

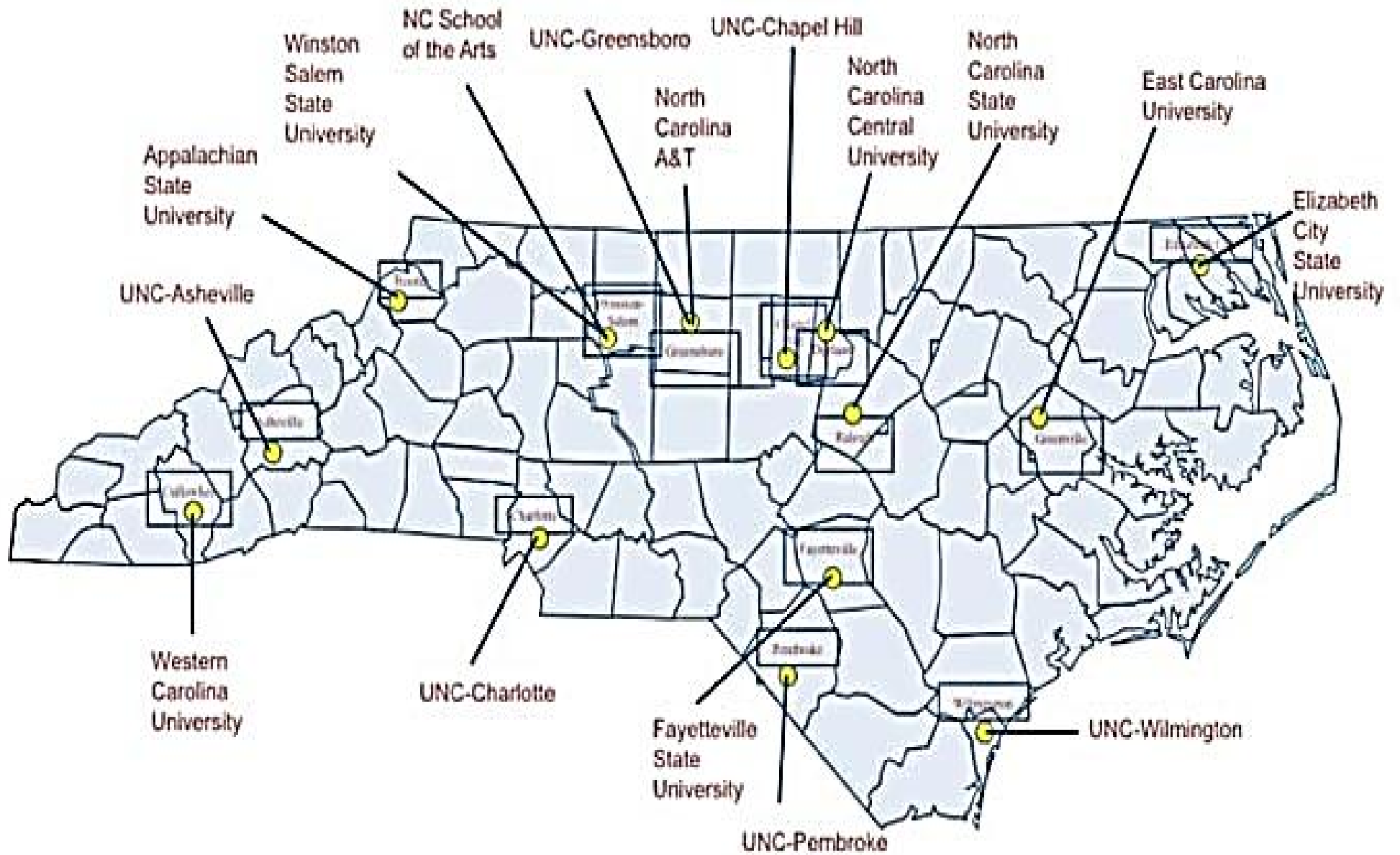
## Exhibit 1: The 16 Campuses of the UNC System Differ in Size, Scope, and Complexity

Carnegie Classification™	Institution (year established)	Total FTE (Fall 2012)	Percent FTE Grad Students	Percent Minority Students	Academic Programs	Average SAT Scores	Total Expenditures (2011–12)	Percent Research (2011–12)
<b>Doctoral Institutions</b> Very High Research Activity	UNC Chapel Hill (1789)	27,069	34%	36%	263	1,305	\$2,523,886,252	19%
	North Carolina State University (1887)	30,629	25%	30%	348	1,223	1,207,992,888	19%
<b>Doctoral Institutions</b> High Research Activity	North Carolina A&T State University (1890)	9,859	14%	93%	95	907	274,150,436	10%
	UNC Greensboro (1891)	16,754	16%	40%	181	1,033	361,996,677	5%
<b>Doctoral Institutions</b> Research Activity	UNC Charlotte (1946)	23,540	16%	39%	167	1,074	455,426,177	5%
	East Carolina University (1907)	24,198	18%	27%	199	1,058	756,874,569	3%
<b>Master's Institutions</b>	UNC Wilmington (1946)	12,871	8%	18%	98	1,175	257,081,113	5%
	North Carolina Central University (1910)	7,869	22%	89%	64	866	189,765,237	4%
	Appalachian State University (1899)	16,815	9%	13%	143	1,153	348,255,829	1%
	Western Carolina University (1889)	8,635	15%	17%	113	1,041	182,418,851	1%
	Winston-Salem State University (1892)	5,298	7%	83%	50	907	141,616,889	1%
	UNC Pembroke (1887)	5,522	10%	59%	59	933	112,880,270	1%
	Fayetteville State University (1867)	5,227	12%	83%	44	860	109,958,683	1%
<b>Bachelor's Institutions</b> Diverse Fields	Elizabeth City State University (1891)	2,720	3%	86%	41	856	81,509,005	4%
<b>Bachelor's Institutions</b> Arts and Sciences	UNC Asheville (1927)	3,379	1%	15%	53	1,194	81,003,382	3%
<b>Special-Focus Institution</b>	UNC School of the Arts (1963)	1,142	11%	26%	9	1,124	48,374,615	<1%
<b>UNC System Totals or Average</b>		<b>201,527</b>	<b>18%</b>	<b>39%</b>	<b>1,927</b>	<b>1,091</b>	<b>\$7,133,190,873</b>	<b>12%</b>

Notes: Institutions are listed by percentage of research expenditures and then by amount of total expenditures within each classification group. FTE stands for full-time equivalent student enrollment. Carnegie Classification describes institutional diversity in U.S. higher education. Average SAT scores are the combined scores for critical reading and mathematics of entering freshmen. Fiscal Year 2011–12 is the most recent year of audited financial data. Total expenditures for UNC Chapel Hill include Area Health Education Centers. Total expenditures for North Carolina State University include Agricultural Research Service and North Carolina Cooperative Extension. FTE students for UNC School of the Arts include high school students.

Source: Program Evaluation Division based on financial, enrollment, and academic program data from the UNC system office.

# Map of the Sixteen UNC Campuses



## UNC Campus Performance on Operational Efficiency Metrics

Campus	Campus Operations Staff as a Percentage of Total Staff	Campus Operations per 100 Student FTE	Institutional Support Spending per FTE	Number of Metrics with High Performance
Appalachian State University	High performer	High performer	High performer	3
East Carolina University	Low performer	High performer	High performer	2
Elizabeth City State University	Low performer	Low performer	Low performer	0
Fayetteville State University	High performer	Low performer	High performer	2
North Carolina A&T State University	Low performer	Low performer	High performer	1
North Carolina Central University	High performer	Not assessed	Low performer	1
North Carolina State University	High performer	High performer	High performer	3
UNC Asheville	High performer	High performer	High performer	3
UNC Chapel Hill	High performer	High performer	High performer	3
UNC Charlotte	High performer	High performer	High performer	3
UNC Greensboro	Low performer	High performer	Low performer	1
UNC Pembroke	Low performer	High performer	High performer	2
UNC School of the Arts	High performer	Low performer	Low performer	1
UNC Wilmington	High performer	High performer	High performer	3
Western Carolina University	High performer	High performer	High performer	3
Winston-Salem State University	Low performer	High performer	High performer	2

Note: FTE stands for full-time equivalent student enrollment.

Source: Program Evaluation Division.

**Percentage of campus operations to total employees:** To perform well on this metric, a campus had to have percentage of campus operations that was less than the average within their institution type

- Doctoral institutions: 20%
- Master's institutions: 25%
- Bachelor's and special-focus institutions: 29%

**Campus operations per 100 student FTE:** To perform well on this metric, a campus had to demonstrate either

- Enrollment growth and reductions in campus operations staff
- Enrollment growth outpaces growth in campus operation staff

**Institutional support spending per FTE:** To perform well on this metric, a campus had to spend the same amount or less on institutional support per student than its public institutional peers.

## Exhibit 17

Nine UNC Campuses  
Need to Improve  
Performance on One or  
More Operational  
Efficiency Metrics

Performance on Operational Efficiency Metrics	UNC Campus
<p><b>HIGH PERFORMER PERFORMANCE (GREEN)</b></p> <p>Campus scored High performer on all three measures of operational efficiency</p>	<p><b>ASU, NCSU, UNCA, UNCC, UNCCH, UNCW, WCU</b></p>
<p><b>NEEDS IMPROVEMENT (YELLOW)</b></p> <p>Campus needs improvement in one measure of operational efficiency</p>	<p><b>ECU, FSU, NCCU, UNCP, WSSU</b></p>
<p><b>LOW PERFORMER PERFORMANCE (RED)</b></p> <p>Campus needs improvement in two or more measures of operational efficiency</p>	<p><b>ECSU, NCA&amp;T, UNCG, UNCSA</b></p>

Note: North Carolina Central University (NCCU) was scored on two out of the three metrics and demonstrated Low performer performance on one of these metrics, institutional support spending per student FTE.

Source: Program Evaluation Division.