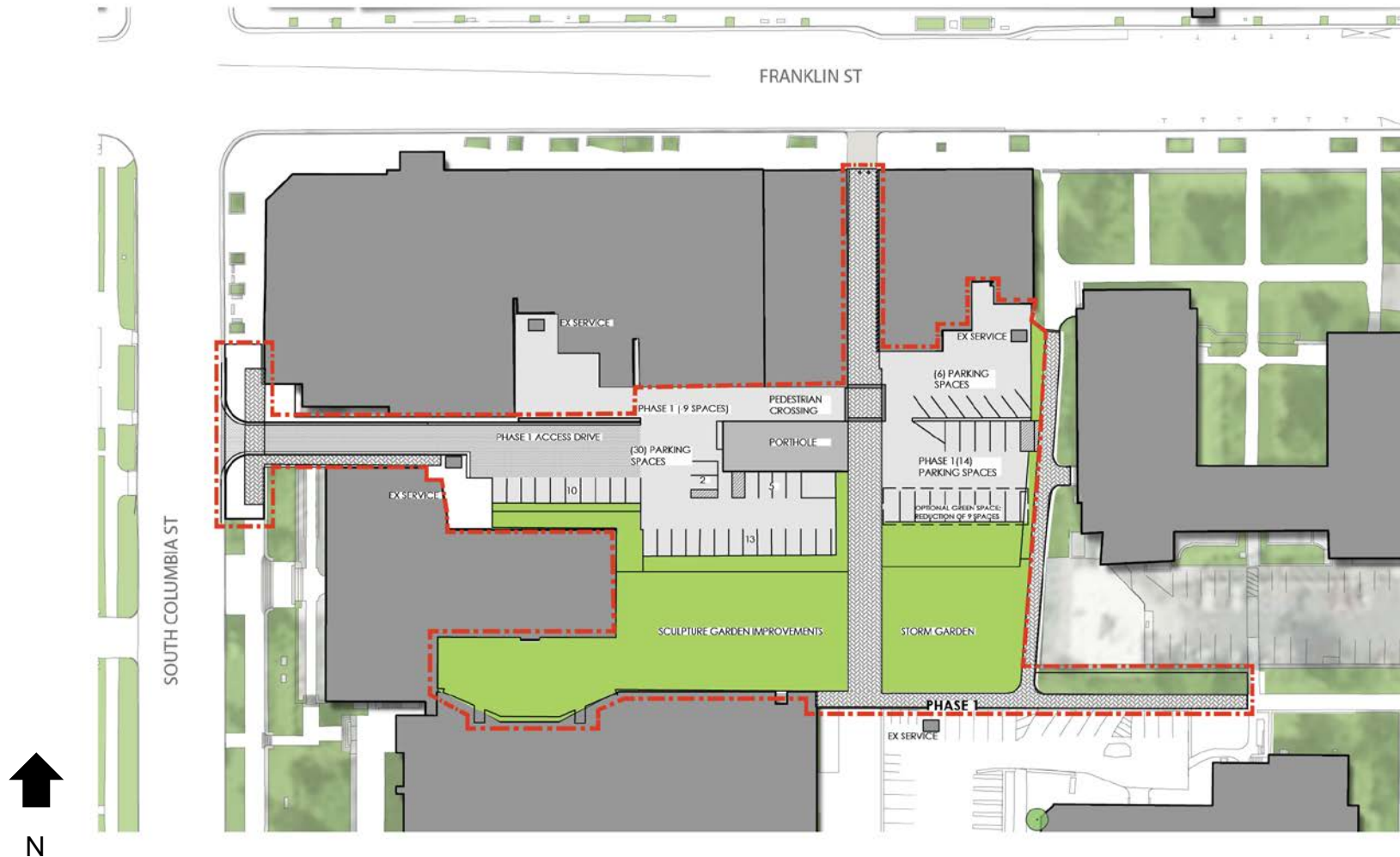
NOVEMBER 2014



# IMPROVE PEDESTRIAN, BICYCLE AND VEHICULAR ACCESS FROM FRANKLIN STREET TO CAMERON AVENUE (PORTHOLE ALLEY ENTRANCE)



# IMPROVE PEDESTRIAN, BICYCLE AND VEHICULAR ACCESS FROM FRANKLIN STREET TO CAMERON AVENUE (PORTHOLE ALLEY ENTRANCE)



## PHASE ONE PLAN

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BOARD OF TRUSTEES

NOVEMBER 2014



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**FOR INFORMATION – UNIVERSITY MASTER PLAN**

The University Master Plan will establish principles and guidelines to align the University's vision of sustainability with a long term plan for its continued development. All University properties will be reviewed including the main campus, Carolina North, the Mason Farm/Friday Center property and smaller University owned parcels in the community. The planning process will include UNC Health Care System.

The new planning effort will take context from both the main campus master plan and the Carolina North plan and consider program needs, infrastructure, and connectivity.

Over the next several months, campus and local leadership will be advised of the upcoming planning effort. The University will develop the planning and engagement process with the selected consultant.

The schedule is presented to the Board of Trustees for information.

**Proposed Schedule:**

December 5, 2014

- UNC Board of Governors approval for planning.

December, 2014 through February, 2015

- Consultant Selection Process

March, 2015

- Consultant Recommendation to Chancellor's Buildings and Grounds
- Consultant Selection by Board of Trustees

April through May, 2015

- Contract negotiation with selected consultant

June, 2015 – November, 2016

- Develop master plan

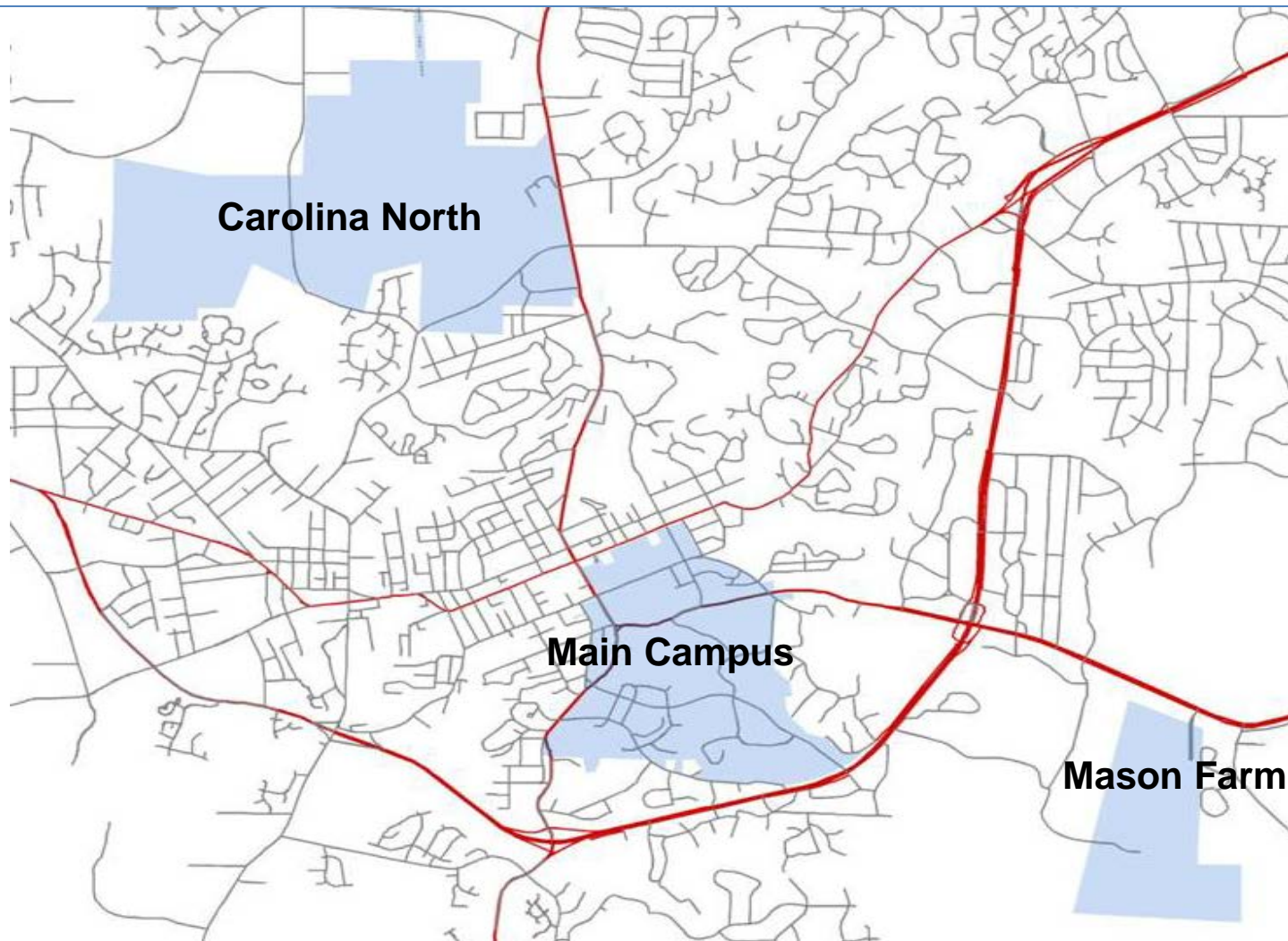
November, 2016

- Chancellor's Buildings and Grounds – Final Approval
- Board of Trustees – Final Approval

# **UNIVERSITY MASTER PLAN**

## **FOR INFORMATION**

# UNIVERSITY MASTER PLAN



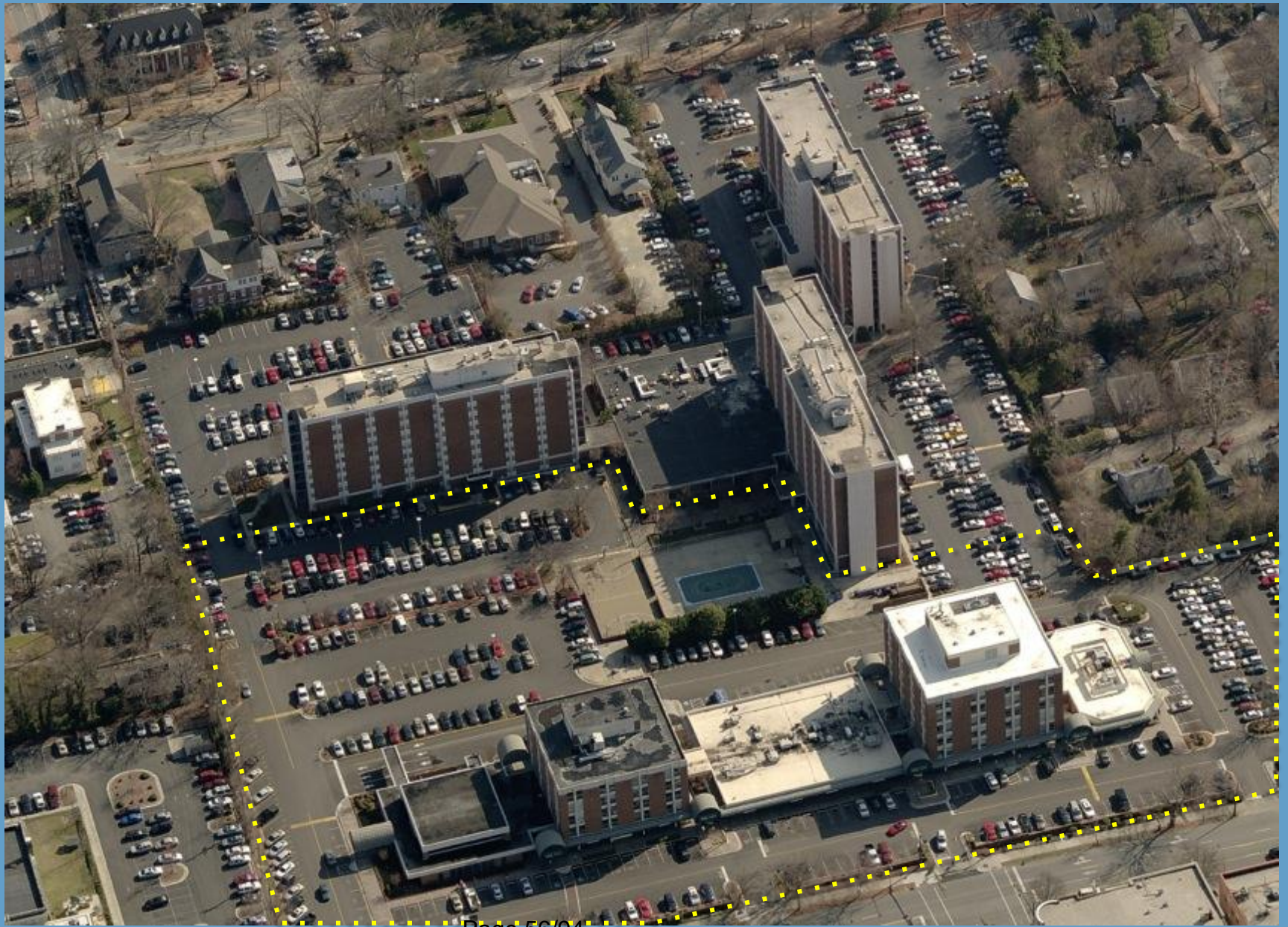




UNC  
DIVISION OF FINANCE  
AND ADMINISTRATION

# University Square Redevelopment

UNC Board of Trustees  
November 19, 2014



# Project Overview

- 6.2 acre site
- 158,000 square feet office
- 50,000 square feet retail
- 246 apartment units
- 880 structured parking spaces
- 0.75 acre activated green space













# Project Schedule

- First Quarter 2015 – Abatement & Demolition
- Second Quarter 2015 – Ground Breaking
- Second Quarter 2017 – Opening





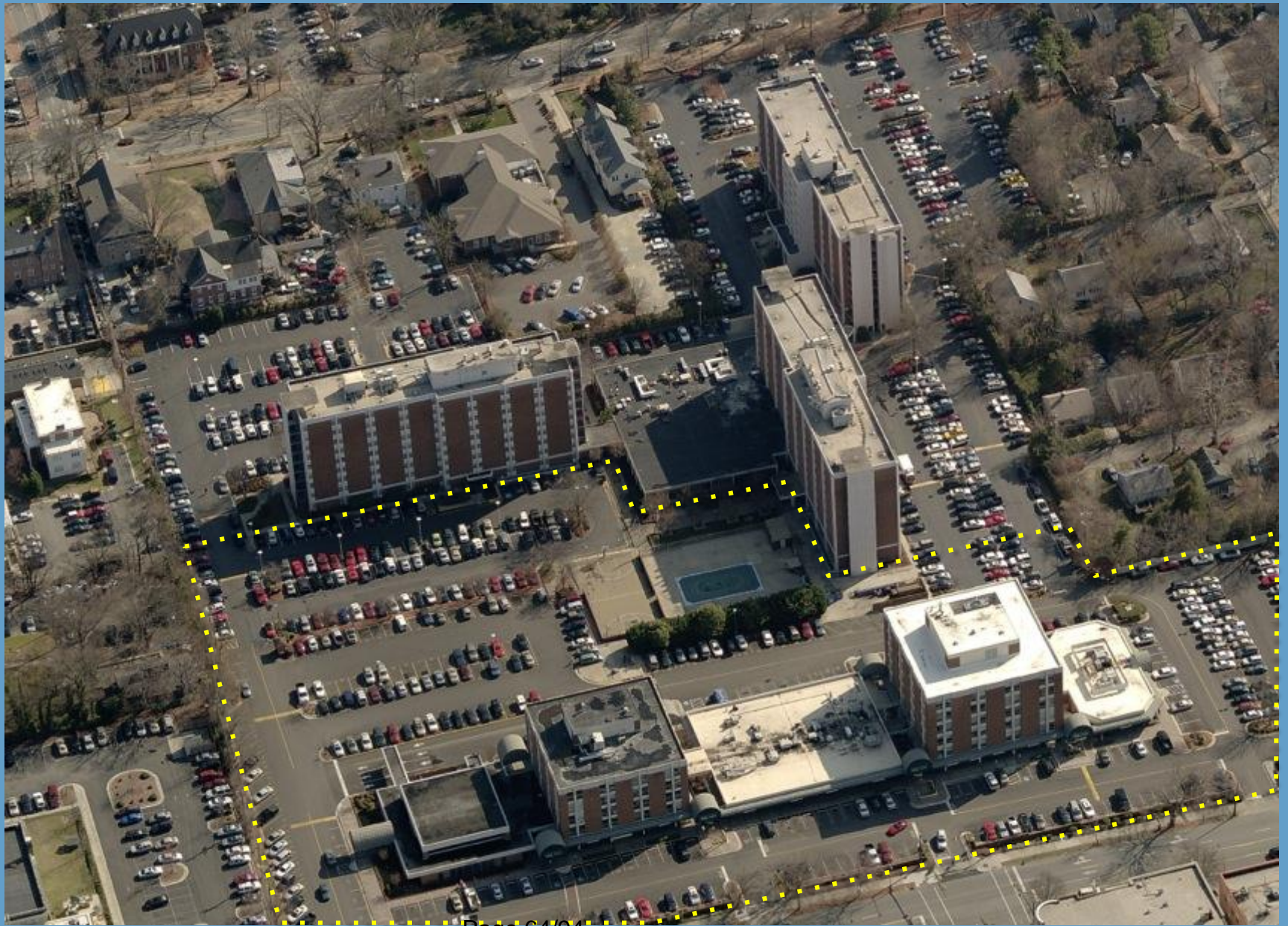


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# Project Schedule

- First Quarter 2015 – Abatement & Demolition
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- Second Quarter 2017 – Opening







# Development Report FY 2015

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Cash Received:	11/14/14	11/14/13	Variance	% Change
Gifts	\$36,527,026	\$34,603,564	\$1,923,462	6%
Grants	\$22,969,514	\$28,441,022	(\$5,471,508)	-19%
<b>Total Cash Received:</b>	\$59,496,540	\$63,044,586	(\$3,548,046)	-6%
<b>New Cash and Commitments:</b>				
	\$60,486,057	\$67,529,144	(\$7,043,087)	-10%
<b>In the Pipeline:</b>				
	<b>Prospect</b>	<b>Intent</b>	<b>Proposal</b>	
	\$187,691,529	\$251,902,726	\$235,775,398	



# Development Report FY 2015

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Post-Wainstein, we've:

- Exceeded our nightly phonathon goals;
- Closed several leadership level gifts;
- Experienced no impact on the receptiveness of corporations and foundations doing business with us.



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# *Division of Finance and Administration*

## Financial Update



Matthew Fajack  
Vice Chancellor for Finance and Administration  
November 19, 2014



## Quarterly Actual Data

	FY 2012-2013	FY 2013-2014	FY 2014-2015	FY 2014-2015
	July-Sept Actual	July-Sept Actual	July-Sept Actual	Change from Prior Year
<b>Revenues:</b>				
State Appropriations	\$9,746	\$32,565	\$37,152	14%
Tuition and Fees	185,673	205,367	220,199	7%
Governmental Contracts and Grants	461,241	448,499	439,715	(2%)
Non-Governmental Con. And Grants	101,420	92,182	94,429	2%
Gifts	157,902	171,769	164,159	(4%)
Sales and Services	212,358	223,729	245,166	10%
Investment and Endowment Income	95,142	101,673	106,490	5%
Other Sources	42,607	47,561	23,548	(51%)
<b>Total Revenues</b>	<b>\$1,266,089</b>	<b>\$1,323,345</b>	<b>\$1,330,858</b>	<b>1%</b>





## Quarterly Actual Data

	FY 2012-2013	FY 2013-2014	FY 2014-2015	FY 2014-2015
	July-Sept Actual	July-Sept Actual	July-Sept Actual	Change from Prior Year
<b>Expenses/Transfers/Other</b>				
<b>Instruction</b>	\$174,350	\$169,307	\$173,941	3%
<b>Organized Research</b>	156,276	176,981	189,556	7%
<b>Public Service</b>	28,269	31,228	32,077	3%
<b>Student Services</b>	7,517	8,757	8,546	(2%)
<b>Student Financial Aid</b>	145,628	157,217	164,077	4%
<b>Academic Support</b>	21,833	24,308	29,101	20%
<b>Institutional Support</b>	23,101	28,873	34,722	20%
<b>Physical Plant Operations</b>	31,469	34,139	35,807	5%
<b>Auxiliary Enterprise &amp; Internal Services</b>	96,228	98,785	102,386	4%
<b>Professional Clinical Services</b>	105,674	101,699	113,075	11%
<b>Transfers &amp; Internal Deductions</b>	12,981	13,823	28,847	109%
<b>Total Expenses, Transfers &amp; Other</b>	\$803,326	\$845,117	\$912,135	8%



## Quarterly General Fund Revenue Report

- 2013/14 General Fund revenues were \$450.3 million (2.2%) below the \$20.6 billion budgeted.
- General Fund collections for the first quarter of the 2014/15 fiscal year are \$62 million (1.3%) below the revenue target (\$4.7B) for that period. Year on year revenues are down 6.5%.
- Corporate income tax revenue is on target, sales tax revenue is above target, and personal income tax revenue is below target.



## Quarterly General Fund Revenue Report

- The State's economy is expected to stay on the steady, upward trend it's been on since 2012, though the pace of growth remains below average.
- The unstable global economy continues to slow the pace of growth.
- The Fiscal Research Divisions entire report can be viewed at  
[http://www.ncleg.net/FiscalResearch/generalfund\\_outlook\\_pdfs/14-15%20Outlooks/2013-14\\_First\\_Quarter\\_Revenue\\_Outlook.pdf](http://www.ncleg.net/FiscalResearch/generalfund_outlook_pdfs/14-15%20Outlooks/2013-14_First_Quarter_Revenue_Outlook.pdf)



# 2014-15 UNC Budget Reductions





## FY 2014-15 Reductions

- 2014/15 Budget included six reductions that required allocation by the Board of Governors:
  - Management Flexibility (\$12.2M)
  - Non-Resident Undergrad Tuition Increase and Reduction (\$27.2M)
  - Enrollment Model Change-Negative Factor Adjustment (\$5.3M)
  - Instructional Efficiencies (\$5.3M)
  - Operational Efficiencies (\$5M)
  - Program Consolidation (\$1.9M)



## General Reductions by Category

	UNC-CH	System
<b>Management Flexibility</b>	(2,962,001)	(12,234,746)
<b>Non-Resident Undergraduate Tuition Increase and Reduction</b>	(10,571,045)	(27,243,157)
<b>Enrollment Model Change- Negative Adjustment</b>	(153,415)	(5,326,425)
<b>Instructional Efficiencies</b>	(1,118,211)	(5,300,000)
<b>Administrative Efficiencies</b>	(1,068,913)	(5,000,000)
<b>Program Consolidations</b>	(400,868)	(1,900,000)
<b>Total Reduction</b>	(16,274,453)	(57,004,328)



# Reduction Allocation Methodology

- Management Flex Reduction
  - Eight measures factored into the management flexibility allocation method:
    - ❖ Freshman-to-Sophomore Retention
    - ❖ Graduation Rate
    - ❖ Degree Efficiency
    - ❖ UNC Fit Index
    - ❖ Weighted Education and Related Spending per Degree
    - ❖ No Tuition
    - ❖ Diseconomies of Scale
    - ❖ Pell Grant Recipients



## Reduction Allocation Methodology

- Management Flex Reduction (Cont.)
  - Could not be allocated on an across-the-board basis
- Strategic Plan Related Reductions
  - Allocated on a pro rata basis



# ConnectCarolina

Where We've Been and Where We're Headed

November 2014



Photo credit: Sam Kittner '85



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# Go-Live Facts

## Connect CAROLINA

October 2014 Go Live  
PeopleSoft Finance and  
HR/ Payroll

2009-2010

Oracle PeopleSoft Campus Solutions

## InfoPorte

A multifaceted system that  
provides reporting and data  
warehouse capabilities using  
ConnectCarolina data

Replaced aging, non-integrated,  
legacy applications

1968 | Payroll system

1988 | Financial system

2000 | Human Resources Information System

2006 | EPA Web

Replaced legacy data warehouse

2001 | Finance Data Warehouse

2002 | HR added to legacy Data Warehouse



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# Community Engagement

## Campus working groups

- Appointed by Deans
- Validated, reviewed and tested

## TIPs and Trainers

- Liaisons to departments across campus

## In-person and computer-based training

- 6,000 CBT views
- 1,700 individuals at in-person sessions

## Large demos and town halls

- Important project updates and community interaction

## Joint effort by:

**FINANCE DIVISION**  
UNIVERSITY of NORTH CAROLINA at CHAPEL HILL



**UNC**  
HUMAN RESOURCES



**UNC**  
RESEARCH



**UNC**  
INFORMATION  
TECHNOLOGY SERVICES

## Ongoing governance

- Enterprise Applications Coordinating Committee (EACC)  
– ongoing governance



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# Go-Live: Experience in October

---

37,000

Finance transactions

4,000

Help tickets closed; steady decline in help requests as month progressed

5,000

HR transactions

49,000

Payroll paychecks issued in 3 bi-weekly and one monthly payroll

- Ongoing training and communications



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# Future of the ERP

## Immediate Plans

90 days: ARP, W2s, 1098Ts, 1099s, fixes

## February – April 2015

Implement Oracle upgrades, fixes

## May 2015 and beyond

Enhancements, expansions

## Focus going forward

Based on priorities set by EACC

## How System Aids Efficiency



Better reporting and data analysis



Reduction in departmental (“shadow”) systems



Consistent processes, consistent data



# ConnectCarolina Priorities and Opportunities

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- **Stabilize the platform**

Focus on enabling campus and central administrative offices to be proficient in employing new concepts, new procedures and new systems effectively.

- **Leverage ERP capabilities to reduce costs**

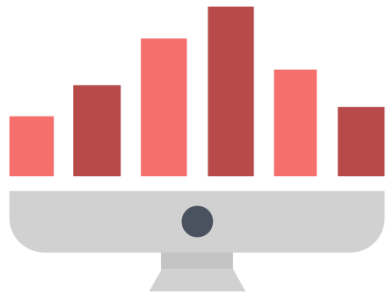
Standardize processes and reduce administrative costs by eliminating customizations and embracing capabilities of the delivered applications wherever possible. Decommission legacy systems.

- **Identify additional opportunities**

Keep up-to-date with emerging technologies (like mobile), provide additional capabilities, and enhance administrative productivity by building on a stable platform.



# InfoPorte and Data Analytics



New approach to reporting:

## Business Intelligence

Modernize the way the University thinks about reporting



Develop and implement:

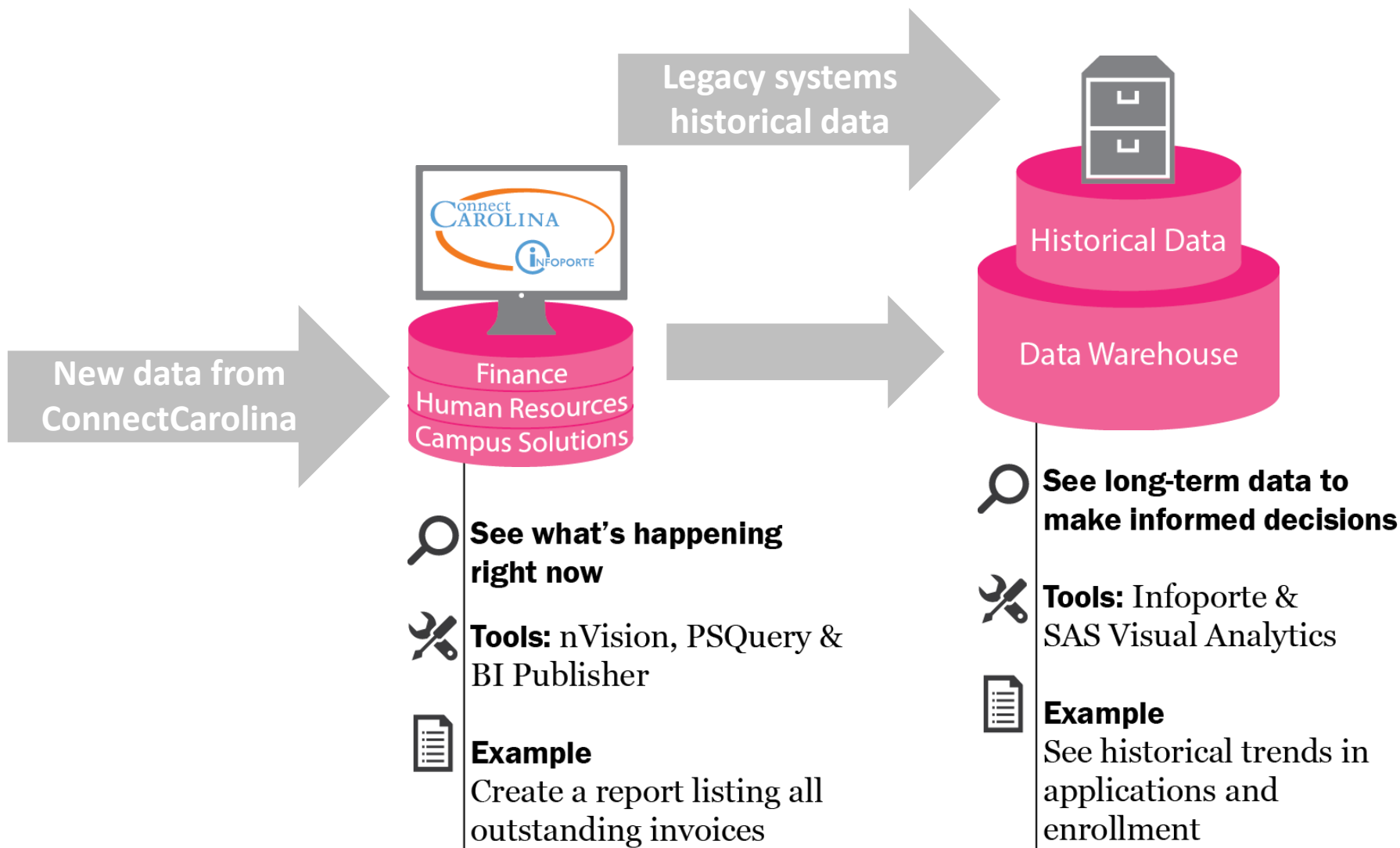
## More robust data warehouse

Sophisticated data analysis tools



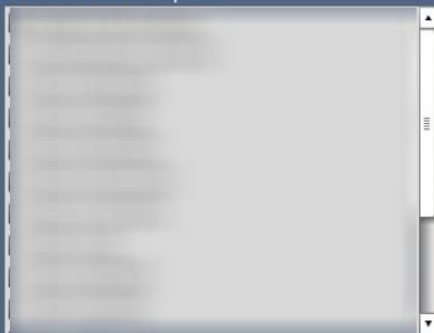
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Business Unit Description



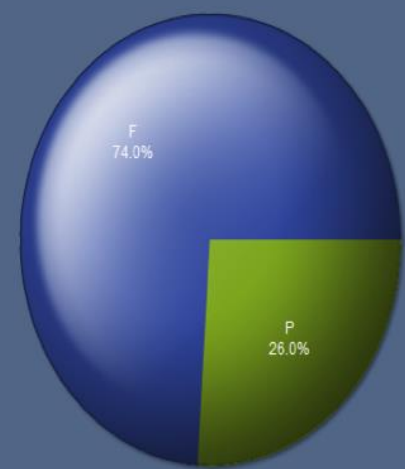
Department

- ☐ ACC Anesthesia
- ☐ Aerospace Studies
- ☐ African Afri-Amer and Diaspora
- ☐ Allied Health - CLDS
- ☐ Allied Health - CLS
- ☐ Allied Health - OT
- ☐ Allied Health - PA
- ☐ Allied Health - PT
- ☐ Allied Health - Rad Sci

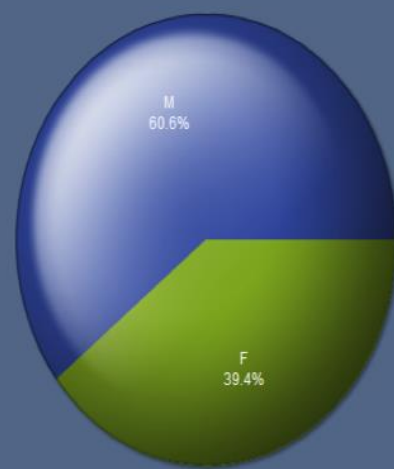
Academic Rank Name

- ☐ (missing values)
- ☐ Adjunct Assistant Professor

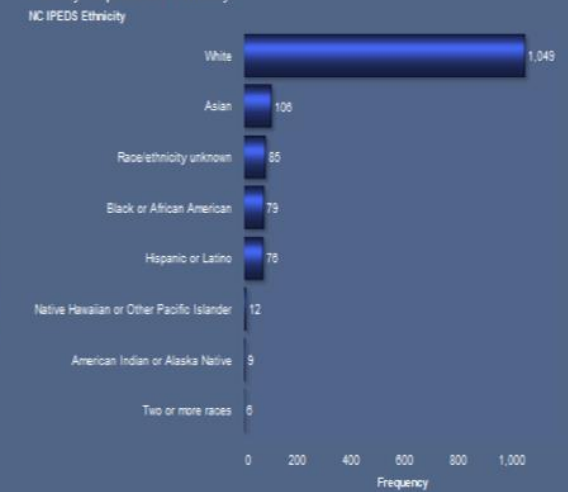
Full and Part Time Faculty



Faculty - Gender



Faculty Population Ethnicity



Faculty Analysis Report

Employee ID	Employee Full Name	Effective Date	Payroll Status	HR Status	Job Function D...	Regular Temp ...	Full / Part Time	Department Id	Department Description
			A	A	Faculty	Regular	F	312100	Romance Languages
			A	A	Faculty	Regular	F	319100	Psychology
			A	A	Faculty	Regular	F	318900	Mathematics
			A	A	Faculty	Temporary	P	319100	Psychology
			A	A	Faculty	Temporary	P	310200	Dramatic Art
			A	A	Faculty	Regular	F	310200	Dramatic Art
			A	A	Faculty	Regular	F	315500	Asian Studies

Report Type Instructor Grading Patterns R

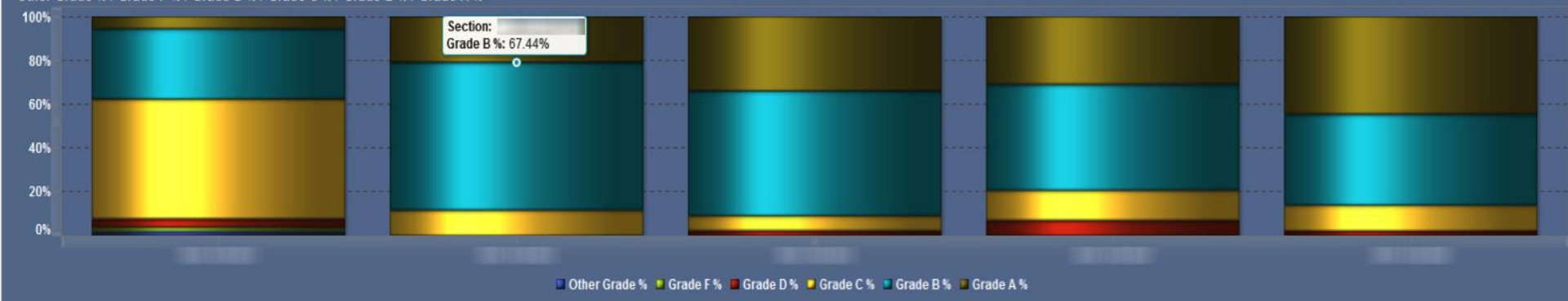
**Class Data**

The additional filters applied in addition to the selected Primary Instructor and term are as follows:

- The Class Total Enrollment must be > 0
- The Class Enrollment "Include in GPA" flag must be = "Y"
- The Class Type must be = "E"
- The Class Enrollment "Student Enrollment Status" flag must be = "E" (Enrolled)
- The Class Enrollment Academic Career or Course Career must be = "UGRD" (Undergraduate)
- Reportable Enrollment (Sum of all Grade Counts) > 5

**Grade Distribution by Class & Section (Official Grade %)**

Other Grade % / Grade F % / Grade D % / Grade C % / Grade B % / Grade A %



**Grade Distribution**

Section	Course Title	Primary Instructors Name	Total Enrollment	Reportable Enrollment	Median Grade	Mean Grade	Grade A Count	Grade A %	Grade B Count	Grade B %	Grade C Count	Grade C %	Grade D Count	Grade D %	Grade F Count	Grade F %	Other Grade Count
			53	53	2.30	2.372	3	5.66%	17	32.08%	29	54.72%	2	3.77%	1	1.89%	1
			43	43	3.00	3.072	9	20.93%	29	67.44%	5	11.63%	0	0.00%	0	0.00%	0

# ConnectCarolina

Where We've Been and Where We're Headed

November 2014



Photo credit: Sam Kittner '85

