



September 25, 2019, 1:00PM
Chancellor's Ballroom West, Carolina Inn

OPEN SESSION

FOR ACTION

1. Proposed Revisions to Office of Internal Audit Charter and Finance, Infrastructure, and Audit Committee Charter
Dean Weber, Chief Audit Officer Attachment A
2. Designer Selection
 - Campus Wide Parking Lot and Deck Repairs Attachment B
 - Kenan Stadium – Fire Alarm Upgrades Attachment C
 - Relocation of Grounds Services Department Attachment D*Anna Wu, Associate Vice Chancellor for Facilities Services*
3. Project Authorization
 - Carmichael Arena – Women's Basketball Renovations Phase II Attachment E*Anna Wu, Associate Vice Chancellor for Facilities Services*
4. Real Estate Operations
 - Modifications to Horace Williams Campus Designation Attachment F*Jonathan Pruitt, Vice Chancellor for Finance and Operations*

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

1. Preliminary Design Review
 - S1 Parking Deck and Central Generation Plant Attachment G
 - Lenoir Hall Outdoor Dining Attachment H*Evan Yassky, University Architect*
2. Development Report
David Routh, Vice Chancellor for University Development

COMMITTEE MEMBERS

Haywood D. Cochrane Jr., Chair

John P. Preyer, Vice Chair

David L. Boliek Jr.

Jefferson (Jeff) W. Brown

R. Gene Davis Jr.

Charles (Chuck) G. Duckett


Allie Ray McCullen

Dwight D. Stone

Administrative Liaison:

Jonathan Pruitt, Vice Chancellor for Finance & Operations

David Routh, Vice Chancellor for University Development



University of North Carolina at Chapel Hill

ACTION ITEM:

Proposed revision to the Office of Internal Audit Charter and the Finance, Infrastructure and Audit Committee Charter

BACKGROUND

The Office of Internal Audit Charter and the Finance, Infrastructure and Audit Committee Charter are presented for Committee review and considered approval of content updates.

OFFICE OF INTERNAL AUDIT CHARTER

Revisions to the Office of Internal Audit Charter incorporates recommendations provided in the department's recently completed external quality assessment review providing clarification to the Committee's authority over governance of the University's internal audit function. The charter was last reviewed and approved on May 31, 2018.

FINANCE, INFRASTRUCTURE AND AUDIT COMMITTEE CHARTER

Revisions to the Finance, Infrastructure and Audit Committee Charter incorporates changes to duties and responsibilities of the Committee affording alignment with recommended changes to the Office of Internal Audit Charter. Separately, language is added reflective of Committee requirements prescribed in The Code and UNC Policy Manual, Chapter 1400 *Information Technology*. The charter was last reviewed and approved on January 28, 2016.

RECOMMENDATION

A motion to approve revisions to the University of North Carolina at Chapel Hill's *Office of Internal Audit Charter* and to the *Finance, Infrastructure and Audit Committee Charter* as presented.

Dean A. Weber, CIA, CRMA
Chief Audit Officer

THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL
Office of the Chancellor

OFFICE OF INTERNAL AUDIT CHARTER – SEPTEMBER 2019~~MAY 2018~~

The Chief Audit Officer reports functionally to the Chair of the FIA Committee and administratively (i.e. day to day operations) to the Chancellor of the University.

To establish, maintain, and assure that the University's internal audit department has sufficient authority to fulfill its duties, the FIA Committee will govern the Department and:

- Approve the internal audit charter;
- Approve the risk-based internal audit plan;
- Receive communications from the Chief Audit Officer on the internal audit department's performance relative to its plan and other matters;
- Review and approve, in consultation with the Chancellor, the budget and resources for the Office of Internal Audit, including the Chief Audit Officer's evaluation and remuneration;
- Approve decisions regarding the appointment and removal of the Chief Audit Officer; and
- Make appropriate inquiries of management and the Chief Audit Officer to determine whether there is inappropriate scope or resource limitations.

The Chief Audit Officer will have the unrestricted ability to communicate and interact directly with the Board including in private meetings without management present.

The FIA Committee authorizes the internal audit department to:

- Have full, free, and unrestricted access to all functions, records, property, and personnel pertinent to carrying out any engagement, subject to accountability for confidentiality and safeguarding of records and information.
- Allocate resources, set frequencies, select subjects, determine scopes of work, apply techniques required to accomplish audit objectives, and issue reports.
- Obtain assistance from the necessary personnel of the University, as well as other specialized services from within or outside the University, in order to complete the engagement.

Independence and Objectivity

The Chief Audit Officer will ensure that the internal audit department remains free from all conditions that threaten the ability of internal auditors to carry out their responsibilities in an unbiased manner, including matters of audit selection, scope, procedures, frequency, timing, and report content. If the chief audit officer determines that independence or objectivity may be impaired in fact or appearance, the details of impairment will be disclosed to appropriate parties.

Internal auditors will maintain an unbiased mental attitude that allows them to perform engagements objectively and in such a manner that they believe in their work product, that no quality compromises are made, and that they do not subordinate their judgment on audit matters to others.

Internal auditors will have no direct operational responsibility or authority over any of the activities audited. Accordingly, internal auditors will not implement internal controls, develop procedures, install systems, prepare records, or engage in any other department that may impair an internal auditor's judgment, including:

- Assessing specific operations for which they had responsibility within the previous year.

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Office of the Chancellor

OFFICE OF INTERNAL AUDIT CHARTER – SEPTEMBER 2019~~MAY 2018~~

- Performing any operational duties for the University or its affiliates.
- Initiating or approving transactions external to the internal audit department.
- Directing the activities of any the University employee not employed by the internal audit department, except to the extent that such employees have been appropriately assigned to auditing teams or to otherwise assist internal auditors.

Where the chief audit officer has or is expected to have roles and/or responsibilities that fall outside of internal auditing, safeguards will be established to limit impairments to independence or objectivity.

Internal auditors will:

- Disclose any impairment of independence or objectivity, in fact or appearance, to appropriate parties.
- Exhibit professional objectivity in gathering, evaluating, and communicating information about the department or process being examined.
- Make balanced assessments of all available and relevant facts and circumstances.
- Take necessary precautions to avoid being unduly influenced by their own interests or by others in forming judgments.

The chief audit officer will confirm to the FIA Committee, at least annually, the organizational independence of the internal audit department.

The chief audit officer will disclose to the FIA Committee any interference and related implications in determining the scope of internal auditing, performing work, and/or communicating results.

Scope of Internal Audit Activities

The scope of internal audit activities encompasses, but is not limited to, objective examinations of evidence for the purpose of providing independent assessments to the FIA Committee, management, and outside parties on the adequacy and effectiveness of governance, risk management, and control processes for the University. Internal audit assessments include evaluating whether:

- Risks relating to the achievement of the University's strategic objectives are appropriately identified and managed.
- The University promotes governance, ethics, and integrity and communicates risk and control information;
- The actions of the University's officers, directors, employees, and contractors are in compliance with the University's policies, procedures, and applicable laws, regulations, and governance standards.
- The results of operations or programs are consistent with established goals and objectives.
- Operations or programs are being carried out effectively and efficiently.
- Established processes and systems enable compliance with the policies, procedures, laws, and regulations that could significantly affect the University.

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OFFICE OF INTERNAL AUDIT CHARTER – SEPTEMBER 2019~~MAY 2018~~

- Information and the means used to identify, measure, analyze, classify, and report such information are reliable and have integrity.
- Resources and assets are acquired economically, used efficiently, and protected adequately.

The chief audit officer will report periodically to senior management and the FIA Committee regarding:

- The internal audit department's purpose, authority, and responsibility.
- The internal audit department's plan and performance relative to its plan.
- The internal audit department's conformance with The IIA's Code of Ethics and *Standards*, and action plans to address any significant conformance issues.
- Significant risk exposures and control issues, including fraud risks, governance issues, and other matters requiring the attention of, or requested by, the FIA Committee.
- Results of audit engagements or other activities.
- Resource requirements.
- Any response to risk by management that may be unacceptable to the University.

The chief audit officer also coordinates activities, where possible, and considers relying upon the work of other internal and external assurance and consulting service providers as needed. The internal audit department may perform advisory and related client service activities, the nature and scope of which will be agreed with the client, provided the internal audit department does not assume management responsibility.

Opportunities for improving the efficiency of governance, risk management, and control processes may be identified during engagements. These opportunities will be communicated to the appropriate level of management.

Reporting and Monitoring

The Chief Audit Officer or a designee will prepare a written report following the conclusion of each internal audit project other than small consulting projects. Audit reports and close-out letters will be distributed to appropriate members of University management, all members of the Board, UNC General Administration, and the Council of Internal Auditing.

Internal audit reports will typically include management's response regarding corrective action taken or to be taken in regard to the specific findings. Management's response should include a timetable for anticipated completion of planned corrective action and an explanation for any findings that will not be corrected. If management elects not to correct a finding, its response should include a statement accepting the risk from choosing not to address a reported condition.

Responsibility

The chief audit officer has the responsibility to:

- Submit, at least annually, to senior management and the FIA Committee a risk-based internal audit plan for review and approval.
- Communicate to senior management and the FIA Committee the impact of resource limitations on the internal audit plan.

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OFFICE OF INTERNAL AUDIT CHARTER – SEPTEMBER 2019~~MAY 2018~~

- Review and adjust the internal audit plan, as necessary, in response to changes in the University's business, risks, operations, programs, systems, and controls.
- Communicate to senior management and the FIA Committee any significant interim changes to the internal audit plan.
- Ensure each engagement of the internal audit plan is executed, including the establishment of objectives and scope, the assignment of appropriate and adequately supervised resources, the documentation of work programs and testing results, and the communication of engagement results with applicable conclusions and recommendations to appropriate parties.
- Follow up on engagement findings and corrective actions, and report periodically to senior management and the FIA Committee any corrective actions not effectively implemented.
- Ensure the principles of integrity, objectivity, confidentiality, and competency are applied and upheld.
- Ensure the internal audit department collectively possesses or obtains the knowledge, skills, and other competencies needed to meet the requirements of the internal audit charter.
- Ensure trends and emerging issues that could impact the University are considered and communicated to senior management and the FIA Committee as appropriate.
- Ensure emerging trends and successful practices in internal auditing are considered.
- Establish and ensure adherence to policies and procedures designed to guide the internal audit department.
- Ensure adherence to the University's relevant policies and procedures, unless such policies and procedures conflict with the internal audit charter. Any such conflicts will be resolved or otherwise communicated to senior management and the FIA Committee.
- Ensure conformance of the internal audit department with the *Standards*, with the following qualifications:
 - If the internal audit department is prohibited by law or regulation from conformance with certain parts of the *Standards*, the chief audit officer will ensure appropriate disclosures and will ensure conformance with all other parts of the *Standards*.
 - If the *Standards* are used in conjunction with requirements issued by the U.S. Government Accountability Office (GAO), often referred to as *The Yellow Book*, the chief audit officer will ensure that the internal audit department conforms with the *Standards*, even if the internal audit department also conforms with the more restrictive requirements of the GAO.

Quality Assurance and Improvement Program

The internal audit department will maintain a quality assurance and improvement program that covers all aspects of the internal audit department. The program will include an evaluation of the internal audit department's conformance with the *Standards* and an evaluation of whether internal auditors apply the IIA's Code of Ethics. The program also assesses the efficiency and effectiveness of the internal audit department and identifies opportunities for improvement.

THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL
Office of the Chancellor

OFFICE OF INTERNAL AUDIT CHARTER – SEPTEMBER 2019~~MAY 2018~~

The chief audit officer will communicate to senior management and the FIA Committee on the internal audit department's quality assurance and improvement program, including results of internal assessments (both ongoing and periodic) and external assessments conducted at least once every five years by a qualified, independent assessor or assessment team from outside the University.

Approved this _____ day of ~~September, 2019~~May, 2018

~~Kevin M. Guskiewicz, Interim~~Carol L. Folt, Chancellor

~~Haywood D. Cochrane, Jr.~~Dwight D. Stone
Chair, Finance, Infrastructure, and Audit Committee of the UNC-CH Board of Trustees

~~Dean A. Weber~~Phyllis C. Petree, Chief Audit Officer

University of North Carolina at Chapel Hill

Finance, Infrastructure and Audit Committee Audit Related Charter

This Finance, Infrastructure and Audit Committee Charter (Charter) is an administrative supplement to the Bylaws of the Board of Trustees of the University of North Carolina at Chapel Hill. Article I section 104 – Committees. This administrative supplement to the by-laws addresses audit matters at the University.

I. Background

Each special responsibility constituent institution, including the University of North Carolina at Chapel Hill, is required by State law to have a financial audit conducted annually by an external auditor. Historically, the Office of the State Auditor has conducted the annual financial audit and has not performed any non-audit services. The Office of the State Auditor determined staff assignments for individual audits, including rotation of Audit Managers for each audit client. This Charter shall take effect when approved and shall remain in effect until amended.

II. Purpose

One standing committee of the Board of Trustees of the University of North Carolina at Chapel Hill (Board) shall be known as the Finance, Infrastructure and Audit Committee (Committee). In addition to other matters, the primary audit related function of the Committee is to assist the Board in fulfilling its responsibilities related to the:

- Integrity of the University's financial statements and other financial reporting;
- Adequacy and effectiveness of systems of internal control; and
- Independence and performance of the external and internal audit functions.

The duties of the Committee do not replace or duplicate established management responsibilities and delegations. Instead, the Committee serves in an advisory capacity to guide the direction of management's actions and set broad policy for ensuring accurate financial reporting, sound risk management, and ethical behavior.

III. Composition

The Chair of the Board will select members of the Committee. Each Committee member must be independent of management of the University and free of any relationship that would impair such independence. Members may not receive consulting, advisory, or other fees from the University.

The UNC Board of Governors is responsible for appointing Board of Trustee members who understand financial data and can serve on the Committee. A majority of the members of the Committee should be financially literate and, if possible, at least one member should be a financial expert. Financial literacy is the ability to understand fundamental financial information and statements. A financial expert is someone who has an understanding of generally accepted accounting principles and financial statements preferably relative to higher education; experience

**Finance, Infrastructure and Audit Committee
Audit Related Charter**

in applying such principles, experience in preparing, auditing, analyzing, or evaluating financial information; experience with internal controls and procedures for financial reporting; or an understanding of the audit committee function

IV. Duties and Responsibilities

The following shall be the principal audit-related duties and responsibilities of the Committee or the Chair on behalf of the Committee:

- Meet at least four times during the year.
- Monitor internal control systems at the University through activities of the internal and external auditors.
- Obtain assurance that the University is performing self-assessments of operating risks and evaluations of internal control on a regular basis.
- Confirm with University management that the University has not engaged the external auditor to perform any prohibited, non-audit services.
- Receive the audit engagement letter and other significant audit related communications from any external auditor. The external auditor will be directed to copy the Committee on any such communications.
- At the beginning of the audit cycle, review and approve the annual internal audit plan for the campus. At the end of the cycle, reviewing a comparison of the approved internal audit plan to internal audits performed.
- Confirm with the Chief Audit Officer-Director of Internal Audit, on an annual basis, efforts to coordinate the work of the Office of Internal Audit ~~Department~~ and the external auditor to ensure complete audit coverage, reduce duplication of work, and use audit resources effectively.
- As needed, review and approve revisions to the Office of Internal Audit ~~Department's~~ Charter.
- Be available to meet during the year with the external auditor for consultation purposes or to discuss the auditor's judgments about the quality, not just the acceptability, of the University's accounting principles and underlying estimates in its financial statements.
- Receive management's representation letter to the external auditor.
- Review the results of the annual financial audit with the North Carolina State Auditor or his or her designated representative.

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**Finance, Infrastructure and Audit Committee
Audit Related Charter**

- Discuss the results of any other audit performed and report/management letter (i.e. information system audits, investigative audits, etc.) issued by the North Carolina State Auditor with either the State Auditor or his staff, the Chief Audit Officer~~Director of Internal Audit~~, or appropriate campus official.
- For any audit finding contained within a report or management letter issued by the State Auditor, review the institution's corrective action plan and receive a report once corrective action has taken place.
- Discuss the results of any audit performed by other external auditors and, if there were audit findings, review the institution's corrective action plan and receive a report once corrective action has taken place.
- Review internal audit reports and summaries of external and internal audit activities. Ensure that management is devoting adequate attention to issues raised.
- Review all audits and management letters of University Associated Entities as defined in section 600.2.5.2[R] of the UNC Policy Manual.
- Review and resolve any significant disagreement between University management and the external auditor or the Office of Internal Audit ~~Department~~ in connection with the preparation of the financial statements or with other audits.
- Obtain annual assurance form the Chief Audit Officer~~Director of Internal Audit~~ that all internal audits were conducted in accordance with Professional standards.
- Approve decisions regarding the appointment and removal of the Chief Audit Officer~~Consult with the appointing authority regarding the selection and removal of the Director of Internal Audit.~~
- Review and approve, in consultation with the Chancellor, the budget and resources for the Office of Internal Audit, including the Chief Audit Officer's evaluation and remuneration.
- Oversee the University's mechanisms for receiving, resolving, and retaining records of complaints, regarding accounting, internal control, and auditing matters. Receive briefings from University management or the Chief Audit Officer~~Director of Internal Audit~~ regarding any significant complaints or misuse of funds.
- Support UNC System CODE AND UNC POLICY MANUAL, Chapter 1400 Information Technology to ensure:
 - 1400.1 Information Technology Governance:
 1. Annual audit plans shall consider, as appropriate, audit activity focused on information technology matters, based on annual risk assessments.
 2. The Committee shall review and discuss audit activity related to information technology matters and address issues of information technology governance on a regular basis.

University of North Carolina at Chapel Hill

**Finance, Infrastructure and Audit Committee
Audit Related Charter**

3. The Committee may request information and reporting related to the Institution's IT governance program. All audit reports involving information technology governance matters will be shared with the System's Committee on Audit, Risk Management and Compliance.

1400.2 Information Security:

1. The Committee shall ensure that information security is addressed in the annual audit planning and risk assessments that are conducted by the institution's internal auditor.
2. The Committee shall periodically include an agenda item for emerging information security matters at its regularly scheduled meetings.
3. The designated senior officer with information security responsibility shall present a report to the Committee, at least annually, on the institution's information security program and information technology security controls.

- Consult with the Office of University Counsel to review any legal matters that may have a significant impact on the University's financial statements or overall financial performance.
- Review and forward with recommendations to the full Board significant management initiatives involving financial reporting matters.

The Committee may modify or supplement these duties and responsibilities as needed.

The Committee shall have the authority to engage, in accordance with State rules and regulations, independent counsel or other advisors as necessary to carry out its duties. The University shall provide appropriate funding as determined by the Committee for payment to advisors employed by the Committee.

The Committee, with the assistance of the Office of University Counsel and the Chief Audit Officer~~Director of Internal Audit~~, should periodically review and assess the adequacy of the Committee Charter.

Approved this _____ day of September, 2019

Kevin M. Guskiewicz, Interim Chancellor

Haywood D. Cochrane, Jr.
Chair, Finance, Infrastructure, and Audit Committee of the UNC-CH Board of Trustees

Dean A. Weber, Chief Audit Officer

ATTACHMENT B

DESIGNER SELECTION – CAMPUS-WIDE PARKING LOT AND DECK REPAIRS

The University's extensive parking facilities require routine maintenance, repairs, and modest improvements. This project will assess existing conditions across all ten (10) campus parking decks and all major surface parking lots; establish a budget for maintenance, repairs, and improvement; and develop an implementation strategy. Several known parking facility repairs have an immediate need; this designer will address these repairs and improvements.

The project budget is \$3,700,000 and will be funded through the Transportation and Parking Trust Fund.

The project was advertised on August 12, 2019. Fourteen (14) proposals were received. Four (4) firms were interviewed on September 19, 2019. Members of the Board of Trustees did not participate in the interviews. The committee recommended the selection of three (3) 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, the strength of their consultant team, and experience with the State Construction Office.

RECOMMENDED ACTION:

A motion to approve three (3) firms in the following priority order:

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

DESIGNER SELECTION – KENAN STADIUM FIRE ALARM UPGRADES

Upgrade of the existing fire alarm systems in the Football Center, Press Box, and Guest Box which have exceeded their operational life expectancy and for which replacement parts are no longer available. The systems in the Press Box and Guest Box are extremely limited in terms of coverage and need expansion. The scope also includes integration of the public address system and a means of broadcasting real-time messaging from the fire control room in Loudermilk.

The project budget is \$1,060,000.00 and is being funded by Athletics department reserves. The project was advertised on August 12, 2019. Fourteen (14) proposals were received. Four (4) firms were interviewed on September 12, 2019. Members of the Board of Trustees did not participate in the interviews. The committee recommended the selection of three (3) 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, the strength of their consultant team, and experience with campus projects.

RECOMMENDED ACTION:

A motion to approve three (3) firms in the following priority order:

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

ATTACHMENT D

DESIGNER SELECTION – RELOCATION OF GROUNDS SERVICES DEPARTMENT

The development of the south campus site for the Translational Research Building (TRB) will necessitate relocation of some facilities used by the Grounds Department. The project will abate and demolish two existing buildings on main campus and renovate two existing buildings at Carolina North, and includes the construction of a new building for offices, meeting, storage and shop space. In addition, there is an existing fuel station at the future TRB site that will be relocated to another spot on main campus.

The project budget is \$3,000,000. As this is an enabling project for the larger TRB project, the self-liquidating debt fund source is the same. The project was advertised on July 19, 2019. Ten (10) proposals were received. Four (4) firms were interviewed on September 4, 2019. Members of the Board of Trustees did not participate in the interviews. The committee recommended the selection of three (3) 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, the strength of their consultant team, and experience with campus projects.

RECOMMENDED ACTION:

A motion to approve three (3) firms in the following priority order:

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

ATTACHMENT E

PROJECT AUTHORIZATION – CARMICHAEL ARENA, WOMEN’S BASKETBALL RENOVATIONS PHASE II

The project will renovate spaces for the Women’s Basketball program across 7,000 square feet at Carmichael Arena. The scope includes reconfiguration of office spaces and break room, new lockers, lighting, and A/V and will result in a more effective layout and upgraded finishes.

The project budget is \$750,000 and will be funded from Athletic department reserves.

RECOMMENDED ACTION:

To approve the project authorization as noted above.

**FOR APPROVAL – MODIFICATIONS TO HORACE WILLIAMS CAMPUS
DESIGNATION**

UNC-Chapel Hill seeks to amend the Horace Williams Campus designation pursuant to N.C. General Statutes Chapter 116 Article 21b: The Centennial Campus, Horace Williams Campus, and Millennial Campuses Financing Act (Act). The Act allows constituent institutions of The University of North Carolina System (System) to designate portions of their respective campuses so that alternative methods to pay for costs associated with buildings, structures, or other facilities may be utilized. In 2009, UNC first utilized the Act to secure a 20-year development agreement with the Town of Chapel Hill for 228 acres on a portion of the Horace Williams Campus (aka Carolina North). This current request will expand the existing Horace Williams Campus designation to include an additional 182 acres in order to align campus infrastructure with the Campus Master Plan and in support of Carolina's Strategic Plan.

The Horace Williams Campus designation provides the University with greater flexibility on specific parcels that it owns or controls to enhance the institution's research, teaching, and services missions, and the economic development of the region. Specifically, the Horace Williams Campus designation allows the University to generate revenue by charging and collecting other fees, rents, and charges for the use of and for the services furnished to or by any project within the Horace Williams Campus. Any revenues generated from strategic collaborations on the Horace Williams Campus remain on the Horace Williams Campus to support on-going operations. It is important to note that any project proposed for any portion of the Horace Williams Campus will require approval by the Board of Trustees and the Board of Governors.

Ten (10) of the seventeen (17) System campuses (including, but not limited to, NC State, Appalachian State, East Carolina, UNC-Greensboro, and UNC-Wilmington) have utilized the Act to increase operational flexibility. NC State uses its Centennial Campus designation to partner with commercial enterprises in support of research. East Carolina has set aside four (4) distinct areas on and around its core campus, each with its own focus, including one (1) area dedicated to revitalizing the urban core and another to creating opportunities for health care partnerships. UNC-G created a Millennial Campus comprised of two (2) distinct areas totaling 73 acres that are focused on interdisciplinary health and wellness partnerships and the visual and performing arts. UNC-W's Millennial Campus includes the Myrtle Grove Campus, located approximately seven (7) miles from the core campus. Each of these designations support the campus master plan adopted by and the mission of the respective University.

UNC-Chapel Hill's proposed Horace Williams Campus expansion includes the following areas:

1. **Campus South Hub** – Comprised of 86 acres, the South Campus Hub would leverage the University's \$1B in annual research funds to support research, entrepreneurship, and commercialization endeavors.
2. **Mid-Campus Housing District** – Comprised of 16 acres, the Horace Williams Campus designation would apply to existing on-campus housing stock in need of renovation or redevelopment.
3. **Porthole Alley** – Located at the threshold between the Town of Chapel Hill and the University's main campus, the Master Plan envisions Porthole Alley as a gateway to campus, Carolina arts, and innovation.
4. **Other Strategic Parcels** – The University controls several parcels immediately adjacent to campus and scattered across Chapel Hill and parts of Orange County. By placing approximately 79 acres of these parcels within the Horace Williams Campus, the University can create flexible financing and leasing structures to meet the University's needs to upgrade critical infrastructure and generate additional revenue.

Expanding the Horace Williams Campus will enhance the University's ability to be more flexible and nimble in developing collaborations, partnerships, and other ventures; support the goals of the recently-adopted Master Plan; align the physical campus with Carolina's Strategic Plan; utilize alternative methods of delivery for capital projects; afford more opportunities as to the operation of some auxiliary services; and create new opportunities for teaching, research, and service while generating revenue to support campus operations and the mission of the University.

RECOMMENDED ACTION:

To amend the Horace Williams Campus designation as outlined above.

MODIFICATIONS TO HORACE WILLIAMS CAMPUS DESIGNATION

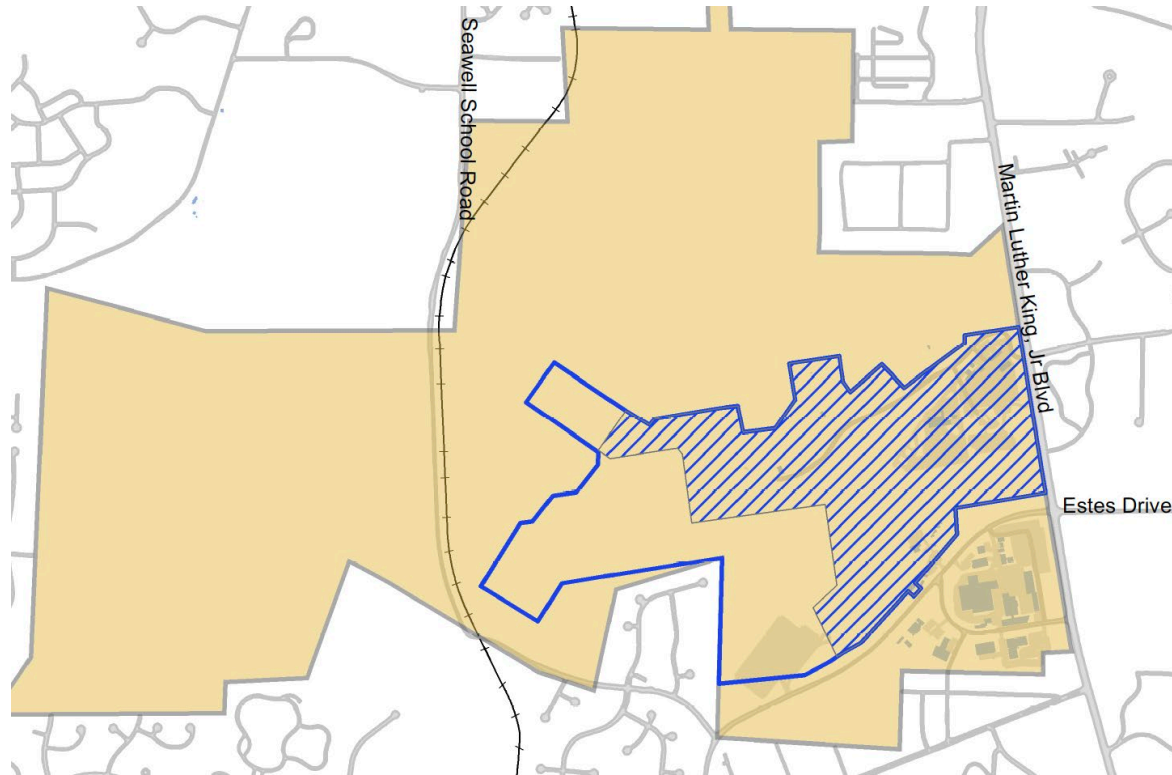
The University of North Carolina at Chapel Hill Board of Trustees
September 25, 2019

Overview

- Under NCGS Chapter 116 Article 21b, the properties encompassing the Horace Williams Campus (i.e. Carolina North), NC State's Centennial Campus and Millennial Campuses at other System institutions received special designations and authorities from the General Assembly
- UNC seeks to expand the boundaries of the Horace Williams Campus to include designated areas on UNC's main campus as well as strategic outlying parcels
- Expanded designation will allow for flexibility in development of these areas and to explore/implement alternative financing delivery methods, including Public Private Partnerships (P3s)
- Requested expansion closely aligns with the 0 – 15 year capital priorities and strategic initiatives as identified in the Campus Master Plan approved May 2019

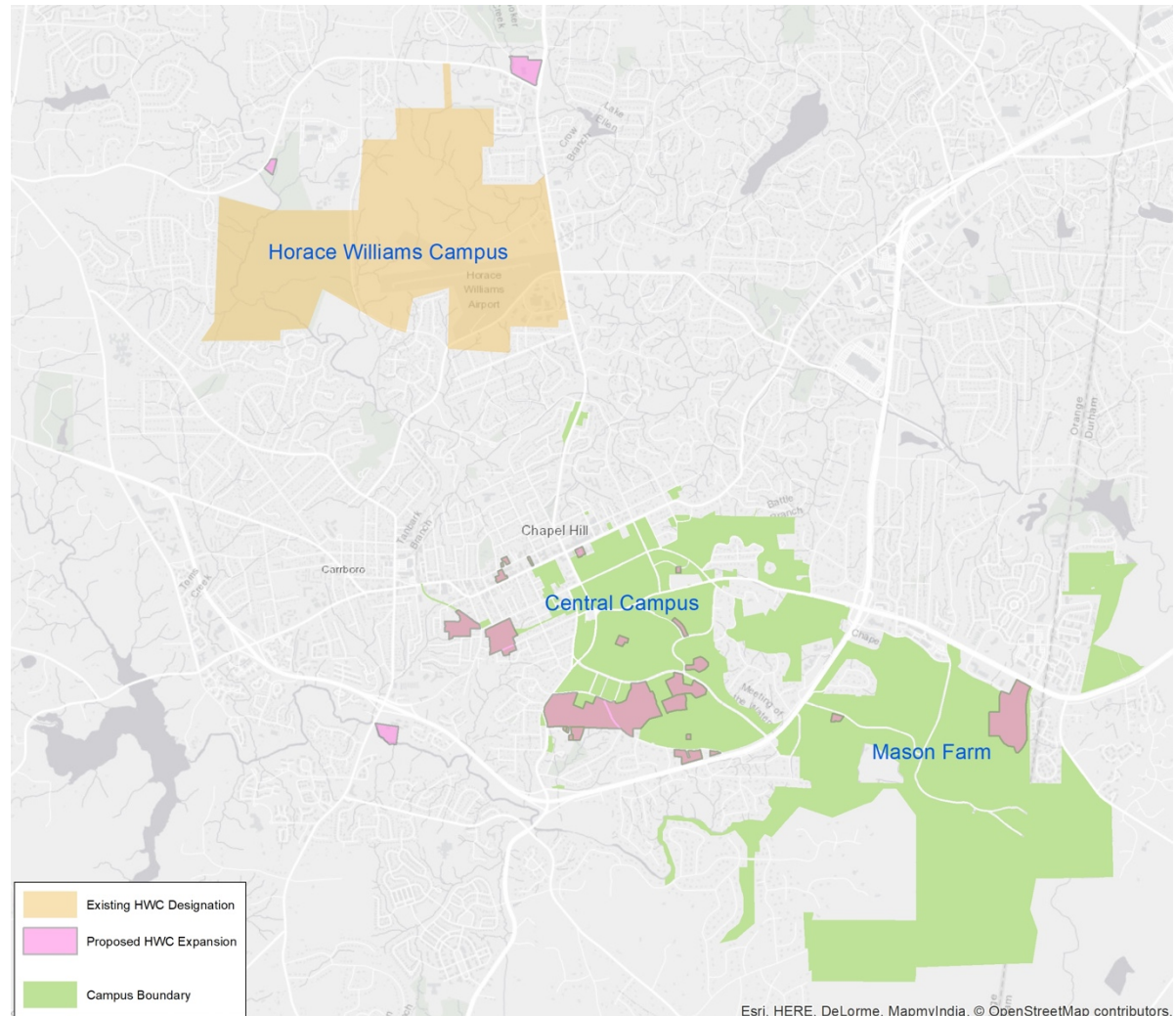
Existing Horace Williams Campus

- Horace Williams Campus was designated in 1987
- 2009 Carolina North Development Agreement covers 228 acres of the existing Horace Williams Campus designation

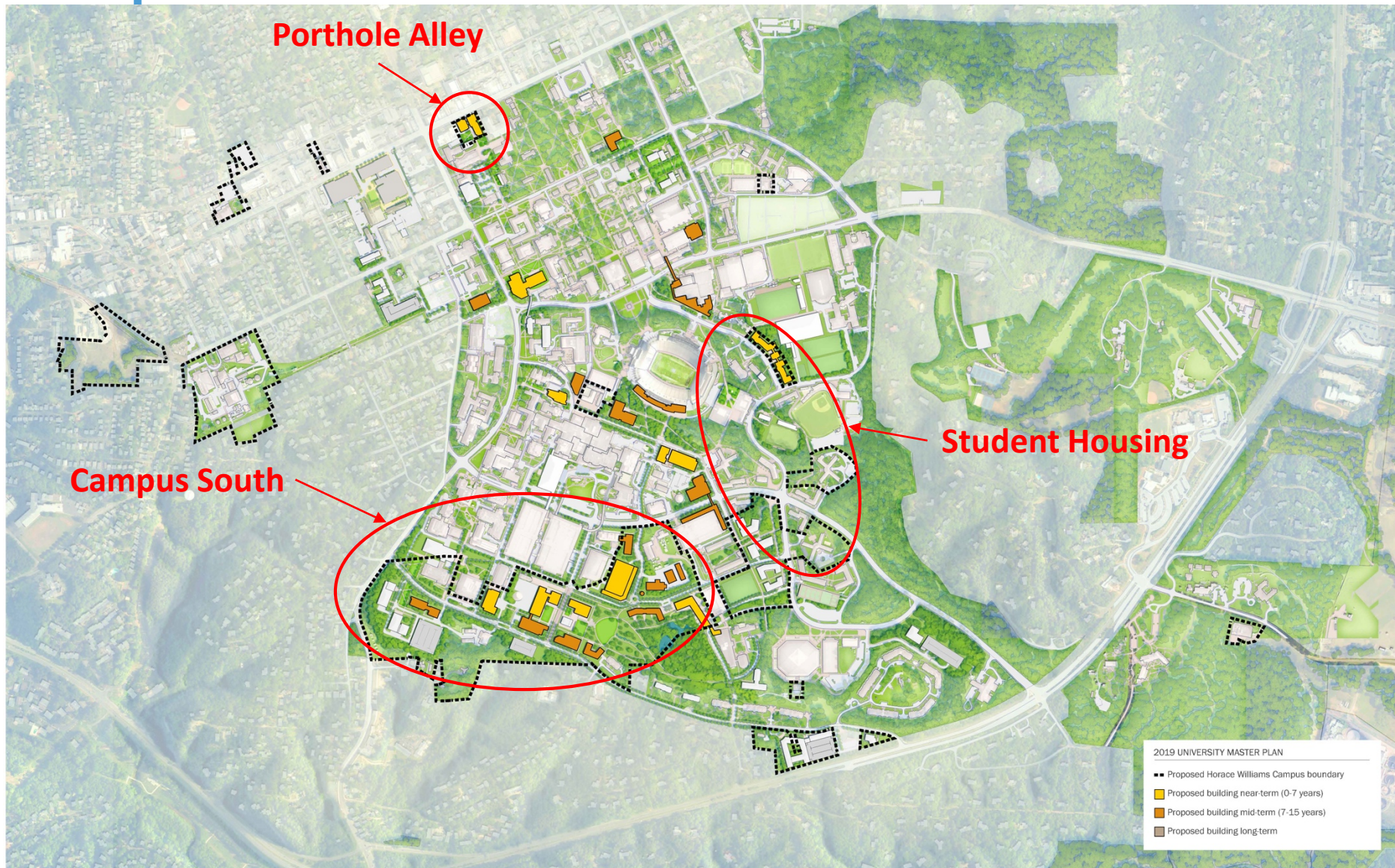


Requested Horace Williams Campus Designation

- Proposed expansion includes 103 acres on Central Campus and 79 acres of off-campus parcels (total expansion of 182 acres)
- Increase Horace Williams Campus acreage from existing 228 acres to 410 acres total



Campus Master Plan



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

2019 UNIVERSITY MASTER PLAN

0 300 900 feet
Scale 1" = 300'-0"



Strategic Initiatives within Requested Horace Williams Campus

Expanding Horace Williams Campus can benefit the following strategic initiatives prioritized within the next 15 years in the 2019 Campus Master Plan:



Porthole Alley

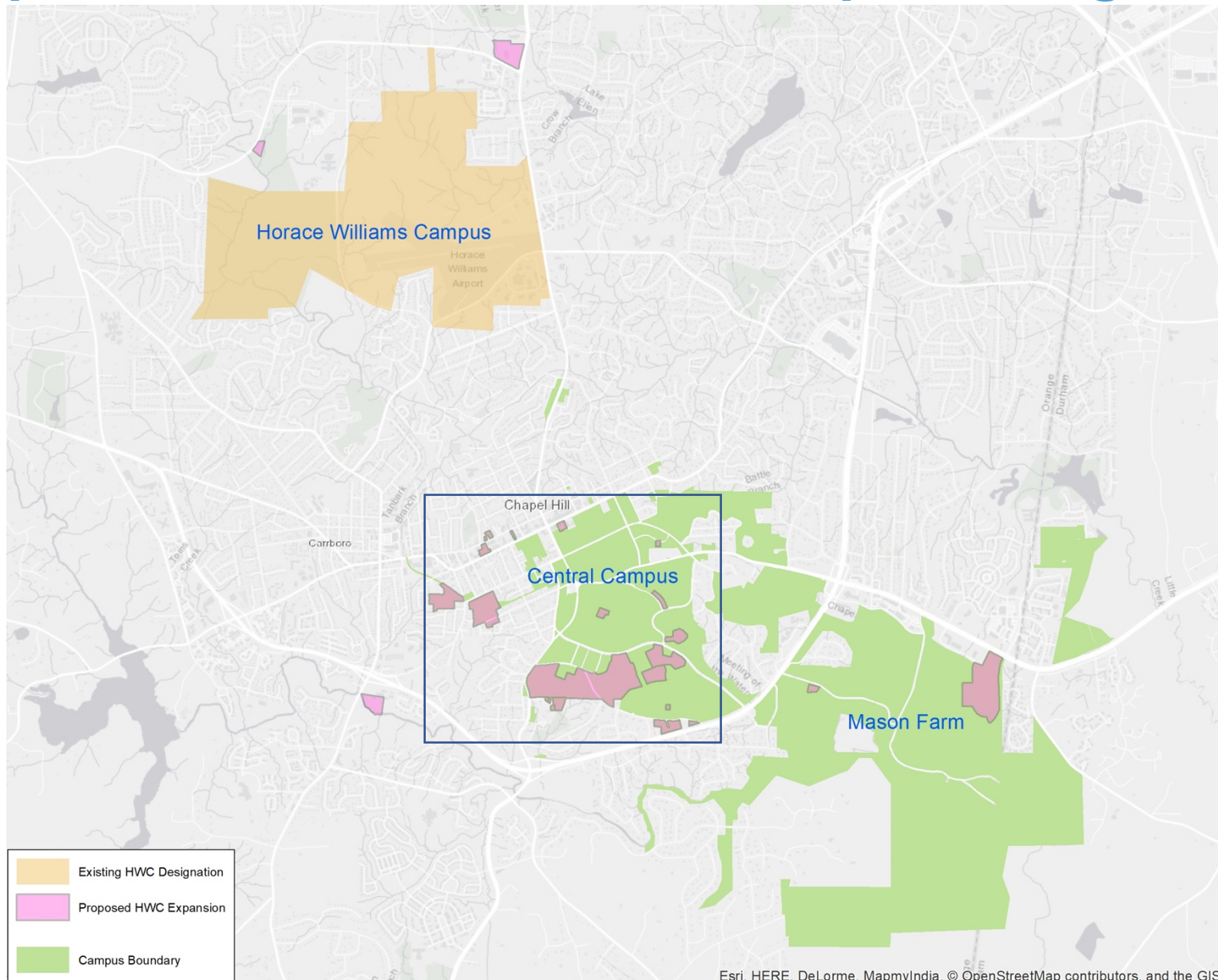


**Parker Teague
Redevelopment and other
Student Housing**

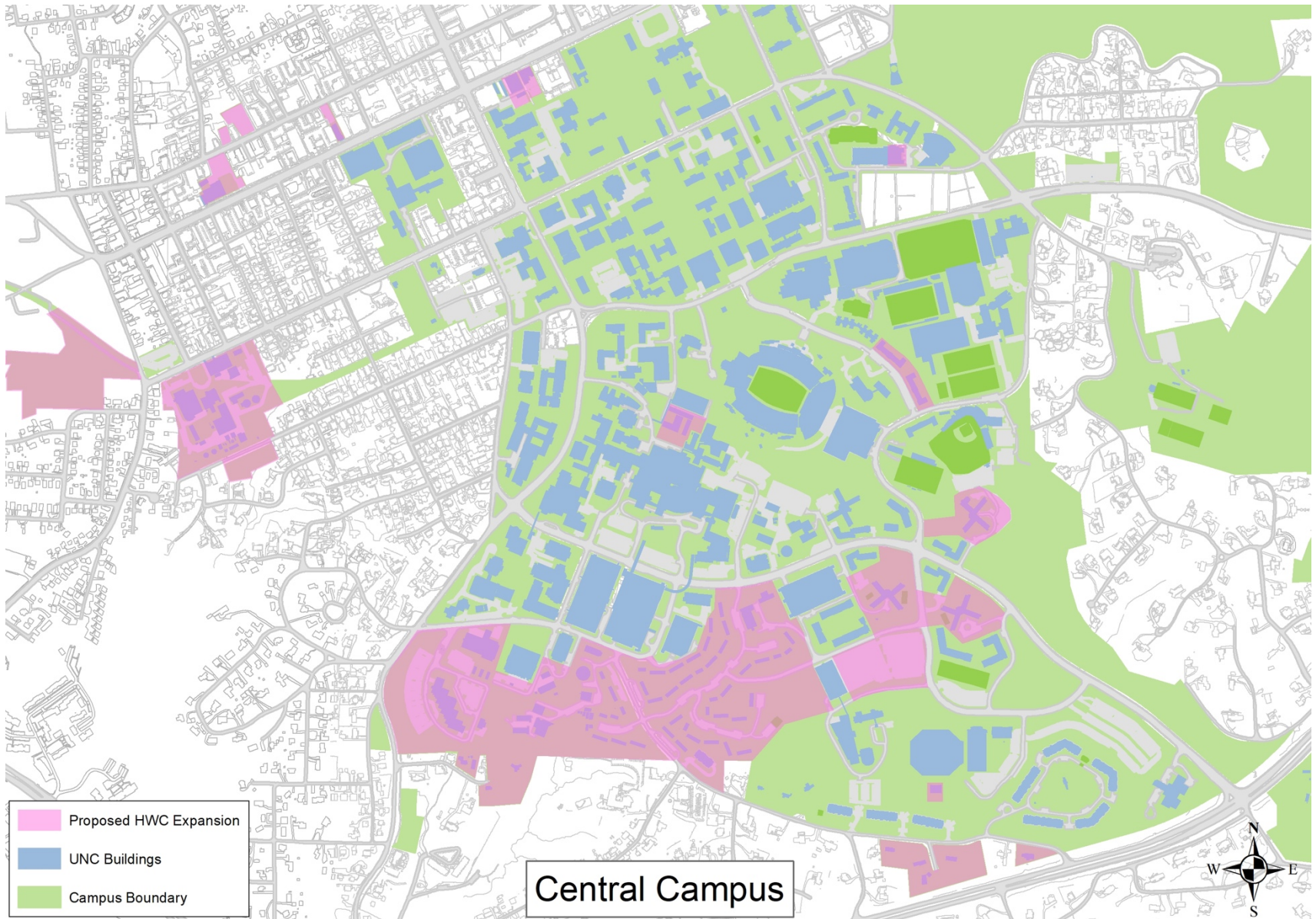


Campus South

Requested Horace Williams Campus Designation



Central Campus



ATTACHMENT G

FOR INFORMATION – S1 PARKING DECK AND CENTRAL GENERATION PLANT

The project includes both a new parking deck intended to be built on the S-1 surface parking lot off Paul Hardin Drive and a new 12,000 GSF Emergency Power Central Generation Plant. The new multi-story parking deck will contain approximately 450 parking spaces. The Generation Plant is being funded, and will be operated, by UNC Health Care.

The budget to develop the parking deck is \$14,443,516 and will be funded through the Transportation and Parking Trust Fund as well as self-liquidating debt.

RECOMMENDED ACTION:

No formal action is requested at this time.

S1 Parking Deck and Central Generator Plant

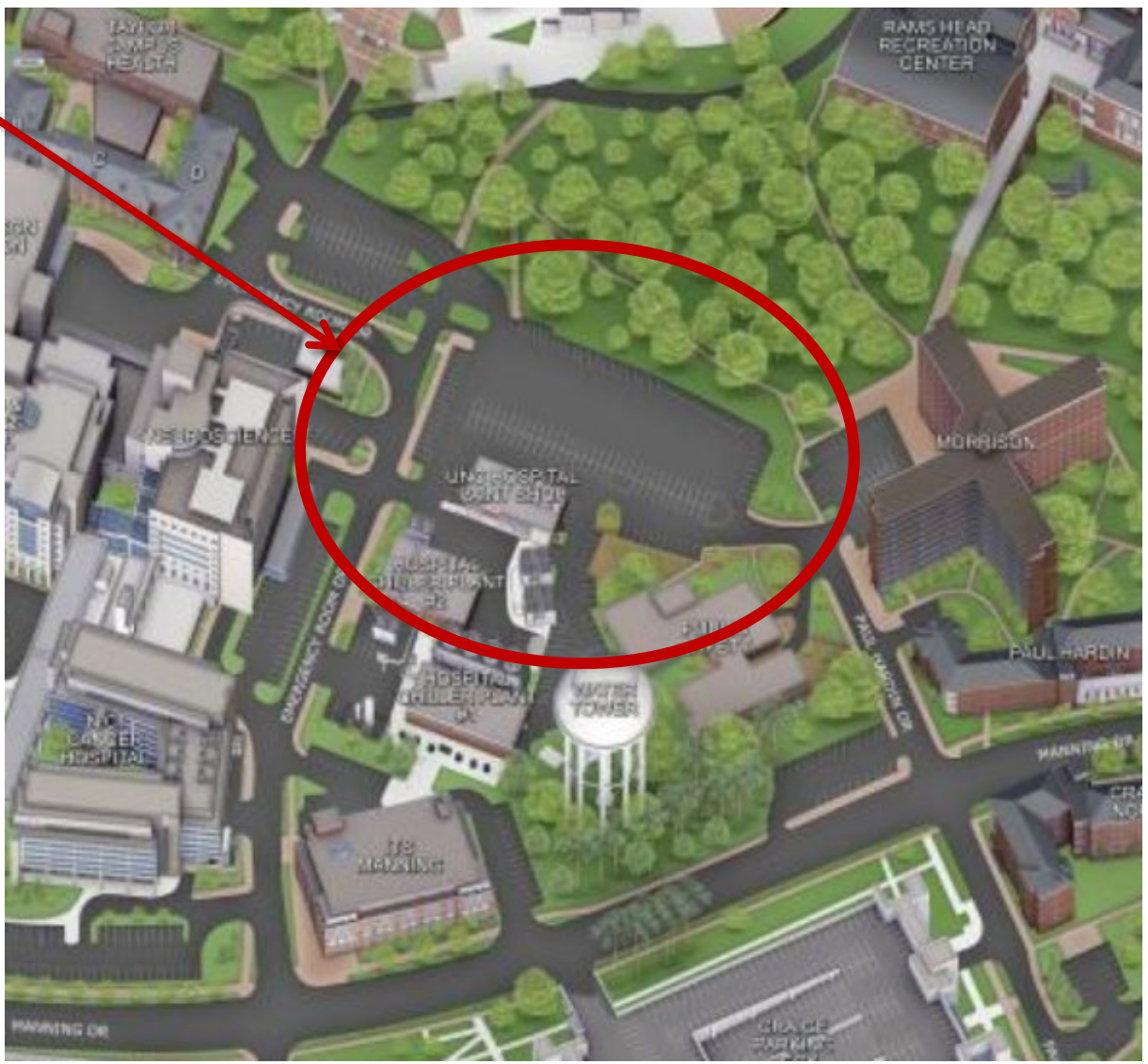
PROJECT
LOCATION

2019 CAMPUS
MASTER PLAN

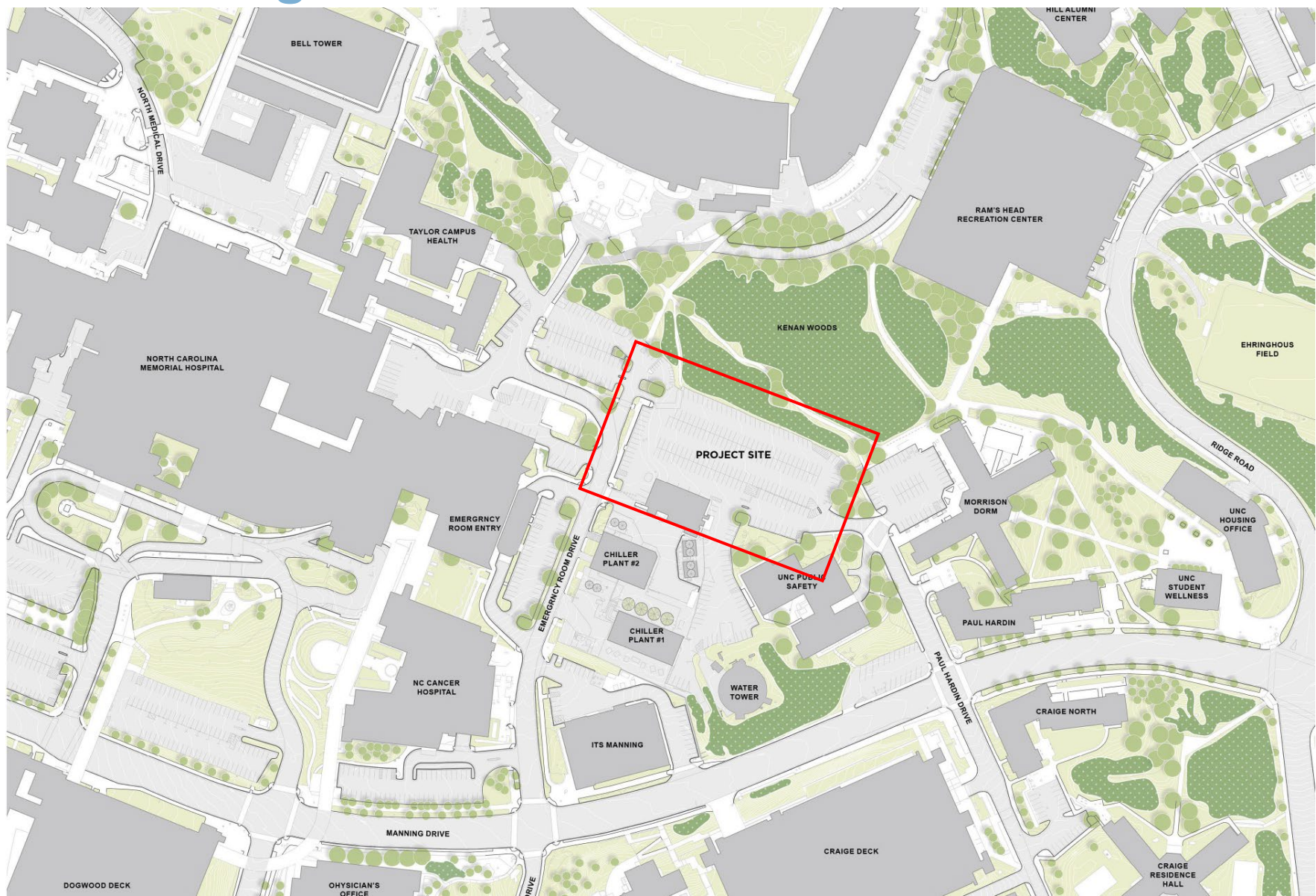


S1 Parking Deck and Central Generator Plant

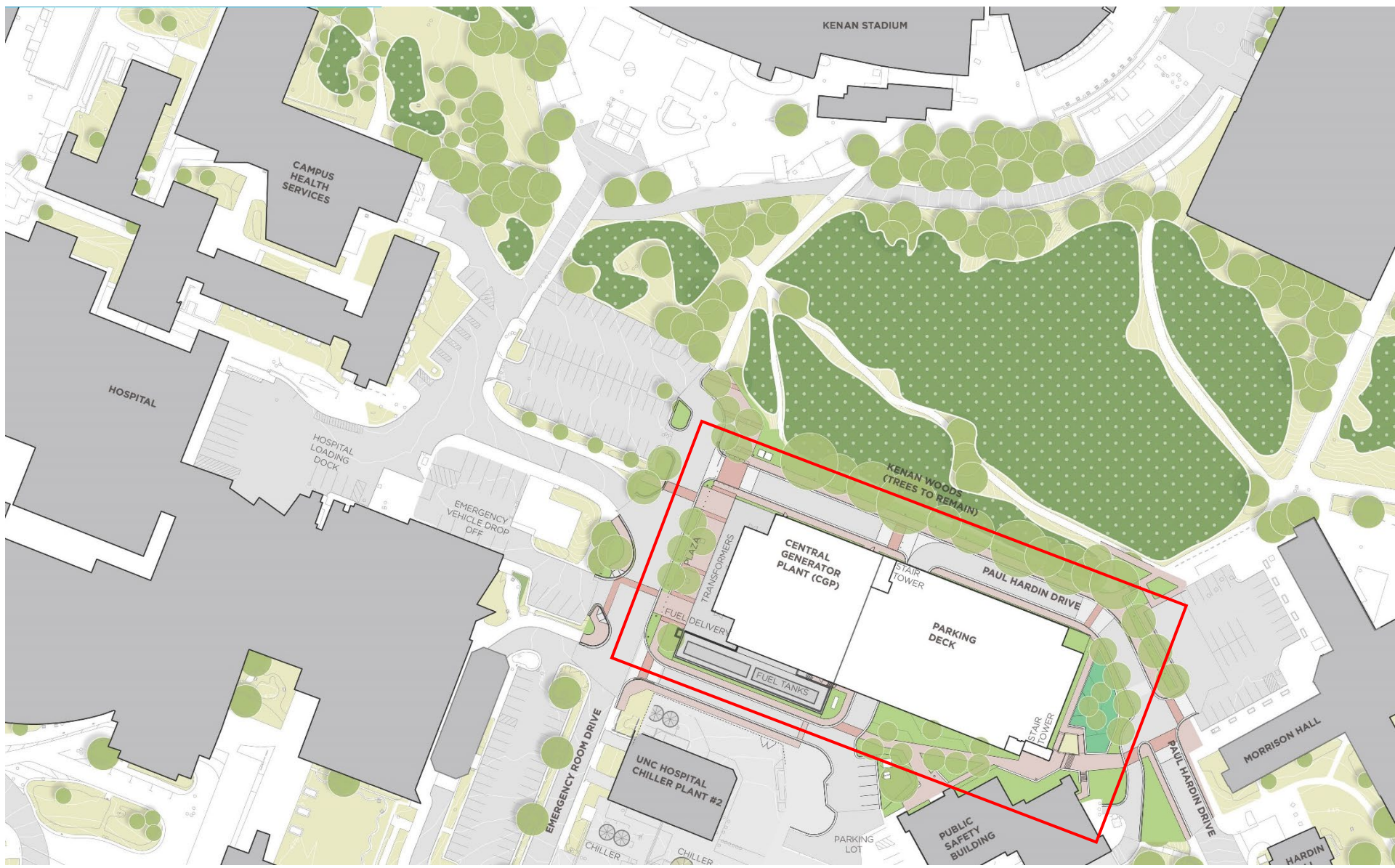
PROJECT
LOCATION



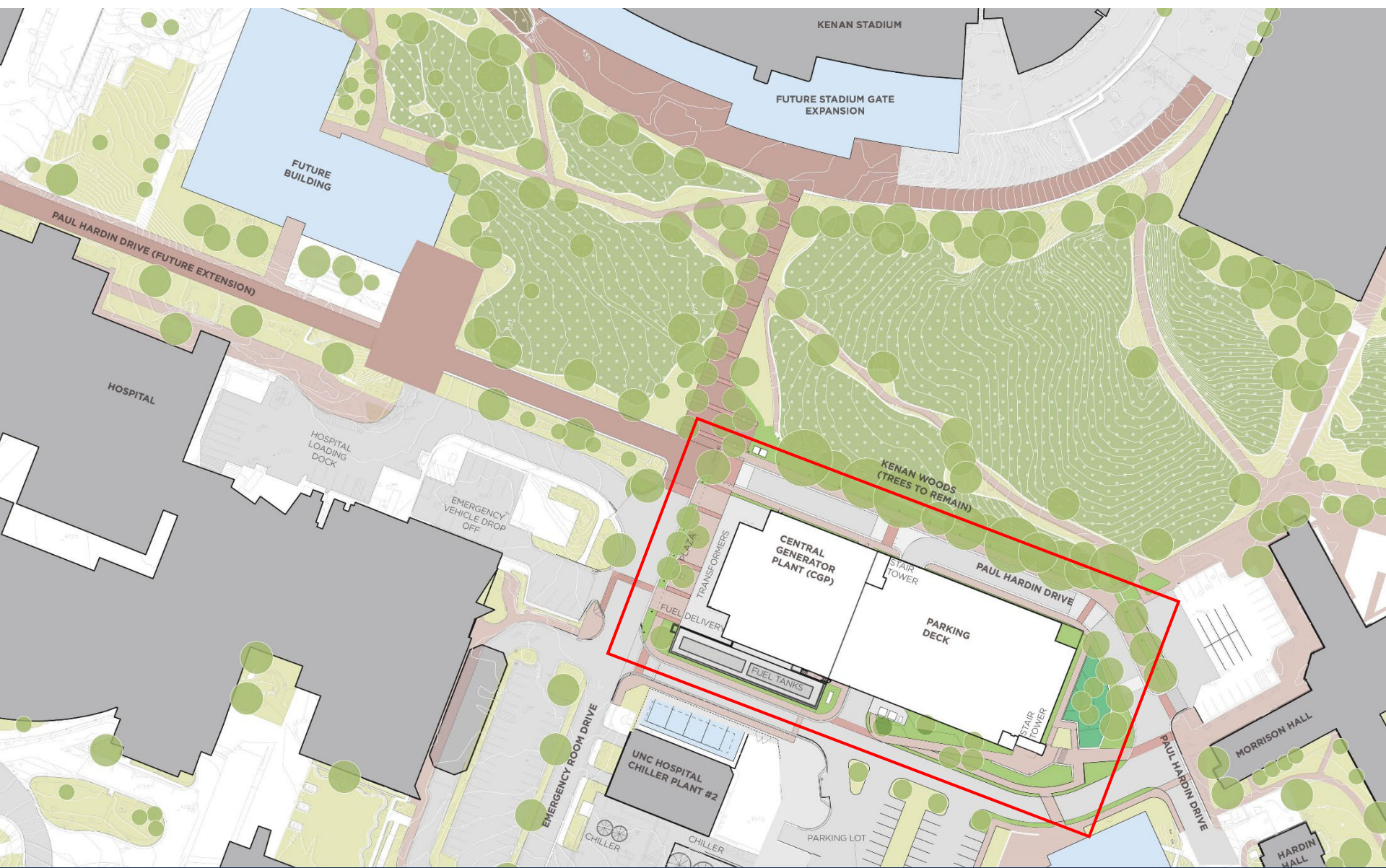
S1 Parking Deck and Central Generator Plant



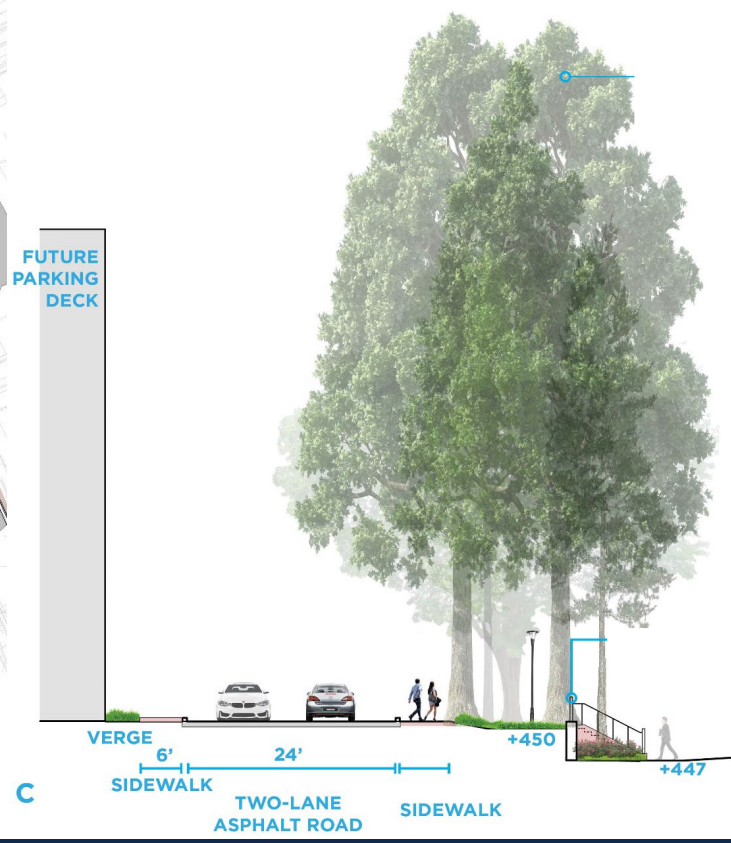
S1 Parking Deck and Central Generator Plant



S1 Parking Deck and Central Generator Plant



S1 Parking Deck and Central Generator Plant



S1 Parking Deck and Central Generator Plant



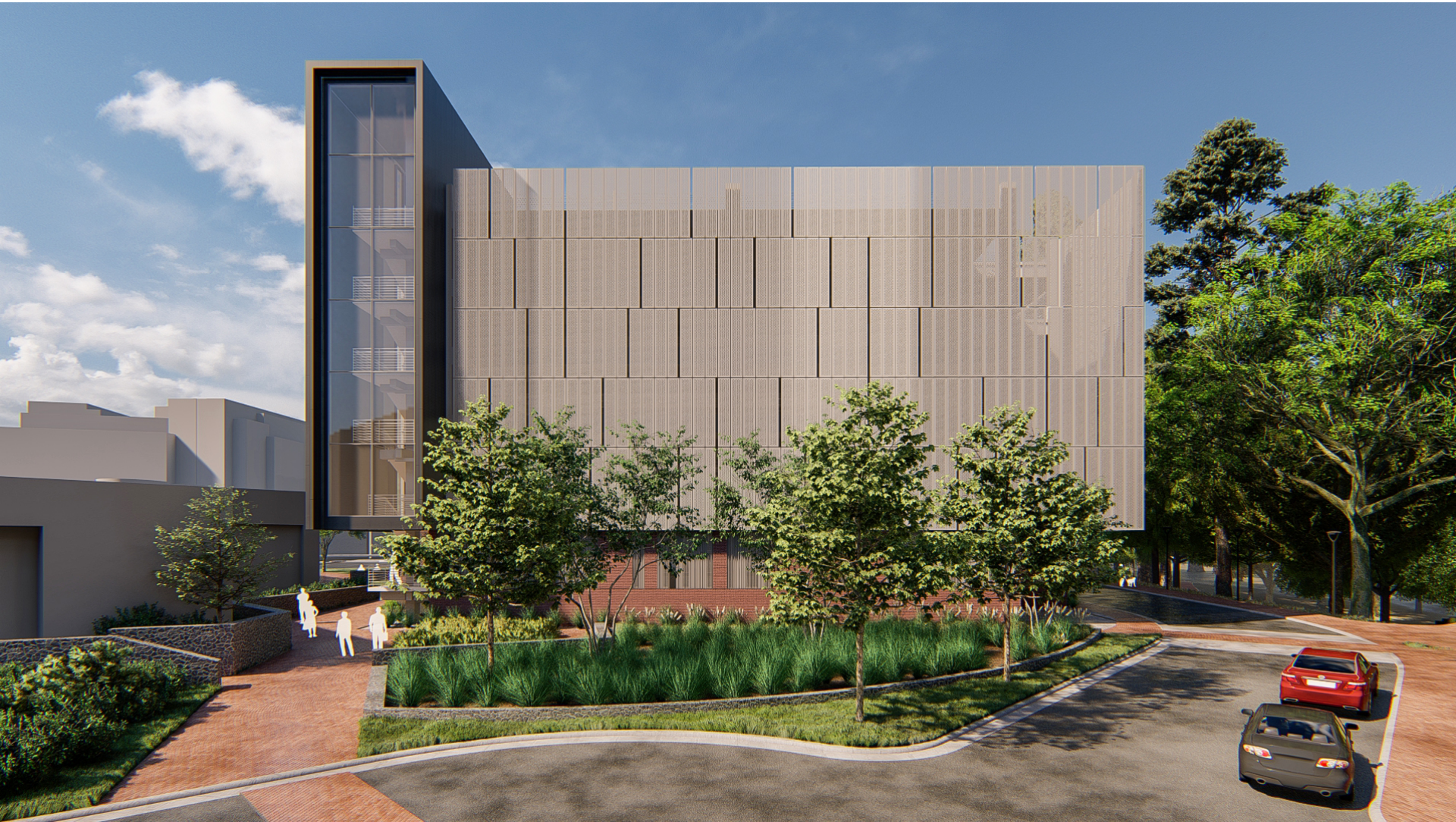
AERIAL VIEW FROM SOUTHEAST

S1 Parking Deck and Central Generator Plant



AERIAL VIEW FROM NORTHWEST

S1 Parking Deck and Central Generator Plant



VIEW FROM EAST

S1 Parking Deck and Central Generator Plant



VIEW ALONG EXTENDED HARDIN DRIVE

S1 Parking Deck and Central Generator Plant



VIEW FROM WEST

S1 Parking Deck and Central Generator Plant



INTERIOR VIEW OUT TO KENAN WOODS

ATTACHMENT H

FOR INFORMATION – LENOIR HALL OUTDOOR DINING

This project will address overcrowding within Lenoir Hall by increasing seating capacity through the addition of semi-conditioned space adjacent to the south entry of the building. Two pavilion-like structures are proposed, accommodating roughly 136 seats. Adjacent areas will also be renovated, resulting in space for an additional 52 uncovered seats. The existing Edible Campus satellite planters will be relocated to an adjacent space.

The project budget is \$1.2 million dollars, and will be funded by Dining Services.

RECOMMENDED ACTION:

No formal action is requested at this time.

Lenoir Hall Outdoor Dining

PROJECT
LOCATION

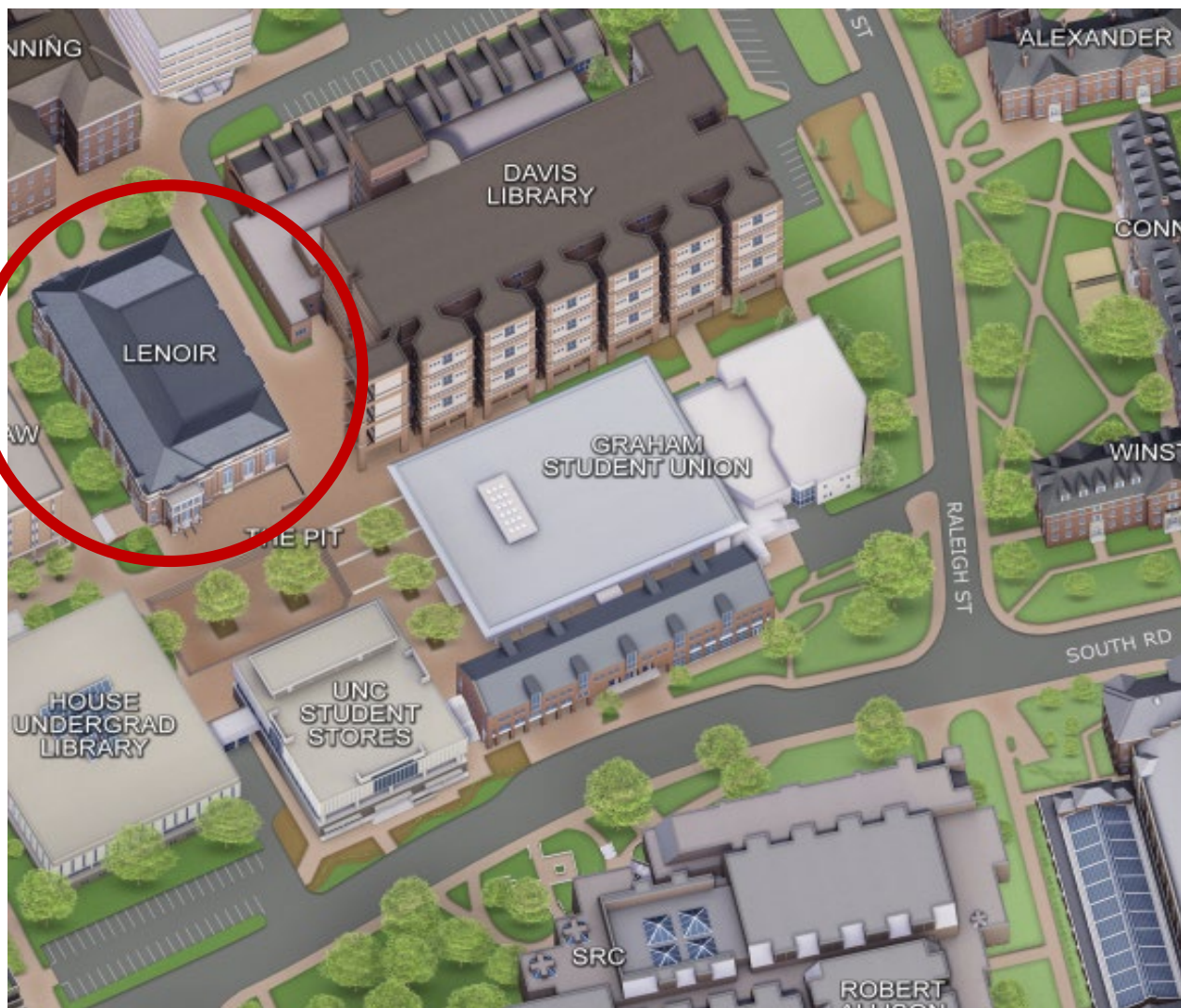


2019 CAMPUS
MASTER PLAN



Lenoir Hall Outdoor Dining

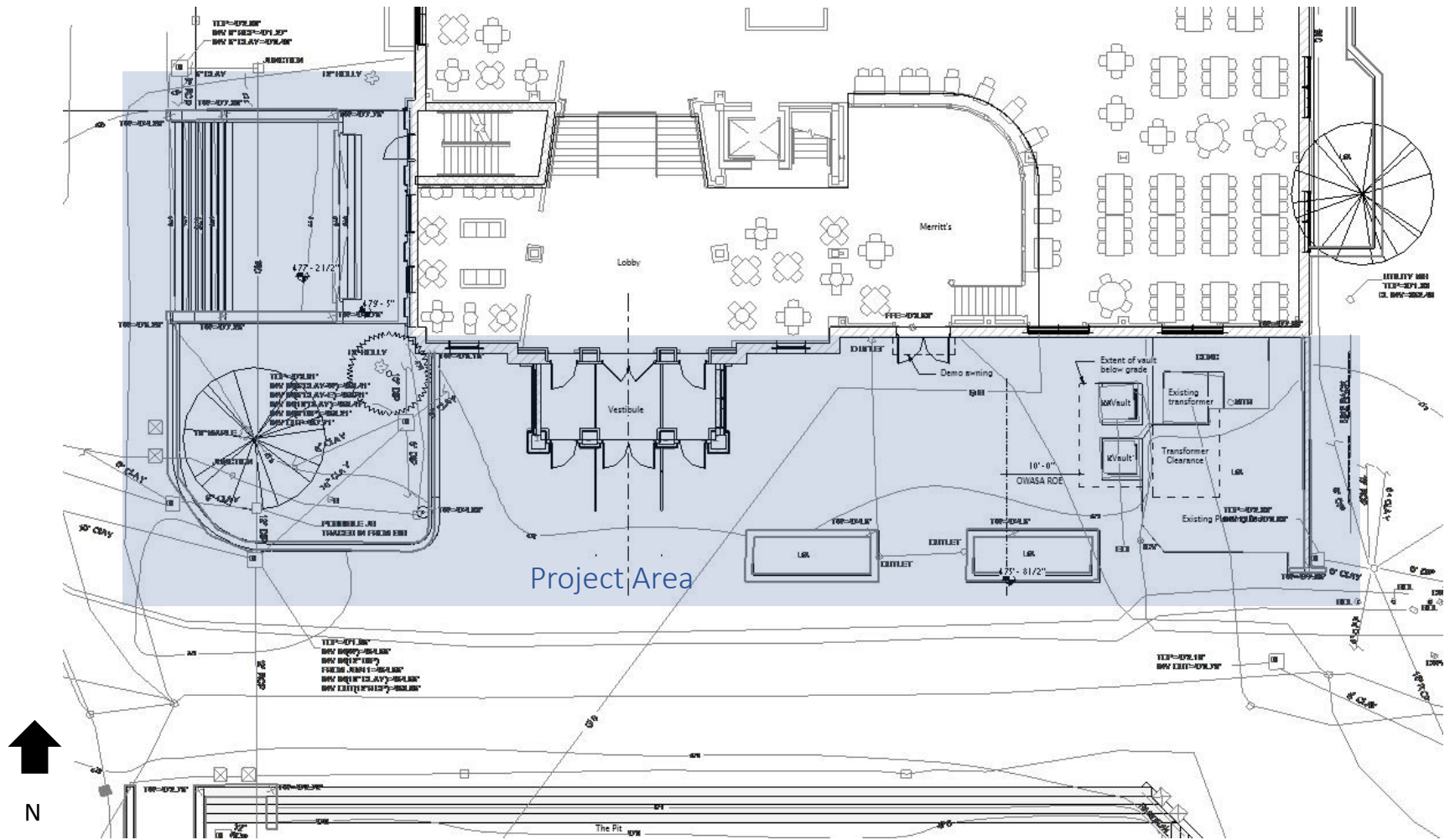
PROJECT
LOCATION



Lenoir Hall Outdoor Dining

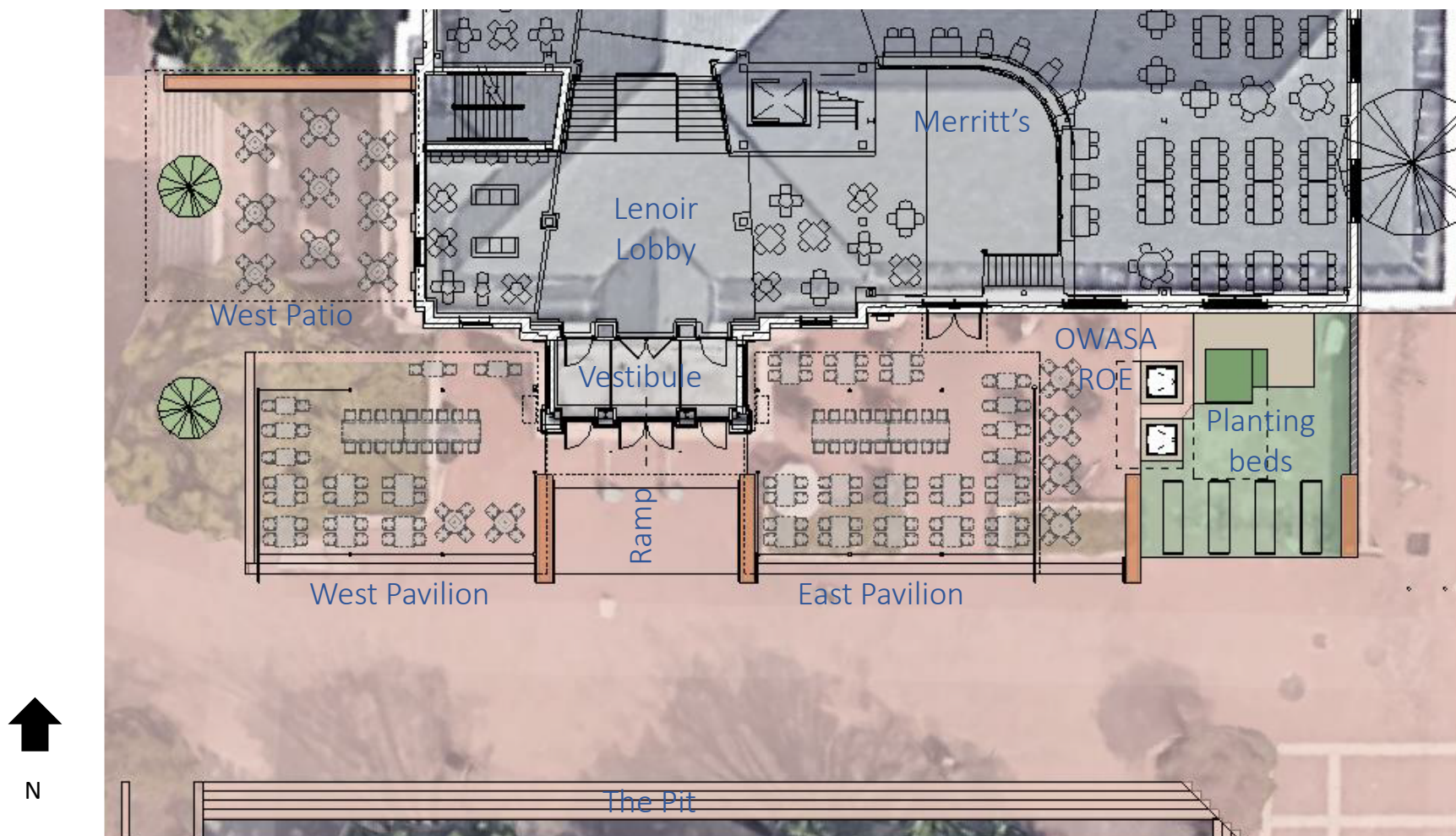


Lenoir Hall Outdoor Dining



EXISTING SITE PLAN

Lenoir Hall Outdoor Dining



PROPOSED SITE AND FLOOR PLAN

Lenoir Hall Outdoor Dining



VIEW FROM SOUTH

Lenoir Hall Outdoor Dining



VIEW FROM SOUTH

Lenoir Hall Outdoor Dining



VIEW FROM SOUTH

Lenoir Hall Outdoor Dining



VIEW FROM WEST

Lenoir Hall Outdoor Dining



VIEW FROM SOUTHEAST

Lenoir Hall Outdoor Dining



VIEW FROM SOUTHEAST



• *the* CAMPAIGN *for* CAROLINA •

David S. Routh

Vice Chancellor for Development

September 2019

• the CAMPAIGN for CAROLINA •
Campaign Dashboard

DATA AS OF Sept. 15, 2019.

\$2,887,949,396

TOTAL CAMPAIGN ACTIVITY

PERCENT TO
GOAL

68%

TIME
ELAPSED

59%

TOTAL
DONORS

173,606

ALUMNI
PARTICIPATION

25%

× Campaign Pillars



\$1.01B

**THE NEW
 GRADUATE**

\$427M

**THE 21ST C.
 PROFESSORIAT**

\$1.45B

**A CULTURE
 OF INNOVATION**

\$1.18B

**SIGNATURE
 INITIATIVES**

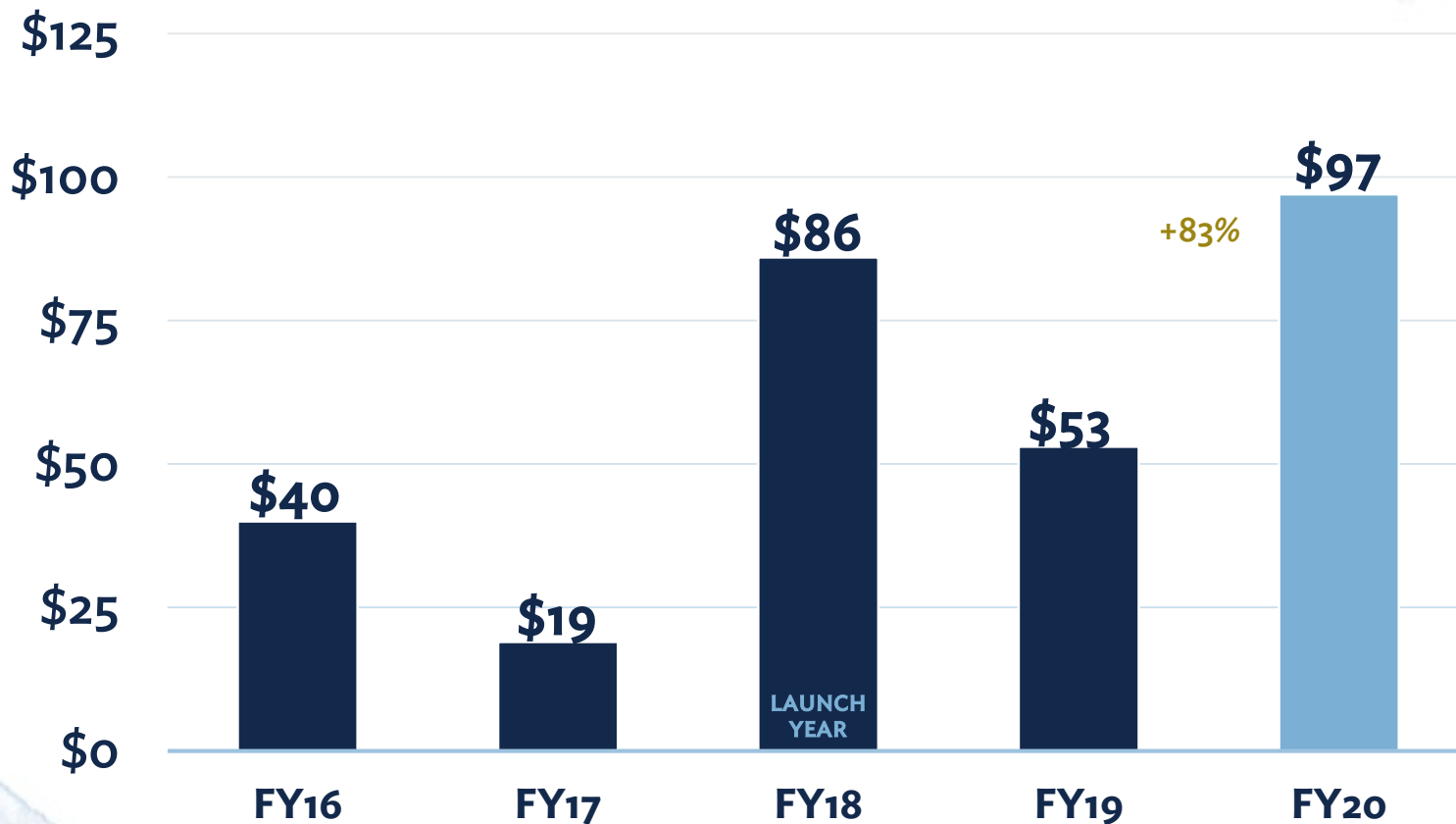
× Unit Progress

		Goal
ACK	33%	\$250M
ATHL	57%	\$500M
CAS	67%	\$750M
CCPS	84%	\$6M
CPA	83%	\$25M
DENT	78%	\$70M
EDU	40%	\$35M
GOV	36%	\$50M
GRAD	74%	\$10M
IE	54%	\$12M
KFBS	57%	\$400M
LAW	58%	\$75M
LIB	68%	\$50M
MCF	77%	\$75M
MED	72%	\$1B
MJ	90%	\$75M
MPSC	71%	\$20M
NCBG	63%	\$30M
NRI	102%	\$3M
NURS	97%	\$22M
OSSA	37%	\$400M
PHARM	89%	\$175M
SAFF	47%	\$15M
SILS	116%	\$20M
SPH	78%	\$200M
SSW	37%	\$23M

▶ Has met goal.

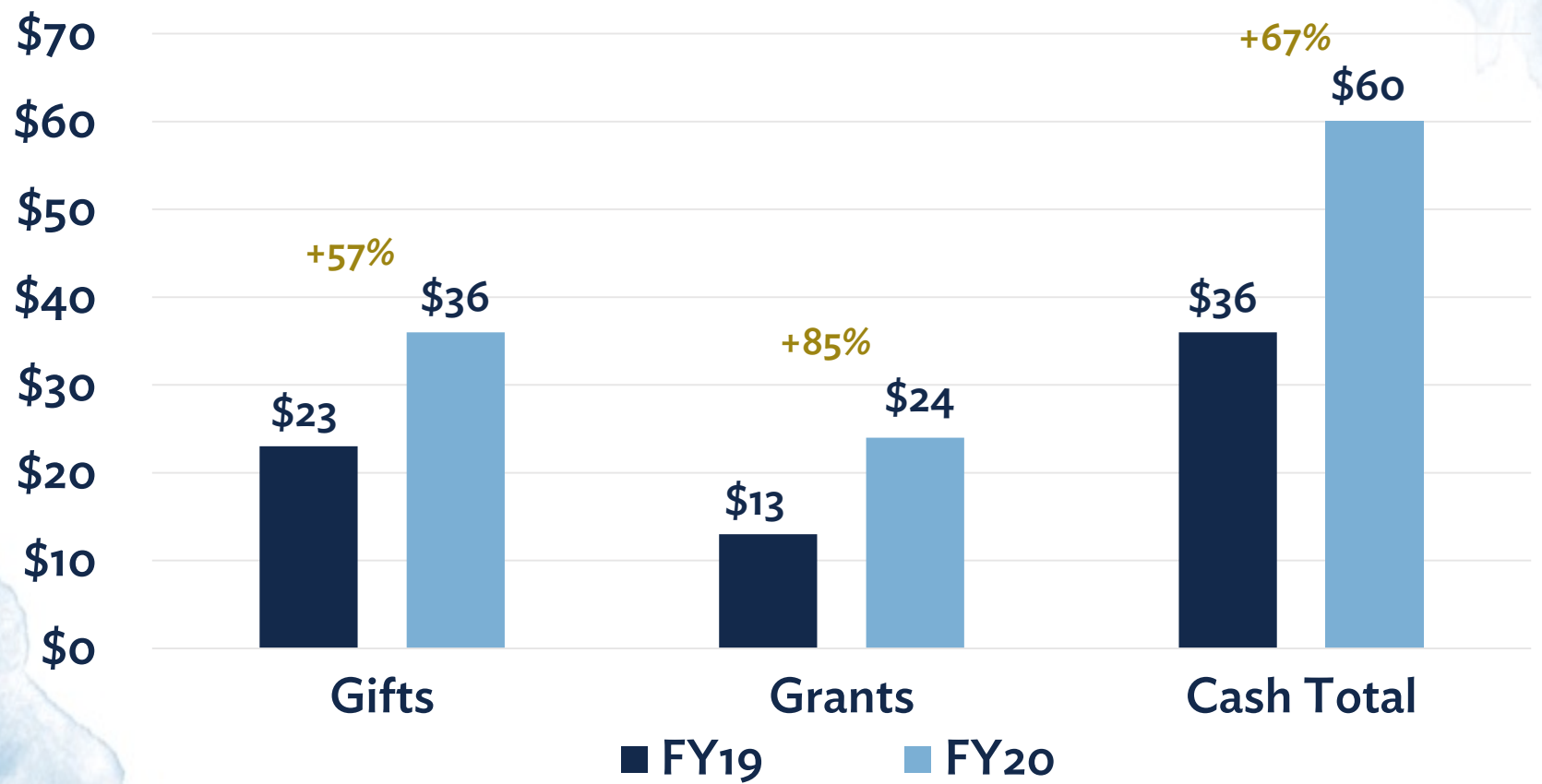
Acronyms key available online at:
<https://unc.live/acronyms>

New Cash & Commitments Totals *Through 9/15*



Amounts in millions

Cash Totals *Through 9/15*



Amounts in millions



UNC Hussman School of Journalism and Media

\$25M from the Hussman Family



Graduate student support
\$30M from an anonymous donor



Give Together Scholarship Challenge

\$10M from an anonymous donor to support Morehead-Cain scholarships

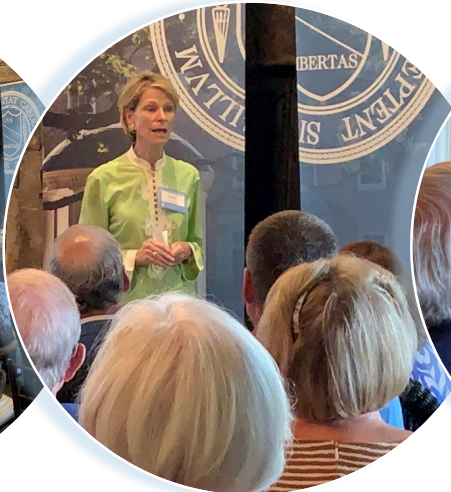
Campaign Events Since July 1, 2018



Highlands Salon Event



Highlands Country Club
August 11



Julia and Bill Grumbles
Hosts



Kevin Guskiewicz
Featured University Speaker



Mollie Scott
Regional Impact Speaker

Atlanta Edge Salon Event

HOSTED BY SUNNY and LEE BURROWS, AIMEE and TOM CHUBB, and MICHAEL KENNEDY
SEPT. 11, 2019



FY20 Strategic Priorities

SHOWCASE campaign impact

DELIVER high-quality stewardship experiences

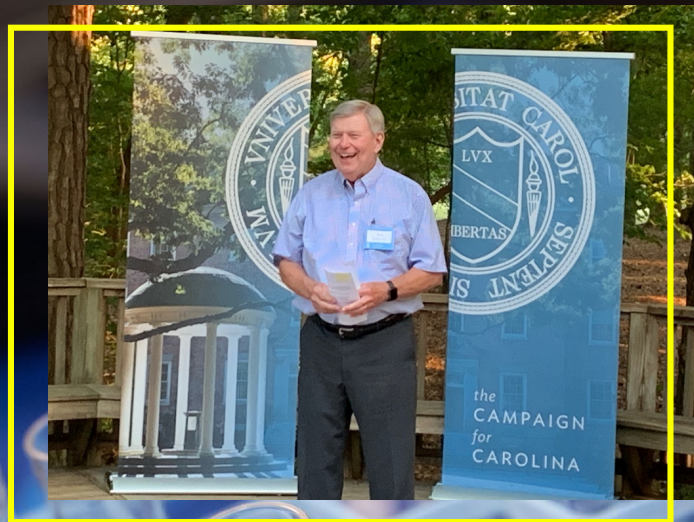
ENGAGE additional highly-rated prospects

PREPARE for the campaign's closing phase

Impact

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Impact



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Impact



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Impact



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Impact

ROSENAU HALL

ROSENAU HALL
Gillings School of
Global Public Health

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David S. Routh

Vice Chancellor for Development

September 2019